

## Maitland Repertory Theatre



# Code of Conduct

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## **1. WHY DO WE HAVE A CODE OF CONDUCT?**

The Code of Conduct exists because certain defined behaviours are necessary for Maitland Repertory Theatre (MRT) to meet the Objects of its Constitution as well as fulfilling its community and legal responsibilities.

Most people know generally what is “right” but in a group such as ours it’s important to ensure we share the same ideas on what “right” looks like in a theatre - this shared sense of “right” makes it ‘common’ sense.

## **2. WHAT IS THE CODE OF CONDUCT?**

The Code of Conduct describes:

- the guiding principles that determine conduct within Maitland Repertory Theatre;
- how members are expected to behave when involved in Maitland Repertory Theatre activities,
- the consequences of breaches of the Code, and
- the procedures for managing breaches.

To ensure that all members are able to meet the expected behaviours, new members will be provided with a copy of the Code on joining. When members take on a specialised role or task, e.g. team leader, they will be provided with a copy of the code as it applies specifically to the new role. All members are able to access the Code of Conduct on the website.

### 3. WHAT IS REQUIRED OF ME UNDER THE CODE OF CONDUCT?

The Maitland Repertory Theatre Code of Conduct is based upon the following set of four Key Principles:

#### OUTCOMES      RESPONSIBILITY      FAIRNESS      LEGALITY, ETHICS, MORALITY

Below is a description of each of the Key Principles (“what it means”) accompanied by indicative examples of appropriate behaviours. These examples do not cover every situation and are provided to make the intention of each Key Principle clearer. Detailed behaviours for specific roles are available separately/on subsequent pages.

KEY PRINCIPLE What it means	Indicative behavioural examples
<b>OUTCOMES</b> <i>Members and the Management Committee will work towards the achievement of Maitland Repertory Theatre’s objectives, as expressed in the Constitution, policies and procedures. Outcomes include the following.</i> <ul style="list-style-type: none"> <li>Value to audiences - <i>quality of performance and quality of audience experience;</i></li> <li>Value to members - <i>quality of theatrical or nontheatrical experience, skills development, social enjoyment, awareness of and ability to influence the direction and operations of the Theatre;</i></li> <li>The Theatre’s <i>operational effectiveness &amp; efficiency.</i></li> <li>The Theatre’s <i>image in the community.</i></li> </ul>	<b>INDIVIDUALS</b> <ul style="list-style-type: none"> <li>Give your best to a role, task or job</li> <li>Make sure you know what’s required</li> <li>Develop your skills; be willing to learn/to take advice; ask for development opportunities or assistance</li> <li>Take on different aspects of theatre</li> <li>Support others</li> <li>Use social media and other media only to promote the best interests of the Theatre.</li> </ul> <b>MANAGEMENT</b> <ul style="list-style-type: none"> <li>Provide good theatre and best value in choice of repertoire</li> <li>Have customer friendly systems</li> <li>Ensure effective operational methods</li> <li>Ensure members have full opportunity to benefit from their membership</li> <li>Provide member development opportunities – group and individual</li> <li>Provide for members to be involved in planning, leadership, evaluation and decision-making</li> </ul>
<b>RESPONSIBILITY</b> <i>This Principle refers to personal responsibility, where every member is responsible for:</i> <ul style="list-style-type: none"> <li><i>their actions and decisions and the consequences;</i></li> <li><i>asking when they are not sure or need assistance;</i></li> <li><i>working towards being capable for whatever role or task they accept, and</i></li> <li><i>the impact they have upon others</i></li> </ul>	<b>INDIVIDUALS</b> <ul style="list-style-type: none"> <li>Be accountable for what you take on</li> <li>Keep agreements</li> <li>Co-operate to produce the best outcome</li> <li>Treat others with courtesy and respect</li> </ul> <b>MANAGEMENT</b> <ul style="list-style-type: none"> <li>Plan and manage theatre performance</li> <li>Report against outcomes achieved</li> <li>Treat others with courtesy and respect</li> </ul>
<b>FAIRNESS</b> <i>Decisions by those in authority will be objective, impartial, consistent.</i> <i>Conflict of interest will be declared and managed.</i> <i>Opportunity (including for development) will be afforded on merit, regardless of gender, age, cultural background, etc.</i>	<b>INDIVIDUALS</b> <ul style="list-style-type: none"> <li>Resolve differences openly and honestly</li> <li>Acknowledge the achievements of others</li> </ul> <b>MANAGEMENT</b> <ul style="list-style-type: none"> <li>Non-discrimination</li> <li>Account for impact of decisions</li> <li>Code of Conduct is in use</li> </ul>
<b>LEGALITY, ETHICS, MORALITY</b> <i>Behaviours and decisions will be within the law and in accordance with ethical and moral standards of our community</i>	<b>INDIVIDUALS</b> <ul style="list-style-type: none"> <li>Act lawfully in your capacity as a member</li> <li>Act in response to any breaches</li> </ul> <b>MANAGEMENT</b> <ul style="list-style-type: none"> <li>Health and Safety procedures in place</li> <li>Working with children protocols applied</li> </ul>

