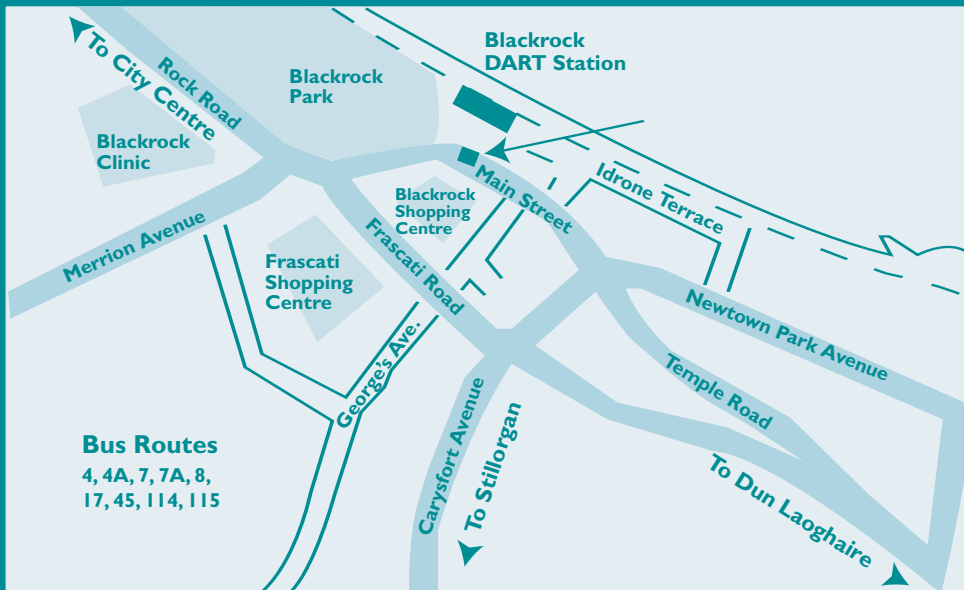




A GUIDE TO
POLICIES AND PROCEDURES
FOR COMMUNITY ORGANISATIONS

Developed by
Southside Partnership DLR

May 2009



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Foreword

As Manager of Southside Partnership DLR, I am pleased to introduce ***A Guide to Starting a Community Organisation***, developed for not-for-profit organisations in the Dún Laoghaire Rathdown area.

The idea for this resource originated from our work with many voluntary and community organisations that recognised the need to raise standards and improve systems of good governance. This guide is written as a support to all of these small organisations. In an environment that demands strict adherence to legislation, policies and procedures, we very much hope that this guide will contribute to the development of good practice and good governance.

One of 54 integrated partnerships nationally, Southside Partnership DLR was established to address disadvantage and social exclusion in Dún Laoghaire Rathdown. Southside Partnership DLR works with the most socially excluded groups and communities in Dún Laoghaire Rathdown through programmes in three primary areas: community development and capacity building; enterprise and services to the unemployed; and education, youth and childcare.

In an effort to enhance the good work that is being carried out in the community and voluntary sector, we are committed to building the capacity of local groups and supporting local management structures. We do this in a variety of ways, one of which is facilitating access to a pool of experts in areas such as human resources and information technology. We also offer training and development opportunities to staff and volunteers within local organisations, and direct support from the Southside Partnership DLR team on local management structures.

A Guide to Starting a Community Organisation is available to the organisations directly linked with Southside Partnership DLR and can also be accessed on our website at www.southsidepartnership.ie. A CD was developed in conjunction with the guide that includes a range of company and employment sample material and policy and procedure templates. The CD is available only to organisations completing the Southside Partnership DLR, Southside Community Training Network (SCTN) or Canavan & Byrne training programmes on good governance. We would recommend training and mentoring for all organisations in relation to good governance and policies and procedures.

We sincerely hope you will find this guide a valuable resource and something you can adapt to suit your own needs in the development of organisational governance and your own policies and procedures.

Marie Carroll
Manager, Southside Partnership DLR

Introduction

Starting a company is a big undertaking, but a successful company begins with having the proper legal and business structures in place, together with well-developed policies and procedures. Good preparation and co-ordination at the start could spare a headache later on!

A Guide to Starting a Community Organisation has been developed to assist groups who are either setting up or have recently set up a not-for-profit company by demystifying the process. It lays out the major components of company formation in easy-to-read language and an accessible format. The guide is useful for beginners and those who have already accessed training, support and mentoring in relation to setting up a company.

In three sections—*Setting up a Company*, *Becoming an Employer* and *Developing Policies and Procedures*—the guide covers the requirements and responsibilities of setting up a company, becoming an employer from broad legislative and best-practice viewpoints and the policies and procedures necessary for efficient operation.

Topics include:

- Company structure, charitable status and financial management
- The Board of Directors and governance
- Mission statements, the Code of Ethics and equality and diversity policies
- Health and safety
- Recordkeeping, recording and personnel files
- Contracts of employment and HR forms
- Policy and procedure development
- Specific policies and procedures

Included in the appendices to the guide are:

- Helpful reminders – a checklist for getting an organisation up and running based on the contents of the guide.
- Summary of Legislation and Guidelines – a list of the employment; health and safety; and various other legislation referenced in the guide, together with descriptions. Also, a summary of the childcare legislation, together with a list of publications containing guidelines for childcare providers
- Useful Contacts – a section containing the contact details of the various organisations mentioned throughout the guide.

A CD of company documents, forms and policies has been developed in conjunction with this guide. The CD provides document templates relating to each of the three sections in the guide to provide new organisations with a basis for developing their own individualised documentation and policies. **Bear in mind: the CD templates are samples.** They are offered only as a basis on which to develop documentation *specific to your organisation*, so an organisation should amend the templates accordingly and test their workability.

To obtain the CD, an organisation must complete the Southside Partnership DLR, Southside Community Training Network or Canavan & Byrne training programmes on good governance and policies and procedures.

NOTES

The word organisation is used throughout the guide and CD. *Organisation* may also refer to groups, companies, networks and centres that operate in the not-for-profit sector:

The title *Manager* is used throughout the guide and CD to refer to the person selected by the Board of Directors to oversee all day-to-day operations of the organisation and act as liaison between the staff and the Board of Directors. This person is sometimes called the *Chief Executive* or *Executive Director*. Each organisation should amend the language in the template documents to suit their organisation's structure.

The focus of the material in this guide is on core-funded staff and not staff employed through FAS labour market schemes.



Indicates material referring specifically to childcare services.



Indicates that there is a sample document or policy on the CD developed in conjunction with ***A Guide to Starting a Community Organisation***.

The information in this guide is for reference purposes only. This guide does not purport to be a document giving legal advice or legal interpretation and should not be used as a substitute for legal advice. While every care has been taken to ensure the accuracy of this publication, no liability is accepted by Southside Partnership DLR, the Southside Community Training Network, Canavan & Byrne or other contributors for any errors. References to legislation in this guide are accurate at the time of writing, however organisations should ensure when developing company documents and policies to investigate updates to the legislation referenced herein.

The information contained herein has been compiled and adapted from a variety of sources including material supplied from Southside Partnership DLR, Canavan & Byrne and other contributors, as well as a variety of websites (acknowledged in the guide and CD).

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Section I

Setting Up A Company

Section I Setting Up A Company

Introduction

This section includes:

- Developing a mission statement for your organisation
- Setting up a company limited by guarantee and not having a share capital
- Applying for charitable status
- Complying with the requirements of the Office of the Director of Corporate Enforcement and ensuring good governance
- Ensuring an appropriate financial structure is established and responsibilities in relation to the Revenue Commissioners
- Ensuring the requirements of the Companies Acts 1963-2005 and the Safety, Health and Welfare at Work Act 2005 are met
- Developing a Code of Ethics
- Committing to equality and diversity
- Developing a Customer Charter
- Engaging volunteers effectively

Mission Statement

A mission statement is a summary of purpose which is used by an organisation to communicate to the public. It allows all stakeholders have a clear and consistent understanding of the purpose of the organisation.

Every organisation has a mission, a purpose, a reason for being. Often the mission is why the organisation was first created. A good mission statement should accurately explain why your organisation exists and what it hopes to achieve in the future. It communicates the values of the organisation and its work. Sometimes the mission statement is referred to as a *vision statement*.

A mission statement should be contained in a brief paragraph, free of jargon, easily understood and reviewed every five to six years.

The mission statement should include the purpose of the organisation, the business of the organisation and the values of the organisation. It should answer three associated questions:

Purpose

1. **What are the needs we exist to address?**

The purpose statement simply explains why your organisation exists.

Business

2. **What are we doing to address these needs?**

The business statement outlines the activities or programmes your organisation has to pursue its purpose.

Specifically, you must answer: *What activity are we going to do to accomplish our purpose?*

For example, there are many ways to address the problem of homelessness:

- a. To construct housing for homeless individuals.
- b. To educate the public and advocate for public policy changes.
- c. To provide job training to homeless individuals.

Each of the above are different businesses using different means to achieve the same purpose. Business statements often include the verb *to provide* or follow the purpose statement with action by using the words *by* or *through*. For example: *To eliminate homelessness by providing job training to homeless individuals.*

Values

3. What principles or beliefs guide the work?

The value statement guides your organisation's members in performing their work.

Specifically, you should ask: *What are the basic beliefs that we share as an organisation?*

Examples of values include: a commitment to excellent service, innovation, diversity, creativity, honesty and integrity.

Below is an example of a mission statement which includes all three elements:

Help Me Home is an organisation set up to address the problem of homelessness in Ireland. **Help Me Home** achieves this by providing job training to homeless individuals, helping to source living situations for homeless individuals and advocating for public policy changes. **Help Me Home** values difference, diversity and development in our community.

Useful websites

www.wheel.ie

The Wheel (a support and representative body connecting community and voluntary organisations and charities across Ireland)

www.corporategovernance.ie

The Centre for Corporate Governance at UCD

Company Legal Structures

Every company requires a legal structure—the legal framework under which it will operate. There are different legal structures used for running a business:

- A company limited by guarantee with a share capital.
- A company limited by guarantee and not having a share capital.
- A sole trader.

