4. Staff Recruitment, Management and Development

4.1   Introduction

4.1.1   What is the purpose of this policy?

- The ensure strategies and processes for the appointment, induction, training, professional development, and appraisal arrangements for teachers and support staff are appropriate and specific to blended and/or fully online learning contexts.
- 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.

4.1.2   To whom does this policy apply?

- 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.
- Employees, contractors, and committee members will be informed of updates to this policy as changed are made.

4.1.3   Who is responsible for implementation?

- 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.

4.2 Recruitment and induction

4.2.1 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).

4.2.2 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.

4.2.3   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 Competences and Career Progression Frameworks

4.3.1 Career Progression Frameworks

The CMIT Career Progression Frameworks are designed to provide clear guidelines on the competencies, skills, and achievements required for various roles, ensuring that employees can systematically progress in their careers. By outlining specific achievements and qualifications needed at each stage, these frameworks help employees understand what is expected of them and how they can advance to higher positions. The frameworks are tailored for different professional roles within CMIT, including tutors, eLearning specialists, student support staff, and certification/quality management personnel.

4.3.2   Current CMIT Frameworks

Career Progression Framework for Tutors

- The Career Progression Framework for Tutors at CMIT outlines the pathway for tutors to advance from Trainee Tutor to Senior Tutor. This framework specifies the competencies and achievements required at each level. All tutors must complete a documented induction and possess a Degree in their subject domain.
- Trainee Tutors remain in that category for c. 20 weeks until all achievements are required, during that period they are supervised and given a minimal number of learners. As tutors progress, they need to pass various CMIT exams with an 80% pass rate, covering areas such as plagiarism and AI detection, formative and summative assessments, and webinar delivery. Training expertise, demonstrated through a QQI Special Purpose Certificate, is required to be a Tutor.
- Senior Tutors are expected to have expertise in digital assessment, complete a UDL exam, and mentor less experienced colleagues.

Competence	Achievements Required	Trainee Tutor	Tutor	Senior Tutor
Induction Training	Documented Induction	■	■	■
Degree in Subject Domain	Level 7+ Degree	■	■	■
eLearning Platform Training including Plagiarism and AI Detection	Training completed	■	■	■
Student Support for Tutors Training	Training completed	■	■	■
Cybersecurity awareness for eLearning	CMIT Exam. 80% Pass.	■	■	■
Formative and Summative Assessment Training	CMIT Exam. 80% Pass.	■	■	■
Training Needs Identification/Design expertise	QQI Award	■	■	■
Training Delivery and Evaluation expertise	QQI Award		■	■
Webinar Delivery Training (if applicable)	CMIT Exam. 80% Pass.		■	■
Experience	5+ years' experience			■
Universal Design for Learning (UDL) expertise	UDL Exam completed			■
Mentoring experience	Mentors/delivers training to less experienced colleagues			■

Career Progression Framework for eLearning/Programme Specialists

- The Career Progression Framework for eLearning Specialists is designed for roles ranging from eLearning Admin to eLearning Leader/Director.
- This framework emphasises the importance of documented induction and a solid foundation in administering learner setups.
- As specialists advance, they must demonstrate experience in VLE course building and possess expertise in Universal Design Language (UDL) and disability.
- Leaders in this field are expected to have extensive VLE system admin experience, training expertise, and a Master UDL Badge. Mentoring and delivering training to less experienced colleagues are also key components of this framework.

Competence	Achievements Required	eLearning Trainee	eLearning Specialist	Programme Director
Induction Training	Documented Induction	■	■	■
VLE course building experience	CV experience in course building. 2+ years CV experience using VLE course building.	■	■	■
Cybersecurity awareness for eLearning	CMIT Exam. 80% Pass.	■	■	■
Designing Course Layouts course	Designing Course Layouts Certificate	■	■	■
Training Design and Delivery Expertise	QQI Special Purpose Certificate		■	■
Universal Design for Learning (UDL) expertise	UDL certificate		■	■
CMIT Design Standards expertise, Copyright and OER	CMIT Exam. 80% Pass.		■	■
Disability expertise. Training in unconscious bias	Disability 101 completed		■	■
Universal Design for Learning (UDL) expertise	Master UDL Badge completed			■
VLE System Admin experience	CV experience in course design. 7+ years CV experience using system admin for VLE			■
Mentoring experience	Mentors/delivers training to less experienced colleagues			■

Career Progression Framework for Student Support

- The Career Progression Framework for Student Support outlines the career path from Support Trainee to Support Leader/Director.
- Initial requirements include documented induction and proficiency in eLearning support, student admin support, and CRM training.
- As staff progress, they are expected to gain expertise in pastoral support and disability, with senior roles requiring extensive experience in managing student support teams and qualifications in management or marketing. Mentoring is also a crucial aspect for those aiming for leadership positions.

