



Irish Association of Youth Orchestras

Policy Control Document

To be attached preceding the front cover of all hard and soft-copies of the policy.

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Irish Association of Youth Orchestras

Employee Handbook

April 2021

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Section 1 - Introduction

1.1 Purpose of Handbook

This Employee Handbook (“Handbook”) summarises the information, working conditions, benefits and policies which apply to employees of the Irish Association of Youth Orchestras CLG (“IAYO” and / or “the organisation”) and sets out the policies and procedures of IAYO that all employees should follow. “Management” refers to the Board and / or Chief Executive Officer.

The benefits set out in this Handbook form part of the total remuneration package subject to the terms and conditions herein, save as provided for in the Contract of Employment. Discretionary benefits may be provided, withdrawn or varied at the discretion of IAYO.

This Handbook gathers together the main policies and procedures currently in place in IAYO, confirmed in writing and updated where necessary. It regulates many aspects of the employee / employer relationship not specifically regulated in the Contract of Employment.

Changes to IAYO policy, or developments in Irish law and best practice will occur from time to time and IAYO reserves the right to amend the terms and conditions of this document. When changes are made, employees will be informed accordingly.

This Handbook should be read in conjunction with the Contract of Employment. Any provision of this Handbook that is contrary to the terms and conditions of the offer letter and / or Contract of Employment will be superseded by the latter.

Employees of IAYO are responsible for reading, understanding and complying with the provisions of this Handbook. Any questions about this handbook should be directed to an employee’s supervisor / manager.

The most recent update of the current Handbook was undertaken in March 2021. A review of this handbook will be undertaken in three years to take account of the introduction of new policies and procedures.

This handbook does not contain an exhaustive list of policies applicable to IAYO employees. Other policies may be referenced and other policies also apply to employees of IAYO, for instance, the *IAYO Child Safeguarding Policy*.

Employees are advised that they may have legal rights that are not provided for in this handbook. In particular, the Family Leave and Miscellaneous Provisions Bill 2021, once commenced, will alter rights relating adoptive, parental and paternity leave. A useful and up-to-date resource for information for employees on their employment rights is available at citizensinformation.ie.

1.2 Mission Statement

The Irish Association of Youth Orchestras will promote interest in, and foster the development of, youth orchestras by the following means:

- Encouraging co-operation between all organisations and groups involved in the development of youth orchestras;

- Creating a network for advice and information in relation to youth orchestras;
- Fostering excellence in the youth orchestra movement by facilitating training courses for conductors, teachers, and students, access to libraries of music and sharing of unusual instruments, and by offering performance opportunities;
- Acting as a forum with an all-Ireland and International dimension for all those involved in youth orchestras;
- Presenting excellence in the youth orchestra movement to a wider public through youth orchestra festivals.

1.3 Code of Conduct

IAYO employees are required to maintain a high standard of performance and integrity, both in and outside the office, and to:

- Be honest, dedicated, conscientious, co-operative and professional in their work, attitude and conduct;
- Be loyal and courteous to their colleagues and all those they have professional contact with through IAYO;
- Be committed to achieving IAYO's goals and targets within specified deadlines;
- Maintain full and punctual attendance;
- Support, protect and safeguard the interest and well-being of IAYO;
- Adhere to the *IAYO Child Safeguarding Statement*, the *IAYO Child Safeguarding Policy* and the *IAYO Code of Conduct for Staff and Volunteers* contained therein;
- All IAYO employees should remember that their behaviour at work, related social events and on IAYO's social media could result in incidents that may affect their colleagues, the organisation, clients and the general public. Inappropriate behaviour at work, IAYO events or on IAYO's social media sites will be considered as misconduct and will result in the appropriate action being taken in line with IAYO's Disciplinary Procedure.

1.4 Equal Employment Opportunities

IAYO is proud to be an equal opportunity employer in affording equal treatment to all applicants and employees. Each employee of IAYO has a responsibility to ensure equal opportunities by not discriminating during the course of their employment with IAYO, either directly or indirectly, on the grounds of gender, sexual orientation, race, religion, disability, marital or civil status, age, family status or membership of the traveller community.

IAYO works actively in policy development, procedures and practice to ensure that individuals are not discriminated against on the above grounds in any area of recruitment or employment including selection, training, promotion, appraisal, salary administration and terms and conditions of employment.

IAYO strives to ensure that all employees enjoy a work environment that is free of discrimination, bullying and harassment in accordance with the Employment Equality Acts, 1998-2015. IAYO will not tolerate discrimination, bullying or harassment in the workplace and may invoke the Disciplinary Procedure where necessary.

IAYO is fully committed to ensuring that equal opportunities are implemented and developed. All our conditions of service including pay and benefits, training, transfer and promotion opportunities and general career development opportunities apply on a fair and equal basis to every member of staff.

To discriminate either directly or indirectly is unlawful and any unlawful discrimination by members of our staff will be dealt with in line with IAYO's Disciplinary Procedure.

As a result, when recruiting for various positions, selection will be made based on candidates' suitability for the vacant position(s) according to pre-determined job-related selection criteria which will be consistently applied throughout the recruitment process. Equality of opportunity will also include accommodating, where possible, the special needs of individuals to facilitate their participation in the recruitment and selection process. In addition, all employees have equal rights to opportunities for advancement.

1.5 Employment Records

Important records are and will be maintained in the employee personnel file and / or on computer. Examples of these records include contracts, performance review documentation, and information concerning medical conditions, training records, personal information, attendance records and disciplinary records. This information is confidential.

Section 2 – Terms and Conditions

2.1 Confidentiality

Employees will be required not to divulge any information that is regarded as confidential by IAYO during or after employment except in the proper course of employment or as required by law. Employees may not remove any documents or items belonging to IAYO, or which contain or refer to any confidential information from the organisation's premises at any time without proper advance authorisation, where this falls outside of normal duties.

No employee of IAYO may permit any unauthorised person to have access to files, letters, papers, computer media, or any other database or system belonging or relating to the organisation or its members.

IAYO employees must return to IAYO upon request and, in any event, upon the termination of their employment, all documents and items belonging to IAYO, or which contain or refer to any confidential information and which are in their possession or under their control.

2.2 Child Safeguarding and Welfare

Employees working with children are bound by the requirements outlined in the *IAYO Child Safeguarding Statement* and *IAYO Child Safeguarding Policy* and must be familiar with and comply with those policies.

It is expected that all staff will participate in the effective operation of these policies including:

- Providing suitable referees for themselves before commencement of employment;
- Completing Garda Vetting in advance of carrying out 'relevant work';
- Completing the Tusla Children First E-Learning Programme and providing a copy of the certificate to IAYO;
- Reading and signing a commitment to abide by the *IAYO Code of Conduct for Staff and Volunteers*;
- Reading and signing a commitment to abide by the *IAYO Child Safeguarding Statement*;
- Abiding by the *Child Safeguarding Statement* and *Child Safeguarding Policy* to the best of their ability.

All staff members will receive a copy of the *IAYO Child Safeguarding Statement* and the *IAYO Child Safeguarding Policy*.

Given the nature of the work of IAYO, any person who is unwilling or unable to meet the above requirements can not be employed by the company.

2.3 Probationary Period

The first 6 months of employment (unless otherwise stated in an employee's Contract of Employment) constitutes a probationary period. This gives them the opportunity to decide whether they are satisfied with their role within IAYO and allows IAYO to determine their suitability for their position.

Before the end of their first 6 months, employees will be appraised and given a report on their progress. At this stage, their employment status will be confirmed in accordance with their Contract of Employment or their probationary period will be extended if IAYO is not satisfied with their performance or if the employee has been on extended leave during this initial 6-month period.

This probationary period will not be extended beyond 12 months from date of commencement. Any employee who does not reach the required standards of performance / conduct, will not be retained. If they are absent for an extended time during their probation period, probation will be extended by the duration of that absence e.g. if they complete 4 months of probation and are absent for one month they must still complete 2 more months of probation.

During the probationary period, an employee's employment may be terminated at the total discretion of IAYO and at any time in accordance with the Minimum Notice and Terms of Employment Act 1973.

2.4 Notice Periods

Employees' notice periods are as laid out in their Contracts of Employment.

Where the notice period from IAYO to an employee, as set out in their Contract of Employment, is greater than the statutory entitlements, their terms and conditions of employment will prevail.

Except in circumstances justifying immediate termination of their employment, IAYO employees will give the number of weeks' written notice that is specified in their Contract of Employment unless statute requires additional notice and subject to the provisions of any probation period.

IAYO reserves the right to make payment in lieu of notice and reserves the right to require an employee not to carry out any duties or attend at the workplace for the duration of the notice period.

2.5 Termination of Employment

Should an employee decide to leave IAYO before their contract end date, prior notice is required to be given in writing. Unless otherwise stated in their Contract of Employment, the notice period required is one month.

IAYO may request, within reason, an individual to perform job duties other than their normal duties during their notice period.

An exit interview will be held before employees' departures to solicit feedback on their experiences.

2.6 Layoffs / Short-time / Redundancy

IAYO reserves the right to lay employees off from work or reduce their working hours where, due to circumstances beyond its control, it is unable to maintain employees in full-time employment. If this occurs:

- Employees will receive as much notice as is practicable;
- Employees will not be paid during the lay off period;
- Employees will be paid in respect of hours actually worked during any period of short-time.

It is recognised that circumstances may arise which leave IAYO with no alternative but to declare redundancies. Selection will be based on retaining key employees required in order to maintain an efficient

operation and IAYO will endeavour to protect the employment of sufficient staff numbers. In the event of a redundancy situation arising, IAYO is not bound to a “last in-first out” policy. Each situation will be treated in line with IAYO business requirements based on the circumstances at the time. Selection will be carried out in a fair manner against appropriate selection criteria. Should the need for redundancy arise, appropriate consultation with employees will take place.

2.7 Hours of Work

Employees’ hours of work are as stated in their Contracts of Employment. These times may be varied by management to meet the requirements of IAYO. Where change is necessary, employees will be given as much notice as possible.

2.8 Attendance / Timekeeping

Regular attendance and good timekeeping are an essential element of the smooth and effective operation of IAYO. Where an employee’s timekeeping and / or attendance record is considered to be of concern, this will be discussed with them by their manager with a view to an agreed plan for improvement. Where this and subsequent reasonable efforts are unsuccessful in achieving a satisfactory timekeeping and / or attendance record, this matter may be dealt with in accordance with the IAYO Disciplinary Procedure.

2.9 Time Off in Lieu (TOIL)

Standard working hours are as stated in the employee’s Contract of Employment. However, given the nature and scope of IAYO’s activities, flexibility is expected of each and every employee, as far as is reasonably practicable, as some out-of-hours and weekend work may be required. In recognition of this, IAYO provides a generous entitlement to annual leave in each contract, and provides for time off in lieu as follows:

- Should an employee work extra hours as requested or authorised by the employee’s supervisor / manager, time off in lieu will be provided;
- The maximum number of hours that can be claimed for any day worked on a weekend and / or on a public holiday is 7 hours;
- Any extra hours worked must be documented and totalled appropriately and signed off by the employee’s supervisor / manager no later than one week after the extra hours have occurred. Should the hours not be documented within this timeframe, the employee’s entitlement to time off in lieu will then be forfeit;
- Time off in lieu must be approved in advance by the employee’s supervisor / manager and must be taken within the relevant annual leave year (i.e. before December 31st). If it is absolutely necessary to carry time off in lieu over to the next year a maximum of 3 days may be carried over, provided that this is approved in advance by the relevant supervisor / manager and that these days are used before June of the year into which it is carried forward. This excludes normal annual leave given as part of the employee’s Contract of Employment.