This guide only considers the company limited by guarantee and not having a share capital, as this is the structure used most in the voluntary sector:

Companies limited by guarantee and not having a share capital

Community and voluntary non-profit-making groups which receive funding, own property or employ staff need to have a legal structure. A *company limited by guarantee and not having a share capital* is used primarily for nonprofit organisations that require a legal identity. The advantage of this structure is that it allows the organisation to enter into contracts in its own name and not the names of the members. As the company is non-profit-making, there are no shareholders, and any profits made are reinvested into the company.

The advantage of being a company limited by guarantee and not having a share capital is the liability of members and trustees or directors is protected should the company fold. Liability of members is usually limited to a token amount of €1.

The disadvantages of becoming a legal company are:

- The company is subject to more controls.
- The rules are often complicated.
- Accounts are audited by a qualified auditor.

How to form a company limited by guarantee and not having a share capital

The organisation must complete a Memorandum and Articles of Association:

- The Memorandum of Association sets out the company's name, the location of the registered office and the company's objective.
- The Articles of Association sets out the rules for running the company.

Tasks:

- Contact the Companies Registration Office (CRO) to check that the name the organisation has selected is not already in use.
- Select directors and assign the organisation's company offices (Chairperson, Secretary, Treasurer). Remember, each company must have at least two directors and one Secretary. It is recommended that a company limited by guarantee and not having a share capital have seven directors. (More information can be found in the chapter on *Governance* in Section 1 of this guide.)

- Complete the CRO form A1 (available online at www.cro.ie).
- Pay the fee. There is a cost involved in setting up a company. The CRO will provide information about this cost and other requirements.
- Send the completed forms through a solicitor or accountant to:

The Companies Registration Office
 Parnell House
 14 Parnell Square
 Dublin 1
 DX: 145001

Legal Requirements of a Company

The Companies Acts 1963-2005 contain a number of legally binding obligations with which directors must ensure both they and the company comply. These include:

1. Maintaining proper accounts and submitting audited accounts with the annual return.
2. Maintaining a register of members and directors.
3. Holding an annual general meeting (AGM).
4. Making annual returns to the CRO.
5. Notifying the CRO of any Special Resolutions and of any changes to the Memorandum and Articles of Association.
6. Notifying the CRO of any changes in the directors, Secretary, auditors or the registered office.
7. Keeping minutes of all meetings.
8. Acting in good faith in the best interests of the organisation.
9. A duty to act honestly and exercise due diligence, care and skill in your functions as a director.
10. A duty to comply with the Companies Acts 1963-2005.
11. Duties in relation to furnishing information to the CRO.
12. Duties in relation to insolvency situations.

Source: Boardmatch Ireland and Arthur Cox. Supporting the Development of Non Profit Boards. 2007.



A sample Memorandum and Articles of Association may be found on the accompanying CD.

Useful websites

www.boardmatchireland.ie

Boardmatch Ireland (supporting the development of Boards and Management Committees of community and voluntary sector organisations by linking skilled volunteers with the requirements of Boards of Directors)

www.cro.ie

The Companies Registration Office, Ireland

Charitable Status

This is a formal recognition by the Revenue Commissioners that the organisation is operating for non-profit-making purposes. For most voluntary and community organisations, it is important to have separate legal status **and** charitable status. Separate legal status protects the members of the organisation and it allows them to employ staff and acquire property. Charitable status can be obtained if the organisation falls under one of the following definitions of charity:

- The relief of poverty
- The advancement of education
- The advancement of religion
- Other purposes of a charitable nature beneficial to the community

Charitable status provides certain tax exemptions, including capital gains, corporation, inheritance, stamp duty, probate and savings taxes, but not value added tax (VAT) or payroll taxes.

Charities Act, 2009

The Charities Act, 2009 highlights a number of key reforms to charity legislation. This Act gives a definition of what constitutes a charity and outlines specific requirements with regard to registration, regulation and supervision of organisations that are established for charitable purposes.

To obtain charitable status, an organisation needs to complete an application form.

Contact the Revenue Commissioners for more information on the requirements for charitable status. Contact details are:

Office of the Revenue Commissioners

Charities Section

Government Offices, Nenagh, Co. Tipperary

Tel: 067 44302, 44181

LoCall: 1890 25 45 65 (Ext 63302/63181)

Email: charities@revenue.ie

Web: www.revenue.ie

Governance

Governance is a universal concept – it is the whole system for ensuring the fit between an organisation's mission and its performance.

Boardmatch Ireland and The Wheel. The Case for Better Community and Voluntary Sector Governance in Ireland. 2006.

Good governance should be a priority for all organisations and is the responsibility of the Board of Directors. Most voluntary organisations are working for the public benefit and therefore are accountable for their outcomes. Clear, streamlined, transparent systems and structures can aid good governance.

The Board of Directors may also be called the Trustees, the Management Committee, the Board of Governors and the Executive Directors. The Board of Directors is made up of people acting on a voluntary basis. There is no monetary recompense for their time on the Board. In a company limited by guarantee and not having a share capital, there must at all times be a minimum of seven members on the Board. Should the membership fall below seven for a period of more than six months, the members can become liable personally for any commitments the organisation may have that they are unable to meet. Therefore, it is important that organisations have at least a membership of seven on the Board of Directors, although many organisations have a higher membership. A membership of at least seven allows the Board to ensure that they have a mix of the various skill sets that are required to ensure the governance of the organisation. The Board of Directors appoints a Chairperson, Treasurer and Secretary following the annual general meeting (AGM). Other directors may take on roles and participate in committees as appropriate to the organisation's needs such as staff, project and fundraising committees.

The responsibilities of the Board of Directors include the following best practice standards:

- To develop the organisation's vision, mission, value and purpose.
- To develop the organisation's strategic plan (outlining the company's immediate objectives and long-term goals), implement the plan, monitor and evaluate.
- To ensure financial resources are available and can be maintained.
- To ensure compliance with company law and employment, health and safety and other legislation as appropriate to the organisation.
- To recruit and select the Chief Executive (or Manager) and monitor that person's performance.
- To form committees to monitor specific areas, such as staff, health and safety and financial management.
- To promote the organisation.
- To respect the role of the staff.
- To oversee assessment and managing of risk.
- To attend Board and committee meetings.
- To ensure an appropriate skill mix in representatives.

Responsibilities of individual directors include:

- Due diligence and support to the organisation.
- Attendance at Board and committee meetings.
- Knowing the organisation's mission, values, services, policies and procedures.
- Reading papers and minutes before Board meetings.
- Sharing tasks with other Board members.
- Keeping informed of developments in the area of work of the organisation and sharing that information.
- Agreeing and signing off to the Board's governance policies, such as the Code of Ethics, conflict of interest, confidentiality and organisational policies.
- Not using their position as a director in an appropriate manner.

Source: Adapted from Boardmatch, The Wheel (2006) and NCVO (2008)

Best practice suggests that directors receive a letter of appointment to the Board which would cover:

- The term of their appointment.
- The time they need to give to the organisation.
- Any potential conflicts of interest.
- Confidentiality.
- Reimbursement of reasonable expenses.
- A mechanism for evaluating the director's contribution to the organisation.
- The requirement to participate in governance training.
- Insurance cover for the organisation's directors.
- The requirement to sit on subcommittees, if appropriate.

A code of practice for charitable companies based on seven principles has been developed in the UK:

- Board Leadership
- The Board in Control
- The High Performance Board
- Board Review and Renewal
- Board Delegation
- Board and Trustee Integrity
- Board Openness

Source: Adapted from Arthur Cox and Boardmatch Ireland.

The code also contains the Nolan principles, which promote, recommend and suggest what should be followed by persons serving as directors in the voluntary and community sector:

- **Selflessness:** Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or friends.
- **Integrity:** Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.
- **Objectivity:** In carrying out public business, including making public appointments, awarding contracts or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
- **Accountability:** Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands it.
- **Honesty:** Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
- **Leadership:** Holders of public office should promote and support these principles by leadership and example.

Source: Arthur Cox and Boardmatch Ireland.

Good Governance: A Code for the Voluntary and Community Sector can be downloaded from www.governancehub.org.uk.

There are a number of relevant publications which should be read by those who are taking up office as directors in organisations in the not-for-profit sector. The publications outline the specific roles and responsibilities of the Chairperson, Company Secretary and Treasurer. It is incumbent on those persons serving as directors that they ensure the organisation is well-governed, set and maintain high standards and quality provision of service and ensure directors have relevant skill sets to enhance and contribute to the organisation.

Useful websites

www.fsa.gov.uk/pubs/ukla/lr_comcode.pdf

The Combined Code: Principles of Good Governance and Code of Best Practice (1998)

www.fsa.gov.uk/pubs/ukla/lr_comcode2003.pdf

The Combined Code on Corporate Governance

www.finance.gov.ie/documents/publications/other/codeofpractice.pdf

The Department of Finance in Ireland has prepared guidelines for State Companies which are similar to the 1998 combined code and can be adapted for use by the voluntary and community sector:

www.ncvo-vol.org.uk

(NCVO) The National Council for Voluntary Organisations

An Example of Governance Changes from the Office of the Director of Corporate Enforcement

Email and Website

From 1st April 2007, websites and emails from 'limited companies' must contain the following information:

- the name of the organisation and the organisation's legal form.
- the place of registration of the organisation, the number with which it is registered and the address of the registered office.

In addition, organisations will be obliged to display on their website the information referred to in paragraphs (a), (c), (d) and (e) below.

Similarly, company letters and order forms for goods and services, whether in paper form or in any other medium (such as emails and faxes), must contain the information referred to in paragraphs (a), (c), (d) and (e) below.

As many charities and community and voluntary organisations are constituted as companies limited by guarantee and not having a share capital, this information is relevant.

Headed Paper

Any organisation in the community and voluntary sector which is constituted as a company limited by guarantee is obliged to include the following details in its business letters:

- (a) the name of the organisation and the organisation's legal form.
- (b) in respect of every director of the organisation:
 - (i) his/her present Christian name (forename), or the initials thereof, plus surname;
 - (ii) his/her former Christian name (forename) and surname and
 - (iii) his/her nationality if not Irish.
- (c) the place of registration of the company, the registered number and the address of its registered office.
- (d) the fact that the organisation is a limited company (even in the case of an organisation exempt from the obligation to use the words limited or teoranta as part of its name).

