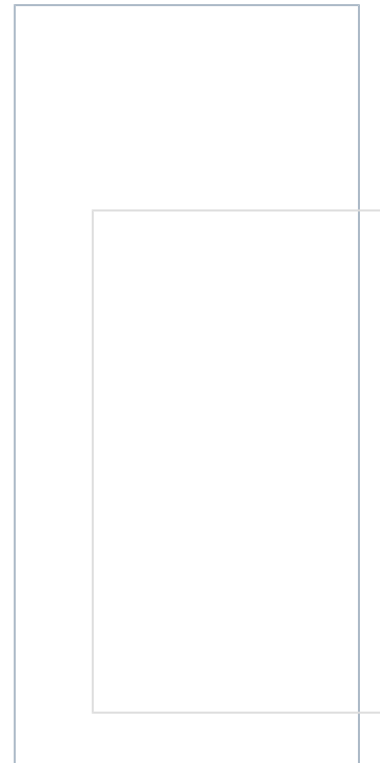


Advisory Group Manual



Leading healthcare terminology, worldwide



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Amendment History

Version	Date	Editor	Comments
0.01	20150304	Don Sweete	First draft for comment
0.02-0.09	20150304 - 20150602	Juliet Gole Krarup, Jeremy Thorp, Nilesh Jain	Also reflecting input from the Ad Hoc Group on Standing Committees*
0.10	20150616	JGK and MB members	Reflecting input from MB
1.01	20151006	JGK	Added that GA must be informed of creation or dissolution of any AG; changed initial staggered term of AG member from 1 and 2 years to 2 and 3 years.
1.02	20161003	JGK	Numerous revisions to streamline and reflect contributions from AG Chairs

*Ad Hoc Group on Standing Committees: Jeremy Thorp (chair), Vivian Auld, Dennis Giokas, Jamie Ferguson, Nilesh Jain, John van Beek, Lies van Gennip, Don Sweete Approvals

Version	Date	Approver	Comments
1.0	20150616	MB	v0.10 approved, changed to v1.0
2.0	20161025	MB	v1.02 approved, changed to v2.0

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1 Introduction

1.1 Background

IHTSDO is committed to adhering to the highest level of corporate governance practices. The establishment of the Management Board and appropriate board governance policies and procedures is paramount to the success of the organization. The Management Team reports directly to the Management Board and is responsible for the day-to-day operations of the organization. In the running of the organization and in engaging with the Community of Practice, the Management Team must have an agile vehicle to allow it to gather experts from around the world to provide advice and other contributions to the organization. These "Advisory Groups" will be key elements in the progression of the organization and will change over time, depending on the strategies, business directions and requirements of IHTSDO. The Advisory Groups will also maintain the organization's strong links to the Community of Practice.

This manual is designed to provide the Management Board, Management Team and Advisory Group members with an overview of the Advisory Group structures and the policies by which these groups will be governed.

1.2 Intended Audience

This Advisory Group Manual is intended for the entire IHTSDO community.

1.3 Scope

This document outlines the high-level governance policies and processes of the Advisory Groups and does not include operational policies and procedures, which may be found elsewhere.

2 Purpose and Governance Structure

- [2.1 Background on IHTSDO and Corporate Governance](#)
- [2.2 General Assembly](#)
- [2.3 Management Board](#)
- [2.4 CEO and Management](#)
- [2.5 Meetings of Governance Bodies, Management Team and Advisory Groups](#)

2.1 Background on IHTSDO and Corporate Governance

Owned and governed by international Member countries, IHTSDO is a not for profit organization that works on behalf of the healthcare system and provides full support to its global Members and licensees, ensuring that the combined resources achieve significant shared benefits that resonate around the world.