2.10 Breaks

Rest breaks will be given in accordance with the Organisation of Working Time Act 1997-2001 and

subsequent regulations. If employees are unable to avail of their statutory rest break entitlements, they are required to notify their immediate supervisor / manager. A suitable alternative rest break will then be arranged. In general, an employee is entitled to a 15-minute break after the completion of 4.5 hours of work. If the employee is working more than 6 hours, then they are entitled to a 30-minute break (the first break of 15 minutes can be included in this 30-minute break allocation). Breaks are unpaid.

2.11 Place of Work

The principal place of work is communicated to in employees' Contracts of Employment. However, employees may be required, from time to time, to work at the premises of such members or organisations as the employer may require. Employees will be required to abide by all policies of those members or organisations in relation to health and safety etc. Employees may also be required to work at home to comply with national public health guidelines during the Covid-19 pandemic and will be facilitated to do so by their employer as necessary. Any other working from home arrangements should be agreed between employee and employer.

Employees will be given as much notice of any change of place of work as is reasonably practicable. Employees may be required to travel in the course of their work.

If, in the course of their work, employees are required to attend a different location, they will be recompensed for reasonable travel expenses only.

2.12 Other Work

During their period of employment by IAYO, all employees are required to devote the whole of their time and attention to the service of IAYO during working hours and may not engage in any other business, trade or activity whatsoever at any time that might conflict with their duties and obligations to the organisation without the prior written consent of their supervisor / manager.

If an employee wishes to work outside of their contracted hours for another company, their supervisor / manager must be informed and permission sought before commencement.

2.13 Overtime

Employees' salaries include the fact that their duties may require them to work additional hours from time to time. All staff are expected to work such hours as may reasonably be expected in the requirements of their position. These additional hours are unpaid but may accrue Time in Lieu (see relevant section).

2.14 Personal Information

It is important that personnel records are accurate. Employees must notify IAYO immediately of any changes to their names, addresses, telephone numbers, marital status or other pertinent information.

2.15 Data Protection and GDPR

In carrying out the responsibilities of their roles in IAYO, employees are required to collect and use certain

types of information about people, including 'personal data' as described by the Data Protection Acts. The information can relate to the individuals in membership organisations, previous, current and prospective employees, tutors, contractors, volunteers, participants, suppliers and others with whom employees communicate. On occasions, in addition, employees may be required to gather and use certain types of personal information to comply with the requirements of legislation.

The General Data Protection Regulation 2018 governs how personal data is managed. In accordance with this legislation, there are key responsibilities in relation to the information which we keep on computer or in a structured manual file about individuals which comprise as follows:

- To obtain and process the information fairly;
- To retain information only for one or more specified and lawful purposes;
- To process information in ways compatible with the purposes for which it was given to IAYO in the first instance;
- To keep information safe, secure, accurate and up-to-date;
- To ensure information is adequate, relevant and not excessive;
- To retain information no longer than is necessary for the specified purpose or purposes;
- To provide a copy of their personal data to any individual, on request.

The above provisions are binding on IAYO.

Employees of IAYO have a responsibility to ensure that in carrying out their work, personal data is used and shared appropriately and legally. In addition, IAYO employees are legally required under the Data Protection Acts 1988 and 2003 to ensure the security and confidentiality of all personal data they collect and process. These data protection rights apply whether the personal data is held in electronic format or in a manual or paper-based form. Breaches of data protection legislation may result in disciplinary action.

GDPR legislation requires employees to be cognisant and aware of how they are using and safeguarding sensitive personal data and demonstrate accountability for data processing activities. It allows individuals to request access to their information and to change / correct or remove data if there is no legitimate legal basis for holding this information. Information should not be disclosed to unauthorised third parties.

It is the responsibility of IAYO employees to ensure that they are aware of the implications of GDPR for their everyday working practices. E-mail addresses should be checked before "send" is pressed: consideration should be given to what information is held on laptops, phones, in desk drawers, in cars, or on desks. Is it secure? There is a responsibility on employees not to disclose personal information to unauthorised third parties without consent. Employees are requested to both think and check before recording or sharing data. Passwords should be regularly changed and kept secure. Any queries about employee responsibilities under GDPR should be referred to management in the first instance.

2.16 Performance Management

Each employee of IAYO shall have an annual review of their performance and an annual salary review. Their performance review can be held bi-annually if agreed by both the employee and the supervisor. Where a bi-annual review is agreed, an informal review of the employee's performance shall also take place annually.

Performance Reviews

Performance reviews are utilized by managers and supervisors to:

- Work towards the attainment of the company mission, goals, and objectives;
- Discuss employee strengths, weaknesses, and progress;
- Improve performance and productivity;
- Strengthen work relationships and improve communication;
- Develop employee skills and abilities;
- Recognize accomplishments and good work;
- Recommend employees for salary increases;
- Enable the employee to communicate to management about their position.

Each employee of IAYO shall have an annual performance review (or a bi-annual review if agreed by both employee and supervisor).

- Reviews for all employees except the Chief Executive Officer shall be carried out by the Chief Executive Officer;
- The Chief Executive Officer's review will be carried out by the board of IAYO or such person(s) as the board shall appoint to carry out the review.

The performance review shall consist of:

- A meeting between the Chief Executive Officer / Board appointee and the employee to identify and prioritise three to five primary job responsibilities for the employee;
- A self-evaluation form submitted by each employee;
- A written evaluation of the employee completed by the Chief Executive Officer / Board appointee presented to the employee shortly before the evaluation meeting;
- A meeting between employee and Chief Executive Officer / Board appointee to:
 - Discuss the employee's performance report and self-evaluation;
 - Set achievable goals for the coming year(s);
 - Establish if the employee's job description is accurate and, if not, update the job description;
 - Establish if the employee is happy with the terms of their employment and allow them to air any grievances;
 - Discuss any ideas or plans the employee may have for improvement in the company achieving its goals;
- A final employee performance report which will be submitted to the board of IAYO for approval and for use in an annual salary review. The employee shall sign this form to acknowledge that they have been made aware of its contents. This is not an expression of agreement with the contents.

The process shall begin at least two weeks before the board meeting to which it is to be presented.

Employee Self-evaluation Form

The employee self-evaluation form shall contain the following questions:

- **Position Description**
 - What are your main position responsibilities?
 - Which position responsibilities do you view as most important? Why?
 - Have any new responsibilities been added or removed from your position this year? If so, what?
 - Have there been any special circumstances that have helped or hindered you in carrying out your responsibilities during the last year? If yes, how did they affect your work, and what were the circumstances?
- **Accomplishments and Strengths**
 - List your most significant accomplishments or contributions during the past year. How do these achievements align with the goals / objectives outlined in your last review?
 - Since the last review period, have you performed any new tasks or additional duties outside the scope of your regular responsibilities? If so, please specify.
 - What action(s) have you taken this year to gain a better understanding of the organisation and your own job?
 - To which of the following factors would you attribute your professional development since last year? Please describe:
 - Offsite seminars / classes;
 - Onsite training;
 - Peer training;
 - On the job experience;
 - Better exposure to challenging projects;
 - Other.
- **Areas for Attention and Future Improvement**
 - What would help you do your job better and provide greater job satisfaction?
 - What are your goals for next year and what action will you take to accomplish these goals?
- **Support and Development**
 - What could your supervisor / manager do to support you in doing your job?
 - What kinds of professional development activities would you like to do during the coming year? In what ways would these benefit the organisation?
 - What support or information do you need to complete those activities?
- **Career Interests**
 - Indicate your career interests, including the type of assignment or job you would like next.

Chief Executive Officer / Board Appointee's Evaluation Form

The Chief Executive Officer / Board appointee's employee evaluation form shall evaluate performance under the following headings.

- Employee's responsibilities as outlined in their job description;
- Knowledge of work;
- Quality of work;
- Work outputs / deliverables;

- Initiative;
- Co-operation;
- Problem Solving;
- Planning and organising;
- Communications;
- Attention to safety and welfare;
- Attendance / Punctuality;
- Leadership (if applicable);
- Development of staff (if applicable).

For each heading, both the Chief Executive Officer / Board appointee and the employee shall provide a rating on a scale of:

E - Exceeds Expectations;

M - Meets expectations;

I - Improvement Needed;

F - Failed to meet expectations.

The Chief Executive Officer / Board appointee may request feedback on the employee's performance of their duties from course managers or colleagues on a voluntary basis. It is inappropriate to require staff to provide an evaluation of a colleague if they do not wish to.

The Chief Executive Officer / Board appointee should always be aware that the purpose of the performance review is to evaluate the employee's performance as an employee, not their worth as an individual.

2.17 Salaries and Salary Reviews

Individual salaries are determined by the nature and performance of the individual job. Employees' annual salary will be stated initially in their job offer letter and Contract of Employment with subsequent changes being notified on their payslips and / or by their supervisors / managers.

Salaries are paid into employee's bank accounts each week or month (as agreed) by credit transfer for the full week / calendar month, i.e., one week / month in arrears.

Each pay period, employees will receive an itemised pay statement showing all compulsory or voluntary deductions / contributions, which have been made from their salary. If employees have any queries concerning deductions, these should initially be raised with their supervisor / manager. Any income tax matters should, however, be referred directly to the appropriate Inspector of Taxes.

In the case of an employee other than the Chief Executive Officer, a salary review will take place within one month of the employee's performance review. Employees shall be invited to make submissions regarding their salary review not exceeding one A4 page in length along with any accompanying documentation / research. In the case of an employee other than the Chief Executive Officer, a recommendation shall be made to the board at the next board meeting. The board may accept the recommendation, request more information, approve an alternative salary increase or award no increase, as it decides. In the case of the

Chief Executive Officer, the board appointee shall make the recommendation and time frame depends on scheduled board meetings.

Circumstances that will be taken into account when considering an employee's salary review will be:

- The employee's performance as outlined in their annual performance review;
- Changes to the employee's job description and work activities;
- The organisation's current state of financial health;
- The average annual rate of inflation since the employee's last salary review;
- Salary information on other similar positions in the sector, if available;
- Other benefits or costs to employees (e.g. travel expenses etc.).

Preparing a Salary Increase Request (Information for Employees)

- a) Introduction - outline the main reasons for requesting a salary increase and the amount sought.
- b) Justifications - individual / organisational performance, market comparisons, increase in responsibility / work intensity, inflation.
- c) Conclusion - emphasise strong performance over the last period and commitment to the organisation in the future.
- d) The request for a salary increase should be one page of A4 or less.
- e) Supporting documentation or research may be included with the request.