Competence	Achievements Required	Student Services Support	Student Services Manager	Student Services Director
Induction Training (admin, payment, refunds, instalments)	Documented Induction	■	■	■
Pastoral Support training	CMIT Exam. 80% Pass.	■	■	■
CRM training	CMIT Exam. 80% Pass.	■	■	■
Cybersecurity awareness for eLearning	CMIT Exam. 80% Pass.	■	■	■
Garda Vetting training	Externally training course completed.		■	■
Training Design and Delivery Expertise	QQI Special Purpose Certificate		■	■
Disability expertise	Disability 101 completed		■	■
Team Management Expertise	7+ Years experience managing student support teams			■
Management Training	Level 7/8 Qualification in Management/Marketing			■
Mentoring experience	Mentors/delivers training to less experienced colleagues			■

Career Progression Framework for Certification/Quality Management

- The Career Progression Framework for Certification/Quality Management provides a pathway from Quality Trainee to Quality Leader/Director.
- This framework requires documented induction and training in quality audits, eLearning support, and CRM.
- As individuals advance, they need to demonstrate expertise in data management, QBS, and chairing Result Approval Panels.
- Leaders in this area are expected to have extensive experience in managing educational quality processes and mentoring junior colleagues. Additionally, management training at Level 7/8 is necessary for those in senior roles.

Competence	Achievements Required	Quality Administrator	Certification Manager	Academic Director
Induction Training	Documented Induction	■	■	■
Quality Audits Training	Training completed	■	■	■
VLE advanced user management reporting	Training completed	■	■	■
Pastoral Support training	CMIT Exam. 80% Pass.	■	■	■
CRM training	CMIT Exam. 80% Pass.	■	■	■
Cybersecurity awareness for eLearning	CMIT Exam. 80% Pass.	■	■	■
Webinar administration	Training completed	■	■	■
Advanced Data Management Training	Excel Qualification		■	■
Training Design and Delivery Expertise	QQI Special Purpose Certificate		■	■
QBS Expertise	3+ Year experience managing QBS		■	■
Result Approval Panel Experience	3+ Years experience as member Results Approval Panel		■	■
Result Approval Panel Chairing expertise	7+ Years experience managing IV, EA, RAP Process			■
Management Training	Level 7/8 Qualification in Management/Quality			■
Quality Design Expertise	7+ Years experience devising and managing education quality process			■
Mentoring experience	Mentors/delivers training to less experienced colleagues			■

4.4 Code of conduct for employees, contractors, and committee members

1. Introduction

- **Purpose**: The purpose of this Code of Conduct is to set out standards of behaviour expected from management, employees, contractors, and members of the Academic Board of CMIT. It also establishes guidelines and procedures for cybersecurity and safe computing practices to protect the confidentiality, integrity, and availability of CMIT's information assets, technology infrastructure, and educational services.
- **Scope:** This policy applies to all CMIT employees, contractors, members of the Academic Board, and all CMIT's IT systems, networks, and data.

2. General Conduct

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.
- 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 outside normal working hours.
- Raising concerns about wrongdoing in the workplace in line with the Protected Disclosures Act 2014.
- Keeping confidential matters confidential.
- Seeking authorisation before communicating externally on behalf of CMIT.
- Declaring any conflicts of interest.
- Undertaking relevant training to maintain and improve knowledge, skills, and work practices.
- Maintaining an appropriate standard of dress and personal hygiene.
- Disclosing criminal charges or convictions as required.

3. Prohibited Conduct

Employees, contractors, and members of the Academic Board are expected NOT to:

- Bring CMIT into disrepute, including using email, social media, or direct engagement with the media.
- Engage in any activity causing physical or mental harm or distress to another person.
- Be affected by alcohol, drugs, or medication which will affect their ability to carry out their duties during working hours.
- Provide false or misleading information in respect of CMIT.
- Engage in any activity that may damage property or take unauthorized possession of property.
- Engage in illegal activity in the workplace.
- Improperly disclose confidential information gained in the course of their work.
- Accept inappropriate gifts or hospitality from third parties.
- Misuse company time for personal activities, including social media.
- Violate any IT security policies as outlined in the following sections.

