


Scouting Ireland Grievance and Disputes Procedures

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|  | Gasóga na hÉireann / Scouting Ireland | | | |
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Introduction

The purpose of this document is to outline the procedures that must be followed by the adult volunteer (hereinafter referred to as volunteer) membership, and professional staff of Gasóga na hÉireann/Scouting Ireland (SI), who instigate a grievance and/or dispute within the terms of SI's Grievance and Disputes Policy. This document should therefore be read in conjunction with the Grievance and Disputes Policy.

The procedures within Section A of this document (the Grievance Procedures) **must** be followed where any volunteer member of SI raises a grievance against any other volunteer member of SI.

In accordance with the terms and provisions of SI's Grievance and Disputes Policy, if, following the exhaustion of the Grievance Procedures, any volunteer member still feels that their grievance has not been addressed to their satisfaction then they may instigate the Disputes Procedures, as laid down in Section B of this document.

Where any respondent to a dispute is a SI volunteer **at the time that the dispute is formally accepted** then that case will proceed to a conclusion notwithstanding that any such respondent should subsequently resign from SI before the case is concluded. In all such cases the respondent(s), upon resignation, must be made aware by the Disputes Resolution and Appeals Panel (DRAP) that the case will proceed to its conclusion and that the respondent(s) will thereby be afforded the rights that this procedures document provides for, including the right to appeal any adverse findings against him/her.

However, it should be noted that, in all cases involving a volunteer who has resigned from SI, while the Hearing Panel and the Appeal Panel can make findings neither can recommend any sanctions against any respondent who is no longer a member of SI. For the avoidance of doubt a full report will be completed and presented via the Volunteer and Group Support Department (VGS) to the Board who will consider the findings and have them placed on the record of the individual.

Guiding Principles for all matters within this document

It is vitally important that those involved in all grievances and disputes are informed and reminded at the outset by the Group Leader, County Commissioner, Provincial Commissioner or National Team Lead (or their respective replacements) that they are Scouts, and as Scouts, they should be acting at all times in adherence with the Scout Law, Promise and Principles and in keeping with SI's Code of Conduct.

They should also be reminded that the primary role of "Adults in Scouting" is to place the needs and wellbeing of our "Youth Members" first and foremost, as generally, the matters such as are covered within this document consume a lot of volunteer hours and can therefore defer attention away from SI's youth centred approach.

NB: Any matter that is raised by any member of SI, or any other person, that concerns safeguarding issues, must be referred immediately to the Safeguarding Team by the recipient of the initial complaint or the DRAP.

Definitions

Throughout this document the following definitions shall apply:

The Board – is the Board of Directors of Scouting Ireland Services.

The VGS – is the Volunteer and Group Support Department.

The DRAP – is the Disputes Resolution and Appeals Panel, the members of the DRAP being a properly constituted Departmental Support Group under the VGS.

The Member – is an individual volunteer member of SI, as opposed to a Scout Group which is considered a “member” of the Company for governance purposes in the Constitution of the Company.

The Dispute Hearing Panel – is a Panel of volunteer members, to be convened by the DRAP, which will be drawn from the Hearing Pool (as defined within the Grievance and Disputes Procedures document). Each Dispute Hearing Panel that is convened must receive a briefing on the individual case from the DRAP before being presented with a Terms of Reference (drafted by the DRAP) by which they must work to.

The Appeal Panel – will be appointed by means of an open call by the VGS. The Panel will consist of two SI volunteer members and one non-SI external member. The external member will be recruited through an application and interview process. Interviews will be conducted by a selection panel consisting of the Manager and Core Team Chair of the VGS (or nominees of the Manager or Core Team Chair whereupon either are unavailable) a member of the DRAP and up to three volunteer members. The selection panel will be chaired by the Core Team Chair of the VSG (or their nominee).

The DRAP

The purpose of the DRAP is to manage the content of the Grievance and Disputes Policy document and thereby ensure that the proper procedures are followed for all grievance and disputes, in accordance with the terms as set out in Sections A – C (below) of this current document.

Fair Procedures

It is important that all grievances and disputes that are instigated follow fair procedures. The object of the Grievance and Disputes Policy is to arrive at a fair decision, by means of these Grievance and Disputes Procedures, having given the subject of all complaints an adequate opportunity to state his/her case and to provide witnesses.

