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Module 1

Job Descriptions,
Responsibilities,
Mentorship and
Conflict of Interest



CONTENT OUTLINE

MODULE NAME	Job Descriptions, Responsibilities, Mentorship and Conflict of Interest
MODULE CHAPTERS	Duties and Responsibilities of the Branch Executive Mentorship Conflict of Interest
MODULE AUDIENCE	This module will benefit any member considering running for elected leadership positions within a branch or holding an appointed office. Note that some positions may have prerequisites (i.e. minimum time as a member) and members are to familiarize themselves with any such by-law requirements.
MODULE DESCRIPTION	<p>This module outlines the executive or officer positions in every branch with a summary description of the responsibilities for each one. A correctly structured branch with knowledgeable officers strengthens the organization and contributes to the smooth operation of the branch. The module is not intended to be an all-encompassing set of job descriptions but will provide an introduction to duties and responsibilities. Mentorship is explored.</p> <p>This module also introduces the concept of conflict of interest as it relates to a potential impact on the decision-making ability of a member of the branch executive or an individual member.</p>
DURATION OF MODULE REVIEW	Members can easily read all course material in about one hour. The material will remain a source for future reference.
LEARNING OUTCOMES	Members completing the module will be able to demonstrate knowledge on the essential positions required to run a branch. This will assist them should they wish to pursue being a member of the branch executive.

ROYAL CANADIAN LEGION DOMINION COMMAND LEADERSHIP DEVELOPMENT PROGRAM MODULE 1

BRANCH PRESIDENT - DUTIES AND RESPONSIBILITIES

INTRODUCTION

On being elected President of your Branch, you have accepted what some consider being the most difficult office in the Legion.

You must remember that you are not alone; you can and should take advantage of your fellow officers. Look to them for ideas, discuss with them matters of importance to your Branch and the Legion in general. The future of your Branch is in your hands. You have an opportunity to affect that future by training your officers today.

RESPONSIBILITIES

The President, as the Chief Executive Officer of his/her Branch, exemplifies to the membership, the fundamental qualities of leadership. As its leader, he/she has the ultimate responsibility for whatever happens and his/her function is and will remain that of directing the members.

As the Chief Administrator of the Branch, he/she is its representative in the community and his/her basic or essential character must show a combination of discretion, enterprise, integrity, responsibility, decisiveness, judgment and more.

In many Branches the President will also be the presiding officer at all meetings. While acting as meeting chairman you are reminded that impartiality and good control are expected at all times. Remember for many, particularly new members the proceedings of a meeting can be their first

view of the Legion and may directly influence their decision to take part.

You are expected to attend all Zone and District Rallies. You should take full advantage of the opportunity to speak with other Branch Presidents and to share ideas and problems. In your absence a Vice President should attend as your representative.

You must ensure that reports are filed by your officers and committee chairman to their respective Zone/District counterparts and in a timely fashion.

While attending a District meeting it is your responsibility to represent the best interests of your Branch while keeping in mind the needs of your fellow Branches and the Legion in general.

Ultimately you will determine your goals. Be careful not to set goals that are out of reach. Discuss your goals with the officers of your Branch. With them behind you there is a better chance that many, if not all, of your goals will be achieved.

BRANCH VICE-PRESIDENT – DUTIES AND RESPONSIBILITIES

INTRODUCTION

The manner in which Vice Presidents are elected varies from Branch to Branch. Most elect in order of rank such as 3rd, 2nd, and 1st. Others elect in a format similar to Dominion Command, a pool (specific number of Vice-Presidents) and a 1st Vice-President. Whatever the method of electing, the ranking system still applies.

At your installation, you gave a pledge to
“assist your President and to well and truly carry out the duties of your office.”

Remember, you are not alone: you can and should seek support and guidance from your fellow officers. Listen and learn, open your mind to their thoughts and ideas.

If you are unsure ask the President if one is needed and if there is something specific he/she would like highlighted.