4. IT Security and Cybersecurity Practices

- **Multi-Factor Authentication (MFA):** MFA is mandatory for all user accounts accessing CMIT systems.
- **Revocation:** All system logons must be revoked immediately when an individual leaves CMIT employment.
- **Antivirus and Endpoint Protection:** Webroot Endpoint Protection must be installed and actively running on all devices used to access CMIT online services.
- **Patch Management:** All PCs must have up-to-date system security patches installed. Webroot must actively monitor workstations for vulnerabilities and required updates.
- **Data Storage and Sharing:** All CMIT documents must be stored in Microsoft OneDrive. Files must not be stored on desktop or local drives of PCs.
- **Email Security:** Microsoft 365 must be used for email services.
- **Office Security:** A clean desk policy must be enforced. Visitors must be escorted to meeting rooms and all cabinets in meeting rooms must be locked.
- **Device Security:** All computers must have password protection enabled with a 10-minute timeout. Devices accessing shared files remotely must have Webroot Endpoint Protection installed.
- **Social media:** during work time, or on any CMIT computer, it is prohibited to frequently text or accessing any social media site (other than CMIT's social media sites).
- **Personal use**: on any CMIT computer, it is prohibited to software, for personal use.
- **Prohibited use**: during work time or on any CMIT device, it is prohibited to distribute, disseminate, or store images, text or materials that might be considered indecent, pornographic, obscene, or illegal; or to distribute, disseminate, or store images, text or materials that might be considered discriminatory, offensive, or abusive.

5. Online Etiquette and Cyberbullying Policy

CMIT is committed to maintaining a respectful, professional, and inclusive online learning and working environment. This policy outlines the expectations for all employees, contractors, and committee members in their online interactions across all CMIT platforms, including email, discussion forums, messaging systems, virtual classrooms, and social

media. All staff are expected to engage respectfully and professionally in all CMIT-managed online spaces, including email, messaging systems, discussion forums, virtual classrooms, and social media. Cyberbullying is the use of digital technology to harass, threaten, or harm another person. It is prohibited and will be treated as a serious breach of conduct.

- Examples
    - Sending abusive or threatening messages via email or platform messaging.
    - Posting defamatory or offensive content about an individual online.
    - Impersonating someone with the intent to harm.
    - Sharing personal or confidential information about someone without consent.
    - Repeated unwanted contact or digital harassment.
    - Excluding someone deliberately from online groups or platforms.
    - Using social media to spread rumours or misinformation.
    - Cyberbullying may take place at any time and can have serious impacts on a person's mental health, reputation, and ability to participate in education or work.

- Reporting
    - All reports must include as much detail as possible: nature of the incident, date/time, screenshots or messages (if available), and names of those involved. Investigations will involve review of the evidence, discussions with those involved, and, where necessary, consultation with platform administrators.

- Consequences
    - Where cyberbullying is found to have occurred, one or more of the following outcomes may apply: (1) formal warning and/or written apology, (2) disciplinary procedures, or (3) involvement of external authorities if the incident violates Irish law (e.g. harassment, defamation).

- Support
    - CMIT is committed to supporting anyone affected by cyberbullying. Support may include: (1) confidential one-to-one support from the Student Support Team, (2) additional pastoral care or flexibility with deadlines if distress has impacted academic progress, and (3) referral to counselling or support organisations if requested.

5. Incident Response and Reporting

- All suspected security incidents must be reported immediately to the Student Services Director.

6. Policy Enforcement

- CMIT reserves the right to monitor all IT systems and networks for security purposes.
- User activities may be logged and audited to ensure compliance with this policy.
- Violations of this policy may result in disciplinary action, up to and including termination.
- Intentional violations may be referred to appropriate authorities.

4.5   Employee Policies

4.5.1   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.

4.5.2   Employee rights / equal status

- CMIT does not tolerate discrimination on gender identity, gender expression or the nine grounds in the Equal Status Acts 2000-2018 of gender, marital status, family status, age, disability, sexual orientation, race, religion, and membership of the Traveller community.
- CMIT strives to provide a healthy and safe working environment for employees. It is our policy that staff and learners feel safe to express their identity without fear of discrimination. We recognise that each person has the right to define their own identity and be addressed accordingly. Staff and learners are free to choose whichever pronouns they wish to be referred to by others, or to choose none at all. This reflects the college's commitment to providing an inclusive environment where everyone's identity is respected and affirmed.

4.5.3   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.

4.5.4 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.

4.5.5 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 College'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.

4.5.6   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.

4.5.7   Working from Home (WFH)

General Policies

- CMIT is committed to supporting flexible working arrangements while maintaining organisational effectiveness, employee productivity, and adherence to relevant policies.
- This policy distinguishes between work-from-home arrangements due to public health emergencies and those initiated by employee requests.
- In all cases, employees may be permitted to work from home depending upon business needs and public health policy.
- 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. Non-compliance with these guidelines may result in disciplinary action.