In addition, the following obligation also applies, although it has less relevance for organisations that are charitable:

- (e) in the case of a company which is being wound up, the fact that it is being wound up.

Other Company Documentation

Also, every Irish-registered limited liability company is now obliged to state its name on other company documents including all invoices, cheques, money orders and receipts.

Financial Obligations

Registering with the Revenue Commissioners

Organisations are legally obliged to register with the Revenue Commissioners when they set up as a limited company. The Revenue Commissioners now uses a single form to register for the different business taxes for which a company is liable.

1. Form TR1 is used to register individuals.
2. Form TR2 is used to register companies.

Organisations are also required to register with the Revenue Commissioners if they intend to employ staff. This is when the organisation becomes the employer.

Financial Management

It is vitally important that an organisation set up a proper financial management structure. Organisations should open a separate business account and set up a proper record of books for income and expenditure (either manually or on computer).

Developing a Financial Management Policy explains and accounts for what has happened in the past, and forecasts income and expenditure for the future. It generally includes an overview of the organisation's financial structure, accountability principles and structures, bookkeeping, payroll, bank reconciliation, budgeting and audits.



A sample Financial Management Policy may be found on the accompanying CD.

Useful websites

www.cro.ie

The Companies Registration Office, Ireland

www.revenue.ie

The Office of the Revenue Commissioners

Health and Safety

The Safety, Health and Welfare at Work Act 2005 (the Act) is the governing legislation relating to health and safety in the workplace. The main objective of health and safety policies is to provide a safe and healthy place of work for all staff members, volunteers and visitors, and to meet duties and obligations to customers. Under the Act, every organisation is required to protect their employees from accident or ill health at work. At all times, employers should seek to ensure that their equipment and systems do not constitute a risk to the health and safety of the employees and they should regularly consult with all staff on this issue.

The legislation sets out obligations in the following areas:

- employer and employee responsibilities
- Safety Statements
- how employers *get the safety message out*
- increased penalties for health and safety breaches

Performing a risk assessment and hazard analysis are part of the employer's responsibilities under health and safety legislation. Risk assessment and hazard analysis involve a careful examination of the workplace for any obvious hazards, as well as the identification of any practices, obstacles or objects that might have the potential to cause harm to staff and visitors.

Safety Statements

Following the identification of hazards and assessment of risks, the arrangements for safeguarding safety and health must be outlined clearly in the Safety Statement. Under the Act, every employer must prepare a Safety Statement and there are a range of elements that must be included. Reference needs to be made to regulations that apply, as well as the standards, codes of practice and guidelines that are used to control the risks. The law places Safety Statements at the heart of a proper health and safety management system. The Act requires that when bringing the Safety Statement to the attention of employees, it must be in a form, manner and, if necessary, a language that can be understood by all employees. The Safety Statement should be reviewed and updated annually and when there is a change in legislation or company circumstance (e.g. location, staff or equipment).

Note: The Health and Safety Authority (HSA) provide codes of practice for certain industries. Any organisation with three or less employees does not require a full Safety Statement; they will be considered compliant if they adhere to the code for their industry. These organisations should refer to the HSA for clarification.

The Safety Statement should:

- Identify hazards in a workplace, as well as the level of risk. It should identify the measures necessary to eliminate or control those risks.
- Outline the procedures that exist to deal with an emergency situation.
- Highlight the duties of employees to cooperate with health and safety practices in the workplace.
- Be updated regularly to take account of changing circumstances.

Other areas that must also be included in the Safety Statement are:

- A mechanism in place for consultation (if it is a safety committee, it needs to indicate frequency of meetings, as well as naming its members)
- The name of the safety representative and the agreed arrangements for selection
- The location of the relevant information for workers
- The programmes for training of both Management and workers
- The accident reporting system
- Arrangements for investigating accidents and complaints
- Emergency evacuation procedures
- Location of first aid facilities
- Safety audit programme
- Isolation procedures for maintenance work
- The system in place for revision of the Safety Statement

Source: Adapted from the Health and Safety Authority Safe at Work leaflet, 2005.

Health and Safety Policies

An organisation's Safety Statement will also highlight areas where an organisation may consider developing policies and procedures. These might include: safe work practices, first aid, manual handling, accidents and incidents, alcohol and drugs, hazards and working alone.



A sample General Health and Safety Policy may be found on the accompanying CD.

Useful website

www.hsa.ie

The Health and Safety Authority (HSA)

Code of Ethics

Organisations should develop a Code of Ethics or Code of Conduct for staff and the Board of Directors that sets out the standards of behaviour required by the organisation. The Code can include organisational principles such as honesty, integrity and value systems. Other areas that could be incorporated are how the workplace should be kept, receipt of gifts and workplace arrangements for collections such as birthdays, Christmas parties and the lotto.

The Code of Ethics could incorporate elements of the organisation's Customer Charter, Confidentiality Policy, and Equal Opportunities Policy. The code can also refer to the organisation's health and safety responsibilities and link in with the *Dignity in the Workplace Charter* available from the Health and Safety Authority.

For members of the Board of Directors, the Code should set out the standards of behaviour required between the organisation and the Board members. Each director should sign up to the Code when they become a member of the Board of Directors of the organisation. The Code can also incorporate what is considered inappropriate behaviour, what is expected of directors by the organisation and what the directors can expect from the organisation.



A sample Code of Ethics may be found on the accompanying CD.

Useful websites

www.odce.ie

The Office of the Director of Corporate Enforcement (ODCE)

www.hsa.ie

The Health and Safety Authority (HSA)

www.wheel.ie

The Wheel (a support and representative body connecting community and voluntary organisations and charities across Ireland)

Equality and Diversity

Equality and diversity should be integral parts of the organisation's values and practices. *Equality of opportunity* is often defined as the removal of obvious or hidden barriers. In an organisation, equality is about emphasising the value of all of the organisation's client group and staff by respecting differences and treating each person with dignity. *Diversity* is recognising that involving people from differing backgrounds and cultures is an advantage to an organisation, by bringing new ideas and values.

Gagnon and Cornelius noted that diversity management can be seen as "an approach to workplace equality that draws its distinctiveness largely from its focus on equality through difference rather than sameness". This view advocates an inclusive approach to equality and diversity rather than dealing with them as separate issues.

Source: Nelarine Cornelius. Building Workplace Equality: Ethics, Diversity and Inclusion.



Childcare services should refer to the *Diversity and Equality Guidelines for Childcare Providers* of the Office of the Minister for Children and Youth Affairs.

Equal Opportunities Policy

As an employer, you have a duty to abide by the requirements of the Employment Equality Act, 1998 and the Equality Act 2004 (the Acts). The Acts deal with discrimination within employment relating to:

- gender
- marital status
- family status
- age
- race
- religion
- disability
- sexual orientation
- membership of the Travelling Community

Definition

Discrimination is described as the treatment of a person in a less favourable way than another person is, has been or would be treated in a comparable situation on the basis of any of the nine grounds above.

The Equal Opportunities Policy should outline an organisation's commitment to equal opportunities in the following areas: recruitment and selection, training, promotion, working arrangements and grievance procedures. It should also include how the policy will be implemented, applied and reviewed. This is a useful document to have as it states from the outset an employer's commitment to equal opportunities. As well as making a clear statement to all employees about the company's expectations with regard to equal opportunities, it also acts as a reference point in the event of any subsequent disputes.



A sample Equal Opportunities Policy may be found on the accompanying CD.

Useful websites

www.equality.ie

The Equality Authority

www.hsa.ie

The Health and Safety Authority (HSA)

www.omcy.a.ie

The Office of the Minister for Children and Youth Affairs

Customer Charter

Organisations should develop a Customer Charter, if appropriate. A Customer Charter is a statement and description of the services an organisation provides. It states the organisation's commitment to providing this service in accordance with its ethos and principles. This statement can be in the form of a leaflet, poster or small booklet or displayed on your website. It should be concise, easy to read and accessible.

Organisations should consider the following headings and content when developing a Customer Charter:

- **Introduction**
 - Who you are, what you do and how you are funded.
 - Mission statement (optional).
- **Customers**
 - To whom does the organisation provide a service?
 - What commitment does the organisation have to its customers?
- **Standards**
 - Include a clearly written definition of service standards.
- **Timeliness, courtesy and responding to the customer**
 - How does the organisation deliver its service?
- **Equality and diversity**
 - Commitment to conduct the organisation's business in line with equality legislation and policies and procedures.
- **Access**
 - How are services accessed?
 - How is this communicated?
- **Consultation and evaluation**
 - How does the organisation give and receive feedback from customers?
 - How are services evaluated and monitored?
- **Customer complaints and comments**
 - How can customers raise complaints to the organisation?
 - How can customers make comments?

An organisation's Customer Charter should evolve and develop as part of its commitment to continuous improvement and should reflect feedback from clients and changes in service delivery.

Useful website

www.bettergov.ie

The Public Service Modernisation Division of the Department of the Taoiseach

Volunteers

Many organisations would not be able to operate without the support and goodwill of volunteers. While volunteers are not paid employees, they should be required to sign up to the organisation's work ethics and practices. Organisations should consider developing a person specification, a job description and a responsibilities checklist for volunteers. The checklist could include the responsibilities of the volunteer to the organisation and the responsibilities of the Board of Directors to the volunteer:

Some organisations may develop the responsibilities through a Volunteer Policy. This can be used to provide guidance on all aspects of volunteering in the organisation. It does not constitute a binding contract. It supplements other policies and procedures, as well as your mission statement and your stated values. This policy should apply to all volunteers who undertake tasks on behalf of the organisation.



A sample Volunteer Policy may be found on the accompanying CD.

Useful website

www.volunteer.ie

Volunteer Centres Ireland (VCI)



Section 2 Becoming an Employer

Section 2 Becoming an Employer

Introduction

Becoming an employer places responsibilities and obligations on the company.

