



COUNCIL
FOR MILITARY SPOUSE CLUBS

CODE OF CONDUCT

STANDARD OPERATING PROCEDURE (SOP)

Title: Standards of Conduct, Complaint Processing & Governance Review

Applies to: All [MSC] members, officers, board members, volunteers, and employees

Effective Date: [MM/DD/YYYY]

Owner: Parliamentarian (process owner)

Approved by: Executive Board

Version: 1.0

(Please note that this document is an example of a Code of Conduct SOP provided by CMSC. The information and templates provided are meant to be adjusted to each club accordingly.)

1) Purpose, Scope, and Authority

Purpose. This Standard Operating Procedure (SOP) establishes clear, consistent procedures for implementing Article [*Insert Article# Here*] of the [*Name of Military Spouse Club*] (MSC) Bylaws. It provides operational guidance for receiving, reviewing, documenting, and resolving conduct concerns involving MSC members, officers, board members, volunteers, and employees—in a fair, confidential and timely manner, while upholding the integrity, mission, and values of MSC. This SOP does not supersede the MSC Constitution or Bylaws.

Scope. This SOP applies to all members, officers, board members, volunteers and employees of the MSC within the following areas:

- Conduct standards
- Complaints
- Conduct Review Committee (CRC)
- Executive Board actions
- Notification, appeals, whistleblower protections
- Conflicts of interest
- Employees (incl. Thrift Store employees)
- Confidentiality and records retention

Authority. This SOP implements Article X of the [MSC] Bylaws and the [MSC] Constitution and must align with installation regulations and applicable laws.

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2) Primary Roles and Responsibilities *(See Appendix M for table)*

Parliamentarian

- Serves as primary intake officer for complaints
- Ensures procedural compliance and confidentiality
- Maintains complaint records
- Facilitates informal resolution and Conduct Review Committee (CRC) processes

President

- Provides oversight of the complaint process
- Appoints neutral facilitators or CRC members when required
- Ensures conflicts of interest are managed

Executive Board

- Holds final authority over disciplinary actions
- Reviews CRC recommendations
- Votes on formal actions

Conduct Review Committee (CRC)

- Reviews escalated complaints in an advisory capacity
- Conducts interviews and evidence review
- Submits written recommendations to the Executive Board

Supervisors / Board Liaisons

- Receive and escalate employee or program-related complaints
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3) Guiding Standards of Conduct

All [MSC] Affiliates (members, officers, volunteers, employees) must adhere to the following standards:

1. **Respect & Inclusion** – Courteous & respectful conduct; Zero discrimination / harassment / intimidation.
2. **Integrity & Accountability** – Honest & ethical conduct; Avoid and disclose conflicts of interest.
3. **Confidentiality** – Protect sensitive information.
4. **Compliance** – Follow the [MSC] Constitution, Bylaws, policies, installation rules, and laws.
5. **Financial Stewardship** – Use funds/resources only for authorized purposes.

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6. **Representation** – Represent [MSC] positively in public/online/social media.
 7. **Reporting** – Report suspected violations using this SOP.
 8. **Consequences** – Violations may result in discipline, up to removal from office or membership.
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4) Key Definitions

- **Complaint:** A written allegation of conduct inconsistent with [MSC] governing documents, policies, or standards.
 - **Complainant:** Individual submitting a complaint.
 - **Respondent:** Individual(s) named in a complaint.
 - **CRC (Conduct Review Committee):** Ad hoc committee convened for escalated complaints.
 - **Good-Faith Reporting:** Reporting based on reasonable belief, without malicious intent.
 - **Informal Resolution:** Non-disciplinary mediation or coaching.
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5) Detailed Procedures

5.1 Complaint Submission & Documentation (Intake)

1. **How to file.** Complainant completes the official [MSC] Complaint Submission Form (*Appendix A*) and submits it to the Parliamentarian (or designated neutral Executive Board member when no Parliamentarian is serving).
2. **Content required.** Name of complainant; Date; Incident description; Alleged bylaw/policy provisions; Supporting documents.
3. **Anonymous complaints.** May be reviewed at the discretion of the President and Parliamentarian if credible documentation is included.
4. **Acknowledgment.** Parliamentarian acknowledges receipt in writing within **10 business days** and logs the complaint (*Appendix B*).
5. **If Parliamentarian is conflicted or named.** Recuse; **President (or highest uninvolved officer)** appoints a neutral Executive Board member to facilitate.

