

# CMIT Quality Policy and Procedures

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## 4. Staff Recruitment, Management and Development



College of Management and IT  
Southern Cross Business Park  
Bray, Co. Wicklow.

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## 4.1 Introduction

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### What is the purpose of this policy?

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- This policy sets out the standards in relation to the recruitment, management, development and behaviour of management, employees, contractors, and committee members.
- It also provides a Code of conduct for management, employees, contractors, and committee members.

### To whom does this policy apply?

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- This policy applies to all management, staff, tutors, and committee members and those with a role in the selection, recruitment, and ongoing management of these roles.

### Who is responsible for implementing the policy?

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- The Managing Director or nominee is responsible for setting the criteria and overseeing recruitment, selection, and appraisal.
- The Academic Director is responsible for the recruitment and management of tutors (both faculty and adjunct faculty) roles.
- All those who hold management / supervisory roles.
- Employees, Committee members, Faculty and Adjunct Faculty who are required to comply with this policy in the fulfilment of their roles.

### Sections in this document

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- 4.1 Introduction
- 4.2 Recruitment and Induction
- 4.3 Code of conduct for employees, contractors, and committee members
- 4.4 Employee Policies
- 4.5 Staff Training and Development
- 4.6 Staff Communications

## 4.2 Recruitment and induction

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### Recruitment policy and procedure

- CMIT is committed to compliance with all relevant legislative obligations, which apply to the workplace.
- Selection criteria are based on the relevant skills, qualifications, experience, and potential of candidates. We provide equality of opportunity, and we ensure a recruitment process free from any form of unlawful discrimination under the Employment Equality Acts.
- Depending on the role to be filled, our recruitment and selection process may include the following stages:
  - Preparing/reviewing/revising a Job Description and terms and conditions of employment.
  - Agreeing selection criteria.
  - Preparing and placing a recruitment advertisement.
  - Shortlisting applicants against agreed selection criteria.
  - Notifying interview candidates and unsuccessful applicants.
  - Interviewing of candidates by a suitable interview panel.
  - Assessing candidates against agreed selection criteria.
  - Making an offer of employment to successful candidate(s) (on a provisional basis subject to checking of references and verification of educational qualifications).
  - Verifying relevant educational qualifications/licences of the successful candidate(s).
  - Checking employment or other references with referees nominated by the successful candidate(s).
  - Completing Garda vetting (if applicable).
  - Notifying unsuccessful interview candidates.
  - Issuing a contract of employment for the employee's signature.
  - Providing interview feedback to unsuccessful candidates who request it.
  - See Appendix 4.1 (flowchart).

### Procedure for verification of qualifications and references

- Verification of previous employment, educational qualifications, and any other relevant information which involves contact with third parties takes place once CMIT decides to recruit a particular candidate.
- CMIT will always request the permission of the candidate in advance of checking references or qualifications. Reference and qualification checks are carried out in the same manner for every candidate.

- The process for requesting educational qualifications is as follows: (1) Candidate/contractor completes a Consent to Release Education Records Form, (2) the Academic Director forwards a Letter of Request along with Consent to Release Education Records Form to each awarding institution, requesting verification of the qualifications achieved, and (3) letters of verification are then filed in the candidates HR file.
- The process for requesting references is as follows: (1) The candidate will be required to complete a Referee Details Form, providing the name and contact details of two referees, (2) CMIT will contact the candidate's referees and request that they complete, sign, and return a Reference Request Form, (3) returned Reference Request Forms are filed on the candidates HR file.

## Induction

- All employees undergo an induction that provides information appropriate to their role. An induction is completed with a member of the management team, and a completed Induction Form is signed by both the inductee and the member of management who completed the induction. The completed documentation is filed in the HR File.
- Every employee is provided with:
  - A job description.
  - Copy of signed contract.
  - Information about the vision, mission, and organisational structure of CMIT.
  - Information about how the employee's role fits within the broader purpose of CMIT.
  - Information about the employee's supervisor/line manager and key contacts within the organisation.
  - Details of working conditions.
  - A copy of CMITs Quality Policy and Procedures which includes all employee policies.
  - All other relevant policies and procedures of CMIT.
  - An opportunity to ask any queries that they may have about their role.
  - Additional steps are undertaken in relation to induction of tutors, these are outlined in Appendix 4.2 (flowchart).