Your ultimate Goal as a Branch Vice-President is to one day accept the office of Branch President.

RESPONSIBILITIES

Your primary goal at this time should be to learn as much as possible as you prepare to one day serve as Branch President. You may be called upon to chair a meeting of the Branch, to host visiting officers and guests, or to chair major Branch committee's i.e., Bar, Poppy, Finance. Be prepared, as the duties of a Vice-President are varied.

The office of Vice-President is your assurance that your Branch will have knowledgeable Presidents in the future.

There will be opportunities to attend seminars/workshops and speak to various Zone and/or District committee chairmen. Don't forget your primary duty is to learn and exchange information. Take advantage of every opportunity to ask questions.

It is not unusual for a Vice-President, usually the 1st Vice-President to represent the President in their absence, at Zone and/or District at a Rally. In such cases you may need to prepare a Branch report to present to the Rally.

BRANCH EXECUTIVE COMMITTEE – DUTIES AND RESPONSIBILITIES

INTRODUCTION

On being elected to the Executive Committee of your Branch you have accepted a most important position in your Branch. You will no doubt be asked by your Branch President to assume the chairmanship of a specific committee at Branch level.

Your primary responsibility will be to take part in the governance of your branch.

As a member of Branch Executive you will have a unique opportunity to influence the direction and success of your Branch.

As an Executive member you will be part of a team. The general body has placed their faith in you and the other members of the Executive to ensure that your Branch is vibrant and successful.

RESPONSIBILITIES

The duties you have undertaken as an Executive Committee are critical to the successful operation of your Branch. You must remember at all times that the information that will come through your Executive chair will affect the well-being of your specific committee as well as the well-being of your Branch. You must remember that you are not alone; you can and should take advantage of your fellow officers. Work with your fellow Executive Committee members to better develop an effective and cohesive Executive Committee.

There may be times when you will be called upon to bring new and innovative ideas to the Executive Committee. Be careful not to set goals that are out of reach. Discuss these goals or ideas with the Branch President and other members of the Executive.

In assuming a standing chair at your Branch you will also assume responsibility for ensuring that the chair you hold is successful. Remember for many, particularly new members, the fact that you are a Branch Executive member will mean that you are a senior member of your Branch as well as having knowledge of the workings of the chair you have assumed.

Personal goals must be set aside when and if they are not in the best interests of your Executive Committee responsibilities. Use every tool at your disposal and glean knowledge from past committee members. Develop a successful standing committee and you will succeed.

You have a unique opportunity and a real responsibility to teach future leaders who will be able to assume Executive Committee positions thereby ensuring the future of your Branch. Attendance at Zone and /or District Rallies will help you to gain an understanding of another level of the Legion. Further, you will be able to compare your chairs success or failure with other Branches on a larger scale and perhaps gain some valuable knowledge to bring back to your committee.

BRANCH SECRETARY - DUTIES AND RESPONSIBILITIES

INTRODUCTION

The Branch Secretary is described as the scribe, the organizer and the coordinator of the Branch. Anyone who has spent time as a Branch Secretary will likely tell you that there is no better way to learn how the Legion and your Branch works, than by serving in this important role.

THE GENERAL BY-LAWS

The General By-Laws should be thought of as one of the most important tools provided to you. Review them frequently. Over time you will find yourself ready and able to perform the duties of your office and will be equally important to your Branch and its officers. Your knowledge of By-Laws, procedure and policy will be invaluable and will be appreciated by all, particularly the President.

In the days leading up to the next scheduled meeting you will need to have the minutes of all preceding meetings completed. Minutes of those meetings to be considered should be posted or copied as needed prior to the meeting. Be sure to have the master copy of all minutes signed by the President and yourself following approval by the membership.