Performance and Salary Reviews Appeals Procedure

If an employee is dissatisfied with either their performance review or their salary review, they will have a right to appeal the review. In the case of an employee other than the Chief Executive Officer, the employee will be allowed to appeal to the Board of Directors of the Irish Association of Youth Orchestras in writing within one month of the date of their signature acknowledging the result of the review. In the case of the Chief Executive Officer, negotiations shall be entered into with the Board of Directors or an independent arbitrator appointed with the agreement of both parties: for instance, a person recommended by The Arts Council or a related arts organisation.

Documentation

Any changes to employees' bank details should be given to their supervisor / manager in order to avoid delays in payment. IAYO reserves the right to change this method of payment.

On commencement, employees should, where possible, provide their supervisor / manager with a copy of their P45 from their previous employer.

2.18 Training and Development

Opportunities for career development and training will be open to all and will not discriminate directly or indirectly on any of the grounds outlined in the 1998 Act. All employees will be provided with every reasonable opportunity to acquire the range of training, skills and experience necessary for their career development and for the execution of their role and responsibilities.

Opportunities for training will be based on the requirements of the job and career development will be based on people's abilities and merit. IAYO is committed to a relevant training and career development policy for all staff irrespective of background.

If an employee wishes to take a course, they should contact their supervisor / manager for approval. Courses must be relevant and work-related. All terms must be agreed in writing before the start of the course.

2.19 Flexibility

Employees may not always remain at the work in which they were first employed. Employees will be required to be completely flexible in their position and must be prepared to undertake such other appropriate work as may be assigned to them by IAYO from time to time. Employees may be assigned to a range of jobs over time.

2.20 Pension / Personal Retirement Savings Account (PRSA)

IAYO offers a PRSA to all employees. Where an employee avails of a PRSA, IAYO will make employer contributions to a specified amount / percentage. To avail of the employer contributions offered, employees must match the amount / percentage from their salary. Further details are available from employees' supervisor / manager.

2.21 Driving Licence

If employees are required to drive in the course of their work, they must ensure that they hold a full, clean, current driving licence of the class required for the vehicle involved. They should ensure that IAYO has a photocopy of their current driving licence on their personnel file. If an employee receives points on their licence, they must notify the organisation.

2.22 Dress Code and Appearance

Employees of IAYO are expected to maintain standards of dress and appearances appropriate to the work environment.

2.23 Visitors

To provide for the health and safety and security of employees, visitors and the facilities at IAYO, only authorised visitors are permitted in the workplace. Restricting unauthorised visitors assists in ensuring security, decreases insurance liability, protects confidential information, safeguards employee welfare, and avoids potential distractions and disturbances.

2.24 Queries / Problems

This handbook contains comprehensive information on a variety of workplace policies and procedures to assist employees for the duration of their employment with IAYO. Each employee's manager is available to assist them in addressing any queries or problems that they may have. If an employee feels that they are unable to speak with their manager, they can speak in confidence with another member of management or

a member of the Board of Directors.

Section 3 - Leave

3.1 Annual Leave

The annual leave entitlement for each employee is specified in their Contract of Employment. It is given as a number of days per annum dependent on date of commencement of employment as laid out in their contract.

Provisions

The annual leave year begins on 1st January and ends on 31st December each year. Annual leave entitlements should be taken in the current year. Exceptionally, where this is impossible, due to work commitments, written authorisation to carry days forward to the next annual leave year must be obtained from an employee's supervisor / manager in advance. A maximum of 5 days may be carried over. Days which staff have been authorised to carry from one annual leave year to the next must be taken before 30th June of that year. All requests for leave must be made using the annual leave form and must be approved in writing by an employee's supervisor / manager.

The maximum duration of annual leave shall be two weeks unless agreed with an employee's supervisor / manager two months in advance. Leave periods in excess of two weeks are at the supervisor's / manager's discretion and must be in keeping with the implementation of the company's programme.

Employees are required to seek approval as far in advance as possible but no later than 2 weeks before the start of the annual leave period. Although it is the aim of IAYO to approve requests for annual leave wherever possible, the final decision in approving annual leave rests with management. IAYO will allow employees to use their holiday entitlement to reconcile family responsibilities in accordance with The Organisation of Working Time Act 1997.

IAYO may at its discretion, allow or require employees to take any period of outstanding annual leave during their notice period.

Holiday entitlements for staff joining or leaving IAYO during the annual leave year will be calculated on a pro-rata basis.

Where an employee leaves IAYO during an annual leave year and has already taken either more or less annual leave than accrued, pay will be deducted from, or added to, such pay as they may be entitled to.

Annual leave will be accrued for any period of absence due to maternity leave, adoptive leave, parental leave, force majeure or annual leave. It will not be accrued for periods of absence for any other reason.

All annual leave entitlements will be calculated in accordance with the Organisation of Working Time Act 1997.

3.2 Annual Leave and Part-Time Employees

Part-time employees' entitlement to annual leave can be calculated in the following way:

- Where an employee works at least 1,365 hours in a leave year, they are entitled to 5 working weeks

annual leave (unless it is a leave year in which s / he changes employment).

- If the number of hours worked by an employee is less than 1,365 hours, annual leave will be calculated as follows:
 - For any employee who works less than 1365 hours in the leave year, they receive 10% of the total hours worked subject to a maximum of 5 working weeks.

3.3 Statutory Leave – Public Holidays

All employees are entitled to public holidays in addition to the annual leave entitlements of the employee. Payment for statutory holidays will be calculated in accordance with the Organisation of Working Time Act 1998 for full, part-time and temporary staff. There are nine paid bank / public holidays every year. In addition, Good Friday, although not a public holiday, is given as a day off to IAYO staff. These holiday days are:

New Year's Day, 1st January	June bank Holiday, first Monday in June
St Patrick's Day, 17th March	August Bank Holiday, first Monday in August
Good Friday, date not fixed	October Bank Holiday, last Monday in October
Easter Monday, date not fixed	Christmas Day, 25th December
May Bank Holiday, first Monday in May	St Stephen's Day, 26th December

When any of these public holidays fall on a Saturday, IAYO will give the holiday on the preceding Friday or the following Monday. Where any one of these days falls on a Sunday, it will be observed on the following Monday.

3.4 Part-Time Employees and Public Holidays

Part-time employees must work 40 hours in the five weeks ending on the day before the public holiday to qualify for public holiday entitlement.

Where a part-time employee qualifies for the public holiday, the amount of compensation given for the holiday depends on whether or not they are required to work on the holiday.

If the holiday falls on a day when an employee would normally be expected to work, then their entitlement is the same as a full-time employee (see above).

If a public holiday falls on a day when they do not work, they are still entitled to a public holiday - provided they have worked at least 40 hours in the five weeks leading up to the holiday. The rate of pay is one-fifth of the particular employee's normal week's wages.

Employees on maternity leave or adoption leave maintain their public holiday entitlement for the duration of the absence, except for any period of additional leave.

3.5 Leave for Parents

The table below, adapted from citizensinformation.ie, sets out the types of leave available to parents as at March 2021. IAYO employees will receive any additional entitlements arising from legislative changes to

leave for parents that are made after this date.

Leave	Who gets it?	How long?	Is it paid?
Maternity leave	Female employees	26 weeks and up to 16 unpaid weeks	Yes, Maternity Benefit is paid for 26 weeks to eligible employees through the Department of Social Protection
Adoptive leave	Adoptive mothers, men adopting alone	24 weeks and up to 16 unpaid weeks	Yes, Adoptive Benefit is paid for 24 weeks to eligible employees through the Department of Social Protection
Paternity leave	New parents of children under 6 months of age (but not the mother of the child)	2 weeks	Yes, Paternity Benefit is paid for 2 weeks to eligible employees through the Department of Social Protection
Parental leave	Parents and guardians of children under 12	26 weeks	No, it's unpaid
Parent's leave	Parents of children under 1 year of age (or in first year of adoption) - this will increase to 2 years from April 2021	2 weeks (5 weeks from April 2021)	Yes, Parent's Benefit is paid for 2 weeks to eligible employees through the Department of Social Protection

3.6 Adoptive Leave

Adoptive leave gives 24 weeks' leave off work to a woman who is adopting a child or to a man alone who is adopting a child. The 24 weeks start from the date the child is placed in the care of the adoptive parent.

Adoptive Benefit is available to employees with sufficient PRSI contributions, from the Department of Social Protection (DSP).

An employee can take up to 16 additional weeks' unpaid adoptive leave but cannot claim Adoptive Benefit for these extra weeks.

An employee must give IAYO 4 weeks' notice in writing that they plan to take adoptive leave. Notification of intention to take the 16 additional weeks' unpaid adoptive leave should occur at the same time notification is given to IAYO of intention to take adoptive leave or no later than 4 weeks before the employee is due to return to work at the end of the adoptive leave. In the case of foreign adoptions, some or all of the 16 weeks' additional adoption leave may be taken immediately before the date of placement.

Employees are also eligible to reasonable paid time off work to attend preparation classes and pre-adoption meetings with social workers during the pre-adoption process. Such requests should be made in writing and may require documentary proof that these appointments are taking place.

An employed adopting father, not adopting alone, is also entitled to adoptive leave in certain circumstances.

3.7 Maternity Leave

Employees (including casual workers) who become pregnant are entitled to Maternity Leave, regardless of how long they have been working for the organisation or the number of hours worked per week. All those who qualify for maternity leave will be entitled to 26 consecutive weeks' maternity leave in accordance with the Maternity Protection Act, 1994 and S.I. 51, 2006.

When Should an Employee Notify IAYO of their Intention to take Maternity Leave?

All applications for maternity leave should be made, in writing, to the relevant supervisor / manager as early as practicable, but not later than 4 weeks before the anticipated date of maternity leave.

A doctor's certificate confirming the pregnancy and the anticipated date of confinement must be presented with an application for maternity leave.

How Long is Maternity Leave?

The current entitlement (March 2021) is to 26 weeks' maternity leave together with 16 weeks of additional unpaid maternity leave. An employee can begin and end their maternity leave on any day they choose but they must take:

- a minimum of 2 weeks leave before the end of the week they are expecting to give birth;
- at least 4 weeks leave after the end of the week they expect to give birth.

An employee must notify their supervisor / manager of their intention to return to work and the intended date of return no later than 4 weeks before their intended return.

IAYO does not pay salary while an employee is on maternity leave but, depending on the number of PRSI contributions, the employee may be eligible for statutory maternity benefit. It is the employee's own responsibility to apply for this to the Department of Social Protection.

Additional Maternity Leave

An employee who has taken maternity leave is entitled to a maximum of 16 weeks' additional unpaid maternity leave. Employees should note that during this period there is no entitlement to additional maternity benefit or to pay from IAYO. An employee must notify IAYO of their intention to take additional maternity

leave. This notification must be given as follows:

- When notice is given of intention to take maternity leave; or
- Not later than 4 weeks before the date upon which the employee would have been expected to return to work had they not opted to take additional maternity leave.

Cancellation of intention to take the additional maternity leave may be notified at this time also.

Employees will retain an entitlement to public holidays during maternity leave and these can be taken at the end of the leave.

Employment rights whilst absent on maternity leave are not affected, i.e. an employee will retain their seniority and all rights to public holidays and annual leave.