This section covers the following:

- Contract of Employment
- Staff handbook
- Recordkeeping and recording obligations and the Data Protection and Freedom of Information Acts
- Content for employee personnel files
- HR forms
- Car insurance indemnification
- Induction of staff
- Performance appraisals
- Redundancy
- Exit interviews

Contract of Employment

The Terms of Employment (Information) Acts, 1994-2001 require an employer to give each new employee a written statement containing certain specified terms and conditions of employment. This document must be signed by the employer within two months of the new employee's commencement of employment.

The written statement **must** contain the following particulars:

- Name of employer and employee
- Employer's address (either the principal place of business or the registered office)
- The place of work or, where there is no fixed place of work, a statement that the employee may have to work at various places
- Job description (including reporting structure)
- Commencement date
- Duration of employment (the expected duration if the employment is temporary, or the date on which the contract expires if for a fixed term)
- Rate or method of calculation of remuneration and the payment interval (e.g. weekly, monthly)
- Hours of work, including breaks (unpaid and paid), overtime and time-in-lieu arrangements
- Holidays: public holidays and other statutory leave entitlements (e.g. maternity and adoptive leave, parental leave and force majeure leave)
- Sick leave arrangements and pension schemes (As nonprofit organisations may not have pension schemes, reference should be made to Personal Retirement Savings Accounts (PRSAs) and the employer's obligation in relation to same.)
- Length of notice required of the employee in the event of resignation and the notice which the employee will be entitled to receive from the employer in the event of termination other than resignation
- Reference to any collective agreements which directly affect the employee's employment

Other information that **should be** included in a contract includes:

- Address and PPS number of the employee
- Probation period
- Retirement date (If a retirement date is not specified, the employee may be able to continue employment in the organisation indefinitely.)
- Discipline and grievance procedures
- Anti-bullying/harassment procedures
- Health and safety obligations

Other issues that **may be** addressed include:

- Intellectual property
- Confidentiality
- Layoff and short working time
- Email and IT systems
- Expenses
- Personal appearance
- Training and development
- Use of personal mobile phones
- Manual handling training



Childcare services may consider including reference to child protection responsibilities and the requirement for training in the areas of first aid, food handling and manual handling. Childcare services that engage cooks should include a requirement for the cook to be HACCP (Hazard Analysis and Critical Control Points) trained.

The Protection of Employees (Fixed-Term Work) Act 2003 and the Protection of Employees (Part-Time Work) Act, 2001 protects fixed-term and part-time employees from unfair treatment because of their employment status. This means that employers must not treat fixed-term or part-time employees any less favourably than full-time or permanent employees in relation to terms and conditions of employment.

Some terms and conditions of employment are subject to statutory requirements, such as rates of pay, working hours, holidays and notice of termination of employment. For example, current employment legislation requires that if an organisation has employees, they should be paid through the payroll, with deductions for tax and PRSI as confirmed by the Revenue Commissioners. Organisations should not pay employees directly by cash *into the hand*. This is not a legal practice and one that a Board of Directors should ensure does not happen within the organisation. All paid employees are entitled to a payslip for each payment.



The above information is also relevant to childcare services where the engagement of relief workers is a regular practice. All employees should be paid through the payroll with appropriate deductions and returns made to the Revenue Commissioners.

Most of the above information can be written into the employment contract, referencing the staff handbook for further information. It is a legislative requirement that all employees receive details of the grievance, discipline and anti-bullying/harassment policies of the organisation.



A sample Contract of Employment may be found on the accompanying CD.

Staff Handbook

A well-written staff handbook outlines a summary of the company's policies and procedures in an easy-to-read format. The main advantage of issuing employees with a staff handbook is that it communicates uniform, well-defined employment policies. The staff handbook can include: induction of staff, hours, pay and salary, as well as the entire organisation's policies, procedures and conditions of employment. It is important that employees sign their handbook to indicate that they have read, understand and will adhere to its contents.

The staff handbook may be given to the new employee with the Contract of Employment and the employee can sign off on both documents. The reading and understanding of the staff handbook should form an integral part of the induction process for new employees. There is usually a statement at the end of the Contract of Employment that indicates that the employee is signing off to say that they have read, understand, agree with and will adhere to the terms and conditions set out in their Contract and as outlined in the accompanying staff handbook, which may be reviewed and updated from time to time.

Suggested Content

The staff handbook can be divided into two sections: the terms and conditions of employment and the company policies and procedures. The policies and procedures section is usually a summarised version of the organisation's policies and procedures. (See Section 3 of this guide, *Developing Policies and Procedures*.)

Below is a typical table of contents for a staff handbook but organisations may consider other areas for inclusion. The handbook should be clearly written and user friendly. It should be easy to understand and may give examples to ensure there is no ambiguity or misinterpretation.



A childcare service might include their Child Protection Policy, the process in relation to Garda vetting and a Student Placement Policy in its staff handbook.

Welcome and Introduction

Section I: Terms and Conditions of Employment

- Contracts of Employment
- Payment
- Timesheets
- Breaks
- Pension or PRSA
- Probationary Period
- Grievance Policy and Procedures
- Discipline and Dismissal Policy and Procedures
- Sick Leave
- Annual Leave
- Parental Leave
- Force Majeure Leave

- Carer's Leave
- Jury Duty
- Maternity and Adoptive Leave

Section II: Company Policies and Procedures

- Recruitment and Selection
- Induction
- Communication
- Alcohol and Drugs
- Complaints
- Equal Opportunities
- Anti-Bullying/Harassment
- Bereavement and Compassionate Leave
- Representing the Organisation
- Hours of Work
- Recordkeeping
- Timekeeping
- Confidentiality
- Appraisals
- Training and Development
- Health and Safety
- Car Indemnification
- Expenses
- Smoke-Free Building
- Visual Display Users
- Email and Internet
- Retirement and Resignation
- Membership of Trade Unions
- Notice Periods
- Uniforms and Personal Appearance
- Mobile Phone Usage
- Staff Personnel Files

Recordkeeping and Recording

Recordkeeping

Organisations are required by law to keep records. Organisations must keep records of employees' pay—P60s, P45s and P35s—for six years. Non-compliance in keeping records relating to annual leave, public holidays, maternity leave, parental leave, carer's leave, and force majeure leave carries monetary fines.

Recording

Organisations should also make a record of any meetings or discussions with staff members. It is advisable to take the following steps:

- Keep note of the meeting.
- The manager should sign off and give the employee two copies, instructing the employee to sign off, keep one copy and return the other copy to the Manager.
- If the record of the meeting is to be filed on the employee's personnel file, they should be informed.

Data Protection Acts

Organisations must ensure that they meet the obligations set out under the Data Protection Act, 1998 and Data Protection (Amendment) Act 2003 in relation to information on personnel in their employment. The legislation requires that information is kept accurately, kept for lawful purposes, not disclosed in any way that is inappropriate and kept securely. The legislation applies to information kept manually or on computer.



Childcare services should be aware that data protection legislation also applies to information that is kept in relation to children and families as required under the Child Care (Pre-School Services) (No 2) (Amendment) Regulations 2006.

Freedom of Information Acts

The Freedom of Information Act, 1997 and Freedom of Information (Amendment) Act 2003 give individuals the right to access records held by Government Departments, Offices and certain other public bodies. Organisations that are in receipt of Government funding through Government Departments, Offices and other bodies may be subject to this legislation. In these circumstances, it is usual that the Government Department, Office or other public body will inform the organisation of how this legislation may impact on them. For example, organisations in receipt of funding from the Office of the Minister for Children and Youth Affairs through Pobal may be required to provide information.

Useful websites

www.dataprotection.ie

The Data Protection Commissioner

www.foi.gov.ie

The Freedom of Information Central Policy Unit

Personnel File

Organisations should begin a personnel file for each employee on the date of their appointment. All important job-related documents should go into this file. Under data protection and freedom of information legislation, employees have the right to examine their personnel files. This simply allows individuals the opportunity to confirm information in the file and identify any specific information which is believed to be incorrect. Access to information about employees should be strictly limited to Management. It is important to keep your personnel files in a secure location. If asked by outside companies for information on an employee, it is important to first seek permission (written or otherwise) from that employee.

An employee's personnel file might include all or some of the following:

- Job advertisement
- Job description and person specification for the post
- Job application or CV
- References
- Copies of any letters sent to the employee
- Results of a medical evaluation
- Offer of employment
- Copy of contract (signed copy is preferable)
- Interview notes
- Evaluations and appraisals
- Forms relating to employee benefits
- Information on next-of-kin and emergency contacts
- Training and qualification certificates
- Records of attendance
- Grievances
- Discipline warnings and/or other disciplinary actions
- Anti-bullying/harassment claims and actions taken
- Letter of resignation or termination



A sample checklist for a personnel file may be found on the accompanying CD.

Useful websites

www.erb.ie

The Employer Resource Bureau

www.employmentrights.ie

The National Employment Rights Authority (NERA)

www.sfa.ie

Small Firms Association

HR Forms

Without good recordkeeping, it can be difficult to manage and keep track of employees' working hours, annual leave and expenses. Employment legislation imposes fines on employers who do not keep records.

The following forms should be available to employees:

Expenses Claim Form	A form for claiming expenses incurred in the course of business.
Holiday Request Form	A form for requesting holiday leave.
Mileage Reimbursement Form	A form for claiming reimbursement for mileage incurred in the course of business.
Timesheet	A record of hours worked in a week or month (depending on company timekeeping policy).
Organisation of Working Time Form (OWTI Form)	A detailed record of start and finish times, daily and weekly hours worked and leave granted. This form is required by law if no swipe card or clock-in system.
Pay Slip/Record	A record of an employee's pay.
Sickness Record	A record of an employee's sick leave.
Maternity Leave Record	A record of an employee's maternity leave.
Adoptive Leave Record	A record of an employee's adoptive leave.
Parental Leave Record	A record of an employee's parental leave.
Carer's Leave Record	A record of an employee's carer's leave.
Force Majeure Leave Record	A record of an employee's force majeure leave.
Public Holidays Record	A record of an employee's public holidays (for part-time employees in particular).

