



*Promoting good practice
in the management and
support of aid personnel*

Policy Guide & Template

Whistleblowing

Created December 2002, Revised in 2008

Disclaimer: The information contained in this document is provided for information only and does not constitute advice. Neither the consultant nor People In Aid accepts any responsibility for how you use the information and strongly recommends seeking suitable (legal) advice before implementing employment policy, as there may be specific legal implications in the countries in which you operate.

The content of this draft whistleblowing policy has been reviewed by solicitors Pinsent Masons LLP by way of general guidance only. The draft policy should therefore be considered by any user of the policy on a free-standing basis and it not be regarded as a substitute for specific professional advice in particular circumstances. Neither Pinsent Masons LLP nor any partner, member or employee of Pinsent Masons LLP assumes any personal responsibility for this policy nor shall owe a duty of care in respect of it.

Table of Contents

Foreword by People In Aid	1
Introduction to the Policy Guides	1
Acknowledgements	2
Whistleblowing: Introduction	2
Link to People In Aid Code Principles and Indicators.....	2
Definition of Whistleblowing	2
Legal Position in the UK	3
Action Plan For Preparing A Whistleblowing Policy	5
Implementation	6
Further Resources	7
Appendix 1 - Guidance Notes on Preparing a Whistleblowing Policy	8
Appendix II – Sample Whistleblowing Policy	10

Foreword by People In Aid

For those of us involved in the management of staff, the implementation of a whistleblowing policy should be welcomed as an opportunity to encourage staff to play their part in improving the overall effectiveness and success of the organisation. By creating an atmosphere of openness and trust, good employers can ensure that their organisation as a whole is interested in eradicating unethical and illegal practices which previously may have been going on unnoticed.

Introduction to the Policy Guides

Since its inception, People In Aid has been bringing together agencies working in the aid and development sector, to enhance the impact they make through better management and support of staff and volunteers.

This document is part of a People In Aid initiative, the 'Policy Guidelines', whereby agencies share their knowledge and experience of a particular issue in order to increase the quality of people management generally within the sector. It forms part of a bank of reference material on a range of people management themes. The material is categorised in three levels:

- Resource Sheets – one or two pages of references and sources of information
- Information Notes – slightly more detailed overview of a specific area of interest
- Policy Guidelines – more detailed documents offering guidelines on policy development

For those agencies which have no established policy we hope this document both prompts and assists you. For those agencies which already have a policy, perhaps the document will encourage a re-think in one or two areas, or a complete revision.

The following notes are not intended to give you an 'off the shelf' policy which you can immediately use within your own organisation. They do, however, offer you the thinking and experiences of other agencies in our sector and prompt you to assess how your own organisation, with its unique mission, values and resources, can best respond to your organisational and staff needs in this important policy area.

The People In Aid Code of Good Practice suggests that human resource policies benefit the organisation most when staff have been involved in their creation and are briefed on their use. In addition, effective policies require managers to implement them and monitor their effects.

We hope to be continually updating our policy guide documents. This relies on new knowledge and experience being relayed to us by you. Please e-mail us on info@peopleinaid.org with your contributions and comments.

Acknowledgements

This document has benefited from the policies, suggestions and thinking of Oxfam Australia, Oxfam GB and the British Council. People In Aid would like to thank them for their input.

People In Aid has also used information from the CIPD *'Whistleblowing' factsheet, (updated February 2007)*; DiscLaw Publishing Ltd *'Whistleblowing – a general note'* and Public Concern at Work *'Wake Up to Whistleblowing'*.

Whistleblowing: Introduction

"Whistleblowing occurs when a worker raises a concern about danger or illegality that affects others, for example members of the public"

(Chartered Institute of Personnel and Development, 2007)

In 1999, the *Public Interest Disclosure Act* came into force in the UK in response to a number of high profile disasters and scandals in which, after the event, it was revealed that employees had been aware of the dangers, but were too scared to 'blow the whistle'.

Employees may be fearful that raising the alarm will lead to retribution from their colleagues or indeed their employer who may 'shoot the messenger', but a good organisation should encourage staff to voice their concerns over malpractice and act against an employee who would try to hinder them doing so. There are a number of reasons why implementing a whistleblowing policy is beneficial:

- Having such a policy should enable an organisation to deal with a concern internally and in an appropriate manner, rather than publicly. Publicity about a malpractice can severely harm an organisation's reputation and funding potential and have a similar impact on other organisations in the same sector.
- A whistleblowing policy should encourage a climate of open communication which enables staff to voice concerns at the earliest opportunity and thus averts a larger issue in future. Also, if the employee's concerns are misplaced, then this misunderstanding can be addressed sooner rather than later.
- Knowing that an organisation has a clear policy on whistleblowing and is serious about dealing with malpractice should act as a deterrent to those who may be considering an illegal, improper or unethical practice.