An employed father is also entitled to maternity leave in certain circumstances.

3.8 Parent's Leave

Parent's leave is a new form of time off work so that a parent can provide care for their child during their first year. The current entitlement (March 2021) for parent's leave is 2 weeks leave. An employee taking parent's leave will not be paid their salary from IAYO while on parent's leave. An application for Parent's Benefit can be made to the Department of Social Protection.

Both parents can take parent's leave. To take this leave, the individual concerned must be a 'relevant parent' and the leave must be taken within 12 months of the birth or adoption of their child. This leave is not transferable. Fathers can take 2 weeks' paternity leave as well as 2 weeks' parent's leave.

Entitlement to Parent's Leave - Relevant Parent

An employee must be a relevant parent to take parent's leave. An employee's entitlement is conditional on the parent's leave being used to provide, or assist in the provision of, care to the child.

A relevant parent is one of the following:

- In the case of adoption:
 - the adopting mother or sole male adopter of the child;
 - the spouse, civil partner or cohabitant of the adopting mother.
- Where the child is being adopted jointly:
 - each one of a married couple of the same sex;
 - each one of a couple that are civil partners of each other;
 - each one of a cohabiting couple of the same sex.
- In any other case:
 - a parent of the child;
 - spouse, civil partner or cohabitant of the parent of the child;
 - a parent of a donor-conceived child.

When an Employee can take Parent's Leave

If an employee wishes to use their parent's leave, they must do so within 12 months of:

- the child's birth;
- the placement with the employee of the child they are adopting.

How the Leave can be Taken?

This leave can be taken as:

- a continuous period of 2 weeks; or
- 2 separate blocks of 1 week each.

If an employee is taking maternity or adoptive leave, then they must take this before parent's leave.

Fathers can take paternity leave and parent's leave in the order they wish.

Payment of Parent's Benefit

An IAYO employee will not be paid their IAYO salary while on parent's leave. They may be entitled to Parent's Benefit through the Department of Social Protection if they have paid enough PRSI contributions.

Applications for Parent's Leave must be made to the relevant supervisor / manager at least 6 weeks before the intended start date of this leave.

An IAYO employee requesting this leave will need to let their manager know:

- the expected start date of the parent's leave;
- duration of the leave;
- how it is intended the leave will be taken (i.e. 2 consecutive or 2 separate weeks).

3.9 Parental Leave

Parental leave entitles parents to take unpaid leave from work to spend time looking after their children. Since 1 September 2020, both parents can take up to 26 weeks' parental leave. In general, parental leave must end when the child reaches age 13.

Amount of Parental Leave that can be Taken

An employee can take 26 weeks' parental leave per child. If the employee has more than 1 child, they can't take more than 26 weeks in a 12-month period. In the case of multiple births, such as twins, 26 weeks' leave can be taken for each child. The 12-month restriction does not apply in this case.

Age of Child

In general, a period of parental leave must end when the child for which parental leave is being taken reaches 13.

If the child is aged between 11 and 13 when they are adopted, an employee can take leave up to 2 years

after the date of the adoption order.

If the child has a long-term illness or disability, an employee can take parental leave until they are 16 years old.

Who can Apply?

Generally, an employee must have worked for at least 1 year before they can take parental leave. But if their child is reaching the maximum age, they may be able to take 'pro-rata' parental leave. This means an employee is entitled to 1 week's leave for every month they have worked.

Part-time employees are also entitled to parental leave on a pro-rata basis.

Ways Parental Leave can be Taken

Parental leave can be taken as:

- 1 continuous period of leave equal to 26 weeks;
- two separate periods, each consisting of not less than 6 weeks and not more than 26 weeks;
- 1 or more days per week;
- 1 or more hours per week;
- a combination of hours and days.

If an employee plans to take 2 separate periods of leave, they must wait 10 weeks after the first period of leave has ended.

Protection of Employment Rights

Employment rights are protected during parental leave. The only exception to this is the right to pay and superannuation.

An employee will continue to build up annual leave. They are also entitled to any public holidays which fall during a period of parental leave.

If an Employee Becomes Ill While on Parental Leave

If an employee gets sick while on parental leave and are unable to care for their child, their parental leave can be suspended. The leave may then be treated as sick leave. To do this, the employee must provide their manager with a doctor's certificate. Parental leave will resume after the illness.

Postponement of Parental Leave

Parental leave may be postponed by IAYO. This can happen if this leave will make it difficult to run the workplace.

In this situation, IAYO will explain to employees why their leave needs to be postponed. This leave can only be postponed for a maximum of 6 months.

Parental leave may only be postponed once.

Requesting Changes to Working Hours or Patterns

If returning to work from parental leave, an employee can request changes to their working hours or patterns. This is usually proposed for a set period of time.

IAYO will respond to requests in writing. They will take into account both the IAYO and employee's needs. There is no obligation on IAYO to grant the change requested.

How to Apply for Parental Leave

To request parental leave, an employee is required to put this request in writing setting out the proposed start date, type of leave duration and the way in which it is to be taken. This request must be given to the supervisor / manager at least 6 weeks before the employee plans to take parental leave.

The relevant manager will write to confirm whether the leave is approved. If the leave is approved, the document will confirm the approval together with:

- the date the leave will begin;
- the length of time that the employee will be on parental leave;
- the way the employee plans to take the leave; for example, 26 weeks in a row or 1 day off per week;
- signatures of both the supervisor / manager and the employee.

An employee can change their mind before they sign the confirmation document.

Parental leave is granted specifically to take care of the child concerned. Following investigation, IAYO may terminate the leave if there are reasons to believe that the leave is being used for a purpose other than taking care of the child concerned.

Any employee abusing this leave may be subject to serious disciplinary action, in line with IAYO's Disciplinary Procedure, up to and including dismissal. An employee on parental leave must notify the organisation of their intention and intended date of return to work at least four weeks in advance.

3.10 Paternity Leave

Paternity leave is specifically for new parents (other than the mother) in their child's first 6 months. Partners or spouses living with the mother can take paid paternity leave of 2 weeks following a birth or adoption. Leave must be applied for in writing in advance giving the expected due date. This leave can be taken any time in the first 6 months after the child's birth including the day of delivery or date of adoption placement.

3.11 Force Majeure and Emergency Family Leave

Employees are entitled to leave with pay for urgent family reasons owing to an injury or to illness of an immediate family member, where the presence of that employee is indispensable in the place where the member of their immediate family is at the time. Force majeure leave does not give any entitlement to leave following the death of a close family member.

The Family members referred to above are:

- A child / adoptive child of the employee;

- The spouse of the employee, or a person with whom the employee is living as husband or wife;
- A person to whom the employee is in loco parentis;
- A brother or sister of the employee;
- A parent or grandparent of the employee.

An employee who is absent on force majeure leave will be treated as if they had not been absent, retaining all rights. Force Majeure leave will not be treated as part of any other leave (sick leave, adoptive leave, maternity leave, annual leave or parental leave) to which they are entitled.

Employees are requested to inform their supervisor / manager before leaving the premises on force majeure. Force majeure, by its nature, cannot be pre-scheduled. During absence of force majeure, employees are expected to keep their supervisor / manager informed, where at all possible.

Employees may not be absent on force majeure leave for more than 3 days in any 12 consecutive months, or 5 days in any 36 consecutive months. Absence for part of a day is counted as one day of force majeure leave.

Any employee abusing this leave may be subject to serious disciplinary action, in line with IAYO's Disciplinary Procedure, up to and including dismissal.

3.12 Carer's Leave

The Carer's Leave Act allows for up to 104 weeks' unpaid leave, with a minimum leave period of 13 weeks, to enable employees to care personally for persons who require fulltime care and attention. There is a service requirement of one year to qualify for this leave. The person being cared for must be deemed by the Department of Social Protection to need full-time care and attention. It is the employee's responsibility to apply to the Department in advance for this decision. Employees are prohibited from taking up employment elsewhere whilst on leave. At least 6 weeks' notice in writing of intention to take carer's leave must be provided. Employees on carer's leave must give at least 4 weeks' notice of their intention to return to work. Confirmation of a final start date remains at the discretion of IAYO.

3.13 Compassionate Leave / Bereavement Leave

Five days paid leave will be granted on the death of an immediate family member. This includes a spouse / partner, child, parent and sibling. Three days' leave will be granted for staff to attend the funeral of other family members (i.e. grandparents and parent-in-law). This may be extended at the discretion of an employee's supervisor / manager.

3.14 Medical / Dental Appointments

IAYO appreciates that it is often difficult to arrange specialist appointments (i.e. appointments for attendance at outpatient clinics in hospitals etc.) for outside working hours. However, when at all possible, the employee should organise them outside their working day. For any appointments made during working hours, employees will be asked to work up lost hours or take time from their annual leave entitlement. Any appointments within working hours should only be arranged for the beginning or the end of the working day and agreed in advance with an employee's supervisor / manager. In accordance with maternity-related

legislation, female employees are entitled to take paid time off from their employment to attend antenatal appointments

If an employee has a medical condition that they think IAYO should be aware of, they should inform their supervisor / manager.

3.15 Jury Duty

If an employee receives a summons to serve as a Juror, they will be paid their normal basic salary for the time involved in serving as a juror, provided that they produce the summons when received. A form from the Court Clerk confirming dates of attendance will also be required on completion of Jury Duty. If employees are not required to serve on the Jury and are subsequently released during working hours, they must return to work. Employees are required to claim eligible expenses from the court for their attendance as a juror and to reimburse IAYO with all expenses received.

If IAYO feels it essential to seek permission from the Court to delay or cancel the employee's Jury Service commitment, employees are expected to co-operate to the extent that IAYO may reasonably require in order to obtain such permission.

3.16 Court Attendance

If an employee is summoned to appear as a witness in court, they will be granted unpaid leave for the duration of their attendance at court. They must produce the summons in order for unpaid leave to be approved.

3.17 Absence Due to Illness

An employee absent from work without prior authorisation must notify IAYO on the first day of absence before 9.00am so that plans can be made to cover the absence.

Employees must, if possible, telephone the office or their manager personally and speak to their supervisor / manager. Messages should not be left via email or text as the supervisor / manager will want to know the nature of the illness and for how long absence is expected. Notification must continue on a daily basis unless otherwise agreed by the employee's supervisor / manager.

For any absence of 3 days or more, employees must submit a medical certificate to IAYO, issued on the 3rd day of absence.

Medical Certificates must contain the following:

- Name and address of doctor and patient;
- Statement that the patient is, or was, under the doctor's care;
- The opinion of the doctor that the patient is incapacitated due to illness / accident;
- Statement of the nature of the illness;
- The expected duration of incapacity;
- The date of issue;
- The doctor's signature.

Obtaining medical certificates with this required information is the responsibility of the employee. Retrospective certificates will not be accepted.

After absences of four weeks or more, a final certificate or certificate of fitness for work must be obtained by employees from their doctor and produced before returning to work.

If an employee is ill during annual leave and have a medical certificate for the days they were ill, these sick days will not be counted as annual leave days. Instead, they can use these days as annual leave at a later date.

Long-term Illness Absence

Employees should keep in contact with their supervisor / manager if they are absent for a long period and they should submit medical certificates on a regular basis.