The Objects of the IHTSDO Association, as set out in the Articles of Association, are "the advancement of the health of humankind, in particular by facilitating better health information management and by that means and otherwise contributing to the improved delivery of care by clinical and social care professions, including through:

- facilitating the accurate sharing of clinical and related health information, and the semantic interoperability of health records;

- encouraging global collaboration and cooperation with respect to the ongoing improvement of the consistent use of health terminologies and standards; and
- providing the foregoing on a globally coordinated basis."

Corporate Governance is the process and structure used to direct and manage the business affairs of an organization with the objective of enhancing value to the organization and ensuring the financial viability of the business. The process and structure define the division of power and establish mechanisms for achieving accountability among the General Assembly, the Management Board and the Management Team. The direction and management of the business should take into account the impact on other stakeholders such as employees, Members and vendors.

2.2 General Assembly

The governance structure of IHTSDO encompasses multiple tiers. The General Assembly (GA) has the authority to make all binding decisions on all matters pertaining to the Association and its Articles of Association. It must be informed of the creation or dissolution of any Advisory Group.

2.3 Management Board

Directly below the General Assembly is the Management Board. The role of the Management Board is to provide the strategic leadership necessary to establish and review the organization's strategic plan. The Board focuses on policy direction, with a clear distinction between the CEO and internal management roles and responsibilities. The high-level roles and responsibilities of the Management Board, as per the [IHTSDO Management Board Governance Manual](#), are listed below.

Below is a summary of the high-level roles and responsibilities of MB directors:

- Be accountable to the GA for the smooth running of the organization;
- Act in the best interests of IHTSDO;
- Establish policies and procedures with regards to how the MB will conduct its affairs, carry out its responsibilities, and exercise its powers;
- Establish a code of conduct and ethical behavior for MB directors and employees;
- Adhere to all MB policies, including conflict of interest guidelines and codes of conduct and ethics;
- Prepare and maintain a written record of all MB proceedings and decisions and those of any MB committee;
- Establish, from the members of the MB:
 - a. A Finance and Audit Committee to oversee the organization's finances;
 - b. A Human Resources Committee; and
 - c. An Executive Committee;
- Respect the division between MB governance and the organization's management;
- Be available as a resource to Management; and
- Be available and willing to sit on MB committees as required.

2.4 CEO and Management

- The CEO is appointed by the Board and is accountable for implementing the strategic policy decisions of the Board. The CEO accomplishes his/her duties by hiring and directing senior staff (Management Team members) in planning, organizing and controlling activities of the organization.
- The CEO is accountable to the entire Board. All authority delegated to staff flows through the CEO, so that all authority and accountability of IHTSDO staff rests with the CEO. The individual performance of the IHTSDO staff remains the prerogative of the CEO and his or her direct reports.
- The CEO will not perform, allow or cause to be performed any act that is unlawful or not in keeping with accepted business and professional ethics, as judged by the prudent person standard.
- The Management Team, with the approval of the Management Board, may elect to form Advisory Groups that report to the applicable Management Team member.

2.5 Meetings of Governance Bodies, Management Team and Advisory Groups

The Management Board meets face-to-face a minimum of three times a year and holds at least three additional teleconferences annually. Special meetings of the Board may be convened as required. Additional meetings will be conducted generally via teleconference or electronically. Two of the face-to-face meetings will be held during the organization's business meetings in April and in October of each year.

The General Assembly meets twice a year in October and April to fulfill its duties and may meet additionally by teleconference or electronic communication.

The Management Team meets regularly but at minimum quarterly to fulfill its duties.

The Advisory Groups meet based on a schedule outlined by the applicable Management Team chair(s) of the group but not less than quarterly. Notes of the meeting will be posted on Confluence as a public record of advice provided by the group and other key points. The group may also choose to keep recordings of the meeting, which should be accessible to members of the Group and IHTSDO staff.