Link to People In Aid Code Principles and Indicators

Principles 2 and 3 of the People In Aid Code of Good Practice relate directly to the development of effective human resource policies, and the good support and management of staff. A policy such as whistleblowing (see below) provides an opportunity to help create an atmosphere of openness and trust. Those agencies looking to implement good practice may find the following notes useful in understanding more about this matter and identifying a number of key issues to consider. They may also find of benefit the guidance notes on preparing a whistleblowing policy and list of useful resources.

Definition of Whistleblowing

The Nolan Committee on Standards in Public Life which was set up in 1994 gives a useful working definition for whistleblowing. They defined whistleblowing as the act

of “raising concerns about misconduct within an organisation or within an independent structure associated with it.”

Typically, whistleblowing happens when an employee or worker raises a specific concern, usually to their employer or an external regulator, regarding some danger, fraud or other illegal or unethical conduct that affects others, for example other workers, or members of the public. The potential organisational risks are normally greater in workplace malpractice complaints and generally do not affect the complainant personally. They are therefore different from a normal grievance or complaint in which the individual is personally affected.

It is recommended good practice for organisations to introduce a whistleblowing or workplace malpractice policy, which is distinct from the organisation's grievance and discipline policies and processes. As with a complaint made under the discipline or grievance policy, allegations of workplace malpractice should be investigated thoroughly. An investigation under the terms of a whistleblowing policy can lead to disciplinary action or potentially a criminal prosecution.

Whistleblowing has the potential to be viewed in a negative way, with staff who are prepared to raise concerns about possible illegal and underhand practices being labelled as ‘sneaks’ or troublemakers. However, whistleblowing should be seen in a much more positive light. The organisation *Public Concern at Work* considers whistleblowing to be “an early warning system. An effective whistleblowing policy enables employers to find out when something is going wrong in time to take necessary corrective action.”

Therefore, to an employer seeking best practice within their organisation whistleblowing should not be seen as something to fear, but something which will allow them to eradicate problems and improve working conditions and effectiveness still further.

Legal Position in the UK

NB The information contained in the following section is provided as a basic outline only and does not constitute legal advice. People In Aid does not accept any responsibility for how you use the following information and strongly advises seeking proper legal advice before publishing a whistleblowing policy within your own organisation.

Other countries also have enacted legislation related to whistleblowing. People In Aid does not claim that the UK's is the best, or the most appropriate to your situation, but we do feel it will give you an introduction to the issues involved.

Whistleblowers are protected, in certain circumstances, under UK law, within the *Public Interest Disclosure Act 1998* which came into force in July 1999 (and which inserts eleven new sections into the *Employment Rights Act 1996*.)

a. Who is covered by the Public Interest Disclosure Act?

The Act applies to ‘workers’ who ordinarily work in Great Britain: employees, but also contractors providing services, most agency workers, home workers and trainees on vocational and work experience schemes.

b. What about staff working abroad?

Generally, protection under the Employment Rights Act 1996 applies to employment in Great Britain only. However, other countries may have their own equivalent whistleblowing legislation in place.

c. What protection does the Act give?

The Act gives legal protection to employees against detrimental treatment or dismissal if they raise concerns about:

- Criminal offences;
- Breaches of legal obligations (including negligence, breach of contract, breach of administrative law);
- Miscarriages of justice;
- Health and safety;
- Damage to the environment;
- The concealment of any of the above.

Staff will be covered by the Act if they raise concerns about a current situation or a likely future situation, and will also receive protection for raising concerns which may have occurred before the Act itself came into force.

No limit on the amount of compensation that workers may receive has been set if they are victimised for raising a concern, whether or not they are dismissed. Should dismissal occur, they will also be entitled to interim relief provisions whilst they wait for their case to be decided, as long as they have applied within seven days of the dismissal taking place.

d. Is a person always protected by the Act if they raise a concern?