## 4.3 Code of conduct for employees, contractors, and committee members

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- The purpose of the Code of Conduct for employees is to set out standards of behaviour expected from management, employees, contractors, and members of the Academic Board of CMIT.
- Employees, contractors, and members of the Academic Board should maintain the highest standards of behaviour in the performance of their duties by:
  - Familiarising themselves with CMIT's Quality Policy and Procedures manual and signing a declaration of compliance with CMIT's Quality Policy and Procedures.
  - Fulfilling their role as outlined in their contract of employment and job description to a satisfactory standard.
  - Performing their duties to the best of their ability in a safe, efficient, and competent way.
  - Following CMIT's policies and procedures as well as any instructions and directions given to them.
  - Acting honestly, responsibly and with integrity.
  - Treating others with fairness, equality, dignity, and respect.
  - Always communicating respectfully and honestly with colleagues and all persons who interact with CMIT.
  - Respecting another person's right to disconnect from work (by not routinely emailing or phoning them outside normal working hours).
  - Raising concerns about wrongdoing in the workplace in line with the Protected Disclosures Act 2014. CMIT is committed to maintaining an open culture with standards of honesty and accountability where employees and contractors can report any concerns they have in confidence and without fear of penalisation or threat of penalisation.
  - Keeping confidential matters confidential.
  - Exercising caution and care with any documents, material or devices containing confidential information and, at the end of their employment with CMIT, returning any such documents, material, or devices in their possession.
  - Seeking authorisation before communicating externally on behalf of CMIT.
  - Declaring any interests that may conflict with their work or the work of CMIT (e.g., other business interests or employment). If any doubt arises as to what constitutes a conflict of interest, employees may seek guidance from a Director of the College.
  - Undertaking relevant training to maintain and improve knowledge, skills, and work practices.
  - Maintaining an appropriate standard of dress and personal hygiene.
  - Disclosing the fact that they have been charged with, or convicted of, a criminal offence by prosecuting authorities (or given the benefit of the Probation of

Offenders Act 1907 as amended). This may have implications for their employment. For the avoidance of doubt, employees are not required to disclose the fact or details of 'spent convictions' under the Criminal Justice (Spent Convictions and Certain Disclosures) Act 2016 (as amended) to CMIT.

- Employees, contractors, and members of the Academic Board are expected NOT to:
  - Bring CMIT into disrepute, including the use of using email, social media, sites, or by engaging directly with the media etc.
  - Engage in any activity which may cause physical or mental harm or distress to another person (such as verbal abuse, physical abuse, assault, bullying, sexual harassment, or discrimination or harassment on the grounds of gender, civil status, family status, sexual orientation, religion, age, disability, race, or membership of the Traveller community).
  - Be affected by alcohol, drugs, or medication which will affect their ability to carry out their duties and responsibilities during working hours.
  - Provide a false or misleading statement, declaration, document, record or claim in respect of CMIT.
  - Engage in any activity that may damage property.
  - Take unauthorised possession of property that does not belong to them.
  - Engage in illegal activity in the workplace.
  - Improperly disclose, during or after their contract with CMIT, confidential information gained in the course of their work.
  - Seek or accept gifts, rewards, benefits, or hospitality from a third party in the course of their work, which might be seen to compromise their integrity or personal judgement. (NOTE: Any gift other than a modest token of nominal value should be courteously but firmly declined and should be reported to a director. Gifts or hospitality that are considered as common business or social courtesies are acceptable only if they are reasonable in type, frequency, and value).
  - Frequently text or use social media on company time.
  - Access any social media site (other than CMIT's social media sites) using a CMIT device.
  - Use company communications systems, email, and online messaging, for personal use.
  - Distribute, disseminate, or store images, text or materials that might be considered indecent, pornographic, obscene, or illegal.
  - Distribute, disseminate, or store images, text or materials that might be considered discriminatory, offensive, or abusive, in that the context is a personal attack, sexist or racist, or might be considered as harassment or sexual harassment.
  - Access copyrighted information in a way that violates the copyright.

- Break into the company's or another organisation's system or unauthorised use of a password/mailbox.
- Undertake deliberate activities that waste staff effort or resources.
- Undertake an activity in contravention of CMIT's policies and procedures which introduce any form of computer virus or malware onto a CMIT owned device.

## 4.4 Employee Policies

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### Probationary period

- The probationary period is an opportunity for both CMIT and the new employee to establish a working relationship and to evaluate the suitability of the new employee for their role based on performance and behaviour.
- A 6-month probationary period is in place for new employees. In the event of exceptional circumstances or unsatisfactory completion of the probationary period, CMIT may extend the probationary period up to a further 6 months. This will be confirmed to the employee in writing.
- The probationary period is outlined in an employee's contract of employment.
- At the end of a 3-month period, the line manager will meet with the employee and complete a probation review. Feedback will be provided to the employee specifically: (a) areas where the employee is performing well, and (b) areas for improvement.
- At the end of the 6-month probationary period the line manager will meet with the employee and complete a probationary review meeting. The aim of this meeting is to establish whether, or not, the employee has passed their probationary period. The outcome of this meeting will be confirmed to the employee in writing.
- If an employee's probationary period is unsuccessful and they have not met the level or performance required for their role, CMIT will terminate the employment. This will be confirmed to the employee in writing.

### Employee rights / equal status

- CMIT does not discriminate on the nine grounds of discrimination as per the Employment Equality Acts 1998-2015.
- CMIT strives to provide a healthy and safe working environment for employees.