3 Advisory Groups Structure, Principles and Ways of Working

- 3.1 Basic Guidelines
 - Purpose
 - Principles
- 3.2 Advisory Group Terms of Reference
- 3.3 Advisory Group Evaluations
- 3.4 Advisory Group Terms of Service
- 3.5 Conducting meetings
- 3.6 Observers
- 3.7 Yearly AG Calendar

3.1 Basic Guidelines

Purpose

Advisory Groups are established to conduct specific activities that contribute to the fulfillment of the Management Team's responsibilities or the organization's mandate. Advisory Groups are considered to be agile in nature, given the changing needs and direction of the organization, and therefore each group is reviewed on an annual basis to determine if the group is still required or if changes in the Terms of Reference are required. Advisory Group's members have specific skills and abilities related to that particular group.

The role of each Advisory Group is to provide advice to the applicable Management Team member(s) on specific areas that are included in the Terms of Reference to further the knowledge and direction of the organization. Generally, Advisory Groups develop at the beginning of each year a group work plan, determine whether Task and Finish sub groups are required, outline any resource requirements, and lay out a set of measures in order to measure the progress of the applicable group work plan. All work plans are to be submitted to the CEO annually for review and approval. Some Advisory Groups, such as a user group, do not have work plans due to their nature.

The organization, with the approval of the Management Board, may elect to seek approval for a separate budget item in the annual budget to assist the Advisory Groups in the completion of their approved work plans.

Principles

IHTSDO was founded on the principles of openness, transparency, communication and accountability to its Members. Transparency requires dialogue and participation in a democratic process. While Group members have primary responsibility for the work of the Advisory Group, its meetings are open to experts from around the world.

Members are responsible for supporting the Chair to ensure conflicts of interest relating to matters at the Group are identified, documented and dealt with appropriately.

Whilst it is the intention to support, openness, transparency and communication, abiding by the principle of accountability may require management of matters of a probity nature to be dealt with under specified circumstances.

3.2 Advisory Group Terms of Reference

The Terms of Reference of each Advisory Group will include at least the following elements and must be submitted for approval initially by the CEO with final approval given by the Management Board.

- Purpose
- Scope
- Membership
- Responsibilities

- Critical Success Factors

AGs that utilize the expert nomination process must have a skills matrix.

The Terms of Reference will be posted publicly in keeping with the principles of openness and transparency.

3.3 Advisory Group Evaluations

Assessing Advisory Group effectiveness is an important responsibility. Every year by the end of September, the Advisory Group must complete a self-evaluation that examines the progress of the group, achievement of goals against the approved work plan or objectives and a statement to the CEO and Management Board on whether the Advisory Group is still required, should be dissolved or if there are recommended changes.

The Advisory Group Terms of Reference will also be reviewed annually to determine whether changes should be made.

3.4 Advisory Group Terms of Service

With the exceptions noted below, each appointed Advisory Group Member serves on the group for a period of two years and may be reappointed once. A staggered process is utilized, whereby there is a turnover of members of approximately fifty percent in any given cycle of election.

Terms generally run from from 1 October until 30 September two years later.

When a position is open outside of normal terms of service, the AG chair may choose whether or not to fill that position before the normal May to September recruitment period. For Member-based nominations, this decision may be facilitated by a Member country nominating a new AG member.

Exception to the two-year term: During the initial start-up period of an Advisory Group, approximately half the Advisory Group members will be appointed to a three-year term instead of a two-year term so that their terms can be staggered and the Advisory Group can have some continuity.

An Advisory Group member, whether selected by IHTSDO or appointed to represent a Member country, may not serve for more than five years cumulative across the Advisory Groups unless granted approval by the CEO and Management Board. To request approval, the AG Chair submits the request and explanation to the CEO. If approved, it should be forwarded to Corporate Services for inclusion in the next Management Board meeting agenda.