The Act does not cover all whistleblowers in all circumstances. Staff are only covered if they raise a concern which relates to one of the six areas noted above and if they follow the procedures outlined in section 'e' below.

However, as long as the member of staff met with these conditions, has acted in good faith and has reasonable grounds for raising a concern, they will be covered by the law, even if the matter is later found to be of no concern.

e. How should a member of staff disclose a concern?

The Act encourages employees to first raise their concerns with their employer. It is recommended that employees are provided with an alternative route other than their direct line management through which to raise their concerns.

The Act also permits limited external disclosure to government ministers and prescribed persons.

Wider disclosure to other bodies is only permitted in limited circumstances and there are rigorous conditions for such wider qualifying disclosures to be protected. The employee may be protected if they make a disclosure to another body not for personal gain, but they believe the concern to be substantially true; and that it is reasonable to make a claim to such a body by fulfilling one of the following conditions:

- They reasonably believe that they would be victimised if they raised the matter with their employer;

- There is no prescribed regulator and they reasonably believe that evidence would be concealed or destroyed;
- They have already disclosed the matter to their employer or regulator and no effective action has taken place.
- Their concern is 'exceptionally serious'.

In addition, the disclosure itself must be reasonable and in considering this, a tribunal would look at:

- The identity of the person to whom the disclosure was made;
- How serious the concern was;
- Whether the issue causing concern still remains; and
- Whether the disclosure breached a duty of confidence which the employer owed a third party.

Action Plan For Preparing A Whistleblowing Policy

Legal Minimum versus Best Practice:

Will you implement only the basic requirements of any relevant law or extend the provisions to include employees or situations not legally covered? For example, will national staff also be covered by a whistleblowing policy?

How can staff raise issues:

- Staff should be encouraged to raise concerns internally. Who should they raise their concerns with? For example, their line manager or someone more senior? Would it be more suitable to disclose to a specific person for a specific issue, e.g. the health and safety officer if the matter relates to health and safety or perhaps someone outside of the management structure?
- What provisions will be made should a staff member wish to bypass a certain individual, e.g. if that person is the cause of their concern?
- How will staff raise concerns if they are working in a different location or country to that of the person who should be contacted? Is it acceptable for concerns to be raised by email, telephone etc?
- Should alternative means be considered for raising concerns, e.g. a telephone 'hotline', to an independent body agreed by the organisation?
- Should someone outside the normal management line be nominated as a contact for situations where staff feel unable to approach management? e.g. a trustee

Disciplinary and grievance procedures:

- *The CIPD recommends that you have a separate process for whistleblowing for two reasons:*
 - *The risk to the organisation and to the individual will generally be greater in whistleblowing cases than in other grievances;*
 - *The whistleblower's concern may relate to, for example, a contractor, and therefore not relate to their own organisation or employment conditions).*
- Will your disciplinary procedure need to be revised to accommodate the new whistleblowing policy? For example, what level of disciplinary action would be taken if an employee is found to have victimised a whistleblower or tried to deter them from raising a concern? What level of disciplinary action would be taken against someone who has deliberately made a false accusation under the whistleblowing policy?

Confidentiality:

- Do you have confidentiality clauses which need revision? For example, do current confidentiality clauses inhibit employees from blowing the whistle over issues of concern?
- Will staff that blow the whistle be able to do so confidentially? How about staff who may be involved in the matter causing concern? Will they be entitled to confidentiality whilst the matter is being investigated?
- Whilst all whistleblowing policies offer the option of confidentiality, there may be situations when this proves difficult or even impossible e.g. the whistleblower may be asked to give evidence in court. How will you manage such situations?

Trade Unions and Staff Associations:

- What role, if any, is there for recognised trade unions and/or staff associations? Are they a suitable channel themselves for disclosure or do they have an advisory role only?

Training:

- What training will you provide for those staff involved in operating the policy? How will you ensure that such staff will, for example: take concerns seriously; investigate the matter properly; be objective in making assessments of the situation; and take the appropriate action to resolve the matter?
- How will staff receive initial training and regular updates if they are working in remote locations?

Support for Whistleblowers

- What support mechanisms, if any, should be in place for those who do raise a concern? Will they have access to external counselling, for example, if appropriate? Will such mechanisms encourage more staff to make disclosures?

Staff Involvement in the Whistleblowing Policy

- Will staff be consulted when the whistleblowing policy is developed or reviewed?
- How will staff be advised of the policy initially and in future? Will they require training themselves in how to follow the necessary procedures?
- Are there specific issues which should be brought to staff attention, e.g. unacceptable practices such as bribery, abuse of trust etc?