5.2 Initial Review & Triage (≤ 4 days)

1. **Scope check.** Parliamentarian determines whether the matter involves [MSC] governance / member conduct or should be redirected (e.g., interpersonal disagreement not implicating policy).

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2. **Conflict screening.** Parliamentarian confirms no conflicts among reviewers; secure recusals as needed (*Appendix C*)
3. **Path selection.**
 - **Minor/interpersonal** → Informal mediation (*see 5.3*).
 - **Repeated/harmful/disruptive/unethical/mission damaging** → Refer to **CRC** (or **Executive Board** if no CRC is available).

5.3 Informal Resolution (Mediation/Coaching)

1. **Facilitators.** Parliamentarian and/or President may mediate.
2. **Focus:** Clarification, education, or behavior correction.
3. **Voluntary participation.** Parties may participate voluntarily; document any agreement (*Appendix D*).
4. **Closure or escalation.** If resolved, close and document. If unresolved or behavior persists, proceed to formal review at CRC or Executive Board (if no CRC is available.)

5.4 Conduct Review Committee (CRC) Formation & Review

1. **Composition.** 3–5 impartial individuals:
 - At least **one** current Executive or General Board member; and
 - At least **one** general member in good standing (≥ 60 days membership) unless Executive Board approves a capable exception.
 - Parties to the complaint are ineligible.
2. **Facilitator.** Parliamentarian serves as a **nonvoting** facilitator, ensuring procedure and confidentiality.
3. **Confidentiality.** All CRC members sign *Appendix C*; communications remain confidential.
4. **Activities.** Review materials; request clarifications; interview relevant parties; maintain a complete, confidential file.
5. **Timeline.** Submit a written recommendation to the Executive Board within **21 days** of CRC formation using *Appendix E*.

5.5 Executive Board Action & Due Process

1. **Board action options (one or more):**
 - i. No action
 - ii. Informal mediation/coaching
 - iii. Formal written warning / Probation
 - iv. Temporary suspension of duties
 - v. Removal from office or membership (per Bylaws)
2. **Removal standard.** Requires **2/3 vote** after notice **and** opportunity for rebuttal.



3. **Notice of allegations.** Provide to Respondent with supporting documentation at least **14 days prior** to any hearing/final vote (*Appendix F*).
4. **Decision notice.** Provide written decision to **Complainant and Respondent** within **7 days** of the vote. (*Appendix I*)

5.6 Notification Protocol (Neutral, Factual, Confidential)

1. **Threshold.** Notification occurs only **after** preliminary review determines further review/follow-up is warranted **and** the Executive Board decides to implement actions.-up is warranted
2. **Timing.**
 - **Actions ii–iv** (mediation/coaching, warning/probation, temporary suspension): notify **promptly** post decision (allow limited time to organize facts/process).-decision (allow limited time to organize facts/process).
 - **Action v** (removal/rescission): notify **before** the final vote to allow rebuttal. (*Appendix I*)
3. **Method.** Prefer a private meeting or secure video followed by written confirmation; if not feasible, use confidential email/letter. **Prohibited:** public/semi-public, group messages, texts, social media.
4. **Neutrality.** Presume good faith; state that a complaint was received, not that misconduct occurred. Avoid conclusions/opinions/emotive language. (*Appendix H*)
5. **Information range.** Provide only what is necessary: General nature; Date/time/location (if applicable); Process overview; Respondent’s right to respond. **Do not** include complainant identity unless consented/required; no speculation or irrelevant history.
6. **Explain next steps.** Outline process, handlers of the complaint, anticipated timeline, and any temporary measures (e.g., pause of duties).
 - If Interim/Temporary Measures are needed:
 - Temporary pause of duties, adjusted participation, or separation of roles to protect process integrity while respecting due process.
 - Tailored to minimize disruption and avoid punitive effect before final determination.
7. **Confidentiality expectations.** Request limited disclosure; organization limits to need-to-know.
8. **Documentation.** Record date/time/method; retain written communications; meeting notes or responses (*Appendix B*).
9. **Respectful closure.** Acknowledge Respondent’s service; reaffirm fairness and impartiality.
10. **Legal/policy compliance.** Ensure alignment with governing documents and applicable laws.