3.5 Conducting meetings

Advisory Group meetings will operate under the following guidelines:

- Regular attendance by Advisory Group members is encouraged in order to minimize the need for repetition of discussions.
- Face-to-face meetings are held approximately two times a year. IHTSDO offers travel funding for those traveling on behalf of IHTSDO through the "Expert" nomination process; those AG members who represent Member countries ("Member-based" nominations) should seek funding from the Member country.
- Conference calls are scheduled at intervals determined by the status of the work of the Group, at the discretion of the Chair, taking into account the advice from members of the Group.
 - Timing of the calls is determined based on the time zones of all the Group members.
- Out-of-session or extraordinary meetings may be called by the Chair to support specific work program activities.
- Meeting agenda will be made available at least three days in advance of conference calls and one week in advance of face-to-face meetings.
- Notes of the meeting will be posted on Confluence as a public record of advice provided by the group and other key points. The group may also choose to keep recordings of the meeting, which should be accessible to members of the Group and IHTSDO staff.
- In accordance with IHTSDO policy, members will declare potential or actual conflicts of interests, and these will be recorded in the meeting notes and on the Declaration of Interests page in the AG's Confluence space. If appropriate, the AG Chair will raise the potential or actual conflict of interest with senior management.
- Members will respond in a timely manner to requests from the Chair for input to decisions that are required between meetings.
- The Group will uphold the Articles of Association and conform to the IHTSDO regulations, policies and procedures that apply to the Group activities.
- The Chair will take responsibility for taking the Group's recommendations to the Management Board/Management Team and providing members with feedback on the outcomes of their contribution.
- The Chair will work with Chairs of the other Groups to ensure coordination across Groups, Project and Interest Groups and effective joint working when appropriate.
- Agenda items of each Advisory Group meeting will be posted together at [Cross-Group Coordination](#) so that Chairs, Advisory Group members, observers, staff and others will have the possibility of finding out what the other groups are working on.

- If neither the Chair of the Group, nor any appointed Vice Chair, is able to attend a scheduled Group meeting or conference call, the Chair may appoint another member of the Group as Acting Chair or may instruct the Group members present to select an Acting Chair; the role of Acting Chair is limited to chairing a single specified meeting.

3.6 Observers

Advisory Group meetings are open to non-members, who will be known as observers. Observers are welcome to attend and contribute to meetings. Observer participation is facilitated by making the meeting schedule and joining details publicly available.

Observers must respect the need for the Advisory Group to reach conclusion in its discussions and may not participate in any voting. Observers may be excluded from certain discussions if the majority of the Group members feel that the discussions need to be held in private.

3.7 Yearly AG Calendar

AG terms run from October to September. AG work plans run from January to December.

January

- AG work plans due to CEO for approval.

April

- Some AGs will hold face-to-face meetings at the April business meeting.
- Announcement of AG member's terms that are coming to end at the end of the year.
- Advertise positions that are coming available.

May to September

- Recruitment for new AG members for terms that are ending in September.

Mid-year

- When appropriate, AG Chairs submit budget requests for the next calendar year. The IHTSDO work plan and budget are developed after the April conference and approved at the October conference, so budget items for the following calendar year should be submitted for approval mid-year. Whether funds could be allocated to a project at other times of year depends on circumstances. The Advisory Group Chair should contact the Executive Lead - Finance & Corporate Services.

September

- AG self-evaluations are due. CEO in consultation with others decides whether the AG will continue for another year (presumably a decision to shut down or significantly change an AG will have been building for some time, meaning the recruitment of new members would have already been altered appropriately).
- AG Chair reviews the Terms of Reference to see if any updates are needed. If so, the revisions should go to the CEO and Management Board for approval.
- 30 September marks the end of some AG members' terms.

October:

- Newly chosen AG members begin their terms on 1 October.
- Some AGs will hold face-to-face meetings at the October business meeting, where they will try to make significant progress on work items and begin discussing their new work plans, which are due to the CEO by early January.
- AGs also must review and update their Declarations of Interests.

December:

- Finalization of work plans for the next calendar year.