Guidance Notes on how to Prepare a Whistleblowing Policy

Please see Appendix 1 for an example of how the issues raised in the above sections can be incorporated into a Whistleblowing policy.

Implementation

The way in which you implement and publicise your whistle blowing policy will depend on the culture and communication norms of your organisation. We have therefore not attempted to offer a “one size fits all” good practice implementation guide, suffice to say that clear communication and the opportunity to ask questions or involve staff and volunteers in a discussion around the subject, as well as in the development of the policy itself, will help to raise awareness and understanding of the issue.

Further Resources

The following organisations may provide further helpful information on whistleblowing:

Chartered Institute of Personnel and Development

CIPD House, Camp Road, London SW19 4UX

Telephone: 020 8971 9000

Website: www.cipd.co.uk

DiscLaw Publishing Ltd

Website: www.emplaw.co.uk

The Department of Trade and Industry,

<http://www.dti.gov.uk/employment/employment-legislation/employment-guidance/page16186.html>

Public Concern at Work

Suite 306, 16 Baldwin Gardens, London EC1N 7RJ

Telephone: 020 7404 6609

Email: whistle@pcaw.co.uk

Website: www.pcaw.co.uk

Appendix 1 - Guidance Notes on Preparing a Whistleblowing Policy

RELIEF AID*

Date of Policy Issue:

Issue Number:

Date of Policy Review:

Introduction

Include:

- Background to the issue of whistleblowing, possibly quoting any applicable legislation.
- A definition of whistleblowing.
- Why it's an important issue to your organisation.

Authority for Whistleblowing

Include:

- Who has overall authority for the policy and its implementation?

Scope of the Whistleblowing Policy

Include:

- Staff and volunteers who will be covered by the policy (This will require an explanation of the legal position should you decide to only extend the policy to cover those protected by the UK law).
- What constitutes a disclosure and how does this differ from a standard grievance? E.g. criminal offences; breaches of legal obligations; miscarriages of justice; health and safety; damage to the environment; the concealment of any of these issues.
- When the issue causing concern took place: e.g. past, present and future.

Procedure for Raising a Concern

Include:

- Why the organisation would prefer the matter to be raised internally.
- Raising matters in good faith, with reasonable grounds, without personal gain.
- How to raise the matter: e.g. through the grievance procedure or using a separate procedure; in writing, via email, telephone hotline etc.
- Who to raise the matter with (this could be broken into specific steps; name a specific person for a specific issue, e.g. the Health and Safety Officer for a health and safety issue; include senior level staff; and/or any external bodies who may be contacted etc).
- How to proceed should the whistleblower be unhappy with how the matter is being handled, e.g. how to approach someone at a more senior level such as a Board Member or an external agency etc.

Confidentiality

Include:

- The extent to which the organisation will maintain confidentiality and protect the identity of staff should they wish for this.
- How the organisation will approach a situation where a whistleblower's identity must be made public, e.g. for an investigation to continue; during legal proceedings etc.
- The organisation's view on anonymous disclosures.

Support for Whistleblowers

Include:

- That victimisation or harassment by others will not be tolerated by the organisation and what disciplinary steps will be taken against someone involved in such an activity.
- That employment status will not be affected by raising a concern.
- That whistleblowers will not be disadvantaged if they acted in good faith, should their concerns be proved unfounded at a later date.

How the disclosure will be handled

Include:

- What action the organisation will take to investigate the situation.
- What feedback the whistleblower will receive during the process.
- Timescales involved in handling the disclosure.
- Confidentiality owed to staff involved in the matter being investigated.

False Disclosures

Include:

- How the organisation views false complaints.
- What disciplinary procedures will be taken against someone who deliberately raises a false concern?

Appendix II – Sample Whistleblowing Policy

RELIEF AID* – Whistleblowing Policy

Date of Policy Issue:

Issue Number:

Date of Policy Review:

Introduction

Relief Aid believes that good communication between staff and volunteers at all levels throughout the organisation promotes better work practice. Relief Aid seeks to conduct itself honestly and with integrity at all times. However, we acknowledge that all organisations face the risk of their activities going wrong from time to time, or of unknowingly harbouring malpractice. We believe we have a duty to take appropriate measures to identify such situations and attempt to remedy them. On this basis, staff and volunteers are encouraged to raise genuine concerns about malpractice in the workplace without fear of reprisals and Relief Aid will protect them from victimisation and dismissal.