-   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.
-   Employees must complete a Home Working Health and Safety form quarterly to ensure compliance with health and safety regulations.
-   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.
-   Reimbursement of any WFH-related expenses must be agreed upon in advance with a director.
-   Employees must maintain a professional and distraction-free work environment during agreed working hours, ensuring that caregiving duties, personal errands, and other non-work-related activities do not interfere with their responsibilities.
-   Regular breaks should be taken to prevent burnout and maintain productivity, and employees are expected to prioritise their physical health by working in safe, ergonomically appropriate setups.

Public Health Emergencies

-   In the event of public health crises, CMIT may implement temporary work-from-home (WFH) arrangements to ensure business continuity and safeguard employee well-being.
-   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.

Employee-requested WFH

-   Employees may request to work from home, subject to business needs and managerial approval.
-   Employees must submit a formal WFH request to their manager outlining: Proposed working hours, duration of the arrangement, and justification for the request.
-   Requests will be considered on a case-by-case basis, factoring in the nature of the employee's role, individual circumstances, and organisational requirements.
-   Certain roles may not be suitable for remote work, or suited only to limited remote work, due to operational constraints, e.g. phone answering.
-   Due to the changing nature of business, WFH is never a permanent right and is subject to change and withdrawal at any time.
-   Employees approved for WFH are responsible for providing a suitable home-working environment.
-   In general, for employee requested WFH, employees must provide their own desk, chair, and PC. Employees must ensure their home-working environment is safe and

ergonomically appropriate. Monthly submission of the Home-working Health and Safety form is required to remain in compliance.

- Applications for Employee-requested WFH may be made using the WRC Code of Practice Template on Flexible and Remote Working.

4.5.8 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.

4.5.9 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.

4.5.10 Sick Leave

- Employees must notify their line manager (*the person to whom they directly report*) as soon as possible, and in any event before their normal start time, if they are unable to attend work due to illness. Where, due to the nature of the illness or an emergency, an employee is unable to provide notification before their start time, notification must be made as soon as reasonably practicable thereafter.
- Medical certification from a registered medical practitioner confirming that the employee is unfit for work is required for any period of sick leave for which Statutory Sick Pay is claimed.

- Medical certification from a registered medical practitioner confirming that the employee is unfit for work is required for any period of employer-paid sick leave exceeding one consecutive day.
- Employees who are absent due to illness and who fail to notify their line manager of the reason for their absence will normally be treated as being on unauthorised absence. This may result in loss of pay and may be addressed in accordance with the disciplinary procedure.

4.5.11 Sick Pay Scheme

- Employees must have completed at least 13 weeks' continuous service with their employer before becoming eligible for Statutory Sick Pay (SSP).
- Under sick leave legislation, employees must be certified by a registered medical practitioner as unfit for work in order to qualify for Statutory Sick Pay. Certification is required from day one of the period of sick leave. Eligible employees are entitled to SSP from the first day of certified sick leave.
- The sick pay year operates on a calendar year basis, running from 1 January to 31 December.
- Eligible employees are entitled to Statutory Sick Pay at a rate of 70% of normal weekly pay, subject to a maximum of €110 per day, for up to five days per calendar year.
- The statutory sick leave scheme does not apply to absences for doctor, dentist, or other medical appointments. Such appointments should be arranged outside normal working hours where possible or requested as time off in lieu.
- In addition to Statutory Sick Pay, and subject to the terms of this policy, CMIT provides employees with more than 12 months' continuous service with up to three additional days of paid sick leave per calendar year. Medical certification must be provided for any period of sick leave exceeding one consecutive day in order for payment to be made under this provision.
- Where sick leave extends beyond the period covered by Statutory Sick Pay or employer-paid sick leave, employees may be eligible to apply for Illness Benefit from the Department of Social Protection and should contact the Department directly to make an application.

4.5.12 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.
- This sick leave scheme does not cover doctor, dentist, or other medical appointments. These should be arranged as time off in lieu, or outside office hours.
- Leave for medical appointments (except for antenatal visits/classes) is unpaid leave and should be requested in the normal manner.

4.5.13 Bereavement Leave

- There is no statutory entitlement under Irish employment law compelling employers to pay staff for bereavement leave. However, CMIT acknowledges the emotional impact of such loss, and the college is committed to supporting its employees through such times.
- For the death of immediate family members such as spouses, partners and children, employees may be granted ten days of paid leave and request additional unpaid leave. For parents, siblings, grandparents, and grandchildren, employees may be granted three days of paid leave and request additional unpaid leave. These allowances are intended to manage any immediate grief, organise/attend funerals and attend to other family matters.
- For extended family members, such as aunts, uncles, parents-in-law, and cousins, and individuals who may not be legally related but hold significant importance in the employee's life, employees may be granted paid leave to attend funerals and request additional unpaid leave.
- Employees are encouraged to notify their manager as soon as possible about the need for bereavement leave. While last-minute notice is often unavoidable in these circumstances, early notification can help with managing team workload and responsibilities.
- Unpaid leave should be requested in the normal manner.