4 Advisory Group Recruitment Process

- [4.1 Guiding Principles - Core Competencies](#)
- [4.2 "Expert" Versus "Member-Based" Nominations](#)
 - [Note on remuneration](#)
- [4.3 Nominating Committee](#)
- [4.4 Recruitment Process](#)
 - [Needs Assessment](#)
 - [Position Profile](#)
 - [Candidate Generation](#)
 - [Shortlist](#)

- Selection

4.1 Guiding Principles - Core Competencies

The Guiding Principles provide a framework within which the Advisory Group recruitment process can operate. It is understood that circumstances may arise which require the organization to determine the appropriate course of action, dependent on the situation.

- A Nominating Committee administers the Advisory Group recruitment process.
- Appointments should be based on merit and a determined need and fit with the current organizational requirements for each Advisory Group.
- The chair of each Advisory Group that uses the expert nomination process (previously called "standard" nomination process) submits skills matrix requirements as part of the Terms of Reference, and that matrix forms the basis for selection from the nominations.
- Advisory Groups that include Member-based nominations will seek a nomination from an authorized person within each Member country. Unless otherwise specified the authorized person will be the Member Forum representative. A description of the nominee's role or responsibility within the Member country should be put in the Terms of Reference and in the call for nominations so that the Member can identify the most appropriate person to nominate. IHTSDO will accept the Member nominees for these Advisory Group roles subject only to any specific provisions related to term length and required levels of participation.
- Inclusiveness – The expert nomination process is an open process where nominations may be submitted from the Community of Practice, Member countries, Vendors and all other stakeholders. Prospective nominees are assessed based on the skills matrix of each Advisory Group.
- It is expected that Advisory Group members from both the expert nomination process and the Member-based nomination process will have the following core competencies and attributes:
 - thorough understanding of the responsibilities of the Advisory Group
 - willingness to abide by the Conflict of Interest Policy as outlined
 - high ethical standards and integrity in professional and personal dealings
 - ability to work as a collaborative team member

4.2 "Expert" Versus "Member-Based" Nominations

Some Advisory Groups utilize a "Expert" (previously called "Standard") nomination process, which is an open to all. Appointment decisions are made by a Nominating Committee using a skills matrix and a desire to create a forum with a diversity of perspectives.

Other Advisory Groups utilize a system of "Member-based" nominations. The approved Terms of Reference describe these specifications. Member-based nominations are used when IHTSDO seeks to create a forum so that IHTSDO staff can work closely with IHTSDO Members.

Note on remuneration

In April 2015, the IHTSDO General Assembly decided that travel expenses to attend IHTSDO-approved meetings or other events should be handled differently for these two groups. IHTSDO should offer Advisory Group members coming from the standard nomination process travel expense reimbursement, with funds coming from the appropriate line of business or project budget. Advisory Group members coming from the Member-based nomination process should seek travel funds from the sponsoring Member.

Expert nomination process is used by:

- SNOMED CT Editorial AG
- 2 positions in E-Learning AG
- Modeling AG
- Terminology Release AG
- Software Development AG

Member-based nomination process is used by:

- Content Managers AG
- Most of E-Learning AG
- Tooling User AG

4.3 Nominating Committee

A Nominating Committee is formed each year that new AG members are selected. The Nominating Committee includes the CEO, representatives of the Management Board, and potentially others (including representatives of the General Assembly and independent Management Team members). Management Team members who chair the Advisory Groups

being considered are ineligible to serve on the Nominating Committee so as to create a level of independence between those selecting Advisory Group members and those who are being advised.

The Nominating Committee is responsible for:

- Selecting the second member of the shortlist team, who, together with the responsible Management Team member, reviews nomination forms and puts together a longlist, shortlist, and recommended final candidate list (note: this second member of the shortlist team, who is usually another Management Team member, should be at least semi-independent, ensuring that the Management Team member who will be advised does not have excessive power in choosing the advisors who will make up the Advisory Group);
- Approving changes to the skills matrices or Terms of Reference of the Advisory Groups;
- Doing the final selection of candidates for appointment to the Advisory Groups;
- Reviewing recommendations related to the creation of new Advisory Groups or the agreement to sunset current Advisory Groups; and
- Reviewing any issues and resolving said issues related to the Conflict of Interest Policy for the Advisory Groups.