Useful website

<http://www.irishstatutebook.ie/2001/en/si/0473.html>

The Organisation of Working Time (Records) (Prescribed Form and Exemptions) Regulations, 2001 (includes Form OWTI)

Car Insurance Indemnification and the Use of Mobile Phones

If an employee is using their privately owned motor vehicle on a journey in the course of work, it is important to ensure that they are adequately covered on their own insurance. An employee should be instructed to inform their insurance company of this change in status. If an employee is charged an additional insurance premium, it is common practice for the organisation to reimburse the employee on receipt of clarification of the charge from the employee's insurance company.

It is also important for you to advise all staff to keep their mobile phones switched off while driving, even if they have a hands-free or bluetooth system in the car. While it is not illegal to use these systems, the Road Safety Authority (RSA) recommends that people do not use mobile phones at all when driving. (See RSA leaflet on mobile phones and driving.)

Useful website

www.rsa.ie

The Road Safety Authority (RSA)

Induction

Induction is the process for introducing a new employee, volunteer, or director to their work environment. It is important that people feel welcome. They should be provided with a tour of the premises and with relevant information on work policies and procedures. Having a good induction programme for all employees is vital to an organisation.

Remember, it takes time for a new employee to retain all the information provided about an organisation. Induction should ideally take place as soon as possible after the new employee commences work. Larger organisations sometimes organise group induction courses on a quarterly basis or over a number of weeks. Alternatively, a buddy or mentoring system can be provided to the new employee. This could entail another member of staff who has been employed for some time and is familiar with all of the operational aspects of the organisation introducing the new employee to the organisation over a period of time.

Induction information can be delivered through presentations, questionnaires, videos, e-learning or active learning tasks (e.g. giving the new employee a questionnaire where completion involves them sourcing information from people in the organisation). An organisation should determine which system is best for its particular needs in relation to new employees.

An organisation's induction pack will vary in content depending on whether it is for a new director or an employee, and may include the following:

- A brief history of your organisation, including mission statement, ethos and values
- Copy of your policies and procedures
- Your latest Annual Report, if applicable
- Funding and finance information
- Your strategic/work plans

- Information on staff and volunteers
- Conditions of employment
- Training
- Code of conduct
- Minutes of any relevant meetings



A sample induction training checklist may be found on the accompanying CD.

Performance Appraisals

Performance appraisals are essential for the effective management and evaluation of staff. For the staff member, appraisals offer a benchmark for individual development and an opportunity to establish the expectations and objectives of Management. Appraisals enable Management to monitor standards, agree expectations and objectives with staff members, delegate responsibilities and tasks and improve organisation performance. Performance appraisals also identify individual and organisation training needs.

Some organisations link performance appraisals to annual pay increases or increments; others do not. The decision of whether or not pay is linked to the performance appraisal should be made by the Board of Directors.

Formal performance appraisals are generally conducted annually for all staff in the organisation. Each staff member is appraised by their line manager. In the voluntary and community sector, the Manager or Chief Executive is usually appraised by the Chairperson.



A sample appraisal form may be found on the accompanying CD.

Useful website

www.erb.ie

The Employer Resource Bureau

Redundancy

The Redundancy Payments Acts, 1967-2007 set out the legal obligations on employers in a redundancy situation. Employees who have been employed with organisations for a period of two years (104 weeks) may be entitled to redundancy payments if their employment is terminated or comes to an end.

Organisations should ensure that when a potential redundancy situation arises, due process is followed in terms of statutory obligations and, when appropriate, that the Department of Enterprise, Trade and Employment is informed.

Useful website

www.entemp.ie

The Department of Enterprise, Trade and Employment

Exit Interviews

The exit interview is an opportunity for an employer to gather unique and useful information about the organisation. It should be a relaxed meeting with the employee and can be an opportunity to affirm the positive contributions the employee made to the organisation. However, its primary objective is to understand the employee's experience of employment with the organisation. Questions should include why the employee is leaving, what their likes and dislikes were during their employment and what areas they feel need improvement within the organisation. Successful organisations ensure that the information gathered during the exit interview is transferred back into the workplace at the appropriate levels.



A sample exit interview form may be found on the accompanying CD.



Section 3

Developing Policies and Procedures

Section 3 Developing Policies and Procedures

Introduction

Policies are the best way of outlining the organisation's regulations on all areas of employment, ranging from recruitment and selection to evaluation of performance, from health and safety to dismissals. Policies should apply not only to existing employees, but also to potential staff members, to customers and clients and to others connected with an organisation. This section outlines the various aspects of service that require policies and procedures, including:

- Alcohol and drug misuse
- Anti-bullying/harassment
- Childcare and child protection
- Discipline and dismissal
- Grievance
- Information technology
- Jury service
- Recruitment and selection
- Sickness

The Code of Ethics and Equal Opportunities Policy are dealt with in Section 1 of this guide.

Policies

A policy is a course of action adopted or proposed by a service or individual on a particular issue. Policies help to ensure that a consistent approach in line with corporate values is adopted throughout the service. They provide frameworks within which consistent decisions are made.

Procedures

Procedures spell out precisely what action is to be taken in line with policy and outlines the steps or the way of performing a task. Procedures can be seen as a series of actions performed in a certain order or manner. Procedures can reduce the need for waiting for decisions. They provide consistency and autonomy, and improve Management control.

Custom and practice

Custom and practice may have evolved in the company around certain issues and procedures. These customs and practices then *become the way the service does things*, even though this may not always be the most appropriate or acceptable way for the service. Because custom and practice have certain legal standing, having policies in conflict with the custom and practice of an organisation is counterproductive. Therefore, custom and practice should always be considered in the writing-up and reviewing of policies and procedures.

Additional topics for policies

It is wise to incorporate statutory entitlements into company policies or have specific policies to address each circumstance. For example, if employees meet certain criteria as set out in legislation, they may be entitled to leave under the following benefits:

- Maternity leave
- Adoptive leave
- Carer's leave
- Force majeure leave
- Parental leave

All of the above are important topics for policies and procedures.

Non-policy considerations

There are certain issues intrinsic to the work environment that may not require a formal policy, but should be addressed by the employer nonetheless as part of a comprehensive organisational plan and to minimise disruption in the workplace. The issues of stress and time management fall into this category.

Developing your policies and procedures

Policies and procedures are most effective when they are simple and easy to read.

A well-functioning organisation will develop its key policies covering strategic (long-term) and operational (day-to-day) matters. A policy statement can include:

- The policy title.
- The purpose of the policy. Why have the policy? Is it required by legislation, good practice or the Board of Directors?
- The scope of the policy. Who is affected by this policy?
- The policy and procedures. Outline the organisation policy and then any procedures to be followed.
- Links to other policy documents that are relevant.

Once developed, the policies should be implemented and communicated throughout the organisation. Policies should be regularly reviewed to ensure they remain current. Circumstances change, both within the organisation and community. Policies need to be updated to reflect these changes. The Board should ensure there is a process whereby every employee receives the most updated version of a policy when it is revised.

Signing off on policies

It is highly recommended that organisations ensure each of their policies is signed off on by any person to whom the policy applies. Organisations should consider circulating new policy documents to staff with their pay slips and then follow up on the sign off.

When a policy or procedure is reviewed or amended for whatever reason, the new policy should be circulated to employees, students, volunteers and the members of the Board of Directors for sign off.

When writing policies and procedures, it may also be useful for an organisation to consider including a header on the policy including the organisation name, the policy name and the date. For example:

Absolutely Wonderful Organisation
Child Protection Policy
28 February 2009

This will ensure that the most current and correct policies and procedures are being used by the organisation. Old policy documents can be filed for reference purposes.

Employees should sign-off on each individual policy to show that they have read and understand it and agree to follow it.

Policy Templates

The CD developed in conjunction with *A Guide to Starting a Community Organisation* provides a range of sample policy templates. To obtain the CD, an organisation must complete the Southside Partnership DLR, Southside Community Training Network or Canavan & Byrne training programmes on good governance and policies and procedures. In particular, organisations should avail of training and mentoring in tailoring the template documents found on the CD to suit the requirements of their individual organisations. It is imperative that organisations develop these templates to suit their own individual needs and obligations.



A sample Sign Off Sheet may be found on the accompanying CD.

Alcohol and Drug Misuse Policy

Alcohol misuse can be defined as any drinking, either intermittent or continual, which definitely and repeatedly interferes with a person's health or capability or conduct at work. The term *drug misuse* describes the use of any illegal drug **and** the *misuse* of any legal drug (intentionally or unintentionally) like prescription drugs or inhalants.

The misuse of alcohol and drugs can lead to reduced productivity, absenteeism and accidents at work. Because alcohol and certain drugs are legal, we use the term *misuse* to collectively refer to both use of illegal drugs and use of legal or prescribed substances that is dependent or part of problematic or harmful behaviour.

It is important to be explicit about what constitutes *misuse* in a work environment. An Alcohol and Drug Misuse Policy covers issues such as how alcohol and drug problems will be recognised and managed, and the process for dealing with alcohol and drug misuse by employees at work.

Note: Alcoholism has been defined in case law as a disease. Employers should seek support for employees who may have been diagnosed with this disease.



A sample Alcohol and Drug Misuse Policy may be found on the accompanying CD.

Useful websites

www.hsa.ie

The Health and Safety Authority (HSA)

www.workplacehealth.ie

The Workplace Health Partnership

Anti-Bullying/Harassment Policy

An Anti-Bullying/Harassment Policy should provide a clear statement of an employer's commitment to creating a harmonious, harassment-free working environment. The policy should outline what harassment in the workplace is and how it will be dealt with. The subject of anti-bullying/harassment is referenced under the Employment Equality Acts; the Safety, Health and Welfare at Work Act 2005; and the Industrial Relations Acts.



A sample Anti-Bullying/Harassment Policy may be found on the accompanying CD.

Useful websites

www.entemp.ie

The Department of Enterprise, Trade and Employment

www.equality.ie

The Equality Authority

Child Protection Policy

Your Child Protection Policy should state that the aim of your organisation is to promote and facilitate a safe and healthy environment for the children and young people with whom it works and your commitment at all times to ensuring their safety and welfare. The Department of Health and Children publications *Children First: National Guidelines for the Protection and Welfare of Children* (1999) and *Our Duty to Care: The Principles of Good Practice for the Protection of Children and Young People* (2002) should be referenced by those organisations working with children. Organisations who do not work with children may provide a service to clients or work with particular groups where individuals may disclose that they are abusing or have been abused. While this situation may be unusual, it is incumbent on the organisations to ensure that they have a policy in place to deal with any such situation.