Relief Aid undertakes to act in accordance with UK legislation on disclosure of malpractice in the workplace and to take steps to protect its workers from detrimental treatment or dismissal if they raise concerns in good faith.

Authority for Whistleblowing Policy

Overall authority for this policy sits with the Director of Human Resources.

Managers have a specific responsibility to facilitate the operation of this policy and to ensure that staff and volunteers feel able to raise concerns, without fear of reprisals, in accordance with the procedure set down below. To facilitate this process, managers will be given training on the relevant legal and operational framework and best practice.

All staff and volunteers are responsible for the success of this policy and should ensure that they take steps to disclose any wrongdoing or malpractice of which they become aware.

Scope

This policy applies to all Relief Aid employees and volunteers. The legal scope of the Public Interest Disclosure Act, on which this policy is based, covers UK staff.

Relief Aid has introduced these procedures to enable employees and volunteers to raise or disclose concerns about malpractice in the workplace at an early stage and in the right way, and they apply in all cases where there are genuine concerns, regardless of where this may be and whether the information involved is confidential or not.

* Fictitious agency

The term 'malpractice' includes but is not exhaustive of:

- Criminal offences;
- Breaches of legal obligations (including negligence, breach of contract, breach of administrative law);
- Miscarriages of justice;
- Health and safety;
- Damage to the environment;
- The concealment of any of the above.

If an individual raises a genuine concern and is acting in good faith, even if it is later discovered that they are mistaken, under this policy they will not be at risk of losing their job or suffering any form of retribution as a result. This assurance will not be extended to an individual who maliciously raises a matter they know to be untrue or who is involved in any way in the malpractice.

Procedure for Raising a Concern

If you believe that the actions of anyone (or a group of people) working or volunteering for Relief Aid do or could constitute malpractice you should raise the matter with your line manager. Where this is not appropriate because the line manager is involved in the alleged malpractice in some way, the matter should be raised with the line manager's manager and brought to the attention of your local HR Manager.

You may raise your concern verbally or in writing and should include full details and, if possible, supporting evidence. You must state that you are using the Whistleblowing Policy and specify whether you wish your identity to be kept confidential.

In exceptional circumstances where it would be inappropriate to approach either your line manager, their manager, or your HR Manager, you may raise the matter directly with the Head of Internal Audit.

Confidentiality

Every effort will be made to keep your identity confidential, at least until any formal investigation is under way. In order not to jeopardise the investigation into the alleged malpractice, you will also be expected to keep the fact that you have raised a concern, the nature of the concern and the identity of those involved confidential.

There may be circumstances in which, because of the nature of the investigation or disclosure, it will be necessary to disclose your identity. This may occur in connection with associated disciplinary or legal investigations or proceedings. If in our view such circumstances exist, we will make efforts to inform you that your identity is likely to be disclosed. If it is necessary for you to participate in an investigation, the fact that you made the original disclosure will, so far as is reasonably practicable, be kept confidential and all reasonable steps will be taken to protect you from any victimisation or detriment as a result of having made a disclosure. It is possible, however, that your role as the whistleblower could still become apparent to third parties during the course of an investigation.

Equally, should an investigation lead to a criminal prosecution, it may become necessary for you to provide evidence or be interviewed by the Police. In these circumstances, again, the implications for confidentiality will be discussed with you.

Anonymous Reporting

Anonymous disclosures are very difficult to act upon as there may be little or no corroborated evidence to substantiate the allegations. Proper investigation may prove impossible if the investigator cannot obtain further information from you, give you feed back or ascertain whether your disclosure was made in good faith. Relief Aid does not encourage anonymous reporting as it feels it is more appropriate for individuals to come forward with their concerns.

Support for Whistleblowers

Once a disclosure is made a member of the HR team will be allocated as your key contact to keep you up to date with the matter and provide any specific support that you may need.

No member of staff who raises genuinely held concerns in good faith under this procedure will be dismissed or subjected to any detriment as a result of such action, even if the concerns turn out to be unfounded. Detriment includes unwarranted disciplinary action and victimisation. If you believe that you are being subjected to a detriment within the workplace as a result of raising concerns under this procedure, you should inform your allocated member of the HR team immediately. Workers who victimise or retaliate against those who have raised concerns under this policy will be subject to disciplinary action.