5.7 Appeals & Rebuttal

1. **Opportunity to respond.** Respondent may submit a written rebuttal in the process and/or an **appeal within 10 days** of the decision notice, as permitted by policy.



2. **Appeals panel.** At least **three (3) impartial** board members or advisors **not previously involved**.
3. **Outcome.** Appeal decisions are **final** unless otherwise provided by Bylaws. (*Appendix J*)

5.8 Whistleblower Protection

1. **Encouragement.** [MSC] encourages **good-faith** reporting of suspected violations.
2. **Channels.** Reports may be made to **President, Secretary, Parliamentarian**, or designated confidential channel (if any).
3. **Antiretaliation.** Retaliation against good-faith reporters is strictly prohibited and constitutes a bylaws violation. (*Appendix G*)

5.9 Conflicts of Interest

1. **Disclosure.** Officers/board members disclose actual/potential conflicts; recuse from related deliberations/votes.
2. **Annual statement.** All officers/board members complete an **Annual Conflict of Interest Disclosure** (*Appendix K*).
3. **Meeting practice.** When conflicts arise, note the recusal in minutes, and exclude conflicted persons from materials/votes.

5.10 Employee Complaints & Misconduct (incl. Thrift Store)

1. **Process.** Employees use the same **written complaint process**.
2. **Review path.** First reviewed by **supervisor/manager (Thrift Store Manager)**; escalate to the **Thrift Store Liaison** and **Executive Board** as needed.
3. **CRC role.** Employees are **not** investigated by CRC **unless** the issue involves **employee–member** or **employee–board** interaction; then CRC may act in an **advisory** capacity unless the Executive Board directs otherwise.
4. **Compliance.** Follow applicable employment laws, employee contracts, [*Installation*] Private Organization guidance, and progressive documentation principles.
5. **Due process.** Employees may respond before discipline.
6. **Discipline/termination.** No discipline/termination without prior documentation, record of progressive action, and **final review/vote** by the Executive Board.
7. **Bypass of conflicted manager.** If a complaint names a program manager/supervisor, submit to the **board liaison** or, if none, to **Vice President and Parliamentarian** for preliminary review and possible Executive Board escalation. CRC involvement remains **advisory**; final decisions rest with the **Executive Board**.

5.11 Confidentiality & Records

1. **Confidential handling.** All complaints, deliberations, and outcomes are confidential.

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2. **Security & retention.** Maintain securely by the **Parliamentarian** for the **board year + 1 year**.
 3. **Need-to-know.** Share only as necessary for due process and legal requirements.
 4. **Records index.** Use the Complaint & Action Log (*Appendix B*) to index materials.
-

6) Process Overview (from Intake to Closure)

SLA Summary

- **Receipt acknowledgment:** ≤ 10 business days
 - **Initial assessment:** ≤ 4 days
 - **Notice of allegations before hearing/final vote:** ≥ 14 days
 - **CRC review & written recommendation:** ≤ 21 days from formation
 - **Decision notice to parties:** ≤ 7 days from Board vote
 - **Appeal window:** ≤ 10 days from decision notice
-

7) Communications Standards (All Parties)

- **Professional, factual, neutral, and concise.**
 - **No public commentary** while under review.
 - **No group or informal channels** (texts/social media) for notice or substantive discussion.
 - Use **approved templates**; retain copies in the confidential case file.
-

8) Training & Orientation

- **Annual orientation** for Executive Board and CRC pool on this SOP, confidentiality, conflicts, and due process. (*Appendix L*)
 - **Scenario drills** (informal vs. escalated complaints; anonymous w/ documentation; employee vs. member cases).
 - **Refresher** when changes occur or at mid-year.
-

9) Document Control

Change Log

- v1.0 – Initial SOP adoption aligning to Article X; added templates and SLAs.



Annual Review

- This SOP will be reviewed annually (or as needed) by the Executive Board for legal/installation alignment and operational effectiveness.