RESPONSIBILITIES

While it has long been the responsibility of the President or Meeting Chairman to set the agenda for an upcoming meeting, the Secretary can play an important role. You may wish to give a copy of the minutes to the Meeting Chairman and /or President several days prior to the meeting. This will allow them to review and prepare for their part in the meeting.

The task of recording the minutes during a meeting, especially by hand, can seem difficult when you first begin. Don't be afraid to ask the Chairman to slow down or

to have the Chairman request the members to speak up.

Remember, you can't record what you can't hear or understand. Soon you will develop the skills needed to do the job efficiently.

While the Branch Secretary has few if any direct responsibilities to the Zone and/or District, you can be important to the President in their preparations for an upcoming Zone and/or District meeting. Often the Secretary will take part in preparing the report for the President.

Be careful when making changes. You may be comfortable doing things your way, while the Branch may have other methods. Over time opportunity may allow for change. Offer your ideas to the President or another officer. Their guidance will help. Likewise if you experience problems of any sort do not hesitate to bring them to the attention of the President.

Use every tool at your disposal. Remain impartial, seek input from your fellow officers, or guidance when needed and you will succeed.

BRANCH TREASURER – DUTIES AND RESPONSIBILITIES

INTRODUCTION

At your installation, you gave a pledge to “ensure that an accurate account of all monies received or paid out by the Branch and a record of all other financial transactions is maintained.” The duties you have undertaken as Branch Treasurer are vast and cannot be taken lightly.

You must remember that you are a member of a team and that you alone cannot resolve all of the Branch financial problems. You can and should take and offer advice to your fellow officers and discuss with them matters of financial importance.

RESPONSIBILITIES

The financial future of your Branch is in your hands. You have an opportunity to educate and train the Executive. Teaching the Executive how to read and interpret the Branch financial reports will make your job easier. Financial awareness and understanding supports the decision making process.

The treasurer should review the cost and the selling prices of all commodities (bar, legion supplies, poppy wreaths, etc.) on a continuing basis to ensure the Branch maintains a reasonable mark-up. When prices need to be adjusted you will make recommendations to the executive committee accordingly. A gross profit of 50% should be your target. To obtain a 50% gross profit your products will need to have a mark-up of 100% plus.

Before you can set financial goals for the Branch you need to have complete support from the Executive. You should have a financial committee who have a real good knowledge where the Branch currently sits financially. Keep in mind that once changes are implemented the effect or impact of the changes may not be seen for several months.

When you set up your goals in conjunction with your committee and Executive categorize them into short term (3-6 months), medium term (6-15 months) and long term (15-24 months).

Be careful not to set goals that are unattainable within your term in office. Goals should be discussed with the Branch President, the Finance Committee and the General membership. These are the colleagues that can help attain these goals ensuring a sound financial future for the Branch.

Remember, the more accurate a financial picture you can offer, the more effective your Branch will be in planning for the future.

BRANCH IMMEDIATE PAST PRESIDENT – DUTIES AND RESPONSIBILITIES

INTRODUCTION

At your installation, you were thanked by your Branch for your efforts as Branch President and reminded of the experience you have accumulated. You were charged with a continuing responsibility toward your Branch.

You will need to remember that while you have gained much knowledge you are no longer the chief executive officer of your Branch. Over the next few months you will want to make decisions, particularly on programs or ideas you may have had a hand in developing over the past years. Remember that soft words and firm guidance will have a greater affect than pushing and bullying.

RESPONSIBILITIES

You will continue to play a large role in the future of your Branch. You have an opportunity to affect that future by being an effective role model for your Branch officers.

Chances are you have worked with the new Branch President over the past years, so you have already established a working relationship. If you have not or if the Branch President is relatively new, your patience may be taxed to its limit and remember his patience might be taxed as well.

Your continued support of the Branch and its programs may conflict with the new Presidents plans and intended direction. Take a moment to have a private talk with the new President and offer your assistance. Invite the President to share his/her ideas and plans for the coming term. Be careful not to be too critical.