4.4 Recruitment Process

The nomination and selection period for all the Advisory Groups is between the April and October business meetings unless there is a reason, approved by the Nominating Committee, to do otherwise.

Needs Assessment

The responsible Management Team member assesses the needs and requirements of the Advisory Group.

For "Expert" positions, he or she develops or revises the skills matrix, which must align with the Advisory Group Terms of Reference. The AG Chair then assesses the current composition of the group (if any) to assess the experience of each current Advisory Group member against the matrix. Any gaps in skills and/or experience that emerge form the basis for the selection criteria for new members during the next nomination period (see #5 below). If he/she feels that a current member of the Advisory Group is underperforming and should be replaced, he/she raises that with the Nominating Committee for a decision.

For "Member-based" positions, the AG Chair considers the needs of the AG and develops or revises a position profile, describing of the type of person being sought.

Position Profile

For "Expert" positions, the Nominating Committee must agree to any changes in the skills matrix, incorporating the selection criteria identified during the needs assessment and highlighting the specific skills that complement the attributes of the incumbent membership.

For "Member-based" positions, the Nominating Committee must agree to any changes in the position profile.

Candidate Generation

For "Expert" positions, IHTSDO uses an open nomination process to identify qualified candidates who fit the position profile and have an interest in serving on the Advisory Group. Applications are accepted and collated by the IHTSDO staff.

For "Member-based" positions, Members (usually the Member Forum representatives) are contacted with the position profile and asked to submit basic information on the candidates, such as name, title, contact information, and description of why the person is appropriate for the position.

Shortlist

For "Expert" positions, the development of a shortlist for each Advisory Group is the responsibility of a shortlist team made up of the responsible Management Team member plus one additional person, selected by the Nominating Committee, who is both knowledgeable and at least semi-independent.

Using the Nomination Forms (see Appendix B) received from potential candidates, the Skills Matrix, and considerations of multiculturalism and broad market-based regional understanding (e.g. not selecting only people from one or two countries), the shortlist team reviews all applications with a view to developing a long list, a short list, and a recommended final candidate list.

For "Member-based" positions, the list of recommended candidates and associated information on the candidates is submitted to the Nominating Committee for approval.

Selection

For "Expert" positions, the Nominating Committee receives a package of all of the nominations, the longlist, the shortlist, and the final recommended candidate list. It conducts a final assessment and selects the members of the Advisory Group. Corporate Services then informs all candidates as to whether or not they have been selected, and the responsible Management Team member follows up with important information about the Advisory Group.

For "Member-based" positions, the Nominating Committee approves (or does not approve) the list, and the AG Chair follows up.

5 Conflict of Interest Guidelines and Procedures

- 5.1 Disclosure
 - Disclosure before commencing as an AG member
 - Disclosure of new potential conflicts of interest while serving as an AG member
 - Updates to the Conflict of Interest Register
 - When another AG member has a potential conflict
- 5.2 Resolution
- 5.3 Consequences of Non-Disclosure
- 5.4 Confidentiality

The IHTSDO Conflict of Interest and Code of Ethics Policy (see Appendix D) describes the principles and guidelines that the organization uses in general and for the Advisory Groups specifically.

In general, Advisory Group members must not attempt to promote personal or private interests which result, or appear to result, in:

- an interference with the impartial exercise of the group member duties;
- benefit or advantage by virtue of Advisory Group membership.

Disclosure of interest is a first step in avoiding or responding to a conflict of interest situation. However, full disclosure in itself does not necessarily remove a conflict of interest. Disclosure of potential, perceived or actual conflict of interest should be made by the Advisory Group member or by any other group member that notes a perceived conflict related to another member. Such disclosures should take place:

- before commencing as an Advisory Group member, or
- immediately upon becoming aware of a potential conflict of interest situation.