Organisations working directly with children should ensure that at least one member of staff has undertaken child protection training with the Health Service Executive. Childcare services must have a comprehensive Child Protection Policy, to include the process used to deal with allegations of abuse against an employee. The policy should include the procedures in relation to the child and the employee. This also applies to staff employed through publicly funded labour market schemes (e.g. Community Employment or Job Initiative) who are working in childcare services.



Sample Child Protection Policies (for childcare providers and organisations not caring for children) may be found on the accompanying CD.

Useful website

www.dohc.ie

The Department of Health and Children

www.hse.ie

The Health Service Executive

www.omcya.ie

The Office of the Minister for Children and Youth Affairs

Discipline and Dismissal Policy

The Discipline and Dismissal Policy sets out basic disciplinary procedures to be adhered to by employers. This policy is instigated by the employer usually when there is issue with the employee's performance, behaviour or attitude. The policy lists various disciplinary offences and how they will be dealt with. Such procedures are necessary to ensure that disciplinary measures are conducted and applied in a consistent manner and in accordance with the principles of natural justice and fairness.



A sample Discipline and Dismissal Policy may be found on the accompanying CD.

Useful website

www.lrc.ie

The Labour Relations Commission, Ireland

Grievance Policy

The Grievance Policy outlines statutory procedures to be followed by an employee if they wish to raise an issue with their employer. It identifies the various steps in raising a grievance and how the grievance will be dealt with by the organisation. Such a policy is particularly useful to have in place, as it will promote fair and reasonable behaviour from both Management and staff.



A sample Grievance Policy may be found on the accompanying CD.

Useful website

www.erb.ie

The Employer Resource Bureau

www.employmentrights.ie

The National Employment Rights Authority (NERA)

Information Technology Policy

An Information Technology Policy can also be called a *Computer, Email and Internet Acceptable Use Policy*. It sets out rights, responsibilities and limitations on the use of the organisation's internet and email facilities in the course of employment.

Employers must make sure that any monitoring or recording of personal emails or internet use takes place with employees' knowledge and there must be good reason for doing so, otherwise employers could be in breach of the Human Rights Act.

The policy should cover the following:

- internet activities such as blogging and instant messaging
- potential pitfalls of using email
- actions required of staff to ensure compliance with data protection regulations
- avoidance of security breaches and software piracy
- any organisation restriction on internet and email usage (e.g. to business use only or to allow personal use outside of normal working hours)



A sample Information Technology Policy may be found on the accompanying CD.

Useful website


www.dataprotection.ie

The Data Protection Commissioner

Jury Service Policy

If an employee is called for jury service, the employer is required by law to allow them to attend. It is important that employees know the following:

- A jury summons requests the individual to attend for jury service on the date and at the time indicated. It is important to read the summons carefully, paying particular attention to the list of persons ineligible, disqualified or excusable as of right. If the individual falls into any of these categories, they should indicate which category on the reply form (briefly stating the reason), detach the reply form and return it in the pre-paid envelope provided.
- If the individual wishes to make an application to be excused, this is at the discretion of the County Registrar; and the individual should state their reasons as fully as possible on form J2. They should enclose any certificates or documents in support of their application. Another person can apply for an excusal on an individual's behalf in exceptional circumstances. However, an employer cannot make an application on behalf of any employee.

- The individual should keep the remaining portion of their summons for reference purposes and, if attending for jury service, bring it to Court with them.
-  There are some circumstances whereby an employer may not be able to release the staff member for jury service. For example, childcare services are required to meet adult/child ratios to comply with the Child Care (Pre-School Services) (No 2) (Amendment) Regulations 2006. In a situation where the childcare service has staff on annual leave and already has relief staff in to cover the leave, the absence of an employee for jury service may not be accommodated. In such circumstances, the employer could make a request that an employee is not released from work to undertake jury service.



A sample Jury Service Policy may be found on the accompanying CD.

Recruitment and Selection Policy

The key principles of a Recruitment and Selection Policy are to ensure the candidate best suited to the post will be recruited and your organisation is following best practice. Having a Recruitment and Selection Policy ensures fairness, consistency, openness, accountability and transparency. The policy generally covers advertising, person specification, job description, shortlisting, the interview process, references, medical examination, the offer and acceptance process, feedback, selection methods, communication with candidates, post-interview feedback, canvassing and data protection and freedom of information. It may also include or reference other relevant policies (e.g. the organisation's Equal Opportunities Policy).

A record of decisions made during this process should be retained for 12 months after the recruitment process has been completed.



Childcare services or those organisations with employees who will come in contact with children should ensure that these employees are Garda-vetted. The National Children's Nurseries Association (NCNA) or the IPPA, the Early Childhood Organisation, will carry out Garda vetting for their members. For organisations that do not have such membership, the vetting can be done by Barnardos or funding agencies like Pobal.



A sample Recruitment and Selection Policy may be found on the accompanying CD.

Useful website

www.entemp.ie

The Department of Enterprise, Trade and Employment

www.citizensinformationboard.ie

Citizens Information Board (the national support agency responsible for supporting the provision of information, advice and advocacy on social services)

Sick Leave Policy

A Sick Leave Policy outlines the guidelines to be followed when an employee is absent due to sickness or injury. Some organisations may have a sick pay scheme which will allow for payment under specific criteria. However, there is no legal obligation on an employer to provide a sick pay scheme for employees. If an employee's contract of employment indicates there is a sick pay scheme from the employer, then this becomes part of the employee's terms and conditions of employment. If no sick pay scheme exists and the employer does pay employees while they are out sick, then a right to payment during sick leave may be established through custom and practice.

Typically, a Sick Leave Policy includes:

- Reference to whether there is payment by the organisation for absences due to illness
- An outline of the criteria for eligibility for sick pay
- A definition of the sick leave year (a rolling twelve months or a calendar year from January to December)
- The procedure for notification (including duration) of sick leave to the employer
- A description of what must be included on the medical certificate
- An outline of the rules and procedures of the scheme such as:
 - company discretion
 - no absolute right to sick pay
 - suspension from benefit if abuse of the scheme is found
 - use of disciplinary procedures
 - right for the organisation to refer employees to the organisation's medical officer
 - uncertified absences limit
 - reporting accidents
 - the review of the sick pay procedure
- A description of any exclusion to the Sick Leave Policy
- A reference to social welfare entitlements



A sample Sick Leave Policy may be found on the accompanying CD.

Important Non-Policy Considerations for an Organisation

Stress and Time Management

Working in the voluntary and community sector brings its own set of stresses. It is important therefore that insofar as possible, proper systems and structures are put in place to assist the Board of Directors and all employees in minimising stress and managing time effectively. Organisations that follow through on the recommendations for setting up a company, becoming an employer and developing policies and procedures are taking a step in the right direction. Doing so will assist Management and staff in coping with stress and managing their time effectively.

In everyday life, we are subjected to a wide range of pressures. We also have a wide range of resources and strategies for coping with pressure. Sometimes we will cope very well and will not feel that the pressure is having a negative effect on us. In other circumstances, we will have difficulty dealing with the situation, and that is when we often use the term stress.

However, any situation that puts us under pressure is stressful. Stress is not necessarily harmful or unpleasant. When we cope with a stressful situation effectively, we can feel challenged, stimulated and liberated.



A reference sheet entitled *Tips on How to Manage Your Stress* may be found on the accompanying CD.

HELPFUL REMINDERS

Have you...

...Set up a Company

- Set up your company structure?
- Developed and registered your Memorandum and Articles of Association?
- Appointed at least seven members to your Board of Directors?
- Given your directors a list of roles and responsibilities and a letter of appointment outlining their obligations to you and your obligations to them?
- Registered for charitable status?
- Set up good governance systems?
- Developed a Customer Charter?
- Developed a Code of Ethics?
- Registered with the Revenue Commissioners?
- Developed a strategic plan?
- Considered your financial management systems?
- Met your legal obligations in relation to company law, health and safety and employment law?
- Developed a Volunteer Policy?

...Become an Employer

- Developed Contracts of Employment?
- Developed a staff handbook?
- Developed employment forms to complement your policies and procedures?
- Set up personnel files for all employees?
- Ensured you are compliant with the Data Protection Acts and Freedom of Information Acts?
- Ensured that you are keeping appropriate records?
- Set up an induction programme?
- Considered specific areas relative to your organisation such as car indemnification, redundancy and others?

...Developed your Policies and Procedures

- Developed the essential policies and procedures in relation to employment law:
 - Discipline?
 - Grievance?
 - Anti-Bullying/Harassment?
- Set a timeframe for the delivery of your other policies and procedures?