If an employee is ill and intends to leave the place in which they normally reside during the working week, they must notify IAYO of their new address.

Referral to a Company Doctor

IAYO reserves the right to refer an employee who is absent through illness to a doctor nominated by IAYO. This doctor will provide IAYO with a full report on the employee and IAYO will pay the doctor's fee.

3.18 Sick Leave Payment Scheme

It is the responsibility of all employees to ensure that they apply and obtain illness-related social welfare and / or other State benefits. An employee is entitled to be paid the difference between the state benefit to which the employee is entitled (whether or not they apply for it) and their basic salary and normal contractual benefits. Part-time employees are eligible for the sick pay scheme on a pro-rata basis. In relation to statutory illness benefit, no payment is made for the first 3 days of illness. Note that this was changed from 6 to 3 days from 1 March 2021. After the 15 (5 on probation) days allowed for in the scheme have been used up employees will not be paid and so the benefit can be paid by the Department of Social Protection directly to the employee. Further information on illness benefit is available from welfare.ie or by phoning an employee's local social welfare office.

Sick-leave Year

Sick leave is calculated on a rolling 12-month basis. This means that, if an employee is sick, their illness history is counted from the date of their current illness. If an employee is sick on 24 June 2021, then their rolling period begins on 24 June 2020.

Employees who are on probation are entitled to 5 paid sick days in a sick leave year. Employees who have successfully completed probation are entitled to up to 15 paid sick days in a sick leave year. Participation in the sick pay scheme is conditional upon complying with the terms of the sick leave policy. No more than 15 certified or uncertified sick days will be paid in any leave year. IAYO will not provide any salary to employees having any illness(es) lasting longer than 15 days and the employee is advised to have adequate income protection insurance in order to cover this eventuality.

Abuse of Sick Leave

The granting of sick leave and / or sick pay is not an automatic right but is at the discretion of IAYO. An employee's sick pay entitlement may be suspended for a 12-month period if there is evidence of abuse of the scheme.

1. The scheme is designed as a benefit for employees genuinely absent from work due to illness or injury. If, in IAYO's opinion, a person is not complying with the spirit of the scheme, the benefit may be terminated immediately.
2. Where an employee deliberately defrauds the scheme, this may be treated as serious misconduct and may lead to disciplinary action under the Disciplinary Procedure.
3. It will be considered gross misconduct for an employee to undertake any other paid employment whilst absent through illness and may result in disciplinary action including dismissal.

Frequent Absences

IAYO will take a very serious view of employees who are absent frequently without a valid reason and employees who establish a pattern of regular days' casual absenteeism. IAYO may suspend participation in the scheme for any period it so desires or reduce an employee's period of entitlement under the terms of the sick pay scheme.

Return to Work

A return-to-work interview will be conducted by the employee's supervisor / manager to ascertain their health and fitness to return as well as to update them on events in their absence. If the employee has an extensive sick leave record this will be discussed at the return to work interview.

IAYO reserves the right to revise or amend this policy.

Section 4 – Policies and Procedures

4.1 Alcohol and Drug Policy

The Safety, Health and Welfare at Work Act, 2005 defines “Intoxicant” as including alcohol and drugs and any combination of drugs and / or alcohol: it does not distinguish between legal and illegal drugs. Alcohol and drugs misuse can have disastrous consequences for individuals, their families and careers. Because it is a problem that affects a significant proportion of the population, regardless of status or occupation, it also impinges on every level at the workplace. The evidence shows that employees who drink excessively, or inappropriately, in relation to work are more likely to have accidents at work, to be absent from work and to be less efficient than colleagues who do not do so. IAYO has therefore implemented the following Alcohol and Drug Policy.

- Intoxicants may not be brought onto IAYO premises or other premises which are attended in a professional capacity at any time.
- Intoxicants may not be consumed on the premises during working hours. This includes during client / member meetings.
- Employees may not attend work under the influence or while suffering the after-effects of intoxicant consumption.
- Employees with side-effects from intoxicant consumption will be considered unfit for work and failing to adhere to IAYO’s Alcohol and Drug Policy. As a result, the employee concerned will be subject to disciplinary action.

In light of this, IAYO views the consumption of intoxicants during the working day (e.g. lunch times) to be inappropriate in an organisation striving for excellence and the highest levels of service.

Any individual who suspects or knows that they have an alcohol- or drug-related problem is actively encouraged to seek help and treatment voluntarily. Individuals who come to the notice of staff through observation or through the IAYO Disciplinary Procedure as having an alcohol- or drug-related problem will be offered the opportunity to seek diagnosis and, if necessary, treatment from an appropriate agency.

Where individuals commit misconduct or serious misconduct, or their efficiency at work becomes affected through overindulgence of alcohol or drug abuse, action under the Disciplinary Procedure will be taken.

4.2 Right of Search

IAYO reserves the right, without prejudice, to search any employee or their property or vehicle at any time whilst on the premises or on premises provided by the organisation. This right will not be exercised unreasonably or without careful consideration. Employees have the right to be accompanied by a fellow employee. Searches of property may be carried out by a supervisor / manager.

When leaving the premises, employees may be asked to submit to a search of personal possessions, or hand luggage by a member of management. The management also reserves the right to inspect lockers or other office equipment where items may be kept.

In the event of a reasonable request to search being refused, employees will be in breach of their contract

and therefore subject to Disciplinary Procedure up to and including dismissal.

If permission to search is refused, IAYO may exercise its right to call the Gardaí. Anyone found in unauthorised possession of IAYO property will be subject to disciplinary proceedings.

4.3 Harassment / Bullying

In addition to the rights and responsibilities laid out in this policy, all IAYO employees are also bound by the *IAYO Code of Conduct for Staff and Volunteers* that is contained in the *IAYO Child Safeguarding Policy*.

IAYO is committed to maintaining a workplace environment that encourages and supports the right to dignity at work. Employees are expected to respect the right of each individual to dignity in their working life. All employees will be treated equally and respected for their individuality and diversity. Harassment and bullying in any form are not accepted and will not be tolerated. IAYO's policies and procedures will underpin the principles and objectives of this policy. All individuals, whether directly employed or contracted, have a duty and a responsibility to uphold this policy. Managers have a specific responsibility to promote its provisions.

The Irish Human Rights and Equality Commission states as follows. "Under the Employment Equality Acts 1998-2015, sexual harassment and harassment of an employee (including agency workers and trainees) in the workplace are against the law. This includes sexual harassment and harassment by:

- co-workers;
- the employer;
- clients, customers or other business contacts of the employer, including anyone the employer could reasonably expect the worker to come into contact with.

The Employment Equality Acts 1998-2015 define harassment as unwanted conduct which is related to any of the 9 discriminatory grounds. Sexual harassment is any form of unwanted verbal, non-verbal or physical conduct of a sexual nature. In both cases, it is defined as conduct that has the purpose or effect of violating a person's dignity and creating an intimidating, hostile, degrading, humiliating or offensive environment for the person and it is prohibited under the Acts.

Harassment is defined in section 14A(7) of the Acts as any form of unwanted conduct related to any of the discriminatory grounds which has the purpose or effect of violating a person's dignity and creating an intimidating, hostile, degrading, humiliating or offensive environment for the person."

Such conduct may consist of acts, requests, spoken words, gestures or the production, display or circulation of written words, pictures or other material. Forms can range from extremes such as violence to less obvious forms like ignoring someone by isolating or excluding them from social activities and may also include jokes, offensive language, gossip, slander or gestures. The practice of downloading text, pictures, jokes etc. from the internet and distributing them via e-mail or forwarding of emails received to other employees or persons outside IAYO may be found offensive by certain employees and could also be regarded as harassment or bullying. Similarly, the accessing or storing of any form of electronic file, record or communication which could be deemed to harass or discriminate based on age, gender, race, religion, disability, marital status, family status, sexual orientation or membership of the travelling community will be treated accordingly.

IAYO believes that its working environment should be one where each individual is treated with respect and

consideration, a place where sexual harassment, harassment and bullying is known to be unacceptable and where individuals feel confident to bring complaints forward without fear of ridicule, reprisal or victimisation.

All forms of harassment are unacceptable, whether direct or indirect, intentional or unintentional and will not be tolerated by IAYO and will be subject to disciplinary action. Any victimisation of an employee for reporting an incident, or assisting with an investigation of alleged harassment is a breach of equality legislation and will also be subject to disciplinary action.

All employees are required to comply with the policy and should feel responsible for challenging all forms of harassment and bullying within the organisation. Those in management positions are expected to set appropriate standards of behaviour by their own example.

IAYO will:

- Take all reasonable steps to prevent harassment of employees;
- Treat all complaints of sexual harassment as a serious matter of concern;
- Handle complaints promptly;
- Keep all reports and information disclosed concerning matters of sexual harassment in the strictest confidence.

Resolving Problems Informally

While in no way diminishing the issue or the effects on individuals, an informal approach can often resolve matters and is encouraged. The objective of this approach is to resolve the difficulty with the minimum of conflict and stress for the parties involved.

Any employee who believes that they are being harassed should explain clearly to the alleged perpetrator(s) that the behaviour in question is unacceptable. In circumstances where the complainant finds it difficult to approach the alleged perpetrator(s) directly, they can seek help and advice, on a strictly confidential basis, from their supervisor / manager. Where the supervisor / manager of the complainant is the accused, a member of the Board of Directors other than the accused can be approached.

In this situation, the supervisor / manager / board member should listen patiently, be supportive and discuss the various options open to the employee concerned.

Having consulted with the supervisor / manager / board member, the complainant may request the assistance of the supervisor / manager / board member in raising the issue with the alleged perpetrator(s). In this situation, the approach of the supervisor / manager / board member should be by way of a confidential, non-confrontational discussion with a view to resolving the issue in an informal low-key manner.

A complainant may decide, for whatever reason, to bypass the informal procedure. Choosing not to use the informal procedure should not reflect negatively on a complainant in the formal procedure.

Formal Procedure

Where a formal complaint regarding sexual harassment has been made, the following procedure must be adhered to:

- The complainant should make a formal complaint in writing to their immediate supervisor / manager, or if preferred, any member of the Board. The complaint should be confined to precise details of actual incidents of harassment.
- The complaint will be subject to an initial examination by a designated impartial member of management, with a view to determining an appropriate course of action. A mediated solution or an informal resolution of the issue may be attempted at the discretion of the designated impartial member of management. Should either of these approaches be deemed inappropriate or inconclusive, a formal investigation of the complaint will take place with a view to determining the facts and the credibility or otherwise of the allegation(s).
- The alleged perpetrator(s) will be then notified in writing that an allegation of harassment has been made against them. They will be given a copy of the complainant's statement and advised that they shall be afforded a fair opportunity to respond to the allegations(s) as part of the formal investigation.
- If the alleged perpetrator is a person who would normally have access to the complainant's personnel record then such access will be removed for the duration of the investigation.