Other officers of the Branch will be affected either positively or negatively by how well you and the new President work together.

As the most senior officers of your Branch, you and the President must remember to lead by example. There will be times when you will be called upon to settle disputes. Your abilities as a leader will be tested to the limit at this time. Be sure to remain impartial. Take time to discuss the issues with all parties before making a decision. When unsure, discuss the issue with those members of Branch who may have experience, such as Past Presidents.

In many cases Branch Past Presidents are asked to chair a committee at Zone and/or District level. Consider this as recognition of your term as President and of your abilities as a Branch leader. The chair to which you are appointed may involve aspects of Legion you have not yet studied. Review the material available; seek the guidance of the Commander or another experienced comrade. Always remember that while you represent Zone and/or District, your actions will continue to be a reflection upon your Branch.

Many opportunities await you. The experience you have gained as a Branch President may be called upon not only by your Branch but by other Branches or levels of the Legion.

Often Branch Past Presidents will be asked to serve on various committees or on a board of trustees. Such appointments can be difficult and time consuming. Be patient with those involved. While your attendance at these functions will be tough on you, be assured it will be much more difficult on the Branches, Executive and members involved.

Whatever your goal, remember that our veterans – past, present and future – their dependants, and others are depending upon you.

BRANCH MEMBER – DUTIES AND RESPONSIBILITIES

INTRODUCTION

Congratulations on becoming a Member of the Royal Canadian Legion. You have become a member of Canada's largest veterans organizations. There is a wealth of opportunity for you to serve the Legion. Your regular attendance at meetings will be a great way to start to understand how the organization works.

RESPONSIBILITIES

You may at first be shy about getting involved or asking questions, this is normal in new surroundings. In some cases Branch Presidents will assign a Mentor to you, to guide you in your progress. Materials on the Legion Mentors program can also be found on the Dominion Command website.

A review of the many sections contained in the Leadership Development portion of this site may also be of interest. We invite you to consider our Orientation program and Legion History as a starting point.

Attending Branch meetings will give you an opportunity to meet the officers and committee chairman. You will also learn of policy, procedure and bylaw which will be vitally important to you on your journey in Legion. As well, attending meetings will also keep you updated on upcoming branch events which might be of interest. Participating in Legion sponsored events other than meetings, is also a great way to get to know the officers and members of the branch in a less formal atmosphere.

At your initiation you were advised of the purposes and objects of Legion. You were also introduced to many of our symbols, as well as the origins of the Legion. As time goes by you may wish to expand your knowledge of Legion to one or more of its many programs. During your research you may find a program of particular interest. If you do, seek out the Branch chairman of the

committee or program of interest, or speak to your Branch President.

The Dominion Leadership Development program was designed to guide you from initiation in Legion through to becoming an officer at command levels. While we cannot guarantee your success we believe that the variety of information provided will give you a good start. Hard work, dedication and determination to serving Canada, its veterans and the Legion membership as a whole, will provide you an exciting opportunity to 'pay back' for the many freedoms you enjoy as a Canadian.

MENTOR PROGRAM - INFORMATION FOR NEW MEMBERS

WELCOME

Welcome to the Royal Canadian Legion Mentors program. This program was designed to assist you as a new member, in learning about the Legion, its programs and its potential for self-improvement and advancement.

You have become a part of this program as a result of your acceptance as a new member in a Branch of the Royal Canadian Legion. This program is not mandatory, but its use will ensure that as a new member you will get the most out of your membership in the Legion.

The description of the Mentor Program will offer tips and ideas that guide you through your first days as a Legionnaire. Please take time to read and discuss this information with your Legion Mentor, or someone else with experience as a Mentor. Their knowledge and guidance will be of great value now and in the future.

The information contained in this section is intended as an overview of the challenges which you may face. At the end of this section are listed the names of various resources which are available on the website www.legion.ca. Speak to the Branch Secretary if you are interested in personal copies of these manuals.

THE MENTOR PROGRAM

How long is the Mentor Program required? The amount of time required will be based largely on your needs as a new member and the level of commitment you are able to offer. For the most part the duration would be a year from the date of initiation. As time goes on you may choose to continue to work with your Mentor for any period that you may need. Experience shows that often the

relationship generated through mentoring develops into a long term friendship.

Additionally you may find others who will provide the information and experience you seek. Be aware that some may not wish to be a Mentor, but you may wish to follow the example they have set. Do not be afraid to ask a question, we were all in the same position as you at one time. The vast majority of Legionnaires are easy to get along with and will readily assist you when asked.

WHAT IS MENTORING?

What is Mentoring? Mentoring is the act of serving as a guide, counsellor, and teacher for another person.

The following is an outline of some of the topics you may wish to speak to your Mentor about.

- Attending meetings
- Meeting the officers and members
- Our history
- Joining a committee
- Reading by-laws and manuals
- Understanding by-laws and manuals
- Wearing proper Legion dress
- Running for office in a branch
- Representing the Legion
- Asking questions, finding information
- The structure of the Legion
- Other levels in the Legion

At any time you are free to contact your mentor and ask a question. Your mentor is knowledgeable but in the event that he/she does not know the answer they will know who to contact and they will get back in touch with you when the answer is received.

OTHER POINTS OF INTEREST

Your needs as a new member will be unknown to us. It is important that your mentor understands the amount of time you have to commit. Young families and financial needs can take up much of a new member's time. Rest assured that we understand that family comes first. Any time that you may have to give to the Legion and its programs, will be welcomed and appreciated.

What if you are not interested? We cannot be sure that every new member will want or need a Mentor. It is important that you know that a Mentor will be provided to you as assigned by the Branch President. If you wish to speak to the President about your mentor, then please do. The President has made his choice for your Mentor based on his knowledge of you and your Mentors experience in Legion. Some matches do not always work and changes may be needed. Ultimately our goal is to meet your needs.

YOUR GOAL AS A NEW MEMBER

Every Legionnaire will have a personal story as to why they joined. For some it will be because a family member or friend is in Canada's Armed Forces. For others it may be to ensure that the pensions and benefits that were secured for our Veterans are improved and maintained. Some join as a way of giving thanks for the sacrifices of others in securing Canada's freedoms.

Others still, will join for one or more of our many programs, such as sports, youth programs, or to just find a quiet place to reflect on their personal experiences and lives. Whether you start by attending meetings, working on a committee or by discussion of the Legion in general, your Mentor will be there to assist.

Many Legionnaires in leadership positions will tell you that they were or are still influenced by Mentors. Experience shows that those members who are mentored, will if they choose to, have a positive impact on

their Branch, Zone, District or Command. After a time you may wish to attend meetings at other levels of the Legion. Speak with your Mentor, he/she may wish to introduce you to a current or former officer, who will be of great value should you wish to advance.

The old adage "that the more you put into something, the more you will get out", will serve to remind you that ahead, may lie a wonderful and life changing experience. Be patient, cooperative and understanding and you will gain from your experience in Legion. More importantly you will ensure that the Legion survives and in doing so, our Veterans will be cared for now and in the future.

Good luck and once again welcome.

LEGION PROGRAMS

For a more detailed description of Legion and its programs please refer to one or more of the following manuals.

- The General By-Laws
- An Act to Incorporate The Royal Canadian Legion*
- Provincial Command By-Laws
- Ritual Awards & Protocol Manual
- Rules of Procedure for Legion Meetings
- Sports Guide
- Membership Manual
- Public Relations Manual
- Service Officers Handbook
- Chaplains Manual
- Real Property Development
- Poppy Manual
- Speaker's Guide and Fact Book

We also recommend that you consider using the Leadership Training Program found under Committee Resources / Leadership Development.

The information contained in describing the Mentor Program is credited to Ontario Command.

MENTOR PROGRAM - INFORMATION FOR THE MENTOR

WELCOME

Welcome to the Royal Canadian Legion Mentors program. This program was designed to assist new members in learning about the Legion, its programs and its potential for self- improvement and advancement.

You have become a part of this program as a result of proposing, seconding or volunteering to Mentor a new member. This program is not mandatory, but its use will ensure that the new member you have agreed to mentor will get the most out of his/her membership in the Legion.

As a Mentor you may also gain in knowledge and benefit by this experience.

This description of a Mentor and duties involved will offer tips and ideas that can help to assist you. Please take time to read and discuss this information with your Branch President, or someone else who has experience as a Mentor. Their knowledge and guidance will be of great value.

The information contained herein is intended as an overview of the challenges which you may face. At the end of this section are listed the names of various resources which are available on the website www.legion.ca.

HOW LONG WILL IT TAKE?

The amount of time required will be based largely on the needs of the new member and the level of commitment you are able to offer. For the most part the duration would be a year from the date of initiation. As time goes on you may choose to continue to Mentor this new member for any period that you and the new member may need. Experience show that often the relationship

generated through mentoring develops into long term friendship.

Comradeship should at all times be the basis of your efforts as a Mentor. By demonstrating comradeship to the new member you will show them that if they offer comradeship to others they will receive it in return.

WHAT IS MENTORING?

Mentoring is the act of serving as a guide, counsellor, and teacher for another person.

The following is an outline of some of the topics you may wish to cover during your time as a Mentor.

- Attending meetings
- Meeting the officers and membership
- Joining a committee
- Reading by-laws and manuals
- Wearing proper Legion dress
- Running for office in a Branch
- Representing the Legion
- Asking questions
- Explaining the structure of the Legion
- Introducing zone and district

This list will cover much of what you as a Mentor may be asked. You can be sure that the new member you have agreed to mentor will have additional questions and queries you may not be able to answer. Reassure the new member that an answer will be sought and passed on when received. Be cautious not to offer what you think might be the right answer without actually being sure. An error at this time may have a long term negative impact.

OTHER POINTS OF INTEREST

Time requirements may have an impact on your success as a Mentor. The needs of a young member may have an effect on their ability to become committed to the Legion and its programs. Young families and financial needs take up much of a new members time. Plan your time as a Mentor around these needs by making yourself available based on the new members schedule. Reassure the new member that their family is vitally important that any time they may have to give to the Legion and its programs will be appreciated.

What if the new member is not interested? We cannot be sure that every new member will want or need a Mentor. It is important that you know that your offer to be a mentor may not be understood and may ultimately be rejected by the new member. Explaining your role may help.

Additionally, you may realize that after a period of time the new member may not respond well to this program. You may wish to discuss with the branch president the need to change mentors. This should be done in private. At no time during a branch meeting should your success or failure in mentoring a member be discussed. To do so, may not be well received by the new member. The embarrassment may result in them withdrawing from active participation or terminating their membership.

YOUR GOAL AS A MENTOR

You have a unique opportunity to influence the direction of a new member. It is essential that you not pass on negative thoughts or personal feelings of the Legion or other members. Your goal should be to present the Legion and its programs in a positive way, as you start a new member on their Legion journey.

Use every tool at your disposal, remain impartial, seek input from other members, branch officers, and from other levels of the Legion if you become frustrated.

Be careful not to seem pushy, let the new member set the pace. Start by initially picking them up and taking them to your branches general meeting. Sit with them, answer their questions; introduce them to the branch officers and committee chairmen. Take time to ask the new member what they are interested in themselves. What their hobbies are and then suggest how they might use that skill to serve their Branch and the Legion overall.

Many Legionnaires in leadership positions will tell you that they were or are still influenced by mentors. It is safe to say that active and helpful members will have a positive impact on their branch, zone, district or command.

Knowing that you may have been a part of their success will be your reward. Knowing that the Legion will continue into the future because you took the time to mentor a new member should be your motivation. Good luck and Thank You.

The General By-Laws
An Act to Incorporate The Royal Canadian Legion
Provincial Command By-Laws
Ritual Awards & Protocol Manual
Rules of Procedure for Legion Meetings
Sports Guide
Membership Manual
Public Relations Manual
Service Officers Handbook
Chaplains Manual
Real Property Development
Poppy Manual
Speaker's Guide and Fact Book

We also recommend that you consider using the Leadership Training Program found under Committee Resources / Leadership Development. The above are available from Dominion Command and from "Individual" Commands.

The information contained in describing the Mentor Program is credited to Ontario Command.

LEGION PROGRAMS

For a more detailed description of Legion and its programs please refer to one or more of the resources listed above.

We also recommend that you consider using the Leadership Training Program found under Committee Resources / Leadership Development.

The information contained in describing the Mentor Program is credited to Ontario Command.

CONFLICT OF INTEREST

DEFINITION:

For the purposes of this discussion, a conflict of interest shall be a conflict between the personal, professional or vocational interest of a member of the executive and/or member and the interest of the Legion in respect of any matter upon which the member of the executive and/or member may be permitted or required to debate or participate in decision making.

Any member of the executive and /or member who has an interest in any business or financial arrangement or personal interest (a family or friend member) with the matter which is being discussed at any meeting, shall remove him/herself immediately from the discussion and the vote upon the matter, and the event shall be recorded in the minutes.

A conflict of interest arises when a board member's private interest supersedes or competes with his/her dedication to the interests of the Legion. This could arise from real, potential or apparent conflict and may be financial or otherwise for this purpose.

REAL CONFLICT OF INTEREST:

A “Real Conflict of Interest” occurs when an executive and/or member, exercises an official power or performs an official duty or function and at the same time knows that in the performance of a member's duty or function or in the exercise of power, there is the opportunity to further a private interest.

Example: You are the branch president and also own a local business that provides a product or service to the branch and *have participated in approval* of your business as a supplier to the branch.

POTENTIAL CONFLICT OF INTEREST:

A “Potential Conflict of Interest “ occurs when there exists some private interest that could influence the performance of a member’s duty or function, or in the exercise of power provided that he or she has not yet exercised that duty or function.

Example: You are the branch president and also own a local business that wants to provide a product or service to the branch *that has not yet approved* of your business as a supplier to the branch.

APPARENT CONFLICT OF INTEREST:

An “Apparent Conflict of Interest “ exists when there is a reasonable apprehension which reasonably well-informed persons could properly have that a Real Conflict of Interest exists on the part of the member.

Example: You are the branch president and also own a local business that wants to provide a product or service to the branch *and you think you are in a conflict of interest* as a supplier to the branch.

Legion Branches developing a conflict of interest policy are urged to consider the following:

- a. have a relevant, clear and up to date conflict of interest policy definition.
- b. make sure all participants understand the conflict of interest policy and why it is necessary.
- c. foster a culture that is ready to recognize a conflict of interest when it happens and to deal with the conflict of interest in a non-accusatory way.

EXAMPLES:

Some examples of conflict of interest would be the following:

- the Branch executive is hiring an individual who has a relative and a close friend on the executive committee. In this case the executive member related to the potential employee and the close friend must not be a part of the debate or vote on this issue. For the purposes of this definition relatives will include father, mother, sibling, cousins or those related by marriage,
- a complaint has been properly lodged against a family member. The same as above applies.

CONCLUSION;

Failure to declare a conflict of interest may have very serious ramifications on you the individual and the branch, should a problem arise as a result of your not declaring a conflict.

Conflicts of interest are hard to deal with if a member finds them self in a position where they think there may be a conflict of interest they should declare the potential conflict and let the governing body decide if in fact it is considered a conflict of interest.