4.5.15 Workplace violence, bullying and harassment policies

- Behaviour from anyone that intimidates, threatens, harasses, abuses, injuries 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.

4.5.16 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.

4.5.17 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 in 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 manor 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 a work colleague and employee representative may accompany parties 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 College will take appropriate disciplinary action. The disciplinary action will be taken in line with the College'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 College, 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.

4.5.18 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 College records, etc.
- Following the investigation, the employee with 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 College, 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.

4.5.19 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. 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 College property, reporting for work under the influence of alcohol/drugs, breaches of trust and instances of serious misconduct as outlined in the College codes of conduct as above, the College may summarily dismiss an employee without recourse to the procedure contained in Stages 1 to 5 above. In cases where the College 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 College, 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.

4.5.20 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.

4.5.21 Pension Scheme

- From Jan 2026, the Government run auto-enrolment pension system will replace the CMIT Pension Scheme.
- This applies to employees aged 23–60 earning over €20,000 per year who are not already a member of a qualifying pension scheme
- Enrolment is automatic for eligible employees. Participation remains voluntary, and employees may opt out during the statutory opt-out periods defined by legislation. Employees who opt out may be re-enrolled in future qualifying cycles unless they meet an exemption.

- Employee and employer contributions will be made at statutory rates and deducted through payroll in accordance with Government regulations. Contribution rates and thresholds may change in line with legislative updates.
- Employees should keep abreast of the terms and conditions of the scheme on the government website, in particular the arrangements required to opt-out.

4.5.22 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.

4.5.23 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 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 College 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.

4.5.24 Right to Request Flexible Working (FW)

- To make a statutory request for FW under the Act an employee must be: the parent or acting in loco parentis to a child under 12 years of age or under 16 years if the child has a disability or illness and who is or will be providing care to the child, or providing or will provide personal care or support to a specified person namely the employee's child, spouse or civil partner, cohabitant, parent or grandparent, sibling or a person other than one in the categories already specified who lives in the same household as the employee. The person must also need significant care or support for a serious medical reason.

- An employee can request FW from their first day at a new job, but they must complete a minimum of 6 months continuous employment with their employer before an approved arrangement can start. A gap in service of less than 26 weeks with the relevant employer will be discounted for the purpose of assessing whether the employee has the required 6 months continuous service before a FW arrangement can start.

- Applications for Employee-requested FW may be made using the WRC Code of Practice Template on Flexible and Remote Working and forwarded to your line manager.

4.6   Contractor Policies

Contractor Policies

- This section outlines the policies and procedures governing the engagement of self-employed tutors at CMIT, ensuring clear expectations, professional standards, and quality assurance in online education delivery.

Contractual Requirements and Status

- Prior to commencing work with CMIT, self-employed tutors must establish their professional status. This includes: (1) providing current tax clearance certificates, (2) maintaining appropriate professional indemnity insurance, and (3) completing the same verification process for qualifications and references as employees, as outlined in section 4.2.2.
- Contracts clearly specify the scope of services and expectations. These include: (1) module allocation and teaching responsibilities, (2) assessment and grading obligations, and (3) student support requirements specific to online delivery. While tutors maintain the right to work for other institutions, they must (4) declare any potential conflicts of interest, particularly regarding competing online programs.

Professional Standards and Service Delivery

- Self-employed tutors must maintain CMIT's professional standards in online education delivery. Response time requirements are contractually specified: (1) discussion board queries must be addressed within 24 hours on working days, (2) assignment feedback provided within 5 working days, and (3) assessment grading completed within certification deadlines.
- Quality assurance participation is mandatory, with contractors required to: (1) attend standardisation meetings, (2) participate in assessment boards, and (3) engage in regular quality assurance processes. All activities must comply with CMIT's academic integrity policies, assessment standards, and data protection regulations.

Resource Access and Communication

- CMIT provides contractors with necessary tools for effective teaching delivery. Access includes: (1) the virtual learning environment and associated digital teaching resources, (2) assessment tools and internal communication systems, and (3) technical support services. To maintain consistency and ensure proper record-keeping, contractors must (4) conduct all student interactions through CMIT-provided systems.

Professional Development

- Professional development requirements align with section 4.6.4, ensuring teaching quality standards. This includes: (1) completion of initial induction training, (2) participation in regular professional development sessions, and (3) engagement with technology updates and policy briefings. Contractors have equal access to CMIT's Community of Practice and ongoing development opportunities.