Action to be taken by the Investigating Supervisor / Manager

- If an employee complains of sexual harassment by a colleague, the supervisor / manager should listen to the employee's complaint in private and make brief notes of the details of the incident(s): date, time, place, witnesses, people involved and nature of the complaint. Every complaint, regardless of how trivial it may appear, must be treated seriously and confidentially.
- The person accused of the alleged sexual harassment will be interviewed. The investigating supervisor / manager will decide what representatives of IAYO are to be present at this interview. The accused will be informed that a complaint of sexual harassment has been made against them and told the nature of the complaint. They will be allowed to state their case.
- During interviews at any stage of the proceedings, the complainant or accused may choose to have a colleague or a friend not acting in a professional capacity from outside the company present. If their chosen companion would prejudice the meeting, then the company can ask them to select another companion.
- Notes of the interview will be kept by the investigating supervisor / manager on both the accused employee's file and the complainant's file.
- Where the supervisor / manager of the complainant is the accused, a member of the Board of Directors other than the accused, will handle these proceedings.

Action Following the Inquiry

The following action will be taken according to the outcome of the interviews with the complainant and the alleged harasser:

- Where it cannot be established whether harassment has taken place, the investigating supervisor / manager / member of the Board of Directors will make further investigations into the matter. Every effort will be made to resolve the situation and / or prevent any further harassment, to the

satisfaction of all parties concerned.

- Where it is established that no harassment took place and the claim made was malicious, the complainant will be subject to disciplinary proceedings.
- Where an act(s) of harassment has taken place, the harasser will be subject to disciplinary proceedings.
- Where a member of the public or an employee of another company / organisation makes a formal complaint against an IAYO employee, the action to be taken by the investigating supervisor / manager as detailed above must be adhered to, in conjunction with the other Employer where appropriate.
- Where sexual harassment is used to influence employment decisions or to create an intimidating or hostile environment, this may constitute unlawful sex discrimination and should be dealt with according to IAYO's equal opportunities at work policy.

Bullying

IAYO will not tolerate standards of behaviour that might constitute bullying or harassment.

Bullying is repeated inappropriate behaviour that undermines your right to dignity at work. It usually takes place over a period of time. It can be done by one or more persons and it is aimed at an individual or a group to make them feel inferior to other people. Bullying can be direct or indirect, and can include verbal, physical or cyberbullying. Cyberbullying is bullying which is carried out online, through mobile phones, social networking sites, email or texts. The terms bullying and harassment are different. A behaviour can be considered to be either bullying or harassment but not both. You can get more information about harassment at work.

Bullying can take many different forms such as:

- Social exclusion and isolation
- Verbal abuse and insults
- Being treated less favourably than colleagues in similar roles
- Belittling a person's opinion
- Spreading malicious rumours, gossip or innuendo
- Intrusion - pestering, spying or stalking
- Intimidation and aggressive interactions
- Excessive monitoring of work
- Withholding information needed for the person to perform their job properly
- Repeatedly manipulating a person's job contents and targets
- Blaming a person for things beyond their control
- Use of aggressive or obscene language
- Other menacing behaviour

An isolated incident of the above behaviour is not considered to be bullying.

Bullying can happen at all levels within an organisation and can be conducted by customers, clients and business contacts. A summary of your employer's anti-bullying policy should be displayed

prominently within the workplace.

The Health and Safety Authority (HSA) works to ensure that workplace bullying is not tolerated and it provides information and advice on bullying. The Workplace Relations Commission (WRC) offers a mediation service to help resolve issues informally before a formal process is initiated.

IAYO will:

- Take all reasonable steps to ensure that every employee is provided with a safe working environment;
- Do everything in their power to prevent bullying or harassment of employees by managers, supervisors, individual colleagues or groups of colleagues;
- Treat all complaints of bullying / harassment as a serious matter of concern;
- Keep all reports and information disclosed concerning matters of bullying / harassment in the strictest confidence.

Resolving Problems Informally

While in no way diminishing the issue or the effects on individuals, an informal approach can often resolve matters and is encouraged. The objective of this approach is to resolve the difficulty with the minimum of conflict and stress for the parties involved.

Any employee who believes they are being bullied should explain clearly to the alleged perpetrator(s) that the behaviour in question is unacceptable. In circumstances where the complainant finds it difficult to approach the alleged perpetrator(s) directly, they should seek help and advice, on a strictly confidential basis, from a supervisor / manager. Where the supervisor / manager of the complainant is the accused, a member of the Board of Directors other than the accused can be approached.

In this situation, the supervisor / manager / board member should listen patiently, be supportive and discuss the various options open to the employee concerned.

Having consulted with the supervisor / manager / board member, the complainant may request the assistance of the supervisor / manager / board member in raising the issue with the alleged perpetrator(s). In this situation, the approach of the contact person should be by way of a confidential, non-confrontational discussion with a view to resolving the issue in an informal low-key manner.

A complainant may decide, for whatever reason, to bypass the informal procedure. Choosing not to use the informal procedure should not reflect negatively on a complainant in the formal procedure.

Formal Procedure

Where a formal complaint regarding bullying is made, the following procedure must be adhered to:

- The complainant should make a formal complaint in writing to their immediate supervisor / manager, or if preferred, any member of management. The complaint should be confined to precise details of actual incidents of bullying. If an employee feels that they are being bullied by a supervisor / manager, they should speak to a member of the Board / a member of the Board other than the accused at their earliest opportunity.

- The complaint will be subject to an initial examination by a designated impartial member of management, with a view to determining an appropriate course of action. A mediated solution or an informal resolution of the issue may be attempted at the discretion of the designated impartial member of management. Should either of these approaches be deemed inappropriate or inconclusive, a formal investigation of the complaint will take place with a view to determining the facts and the credibility or otherwise of the allegation(s).
- The alleged perpetrator(s) will be then notified in writing that an allegation of bullying has been made against them. They will be given a copy of the complainant's statement and advised that they shall be afforded a fair opportunity to respond to the allegations(s) as part of the formal investigation.
- If the alleged perpetrator is a person who would normally have access to the complainant's personnel record, then such access will be removed for the duration of the investigation.

Action to be Taken

- IAYO will appoint an investigating manager who will investigate the matter thoroughly, keeping a record of the details of the incident(s): date, time, place, and witnesses. Every potential case of bullying / harassment, regardless of how trivial it may appear, will be treated seriously and confidentially and investigated fully.
- The person accused of the alleged bullying / harassment will be interviewed. The management to be present at this interview will be decided by the investigating manager. The accused will be informed that a complaint of bullying / harassment has been made against them and told the details. They will be allowed to state their case.
- Notes of the interview will be kept by the investigating manager on both the accused employee's file and the complainant's file.
- Where the supervisor / manager of the complainant is the accused, a member of the Board / a member of the Board other than the accused, where appropriate, should handle proceedings.

Action Following the Inquiry

The following action will be taken according to the outcome of the interviews with the complainant and the alleged harasser:

- Where it is established that bullying has occurred, the investigating manager may recommend support and counselling for any employee who has been victimised. An appropriate course of action may include training and or disciplinary action for the employee who has been identified as the bully. The harasser is obliged to undertake any training or counselling deemed fit and may be subject to disciplinary action if they fail, without prior agreement from management, to attend the necessary courses.
- Where the bullying / harassment is sufficiently serious, the harasser may be subject to disciplinary action under Gross Misconduct in line with IAYO's Disciplinary Procedure.
- Where it cannot be established whether bullying / harassment has taken place, the investigating supervisor / manager will make further investigations into the matter. Every effort will be made to

resolve the situation and / or prevent any further bullying / harassment, to the satisfaction of all parties concerned.

Note: During interviews at any stage of the proceedings, the complainant or accused may choose to have a colleague or a friend not acting in a professional capacity from outside the company present. If their chosen companion would prejudice the meeting, then the company can ask them to select another companion.

Where a member of the public or an employee of another company makes a formal complaint against an IAYO employee, the action to be taken by the investigating manager as detailed above must be adhered to, in conjunction with the other Employer where appropriate.

Where bullying / harassment is used to influence employment decisions or to create an intimidating or hostile environment, this may constitute unlawful discrimination and should be dealt with according to IAYO's equal opportunities at work policy.

Any claims proven to be false will be considered as serious misconduct and will be subject to disciplinary action.

4.4 Disciplinary Procedure

IAYO has standards of conduct and performance in operation for the benefit of the organisation and employees.

Employees who fail to apply themselves satisfactorily to the performance of their duties, or who fail to conduct themselves satisfactorily, will wherever reasonably practicable, be given the opportunity and guidance to improve before further disciplinary measures are taken. The purpose of the procedure outlined below is to ensure employees are notified of any areas of performance / conduct that fail to meet IAYO requirements and to give employees the opportunity to correct such performance / conduct.

The following are the steps in the organisation's Disciplinary Procedure:

1. **Verbal Warning:** The supervisor / manager will warn the employee of the specific aspect of their work or conduct which is unsatisfactory and will point out the consequences if the behaviour continues. This verbal warning will be recorded and will remain on the employee's personnel file for a specified period (usually six months).
2. **First Written Warning:** If there is no improvement or a second infringement of rules occurs within the specified time period, a written warning will be given and placed on the employee's personnel file for a specified period (usually up to one year).
3. **Final Written Warning:** If the required conduct / performance is not achieved, a final written warning will be issued to be retained on the employee's personnel file for a specified period (usually one year).
4. **Dismissal:** An employee will be dismissed on failure to meet a standard of performance or conduct.

At each of stages 1 to 4, an interview will take place where the employee will be encouraged to state their case and respond to any allegations. The employee may be accompanied by a colleague or a friend not acting in a professional capacity from outside the company at each of these stages. If there is a view that their chosen companion would prejudice the meeting, then the company can ask them to select another

companion.

Employees should note that IAYO may deem it necessary, depending on the seriousness of the infringement / offence involved, to issue a verbal, first written or final written warning on the first instance of infringement of organisation rules or instance of failure to meet required standards of performance or conduct. In addition, offences need not be of the same nature to warrant the next disciplinary stage.

Examples of misconduct in which the Disciplinary Procedure laid out above will be used are as follows. The list is not exhaustive:

- Failure to meet required standards of performance / professional conduct;
- Failure to conform to normal working practices / procedures;
- Failure to co-operate with and / or carry out any lawful instruction issued by a supervisor / management;
- Absenteeism;
- Lateness;
- Acts committed against property or person.

Summary Dismissal

Summary dismissal (i.e. dismissal without notice or pay in lieu of notice) is only applied where an employee commits a serious offence, which cannot be tolerated in the organisation.

Where appropriate, investigations will be conducted thoroughly, fairly and speedily before recollections fade. Statements of available witnesses will be recorded and taken into full consideration. An employee may be suspended with pay pending the outcome of an investigation.

The following are some examples of acts of serious misconduct and thus where Summary Dismissal will apply. The list is not exhaustive:

- Theft / dishonesty / fraud;
- Physical violence;
- Being under the influence of alcohol or drugs;
- Breach of health and safety rules or statutory regulations;
- Breach of confidentiality or unauthorised disclosure of information;
- Cases of sexual harassment;
- Intentional falsification of records;
- Malicious claims made under the IAYO Whistle-blower Policy;
- Unauthorised possession or misuse of or damage to IAYO property or the property of other employees or the general public;
- Unauthorised use of software, laptops, tablets or social media sites, and / or use of unauthorised software, laptops, tablets or social media sites, for IAYO business, as well as unacceptable use of IAYO IT and communications infrastructure as detailed in section 4.14;
- Failure to comply with instructions for use of data in compliance with Data Protection Legislation (GDPR);
- Failure to comply with *IAYO's Code of Conduct for Staff and Volunteers*.