Summary of Legislation and Guidelines

Employment Legislation

The following is a summary of the legislation that has been introduced concerning employment protection:

- **Adoptive Leave Act, 1995** – provides for adoptive leave from employment principally by the adoptive mother and for her right to return to work following such leave.
- **Carer's Leave Act, 2001** – provides for temporary unpaid carer's leave for employees to enable them to care personally for persons who require full-time care and attention.
- **Employees (Provision of Information and Consultation) Act 2006** – sets minimum requirements for employees' rights to information and consultation about the development of their employment's structure and activities. (From 4 September 2006, it applies to employers with at least 150 employees; from 23 March 2007, to those with 100 employees; and from 23 March 2008, to those with at least 50 employees.)
- **Employment Equality Act, 1998** – prohibits discrimination within employment on the basis of gender, marital status, family status, age, race, religious belief, disability, sexual orientation and membership of the Traveller community. The Act also prohibits sexual and other harassment.
- **Equality Act 2004** – makes significant amendments to the Employment Equality Act, 1998, such as an extension of the age provisions to people under 18 (but over the minimum school-leaving age of 16) and those over 65 years. It also amends the Equal Status Act, 2000 to extend the definition of sexual harassment and shift the burden of proof from the complainant to the respondent.
- **Employment Permits Act 2006** – updates the Employment Permits Act 2003, introducing the Green Card permit and revising the legislation on work permits and spousal permits.
- **Industrial Relations Acts 1946-2004** – give rise to both the establishment of functions and legislations such as Labour Relations Commission, Rights Commissioners, National Employment Rights Authority and the Unfair Dismissals Acts.
- **The Juries Act, 1976** – outlines eligibility and processes in relation to the jury system.
- **Maternity Protection (Amendment) Act 2004** – makes significant improvements to previous maternity protection legislation, including new provisions relating to antenatal classes, additional maternity leave, breastfeeding and reduction in compulsory period of pre-birth confinement.
- **Maternity Protection Act, 1994** – replaces previous legislation and covers matters such as maternity leave, the right to return to work after such leave and health and safety during and immediately after the pregnancy.
- **Minimum Notice and Terms of Employment Acts, 1973-2001** – provides that every employee who has been in the employment of his or her employer for at least 13 weeks is entitled to a minimum period of notice before that employer may dismiss him or her. This period varies from one to eight weeks, according to the length of service. An employer who is unable to provide the appropriate minimum notice may make payment in lieu of notice to the employee.
- **National Minimum Wage Act, 2000** – introduces an enforceable national minimum wage.
- **Organisation of Working Time (Records) (Prescribed Form and Exemptions) Regulations, 2001** – includes the requirement by employers to keep a record of the number of hours worked by employees on a daily and weekly basis, and to keep records of leave granted to employees in each week (annual leave or public holidays) and details of the payments in respect of this leave. Employers must also keep weekly records of starting and finishing times of employees.
- **Organisation of Working Time Act, 1997** – regulates a variety of employment conditions including maximum working hours, night work and annual and public holiday leave.

- [Parental Leave Act, 1998](#) – provides for a period of unpaid parental leave for parents to care for their children and for a limited right to paid leave in circumstances of serious family illness (force majeure).
- [Protection of Employees \(Fixed-Term Work\) Act 2003](#) – protects fixed-term employees by ensuring that they cannot be treated less favourably than comparable permanent workers, and that employers cannot continually renew fixed-term contracts. Under the Act, employees can only work on one or more fixed-term contracts for a continuous period of four years. After this, the employee is considered to have a contract of indefinite duration (i.e. a permanent contract).
- [Protection of Employees \(Part-Time Work\) Act, 2001](#) – replaces the Worker Protection (Regular Part-Time Employees) Act, 1991 and provides for the removal of discrimination against part-time workers where such exists. It aims to improve the quality of part-time work, to facilitate the development of part-time work on a voluntary basis and to contribute to the flexible organisation of working time in a manner that takes into account of the needs of employers and workers. It guarantees that part-time workers may not be treated less favourably than full-time workers.
- [European Communities \(Protection of Employees on Transfer of Undertakings\) Regulations 2003](#) – protects employees' rights and entitlements during any transfer of an undertaking, business or part of a business from one employer to another employer as a result of a legal transfer (including the assignment or forfeiture of a lease) or merger:
- [Protection of Young Persons \(Employment\) Act, 1996](#) – regulates the employment and working conditions of children and young persons, replacing previous legislation dating from 1977.
- [Redundancy Payments Acts, 1967 – 2007](#) – provide, subject to certain criteria, a minimum entitlement to a redundancy payment for employees from their employer. Not all employees are entitled to this statutory redundancy payment, even where a redundancy situation exists.
- [Terms of Employment \(Information\) Act, 1994](#) – updates previous legislation relating to the provision by employers to employees of information on such matters as the job description, rate of pay and hours of work.
- [Unfair Dismissals Acts 1977 to 2005](#) – sets out the law regarding unfair dismissals, and later acts update and amend previous legislation dating from 1977.

Childcare

Childcare Legislation

- Child Care Act, 1991 (Part VII)
- The Child Trafficking and Pornography Act, 1998
- Child Care (Pre-School Services) (No 2) (Amendment) Regulations 2006
- Children Act, 2001
- Protections For Persons Reporting Child Abuse Act, 1998
- United Nations Convention on the Rights of the Child (1991)

Childcare Guidelines

- *Final Report to the Minister for Social, Community and Family Affairs: Strengthening Families for Life (1998)*
- *National Childcare Strategy, Report of the Partnership 2000, Expert Working Group on Childcare*
- *Ready to Learn: White Paper on Early Education (1999)*
- *Children First: National Guidelines for the Protection and Welfare of Children (1999)*
- *National Children's Strategy 2000*
- *Our Duty to Care: The Principles of Good Practice for the Protection of Children and Young People (2002)*
- *Quality Childcare and Lifelong Learning: Model Framework for Education, Training and Professional Development in the Early Childhood Care and Education Sector (2002)*
- *Ready, Steady, Play! A National Play Policy (2004)*
- *Towards a Framework for Early Learning (2004)*

Health and Safety Legislation

- **The Safety, Health and Welfare at Work Act 2005** – replaced the provisions of the Safety, Health and Welfare at Work Act, 1989 when it came into operation on 1st September 2005. It consolidates and updates the existing health and safety law. Changes include the provision for higher fines for breaches of safety legislation.
- **The Safety, Health and Welfare at Work (General Application) Regulations 2007** – place obligations on employers, employees and others with regard to safety, health and welfare at work. The Regulations apply to all workplaces. They provide the framework for both managing staff and health, and consultation by employers with employees on health and safety.

Other Legislation

- Charities Act 2009
- Companies Acts 1963-2005
- Data Protection Act, 1998 and Data Protection (Amendment) Act 2003
- Freedom of Information Act, 1997 and Freedom of Information (Amendment) Act 2003
- Human Rights Act

Reference Material

The material found in this guide has been compiled from a variety of sources, including material from Southside Partnership DLR, Canavan and Byrne and other contributors and the websites below.

Southside Partnership DLR gratefully acknowledges the resources and information accessed from the websites of other organisations and contributors. Sample documents have been adapted to suit the focus of the guide and sample templates on the CD.

Byrne, M. *Personnel Practice in Early Years Services: A Guide 2nd Edition*. Dublin: Barnardos (NCRC), 2005.

Cornelius, Neline. *Building Workplace Equality: Ethics, Diversity and Inclusion. Second Edition, illustrated*. Cengage Learning EMEA, 2002.

Commission on the Family. *Final Report to the Minister for Social, Community and Family Affairs: Strengthening Families for Life*. Dublin: Stationery Office, 1998

Department of Enterprise, Trade and Employment. Various Employment Legislation Information. Dublin.

Cox, A. and Boardmatch Ireland. *Sharing Knowledge: A Guide to Board Membership*. Dublin.

Department of Education and Science. *Ready to Learn - A White Paper on Early Childhood Education*. Dublin: The Stationery Office, 1999.

Department of Health and Children. *Children First: National Guidelines for the Protection and Welfare of Children*. Dublin: The Stationery Office, 1999.

Department of Health and Children. *Our Duty to Care: The Principles of Good Practice for the Protection of Children and Young People* Dublin: 2002.

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Expert Working Group on Childcare. *National Childcare Strategy, Report of the Partnership 2000, Expert Working Group on Childcare*. Department of Justice, Equality and Law Reform, 2000.

Health and Safety Authority. *Dignity in the Workplace—Codes of Practice on Workplace Bullying and Harassment*. Dublin: HSA.

Health and Safety Authority. *Guidelines on the Health and Safety of Office Workers*. Dublin: HSA.

Health and Safety Authority. *Responsibilities of an Employer and Employee*. 2005.

Irish Business Employers Confederation. *Information Guidelines for Members*. Dublin.

Irish League of Credit Unions. *Human Resources Policies and Procedures – Guidelines for Affiliated Credit Unions*. Dublin: Irish League of Credit Unions, 2004.

McMahon, G. *Performance Appraisal Skills – Best Practice for Managers*. Dublin: Oak Tree Press, 1999.

McMahon, G. *Recruitment and Selection – How to Get it Right*. Dublin: Oak Tree Press, 2002.

National Children's Office. *Ready, Steady, Play! A National Play Policy*. 2004.

National Children's Strategy. *National Children's Strategy: Our Children, Their Lives*. Dublin: The Stationary Office, 2000.

National Council for Curriculum and Assessment. *Towards a Framework for Early Learning*. 2004.

Websites

www.bettergov.ie

The Public Service Modernisation Division of the Department of the Taoiseach

www.boardmatchireland.ie

Boardmatch Ireland (supporting the development of Boards and Management Committees of community and voluntary sector organisations by linking skilled volunteers with the requirements of Boards of Directors)

www.citizensinformationboard.ie

Citizens Information Board (the national support agency responsible for supporting the provision of information, advice and advocacy on social services)

www.corporategovernance.ie

The Centre for Corporate Governance at UCD

www.cro.ie

The Companies Registration Office, Ireland

www.dataprotection.ie

The Data Protection Commissioner

www.dohc.ie

The Department of Health and Children

www.employmentrights.ie

The National Employment Rights Authority (NERA)

www.entemp.ie

The Department of Enterprise, Trade and Employment

www.equality.ie

The Equality Authority

www.erb.ie

The Employer Resource Bureau

www.finance.gov.ie/documents/publications/other/cod eofpractice.pdf

The Department of Finance in Ireland has prepared guidelines for State Companies which are similar to the 1998 combined code and can be adapted for use by the voluntary and community sector:

www.foi.gov.ie

The Freedom of Information Central Policy Unit

www.fsa.gov.uk/pubs/ukla/lr_comcode2003.pdf

The Combined Code on Corporate Governance

www.fsa.gov.uk/pubs/ukla/lr_comcode.pdf

The Combined Code: Principles of Good Governance and Code of Best Practice (1998)

www.hsa.ie

The Health and Safety Authority (HSA)

www.hse.ie

The Health Service Executive

www.ibec.ie

Irish Business and Employers Confederation

www.irishstatutebook.ie

Irish Statute Book

www.irishstatutebook.ie/2001/en/si/0473.html

The Organisation of Working Time (Records) (Prescribed Form and Exemptions) Regulations, 2001 (includes Form OWT1)

www.lrc.ie

The Labour Relations Commission, Ireland

www.ncvo-vol.org.uk

(NCVO) The National Council for Voluntary Organisations

www.odce.ie

The Office of the Director of Corporate Enforcement (ODCE)

www.omcy.aie

The Office of the Minister for Children and Youth Affairs

www.revenue.ie

The Office of the Revenue Commissioners

www.rsa.ie

The Road Safety Authority (RSA)

www.sfa.ie

Small Firms Association

www.volunteer.ie

Volunteer Centres Ireland (VCI)

www.wheel.ie

The Wheel (a support and representative body connecting community and voluntary organisations and charities across Ireland)

www.workplacehealth.ie

The Workplace Health Partnership

Useful Contacts

GETTING STARTED

The Companies Registration Office

Public Office

Parnell House, 14 Parnell Square, Dublin 1.