### Confidentiality and Data Protection with respect to Employment

- CMIT respects the right to privacy and confidentiality of our employees and prospective employees. CMIT may from time to time, while administering its business, exercising its legal rights, and performing its legal obligations in connection with the recruitment of employees, need to process both personal data and special categories of personal data (including, for example, information relating to health). CMIT will process such data in accordance with the applicable

data protection legislation including the General Data Protection Regulation and implementing legislation.

## **Working hours**

- All employee working hours must comply with the Working Time Act and be recorded using the record system that is in place. Employees must cooperate fully with any appropriate mechanism used by CMIT to record working time, including while working remotely. Employees should note that default functionality within Microsoft Office 365 records log-on/off times, keystrokes, IP addresses and keystroke behaviour to determine time spent on devices.
- Employees are entitled to take periods of rest during the day in line with Irish legislation. Employees must notify their manager in writing of any statutory rest period or break to which they are entitled to and were not able to take on a particular occasion and the reason they did not take the rest period or break.
- Employees have a duty to respect others right to disconnect by not routinely contacting them outside of normal working hours. Occasionally there may be circumstances that require the use of emergency communications (e.g., security or operational issues). These types of communications should be the exception rather than the norm.
- Emails should be checked and replied to during normal working hours only. It is expected that all employees will disconnect from work emails, outside of their normal working hours and during annual leave. It is not expected, or desired, that employees respond to emails until their working time recommences.
- Employees do not have to routinely perform work outside their normal working hours, though we recognise that it may be a requirement from time to time to supervise exams or webinars etc. Any requirement to work outside normal working hours must be agreed in advance between CMIT and the employee. Employees will be compensated by payment or time off in lieu.
- Employees will not be penalised for refusing to attend to work matters outside of their contractual agreements.
- Breaks: On full days worked you must take a lunch break of 60 minutes. On half days worked there is no break allocated if you work less than 4.5 hours.

## **Employee health and safety**

- All Employees must read and comply with CMIT's Health and Safety Statement and Health and Safety Plan.
- Employees are also required under the law to: (1) comply with relevant statutory provisions, (2) take reasonable care for their safety, health, mental health, welfare, and that of others who may be affected by their acts or omissions, (3) ensure that they are not under the influence of an intoxicant to the extent that they are in such

- a state as to endanger their safety or that of others, (4) where appropriate, submit to an appropriate, reasonable and proportionate test for intoxicants if required, (5) co-operate about compliance with statutory requirements under this and other safety laws, (6) not engage in improper conduct to include bullying, harassment and sexual harassment or another behaviour that is likely to endanger their safety, health and welfare or that of others, (7) attend training as required concerning health and safety, (8) use protective health measures for securing safety, health, mental health, and welfare, (9) report, without delay, any defects in workplace plant, equipment or systems of work which may involve danger and of which the employee becomes aware, (10) report any work being carried on, or likely to be carried on, in a manner which may endanger the safety, health or welfare of any person or any infringements of the law, and (11) ensure that they do not intentionally or recklessly interfere with or misuse any means or thing provided for safety, health, or welfare of persons at work. This duty extends to non-employees.
- Implementation of CMIT's health and safety policy underpinned by the company's disciplinary procedure. Employees should be aware that a breach of safety regulations will be treated as misconduct and that action will be taken under the disciplinary procedures.

## **Job roles and contracts**

- Job roles are devised and agreed with each member of staff.
- Job roles are outlined in a job specification document, which may be amended from time to time per business needs.
- In line with the Terms of Employment (Information) Act 1994 to 2014 all employees and contractors will receive a contract of employment upon commencing employment at CMIT.

## **Home-working policy**

- Employees may be permitted to work from home depending upon business needs and public health policy.
- Working-from-home arrangements can be occasional, temporary, or permanent and may be implemented across the college as a contingency measure in cases where the physical premises are closed (e.g., due to weather, damage, or other unforeseen events).
- In the event of a temporary work-from-home event, CMIT will provide equipment, if required, to enable employees to work from home (e.g., laptop). Employees will be briefed on the specifics of the temporary work from home period including working hours, task prioritisation, chain of contact etc.

- Any employee working from home for any period must agree to adhere to the policies and procedures of the college in the same manner as they would if physically present in the workplace.
- Any work completed by employees during a temporary work from home period must only be completed within the browser application accessing the secure cloud computing environment which is protected by second factor authentication.
- Employees must take reasonable care to keep secure any equipment used for working-from-home purposes. This includes: (1) keeping equipment password protected, (2) logging out of online resources when not in use, (3) storing equipment safely when not in use, (4) any incidents where a breach of data may have occurred will be notified to the CMIT security incident response team immediately.
- Employees must continue to maintain their responsibilities toward health and safety and adhere to the health and safety policies of the college. Employees must report and risks or work-related incidents in the same manner as if working in the physical premises.
- In the event of a temporary working- from-home requirement which requires office-based employees typically to work from home for an agreed period, reimbursement of any costs incurred by the employee must be agreed in advance by a director.
- Employees must complete a Home Working Health and Safety form monthly to ensure compliance with health and safety regulations.

## **Holiday Leave**

- Employees are provided with working days paid annual leave (over and above public holidays) or proportional equivalent for temporary and part-time workers per contract.
- To promote work-life balance and ensure employees take regular breaks, organisations require employees to utilise their annual leave entitlement within the specified leave year. This policy helps prevent employees from accumulating excessive leave balances and supports their well-being and overall performance.
- We require employees to plan and request longer vacations, by taking 10 days continuous days off during the summer season (May to August), to fully disconnect from work and enjoy extended periods of rest.
- Leave must be agreed between both parties at least three weeks in advance to assist in staff planning.
- Maternity, Paternity, Adoptive, Parent and Parental Leave is provided per current legislation.
- The college will close for 4 days in December, and all employees must take this as part of their annual leave.

## **Force Majeure Leave**

- Employees are entitled to be paid while on force majeure leave.
- Force Majeure Leave applies to urgent family reasons, owing to an injury to or the illness of a person specified.
- The maximum amount of leave is three days in any 12 months, or five days in 36 months.

## **Sick Leave absence**

- Employees must let their manager know as soon as possible, and before their start time, that they are unable to attend work because they are ill.
- A medical certificate is required to be supplied for 3 or more consecutive sick days or for any sick day taken after 5 cumulative uncertified sick days have been taken during a 12-month period. This must be submitted to the manager as soon as possible.
- Employees who do not attend work due to illness, or any other reason, and who have not notified their manager as to the reason for their absence will be deemed to be on unauthorised absence from work, which may result in loss of pay and the matter being dealt with under disciplinary procedures.
- Employees must complete a COVID test before entering the office if they have any symptoms of COVID including cough, fever, or any flu like symptoms. Employees must report to management immediately if they develop symptoms during work. A COVID 'Pre-return to work form' must be completed before returning to work following sickness.

## **Sick Pay Scheme**

- See 14.3

## **Leave for medical appointments**

- There is no statutory duty under Irish employment law compelling employers to pay staff for any working time they use to attend appointments at the doctor or dentist, or any other medical-related meeting.
- Leave for medical appointments (with the exception of antenatal visits/classes) is unpaid leave and should be requested in the normal manner.

## Unpaid leave for medical care of others

- Unpaid leave for medical care provides employees with 5 days unpaid leave if they need to take time off work to deal with serious medical care for a child or other relevant person like a family member.
- Employees do not have to give notice to take the leave in emergency circumstances. However, notice should be given when it's possible to.

## Workplace violence, bullying and harassment policies

- Behaviour from anyone that intimidates, threatens, harasses, abuses, injures or otherwise victimises employees will not be tolerated.
- Appropriate steps will be taken to protect employees from the potential hazards associated with workplace violence.
- We are committed to providing employees with an appropriate level of protection from the hazards associated with workplace violence.
- Protection from bullying or harassment in the workplace extends to bullying and harassment at work by management, fellow employees, subordinates, customers, and other business contacts, and to work-related social events.
- All complaints of bullying and harassment will be taken seriously and will be followed through to resolution. Employees who make a complaint will not be penalised, treated less favourably or subject to other adverse treatment.

## Harassment and Sexual Harassment

- Harassment is any form of discrimination on the grounds of any of the following: gender, civil status, family status, sexual orientation, religious belief, age, disability, race, or membership of the traveller community.
- Sexual harassment is any form of unwanted verbal, non-verbal or physical conduct of a sexual nature. Some examples include unwanted physical contact, unwanted requests or propositions and the sharing of rude or offensive material.
- Unwanted conduct is any conduct 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". This conduct may take the form of spoken words, offensive gestures and facial expressions and the production and display of written words, pictures, and other material (including unwelcome emails or other offensive material).
- Harassment and sexual harassment can take place at work, on a work-related trip, training or social event or any other occasion connected to work. It may be targeted towards a single person or a group of people and can be in the form of a single event or repeated incidents of inappropriate behaviour.

- Should an employee experience or observe unwanted conduct, they should raise the issue with their manager so that it can be promptly resolved.

## Bullying

- Bullying at work is defined in law as “repeated inappropriate behaviour, direct or indirect, whether verbal, physical or otherwise, conducted by one or more persons against another or others, at the place of work and/or in the course of employment, which could reasonably be regarded as undermining the individual’s right to dignity at work.” The policy relates to employees of the organisation only.
- The following is a non-exhaustive list of behaviours which may be considered bullying: exclusion with negative consequences to job performance, verbal abuse / insults, spreading of malicious rumours, menacing, or threatening behaviours, intrusion, intimidation / aggressive interactions, belittling a person’s opinion, social exclusion / isolating a person within the workplace, repeated manipulation of a person’s job contents or targets.
- Single incidents of one or more of the above does not constitute bullying. Bullying is not simple rudeness or ‘incivility’. Disrespectful behaviour, clashes in personality or a breakdown in a working relationship does not constitute bullying. Bullying must meet the criteria of an ongoing series of seriously destructive negative, targeted harmful behaviours aimed at undermining a person’s standing in a sustained way where any reasonable person would regard such behaviour as clearly wrong. The three-stage procedure for dealing with bullying as follows:
- **Stage 1. Initial informal process:** It is preferable that all forms of bullying be dealt with in an informal manner where possible. In the first instance the employee should ask the person(s) they believe is bullying them to stop the behaviour.
- **Stage 2. Secondary informal process:** In circumstances where the person finds it difficult to talk to the alleged perpetrator(s) or they have spoken to them, but the perceived issue continues, they may seek help and advice from a manager. This advice should be given on a strictly confidential basis. This person should be a manager. The contact person should listen supportively and discuss options with the employee. This may include:
  - Coaching to help resolve the issue.
  - Confidential, non-confrontational discussions with a view to resolve the issue in an informal and low-key manner.
  - Training or team meetings to highlight and promote anti-bullying behaviour and co-operative working practices.
  - If an informal approach is inappropriate or if after the informal stage the bullying or harassment persists, a formal procedure may be invoked.
- **Stage 3. Formal complaint procedure:** Employees may decide, for whatever reason, to bypass the informal procedure or the informal procedure may not be

practical to use or may not have resolved the issue. Choosing not to use the informal procedure will not reflect negatively on the employee in the formal procedure.

#### Complaints

- All formal complaints should be made by employees in writing to a manager.
- Complaints will be treated seriously and confidentially and will be dealt with as soon as reasonably practicable.
- Complaints regarding bullying are serious in nature. They call into question an employee's professionalism and may result in emotional distress for the alleged perpetrator. An employee who is found to have lodged a malicious complaint regarding another employee may be subject to disciplinary action.
- A malicious complaint has the power to disrupt another person's life to a significant extent and the potential damage, including defamation, should not be underestimated by the complainant.
- The complainant must confirm that they wish to participate in a resolution process to resolve the complaint as outlined in this procedure.

#### Initial examination

- The complaint will be subject to an initial examination by a director, who can be considered impartial.
- Initial examination involves determining the following: (1) that a written complaint has been received in relation to a bullying allegation, (2) that the complainant confirms they will participate in the resolution process to resolve the complaint, and (3) that the subject of the complaint qualifies as 'bullying' under the criteria in the legislation.
- There are two possible outcomes of initial examination: (1) the complaint will proceed to a detailed examination as the subject of the complaint qualifies as bullying and the complainant wishes to participate in the resolution process, (2) the complaint will not proceed to a detailed examination as the subject of the complaint does not qualify as bullying and/or the complainant does not wish to participate in the resolution process. At this point, the complaint will not go any further, the complainant and alleged perpetrator will be advised of the complaint, the decision, and the rationale for the decision not to proceed.

#### Detailed examination

- The alleged perpetrator(s) will be notified in writing that an allegation of bullying has been made against them. They will be given a copy of the complaint and advised that they will be given 14 days to respond to the allegation(s).
- The primary aim is to determine the facts and the credibility or otherwise of the allegation(s). Efforts will be made to carry out and complete the investigation in a timely manner.
- The investigation will be carried out by either a director, who can be considered impartial or if appropriate, an agreed third party.

- The investigation will be conducted thoroughly and objectively with confidentiality and respect for the rights of the complainant and the alleged perpetrator(s).
- The investigator will advise both parties of the terms of reference of the investigation: (1) the anti-bullying policy, (2) timescale for completion of the investigation, (3) the scope of the complaint, and (4) confidentiality governing the process.
- The investigator(s) will meet with the complainant and the alleged perpetrator(s) on an individual basis to establish the facts surrounding the allegation(s). Both parties may be accompanied by a work colleague or employee representative if they wish.
- It may be necessary to interview other staff. Any statements taken will be presented to the complainant and the alleged perpetrator(s) for their comments.
- Once complete, the investigator(s) will submit a written report to the Directors containing the findings of the investigation.
- Both the complainant and the alleged perpetrator(s) will be given the opportunity to comment on the findings of the investigation before any action is decided upon by management. They will then be informed in writing of the final decision.
- Should a complaint of bullying be upheld, a disciplinary hearing may take place and the company will take appropriate disciplinary action. The disciplinary action will be taken in line with the company's disciplinary policy.

#### Appeals

- Both parties can appeal the findings of the detailed investigation.
- Appeals must be lodged within 5 days of receipt of the findings of the detailed investigation.
- Appeals will be conducted by a suitably qualified external party (e.g., Solicitor, Mediator), as appointed by the company, and will involve a review of the process, documentation, reports, and findings.
- The appeal will focus on the conduct of the investigation in terms of the process carried out and adherence to the procedures. It is not a re-hearing of the original complaint.
- Once complete, a written report will be submitted to the Directors containing the findings of the appeal, who will then advise the complainant and alleged perpetrator. The outcome of the appeal will be final.

## Grievance Policy

- It is CMIT policy that all employee grievances will be processed and addressed in a fair and equitable manner.
- The purpose of this policy is to inform employees about the grievance procedure.

- A grievance is a formal expression of dissatisfaction with an issue in the workplace and usually relates to the work environment, conditions of employment or insubordination.
- Full recognition is given to the significance of personal grievances and all grievances will be fairly examined and processed and dealt with without undue delay.
- **Procedure:** It is preferable for all concerned that grievances are dealt with informally. The informal and formal processes for dealing with grievances are as follows:

#### Informal Discussion

- If an employee has a grievance, they should approach their line manager and discuss the matter with them. If discussing the issue informally does not result in an acceptable outcome, the employee can then invoke the formal grievance procedure.

#### Formal Discussion

- Failing settlement informally, the employee should lodge the matter in writing to their direct line manager. The formal complaint should outline precise details of the alleged incident(s) e.g., specific allegations, details of incidents, times, dates, and names of witnesses.
- The line manager concerned will investigate the grievance, along with another senior member of staff, and will hold a meeting with the employee where they may be asked to elaborate on, or explain, their concerns and desired outcomes.
- If required the line manager may carry out other investigations such as meetings with other employees, reviewing company records, etc.
- Following the investigation, the employee will be met with and advised of the outcome of the investigation and their right to appeal. The outcome will also be communicated to the employee in writing.
- At any stage in the formal process, an employee may choose to be accompanied by a colleague of their choice.

#### Appeals

- An employee can appeal the outcome of the investigation.
- Appeals must be lodged within 5 days of receipt of the outcome of the investigation.
- Appeals will be conducted by a director of another department or a suitably qualified external party (e.g., Solicitor, Mediator), as appointed by the company, and will involve a review of the process, documentation, reports, and outcomes.
- The appeal will focus on the conduct of the investigation in terms of the process carried out and adherence to the procedures. It is not a re-hearing of the original grievance.
- Once complete, a written report will be submitted to the Directors containing the findings of the appeal, who will then advise the employee concerned. The outcome of the appeal will be final.

## Disciplinary procedures

- CMIT encourages standards of conduct, attendance and performance from all employees and will take the appropriate action to ensure that these standards are maintained and will act in a fair manner when such standards are not met.
- Where an employee's conduct, attendance or performance warrants disciplinary action, the following procedures will apply, except in cases of misconduct attracting summary dismissal.
- **Procedure:** The stages in the procedure are as follows:
  - Informal Counselling
  - Stage 1. Verbal warning/counselling: In the event of an issue with conduct, performance or attendance, informal counselling should be carried out to ensure the employee knows the standards expected of them. This counselling will be carried out by the employee's line manager. During counselling, the following should take place:
    - The employee should be told what needs to be improved.
    - The employee should be given the opportunity to explain themselves.
    - The employee should be given an action plan to bring about the required improvement.
    - A written note of the agreed action to be taken should be provided and signed by both the line manager and the employee. This note will be held on the employees HR file.
  - If this informal counselling does not bring about the required improvement the formal disciplinary procedure will be invoked.

### Formal Procedure

- Stage 2. Formal verbal warning: in the event of a further breach of conduct, poor attendance or lapse in performance, the employee will be given a formal verbal warning by their immediate supervisor in the presence of a Director. This warning will be recorded in the employee's HR file.
- Stage 3. First written warning: in the event of a further breach, the employee will be given a formal written warning.
- Stage 4. Final written warning suspension: In the event of yet a further breach, the employee will be given a final written warning. At this stage, the employee may also be suspended without pay.
- All warnings will be kept on an employee's file for a period of 12 months.
- Stage 5. Dismissal: If following a period of suspension without pay or a final written warning, an employee is guilty of further breaches, the employee will be dismissed.

### Misconduct

- In cases of misconduct involving violence, theft, wilful damage to company property, reporting for work under the influence of alcohol/drugs, breaches of trust and instances of serious misconduct as outlined in the company codes of

conduct as above, the company may summarily dismiss an employee without recourse to the procedure contained in Stages 1 to 5 above. In cases where the company considers that summary dismissal is warranted it may suspend an employee with pay to facilitate investigation of the case.

#### Appeals

- The employee can appeal the outcome of a disciplinary.
- Appeals must be lodged within 5 days of receipt of the employee being notified of the outcome of the disciplinary.
- Appeals will be conducted by a director of another department or a suitably qualified external party (e.g., Solicitor, Mediator), as appointed by the company, and will involve a review of the process, documentation, reports, and outcomes.
- The appeal will focus on the conduct of the disciplinary in terms of the process carried out and adherence to the procedures. It is not a re-hearing of the original disciplinary.
- Once complete, a written report will be submitted to the Directors containing the findings of the appeal, who will then advise the employee concerned. The outcome of the appeal will be final.

### References to ex-employees

- References may be provided by CMIT to prospective employers of ex-employees and contractors.
- A Director will be appointed as a follow up point of contact for a prospective employer.
- References will not be given over the phone.
- References will include the following: (1) the dates in which the employee was employed, (2) the hours employed, (3) the job title which the employee held, and (4) their work responsibilities/role.

### Company Pension Scheme

- The CMIT eLearning Ltd company pension scheme is run by Irish Life and administered by AIB.

### Compliance with policies

- All employees must familiarise themselves with CMIT's Quality Policy and Procedures manual and sign a declaration of compliance with CMIT's Quality Policy and Procedures in their contract of employment.

## Acceptable use of technology

- Employees should take all necessary steps to prevent unauthorised access to confidential data which includes cardholder data, learner data, learner results and personal data.
- Employees should keep passwords private.
- All PC use, Wi-Fi use, and internet use are subject to monitoring, with cause, for security, legal, or troubleshooting purposes.
- CMIT reserves the right to monitor, filter content and otherwise control or prohibit usage.
- As information contained on portable computers is especially vulnerable, particular care should be exercised.
- Use of mobile phones and social media for personal use is prohibited during work hours.
- Employees are strictly prohibited from accessing social media sites (other than CMIT's social media sites) using a CMIT device. The use of such sites poses an information and technical security risk and may result in disciplinary procedures.
- Employees must not use company communication systems (such as email and online messaging) for personal use.
- The act of distributing, disseminating, or storing images, text or materials that might be considered (1) indecent, pornographic, obscene, or illegal (2) defamatory, offensive, or abusive in relation to CMIT, an employee, contractor, or customer of CMIT, or (3) confidential or business-sensitive is strictly prohibited.
- Employees must use extreme caution when opening e-mail attachments received from unknown senders, which may contain viruses or malware.
- Employees should note this policy is extremely important to the health of the organisation and that violation of this policy, or section 12. IT Operations Manual, by an employee may result in disciplinary action (warnings or reprimands up to and including termination of employment). Claims of ignorance, good intentions or using poor judgment will be accepted as excuses for non-compliance.

## 4.5 Staff Training and Development

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### Training and development policy

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- CMIT is committed to continuous personal development for all staff - including full-time employees, part-time employees, and contract staff. The overall goal is to enhance the effectiveness and well-being of the individual and the College.
- Personal development entails staff training, and development designed to develop the knowledge, attitude, and skills of staff.
- All Staff have a Training Plan in place.
- CMIT is committed to providing development and training to all staff,
- All tutors, both full-time and part-time are provided with opportunities for increased involvement and advancement in the College (e.g., through participation in the programme committee, teaching and learning sessions, social events, etc.)
- Staff training is provided on an ongoing basis for all staff members to ensure their continued development, and in turn, that of the College.
- All tutors and staff members who wish to undertake academic or professional programmes offered by the College are individually allocated a budget of €3000 each year to avail of CMIT programmes.

### Staff performance reviews

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- Performance Review processes are designed to achieve a positive, goal-oriented, and productive outcome.
- All staff, including contractors participate in the process.
- Performance Review processes shall encourage an exchange of views and ideas that result in constructive plans that support future performance.
- A significant aim of Performance Review shall be the recognition of individual development opportunities.
- The task of reviewing the performance of individuals shall normally be carried out by line managers focussing on the job itself and the performance of the individual.
- Performance Review processes shall be applied consistently and equitably.
- Performance Reviews shall take place with a level of frequency that is beneficial to the individual and the organisation.
- Performance Review processes shall avoid cumbersome and administratively heavy structures.
- Performance Review processes shall encourage the employee to undertake self-evaluation.

- Performance Reviews shall be supported by ongoing feedback throughout the year.
- Both manager and employee shall undertake suitable preparation prior to a Performance Review meeting.
- Performance Reviews shall take place in a suitable environment.
- Managers and employees shall endeavour to ensure that action agreed during a Performance Review is carried out.
- Suitable resources shall be made available to support Staff Development Needs.
- Reviews are completed by each employee and their manager. The format of the review is: (1) provision of feedback on satisfactory performance, (2) identification of areas for development, and (3) identification of training plans for the year ahead.

## 4.6 Staff communications

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- CMIT uses the following methods to ensure: (1) staff and committee members have necessary information to do their jobs, (2) staff and committee members are kept up to date on quality, programme, and organisation developments, and (3) there are methods in place to facilitate communications for remote workers.

### Meetings

- Board of Director meetings (quarterly).
- Senior Management Team (monthly).
- Academic Board (3 times per year).
- Quality Committee (monthly).
- Programme Committee (quarterly).
- Staff meeting (bi-monthly).
- Tutor Teaching and Learning forums (quarterly).

### Online Staff Intranet

- An intranet site is used to communicate key internal documents to all staff. This is located on the eLearning site and is private for staff and tutors.
- A copy of the CMIT Quality Assurance Policies and Procedures is available for all stakeholders to view online [www.cmit.ie/qa](http://www.cmit.ie/qa).

### Staff feedback mechanisms

- Management operates an open-door communication policy and staff are encouraged to openly communicate with any member of management in terms of concerns, issues, suggestions, and improvements.
- All staff are encouraged to forward any Corrective and Preventative suggestions to the Quality Committee who prioritise, allocate resources, and oversee the implementation of the improvement.
- Annual programme reviews are a collegial forum for all staff on a programme to input with their peers into programme planning and enhancement.