An employee who is charged and found guilty of an offence outside employment may be dismissed if the alleged offence affects the employee's suitability for work.

4.5 Disciplinary Appeals Procedure

An employee may appeal against any warning or dismissal to the level of authority equal to or above that of the supervisor or manager who imposed the penalty. If desired, they may be accompanied by a fellow employee or a friend not acting in a professional capacity from outside the company at the appeal hearing. If their chosen companion would prejudice the meeting, then the company can ask the employee to select another companion.

Any appeal must be lodged in writing to the Board within seven working days of the employee being informed of the dismissal or on receipt of the warning.

The Board will appoint an Appeals Manager who will be responsible for arranging the appeal. The Appeals Manager will be drawn from a level of authority equal to, or above that of, the supervisor or manager who imposed the penalty, to hear the appeal.

The Appeals Manager will investigate the reasons for the warning or dismissal and will consider the grounds for the action taken.

After hearing the appeal and considering the circumstances, the Appeals Manager may:

- dismiss the appeal and uphold the penalty; or
- reduce the penalty; or
- hold that no offence was committed and that no record should be maintained.

4.6 Complaints / Grievance Procedure

Note: This is a separate policy from the *IAYO Complaints Policy* which is a public- / client-facing policy and process.

IAYO recognises that in the normal course of events employees may encounter problems related to work relationships, organisational procedures or work itself. To facilitate the orderly resolution of such problems, IAYO operates an employee Grievance Procedure, which seeks to establish a framework to be followed in the event of employee misunderstanding, complaint or grievance.

There may be times when honest differences of opinion arise and an informal approach to finding a solution is not enough. In these instances, IAYO encourages employees to process grievances using the procedure set out below. No employee will be prevented from, nor penalised for, using the employee grievance procedure.

An employee may wish to be accompanied by a colleague or friend not acting in a professional capacity at any stage throughout the procedure, which the employee is entitled to do. If it is considered that their chosen companion might prejudice the meeting, then the company can ask them to select another companion.

All grievance meetings will be formally documented and copies placed on personal files.

At all stages of the procedure, every attempt will be made to resolve the issue to the satisfaction of the

employees involved.

Although efforts will be made to meet the time periods set out in the procedure, there may be many circumstances where they cannot be met (for example, due to the absence of the appropriate person(s) due to holidays, business commitments or illness).

The following are the steps to be taken if there is a grievance of any kind. Every effort will be made to resolve issues as quickly as possible and at the earliest stage of the procedure:

Stage 1: All employees should, in the first instance, discuss any issues that arise at work with their supervisor / manager. If, despite mutual effort, the issue cannot be resolved within a reasonable period of time, employees should agree with their supervisor / manager to bring it to the attention of the next level of management / a member of the Board of Directors.

Stage 2: All issues referred from Stage 1 will be discussed at a meeting with the Chairperson and Chief Executive Office or the Chairperson and another board member. The employee(s) may bring a colleague or friend not acting in a professional capacity to this meeting. If, despite mutual effort, the issue cannot be resolved at this stage and within a reasonable period of time, it should be brought to the attention of an independent arbitrator.

Stage 3: If there is no resolution at Stage 2 the issue will be brought to the attention of an independent arbitrator appointed with the agreement of both parties, for instance, a person recommended by The Arts Council or a related arts organisation which will consider the issue and the employee will be advised of IAYO's final position.

When a grievance is being considered, employees are required to continue to carry out organisational instructions.

All disciplinary warnings will be recorded and held on employees' personnel files.

4.7 Business Travel

- Expenses properly incurred and receipted will be reimbursed on a monthly basis. The appropriate forms should be filled in and returned to an employee's supervisor / manager with any relevant receipts.
- Rail Travel - All employees, irrespective of grade, will travel standard class.
- Air Travel - Employees will fly Economy Class. All air travel must first be approved by the employee's supervisor / manager.
- IAYO will refund authorised taxi fares and other disbursements.
- Mileage and per diems will be paid at the current IAYO rates which will be agreed annually

4.8 Business Expenses

- All expense claims should be submitted on an Expenses Claim Form and sent to an employee's supervisor / manager.
- Receipts must be submitted for all items listed on the Expense Claim Form. A detailed VAT bill is required for all items. All bills must show a VAT Registration Number, the date on which the expense

was incurred and the amount of expense incurred.

- Business expenses paid by credit card should be treated exactly as cash claims, i.e. a receipt should accompany each charge. Credit card vouchers are insufficient support for VAT purposes unless the Supplier's VAT registered number is entered on the voucher.
- Please note that there are no VAT charges on rail travel, airfares and bus and coach fares.

4.9 Employee Property

IAYO is not responsible for loss of employee property when on the work premises. This extends to damage to cars. Employees should report all property lost or found to their supervisor / manager.

4.10 Tobacco Policy

Since 2004 smoking in the workplace is banned. IAYO is obliged to protect the health of staff, members and visitors to their premises. Breaches of the smoking regulations will be dealt with under the IAYO Disciplinary Procedure.

Employees are only entitled to time off for breaks as set down in section 12 of the Organisation of Working Time Act, 1997. IAYO does not provide additional time for smoking breaks for employees.

4.11 Health and Safety

IAYO will do all in its power to ensure employees' well-being and safety whilst at work. Any action that endangers the health and safety of another person whilst at work will lead to disciplinary action being taken which could result in dismissal. Please see the Safety Statement for Civic Trust House for further information.

4.12 Office Housekeeping

Employees are responsible for maintaining their work areas in a clean and tidy manner and to ensure that IAYO documentation is kept securely and in an organised manner. Employees are also responsible for using computers and other equipment in a proper and safe manner.

4.13 Visual Display Units

IAYO's intention is to optimise the use and application of VDUs within the organisation, whilst safeguarding the health, welfare and job satisfaction of those involved in operating such equipment.

Incorrect positioning of VDU's or of users can lead to:

- Sore back, neck and shoulders: It should be noted that the upper body is most comfortable when the back is supported, the head is up and upper arms hang relaxed at sides. Sitting awkwardly may create poor posture and muscle strain;
- Sore hands and wrists: It should be noted that these parts of the body are most comfortable when the forearm is nearly at a right angle to the upper arm and the wrist is straight in line with the hand and forearm.

Equipment Design

When new VDU equipment is selected, due consideration is given to the health and safety aspects of its design. Screens and keyboards receive particular attention and, whenever requested, anti-glare screens are provided.

VDU operators are urged to adjust the work-station to suit their own needs before commencing work as follows:

- adjust height and position of chair;
- ensure that lighting is adequate and appropriate;
- ensure that the VDU screen is clean and adjust the brightness and sharpness of the image if necessary;
- position all equipment (such as keyboards) so as to avoid awkward posture or movements. Particular care should be taken to avoid repeated stretching movements.

In relation to the above, employees should consult their manager / supervisor for advice concerning the correct adjustment of components in their work station.

Employees whose workload includes the operation of a VDU as well as other duties are encouraged as far as possible to organise their working time so that VDU work is interspersed with other activities, whilst maintaining an acceptable level of productivity and efficiency.

Where VDU's are used all day without interspersion of other duties, operators are required to adjust their viewing distance and thereby relax their eyes, in order to avoid eyestrain, for five minutes of every hour. Please note that the use of calculators, viewing reference materials etc., constitute a change in viewing distance.

Eyesight

Where eye tests carried out by an optometrist identify that particular lenses are required for VDU work, the costs of minimum requirement frames and lenses must be borne by the employer. Where an employee already wears glasses to correct a visual defect and routine change of lenses arises, if these glasses are adequate and appropriate also for VDU work, the employer is not liable as regards meeting the cost.

All staff are required to ensure that their VDU screen and where provided, anti-glare screen, are kept clean in order to help avoid eyestrain.

Employees experiencing sight problems through VDU use should notify their supervisor / manager. If appropriate, a check-up will be arranged with an IAYO approved optician.

4.14 Information Technology Acceptable Use

In addition to the rights and responsibilities laid out in this policy, all IAYO employees are also bound by the *IAYO Code of Conduct for Staff and Volunteers* that is contained in the *IAYO Child Safeguarding Policy*.

Desktop computers, laptops, tablets and mobile phones are the principal means of communication within IAYO and this policy sets forth the guidelines, conditions and restrictions for the use of any and all electronic

communication tools i.e. email, instant messaging, internet, intranet, texting, mobile phones, the IAYO website and social media platforms and any future communications software that may be adopted.

Scope

This applies to all employees, contractors and third parties using IAYO systems. These systems include desktop computers, laptops, mobile phones or tablets provided to staff, personally owned IT equipment using IAYO systems, all associated software, e-mail systems, all centralised computer equipment, as well as IAYO's social media platforms, website and the local area network. IAYO reserves the right to amend this policy at any time without prior notice.

General Usage

IAYO has provided these systems to support the activities of the organisation. No use of these systems should ever conflict with the primary purpose for which they have been provided, with organisational responsibilities or applicable laws and regulations. Each user is personally responsible for ensuring that these guidelines are followed.

All data in IAYO's systems (including documents, other electronic files, e-mail, video and recorded voicemail messages) is the property of IAYO. There is no expectation of privacy connected with the use of IAYO's systems. IAYO expressly reserves the right to monitor, review, intercept, evaluate and disclose access to and use of these systems including reviewing emails and internet sites accessed. While IAYO does not routinely monitor the content of messages (IM or email), the nature of internet sites viewed or the frequency and duration of such use, it may, under certain circumstances, analyse such information.

Such circumstances might include, but are not limited to, computer maintenance, investigations triggered by indicators of misconduct, detecting computer viruses, monitoring proper use, to respond to legal or regulatory requirements etc.

Storage and Destruction

As part of standard computing practices, all data on the servers including email systems and the systems involved in the transmission and storage of e-mail messages are normally "backed up" centrally on a routine basis for administrative purposes. The back-up process results in the copying of data, such as the content of an e-mail message or the usage of a website, on to storage media that may be retained for periods of time and in locations unknown to the originator or recipient of an email.

Prohibited Conduct

All employees have a responsibility to use the systems in a professional, ethical and lawful manner at all times.

Employees have responsibility for access to systems under company passwords and hence will also have responsibility for illicit use of that password with, or without their consent. Please ensure that company passwords are secure. Do not tell other people the password or keep it written in an insecure place.

The following uses of IAYO systems are strictly prohibited:

- Use of the systems to receive, view or transmit obscene, indecent or inappropriate materials;
- Use of the systems to harass, libel or defame;
- Using systems to download or otherwise illegally appropriate copyright or trademark protected property or engage in any other illegal, unethical, immoral or fraudulent conduct;
- Using the systems to break or otherwise 'hack' into internal computers of any other party or to distribute bulk emails ('spam');
- Use of systems for personal use, including non-business related internal emails and personal commercial activity;
- Using systems without authorisation to transmit confidential or proprietary IAYO information;
- Using profane, hostile or abusive language under any circumstances;
- Editing, altering or otherwise 'faking' an email or other form of communication to deceive another person.