Approvals

_____ President/Chair Date: _____
 _____ Secretary Date: _____

10) Quick Reference Flow (Text)Example

1. **Complaint submitted** → Parliamentarian acknowledges (≤10 business days) and logs
2. **Initial assessment (≤4 days)** → minor → mediation; serious/repeated → CRC/EB
3. **CRC formed** → review & recommendation (≤21 days)
4. **Executive Board** → action(s) decided; removal requires 2/3 vote with 14day notice
5. **Notification** → neutral, confidential; share minimum necessary
6. **Decision notice (≤7 days)** → appeal window (≤10 days)
7. **Close & retain records** → board year + 1 year

11) Crosswalk: Bylaw Article X → SOP Sections

Article X Section	SOP Section(s)
X.01 Purpose & Authority	§1-2
X.02 Code of Conduct	§3
X.03 Definitions	§4
X.04 Submission & Documentation	§5.1
X.05 Initial Review & Informal Resolution	§5.2–5.3
X.06 CRC	§5.4



X.07 Executive Board Action & Due Process	§5.5
X.08 Notification Process	§5.6
X.09 Appeals & Rebuttal	§5.7
X.09 Whistleblower Protection	§5.8
X.10 Conflict of Interest	§5.9
X.11 Employee Complaints & Misconduct	§5.10
X.12 Confidentiality & Records	§5.11
X.13 Communication Standards	§7
X.14 Training & Orientation	§8
X.13 Adoption & Review	§12

12) Appendices (Templates & Tools)

(Below you will find examples and Templates to be adjusted to fit the specific needs within your club)

Appendix A — Complaint Submission Form (Member/Volunteer/Employee) Template

Complainant: [Name, Role, Contact]

Date Submitted: [MM/DD/YYYY]

Respondent(s): [Name(s), Role(s)]

Incident Date(s)/Time(s):

Location(s):

Description of Concern:

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[Detailed narrative; attach supporting documents. Reference policies/Bylaws if known.]

Witnesses (if any):

Desired Outcome (optional):

Signature: _____ Preferred Contact: _____

Appendix B — Complaint & Action Log (Confidential Index) Template

- Case #:
- Parties (coded or initials):
- Dates:
 - Receipt [Date]
 - Ack [Date]
 - Assessment [Date]
 - CRC formed [Date]
 - Recommendation [Date]
 - Decision [Date]
 - Notices sent [Date]
- Actions taken:
- Appeal filed? [Date] Outcome:
- Retention schedule tickler: [Date]

Appendix C — CRC/Reviewer Confidentiality & Recusal Agreement Template

I acknowledge my duty to maintain confidentiality, disclose conflicts, and recuse if necessary. I will review only what is required and will not discuss the matter outside of the process.

Name/Signature/Date

Appendix D — Mediation Agreement (Informal Resolution) Template

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Parties:
Issues addressed:
Agreements/Commitments:
Followup date(s):
Nonretaliation:
Signatures/Date

Appendix E — CRC Report & Recommendation Template

Case #:
CRC Members (non-parties):
Meetings/Interviews conducted:
Materials reviewed:
Findings (factual):
Policy/Bylaw references:
Recommendation(s):
Vote/Tally (CRC only):
Submitted to Executive Board: [Date]
Parliamentarian (NV) confirms procedural compliance: [Yes/No]

Appendix F — Notice of Allegations (Prehearing / Rebuttal Window) Template

Short Letter

Dear [Respondent Name],

This notice confirms that [MSC] has received a complaint regarding *[general nature]* alleged on *[date/time/location]*. No determination has been made.

Process: *[Describe next steps, handler(s), and anticipated timeline.]*

Your Rights: You may submit a written response with any documentation by *[date ≥14 days before hearing/vote]*.

Confidentiality: Please limit discussion to those with a need to know.

Sincerely,

[Parliamentarian] & [President]

(Attachments: complaint materials consistent with due process)

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Long letter

Dear [Respondent Name]

I am writing to inform you that the organization has received a complaint related to an incident involving you that is alleged to have occurred on or around [date].

We take all concerns seriously and are committed to a fair, respectful, and confidential process for everyone involved. The purpose of this notice is to make you aware of the complaint and to outline the next steps in our review process.

(Outline next steps here. This will be based on the clubs governing policies as stated in C&B)

(After the Ex Bd Review) The Executive Board has completed its review of the complaint filed regarding this matter. As part of that review, the Board gathered and considered corroborating information related to the incident and evaluated the matter in accordance with the applicable Code of Conduct provisions governing this position. Based on that review, the Executive Board has reached a determination *(include whatever that determination will be)*.