Performance Management

- CMIT maintains a comprehensive approach to performance monitoring and quality assurance. Regular evaluation includes: (1) analysis of student feedback, (2) assessment standardisation reviews, and (3) monitoring of engagement metrics and response times. Performance feedback is provided regularly, with (4) minimum quality standards established for contract renewal.

Intellectual Property and Confidentiality

- Clear guidelines govern intellectual property rights and confidentiality requirements. These address: (1) ownership of teaching materials and assessment items, (2) rights to course content contributions, and (3) responsibilities regarding student data protection. Contractors must maintain strict confidentiality regarding student information, assessment materials, and institutional data.

Payment and Administrative Procedures

- Payment terms are structured to ensure fair compensation for all aspects of the role.
- Rates are clearly defined for: (1) teaching hours, (2) assessment marking, and (3) additional duties such as programme design/development. The invoicing process specifies (1) required documentation, (2) submission deadlines, and (3) payment timeframes.

Contract Management

- Contract management procedures ensure clarity and continuity of service. These include: (1) specific processes for contract renewal, (2) performance review protocols, and (3) clear notice periods.
- Handover requirements maintain student support standards through: (1) documented transfer of current student interactions, (2) completion of outstanding assessments, and (3) proper archiving of teaching materials.

Implementation and Review

- The Academic Director oversees contractor relationships, supported by program coordinators for day-to-day operations. This policy framework is reviewed annually to

ensure it remains appropriate and effective, considering feedback from all stakeholders and evolving best practices in online education delivery.

4.7   Staff Training and Development

4.7.1   Training and development policy

- 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.

4.7.2   Encouraging innovation and networking opportunities

CMIT recognises the importance of fostering innovation and creating networking opportunities in online education. The following initiatives are in place to support staff development and innovation:

- **Virtual Communities of Practice (VCoPs)**: are established across different disciplines and specialties, allowing staff to share innovative teaching practices, digital tools, and pedagogical approaches in online education. These communities meet quarterly in virtual sessions and maintain ongoing discussions in dedicated digital spaces.
- **Online Teaching and Learning Forums**: focus on specific themes (e.g., student engagement, assessment strategies, feedback methods) where staff can share experiences and learn from colleagues in a structured but informal setting.
- **Open Door Teaching**: allows staff to sit in on colleagues' online classes (with permission) to observe different teaching styles and techniques. A simple schedule is maintained where staff can indicate their willingness to have observers.
- **Quarterly Recognition Program** highlights staff members who have implemented effective teaching innovations or contributed significantly to peer support, with recognition given during staff meetings.

4.7.3 Staff performance reviews

Principles and Purpose

- 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 is to focus on individual development opportunities.
- Performance Review processes shall be applied consistently and equitably.
- Performance Review processes shall avoid cumbersome and administratively heavy structures.

Process and Requirements

- 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 encourage the employee to undertake self-evaluation.
- Both manager and employee shall undertake suitable preparation prior to a Performance Review meeting.
- Performance Reviews shall take place in a suitable environment.
- Performance Reviews shall take place with a level of frequency that is beneficial to the individual and the organisation.
- Performance Reviews shall be supported by ongoing feedback throughout the year.

Outcomes and Implementation

Reviews are completed by each employee and their manager. The format of the review is:
- Provision of feedback on satisfactory performance
- Identification of areas for development
- Identification of training plans for the year ahead
- 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.
- Performance Review outcomes shall be documented and maintained in employee files.

4.7.4   Tutor training

Mandatory Training Requirements

- All tutors must complete a comprehensive induction program upon joining CMIT. This includes foundational training delivered through both synchronous and asynchronous methods to ensure consistency across all disciplines.
- New tutors must complete the following core certifications within their first 20 weeks: eLearning Platform Training, Student Support Training, Plagiarism and AI Detection (80% pass required), Cybersecurity Awareness (80% pass required), and Assessment Training (80% pass required).
- Within the first year of employment, tutors are required to complete the Digital Assessment for Educators certification and demonstrate proficiency in webinar delivery where applicable.
- For progression to senior tutor status, staff must complete Universal Design for Learning (UDL) certification and demonstrate expertise in mentoring less experienced colleagues.

Professional Development Support

- CMIT provides comprehensive support for ongoing professional development, recognising that continuous learning is essential for maintaining teaching excellence in online education.
- Each tutor receives an annual training budget of €3,000 for CMIT programmes, supporting their progression through QQI Special Purpose Awards in Training Design and Delivery.
- Professional development opportunities focus on contemporary issues in online education, including accessibility, academic integrity, open educational resources, and
- Tutors are supported in obtaining external certifications relevant to their discipline and online teaching practice.

Collaborative Learning Framework

- The college maintains a strong emphasis on peer learning and knowledge sharing to build a collaborative teaching community.
- An online Community of Practice, managed by the Academic Director, serves as the primary platform for sharing teaching practices, discussing pedagogical approaches, and collaborating on educational innovations.
- Senior tutors take an active role in mentoring, contributing to training development, and leading discipline-specific sessions as part of their professional responsibilities.
- Regular collaborative activities include biannual Teaching and Learning Forums and best practice sessions, supplemented by discipline-specific workshops as needed.

Implementation and Oversight

- The Academic Director holds primary responsibility for coordinating the tutor training program, with progress monitored through regular performance reviews.
- Training completion is tracked against the career progression framework, with effectiveness evaluated through student outcomes, peer review, and quality assurance metrics.
- The training program undergoes annual review to ensure alignment with industry standards, regulatory requirements, and best practices in online education.
- This structured approach ensures tutors receive appropriate support for their development while maintaining clear standards for progression and excellence in online education delivery. The program is designed to be both comprehensive and flexible, adapting to emerging needs in online education while maintaining consistent quality standards.

4.7.5   Tutor performance reviews

- Performance Reviews are conducted annually with Tutors.
- A 360-review process is used with Tutors asked to reflect on their own performance prior to the review meeting.
- The primary areas reviewed are administration, assessment and student support and course engagement.
- This process aims to encourage an exchange of views and ideas that result in constructive plans that support future performance.
- A significant aim of the Tutor performance review shall be the recognition of individual development opportunities.

4.7.6   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.

4.8   Staff communications

- 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.

4.8.1   Meetings

- Board of Director meetings (quarterly).
- Senior Management Team (quarterly).
- Academic Board (3 times per year).
- Quality Committee (quarterly).
- Programme Committee (quarterly).
- Staff meeting (bi-monthly).
- Online Teaching and Learning Forums (twice yearly).
- Virtual Communities of Practice (VCoPs) (twice yearly).

4.8.2   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.

4.8.3   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.

4.8.4   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.

4.9   Pension scheme

4.9.1   Introduction

- CMIT will provide a pension incentive for all permanent staff to encourage long-term financial planning and retirement savings.

4.9.2   How it works

- This matching incentive aims to support employees in building a more secure financial future.
- Under this new scheme, CMIT will match employees' contributions to a pension plan, up to a max of 5% of the permanent staff members annual salary each year.
- While employees should take financial advice. Currently personal contributions payments made by an employee are made from gross pay and there is no BIK payable by employees for employer contributions.
- Qualifying payments must be made to the CMIT company pension scheme operated by AIB.
- To take advantage of this scheme, employees must make claims by 31 January each year, for contributions made in the previous calendar year.
- The scheme is voluntary for employees it is the responsibility of the employee to set up a pension plan with the providers of the CMIT company pension scheme.
- The scheme will be reviewed annually in line with business performance.

4.10 Health Insurance scheme

4.10.1 Introduction

- CMIT will provide financial support for employees' health insurance premiums, helping to reduce the out-of-pocket costs for employees and promote access to quality healthcare.

4.10.2 How it works

- Each calendar year, CMIT will contribute up to €500 towards personal health insurance premiums paid by permanent staff members.
- To qualify for this scheme, the health insurance premium must be to a policy in the employee's name and must have been paid by the employee.
- Employees are required to submit copies of receipts.
- The contribution will be made via payroll. Claims must be submitted by 31 Dec year to be paid.
- The scheme is voluntary for employees it is the responsibility of the employee to set up a health insurance.
- The scheme will be reviewed annually in line with business performance.