The Key Principles apply to all members in all situations. Additional profiles for certain roles or tasks provide further indicative role-specific examples. Roles covered are: Management Committee - Team Leader - Front of House - Sub-Committee Member.

#### 4. WHAT PROCESSES AND PROCEDURES ARE USED TO ADMINISTER THE CODE?

##### Some general principles

Any incident likely to risk the performance (in the broadest sense) of Maitland Repertory Theatre should be attended to. For example -

- A minor skirmish between members that is likely to be forgiven and forgotten might not need attention;
- A skirmish – major or minor – that might affect, say the ongoing operation of a production, should be fixed;
- Any serious breach of law or morality and any involving intimidation, bullying, denigration etc, must be reported.

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***The first line of response to any incident should be that goodwill and the interests of members and patrons prevail and problems be resolved spontaneously and locally.***

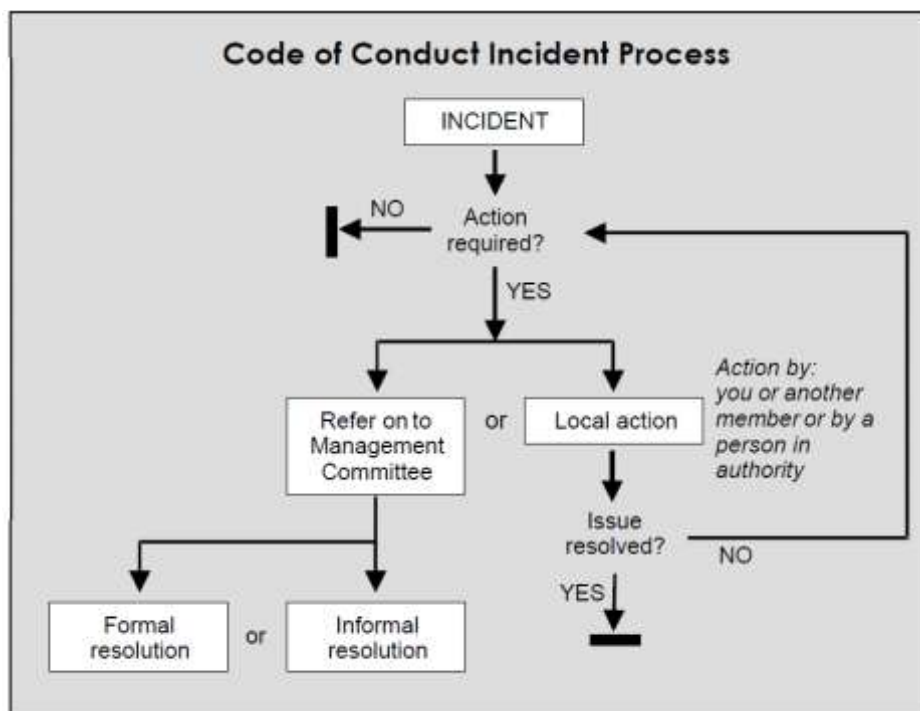
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##### What do I do if I breach the Code?