This disclosure requirement exists even if the group member did not become aware of the conflict until after a transaction had been completed.

5.1 Disclosure

Disclosure before commencing as an AG member

Disclosure should be made in writing upon applying for an AG position using the Declaration of Interest Form (Appendix C).

If someone from an organization already doing business with IHTSDO applies for a position on an Advisory Group, the nature of the business should be laid out in the disclosure forms and senior management will make the decision on whether or not to accept the applicant and, if accepted, whether there should be any special rules, such as exclusion from discussion on certain topics.



For all new AG members, IHTSDO staff will add the declared potential conflicts of interest to the appropriate conflict of interest register in Confluence so that the interest is transparent to all AG members and IHTSDO staff.

Disclosure of new potential conflicts of interest while serving as an AG member

Disclosure of a potential conflict is required as soon as a member becomes aware. If a group member is in doubt as to whether a situation involves a conflict, he or she should seek the advice of the Advisory Group Chair.

Disclosure should be through the submission of the Declaration of Interest Form (Appendix C) to the AG Chair or through an email to the AG chair, and during any meetings where the potential conflict may be relevant. The AG Chair or a designated IHTSDO staff members should add the potential conflict to the register in Confluence.

If a current AG member is looking to do business with IHTSDO, the AG member should, as soon as possible, disclose that to the AG chair, who should inform senior IHTSDO management (including the CEO). Senior management should decide on whether there is a real or potential conflict of interest and if so, what the consequences should be.

Updates to the Conflict of Interest Register

Each AG has a Conflict of Interest Registry in its Confluence space as a subpage of the Team Members page.

Each group member should update the list (1) as new potential conflicts of interest arise (for example, the group member assumes a new position on a board of another organization), and (2) once a year in October. If there are no new updates in October, then the "Last updated" date can be noted as a "Confirmed as accurate" date.

When another AG member has a potential conflict

If an Advisory Group member is concerned that another member is in a conflict of interest situation, he or she should immediately bring this concern to the other person's attention and request that the conflict be declared. If the other person refuses to declare the conflict, the member should immediately bring his or her concern to the attention of the Advisory Group Chair and CEO.

5.2 Resolution

Where the Advisory Group Chair and CEO have determined that a potential, perceived or actual conflict of interest may exist, disclosure of the situation may be made at the next meeting of the Management Board. The Board will determine what actions are necessary, if any, to deal with the situation.

5.3 Consequences of Non-Disclosure

Failure to disclose conflict of interest situations may be grounds for action up to and including termination of Advisory Group membership and termination of any contracts with the Advisory Group member's organization.

5.4 Confidentiality

Although IHTSDO Advisory Groups are open to observers and operate transparently, AG members may become aware of confidential matters.

Advisory Group members shall at all times maintain the confidentiality of all information and records that are the property of IHTSDO and shall not make any use of such information unless and until it has been disclosed to the public. This obligation shall continue even after termination of Advisory Group membership.

Appendices (Forms/Templates)

Appendix A: Terms of Reference Template

PDF
[IHTSDO - Advisory Group - Terms of Reference template.pdf](#)



MS-Word doc

IHTSDO - Advisory Group - Terms of Reference template.docx

Appendix B: Advisory Group Draft Application Form

PDF

IHTSDO - Advisory Group - Application Form.pdf

MS-Word doc

IHTSDO - Advisory Group - Application Form.docx

Appendix C: Declaration of Interest

PDF

IHTSDO Advisory Group - Declaration of Interest.pdf

MS-Word doc

IHTSDO Advisory Group - Declaration of Interest.docx

Appendix D: Conflict of Interest and Code of Ethics

See <https://ihtsdo.freshdesk.com/support/solutions/articles/4000054392-where-can-i-find-the-conflict-of-interest-and-code-of-ethics-policy->