Appendix 4a: Staff Recruitment Process

```
┌─────────────────┐        ┌─────────────────┐
│ Job Description,│        │ Job Role / Need │
│   Competences   │◄───────│   identified    │
│ Contract devised│        │                 │
└────────┬────────┘        └─────────────────┘
         │
         ▼
┌─────────────────┐
│     Senior      │
│   Management    │
│  Team approval  │
└────────┬────────┘
         │
         ▼
┌─────────────────┐
│ Advertisement of│
│      Role       │
└────────┬────────┘
         │
         ▼
┌─────────────────┐     ┌─────────────┐     ┌─────────────────┐
│   Interviews    │────►│  Successful │────►│  Contract and   │
│    completed    │     │             │     │ Education Record│
└────────┬────────┘     └─────────────┘     │ releases signed │
         │                                   └────────┬────────┘
         ▼                                            │
┌─────────────────┐                                   ▼
│ Not successful  │                          ┌─────────────────┐
│                 │                          │ Qualifications  │
└─────────────────┘                          │ and Referenced  │
                                             │    verified     │
                                             └────────┬────────┘
                                                      │
                                                      ▼
                                             ┌─────────────────┐
                                             │ Contract signed │
                                             └────────┬────────┘
                                                      │
                                                      ▼
                                             ┌─────────────────┐
                                             │  Induction and  │
                                             │ training provided│
                                             └─────────────────┘
```
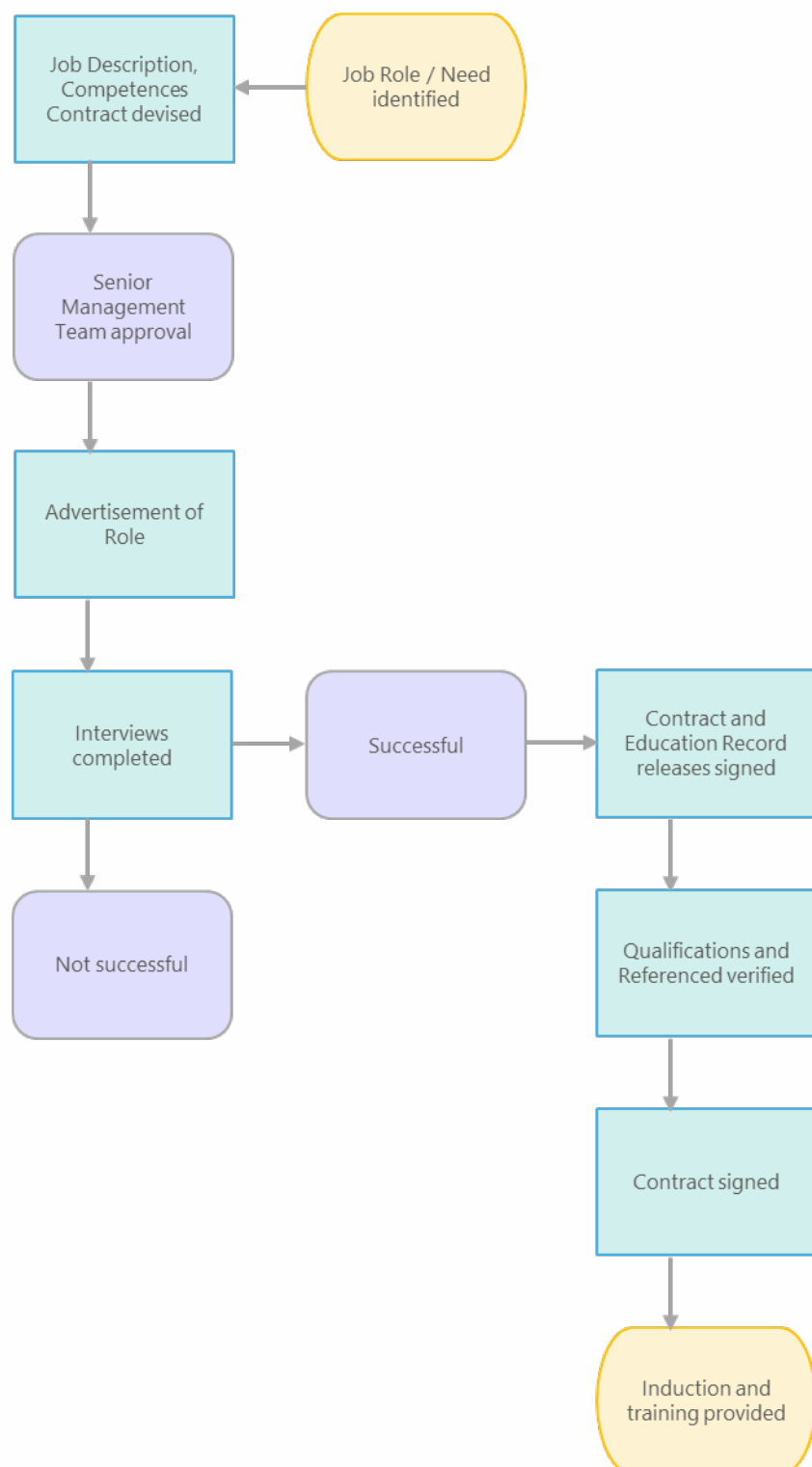
Appendix 4b: Tutor Induction/Training process

Recruitment completed

Induction completed and signed

Tutor setup and Training provided on Feedback, Admin and Marking

Test PLP and Messages sent. Sample Assessment uploaded for review.

Tutor reviews, marks and posts feedback

Academic Director reviews

Satisfactory

Not satisfactory

Tutor assigned 5 assessments

Tutor reviews, marks and posts feedback

Academic Director reviews all 5 assessments prior to posting

Satisfactory

Not satisfactory

Tutor assigned own learners

Recruitment does not proceed