It should therefore be noted at the outset that the Grievance and Disputes Policy makes provision for all those involved in any dispute to appeal any findings and/or recommendations that fall out of these Grievance and Disputes Procedures and Section C of this current document hereby refers.

Section A – Grievance Procedures

Grievance at Group level:

All grievances should be brought to the attention of the appointed person. The appointed person will be the Group Leader, in the first instance, or an alternative member of the Group, as appointed by the Group Council, if the Group Leader is a party to the grievance. The appointed person should then take a written record of the particulars of the grievance before taking the following action:

The appointed person should endeavour to resolve the grievance by using SI's Conflict Resolution Policy and Guidelines.

In addition to this, and only if any party to the grievance requires it, assistance can be obtained by way of a mediation service, by contacting the VGS. The Employee Assistance Programme (EAP) is also available for any party to a grievance to contact directly for assistance should they feel their health and well-being to be adversely impacted by involvement in any grievance process.

If after following these procedures the appointed person is unable to resolve the grievance amicably, then it will be for the Group Council (as a whole) to consider the circumstances of the grievance and make a further attempt to establish if an amicable agreement can be reached.

Should the appointed person (in the first instance) or the Group Council require advice and/or guidance at any stage as to how to handle any particular aspect of the grievance, they should make this request (in writing, setting out the full particulars of the grievance) to the DRAP.

If after having followed all the procedures above the matter still remains unresolved, then the appointed person should issue a formal written notification to the complainant indicating that the matter is deemed closed by the Group without resolution.

If any party to the grievance is still unsatisfied after the Group has made every attempt to resolve the grievance amicably it is at that stage, and only at that stage, that they will be permitted to lodge an Official Dispute in accordance with the procedures contained within Section B of this document.

It should be noted that where an Official Dispute is instigated the written record regarding the particulars of the grievance, along with the formal notification of closure, will be sought by, and must be made available to, the DRAP.

Grievance at County level:

All grievances should be brought to the attention of the appointed person. The appointed person will be the County Commissioner, in the first instance, or an alternative member of the County Team, as appointed by the County Management Committee, if the County Commissioner is a party to the grievance. The appointed person should then take a written record of the particulars of the grievance before taking the following action:

The appointed person should endeavour to resolve the grievance by using SI's Conflict Resolution Policy and Guidelines.

In addition to this, and only if any party to the grievance requires it, assistance can be obtained by way of a mediation service, by contacting the VGS. The EAP is also available for any party to a grievance to contact directly for assistance should they feel their health and well-being to be adversely impacted by involvement in any grievance process.

If after following these procedures the appointed person is unable to resolve the grievance amicably, then it will be for the County Management Committee (as a whole) to consider the circumstances of the grievance and make a further attempt to establish if an amicable agreement can be reached.

Should the appointed person (in the first instance) or the County Management Committee require advice and/or guidance at any stage as to how to handle any particular aspect of the grievance, they should make this request (in writing, setting out the full particulars of the grievance) to the DRAP.

If after having followed all the procedures above the matter still remains unresolved, then the appointed person should issue a formal written notification to the complainant indicating that the matter is deemed closed by the County without resolution.

If any party to the grievance is still unsatisfied after the County has made every attempt to resolve the grievance amicably it is at that stage, and only at that stage, that they will be permitted to lodge an Official Dispute in accordance with the procedures contained within Section B of this document.

It should be noted that where an Official Dispute is instigated the written record regarding the particulars of the grievance, along with the formal notification of closure, will be sought by, and must be made available to, the DRAP.

Grievance at Provincial level:

All grievances should be brought to the attention of the appointed person. The appointed person will be the Provincial Commissioner, in the first instance, or an alternative member of the Provincial Team, as appointed by the Provincial Management Support Team, if the Provincial Commissioner is a party to the grievance. The appointed person should then take a written record of the particulars of the grievance before taking the following action:

The appointed person should endeavour to resolve the grievance by using SI's Conflict Resolution Policy and Guidelines.

In addition to this, and only if any party to the grievance requires it, assistance can be obtained by way of a mediation service, by contacting the VGS. The EAP is also available for any party to a grievance to contact directly for assistance should they feel their health and well-being to be adversely impacted by involvement in any grievance process.

If after following these procedures the appointed person is unable to resolve the grievance amicably, then it will be for the Provincial Management Support Team (as a whole) to consider the circumstances of the grievance and make a further attempt to establish if an amicable agreement can be reached.

Should the appointed person (in the first instance) or the Provincial Management Support Team require advice and/or guidance at any stage as to how to handle any particular aspect of the grievance, they should make this request (in writing, setting out the full particulars of the grievance) to the DRAP.

If after having followed all the procedures above the matter still remains unresolved, then the appointed person should issue a formal written notification to the complainant indicating that the matter is deemed closed by the Province without resolution.

If any party to the grievance is still unsatisfied after the Province has made every attempt to resolve the grievance amicably it is at that stage and only at that stage, that they will be permitted to lodge an Official Dispute in accordance with the procedures contained within Section B of this document.

It should be noted that where an Official Dispute is instigated the written record regarding the particulars of the grievance, along with the formal notification of closure, will be sought by, and must be made available to, the DRAP.

Grievance at National level:

Should any grievance arise (concerning a National matter) between two or more members, any one of which holds an appointment/position on any National Team (or similar volunteer body other than the Board), then this matter should be brought to the attention of the appointed person. The appointed person will be the relevant Team Lead, or, in any case that the Team Lead is implicated in the matter, a person that the Department Manager, within which the Team sits, will appoint. The appointed person should then take a written record of the particulars of the grievance before taking the following action:

The appointed person should endeavour to resolve the grievance by using SI's Conflict Resolution Policy and Guidelines.

In addition to this, and only if any party to the grievance requires it, assistance can be obtained by way of a mediation service, by contacting the VGS. The EAP is also available for any party to a grievance to contact directly for assistance should they feel their health and well-being to be adversely impacted by involvement in any grievance process.

If after following these procedures the appointed person is unable to resolve the grievance amicably, then it will be for the National Team (or similar volunteer body other than the Board), as a whole, to consider the circumstances of the grievance and make a further attempt to establish if an amicable agreement can be reached.

Should the appointed person (in the first instance) or the National Team (or similar volunteer body other than the Board), require advice and/or guidance at any stage as to how to handle any particular aspect of the grievance, they should make this request (in writing, setting out the full particulars of the grievance) to the DRAP.

If after having followed all the procedures above the matter still remains unresolved, then the appointed person should issue a formal written notification to the complainant indicating that the matter is deemed closed by the National Team (or similar volunteer body other than the Board) without resolution.

If any party to the grievance is still unsatisfied after the Team Lead (or their replacement) has made every attempt to resolve the grievance amicably it is at that stage, and only at that stage, that they will be permitted to lodge an Official Dispute in accordance with the procedures contained within Section B of this document.

It should be noted that where an Official Dispute is instigated the written record regarding the particulars of the grievance, along with the formal notification of closure, will be sought by, and must be made available to, the DRAP.

Section B – Disputes Procedures

National Office Procedures:

Upon receipt of a SIF-DPF1 (Official Dispute Form) National Office staff will record and number the dispute and will then also acknowledge receipt of the SIF-DPF1 to the instigator of the dispute.

Should a complainant hold additional supporting documentation that they wish to be considered as part of their dispute, then this **must** be enclosed with their SIF-DPF1.

National Office staff will then pass the SIF-DPF1 (and any additional supporting documentation) to the DRAP who will then consider the case in accordance with the provisions of the next part of this section.

It should be noted that, for each case, it is envisaged that the Disputes Procedures would conclude within 3-4 months from receipt of the DPF1 form.

Should an appeal form part of any case then it would be expected that, invariably, such a case would take longer than 3-4 months to conclude. There may also be other occasions, due to circumstances beyond the organisation's control, where a dispute may take longer to conclude. All participants will be kept fully informed of such situations by the DRAP should this occur.

DRAP Procedures:

When the DRAP receive an Official Dispute they will firstly consider the written record regarding the particulars of the grievance, along with the formal notification of closure, to ensure that the Grievance Procedures (as outlined in Section A of this document) have been followed correctly.

If it appears to the DRAP that the Grievance Procedures have either not been followed or not been followed correctly, then the case will be referred back to the appropriate level of SI (Group/County/Province/National) for it to be dealt with in accordance with the Grievance Procedures.

The DRAP will also carry out a check on all SIF-DPF1s that are received by National Office, before considering if a SIF-DPF1 should be accepted. All SIF-DPF1s forms that are not

completed correctly, signed and accompanied by supporting documents (where appropriate) will be returned to the complainant.

When the DRAP is satisfied a SIF-DPF1 can be accepted and that the Grievance Procedures has been exhausted they will then permit the case to continue by drafting one or more SIF-DPF2s (Right of Reply Form), as required, for each respondent mentioned in the SIF-DPF1 form by the complainant. All such SIF-DPF2s, along with any supporting documents, will then be issued to the respondent(s). A returned SIF-DPF2 must be sent to the DRAP, care of National Office and must be signed by the respondent (in the appropriate place) before it is returned. The DRAP will receive and check all returned SIF-DPF2s and will return the form to the respondent if it has not been completed correctly and/or signed.

Only a properly completed SIF-DPF2 will be accepted as a response to a SIF-DPF1. All other such responses received by the DRAP, by whatever means, will be returned to the sender. Should a respondent hold additional supporting documentation that they wish to be considered as part of their response to the matters raised by the SIF-DPF1, then this **must** be enclosed with the returned SIF-DPF2 form.

The period allowed for return of any SIF-DPF2 that is issued will be two weeks from the date the form was issued by National Office staff. A copy of any returned SIF-DPF2 will be forwarded to the person who instigated the dispute (the complainant), for information purposes only.

In the absence of a returned SIF-DPF2, it should be noted, that the DRAP will consider the SIF-DPF1 (and any associated documentation provided with same) alone before deciding how to proceed.

Where appropriate, the DRAP will appoint a Dispute Hearing Panel, comprising of three members of the Hearing Pool (as defined below) who are not party to the dispute, in an attempt to resolve the matter.

The Hearing Pool:

In order for the DRAP to effectively manage the Disputes Procedures element of this document they will require the assistance of a number of other Scouters from time to time. Therefore, the DRAP will select a Hearing Pool, in consultation with the VGS Core Team.

The VGS Core Team will appoint the Hearing Pool consisting of up to twenty Scouters with the requisite personal/Scouting experience in the field of Human Resources and/or dispute/conflict management and resolution. The Hearing Pool will be selected and appointed following an open call to the volunteer membership by the VGS. As far as is possible, the Hearing Pool should reflect the geographical spread of the six Scout Provinces.

No individual that is appointed to the Hearing Pool will be permitted to sit on a Dispute Hearing Panel until they have first been briefed on the individual case that they have been assigned by way of a Case Briefing Meeting, which will be conducted by the DRAP.

Each member on every Dispute Hearing Panel that is convened will also receive a Terms of Reference document drafted by the DRAP (a copy of this will also be issued to all parties to

the dispute) at the Case Briefing Meeting and this will clearly outline the roles and responsibilities of the Dispute Hearing Panel for each particular case.

It should be noted that any and all the complainants and respondents that receive a copy of a Dispute Hearing Panel's Terms of Reference will have seven days by which to lodge any objection to the content of the form and/or any of the members of the Dispute Hearing Panel. Any such objection must be made to the DRAP and will only be considered by the DRAP if it is supported by appropriate reasoning.

Dispute Hearing Panel Procedures:

Once a Dispute Hearing Panel has been convened, and briefed by way of the Case Briefing Meeting, they will then proceed to conduct a hearing (either in person, remotely via teleconference or on the papers only) of the case in accordance with their Terms of Reference.

It should be noted that any party to the dispute will only be permitted to be accompanied and supported at an oral hearing by a registered SI Scouter, however, this Scouter cannot take any part in the proceedings other than being there as a support.

The record of all Dispute Hearing Panel oral hearings (including those via teleconference) will be by way of audio recording unless any party to the proceeding's objects to this. Where there is any such objection the proceedings will then be recorded in writing, agreed as an accurate record of the proceedings by all parties to the hearing and be recorded on an official form SIF-DPF3. Papers only hearings will only require a written record. For all Dispute Hearing Panels that are convened they will reserve the right to speak with any adult member of SI (whether that be volunteers or professional staff) during the course of the proceedings, that they deem has relevant information that will assist the outcome of the dispute, this is regardless of whether the person(s) is/are an actual party to the dispute. All such evidence obtained will be audio recorded or recorded in writing.

When the proceedings are complete the Dispute Hearing Panel will record their findings and, if any, recommendations on an official form (SIF-DPF4) and forward this (along with all the oral and documentary evidence pertaining to the dispute that was presented both before and during the proceedings) to the DRAP.

Post Hearing Procedures:

When the DRAP has been presented with a SIF-DPF4 Report from any Dispute Hearing Panel they will consider the findings, and any recommendations, and review the process followed by the Dispute Hearing Panel to ensure that the proceedings have been conducted properly. Should any flaw in the process be identified, the DRAP will refer the case back to the Dispute Hearing Panel to rectify the matter.

When the DRAP is satisfied that all matters pertaining to the dispute are in order and have been dealt with in the proper manner, the findings and/or recommendations of the Dispute Hearing Panel will then become the decision of the Dispute Hearing Panel and be notified to all parties to the dispute.

When a SIF-DPF4 Report is deemed final by the DRAP, and a copy of same has been issued to all parties, then all parties involved in the dispute will at that point have the right of appeal (as outlined in Section C of this document) against any decision reached by virtue of the SIF-DPF4 Report.

An appeal will only be deemed a valid appeal by the DRAP if it is received on a properly completed and signed SIF-DPF5 form. The DRAP will receive and check all appeals received on a properly completed and signed DPF5 form before deciding if the matters meet the grounds for referral to the Appeal Panel.

Following the expiry of one calendar month from the date of the notification by the DRAP, and with no appeal having been received by the DRAP, the decision in the SIF-DPF4 Report will then also be presented to the Board (via the Chief Executive Officer (CEO) or the Department Manager, should the CEO be otherwise involved in the dispute), for them to give the final decision on the matter.

NB: If any Dispute Hearing Panel recommends that any member of SI should have his/her membership, appointment or position terminated, cancelled, withdrawn, or suspended, the procedures as provided for within SI's Disciplinary Policy **must** be invoked by a Specified Officer (as defined within the Disciplinary Policy) at the request of the DRAP **before** the matter is referred to the Board.

In addition, it should be noted that in any case where the DRAP considers that the findings/recommendations contained within any report amount to there having been a breach of discipline (as outlined in the Disciplinary Policy) but the Dispute Hearing made no such finding, then the DRAP will also reserve the right to refer such cases to a Specified Officer for consideration under the terms and provisions of said Disciplinary Policy.

Where any decision on a SIF-DPF4 Report is uncontested, without appeal, it will then fall to the DRAP to ensure that the recommendations, as handed down by the Board, are implemented.

Only where appropriate, the DRAP will then also notify the outcome of the Board's decision to one, or any combination, of the Group Leader/County Commissioner/Provincial Commissioner that may have been directly involved in the case.

In any case where the Board rejects any of the recommendations, as contained within a SIF-DPF4 Report, they must also provide a full and detailed reasoning to all parties (in writing), as to why they have rejected the recommendations in said SIF-DPF4 Report.

In all such cases where the Board takes this course of action they must in turn provide any respondent to a SIF-DPF4 Report a further 14 days (from the date of the notification of their decision) to provide further written submissions to the Board in advance of the Board reaching a final conclusion on the matter. For the avoidance of doubt, **the Board will not reopen, or entertain the reopening, of the findings.**

Section C- Appeals Procedures

National Office Procedures:

Upon receipt of the SIF-DPF5 and appropriate fee, National Office staff will acknowledge receipt of the SIF-DPF5 and provide a receipt for the fee.

This payment can also be made by way of a card payment by ringing National Office direct and quoting the dispute reference number.

National Office staff will then pass all the documentation received, pertaining to both the initial dispute and the appeal, to the DRAP.

The DRAP Procedures:

When the DRAP receive an appeal, they will consider the appeal request to establish if there are grounds for the appeal to proceed (Section C of the Grievance and Disputes Policy refers).

If the DRAP is satisfied that there are grounds for proceeding they will then refer the matter to the Appeal Panel.

The DRAP will then inform the parties to the initial dispute that an appeal against the initial dispute decision has been accepted and that it will now proceed accordingly under the procedures as provided for by SI's Grievance and Disputes Policy. A copy of the SIF-DPF5 will then be issued by the DRAP to all the relevant parties.

Should the DRAP refuse leave to appeal, on the basis that grounds for appeal have not been established, then the appellant will be notified by way of an official letter (SIF-DPF6) and this will then conclude the matter.

Appeal Panel Procedures:

Once an Appeal Panel has been convened, they will re-examine all the evidence already recorded on the case, in conjunction with the grounds for appeal. If it is deemed appropriate, the Appeal Panel may then also convene an appeal oral hearing (either in person or remotely via teleconference) and call any party to that hearing that they deem necessary to provide further evidence.

It should be noted that any party to an appeal oral hearing will only be permitted to be accompanied and supported at the hearing by a registered SI Scouter, however, this Scouter cannot take any part in the proceedings other than being there as a support.

The record of all Appeal Panel oral hearings will be by way of audio recording unless any party to the proceedings objects to this. Where there is any such objection the proceedings will then be recorded in writing agreed as an accurate record of the proceedings by all parties to the hearing and be recorded on an official form SIF-DPF7. Papers only hearings will only require a written record.

For all Appeal Panels that are convened they will reserve the right to speak with any adult in SI (whether that be volunteers or professional staff) during the course of that appeal hearing,

that they deem has relevant information that will assist the outcome of the appeal, this is regardless of whether the person(s) is/are an actual party to the appeal. All such evidence obtained will be audio recorded or recorded in writing.

When the proceedings are complete the Appeal Panel will record their findings and, if any, recommendations on an official form (SIF-DPF8) and forward this (along with all the oral and documentary evidence pertaining to the appeal that was presented both before and during the proceedings) to the DRAP.

Post Appeal Hearing Procedures:

When the DRAP is satisfied that all matters pertaining to the appeal are in order and have been dealt with in the proper manner, the findings and/or recommendations of the Appeal Panel will then become the decision of the Appeal Panel and be notified to all parties to the dispute.

At this point the DRAP will then pass the full details of the case to the Board (via the CEO or the Department Manager, should the CEO be otherwise involved in the dispute), for them to give the final decision on the matter.

NB: If any Appeal Panel recommends that any member of SI should have his/her membership, appointment or position terminated, cancelled, withdrawn or suspended, the procedures as provided for within SI's Disciplinary Policy **must** be invoked by a Specified Officer (as defined within the Disciplinary Policy) at the request of the DRAP **before** the matter is referred to the Board.

In addition it should be noted that in any case where the DRAP considers that the findings/recommendations contained within any report amount to there having been a breach of discipline (as outlined in the Disciplinary Policy) but the Appeal Panel made no such finding, then the DRAP will also reserve the right to refer such cases to a Specified Officer for consideration under the terms and provisions of said Disciplinary Policy

Following the submission of a SIF-DPF8 Report to the Board, it will then fall to the DRAP to ensure that the recommendations, as handed down by the Board, are implemented.

Only where appropriate, the DRAP will also notify the outcome of the Board's decision to one, or any combination, of the Group Leader/County Commissioner/Provincial Commissioner that may have been directly involved in the case.

In any case where the Board rejects any of the recommendations, as contained within a SIF-DPF8 Report, they must also provide a full and detailed reasoning to all parties (in writing), as to why they have rejected the recommendations in said SIF-DPF8 Report.

In all such cases where the Board takes this course of action they must in turn provide any respondent to a SIF-DPF8 Report a further 14 days (from the date of the notification of their decision) to provide further written submissions to the Board in advance of the Board reaching a final conclusion on the matter. For the avoidance of doubt, **the Board will not reopen, or entertain the reopening, of the findings.**

Additional Matters Relating to Discipline

In addition to the DRAP's duties and responsibilities, as are outlined throughout the course of this document, the DRAP will also –

- oversee the process relating to grievance and disputes but will play no direct role in any dispute resolution, thereby remaining independent in order to provide information, advice and guidance on the Grievance and Disputes Policy and the Grievance and Disputes Procedures to members of SI and the professional staff.
- address all queries, from any quarter, on all matters relating to the Grievance and Disputes Policy and the Grievance and Disputes Procedures.
- assist with training on all matters relating to the Grievance and Disputes Policy and the Grievance and Disputes Procedures.
- provide the VGS Core Team regular statistical reports on matters relating to the Grievance and Disputes Policy and the Grievance and Disputes Procedures, including input into the VGS submission to SI's Annual Report.
- utilise the support of National Office for administrative matters such as mailings, filing, checking the Membership Management System for member status etc.