### Online Team collaboration tool

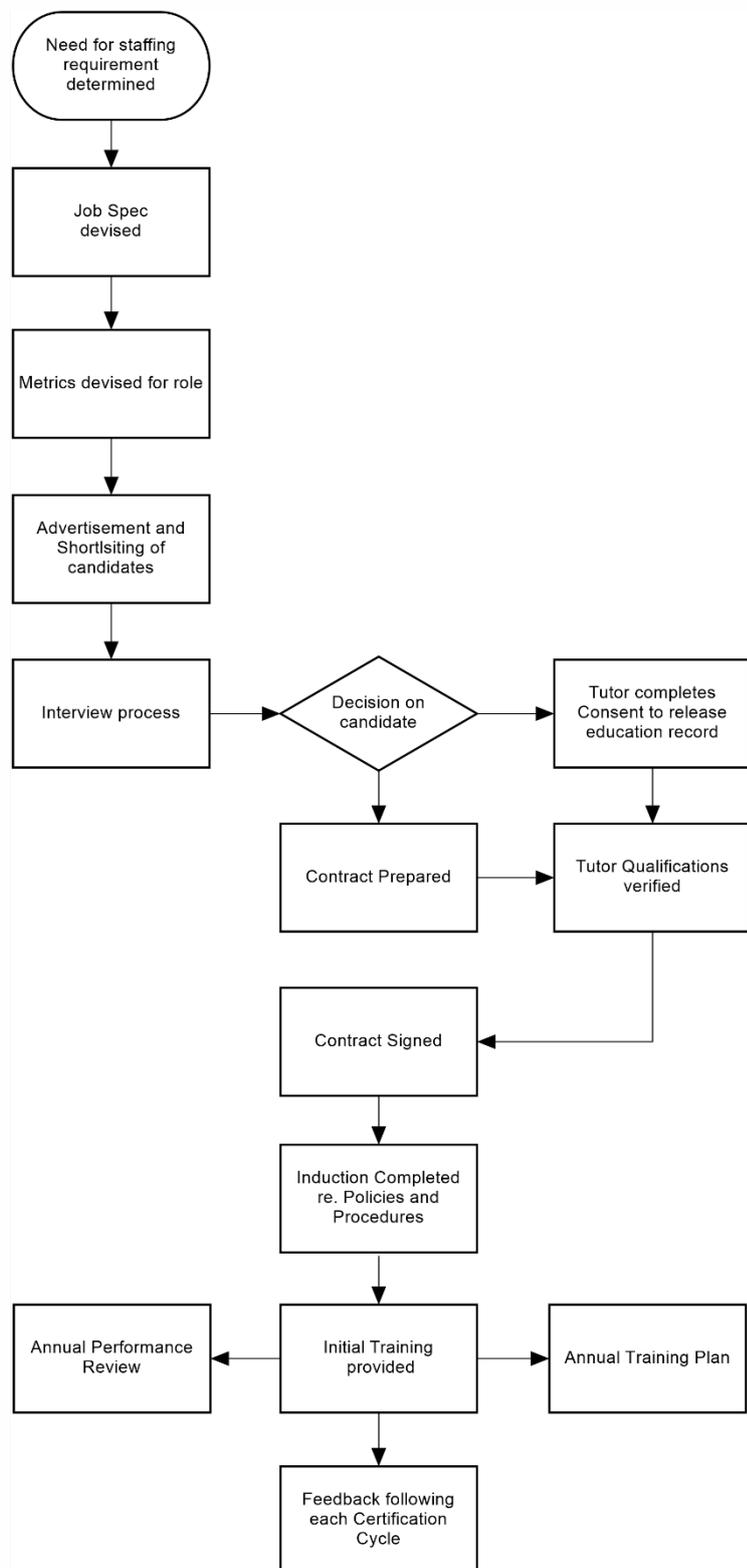
- CMIT uses a secure online collaboration tool to share information across teams and groups. The platform allows each team to set tasks, schedule tasks, share minutes, discuss issues/tasks, report on task completion, share documents and

collaborate on tasks. It enables teams/committees to have up to date access to minutes/actions, issues, and tasks.

### **Feedback to tutors at each assessment cycle**

- Following each certification period, a report is prepared and issued to each tutor to communicate feedback collated from the Internal Verification and External Authentication process as it relates to them.
- The report includes (1) feedback on tutor response times (average response time in days), (2) qualitative feedback on the standard of feedback provided to Learners (accuracy, use of keywords), (3) grading changes (if any) (% of grades changed, consistency), (4) qualitative feedback on the standard administration (timely submission of marking sheets, completeness of documentation), and (5) general comments on overall provision and any areas of focus for the next certification period.
- The completed report is reviewed and signed off by the Academic Director before being issued to the Tutor.

## Appendix 4.1 Staff Recruitment Process



## Appendix 4.2 Tutor Induction process