If you breach the Code, e.g. insult another member -

1. fix it in whatever way is appropriate; seek help if needed;
2. consider what you need to do to avoid this in future; seek help if needed.

Refer to Attachment 2 *Code of Conduct Processes* for answers to frequently asked questions and the Grievance Process.



**How does Maitland Repertory Theatre deal with breaches of the Code?**

Throughout the process the Management Committee will act to achieve the best outcome for Maitland Repertory Theatre and for all parties concerned, in accordance with the Code of Conduct and the Constitution.

- 1) Member of the Management Committee notified.
- 2) Management Committee or delegate decides if serious <or> not = written report <or> not = urgent intervention <or> not.
- 3) Management Committee or delegate investigates.
- 4) Management Committee or delegate actively supports self-resolution by complainant<or>pursues resolution with the aggrieved party and/or the breaching party – in accordance with Item 11. *Disciplining of Members* in the Constitution\*
- 5) In the case of non-resolution the Management Committee will proceed according to Item 11 *Disciplining of Members* in the Constitution\*.
- 6) A member has right to appeal according to the Item 12 *Right of Appeal of Disciplined Member* in the Constitution\*.
- 7) While the process will be transparent to the party/parties involved, the right to privacy will be adhered to. Where required, the Management Committee will report to relevant statutory authorities, e.g. the Police.

\* refer to Attachment 2 for an extract of these clauses from the Constitution

**5. WHAT IS REQUIRED OF ME WHEN I TAKE ON SPECIALISED TASKS?**

More specific indicative examples for common theatre roles are provided on the following pages.

- ATTACHMENT 1.1 Code of Conduct-Management Committee
- ATTACHMENT 1.2 Code of Conduct – Team Leaders
- ATTACHMENT 1.3 Code of Conduct – Front of House/Catering
- ATTACHMENT 1.4 Code of Conduct – Production Cast and Crew

**Attachment 1.1 Code of Conduct - Management Committee****Indicative behaviours**

*NOTE: The following behaviours are common examples only. The **Key Principles** described in the **Member Code of Conduct** provide the overriding descriptors of conduct.*

**OUTCOMES**

I will

- work towards the achievement of Maitland Repertory Theatre objectives as contained in the Constitution and current operational and strategic plans.
- maintain the Code of Conduct and ensure distribution to members, directors, cast, crew and front of house workers and encourage them to follow it
- uphold the image of Maitland Repertory Theatre and not act in any way that would prejudice the reputation of Maitland Repertory Theatre.
- promote and practise a culture of recognition of the efforts and achievements of all members who contribute to the Theatre.
- provide opportunities for members to be involved in planning, leadership, evaluation and decision-making.
- create pathways for members to participate in all areas of the theatre and provide the necessary training to assist them to gain the necessary skills.

**RESPONSIBILITY**

I will

- accept responsibility for my actions and decisions.
  - make difficult decisions or execute difficult actions where these are deemed to be in the best interests of Maitland Repertory Theatre
- be a positive role model in behaviour and ensure my comments are positive and supportive

**FAIRNESS**

I will

- be impartial, consistent, objective and courteous when making decisions
- avoid any situations which may lead to or be construed as a conflict of interest
- respect the rights, dignity and worth of all people involved in the theatre, regardless of their gender, ability, age or cultural background

**LEGALITY, ETHICS, MORALITY**

I will

- work towards maintaining a safe and healthy environment by implementing Health and Safety principles.
- not allow the unlawful supply of alcohol during productions and other functions.
- be familiar with the role and obligations of the Committee under the Constitution and under the Incorporated Associations Act.

## Attachment 1.2 Code of Conduct - Team Leaders

A team leader is one who is responsible for directing or co-ordinating the work of others; maybe just for a production or the length of a project or may be for the year. Examples: Directors, Choreographer, Heads of make up, Costumes, Stage Manager, Heads of lighting, sound, Production Manager, FOH.

### Indicative behaviours

*NOTE: The following behaviours are common examples only. The **Key Principles** described in the **Member Code of Conduct** provide the overriding descriptors of conduct.*

### OUTCOMES

I will

- work towards achieving the operational outcomes with which I am charged, including being accountable for the results of those people in my team.
- keep a track of the team's performance and notify my own team leader or a Committee member if I am unable to achieve my outcomes.
- ensure my team upholds the professional image of Maitland Repertory Theatre and not act in any way that would prejudice that reputation.
- ensure that people in my team know what is expected of them and are able to gauge their own performance, e.g. by self-monitoring or feedback from me or others.
- ensure that my team has the means to achieve its outcomes, e.g. materials, time, money, information, skills.
- advise all team members of the Code of Conduct and its implications for their role.
- ensure team members are given adequate recognition.
- ensure team members gain a positive experience from their role in the team.
- (a) make myself aware of professional development needs and opportunities amongst members in my team and (b) endeavour to fulfil these needs or opportunities.
- ensure team members have a voice in the workings and performance of the team.

### RESPONSIBILITY

I will

- be accountable for the role I have taken on, including accepting responsibility for my actions and decisions and their consequences.
- ensure I have or acquire the personal and operational skills for the team leader role.
- be a positive role model in behaviour and ensure my comments to others are positive and supportive; I will be responsible for the impact I have on others in my team (e.g. I'll be reasonable in my demands and refrain from any form of personal abuse towards others).
- co-operate with other teams.

### FAIRNESS

I will

- be objective, impartial and consistent in making decisions which affect team members.
- respect the rights, dignity and worth of all team members regardless of their gender, ability, age or cultural background.
- act on the basis that all team members have equal rights to benefit from their participation in the team (although the nature and degree of benefits -e.g. attention, recognition, opportunity, development – will vary between individuals depending on merit and need).
- Work with and cooperate with other users of the Theatre performance and rehearsal spaces, acknowledging that the play in rehearsal for production takes priority.

## LEGALITY, ETHICS, MORALITY

I will

- be familiar with and abide by relevant laws that apply to my team;
- ensure my team is aware of the laws and ethical and moral standards that apply to them;
- monitor adherence to the law and standards;
- report to my own team leader or a Committee member any breaches that are either unresolved or which may otherwise impact upon the Theatre.
- I will ensure that equipment and facilities meet safety standards and Health and Safety principles are followed.
- I will refrain from any form of sexual harassment towards members



**Attachment 1.3 Code of Conduct - Front of House/Catering****Indicative behaviours**

*NOTE: The following behaviours are common examples only. The **Key Principles** described in the **Member Code of Conduct** provide the overriding descriptors of conduct.*

**OUTCOMES**

I will

- afford patrons the best possible theatre experience by my manner and by the effectiveness in which I receive them, seat them, serve them and answer any questions;
- refrain from disturbing patrons during the performance, e.g. by conversation, by bustling around, by coming in and out of the theatre;
- effectively execute special roles, e.g. reception, programs, raffles;
- participate fully in the setting up for supper, serving supper, clearing of tables, resetting the theatre and other housekeeping tasks.

**RESPONSIBILITY**

I will

- ensure I know what is required of me;
- follow instructions given by the FOH Manager and reliably take on any role allocated;
- co-operate with others;
- support others who are new to the role.

**FAIRNESS**

I will

- resolve any differences openly and honestly;
- acknowledge the achievements of others.

**LEGALITY, ETHICS, MORALITY**

I will

- wear clothing appropriate to the occasion
- act within the law and the ethical and moral standards of our community;
- Advise FOH manager of any incidents.

## Attachment 1.4 Code of Conduct - Cast and Crew

### Indicative behaviours

*NOTE: The following behaviours are common examples only. The **Key Principles** described in the **Member Code of Conduct** provide the overriding descriptors of conduct.*

#### OUTCOMES

I will

- not consume alcohol before or during rehearsals or performances;
- respond to instructions or requests from those who hold roles of authority on the production team i.e. Wardrobe, Props, Makeup, Lighting, Sound, Stage Management;

#### Rehearsals

- attend all rehearsals early enough to be ready to start at the rehearsal time
- write stage directions and instructions into my script
- refer in the first instance to the Director any problems that may arise

#### Performances

- arrive at the theatre at the time advised by the Director/Stage Manager;
- respect and follow all instructions given by the Director/Stage Manager, including costumes and hairstyles;
- not interfere with or move the property of others – including personal property as well as personal props or costumes;
- adhere to protocols of behaviour for the stage and wings as advised by the Director/Stage Manager, e.g. where and when to be quiet, where to wait, where to keep clear, what you need to do in order to not distract or hinder the stage crew; refraining from unscripted practical jokes during public performances;
- refer in the first instance to the Director/Stage Manager any problems that may arise;
- adhere to theatrical and administrative protocols as advised by the Stage Manager; some of these will include:
  - Park cars in the Sun Street car park and leave on street parking for patrons;
  - Assist in maintaining basic security. Do not leave valuables in the dressing room or at the theatre;
  - Do not enter the auditorium from the stage if there are any members of the audience in the auditorium;
  - Stay in the dressing room during interval if the supper room is being used for interval refreshments;
  - Do not entertain non-cast/crew, friends, relations or acquaintances in the dressing room;
  - Do not go out front before the show in costume or after the show until you have changed out of costume and removed stage makeup;
  - After the show, leave the theatre quietly (local residents are nearby and asleep).

**RESPONSIBILITY**

I will

- be aware that by accepting a role, I am making a commitment and that others will be depending on me;

**Rehearsals**

- ensure I know what is expected of me;
- learn my part promptly
- notify someone on the direction team (i.e. Director/ Production Manager) if I will be late for or am unable to attend rehearsal;
- speak to someone on the Direction team if I have a problem;

**Performances**

- ensure I know what is expected of me;
- consider the impact of my behaviour on others when in the dressing rooms, for example:
  - When I am within a mixed-age cast and crew group, be aware that other groups may be adversely affected by what is OK in my age group;
  - Am I giving them sufficient privacy? Am I *appropriately* dressed? (acknowledging that even if I am not worried about appearing in underclothes, others may be uncomfortable);
  - Am I distracting others? For example, people may wish to read over lines, get into character and concentrate on their role before the play begins – acknowledging that loud conversations and warm-ups etc make this very difficult);
- acknowledge that after the show the catering/front-of-house crew are still working and will not make their job more difficult. For example, put rubbish in bins and take glasses and cups back to the kitchen when I have finished.

**FAIRNESS**

I will

- resolve differences openly and honestly;
- acknowledge the achievements of others;
- where possible support others in their role/task or enjoyment of the production and definitely not hinder others.

**LEGALITY, ETHICS, MORALITY**

I will

- wear clothing appropriate to the occasion
- act lawfully in my capacity as a member of a production;
- be aware of community standards with respect to ethics and morality and behave accordingly;
- act in response to any breaches, according to the range of processes set out in the Code of Conduct.