DX: 145001

Tel: 01 804 5200

LoCall: 1890 22 02 26

Fax: 01 804 5222

Email: info@cro.ie

Web: www.cro.ie

Office of the Director of Corporate Enforcement

Parnell House, 16 Parnell Square, Dublin 1.

DX: 145003

Tel: 01 858 5800

LoCall: 1890 31 50 15

Fax: 01 858 5801

Email: info@odce.ie

Web: www.odce.ie

Office of the Revenue Commissioners

Dun Laoghaire/Rathdown Section

Lansdowne House, Lansdowne Road, Dublin 4.

Tel: 01 632 9400 (non-PAYE customers)

Email: dunlrcus@revenue.ie

(for business customers)

Web: www.revenue.ie

Office of the Revenue Commissioners

Charities Section

Government Offices, Nenagh, Co. Tipperary.

Tel: 067 44302, 44181

LoCall: 1890 25 45 65 (Ext 63302/63181)

Email: charities@revenue.ie

Web: www.revenue.ie

EMPLOYMENT RELATED

The Department of Enterprise, Trade and Employment

23 Kildare Street, Dublin 2.

Tel: 01 631 2121

LoCall: 1890 22 02 22

Fax: 01 631 2827

Email: info@entemp.ie

Web: www.entemp.ie

The Employer Resource Bureau

Email: jsomers@dublinpact.ie

Web: www.erb.ie

Irish Business and Employers Confederation

Head Office

Confederation House, 84-86 Lower Baggot Street, Dublin 2.

Tel: 01 605 1500

Fax: 01 638 1500

Email: info@ibec.ie

Web: www.ibec.ie

The Labour Relations Commission

Tom Johnson House, Haddington Road, Dublin 4.

Tel: 01 613 6700

Fax: 01 613 6701

Email: info@lrc.ie

Web: www.lrc.ie

The National Employment Rights Authority

Headquarters

O'Brien Road, Carlow.

Tel: 059 917 8800

LoCall: 1890 80 80 90

Web: www.employmentrights.ie

Small Firms Association

Confederation House, 84-86 Lower Baggot Street, Dublin 2.

Tel: 01 605 1500

Email: info@sfa.ie

Web: www.sfa.ie

GOVERNANCE AND VOLUNTARY

Boardmatch Ireland

35 Exchequer Street, Dublin 2.

Tel: 01 671 5005

Email: info@boardmatchireland.ie

Web: www.boardmatchireland.ie

Citizens Information Board

Ground Floor, George's Quay House, 43 Townsend Street, Dublin 2.

Tel: 01 605 9000

Fax: 01 605 9099

Email: info@ciboard.ie

Web: www.citizensinformationboard.ie

The Centre for Corporate Governance at UCD

Executive Education, Centre for Corporate Governance at UCD

UCD Michael Smurfit Graduate Business School, University College Dublin, Carysfort Avenue, Blackrock, Co. Dublin.

Tel: 01 716 8834

Fax: 01 716 8997

Email: adrienne.m.corrigan@ucd.ie

Web: www.corporategovernance.ie

Dun Laoghaire Rathdown Volunteer Centre

Tel: 01 209 0630

Email: karen@volunteerdli.ie

Web: www.volunteerdli.ie and www.volunteer.ie

The National Council for Voluntary Organisations

Regent's Wharf, 8 All Saints Street, London, N1 9RL, ENGLAND.

Tel: 020 7713 6161

Fax: 020 7713 6300

Email: ncvo@ncvo-vol.org.uk

Web: www.ncvo-vol.org.uk/governanceandleadership.asp

The Wheel

Irish Social Finance Centre, 10 Grattan Crescent,
Inchicore, Dublin 8.
Tel: 01 454 8727
Fax: 01 454 8649
Email: info@wheel.ie
Web: www.wheel.ie

The Health Service Executive

Head Office
Parkgate Street Business Centre, Dublin 8.
Tel: 01 635 2500
Callsave: 1850 24 18 50
Fax: 01 635 2823
Email: info@hse.ie
Web: www.hse.ie

LEGISLATIVE

The Data Protection Commissioner

Canal House, Station Road, Portarlington, Co. Laois.
Tel: 057 868 4800
LoCall: 1890 25 22 31
Fax: 057 868 4757
Email: info@dataprotection.ie
Web: www.dataprotection.ie

The Road Safety Authority

Moy Valley Business Park, Primrose Hill, Ballina,
Co. Mayo.
Tel: 096 25000
LoCall: 1890 50 60 80
Fax: 096 25252
Email: info@rsa.ie
Web: www.rsa.ie

The Equality Authority

2 Clonmel Street, Dublin 2.
Tel: 01 417 3333
Tel: 01 417 3336 (business queries)
LoCall: 1890 24 55 45
Fax: 01 417 3331
Email: info@equality.ie
Web: www.equality.ie

CHILDREN

The Department of Health and Children

Hawkins House, Hawkins Street, Dublin 2.
Tel: 01 635 4000
Fax: 01 635 4001
Web: www.dohc.ie

The Freedom of Information Central Policy Unit

Floor 3, 7-9 Merrion Row, Dublin 2.
Tel: 01 631 8258
Fax: 01 604 5750
Email: cpu@finance.gov.ie
Web: www.foi.gov.ie

The Office of the Minister for Children and Youth Affairs

Hawkins House, Hawkins Street, Dublin 2.
Tel: 01 635 4000
Fax: 01 674 3223
Email: omc@health.gov.ie
Web: www.omcya.ie

HEALTH AND SAFETY

The Health and Safety Authority

The Metropolitan Building, James Joyce Street,
Dublin 1.
Tel: 01 614 7000
LoCall: 1890 28 93 89
Fax: 01 614 7020
Email: wcu@hsa.ie
Web: www.hsa.ie

TRAINING AND INFORMATION

Canavan & Byrne

Kingsfurze House, Old Lucan Road, Dublin 20.

Tel: 087 258 4969

Email: info@canavanbyrne.ie

Web: www.canavanbyrne.ie

Southside Community Training Network (SCTN)

The Old Post Office, 7 Rock Hill, Main Street,
Blackrock, Co. Dublin.

Tel: 01 209 0610

Fax: 01 275 5729

Email: sandra.campbell@spsship.ie

Web: www.trainingnetwork.ie

Southside Partnership DLR

The Old Post Office, 7 Rock Hill, Main Street,
Blackrock, Co. Dublin.

Tel: 01 209 0610

Fax: 01 275 5729

Email: info@spsship.ie

Web: www.southsidepartnership.ie

About the Authors

Southside Partnership DLR

Southside Partnership DLR is the largest urban partnership in Ireland, working in the most disadvantaged communities and with the most marginalised people living in the county of Dún Laoghaire Rathdown (population 193,000).

Southside Partnership DLR is governed by an independent Board of Directors made up of 20 representatives of statutory organisations, local elected representatives, trade union and employer representatives and leaders from voluntary and community groups. Marie Carroll is the Manager of Southside Partnership DLR.

Southside Partnership DLR is committed to the equality and inclusion of social groups such as Travellers, people with disabilities, asylum seekers and refugees, lone parents, disadvantaged women, the unemployed, ex-offenders, early school leavers, older people, the lesbian, gay, bisexual community and young people at risk. We also support local organisations, schools, community groups and statutory agencies in working together to effect positive changes in the quality of life of people in disadvantaged communities.

Values and Principles

Southside Partnership DLR is grounded in and operates according to established community development principles, including:

- **Collectivity:** Taking collective action and working collaboratively to achieve goals.
- **Empowerment:** Addressing the unequal distribution of power and supporting individuals and groups to take an active role in the decisions that affect their lives.
- **Social Justice:** Promoting a fair distribution of resources, and working towards concrete gains in the quality of life for people in disadvantaged communities.
- **Equality:** Recognising the value of all members of society and challenging prejudice and discrimination.
- **Participation:** Ensuring that people have the opportunity to participate in the decision-making process on matters affecting their lives.
- **Integrity:** Acting with integrity and with due regard to the values and principles of community development.
- **Competence:** Striving to improve our professional knowledge and skills and apply these improvements to our work.

For more information on Southside Partnership DLR, visit www.southsidepartnership.ie.

Canavan & Byrne

Canavan & Byrne provide a range of consultancy and training in all aspects of HR and management. They have a wide range of clients which include national voluntary organisations, partnerships, childcare committees, statutory bodies, community and private childcare providers, small business and credit unions.

The range of work provided for clients includes:

- HR master classes on all aspects of HR and staff management
- Accredited training in childcare and business management (FETAC Levels 5 and 6)
- Training workshops and seminars (in consultation with clients)
- In-service training and mentoring/coaching to individual employers
- Tailor-made staffing and childcare and policies and procedures
- Contracts of employment
- Advice on all aspects of managing employees
- Recruitment and selection of staff
- Crisis management
- Operational audits for childcare services to ensure compliance with legal obligations and good practice
- Information and advice in relation to all aspects of set-up:
 - Funding and business planning
 - Fit-out of building
 - Staff selection and recruitment
 - All policies and procedures

For more information on Canavan & Byrne, visit www.canavanbyrne.ie.

The Old Post Office, 7 Rock Hill, Main Street, Blackrock, Co. Dublin.

Tel: 209 0610, Fax: 275 5729

Email: info@spsship.ie

Website: www.spsship.ie