How a disclosure will be handled

All disclosures will be taken seriously and the following procedure will be used.

1. If you have any personal interest in the matter you have raised you must disclose this at the outset. This procedure is not intended to replace the Grievance Procedure, which continues to be the appropriate way to raise personal issues relating to your specific job or employment.
2. Your disclosure under this policy will be acknowledged in writing confirming that the matter will be investigated and that Relief Aid will get back to you in due course.
3. A suitable person will be identified to manage the disclosure. This will be someone who is in a position to take any necessary action as an outcome.
4. A suitable individual will be instructed to conduct an investigation into the allegation (they will have had no previous involvement in the matter). We aim to start the investigation within two weeks of the disclosure. The length and scope of the investigation will depend on the subject matter of the disclosure. In most instances, there will be an initial assessment of the disclosure to determine whether there are grounds for a more detailed investigation to take place or whether the disclosure is, for example, based on erroneous information.
5. You may be asked to provide more information during the course of the investigation.
6. The investigation report will be reviewed by the person managing the disclosure.
7. Appropriate action will be taken – this could involve initiating a disciplinary process, or informing external authorities if a criminal action has been committed e.g. fraud or theft. We will endeavour to inform you if a referral to an external

- authority is about to or has taken place, although we may need to make such a referral without your knowledge or consent if we consider it appropriate.
8. If it is found that there is not sufficient evidence of malpractice, or the actions of the individual(s) are not serious enough to warrant disciplinary action, it may be more appropriate for the manager to take a more informal approach to dealing with the matter.
 9. You will receive written notification of the outcome of the investigation, though not all the details or a copy of the report.
 10. Possible outcomes of the investigation could be that:
 - the allegation could not be substantiated; or
 - action has been taken to ensure that the problem does not arise again. You will not, however, be given details about the action taken as this could breach the human rights of the person(s) involved.
 11. If you are not satisfied with the response you have received you should raise the matter with the Head of Internal Audit or the Company Secretary outlining your reasons.
 12. If you have asked to remain anonymous, care will be taken to respect this request (see section on confidentiality above).

Corrective Action and Compliance

As part of the investigation into disclosures made under this policy, recommendations for change will be invited from the investigator to enable Relief Aid to minimise the risk of the recurrence of any malpractice or impropriety which has been uncovered. The Director of Human Resources will be responsible for reviewing and implementing these recommendations in the future and for reporting on any changes required to the main board.

False Disclosures

Relief Aid will treat all disclosures of malpractice seriously and protect staff who raise concerns in good faith. However, appropriate disciplinary action will be taken in accordance with the Disciplinary Procedure against any employee or volunteer who is found to have made a disclosure maliciously that they know to be untrue, or without reasonable grounds for believing that the information supplied was accurate. This may result in dismissal.

NB. In cases of sexual misconduct, there are specialist resources available within Relief Aid. Please contact your HR Manager.

I have received RELIEF AID's Whistleblowing Policy, which I have read and understood.

NAME:

SIGNED:

DATE:

Please return this page to Human Resources

Evaluation Form for Publications

1. Why did you download this resource? Project research/Reacting to external event/other reasons?

2. How useful did you find the information?

☐ 1 = Extremely useful ☐ 2 = Useful ☐ 3 = Moderately useful ☐ 4 = Not at all useful

3. What element was most useful for you and why?

4. What element was least useful and why? How can it be improved?

5. How have you used the knowledge gained from this resource in your organisation?

6. Have you forwarded this resource to others? Please give details (including numbers)

7. What level of impact has it had on you/your team/your organisation?

☐ 1 = Very High ☐ 2 = High ☐ 3 = Some ☐ 4 = Low ☐ 5 = None

Please give examples

8. Does this resource represent good value for money? Please specify ☐ Yes ☐ No.
(Please answer despite it being a free resource)
Comments

9. What resources would you like to see introduced in the future? Do you feel that we are adequately anticipating your needs?

10. How did you find out about this resource? Please specify:

☐ Direct marketing from People In Aid ☐ People In Aid Website
☐ Word of Mouth ☐ Other?

Thank you for taking the time to give us your feedback. We would like to contact you in a few weeks to further assess whether the skills/knowledge gained from this resource have had an impact in your place of work? If you would like to take part please specify

Your name:

Contact details Tel:

Please email this evaluation to info@peopleinaid.org