## Attachment 2. Code of Conduct Processes

- **Some General Principles**
- **What do I do if I breach the Code?**
- **What's expected of me if I see someone else breaching the Code?**
- **What if I have a grievance against someone?**
- **If I'm accused of breaching the Code, what are my options?**
- **How does Maitland Repertory Theatre deal with breaches of the Code?**
- **What if an incident is not my fault or is unintentional?**

### Some general principles

Any incident likely to risk the performance (in the broadest sense) of Maitland Repertory Theatre should be attended to. For example -

- A minor skirmish between members that is likely to be forgiven and forgotten might not need attention;
- A skirmish – major or minor – that might affect, say the ongoing operation of a production, should be fixed;
- Any serious breach of law or morality and any involving intimidation, bullying, denigration, etc, must be reported.

### What do I do if I breach the Code?

If you breach the Code, e.g. insult another member -1) fix it in whatever way is appropriate; seek help if needed; 2) consider what you need to do to avoid this in future; seek help if needed.

### What's expected of me if I witness someone else breaching the Code?

1. Judge the (a) seriousness and (b) whether it's likely to be resolved by the party/parties.
2. Decide whether to intervene or whether to refer it to someone else.
3. If you can't handle an incident, take it to someone else, either another member whom you trust or someone in a position of authority. In a production that might be your team leader, the Production Manager or the Director; failing any of these contact a member of the Management Committee.

### What if I have a grievance against someone who has treated me adversely?

1. Review the facts and, if necessary get impartial advice from a friend (Theatre or non-Theatre).
2. If you need to proceed, talk to the person who has affected you; describe the facts, (without ascribing motive to them) and state what you'd like them to do.
3. If not resolved, take it to your current team leader, their team leader or a member of the Management Committee.

### If I'm accused of breaching the Code, what are my options?

Your rights are determined by the Code of Conduct process, by the Constitution and by the Act

**How does Maitland Repertory Theatre deal with breaches of the Code?**

Throughout the process the Management Committee will act to achieve the best outcome for Maitland Repertory Theatre and for all parties concerned, in accordance with the Code of Conduct and the Constitution.

- 1) Member of the Management Committee notified.
- 2) Management Committee or delegate decides if serious<or>not = written report <or>not = urgent intervention<or>not.
- 3) Management Committee or delegate investigates.
- 4) Management Committee or delegate actively supports self-resolution by complainant<or>pursues resolution with the aggrieved party and/or the breaching party – in accordance with Item 11 *Disciplining of Members* in the Constitution\*.
- 5) In the case of non-resolution the Management Committee will proceed according to Item 11 *Disciplining of Members* in the Constitution\*.
- 6) A member has right to appeal according to the Item 12 Right of Appeal to Disciplined Member in the Constitution\*.

While the process will be transparent to the party/parties involved, the right to privacy will be adhered to. Where required, the Management Committee will report to relevant statutory authorities, e.g. the Police.

\* refer to Attachment 2 for an extract of these clauses from the Constitution

**What if an incident is not my fault or is unintentional?**

E.g.

1. You are on Front of House and a patron becomes upset with you over the seating arrangements? In this case it's an operational matter, not Code of Conduct. How you handle it is both operational (how did it happen? what can we do now to fix it?) and Conduct (act with respect and courtesy).

E.g.

2. A colleague claims you denigrated their work
  - 1) Get the facts and, if necessary get impartial advice from a friend.
  - 2) If it was unintentional, 1) fix it and 2) work out how to avoid a repeat.
  - 3) If it is not your fault, 1) empathise with how the other person is feeling, 2) present the facts (without resentment) and 3) accept the apology; if not resolved, go to your team leader, etc.

## Grievance Process at Maitland Repertory Theatre

### INITIAL COMPLAINT/INCIDENT



### COMMITTEE MEMBER

President – if not available delegated as follows. eg Secretary;  
management committee nominee.

Discretion to triage complaint as serious in nature eg. complaint in writing/type of complaint/complainant etc by the President or nominated initial committee member.



### INCIDENT REPORT

Matter raised by appropriate nominated members – offer of resolution to complainant – such as if safety issue = addressed; Bullying/abuse = addressed with all parties etc.

IF the matter is not resolved adequately for the complainant the matter can be referred to mediation



### MEDIATION/DISPUTE RESOLUTION

A supportive environment whereby the matter is discussed using mediation/dispute resolution techniques. All concerned parties attend including a support person as/if required – Please note the support person is merely in attendance and DOES NOT participate in ANY way in the process. Initially the matter ought to be dealt with in-house by a nominated committee volunteer. A problem can always be resolved especially if all parties are HEARD and they are asked initially what they want out of the process (within reason as we no longer condone floggings!)



### OUTCOME

The process should be transparent where possible however the privacy of the complainant/person of interest should always be maintained UNLESS it affects the wider membership – ie criminal offences such as theft/damage to property etc – either referred to the Police OR the parties able to resolve the matter (preferable if young person and small theft or damage etc)

## **Extract from the Constitution of MRT as adopted 22 March 2011**

### **10. Resolution of Disputes**

- (1) The Management Committee will attempt to resolve any dispute between a member and another member (in their capacity as members) of the association, or a dispute between a member or members and the association by direct communication and mediation with the parties involved.
- (2) If a dispute is not resolved by direct communication and mediation with the parties involved within two months then the dispute may be referred to a community justice centre for mediation under the Community Justice Centres Act 1983.
- (3) If a dispute is not resolved by mediation within 3 months of the referral to a community justice centre, the dispute is to be referred to arbitration.
- (4) The Commercial Arbitration Act 1984 applies to any such dispute referred to arbitration.

### **11. Disciplining of Members**

- (1) A complaint may be made to the committee by any person that a member of the association:
  - (a) has refused or neglected to comply with a provision or provisions of this constitution, or
  - (b) has wilfully acted in a manner prejudicial to the interests of the association.
- (2) The committee may refuse to deal with a complaint if it considers the complaint to be trivial or vexatious in nature.
- (3) If the committee decides to deal with the complaint, the committee:
  - (a) must cause notice of the complaint to be served on the member concerned, and
  - (b) must give the member at least 14 days from the time the notice is served within which to make submissions to the committee in connection with the complaint, and
  - (c) must take into consideration any submissions made by the member in connection with the complaint.
- (4) The committee may, by resolution, expel the member from the association or suspend the member from membership of the association if, after considering the complaint and any submissions made in connection with the complaint, it is satisfied that the facts alleged in the complaint have been proved and the expulsion or suspension is warranted in the circumstances.
- (5) If the committee expels or suspends a member, the secretary must, within 7 days after the action is taken, cause written notice to be given to the member of the action taken, of the reasons given by the committee for having taken that action and of the member's right of appeal under clause 12.
- (6) The expulsion or suspension does not take effect:
  - (a) until the expiration of the period within which the member is entitled to appeal against the resolution concerned, or
  - (b) if within that period the member exercises the right of appeal, unless and until the association confirms the resolution under clause 12, whichever is the later.

### **12. Right of Appeal of Disciplined Member**

1. A member may appeal to the association in general meeting against a resolution of the committee under clause 11, within 7 days after notice of the resolution is served on the member, by lodging with the secretary a notice to that effect.
2. The notice may, but need not, be accompanied by a statement of the grounds on which the member intends to rely for the purposes of the appeal.
3. On receipt of a notice from a member under subclause (1), the secretary must notify the committee which is to convene a general meeting of the association to be held within 28 days after the date on which the secretary received the notice.
4. At a general meeting of the association convened under subclause (3):
  - (a) no business other than the question of the appeal is to be transacted, and
  - (b) the committee and the member must be given the opportunity to state their respective cases orally or in writing, or both, and
  - (c) the members present are to vote by secret ballot on the question of whether the resolution should be confirmed or revoked.
5. The appeal is to be determined by a simple majority of votes cast by members of the association.

**REVIEW TABLE**

Date	Review/Update	Who By
11 April 2013	Initial Code	Management Committee