At the same time, the Executive Board recognizes that situations may involve differing perspectives. If you wish to provide additional context or submit a written response for the Board's consideration, you are welcome to do so. Any response should be submitted in writing to the Executive Board, and it will be reviewed as part of the official record.

During this process, we ask that you keep this matter confidential while it is under review.

If applicable: Optional sentence regarding temporary measures, e.g., "As a precaution, certain volunteer duties may be paused while this matter is being reviewed."

Sincerely,

[Your Name]

[Organization Name]

[Contact Information]

[Your Title]

Appendix G — Whistleblower Report Form

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Reporter (optional):

Date:

Subject of Report:

Description (facts only):

Documentation attached:

Requested confidentiality:

Submitted to: [President/Secretary/Parliamentarian/Channel]

Anti-retaliation notice provided: [Yes/No]

Appendix H — Notification Script & Checklist (Initial Notice)

Script (opening):

“Thank you for meeting privately. We are contacting you to inform you that a complaint has been **received** concerning [general nature]. At this time, **no determination** has been made. We will follow our standard process, which includes [overview]. You will have the opportunity to respond and provide information.”

Checklist:

- Neutral tone; no conclusions/opinions
- Share only necessary info (nature, date/time/place if applicable)
- Process overview; rights; timelines (include rebuttal/appeal windows)
- Temporary measures (if any) explained
- Confidentiality expectations stated
- Follow-up written confirmation sent
- Documentation filed (Appendix I)

Appendix I — Decision Letter (Post Vote)

Subject: **Executive Board Decision – [MSC] Case #**

Dear [Complainant/Respondent],

On **[date]**, the Executive Board reviewed this matter and determined: *[Decision]*.

Rationale (summary):

Effective date/conditions:

Appeal rights: You may submit a written appeal within **10 days** to **[appeal’s contact]** (if eligible).

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Confidentiality remains in effect.

Sincerely,

[President/Secretary]

Appendix J — Appeal Form

Appellant: [Name/Role]

Decision Date:

Grounds for Appeal (select all):

- Procedural error
- New evidence unavailable earlier
- Decision unsupported by record
- Disproportionate outcome
- Other

Statement (with supporting documents):

Signature/Date:

Appendix K — Annual Conflict of Interest Disclosure

Name:

Position/Role:

Do you or an immediate family member have a financial interest with any entity doing or seeking to do business with the Club? Yes No

If Yes, please describe (entity, nature of interest, role, dates):

Do you hold any outside positions that may reasonably appear to conflict with your Club duties?

Yes No If Yes, please describe:

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Certification: I have read the Club’s Conflict of Interest Policy. I agree to disclose potential conflicts and to recuse myself as required.

Signature: _____ Date: _____

Appendix L: Annual Acknowledgment of Standards and SOP

I acknowledge that I have received, reviewed, and agree to comply with the [MSC] Standards of Conduct and Complaint Resolution SOP.

Name: _____

Role: _____

Signature: _____

Date: _____

Appendix M: Roles & Responsibilities (RACI)

Activity	Parliamentarian	President	Executive Board	CRC	General Member (non-party)	Thrift Store Manager	Liaison
Intake & log complaint	R/A	C	I	I	I	I	I
Acknowledge receipt (≤10 business days)	R/A	C	I	I	I	I	I
Initial scope/triage (≤4 days)	R/A	C	I	I	I	I	I
Conflict checks/recusals	A	A	A	A	A	A	A
Informal resolution/mediation	R	R/A	C	I	I	I	I
Form CRC (3–5 impartial)	R/A	C	I	I	R (if selected)	I	I

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CRC review & recommendation (≤21 days)	Facilitates (NV)	I	I	R/A	R	I	I
Board action & vote	I	R	A	C	I	I	I
Notify respondent (timing per §8)	R (with Pres.)	R/A	I	I	I	I	I
Appeals panel selection	I	C	A	I	R (if impartial)	I	I
Employee complaint handling	I	C	A	Advisory	I	R/A	R
Records & retention	R/A	C	I	I	I	I	I

8. *R = Responsible; A = Accountable; C = Consulted; I = Informed; NV = nonvoting.*