IAYO Social Media Sites and Website

IAYO staff must at all times use IAYO social media sites and IAYO's website in a responsible manner, having due regard to the rights and reputation of IAYO and of others (see section 1.3 Code of Conduct). In particular, staff are required to comply with the following rules:

- Adhere to the Communication and Media, Use of Technology and Use of Images and Video policies as laid out in the *IAYO Code of Behaviour for Staff and Volunteers*;
- Not use IAYO sites so as to contravene or breach the laws of Ireland, specifically in relation to privacy rights, defamation law and data protection law;
- Not excessively duplicate previously posted communications (other users may consider this as spam);
- Not post any material which breaches the intellectual property rights of third parties (e.g. logos, written works, diagrams, pictures, music, video/film clips, etc.); where necessary the express permission of the rights holder should be obtained;
- When posting as individuals, staff are asked to consider that it may be appropriate for them to identify any personal views expressed by them, on third party websites, as their own and not representing IAYO (for example the following disclaimer is often stated on Twitter accounts: "all views expressed here are my own and don't reflect the views of my employer");
- Not post material that is confidential and proprietary to IAYO or which could have the effect of damaging the reputation of IAYO or the privacy or reputation of any third party;
- Not post material that would identify a third party (e.g. comments, photographs, video clips etc.) without the express permission of the third party concerned;
- Ensure that information posted is accurate and not misleading;
- Not post material for the purpose of embarrassing people or which will bring that person or IAYO into disrepute;
- Not use the name of IAYO including any branding or logos, to promote their own commercial objectives or activities.

Software

Our organisation's policy on the usage of software is to adhere to all licensing restrictions as established by outside vendors. It is the responsibility of each employee to familiarise themselves with any limitations placed on the software that they use. It is a condition of their employment that they do not disclose company passwords to anyone else.

Further, there are several key points employees should be aware of when using software packages:

- All software applications obtained by IAYO should be licensed to IAYO for usage.
- IAYO licenses the usage of software from a number of outside companies. Therefore, we do not own the copyright or related documentation for a lot of the software in use. Additionally, unless authorised by the owner, licensor or developer of the software application - we do not have the right to copy it or allow other companies or parties to use it.
- Employees may only use software on one computer at a time - unless the copyright permits multiple users on various computers.
- Public domain software or "shareware" must be treated like any other software package. Initially, a new programme may be free of charge for testing or evaluation. Generally, a registration fee is required for every copy in use within the company. IAYO must have a license agreement, maintain the proper number of licensed copies and use the software in accordance with the licensing agreement. In addition, it is imperative that all public domain or shareware software be scanned for viruses before being placed into use.
- Employees are responsible for certain operational activities pertaining to the software and data that they use. This includes confirming appropriate security settings, back-up practices, maintaining and establishing documentation, adhering to standards, policies and software licensing.
- Under no circumstances may unauthorised personnel alter / tamper with or re-engineer any of the software / systems / networks in use in IAYO. All staff are required to seek permission before making any alterations, no matter how slight. This includes downloading pictures, documents, music, screensavers etc. from the internet or uploading same from any form of portable media. Failure to do so / unauthorised alteration of systems / software / networks will be deemed an act of serious misconduct and will result in summary dismissal.

Please note that IAYO does not condone the illegal duplication or use of computer software. All employees who knowingly make, acquire or use, unauthorised copies of computer software shall be reprimanded accordingly, which could include termination of employment. Such person could also be subject to personal liability with regard to both IAYO and the licensor, and / or criminal penalties.

Reporting

If employees receive any offensive, unpleasant, harassing or intimidating messages or find any such material on their computer they should inform their supervisor / manager immediately.

Failure to Comply

If any breach of this policy by a staff member is observed, then disciplinary action up to and including

dismissal may be taken in accordance with IAYO's Disciplinary Procedure as laid out in this handbook.

4.15 Communication

IAYO endeavours to create a climate of open channels of communication within the organisation. Employees are encouraged to have constructive dialogue with each other. Employees will be informed about and provided with opportunities to participate in decisions that affect their work life in a manner that is consistent with effective management.

4.16 Conflict of Interest

Employees must never allow themselves to be placed in a position where their personal interests are in conflict (or could be in conflict) with the interests or business of IAYO. Employees must avoid any situation or activity that compromises, or may compromise, their judgment or ability to act in the best interest of IAYO.

4.17 'Whistle-blower' Policy

The Protection of Whistle-blowers: The Protected Disclosures Act 2014 is a statutory mechanism under which workers who raise concerns about potential wrongdoings in their workplace are protected from penalisation or other sanction from their employer. The aim of these procedures is to enable employees to report concerns without fear of penalisation. In the normal course of events, an employee should report concerns to their supervisor / manager. If an employee is reluctant, for whatever reason, to report concerns in this manner then they should consult the Protected Disclosures Act and / or take appropriate professional advice

The act sets out grounds for wrongdoing and making a disclosure in instances which include situations where:

- the health or welfare of individuals may be at risk;
- the employer is not meeting their statutory obligations;
- there is misuse of or significant waste of public funds.

This legislation sets out the manner in which an employee may make a disclosure to their employer or other responsible person, to another person as prescribed in the act, including to the Minister or to a legal adviser.

The IAYO Whistle-blower policy is intended to encourage board members, staff (paid and volunteer) and others to report suspected or actual occurrence(s) of illegal, unethical or inappropriate events (behaviours or practices) without retribution.

- The Whistle-blower should promptly report the suspected or actual event to their manager.
- If the Whistle-blower would be uncomfortable or otherwise reluctant to report to their manager, then they can report the event to the next highest or another level of management, including to an appropriate member of the Board of Directors.
- The Whistle-blower can report the event with their identity or anonymously.
- The Whistle-blower shall receive no retaliation or retribution for a report that was provided in good faith – that was not done primarily with malice to damage another or the organisation.

- A Whistle-blower who makes a report that is not done in good faith is subject to disciplinary action in line with the IAYO Disciplinary Procedure.
- Anyone who retaliates against the Whistle-blower (who reported an event in good faith) will be subject to disciplinary action.
- Crimes against person or property should immediately be reported to the Gardaí.
- Managers and / or Board members who receive the reports must promptly act to investigate and / or resolve the issue.
- The Whistle-blower shall receive a report within five business days of the initial report, regarding the investigation, disposition or resolution of the issue.
- If the investigation of a report, that was done in good faith and investigated by internal personnel, is not to the Whistle-blower's satisfaction, then they have the right to report the event to the appropriate legal or investigative agency.
- The identity of the Whistle-blower, if known, shall remain confidential to those persons directly involved in applying this policy, unless the issue requires external legal investigation, in which case members of the organisation are subject to subpoena.

4.18 References

All requests for references must be routed through management. It is prohibited to discuss or otherwise make comment on the performance or tenure of any current or former employee unless approved in writing in advance by management.

4.19 Company Property

Upon cessation of employment, employees are requested to return all items of company property, laptop computers, phones, keys etc.

4.20 Gifts

IAYO expects that its employees will conduct themselves in accordance with the highest standards of integrity. IAYO employees may not accept any fees, commissions or inducements from a third party which could create a conflict of interest or which could call into question the impartial discharge of your duties. If employees are in any doubt as to this requirement, they are expected to act with discretion and consult their supervisor / manager before entering into any potentially compromising situation.

4.21 Conclusion

IAYO employees are required to comply with the published policies and procedures of IAYO as updated from time to time.

Any change in the terms of employment will be advised in writing, giving a minimum 4-week notice period. This written notification will include the nature of the change and the effective date of the change. This requirement will not apply if the change is as a result of statutory legislation or a government directive.

Appendix I: Employee Performance Review

Irish Association of Youth Orchestras

Employee Performance Review

(Self-Assessment Form - Employee)

Employee:

Assessment Date:

Position Description

What are your main position responsibilities?

Which position responsibilities do you view as most important? Why?

Have any new responsibilities been added or removed from your position this year? If so, what?

Have there been any special circumstances that have helped or hindered you in carrying out your responsibilities during the last year? If yes, how did they affect your work, and what were the circumstances?

Accomplishments and Strengths

List your most significant accomplishments or contributions during the past year. How do these achievements align with the goals / objectives outlined in your last review?

Since the last review period, have you performed any new tasks or additional duties outside the scope of your regular responsibilities? If so, please specify.

What action(s) have you taken this year to gain a better understanding of the organisation and your own job?

To which of the following factors would you attribute your professional development since last year? Please describe:

- Offsite seminars / classes;
- Onsite training;
- Peer training;
- On the job experience;
- Better exposure to challenging projects;
- Other.

Areas for Attention and Future Improvement

What would help you do your job better and provide greater job satisfaction?

What are your goals for next year and what action will you take to accomplish these goals?

Support and Development

What could your supervisor / manager do to support you in doing your job?

What kinds of professional development activities would you like to do during the coming year? In what ways would these benefit the organisation?

What support or information do you need to complete those activities?

Career Interests

Indicate your career interests, including the type of assignment or job you would like next.

For Information (Chief Executive Officer's Performance Review)

The person giving the performance review will fill out this form in draft, present it to the employee one hour before the second assessment meeting and then discuss the review with the employee, particularly trying to resolve any discrepancies between the employee's self-evaluation and the managers.

Employee's responsibilities as outlined in their job description

General Comments

Assessment

For each of the headings below, both the manager and the employee shall provide a rating on a scale of:

- E - Exceeds Expectations;
- M - Meets expectations;
- I - Improvement Needed;
- F - Failed to meet expectations.

	Manager's Rating	Employee's Rating
Knowledge of work		
Quality of work		
Work outputs/ deliverables		
Initiative		
Co-operation		
Problem Solving		
Planning and organizing		
Communications		

Attention to safety and welfare		
Attendance / Punctuality		
Leadership (if applicable)		
Development of staff (if applicable)		

For Information (Employee Performance Review)

(Assessment Form - Manager)

Employee:

Assessment Date:

Employee Performance Assessment form

The person giving the performance review will fill out this form in draft, present it to the employee one hour before the second assessment meeting and then discuss the review with the employee, particularly trying to resolve any discrepancies between the employee's self-evaluation and the managers.

Employee's responsibilities as outlined in their job description

General Comments

Assessment

For each of the headings below, both the manager and the employee shall provide a rating on a scale of:

- E - Exceeds Expectations;
- M - Meets expectations;
- I - Improvement Needed;
- F - Failed to meet expectations.

	Manager's Rating	Employee's Rating
Knowledge of work		
Quality of work		
Work outputs/deliverables		

Initiative		
Co-operation		
Problem Solving		
Planning and organising		
Communications		
Attention to safety and welfare		
Attendance / Punctuality		
Leadership (if applicable)		
Development of staff (if applicable)		

Appendix II: Employee Acknowledgment Form

Employee Acknowledgement Form

I, the undersigned, confirm that I have read the Employee Handbook of the Irish Association of Youth Orchestras ("IAYO") in its entirety. I understand and agree to abide by its contents.

Signed: _____

Name:

Date: