



## **POLICY & PROCEDURES MANUAL**

### **Druid Performing Arts CLG**

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**(i) Our Vision**

IRISH PERFORMANCE FOR THE WORLD

**(ii) Our Purpose/Mission**

TO BE A TOURING THEATRE WITHOUT PEER, ANCHORED IN THE WEST OF IRELAND AND LOOKING TO THE WORLD, PRODUCING AND PRESENTING THE BEST WORK, BOTH NEW AND OLD, WITH BOLDNESS, AGILITY, PASSION AND FLAIR.

## Section 1

# Governance and Management

### 1 Introduction

Druid Performing Arts CLG (hereinafter referred to as Druid) is an Incorporated Body with no share capital, limited by guarantee, registered with the Companies Registration Office under company registration number 120786. It is a registered Charity with the Revenue Commissioners under ref CHY6800. The Constitution lists the objects of the Company, its legal powers, composition of the Board, office bearers, conduct of elections and general meetings, membership, and so on. Copies of The Constitution are held in the office and are available to all members and staff of the organisation.

This section explains in more detail:

- **The role of the Board**
- **Board meetings and decision-making**
- **Committees of the Board, co-option of Board members, and orientation for new members**
- **Conflict of interest**
- **The roles of the Head of Operations & Development & Artistic Director**
- **Planning processes**
- **Membership and maintenance of the membership register**
- **The election of the Board, the Annual General Meeting, Annual Report, compliance with Association Incorporations Act 1984 requirements and public officer.**

### 1.1 The Role of the Board

The Role of the Board falls into four areas:

#### 1.1.1 Organisational management and governance

The roles of the Board in governance and management are:

- Setting organisational policies (the Artistic Director is responsible for follow through and implementation); and
- Monitoring compliance with organisational policies and reporting against agreed performance standards.

The Board recognises that the management of the organisation and implementation of organisational policies is the responsibility of the Artistic Director. In relation to funding submissions, the Artistic Director in consultation with the Chairperson may approve applications or expressions of interest for productions of up to €150,000. For larger productions, Board approval should be sought. The Board will make decisions based on how the proposed new production fits with the Strategic Plan. In situations where time constraints do not allow this, the Artistic Director will consult with the management team.

#### 1.1.2 Policy issues

The role of the Board in relation to policy issues comprises:

- Setting annual priority policy areas around implementation of the Strategic Plan;

- Identifying/deciding on Druid's involvement in new or emerging issues and in issues raised from the sector; and
- Making decisions where changes to our existing policy position are proposed to be changed.

Policy issues that are brought to the Board should fall into one of the following categories:

- Matters for decision making by the Board - i.e. issues which are considered strategic, important, and serious or where the Board has identified the need for ongoing involvement.
- Issues for discussion are brought to the Board, in order to:
  - Canvass the issues
  - Provide ideas for future policy work by staff
  - Set the context of where we want to take an issue (for example, this could be in relation to emerging policy issues or issues with policy implications)
- Matters for information only – to inform the Board

In each instance, information should be presented to the Board in the agreed format for Board papers (see below – Reporting and Presentation of Materials).

Both staff and Board members can identify issues that should be brought to the Board. The Secretary should be informed of any such issues, so that they can be incorporated into the agenda.

Where a Board member wishes to discuss an issue that has been placed on the agenda for information only, this should be raised at the beginning of the meeting, in the time allowed for re-ordering of the agenda.

### **1.1.3 Role of Board members outside board meetings**

Staff can tap into the expertise of the Board members outside Board meetings. However, when this happens, it needs to be clear that the Board member is speaking in their personal capacity and not with the authority of the Board unless this authority has been given to the Board member by the Board. Where there is disagreement or major issues for resolution, matters should be referred to the Artistic Director and, if necessary, brought to the Board. Office bearers can speak to staff with the authority of the Board, but formal approaches to the office bearers by staff, or vice versa, should be via the Artistic Director.

### **1.1.4 Representing Druid**

#### **Representing Druid in the Media**

The Artistic Director and Chairperson shall negotiate their respective roles in relation to media comment, depending on their respective skills. In particular, it will often be strategic to use the Chairperson for media comment that is particularly critical of government. It is generally expected that the Chairperson would have some skills in dealing with the media.

#### **Representing Druid on Committees**

There is a role for Board members to represent Druid on external committees and in various consultative forums. Representing Druid takes place in accordance with the following principles:

- statutory and ministerial appointments are to come to the Board for a decision on who will represent Druid;

- cases where Druid has been invited to nominate a Board representative are to be brought to the Board for a decision; and,
- other cases where Druid is asked to nominate a representative are at the discretion of the Artistic Director.

### **Representing Druid in lobbying**

Board members may also represent Druid in delegations to politicians as follows:

- where this is strategically useful;
- where Board members are available;
- based on skills and expertise of Board members in relation to the topic of the delegation.

Board members may also be involved in joint delegations, on the understanding that they participate in their capacity as Druid representatives. Board members need the authority of the Board to represent Druid in delegations. Participation in delegations should be used as an opportunity to train new Board members and develop skills of Board members.

### **1.2 Conflict of Interest**

From time to time Druid Board members may encounter conflicts of interest when participating in Druid decision-making processes, as other professional or personal roles intersect. Potential areas where a conflict of interest may arise include:

- recruitment of staff or contractors
- decisions to undertake productions or enter into partnerships
- representing Druid in other forums.

In general, a conflict of interest can be said to arise if:

- It is likely that the performance of a person's duties as a Druid Board member could be prejudicially influenced by that person's other interests (private, personal or professional); or
- that a reasonable person would believe that the person could be so influenced; or
- If a person's participation in the Druid Board could be prejudicially influenced by the interests of the organisation the person is representing, or that a reasonable person would believe that the person could be so influenced.

Druid expects that Board members will be mindful of potential conflicts of interest (or the likely perception of a conflict), and declare a conflict of interest before it arises. Appropriate action can then be taken in consultation with colleagues. For instance, a Board member will usually be expected to withdraw from a particular selection panel or lobbying delegation or absent themselves from discussion about particular issues if it presents a conflict of interest. Minutes of the meeting should note the conflict of interest, and the relevant minutes are not to be forwarded to the member who has absented him/herself.

### **1.3 Election of the Board**

The process for the election of the Board and the appointment of office bearers is set out in detail in The Constitution and staff members seeking further information should consult this document. The process covers matters such as calling for nominations, eligibility for nomination, the appointment of a Returning Officer, conduct of elections and announcement of results. Nominations must be called (six weeks) before the Annual General Meeting, and ballot papers should be posted out to members (four) weeks prior to the meeting. The maximum number of board members is set at 10 as per resolution passed at board meeting on 22<sup>nd</sup> April 2014. The same meeting passed a resolution that “Directors shall serve a maximum of 5 consecutive years in any one period of directorship. Previous directors shall be deemed eligible for re-nomination to the board after an interval of one year's non-service.”

### **1.4 The Annual General Meeting**

The Annual General Meeting (AGM) is a legal requirement. The AGM is usually held in (July), once the audited financial statements are received from the auditors. Notice of the AGM is provided in a mailing to members.

The standard agenda for the AGM includes:

- minutes of the previous AGM
- presentation of the Annual Report and the Chairperson’s report
- Financial Controllers report
- election of the returning officer
- election of Board members
- appointment of the auditor
- lists of resolutions made by the Board during the year.

A quorum for the AGM comprises 2 members of Druid membership, as at the time the meeting is held.

### **1.5 Board Meetings**

The Board has adopted the following strategies in order to ensure efficient and effective decision-making at board meetings. Board meetings are held every quarter. A quorum for a Board meeting is 2 members of board membership.

#### **1.5.1 Agenda planning**

The Artistic Director and Chairperson plan the agenda before each meeting in order to:

- Allocate issues to be included for decision making, discussion or information only (based on the input of staff and Board members);
- Ensure that the purpose for inclusion of issues is clear;
- Plan time allocation for different issues on the agenda.
- The agenda and relevant documents are emailed to the Board in advance of the meeting,

### **1.5.2 Structure of meetings**

The following strategies will be used to ensure productive Board meetings:

- The agenda will be structured to clearly identify non-discussion items, items for decision, items for discussion and items for information only.
- Time will be allocated at the beginning of each meeting for reordering and prioritisation of the agenda.
- Board meetings will regularly include time for major discussion on key or emerging issues. These topics will be planned in advance.
- Items for the next agenda will be identified at the end of each meeting.
- The meeting is chaired by the Chairperson, or their delegated board member.

### **1.5.3 Decision-making in Board meetings**

To be clear about decisions made by the Board and capture decisions:

- Areas for decisions to be made will be clearly indicated on the agenda.
- As a decision is made the chair will clarify to the meeting what the decision is.
- The minute taker may also request that the meeting clarify and confirm a decision (e.g. before the meeting progresses, to seek clarification and read back the decision to ensure it has been captured correctly).
- A register of the Minutes recording all decisions made by the Board is maintained by the Company Secretary– to ensure all decisions are captured and available for reference.
- Details of Board decisions will be captured and included in this policy and procedure manual, where appropriate.

### **1.5.4 Reporting and presentation of materials**

The Board papers will ordinarily include:

- Minutes of the previous Board meeting
- Artistic Directors Report
- Operations & Development Report
- Financial Reports
- Papers provided for discussion, including the staff report
- Papers provided for information, including the calendar of events.

Papers should be provided on all issues so that the Board members can make informed decisions. Papers should indicate whether they are being provided for decision-making, for information only or for discussion. Major items or issues that need discussion or decisions from the Board should be separately listed on the agenda.

The Artistic Director must attend board meetings. Other staff members may be invited by the Chairperson to attend.

The Company Secretary compiles board papers each month. Papers are mailed out to Board members to arrive at least three working days prior to a meeting.

### **1.5.5 Role of staff in Board meetings**

Staff members attend Board meetings only when invited. The Board would normally expect staff to attend for discussion of issues in their area, where these have been placed on the agenda for decision or discussion. The Board does not otherwise expect staff to attend



(excepting the Head of Operations & Development, Financial Controller and minute taker) once present at Board meetings, staff are free to participate in discussions and debate.

#### **1.5.6 Records of Board meetings**

Minutes are taken at each Board meeting, usually by the Secretary. When typed up, a section is included for signing. Once ratified, the Chairperson signs the minutes. Copies are stored in the relevant file and can be made available on request. Hard copies of Board minutes are maintained by the Company Secretary. Usually the minutes from current and previous year are held in the office, and older records are archived. Druid is required to maintain records for seven years.

#### **1.6 Attendance at Board Meetings**

Board members are expected to attend meetings and to advise if they cannot attend. Under The Constitution, if a Board member fails to attend three consecutive meetings without the permission of the Board, their membership of the Board will lapse.

#### **1.7 Orientation for New Board Members**

New Board members are provided with an orientation kit, which includes the Policy and Procedures Manual, an organisational chart, copies of The Constitution, Strategic Plan, Annual Report, Board policy, Code of Conduct and other useful documents. An orientation session is provided each year after a new Board is elected.

#### **1.8 Board Performance Appraisal**

Druid promotes regular evaluation and feedback to the whole board on its effectiveness. One of the best ways the board can strengthen its governing capacity is to periodically assess its own performance. Such an assessment provides the board with an opportunity to stand back from its usual preoccupations and reflect on how well the board is meeting its responsibilities with regard to its mission. Monitoring the board's performance and getting feedback on how well the board is doing is a crucial part of board and organisational learning. Some of the performance areas that may be evaluated include:

- Are we clear and in agreement about mission and purpose?
- Are values shared?
- Do we have a strong orientation for our new members?
- What goals have we set and how well are we accomplishing them?
- What can we do as a board to improve our performance in these areas?
- Are we providing clear and relevant governance for the organisation?

Whilst Druid believes that evaluation is the responsibility of the board itself, they may choose at times to seek input from outside of the board. The board may draw on representatives of Druid staff and members (with their consent) or even an independent consultant, to evaluate achievements, strengths and weaknesses. Utilising people external to the board will only be initiated by full board consent.

This responsibility for this process rests with the Chairperson or delegated person to organise the appraisal.

#### **1.9 The Role of the Artistic Director**

The Board delegates overall management of the organisation to the Artistic Director who also acts as CEO. Within guidelines set by the Board, the Artistic Director has responsibility for management of the organisation, including:

- Implementation of the Strategic Plan, including development of and reporting against the Operational Plan
- Recruitment of staff
- Liaison with stakeholders
- Overseeing financial management of the organisation, including approving expenditure within delegation and budget
- Reporting to the Board
- Acting as the public spokesperson for the organisation, as agreed with the Chairperson.
- The Artistic Director is accountable to the Druid Board.

### **1.10 The Role of the Head of Operations & Development**

The Artistic Director delegates day-to-day management of the organisation to the Head of Operations & Development. Within guidelines set by the Board, the Head of Operations & Development has responsibility for management of the organisation, including delegated responsibilities as follows:

- Implementation of the Operational Plan
- Recruitment, management and supervision of staff
- Overseeing financial management of the organisation, including approving expenditure within delegation and budget
- Reporting to the Board
- The Head of Operations & Development is accountable to the Artistic Director and Druid Board.

### **1.11 Strategic Planning**

The Strategic Plan is developed on a 3-year cycle. It is developed after a process of consultations with the Board, staff, members, and other stakeholders. Production of the Strategic Plan is the responsibility of the Artistic Director and the Board formally adopts the final document.

The Strategic Plan outlines the key goals and objectives of Druid, as well as broad strategies to meet these objectives. As a key document of the organisation, the Strategic Plan is available to be distributed to all members and to the public.

### **1.12 Operational Planning**

The Operational Plan is an internal document that is designed to support the implementation of the Strategic Plan. It includes key strategies, actions, and areas of responsibility for staff members.

The Operational Plan is developed and reviewed annually. The Artistic Director reviews the Plan quarterly, to evaluate progress against targets and consider emerging priorities.

### **1.13 Membership**

Druid has one type of membership:

1. **Full membership** – When a new director is appointed to the board, they will become a member immediately. When a director resigns as director, they must also resign as a member as passed in a resolution at the board meeting of 6<sup>th</sup> February 2014.

#### **1.13.1 Membership Register**

A register of Druid members is kept in the office, and is updated regularly. The list of organisational members is published each year in the Annual Report. The maximum number of members/directors is set at 10 as per board meeting 22<sup>nd</sup> April 2014.

#### **1.14 The Annual Report**

The Annual Report is published each year for the AGM. Typically, the Annual Report will include:

- a report from the Chairperson
- a report from the Artistic Director
- progress report against the Druid Strategic Plan
- a report from the Financial Controller
- audited financial statements

Responsibility for producing the Annual Report and organising the AGM resides with the Artistic Director. The Financial Controller will liaise with the auditors and coordinate contributions from relevant staff. The Annual Report will be on the Druid website.

#### **1.15 Compliance with Company Registration Office requirements**

Druid is committed to meeting all CRO Ireland requirements in a timely and efficient manner. Standard reporting requirements include:

- advising of any changes to the Druid Board Members
- proper conduct of the AGM and any General Meetings
- advising of any changes to the Organisation's Memorandum & Articles of Association
- lodging annual returns
- maintaining the register of members.

Generally, the Company Secretary is responsible for coordinating compliance with all requirements, and delegates tasks to other staff members as necessary.

## Section 2

# Stakeholder Relationships and Services

### Introduction

This section outlines Druid's policies and procedures relating to its functions and relationships with stakeholders with whom it works. Included in this section is:

- **Funding agreements**
- **Publications**
- **Website**
- **Media and parliamentary liaison**
- **Sponsorship**
- **Complaints handling**
- **Privacy**

### 2.1 Funding Agreements

Druid is committed to maintaining positive working relationships with stakeholders and meets all funding agreement requirements in a timely and efficient manner. Liaison with funding agencies is the responsibility of the Artistic Director/Head of Operations & Development in the first instance, while the Financial Controller manages compliance issues. Druid funding agreements are filed in the Financial Controller's office and access to the funding agreements is by permission of the Head of Operations & Development. Staff or board members may take a copy of the original for their own records.

### 2.2 Publications

Druid produces a range of publications; some for sale and others available free of charge. A publication may be the result of a specific production or as part of a larger production. A Style Guide is available to assist staff with referencing Druid publications. Staff members should consult their supervisor before developing any material to be published on behalf of Druid. The design and desktop publishing of Druid publications is managed by The Marketing & Communications Lead. The Artistic Director must approve all publications before being sent to print. Staff members writing publications need to factor timeframes for gaining approval into their planning processes.

### 2.3 Druid Website

The Druid website is an important means through which Druid can provide information to the sector. For many stakeholders the Druid website is their first contact with the organisation. The website provides public information on Druid, including information about the Board, staff, Strategic Plan, upcoming productions, and contact details. The site provides a range of links to other community organisations and government agencies.

The Marketing and Communications Lead is responsible for all web design, site content and maintenance the webpage submission form that all staff must complete and send along with the relevant file, is available. A protocol explaining the process of placing material on the website and the format in which it should be provided is available from the Marketing and Communications Lead. All material published on the website must be approved by the Artistic Director.

## 2.4 Working with the Media

Druid regularly uses the media to advocate on behalf of itself and the Theatre Arts community. The Artistic Director generally acts as media spokesperson for Druid. In some instances, the Chairperson will also act in this role (see *Representing Druid* in Section 1) and in some cases the Artistic Director may delegate this role to a nominated representative. All requests from journalists for comment by Druid should be referred to the Artistic Director. Other staff members, Board members, and Druid members are not to represent Druid or provide information to journalists without authorisation from the Artistic Director (or in the Artistic Director's absence, the Chairperson). Staff members can provide background information to journalists provided that they will not be quoted. Wherever possible, approval from the Artistic Director should be sought before providing such information. Similarly, liaison with politicians should only take place with the approval of the Artistic Director.

When seeking or responding to media coverage of issues, the Artistic Director considers Druid's strategic priorities, capacity to influence public debate, and the effects of media coverage. The Artistic Director may delegate other staff members to speak to the media, or seek background information, or consult with other non-government organisations. Druid does not respond to issues that are outside its brief, and will not normally make critical comment on government policy unless the issues have been previously raised with government.

## 2.5 Sponsorship

Druid welcomes sponsorship for its events, or advertising in its publications, from private companies, individuals, government agencies, or non-profit, non-government organisations. In planning an event Druid considers the target audience, interested stakeholders and potential sponsors. If it is deemed appropriate and beneficial to seek sponsorship, the Head of Operations & Development will forward correspondence outlining the event and the request for a contribution.

Druid acknowledges the contribution of its sponsors. This may involve:

- including the sponsor's logo on any printed material
- allowing the sponsor to set up a display at an event
- acknowledging sponsorship in any opening and closing address; and/or
- offering free participation to a sponsor's representatives.

Druid will not accept sponsorship or advertising from organisations or individuals that are engaged in business which is unlawful, unethical, or damaging to public health and wellbeing. Druid will not accept advertising or sponsorship from political parties.

Druid will not accept sponsorship or advertising, or agree to any conditions of sponsorship, which may compromise its independence, or compromise the purpose of the particular publication or event.

## **2.6 Complaints Handling**

### **Internal**

Druid recognises that complaints, grievances and disputes may occur within an organisation. It is also recognised that external bodies may need avenues to raise complaints with Druid. Complaints will be handled fairly and efficiently in order to promote high organisational standards and to maintain a positive work environment.

### **General principles**

All complaints and disputes will be addressed promptly and within the guiding principles of:

- transparency
- fairness
- respect
- accountability.

All members and staff of Druid are expected to work cooperatively as a team, to acknowledge any dispute at an early stage, and to resolve any dispute in the most constructive manner possible.

Any conflict of interest arising from a dispute will be declared and all steps will be taken to ensure persons working to resolve a dispute are impartial. Members and staff are expected to maintain confidentiality in relation to complaints and disputes.

### **2.6.1 Complaints involving staff**

The Board delegates responsibility for resolving complaints or disputes involving staff members to the Artistic Director. Where a staff member makes a complaint concerning another staff member, this will be dealt with in accordance with the grievance procedure set out in Section 3 – Human Resource Management. Where a member or external agency makes a complaint against a Druid staff member, the Artistic Director (or nominated representative) will:

- notify the employee about whom a complaint is being made and the nature of the complaint;
- investigate the complaint and provide the staff member with an opportunity to respond to any issues raised;
- attempt to mediate the dispute (if appropriate) and/or attempt to resolve the matter to the satisfaction of the outside party;
- take any other action necessary to resolve the issue.

Any disciplinary action against a staff member arising from a complaint will be taken in accordance with the procedures contained Section 3 Human Resource Management and in the enterprise agreement.

### **2.6.2 Complaints involving Members and Board Members**

Complaints against a member or Board member should be referred to the Chairperson. The Chairperson, or an approved delegate, will attempt to resolve the issue to the satisfaction of the complainant. The Chairperson or delegate will advise the person about whom a complaint is being made of the notification and the nature of the complaint. Where the Chairperson is the subject of a complaint, the complaint should be referred to another Member of the Board.

If the matter remains unresolved, the Chairperson or notified Board Member will raise the matter at the next Board Meeting following notification. Depending on the seriousness of the complaint, the Board may:

- deal with the matter at this Board Meeting by determining appropriate action to resolve the issue to the satisfaction of the aggrieved party and the Druid Member; or
- defer the matter to a special meeting of the Board or to a Sub Committee of the Board.

Under The Constitution, the Board has powers to suspend or terminate the membership of any member who willfully 'refuses or neglects to comply' with the provisions of The Constitution, or who is 'guilty of conduct prejudicial to the interests' of Druid. Such action must be taken in accordance with the process described in The Constitution, which provide for proper notice and rights of appeal.

### **2.6.3 Complaints or Disputes Involving the Artistic Director**

Complaints or disputes involving the Artistic Director should be referred to the Chairperson. The procedural format for complaints involving the Artistic Director is the same as for complaints involving other staff excepting it is the Chairperson facilitating resolution.

### **2.6.4 Druid External Complaints and Feedback policy Standard for Managing Complaints**

Druid offers service users, members, stakeholders and the public the opportunity to provide feedback on their experiences with Druid. We value this feedback and aim to manage complaints in a prompt, fair transparent and consistent way.

#### **Druid Complaints and Feedback Policy – Principles**

Any person or organization using Druid services or affected by its operations has the right to complain. Complaints procedures and a commitment to consider all complaints are simple and easy to use and are effectively promoted, so that all people using Druid services have the opportunity to make a complaint if they wish to do so. Service users, stakeholders and members are entitled to be heard and have their concerns addressed in ways that ensure access and equity, fairness, accountability and transparency.

Druid recognizes that the issue of complaint is important to the complainant and must be taken seriously. Resolving complaints, where possible, to the satisfaction of the complainant is the goal of the complaints policy process. Complaints will be dealt with in a timely manner and parties to the complaint will be kept informed of progress of the complaint. Druid procedures will reflect principles of natural justice. Feedback data (both positive and negative) is considered in organizational reviews and follow up. Board members, staff and volunteers are aware of Druid's procedures for managing client feedback and complaints.

Druid takes a pro-active approach, through its communications strategy to ensure all service users, stakeholders and members are aware of the complaints policy and procedures.

### **Complaints Handling Procedure**

All Board members, staff, volunteers are given information about the complaints procedure as part of their induction. The Druid Policies & Procedures document informs service users, stakeholders and members of:

- How to make a complaint to Druid
- Who to complain to
- How Druid will deal with the complaint – complaints process and timelines
- Rights to a support person and interpreter
- How to make a complaint to an external body including contact details

### **Complaints Initiation Process**

Service users, stakeholders and members may make a complaint in writing or verbally to:

- The staff member they were dealing with at the time, or
- The supervisor of that worker,
- The Artistic Director,

If the complaint is about the Artistic Director, or a Board member, the complaint will normally be dealt with by the Chairperson of the Druid's Board.

### **How Druid Deals with Complaints**

A staff member (the "complaint handler") will look at the complaint within seven days of the complaint being received. They may contact the person for more information.

The staff member investigating the complaint will decide how to respond to the complaint and make sure action is taken. A letter will be sent to the person within 14 days of the complaint being received explaining what is being done to investigate and resolve their complaint. If the complaint has not been resolved by this stage the person will be asked to formalise their complaint in writing (if this has not already been done).

Druid aims to investigate and resolve all complaints within a further 28 days of receipt of the formalised written complaint. If this time frame cannot be met, the person will be informed of the reasons why and of the alternative time frame for resolution. All complaints must be dealt with:

- Seriously
- Quickly
- Confidentially; and
- Without stopping the person's right to use Druid services

Service users, stakeholder and members have the right to access a support person at all stages of the complaints resolution process. Copies of all complaints and details of actions taken are centrally filed in the Complaints File, held in the Artistic Director's office. This file is confidential. Within six months of the complaint being resolved, the Artistic Director must review the actions taken to ensure adequate follow up.

### **Complaints Flowchart**

- Complaint received, verbal or in writing
- Staff member allocated as complaint handler, must review complaint within 7 days
- Letter to person confirming receipt of complaint and informing them of action to date



- Within next 7 days contact client with proposed resolution, if not acceptable to client, invite written complaint
- Within next 28 days investigate and resolve written complaint, inform person of action taken, include opportunity for/offer of mediation
- Within 6 months, Artistic Director must review actions taken and ensure follow up

***Can I comment on anything?***

**Yes!** You do have the right to express your comments about any part of any service at Druid.

A comment may be:

- a compliment
- a suggestion
- an idea
- a fear
- a concern
- a complaint

***What do I do first?***

First it is best to talk to the person concerned. If you do not feel comfortable about this, you can speak or write to their supervisor. If the complaint is about a staff member, please contact the Artistic Director of Druid on 091-568660. If the complaint is about the Artistic Director, or member of the Druid Board please contact the Chairperson of the Druid Board.

***What happens after that?***

- Your complaint will be recorded in a separate file so that the problem can be dealt with sensitively and quickly.
- You will receive a letter within 14 days of making your complaint. This letter should:
- restate your comments to ensure Druid understands your complaint.
- give the name of the person who is managing your complaint and how they may be contacted.
- state the time and the steps the worker will take to deal with your concerns.

***What happens after I get my letter?***

Once you have received your letter the Druid worker handling your complaint will contact you to talk about what you want to do and the next steps. If we have not been able to resolve the complaint within the 14 days we will ask you to formalise the complaint in a letter (if you have not already done so). Druid aims to investigate and resolve all complaints within a further 28 days of receipt of the written complaint. If this not possible we will write to you and explain why. All complaints will be dealt with:

- Seriously
- Quickly
- Confidentially; and
- Without stopping your right to use Druid services

***Can I have someone to help me?***

**Yes!** It is OK to have a friend or person you trust to help you in any of your dealings with Druid. This person can help you put your comments in writing, be with you when you put forward your comments or attend any meetings.

## 2.7 Privacy

### Background

Druid does from time to time collect personal information relating to clients or members, or in the performance of its consultation or research functions. Personal Information is defined by the Data Protection Act 1988 and as amended in the Data Protection Amendment Act 2003 and the General Data Protection Regulation (GDPR) (EU) – known as The Acts as: “any information or opinion about an individual or which is reasonably capable of identifying an individual”.

### Purpose

The purpose of this policy is to protect the privacy of individuals and organisations about whom Druid collects and/or holds information. This policy outlines the guidelines which must be observed when collecting, storing and using personal and confidential information.

#### 2.7.1 Legislation

The Acts govern the collection, use and storage of personal information. The terms of Druid’s funding agreement with the Arts Council state that Druid must observe the Acts as if it were a government agency.

This agreement entails Druid adhering to and enacting the following principles and preparing a Privacy Management Plan detailing:

- Policies and practices to ensure compliance to the requirements of the Acts;
- Dissemination of those policies and practices to persons within the agency;
- Proposed procedures in relation to internal reviews;
- Other matters considered relevant by the agency in relation to privacy and the protection of personal information held by statutory, professional or other legal obligations of privacy.

#### 2.7.2 Principles

The Acts set out specific Information Protection Principles to guide the collection and use of personal information. Druid adopts these principles:

##### Collection

- Lawful - when an agency collects your personal information, the information must be collected for a lawful purpose. It must also be directly related to the agency's activities and necessary for that purpose.
- Direct - your information must be collected directly from you, unless you have given your consent otherwise. Parents and guardians can give consent for minors.
- Open - you must be informed that the information is being collected, why it is being collected and who will be storing and using it. The agency should also tell you how you can see and correct this information.
- Relevant - the agency must ensure that the information is relevant, accurate, up-to-date and not excessive. The collection should not unreasonably intrude into your personal affairs.

##### Storage

- Secure - your information must be stored securely, not kept any longer than necessary, and disposed of appropriately. It should be protected from unauthorised access, use or disclosure.

### **Access**

- Transparent - the agency must provide you with enough details about what personal information they are storing, why they are storing it and what rights you have to access it.
- Accessible - the agency must allow you to access your personal information without unreasonable delay and expense.
- Correct - the agency must allow you to update, correct or amend your personal information where necessary.

### **Use**

- Accurate - agencies must make sure that your information is accurate before using it.
- Limited - agencies can only use your information for the purpose for which it was collected, for a directly related purpose, or for a purpose to which you have given your consent. It can also be used without your consent in order to deal with a serious and imminent threat to any person's health or safety.

### **Disclosure**

- Restricted - the agency can only disclose your information with your consent or if you were told at the time they collected it from you that they would do so. The agency can also disclose your information if it is for a related purpose and they don't think that you would object. Your information can also be used without your consent in order to deal with a serious and imminent threat to any person's health or safety.
- Safeguarded - the agency cannot disclose your sensitive personal information without your consent, for example information about your ethnic or racial origin, political opinions, religious or philosophical beliefs, health or sexual activities or trade union membership. It can only disclose sensitive information without your consent in order to deal with a serious and imminent threat to any person's health or safety.

### **Responsibility for Managing Privacy**

Responsibilities for the management of personal information are the domain of any individual within an agency with access to, or responsibilities for, such information. However, Druid promotes specific responsibilities to certain individuals / positions. Those individuals will then be in a position to ensure that all staff are suitably instructed either through training or the introduction of policies and procedures, as to their obligations in relation to the protection of personal information in their handling.

### **Privacy Contact Officer**

As a matter of good practice, each agency should have a designated officer to whom members of the public can direct any queries or complaints in the first instance. Druid appoints this role and responsibilities to the Head of Operations & Development.

### **Web Manager**

Web managers need to recognise that consideration of privacy issues will affect web content in a number of ways:

- Personal information of staff presented to the public or other staff;
- Personal information of members of the public included in web documents;

- Obtaining personal information from the public through their visit to the website. The agency's Privacy Management Plan should canvass the concerns associated with these issues and establish transparent procedures and standards in dealing with personal information in these situations. A Privacy Statement will be published on the company's web site.

### **Managerial Responsibilities**

It is the responsibility of the Artistic Director, in their capacity as manager of the organisation, to prepare the organisation's Privacy Management Plan, put in place procedures to ensure that these principles are observed in the collection, use, storage, or disclosure of personal information. Personal information also applies to information relating to staff and employees of agencies. Human resource (HR) and workplace managers are responsible for:

- Ensuring training practices are in place for employee training in privacy requirements;
- Protecting staff and employee privacy in the workplace.

### **Employee Responsibilities**

Staff members should also observe these principles when dealing with personal information in the conduct of membership information, conducting research, or undertaking consultation or advocacy work. Staff members are encouraged to raise any concerns they may have regarding privacy issues that arise in the conduct of their work, and to report any breaches of privacy that they may observe to their Supervisor.

## Section 3

# Human Resources Management

### Introduction

Druid is committed to providing a positive work environment in which employees feel that they are valued, treated fairly and given recognition for their contribution to the Company's success. Druid aims to provide an environment that fosters good working relationships at all levels and offers flexible and supportive work practices. Druid is committed to providing employees with working conditions that comply with relevant legislation and which are comparable with industry standards. All Druid staff work under the conditions contained in the Druid Employee Handbook, and covers all standard working conditions such as salaries, superannuation, and leave entitlements.

A copy of the handbook is made available to all prospective employees when they are offered a position at Druid. In the event of a conflict between the handbook and this manual, the handbook prevails.

This section outlines Druid's policies and procedures in relation to:

- **Druid's Statement of Professional Ethics and Code of Conduct**
- **A Fair and Equitable Workplace**
- **Flexible and Supportive Work Practices**
  - Working from Home
  - Flexible Leave/Working Arrangements
- **Managing Leave**
- **Occupational Health and Safety**
  - Return-To-Work Policy
- **Recruitment and Selection**
  - Recruitment Process
  - Casual Staff
  - Contractors
  - Higher Duties
  - Orientation Procedures
- **Professional Development and Performance**
  - Performance Appraisal
  - Performance Counselling
  - Professional Development
- **Grievance Procedure**
- **Disciplinary Procedure**
- **Staff Meetings**
- **Work-Related Travel**
- **Volunteers**

### **3.1 Druid Statement of Professional Ethics and Code of Conduct**

#### **Purpose**

The purpose of this policy is to apply a code of professional ethics to the workplace, which is consistent with the mission, values, and objectives of Druid.

#### **3.1.1 Dealing with people**

When dealing with the internal and external clients, employees are respectful, honest and courteous. They give accurate information and prompt attention, and observe fairness and equity in their dealings with others.

#### **3.1.2 Job Standards**

All employees are required to adhere to the following standards:

- Employees endeavour to comply with relevant job standards, paying appropriate attention to quality and detail.
- They satisfactorily meet the requirements of the position, and follow instructions that are reasonable and lawful, and within their capability and training.
- Employees are encouraged to report suspected corrupt or fraudulent practices of others and will be protected from reprisal by the Protected Disclosures Act.
- Employees endeavour to minimise adverse environmental effects of their actions in accordance with the Druid Theatre Company Safety Statement updated on 24<sup>th</sup> July 2017.
- Employees observe the relevant provisions for conditions of employment and safety as described in Employee Handbook in Safety, Welfare and Hygiene section.
- Create a co-operative, equitable and effective workplace.

#### **3.1.3 Behaviour on the job**

All employees are required to demonstrate the following behaviours:

- Employees only claim to have those skills that they can demonstrate
- Employees perform their duties unaffected by the consumption of alcohol or the use of other drugs
- Employees work towards eliminating discrimination and harassment from the workplace
- Employees respect diversity in the workplace
- Employees do not use their position to exert inappropriate influence over others

#### **3.1.4 Commitment to the Work of the Organisation**

- Staff members share a commitment to the values and objectives of Druid
- Staff members work within priorities identified by Druid's Board and management
- Staff members actively participate in Druid's planning and consultative processes where appropriate and contribute to the development of the organisation
- Staff members use the line management structure and Supervisors welcome constructive feedback and criticism.

### **3.1.5 Teamwork**

- Employees work together towards agreed work objectives, and communicate regularly with one another about progress. They are encouraged to look for ways to improve work methods and to solve workplace grievances.
- Employees are encouraged to give support and guidance to each other, ensure appropriate training and development and recognise each other's results and achievements

### **3.1.6 Use of Resources**

- Employees ensure they have the necessary delegation to authorise expenditure.
- Employees only use Druid's materials, facilities, funds, people and equipment for authorised purposes and take responsible steps to prevent misuse by others
- Employees conserve and efficiently use resources through recycling, energy saving and waste minimisation.

### **3.1.7 Information**

- Employees are aware of Druid's policy regarding privacy and confidentiality, and observe this policy and related procedures when disclosing sensitive or confidential information. They provide access to information when required by law or to assist other employees in their duties.
- Employees do not misuse information obtained at work either for financial reward or gain, or for taking advantage of another person
- Employees are aware of Druid policies regarding information management and follow Druid practices in the collection, storage and disposal of files and other records.

### **3.1.8 Attendance**

- Employees attend work at times agreed with supervisors, notify supervisors and other stakeholders of their absences, report and account for all leave taken, record attendance and obtain approval before changing their work times.

### **3.1.9 Conflict of Interest**

Staff members may occasionally encounter conflicts of interest when participating in Druid decision-making processes, as other professional or personal roles intersect. Potential areas where a conflict of interest may arise include:

- recruitment of staff or contractors proposing to undertake productions or enter into partnerships with other agencies
- representing Druid in other forums.
- In general, a conflict of interest can be said to arise if:
- it is likely that the performance of a person's duties as a Druid staff member could be prejudicially influenced by that person's private or personal interest, or that a reasonable person would believe that the person could be so influenced.

Druid expects that staff members will be mindful of potential conflicts of interest, and declare a conflict of interest before it arises.

Appropriate action can then be taken in consultation with supervisor and management. For instance, a staff member may need to withdraw from a particular selection panel or committee where their participation presents a conflict of interest.

Druid encourages and supports staff members becoming involved in community activities and volunteer work in their personal lives. However, it is possible that staff members may undertake volunteer or professional roles outside Druid that give rise to a conflict of interest, or a perception of conflict (e.g. staff undertaking consultancy work for member organisations or government agencies).

As a result, Druid expects that all staff members declare their involvement in external activities related to the work of Druid when they are employed and discuss and plan with their supervisor how any potential conflicts of interest can be managed. Staff members taking on other (new) work outside Druid need to inform their supervisor.

### **3.1.10 Personal use of Druid resources**

Staff members and volunteers are generally permitted to use Druid equipment for personal use provided that this does not impact negatively on their work, or on Druid resources. Staff members can use Druid phones, fax machines, or computers for personal use within reasonable limits. Where team members or managers feel that a staff member's personal use of Druid resources is unreasonable, they should attempt to negotiate a solution with the person concerned. Staff members are asked to pay if they are using the photocopier for large documents (over 50 pages). Staff members are asked to attach own stamps to personal correspondence and not use the Druid mail system. Staff are asked not to post attachments to their email accounts at work, or bring in memory sticks which have been used elsewhere, as this presents a virus risk to the Druid network.

Druid staff that are doing computer-based work from home must have adequate virus protection software installed on their computers at home. Using the internet for personal use is acceptable within reasonable limits; however, using Druid computers to access pornographic or gambling-related material is not permitted.

## **3.2 Fair and Equitable Workplace – Equal Employment Opportunity**

### **Purpose**

The purpose of this policy is to outline the responsibilities both Druid and its staff have to promoting a fair and equitable work environment. Druid is bound by relevant anti-discrimination legislation.

- Charities Act 2009
- 2005 Safety Health & Welfare at Work (SHWW) Act
- Industrial Relations Act 1990
- Employment Equality Acts (EEA) 1998-2004
- Equal Status Acts (ESA) 2000-2004
- The Data Protection Acts

It is the responsibility of all staff to treat their colleagues and members of the public fairly without discrimination.



### **3.2.1 Equal Employment Opportunity (EEO)**

Equal Employment Opportunity (EEO) is the right of all individuals to be fairly considered for a position within an organisation for which they have the necessary skills and qualities, and to be treated fairly within their employment. Every workplace in Ireland is subject to Equal Opportunity laws.

#### **Where EEO Applies**

EEO principles apply, but are not limited, to the following:

- recruitment
- selection
- promotion/transfers
- working hours
- discipline
- compensation
- benefits
- training, and
- provision of goods, services and facilities.

#### **Specific Grounds for Discrimination in Employment**

Consistent with Equal Opportunity laws Druid treats all employees fairly and equitably in all matters such as:

- race
- gender
- civil status
- pregnancy
- family responsibilities
- breast feeding
- nationality and national origin
- disabilities
- HIV/AIDS status
- political or religious conviction
- age
- sexual preference
- transgender status
- trade union activity
- criminal record, where convictions have been spent
- victimisation

It is Druid policy to ensure that we put the most capable person in the job, regardless of physical attributes, personal circumstances or any other irrelevant features.

### **3.2.2. Anti-Discrimination**

Druid aims to create and maintain an environment that values diversity, respects human dignity, is equitable and tolerant, and in which all staff and visitors are free from all forms of discrimination, harassment or victimisation.

#### **Definition**

Discrimination is any unfair treatment, generally where one person is treated differently from another in the same situation. Discrimination may also include:

- Harassment, which is any form of behaviour that is not wanted, not asked for, and that humiliates someone (puts them down), offends them or intimidates them (makes them afraid).
- Vilification, which is defined as any public act that is likely to incite (stir-up) hatred, serious contempt or severe ridicule for a person or a group of people.
- Victimisation occurs when someone is treated unfairly because they have made a complaint about discrimination, or helped someone else make one.

#### **Where Anti-Discrimination Law Applies**

Employment Equality Acts (EEA) 1998-2004 and the Equal Status Acts (ESA) 2000-2004 are the principal pieces of anti-discrimination law in Ireland. These apply to all facets of the work environment both during and out of working hours. It is unlawful to discriminate on the grounds of:

Gender, Civil Status, Family status, Race, Sexual Orientation, Disability, Religious belief, Membership of the Traveller Community, Age.

#### **Exemptions from Anti-Discrimination Legislation**

From time to time Druid may apply for an exemption from Anti-Discrimination legislation. The Equality Authority and the Equality Tribunal (Office of the Director of Equality Investigations) has more information on these issues. Any employees who believe that they are subject to any form of discrimination outlined above or who are aware of the incidence of such behaviours should follow the grievance procedures set out below. An employee is also entitled to seek recourse to external bodies such as the Equality Authority and the Equality Tribunal (Office of the Director of Equality Investigations).

### **3.3 Flexible and Supportive Work Practices Policy**

Druid is committed to providing flexible and supportive working arrangements to enable staff to best balance work with personal and family commitments. Druid recognises that staff performance can be enhanced by being supportive and responsive to staff needs. Druid believes that flexible work practices encourage and support a diverse, skilled and motivated workforce.

#### **3.3.1 What are they?**

A supportive workplace is one where employees feel they are supported in meeting both their work commitments as well as their personal and/or family responsibilities.

Flexible work options are employment practices that aim to achieve the best possible match between the interests of the organisation and those of an individual staff member. The availability of a variety of work arrangements can provide flexibility for both employees and the agency.

**All flexible hour's arrangements and leave entitlements are governed by the Druid's individual employment contract and employee handbook.**

Flexible and supportive work arrangements can involve:

- When work is conducted
- Where work is conducted
- How work is conducted
- Job structures
- Career options and opportunities
- Carer / family arrangements / leave
- Leave options (with and without pay)

### **3.3.2 What are the options?**

**Refer to employee handbook.**

### **3.3.3 Why do it?**

If designed and implemented correctly flexible work practices can offer advantages and benefits to employer, management and employee. Staff diversity, satisfaction, retention and productivity can be improved through supportive and flexible work practices. Some of the reasons flexible work practices may be appropriate to consider:

- it may be easier to get work done in an environment free of the usual interruptions in the workplace, especially for some tasks
- it can save travel time, which is particularly important for staff who live a longer distance from the office
- it can make it easier to manage family responsibilities
- it can make it easier to deal with personal and household responsibilities
- it enables staff to do productive work where they might otherwise have been forced to take leave
- it enables staff to continue in employment where a change in personal or family circumstances may have made it impossible to continue their present employment
- the opportunity to work without the usual interruptions can mean that staff can complete their work much faster
- better able to accommodate workforce diversity and needs (across
- gender, age and cultural background)

### 3.3.4 Factors to be considered

Flexible work practices must balance the needs of both the employer and employee. Whilst Druid will endeavour to negotiate suitable employment / work arrangements for staff members when approached, it is however not an entitlement. An agreement must be formulated and documented between the two parties, covering all necessary work practice factors and issues. Factors to be considered include:

Is the flexible work practice being sought the only or best solution to the need?

Is the employees work / tasks / duties suited to the work place solution being proposed?

Performance Management:

- How is effectiveness / performance currently measured?
- Will these measures still work in the new situation?
- Your opportunities to contribute to the organisation:
  - How can you ensure that you continue to have opportunities to contribute to organisational and work developments?
  - Will you be perceived as less committed and as contributing less to your organisation? How can you manage this situation?
- Cost/Benefit:
  - What are the costs and benefits of this solution in both financial and non-financial terms?
- Managing Relationships with Others:
  - How will you go about managing / being supervised at a distance? Will alternative means of supervision and work appraisal be needed?
  - What adjustments will others have to make as a result of your new arrangement? Will it cause more work or inconvenience?
  - How can you ensure that communication needs are met?
  - Will acceptance and support from other employees be an issue?
- What extra skills and resources might the employee need? Are these going to be available and accessible?

### 3.3.5 Implementing and Monitoring

All flexible work agreements must be approved in advance by the employee's supervisor. The Request for Flexible Work Practices form, available from the Head of Operations & Development, needs to be completed and lodged.

**The following criteria will be applied in considering the request for approval:**

- are the employee's duties / responsibilities suitable for the proposed work practice solution?
- Is all necessary equipment / resources available?
- Is the workplace / work practice healthy and safe?
- does the employee have the information and competency to undertake work unsupervised?
- are the proposed hours viable for the work to be performed and completed satisfactorily?

Once the request is lodged with the employee's immediate supervisor, the supervisor will consult the Head of Operations & Development before responding to the applicant. If the request is declined a written response will be provided stating clearly the reasons for declining

the application. If the applicant is not satisfied they can request to discuss the application with their supervisor and Head of Operations & Development.

**Work from Home** will not be permitted if the home work site does not meet Druid Safety Statement standards for equipment or safety. Druid may provide some assistance to meet those standards, but this is at Druid's discretion. Staff members seeking to undertake work from home must conduct a self audit of their proposed home work site to determine if the site has equipment which meets the Safety standards. For reading, writing and phone-based work, this includes:

a suitable desk and chair, a computer (if required), and a first aid kit.

The first aid kit is required by legislation; however, it need only be a basic (type

C) kit. An audit of the home work site will also check that the proposed working environment is healthy and safe. This includes issues such as lighting, clear exits. This may also include a smoke detector, an earth leakage protection device and sufficient power points. Further information regarding self-audits is available from the Head of Operations & Development.

Druid will establish that the staff member working from home is aware of safe working procedures to prevent overuse injuries. Approval to work from home may not be granted or reviewed if there are concerns outstanding regarding a staff member's work performance. Where an application is approved the applicant and the supervisor then develop a Flexible Work Practices Agreement, to be signed by both parties and the Head of Operations & Development. The agreement is forwarded to the Head of Operations & Development and Staffing and Work Practices Committee for final approval.

The agreement will set out the following details:

- the type of arrangement with working hours, times and places and any other possible variations,
- the period of operation of agreement,
- the classification of the position to which it applies,
- any agreed right to return to traditional working arrangements,
- supervision, monitoring and review of arrangements; and entitlements,
- grievance procedures in case of disagreement,
- any other issues which the parties may wish to include.

This agreement should be reviewed and adapted prior to period of operation lapsing and/or in staff performance appraisals.

### **3.3.6 Rights and responsibilities**

#### **Employee responsibilities**

Employees who work flexible arrangements have the same responsibilities as other employees to meet agreed deadlines and work standards and maintain communication in the workplace. They need to identify their own attendance requirements and seek approval for any variations in attendance agreements

### **Management responsibilities**

Care is needed by managers and supervisors to ensure that those employed on a flexible work arrangement are effectively supervised and supported and have their performance assessed equitably. Productivity expectations should be based on number of hours worked, rather than on full-time outcomes.

### **Communication**

It is the responsibility of Druid Management to include employees who work flexible time patterns in the functioning of the organisation ensuring that all employees remain integrated into the workplace and retain their commitment to it.

#### **3.3.7 Regulatory framework**

There is a range of legal requirements and legislation underpinning and regulating flexible work practices, paramount being the protection of employee health and safety and anti-discriminatory practices.

These are:

#### **3.4 Managing Leave**

All flexible workers/staff are required to complete timesheets. These are forwarded to the Office Manager each week, the day before payroll is processed. If staff members take leave in the week, the timesheet should be accompanied by a leave approval. Annual leave and flex leave should ordinarily be approved in advance, and sick leave in retrospect. Sick leave should not go into debit save for exceptional circumstances with the prior approval of the Supervisor. Staff should complete the form and seek approval from their supervisor before submitting their timesheet to the Financial Administrator for payment. Staff members taking sick leave are requested to phone in and advise the Head of Operations & Development and their supervisor if at all possible. If the supervisor is unavailable, staff can advise the Office Manager, who will pass on a message.

#### **3.5 Occupational Health and Safety (OHS)**

##### ***Druid's commitment to a healthy and safe workplace***

Druid commits itself to providing a healthy and safe work and service delivery environment to its board members, paid staff, volunteers, contractors, customers and visitors. Druid will make resources available to comply with relevant Acts and regulations associated with occupational health and safety and to ensure that the company's workplaces are safe and without risk to health.

#### **Implementing the policy commitment**

Druid will implement this policy commitment by:

1. taking steps to enhance occupational health and safety on a continuous improvement basis;
2. consulting workers, contractors and volunteers;
3. training staff in OHS management;
4. displaying Work Cover notices, a summary of the 2005 Safety Health & Welfare at Work Act, in conjunction with the consolidation of all associated regulations and the company's return-to-work policy on the office notice board.

Druid will develop safe working procedures for three specific hazards in the workplace: manual handling; working late at night; and emergency evacuation. These procedures will be incorporated into the *Policy and Procedures Manual*.

### **3.5.1 Consultative Framework**

The requirements for consultation are introduced by the *2005 Safety Health & Welfare at Work Act*:

‘to provide for consultation and cooperation between employers and employees in achieving the objects of this Act.’

Druid is required to meet their duty to consult as set out in the 2005 Safety Health & Welfare at Work Act (SHWW).

The Act provides choices on how consultation can occur. The legislation allows choice to enable the employer and their employees to adopt the consultative arrangement which they believe will best ensure effective and meaningful consultation. Consultation between employers and employees is an essential part of effectively managing health and safety at work. Consultation should be viewed not just as a legal requirement, but as a valuable means of improving the employer’s decision-making about health and safety matters. Meaningful and effective consultation involves drawing on the knowledge, experience and ideas of employees and encouraging their participation and input to improve the systems the employer has in place for managing OHS.

- When changes that may affect health, safety or welfare are proposed to the:
  - premises where persons work;
  - systems or methods of work;
  - plant used for work; or
  - substances used for work.
- When risks to health and safety arising from work are assessed or when the assessment of those risks is reviewed.
- When decisions are made about the measures to be taken to eliminate or control risks
- When introducing or altering the procedures for monitoring risks (including health surveillance procedures).
- When decisions are made about the adequacy of facilities for the welfare of employees.

### **3.5.2 The Role of the Board**

Promoting and maintaining occupational health and safety is primarily the responsibility of the company’s Board. The Board has delegated this responsibility to Artistic Director. It is the responsibility of Artistic Director to establish and implement systems that provide for the health and safety of all persons in the organisation, to ensure that these OHS policy and safety procedures are effectively implemented, to support the Financial Controller, workers and volunteers and hold them accountable for their specific responsibilities.

### **3.5.3 The Role of Management**

The Artistic Director will have primary responsibility for implementation of OHS policy and take all practical measures to ensure that:

- the Druid workplace is safe and without risks to health;
- the behaviour of all persons in the organisation is safe and without risk to health;

In implementing these responsibilities, the Artistic Director will:

- disseminate information about OHS throughout the organisation;
- encourage regular discussion about OHS issues at staff meetings;
- maintain a log of accidents and incidents and use this information to help identify risk throughout the organisation;

#### **3.5.4 The Role of Employees and Volunteers**

All Employees and volunteers are required to follow Druid's OHS policy and safety procedures to ensure their health and safety and the health and safety of others in the organisation. They will:

- report observed safety hazards to their Line Manager / Artistic Director;
- participate in consultation and training about OHS;
- observe and promote safe working practices in their own work practices.

#### **3.5.5 Recording injuries**

Druid will keep a *Register of Injuries*. Staff members are requested to record all accidents and incidents that occur to staff and visitors while on the premises, and any journey accidents and incidents involving staff and volunteers. All incidents should be reported within 24 hours of occurrence. The Register is maintained by the Head of Operations & Development.

#### **3.5.6 Workers compensation**

Druid complies with all statutory requirements in relation to the provision of insurance against work related injury.

##### ***Procedure for filing a worker's compensation claim:***

1. The accident/incident should be reported in the manner described above.
2. If medical treatment is required, the staff member will be directed to the nearest doctor or hospital depending on the severity of the injury.
3. If the staff member requires time off as a result of their injury, a medical certificate must be obtained from their doctor, so that a worker's compensation claim may be lodged.
4. The certificate must be forwarded to the Financial Controller so that the appropriate paperwork may be completed for Druid's insurer. The workers compensation claim must be lodged within seven (7) days of the injury occurring. The decision about whether the claim is accepted or not rests wholly with the insurance provider.
5. In accordance with the Druid's employee agreement, staff may be eligible to receive accident pay.

#### **3.6 Return-to-Work Policy**

Druid is committed to the return to work of injured workers.

- We will seek to prevent injury and illness by providing a safe and healthy working environment.
- We will ensure that injury management activities commence as soon as possible after a worker is injured and that every effort is made to provide suitable and meaningful duties consistent with the nature of the injury/illness, and after seeking appropriate medical judgment.



- We will provide an injured worker with support to minimize the effects of the injury and to ensure that an early return to work is a normal practice and expectation.
- We will provide suitable duties/employment for an injured worker as soon as is safely possible, as an integral part of injury management.
- We will consult with our workers to ensure that this return-to-work policy operates effectively.
- We will ensure that participation in a return-to-work program will not, of itself, prejudice an injured worker.

#### **Procedures for Action When Injury Occurs**

- It is the worker's responsibility to notify the Artistic Director, or immediate Supervisor, of any injury and to complete the company's *Register of Injuries* as soon as is practicable.
- Once an injury is notified the company will ensure that the injured person receives appropriate first aid and/or medical treatment as soon as possible and will conduct an investigation of the accident in order to prevent a recurrence.
- When the Artistic Director becomes aware of an injury the company will notify our workers compensation insurance company. For a 'significant injury' we will notify the insurance company within 48 hours. For other types of injury, we will notify the insurance company within 7 days. The decision about whether the claim is accepted or not rests wholly with the insurance provider.
- For a 'significant injury', as defined in the Act, we will also complete an *Accident Report Form*.

#### **Follow-Up After Injury**

Employees are not permitted to return to work until they have medical clearance. At this point, management and the injured worker will cooperate with the workers compensation insurance company in developing and complying with an injury management plan for that injured worker.

#### **Finding Suitable Duties**

When the injured worker is, according to medical judgment, capable of returning to work, an individual return-to-work program will be developed offering suitable duties.

Management will consult with the injured worker, the workers compensation insurance company and the treating doctor to develop a written return-to-work program. Appropriate assistance will be given to workers from a non-English speaking background and to those permanently unable to return to pre-injury duties

#### **Disputes**

If there are disputes about suitable duties or the return-to-work process, management will work with the injured worker to try to resolve the disputes. Assistance might be sought from the workers compensation insurance company or an injury management consultant.

This policy complies with the 2005 Safety Health & Welfare at Work Act, in conjunction with the consolidation of all associated regulations.

### **3.7 Critical Incidents**

Druid aims to provide a workplace which is safe and without risks to health. However, it is not impossible that a critical incident may take place in the workplace.

A critical incident could include:

- death or serious injury to a staff member,
- violence in the workplace (e.g. assault),
- emergency evacuation of the workplace (e.g. a fire).

In the event of a critical incident, the Artistic Director may need to:

- ensure the immediate safety of staff members,
- ensure the provision of first aid,
- call emergency services as necessary,
- contact the family of staff members affected,
- remove workers/volunteers from their duties,
- arrange a debriefing,
- respond to media queries,
- notify worker's compensation.
- organise a debriefing for staff members, if they wish to participate. It may be necessary to engage external professionals to conduct debriefing or follow-up counselling.

Further information on handling critical incidents is available in the *Druid Safety Statement*.

### **3.8 Recruitment and Selection Purpose**

Druid's policy is to select on the basis of merit. The purpose of the Recruitment and Selection Policy is to ensure that Druid fills the company's available positions with the best possible candidate in a timely and cost effective manner.

#### **Recruitment and Selection Aims**

The aims of the policy are to:

- Attract the best possible candidates for the available positions.
- Ensure all selections are based on merit.
- Facilitate the development of existing staff.
- Ensure that all legal selection requirements are met and actively practiced.
- Provide the most cost effective way of recruiting and selecting staff.
- Plan strategically to meet future organisational requirements.

**Policy Principles:** All staff involved in recruitment and selection must adhere to the following:

- Relevant Employment Legislation,
- Anti-discrimination Legislation,
- Approved recruitment and selection policies and procedures,
- Confidentiality and sensitivity,
- Staff development.

All-stages of the recruitment and selection process must be in accordance with Druid approved policies, practices, award requirements and employment agreement.

#### **Confidentiality and Sensitivity**

During the recruitment and selection process discretion should be exercised to ensure that all applicants are treated with respect and sensitivity. All details disclosed in applications and during interviews are to remain confidential. Panel members should also be mindful of potential conflicts of interest and declare any such conflicts where appropriate. Access to information about staff members and applicants is restricted to those with a genuine need to know; access to electronic information is also restricted (see Section on *Personnel Files*).

### **3.8.1 Responsibilities**

Generally, the Head of Operations & Development will manage recruitment processes. This involves taking responsibility for all aspects of the process, including:

- Consulting the recruitment and selection policy,
- Managing all aspects of the process,
- Ensuring all recruitment and selection principles are followed,
- Gaining the necessary budget and recruitment approvals,
- The timely processing and distribution of paperwork, and,
- Liaising with all applicants regarding the progress of their applications.

### **Composition of Selection Panels**

Selection panels will ordinarily include one manager (either the Artistic Director or Head of Operations & Development), one staff member and an independent person with relevant expertise. In the case of the selection of an Artistic Director or Head of Operations & Development, the panel must also include a member of the Board. Board members may also participate in other selection panels where the Head of Operations & Development considers this to be useful.

### **Holding Resumes and Applications**

All applicant's resumes and applications are held securely for a minimum period of 12 months from date of appointment.

### **3.8.2 Recruitment of Casual Staff**

Druid may occasionally seek to recruit casual staff, usually as backfill if other staff members are on leave, or to handle excess work. The recruitment of temporary and casual staff does not necessitate a formal selection process unless the temporary position is for a period longer than three months. The Associate Producer is authorised to recruit casual staff for periods of up to 35 hours, and the Head of Operations & Development for longer periods, within budget.

### **3.8.3 Engaging Contractors**

From time to time Druid will seek to contract out work, rather than employing a new staff member. This may provide advantages to Druid if a production is time-limited or requires specialist skills. Druid have an established panel of contractors in this regard.

### **3.8.4 Higher Duties**

From time to time Druid may ask staff to perform higher duties, usually while another staff member is on leave or a recruitment process is being undertaken. This provides a useful development opportunity for staff members, as well as ensuring continuity in positions. It is at the discretion of the Head of Operations & Development to determine whether it is appropriate to temporarily fill a position by offering an employee the opportunity to undertake higher duties. An employee substantially performing the duties of another employee for a period of at least one consecutive week will be paid an entitlement equal to the difference between the employee's own salary and the salary of the other employee.

### **3.8.5 Orientation Procedures**

Prior to commencing work with Druid all staff members are given a letter confirming the offer of employment, a duty statement, and a copy of the Druid's employee handbook. New employees are asked to sign the letter of offer and duty statement. Copies of these documents are then placed on file. New staff members are subject to a probationary period of six months, with a performance appraisal to be conducted at the end of that time (this requirement may not apply for short term productions). On commencing work, each staff member will have an orientation session with their supervisor. It is the Supervisors responsibility to organise this. An orientation checklist is available on the system to assist Supervisors in providing information to new staff. The checklist covers matters such as:

- introduction to the organisation and other staff members,
- location of amenities and equipment,
- employment conditions,
- occupational health and safety procedures,
- Druid Statement of Professional Ethics.
- Druid Policy and Procedure Manual

### **3.9 Professional Development and Performance**

Druid is committed to Staff Development and Performance Management that contributes to development of the individual and hence the organisation. The performance management process should give staff the opportunity to assess their work performance, receive feedback, identify their development and training needs and establish achievable work goals. The procedure has been developed to ensure fair and equitable management of staff. Therefore, all staff in Druid are entitled to an annual formal structured staff review process. The performance management process is based on a developmental model.

The broader Druid strategic planning and operational planning review process will take into account information on workloads, priorities, job design and training, support and resource needs that is gathered through the staff review process.

#### **Principles**

The Druid Staff Development and Performance Management process is based on the following principles:

- Staff development reviews should not be used as a substitute or defacto grievance procedure or as a mechanism for discipline. Separate policies and procedures exist for these matters.
- Proper staff development and performance reviews are part of the responsibilities of the organisation to its staff.
- Reviews must involve active participation of the staff member (including self-evaluation and dialogue) in conjunction with their supervisor, and in the case of the Artistic Director, a Board representative.
- Everyone involved in the review process should have realistic expectations of the process.
- Staff development reviews are part of a continuous planning and review process, and do not replace regular reporting on work or supervision.
- As part of the organisation's planning and review process, the staff development reviews link staff workplans to the Druid Strategic Plan.

- The reviews provide staff with a means of expressing views about the organisation, as well as providing feedback on their own performance.
- Preparatory steps are to include access and equity issues.
- Reviews are confidential and records will be kept on the staff member's personnel file.

**Purpose of the Process**

- To develop agreed realistic expectations in relation to the staff member's job description and workplan, against which assessment of performance can be made.
- To seek a common ground for ways to improve employee performance where needed.
- To discuss and document how the employee is performing from their point of view and from their supervisor's point of view.
- To identify strengths in skills and knowledge and consider if these can be better utilised.
- To provide a formal means by which achievements can be recognised.
- To identify any weaknesses or problems in performance from the point of view of the employee and their supervisor.
- To identify training needs and discuss other forms of support or on-the job development which is required.
- To reach agreement on any specific goals to be pursued in the period following the assessment.

***Performance management cycle*****Key elements of the process**

- The first review will occur six months after appointment, then annually thereafter.
- Supervisors are to diarise Performance Management on an annual basis.
- Reviews are conducted at 12 month intervals (or such lesser period as agreed) and are usually undertaken by the person's supervisor (referred to here as the reviewer).
- A review meeting date is set at a mutually convenient time, held at an appropriate place and time, and set reasonably in advance.
- The staff member completes a Self-Appraisal form. A staff member may choose to include a peer review component in their assessment and, in this instance, the reviewer arranges for other assessment input to be gathered.
- The completed Self Appraisal form (and, if applicable, the form completed by peers) are made available for the reviewer (and, if applicable, the employee) at least 2 days prior to the review meeting.
- The reviewer prepares their own assessment comments for the review meeting.
- The staff member and the reviewer meet to discuss development and performance. The discussion includes opportunities for both parties to clarify and explain their comments. The goal of such discussion is to reach agreement on performance strengths and areas for improvement, and on action for training or development needs and improvement of job satisfaction and performance as appropriate.
- Agreed actions to be included into relevant workplans (staff member or reviewer where applicable) to clarify responsibilities in follow up.
- A record is written at the meeting or immediately thereafter on the *Record of staff performance review* form by the staff member and the reviewer to reflect the agreed outcomes.
- The record is available for implementation of the agreed plans and for consideration of progress at the next review.
- The record is kept on a confidential personnel file with access limited to the staff member and reviewer, unless both agree to another person having access.
- A feedback session on progress against the agreed work objectives and strategies for development should be held at least once before the next review, this meeting is to be diarised by both supervisor and staff member.

**Record of Staff Performance Review**

Name:

Position:

Supervisor/Reviewer:

Date of Discussion:

- This form shall be held in the staff member's file and access shall be limited to the employee and their supervisor unless otherwise approved by the staff member and the supervisor.
  - Issues and action should be summarised as agreed during the review session.
1. Review of current Statement of Duties or main areas of work over last 12 months  
*(With Reference to Question One on the Self Appraisal form)*
    - Comments  
See statement of duties
  2. Review of outcomes and follow up from last review (if applicable)
    - Comments
  3. Review of performance in each broad area of the job description and (where relevant) workplan.
  4. Areas of skills/strengths
  5. Areas for skills development or performance improvement
  6. Training and development priorities
    - Needs:
    - Strategies:
  7. Longer term objectives for skills development/performance improvement.
  8. Group dynamics and interpersonal relationships in the office
  9. Supervision issues, office procedures and processes
  10. Physical work environment
  11. Access and equity Issues
  12. Job satisfaction
  13. Specific goals and action
  14. Any areas of disagreement that should be recorded

Signature of staff member: \_\_\_\_\_ Date: \_\_\_\_\_

Signature of reviewer: \_\_\_\_\_ Date: \_\_\_\_\_

### ***Self-Appraisal Form***

Name : \_\_\_\_\_

Position: \_\_\_\_\_

Date Commenced Employment: \_\_\_\_\_

Date of Appraisal: \_\_\_\_\_

1. Briefly describe your work at Druid over the past 12 months
2. What aspects of the job do you like best or have provided you with the greatest satisfaction over the appraisal period?
3. What aspects of your job gave you difficulty over the appraisal period?
4. a) how did you address these difficulties?  
b) how did the organisation support you in addressing these issues?
5. Does your job description adequately reflect the duties that are or should be undertaken in your job?
6. Are there any issues in your current workplan which you think need addressing in this appraisal?
7. What do you consider to be the important skills and knowledge that your position requires?
  - a) Knowledge
  - b) Skills
8. Please comment briefly on the following aspects of your job situation
  - a) Quantity of work
  - b) Quality of work
  - c) Supervision of you
  - d) Supervision by you (if relevant)
  - e) Level of responsibility
  - f) Assistance to you/ feedback to you
  - g) Group dynamics/interpersonal relationships in the organisation
9. What professional development activities have you engaged in over the last 12 months?
10. What professional development activities do you feel would be beneficial to you and your position over the next 12 months?
11. Are there particular aspects of your situation/performance which you think ought to be addressed in this appraisal?
12. In general terms what would you like to accomplish in the short to medium term with Druid (next 6-12 months)
13. Do you have any other specific suggestions as to how your workplace effectiveness could be improved?
14. Keeping in mind the needs of the organisation as a whole, do you have any suggestions for changes to the management/work environment/procedure, so that they better meet your needs?
15. Other comments?



### **List of Definitions**

- Diarising Performance Management
  - Supervisor to plan the performance appraisal ahead of time and in agreement with staff member.
- Disputes Procedures
- Outlined in both Policy and Procedures manual and the Employees handbook
- Files: ownership and access
- Reviews are confidential and records will be kept on the staff member's personnel file. HR files belong to the organisation; refer to Policy and Procedure manual regarding access to HR files.
- Reviewer
  - The staff member's direct supervisor.

### **3.9.1 Staff Development and Training Policy and Process**

#### **Fundamental principle:**

Druid recognises its responsibility to support and nurture learning and development of its staff team.

#### **Key components:**

#### **Individual training needs analysis, planning and delivery is based on broader organisational goals.**

The annual operational plan of Druid contains performance measures that reflect and complement the Key Performance Indicators (KPI's) associated with each staff member's job description. The aim is that planning, performance measurement and staff development systems of Druid cascade through organisational, team and individual workplans.

#### **Individual assessment and delivery is developed in partnership between management and staff.**

Annual appraisal meetings provide a formal opportunity to identify training needs and discuss other forms of development support that are required. The annual appraisal provides an opportunity to assess progress against Key Performance Indicators (KPIs) based on the staff member's job description. These KPI's provide the triggers for assessing core training and development needs for each staff member. This will inform the training and development action plan that is written as part of the formal appraisal. Quarterly supervision meetings provide a regular opportunity to review staff development and training needs and progress against the training and development action plan. These meetings also provide the opportunity to build training and development into workers individual work plans.

#### **Group staff training and development assessment, planning and delivery is encouraged**

Team and staff meetings provide a useful forum for identifying group learning and development needs. Druid will work towards bi – monthly group staff training sessions. The topics for group staff training sessions will be discussed at staff/team meetings and devised within a six-month forward plan.

Staff members who have taken part in training that may be of benefit to the whole staff team are encouraged to run training sessions for their colleagues. Similarly, where a training session

could be of added value for the team, in house training could be arranged subject to available resources.

### **Not all learning is training module based**

Druid recognises that there are many ways to learn. Druid considers conferences, seminars, training modules, work based learning, higher education, distance learning, participation in professional roundtables and support networks as being valuable tools of staff development.

### **Clear criteria are applied when deciding if resources will be allocated to individual learning and development opportunities**

All learning opportunities need to be assessed against Druid's limited resources. The key determinants in deciding if a learning opportunity will be resourced by Druid include:

- How does the learning opportunity enhance the workers capacity to fulfil the Key Performance Indicators in their workplan?
- Does the learning opportunity extend the worker's current knowledge and skills base, what actions will come from participating?
- Does Druid gain added value through the staff member's participation?
- What are the opportunities for the staff member to share knowledge gained with the rest of the organisation, or with the sector?
- How will the worker taking this learning opportunity impact on other team members and the outputs of the organisation? How is this balanced against the positive gains the learning opportunity offers the worker and the organisation?
- What is the current balance between this worker's take up of learning opportunities and other members of the team? Is there equity in the resource allocation?
- Are the providers reputable and do they adhere to health and safety, and access and equity principles?

### ***Training Needs Assessment Model***

Training needs are assessed in a variety of ways, principle amongst these are:

#### **Appraisal interview based on KPI's and action plan**

Key components:

- Assessment of current performance against KPI's
- Assessment of current skills level
- What are the learning needs that flow from that?
- What styles of learning suit you best?
- Are there access and equity issues we need to take on board in developing the action plan?

#### **Review through quarterly supervision meeting**

Focusing on key questions including:

- What are the current learning priorities?
- Are these reflected in the action plan?
- What are the priorities? If you can only focus on one, what is it?
- Are there any perceived obstacles to learning?
- Are there access and equity issues we need to take on board in developing the action plan?

### ***Druid Training and Staff Development Model: Career Path Skilling***

#### **Post**

#### **Key responsibility area**

#### **Key Performance Indicators**

#### **Essential skills**

#### **Learning opportunities**

Management of the policy and advocacy work of Druid:

- Policy development
- Output levels against workplan targets, including timeliness
- Policy sector feedback through forums and networks
- Policy take up by government and NGO sector (subject to external factors)
- Qualitative measures to include: cogent arguments, evidenced based, creative solutions, timeliness
- Research methodologies and analysis
- Submission and report writing
- Lobbying and negotiating skills
- Advocacy skills
- High level communication skills
- Media skills
- Policy sector strengthening
- Attendance and participation levels at forums and industry events
- Policy sector feedback through forums and networks
- High level communication skills
- Networking and liaison skills
- Human Resources
- Regular feedback and review of staff in *Production and team*
- Management accordance with Druid performance feedback and review process
- Allocation of resources in accordance with Druid policy objectives

1. Absenteeism

2. Team feedback on management

3. Take up of improved processes/procedures by staff *management*

- Advanced Team Development
- Budgeting/Finance/Administration
- Facilitation Skills
- Reporting Skills *Leadership Skill Development*
- Planning
- Negotiation Skills
- Networking (Skills)
- Income generated against fundraising targets
- Fundraising and submission /tender skills
- Negotiation skills
- Production management skills

### **3.9.2 Professional Development and Performance**

Druid believes that providing opportunities for staff members to increase their skills will improve job satisfaction and raise our professional standards. Druid aims to support its staff in undertaking appropriate training, education, and development activities to enhance their knowledge and skills.

Druid may support staff members by:

- approving study leave;
- providing opportunities for staff members to act in different or higher positions where possible;
- providing opportunities for staff members to share knowledge and skills, or arranging forums for external agencies or individuals to share expertise;
- providing staff members with opportunities to attend relevant training courses, workshops, or conferences.

Where appropriate, Head of Operations & Developments will make a notional allocation for each staff member. This is not a fixed allocation for each staff member in each year, but an indication of funds available for professional development. Professional development for production staff is funded from production funds, and production managers need to consider professional development expenses when developing budgets. Supervisors and staff discuss training needs and professional development goals as part of the performance appraisal process a detailed staff development plan is agreed and actioned. They can then plan the best way to meet these needs. Staff undertaking professional development activities need to seek approval from the Head of Operations & Development.

### **3.10 Grievance Procedures**

#### **Purpose**

The purpose of this procedure is to ensure that disputes and issues relating to functions of the work environment do not go unresolved and affect workplace productivity and relationships.

The procedures are designed to assist the parties prevent or settle any grievance, complaint or dispute at the workplace, without industrial action or stoppage of work, with a view to ensuring that services are maintained without interruption or detriment.

Whilst not seeking to preclude or affect the rights of any party to an industrial dispute from proceeding under the provisions of the Industrial Relations Act 1990, or other relevant legislation, the procedures in this document shall be followed for the settlement of workplace grievances.

#### **3.10.1 What is a Workplace Grievance?**

A workplace grievance may involve any act, omission, situation or decision, related to the work environment, that an individual believes is unfair, unlawful, unjust or discriminatory. It may also include acts of workplace harassment, bullying, and occupational violence.

### 3.10.2 Principles to be Followed During a Workplace Grievance

All complaints need to be handled promptly and with transparency. The following principles must be adhered to in the grievance resolution process:

- **Confidentiality**  
No person should have access to information on the grievance, other than those directly involved or those handling the grievance.
- **Impartiality**  
All parties must be given the opportunity to present information directly related to the grievance, and no decisions or judgements will be made until all information has been carefully and impartially considered by those responsible for resolving the grievance.
- **Compassion and respect**  
All people handling the grievance must be sensitive to the needs of those directly involved, and also to others who may be indirectly affected by the grievance.
- **Prompt action**  
All grievances must be dealt with promptly, and time limits should be formally agreed to at all stages of the process. Whilst each situation is individual Druid aims to complete all steps within the grievance procedure within 10 working days.
- **Freedom from persecution or unjust repercussions**  
No form of persecution, harassment or discrimination will be tolerated as a consequence of a person notifying a grievance, or as a consequence of the outcome of the grievance process.

### 3.10.3 Steps to Follow in the Grievance Process

The following steps should be followed if a person has a workplace grievance:

#### **Step 1**

Depending on the nature of the grievance, it may be appropriate for the aggrieved person to raise their concerns directly with the person causing the grievance, hereby giving that person the opportunity to resolve the issue.

#### **Step 2**

If it is not appropriate to directly approach the person responsible for the grievance, the aggrieved person should discuss their concerns directly with the immediate supervisor, unless the supervisor is the person against whom the complaint is being lodged. In this case, the concerns should be raised with the Artistic Director either formally or informally. The Artistic Director or supervisor will then take action to resolve the grievance, which may include (with the aggrieved person's concurrence) talking to other members of staff.

#### **Step 3**

If Step 2 does not resolve the issue, a person may lodge a formal grievance. This must be in writing to the Chairperson of, or if the grievance is with the Chairperson, it should be in writing to a Board Member. The grievance notification should contain a full description of the incident or events relating to the grievance, including times, dates, person(s) involved, and actions taken in an attempt to remedy the situation. The grievance notification must be dated and signed by the person lodging the grievance.

### 3.11 Disciplinary Procedures

- Where the employer has concerns about the conduct of an employee, the employer will initiate counselling of the employee concerned to make them aware of the deficiencies in their conduct and the standard of conduct that the employer requires the employee to meet.
- At the commencement of counselling the employer will make the employee aware of the nature of the counselling meeting and the specific areas of concern.
- Such counselling may or may not be concluded by the employer giving the employee a verbal warning to cease the conduct complained of.
- Where the employer believes that an employee's work conduct requires it, or continuing conduct has not improved, the employer may, with the approval of the Board, counsel or further counsel as the case may be and will give a written warning outlining the employer's concerns and reasons for coming to that conclusion.
- Nothing in this procedure will restrict the employer's right to summarily dismiss an employee in circumstances that warrant summary dismissal.
- Nothing in this procedure will prevent the employer from repeating steps specified in paragraphs 3.11 or 3.12 where the particular circumstances require it.
- In relation to this procedure the employer will ensure that:
  - where the employee has been counselled or warned to improve conduct, a reasonable time will be given to enable the employee to comply; and
  - the employee is given an opportunity to respond to any concern or allegation made; and,
  - in a process where the employee is likely to be given a verbal or written warning, the employee is to be informed of their right to be accompanied by their Union or other personal representative.

### 3.12 Work-Related Travel

Attendance at meetings and conferences outside of Ireland is a necessary part of Druid's work, particularly for production staff. Staff are paid a per diem at the agreed company rate. In the case of travel, where possible, public transport will be taken, and the cost will be covered by Druid. In the case of a staff member choosing to take their own car, they will be entitled to the cost of the equivalent public transport option. In the case of the engagement being at a time that there is no public transport, staff will be entitled to claim mileage at the agreed revenue/company rate.

The Artistic Director should approve travel outside of the Ireland area in advance. The Head of Operations & Development will determine the most cost effective method of travel. If a staff member chooses to use another method of travel (e.g. driving instead of flying), they can claim the travelling time which the trip would have accrued if the most cost effective method had been taken.

Staff members wishing to take leave in conjunction with work-related travel should claim the travelling time the trip would ordinarily involve, and take the rest as leave.

Staff members undertaking work related travel alone to regional, rural and interstate locations are required to check in with their supervisor on arrival and prior to departure from that location. Staff members travelling alone are required to check in with their Supervisor on arrival and on departure from the location.

### 3.13 Volunteers

#### Introduction

Druid recognises that volunteers make a valuable and vital contribution to the effective operation of community based services. Druid also recognises that when based on sound principles, volunteering benefits the volunteers, the company, its productions and the community which profits from these services. This policy is designed to meet the needs of Druid and its volunteers and to ensure positive outcomes for both parties.

#### Recruitment

The recruitment of volunteers is at the discretion of the Head of Operations & Development. Volunteers will not be used to replace paid workers in any service offered by Druid. Druid recruit's volunteers for one-off tasks and for ongoing work, as well as offering placements to students on work experience.

#### Conduct

Volunteers are expected to conduct their duties in a cooperative and honest manner.

Druid expects volunteers:

- to be reliable
- to arrive on time
- to notify the supervisor if you are running late
- to respect confidentiality
- to represent the interest of the organisation - not yourself
- to give feedback, communicating relevant important information
- to be accountable and accept evaluation
- to be committed to the program, where relevant
- to acknowledge decisions made by staff
- to undertake training and have a good understanding of the program, where relevant
- to address areas of conflict with the appropriate staff member
- to ask for support when it is needed.
- to operate within access and equity principles

#### Responsibilities of a Volunteer

When working for Druid, volunteers are expected to:

- undertake voluntary work according to training, the policies and practices of Druid,
- participate in the co-operative team effort to achieve the goals of the organisation,
- fulfil the individual agreement with the organisation in a reliable and dependable manner,
- be willing to accept direction from the supervisor,
- accept the privacy and dignity of staff, clients and fellow volunteers, and follow the organisation guidelines for privacy , confidentiality and access and equity
- advise the supervisor as soon as possible with respect to any change in availability,
- maintain a positive, optimistic and non-judgmental attitude, and,
- undertake training, evaluation and participation in support groups as required.

### **Druid responsibilities**

Druid recognises its responsibilities toward volunteers, and undertakes to:

- Treat volunteers with respect as co-workers - not just free help,
- Provide the volunteer with information about the organisation and its policy on volunteers,
- Provide the volunteer with work that is appropriate to their skills, abilities, availability and individual interests,
- Provide volunteers with the resources, information, training and support they need in order to do their work,
- Provide continuing education on the job as a follow up to initial training, providing information about new developments,
- Provide sound guidance and direction - from someone who is experienced and who has the time to invest in giving guidance,
- Provide the volunteer with opportunities to offer feedback and express concerns that arise during their work with Druid
- Provide the volunteer with adequate insurance cover,
- Ensure volunteers are aware of the boundaries/limits of the service,
- Provide financial reimbursement to volunteers for out-of-pocket expenses where appropriate.

### **Orientation and Training**

Druid will provide volunteers with work that is appropriate to their skills, abilities and availability. Druid will ensure that volunteers receive appropriate training prior to commencing work with the organisation. Volunteers recruited through Volunteering agencies also receive training from that agency. All volunteers recruited to Druid have a specific supervisor appointed to them. The supervisor acts as a primary point of contact between the volunteer and Druid. The supervisor is responsible for:

- assessing the volunteer's training needs and arranging training where necessary,
- providing information about the organisation and its volunteer policy,
- providing orientation to the workplace,
- providing work that is appropriate to the volunteer's skills, capabilities, availability and wherever possible to their personal interests,
- undertaking administrative tasks related to volunteering (e.g. liaising with volunteer agencies),
- providing feedback to the volunteer about their work and resolving any issues that arise.

### **Volunteer Agreement**

Volunteers do not have the status of employees of Druid. To facilitate effective accountability all volunteers assisting Druid on an ongoing basis will have a written agreement with Druid. This agreement will refer to the commitments that Druid makes to the volunteer, and expectations that Druid has of volunteers. The agreement will refer to an individual volunteer description.



### **Complaints Procedure**

Volunteers who have a complaint or grievance should raise the matter with their immediate supervisor in the first instance. If this is not appropriate or not successful, the volunteer should approach the Head of Operations & Development.

### **Reimbursement of Out-of-Pocket Expenses**

Druid recognises that volunteers incur expenses when providing a service. Reasonable expenses will be reimbursed by prior agreement with their supervisor. This means volunteers anticipating claiming such expenses should discuss the matter in advance.

### **Confidentiality**

Druid upholds the rights of volunteers to dignity, privacy and confidentiality of information regarding their background, health status and other personal information and will take steps to ensure that privacy is maintained under all reasonable circumstances. All volunteers should be aware of and understand the Druid policy on privacy and confidentiality.

### **Occupational Health and Safety**

All volunteers are covered by the 2005 Safety Health & Welfare at Work Act. All volunteers are covered by necessary personal accident insurance. Volunteers recruited through volunteering agency on a short-term basis are already covered by insurance.

## Section 4

# Financial Management and Administration

### Introduction

This section outlines Druid procedures in relation to financial and administrative matters including:

- **Delegations**
- **Druid Budget Management**
- **Annual Audits**
- **Production Budgeting**
- **Records Management**
- **Petty Cash**
- **Cheques and EFT**
- **Credit Cards**
- **Bank Accounts**
- **Accounts**
- **Sitting fees**
- **Insurance**
- **Assets**
- **Payroll**
- **Personnel Files**
- **Correspondence**
- **Information Technology**
- **Library**
- **Meeting Rooms**
- **Equipment Hire**
- **Photocopiers**
- **Stationery**
- **Keys**
- **Telephones**
- **Building Security, Cleaning and Maintenance**
- **Fire Safety**
- **First Aid**
- **Sub tenants**

### 4.1 Delegations

Delegations represent the different acts of authority designated or assigned to different Druid board, management or staff positions and roles. There are two key types of delegation. The first are business activity delegations, which bestow authority to take or approve actions on behalf of the organisation. Examples are having authority to approve all published materials or being the approved signatory for all official correspondence. The second are financial delegations such as the authority to approve expenditure up to certain limit.

## Position Business Activity Delegations Financial delegations

### Chairperson

- can authorise staff, board or members to represent Druid or speak to the media authorised to sign cheques on behalf of Druid

### Board Members

- Approves organisational budget
- Approve Finance/Administration

### Artistic Director

- authorised to sign cheques and EFTs on behalf of Druid
- to 10% authority to enter into contracts (funding or operational)
- approve payments up to €7,500
- authority to over spend budget by up to 10%
- dual signatory on payments in excess of €7,500

### Head of Operations & Development

- authorised to sign cheques and EFTs on behalf of Druid
- authority to enter into contracts (funding or operational)
- approve payments up to €7,500
- authority to over spend budget by up to 10%
- dual signatory on payments in excess of €7,500

### Financial Controller

- authorised to sign cheques and EFTs on behalf of Druid
- manage bank accounts
- approve individual payments up to €7,500
- approve bulk (multiple payees) payroll payments up to €25,000
- authority to overspend budget by up to 10%
- dual signatory on payments in excess of €7,500

### Finance/Administration Officer

- cheque transactions and EFTs set-up for approval by Head of Operations & Development/Financial Controller

### All other permanent staff

- approve expenditure up to €50

## 4.2 Druid Budget Management

The Artistic Director, Head of Operations & Development, and the Financial Controller prepare the overall budget for the organisation for the calendar year. The Druid financial year operates from January to December. Once prepared, the Board must approve the Budget. Financial reports are then prepared in relation to the Budget.

## 4.3 Annual Audits

As a Private Company without share capital and limited by guarantee, registered under the Companies Act, Druid is required to have an annual audit of its accounts.

The Druid's auditor is appointed to by the members at the Annual General Meeting. The Financial Controller is responsible for overseeing the annual Audit.

#### **4.4 Production Budgeting**

Budgeting for specific productions is undertaken separately. In most cases, the Head of Operations & Development will prepare a budget in consultation with the Financial Controller. The Artistic Director must approve the production budgets before it is included in a submission.

##### **4.4.1 Production Acquittals**

The Production Manager and Financial Controller are responsible for acquitting production funds and where required, arranging an audit of production financial reports. The Artistic Director is responsible for final approval prior to public declaration and/or submission to funding bodies. In some instances, the funding body may accept a copy of Druid' annual audited financial reports, which includes an audit of all production activity in the Druid financial year. Acquittals, along with audited financial reports, are then submitted to the relevant funding body. Use of any surplus funds is negotiated with the funding body. Equipment purchased for a production (e.g. computers) remains the property of Druid unless the funding agreement states otherwise.

#### **4.5 Records Management**

In general, Druid staff are responsible for maintaining files relevant to their own productions. Copies of key documents should be forwarded to the Financial Controller for inclusion on the production file, stored in the Finance office (a job number will be allocated at this time).

The documents kept in the central file include:

- the funding submission
- the funding agreement
- the production budget
- any correspondence with the funding agency
- copies of all reports and acquittals
- copies of any agreements with contractors involved in the production.

In order to ensure centralised record keeping, the Financial Controller also maintains copies of:

- copies of statutory documents (e.g. the certificate of incorporation)
- copies of source documents such as insurance policies

##### **4.5.1 Archiving Files**

Druid does not maintain a centralised filing system for policy and production-related files. Policy staff are responsible for keeping files relevant to their own productions. The Financial Controller is responsible only for maintaining the central file(s) on each production as specified above. All financial records are kept for a minimum of 7 years. On an annual basis, policy staff will cull documents from their filing cabinets.

This ensures filing systems are current and unnecessary storage is reduced. Regular review of the files also assists in the transfer of relevant information in the event of staff turnover. When culling files, staff members should make a decision as to whether material should be:

- archived at Druid
- sent to NUI Galway for archiving; or,
- disposed of.

Copies of all Druid publications are stored in the Library. Some historical Druid documents have also been sent to NUI Galway for archiving.

#### **4.5.2 Disposal of Files**

Policy and production officers are responsible for disposing of information and files as necessary to maintain their own records. Once no longer required, confidential documents are to be shredded. Generally, this includes Board papers, financial information, and job applications. Any personal information about individuals that is acquired (e.g. while conducting research) should also be shredded. General information that is not considered sensitive can be placed in the paper recycling.

Any material which is more than ten years old is usually discarded in order to save storage space, except for Druid publications which should be archived.

#### **4.6 Petty Cash**

A petty cash float is maintained in the office. To claim petty cash (see delegations), a staff or board member needs to provide receipts, fill out a petty cash voucher and is reimbursed in cash up to €50. Amounts above are to be paid by cheque or electronic funds transfer. If unable to provide a receipt, they must provide appropriate documentation (expense claim form) stating the amount to be claimed, what the expense was, and the date it was incurred. The Financial Administrator balances petty cash and replenishes the float as necessary.

#### **4.7 Cheques and Electronic Funds Transfers ( EFT)**

Two signatories are required for all cheques and electronic fund transfers. The Financial Assistant is responsible for ensuring that documentation accompanying a cheque is correct and will seek approval from the Head of Operations & Development, Financial Controller for large or unusual items. The Financial Controller maintains a register of cheques and electronic fund transfers issued by Druid. The Head of Operations & Development and Financial Controller review the financial reports and cheque and EFT listings. A daily limit of €20,000 applies to making EFT's daily excluding Payroll. EFT's for greater than €7,500 requires the authorization of both the Head of Operations & Development and Financial Controller.

##### **4.7.1 Cheque Signatories**

Those authorised to sign cheques on behalf of Druid are the:

- Financial Controller
- Artistic Director
- Head of Operations & Development
- Chairperson

The Financial Controller is responsible for ensuring cheque signatory information with banking institutions is up to date. All cheques must be dual signed by two authorized signatories.

#### **4.8 Credit Cards**

Druid has five credit cards:

- one for use by Artistic Director
- one designated to the Head of Operations & Development
- Three for use by the Druid's Production (Financial Controllers Corporate Card, Associate Producer's Corporate Card, Production Managers Corporate Card).

All credit cards have a set limit. The Financial Administrator is responsible for reconciling the credit cards on a monthly basis. From time to time an additional card may be authorised by the Head of Operations & Development in circumstances where the flexibility of credit card use is required.

##### **Artistic Director's Corporate Card**

The Artistic Director may use the credit card for purchases within the limits of the approved budget. Receipts must be kept and submitted to the Financial administrative officer for monthly reconciliation.

##### **Head of Operations & Development's Corporate Card**

The Head of Operations & Development may use the credit card for purchases within the limits of the approved budget. Receipts must be kept and submitted to the Financial administrative officer for monthly reconciliation.

##### **Druid's Corporate Card (referred to as Financial Controllers Card)**

Staff must first seek approval from their supervisor to use the organisation's credit card. The supervisor is required to sign off on the credit card request form. Credit Card requests forms are to be completed and approved prior to all credit card transactions. The completed Credit Card Payment form is to be submitted to the Financial Administrator, with appropriate documentation for monthly reconciliation.

##### **Druid's Corporate Card (referred to as Production Associates Card)**

The Production Associate may use the credit card for purchases within the limits of the approved budget. Receipts must be kept and submitted to the Financial administrative officer for monthly reconciliation.

##### **Druid's Corporate Card (referred to as Production Managers Card)**

The Production Manager may use the credit card for purchases within the limits of the approved budget. Receipts must be kept and submitted to the Financial administrative officer for monthly reconciliation.

#### **4.9 Bank Accounts**

Two authorised signatories are required to approve a transfer of funds between any two Druid accounts. The Financial Controller is responsible for ensuring that all bank accounts are reconciled on a regular basis. The Financial Controller is required to review and sign the bank reconciliation statements. The Financial Controller also reviews and ratifies the cheque register, including electronic funds transfers. The Bank of Ireland Laser account is used for petty cash transactions and is reconciled at end of month.

## **4.10 Accounts**

### **4.10.1 Accounts Receivable**

Druids sells a range of goods and services including:

- production related merchandise
- hire of the Mick Lally Theatre and equipment,
- tickets for shows

Accounts receivable are managed by the Financial Administrator and invoices are sent out monthly. Payments received are managed by the Financial Administrator, that is, processing payments and bank deposits. Documentation is maintained by the Financial Administrator. Cheques and credit card are deposited separately.

### **4.10.2 Accounts Payable**

Druid is committed to promoting and maintaining positive business relations with its suppliers and accordingly, seeks to ensure payment within the agreed terms. All purchases over €500 and less than €15,000 must have prior authorization from the Artistic Director, Head of Operations & Development or the Financial Controller. The Artistic Director, Head of Operations & Development and Financial Controller have authorisation to spend up to €7,500 within the limits of the approved budget. Purchases over €7,500 require dual approval from either the Artistic Director, Head of Operations & Development or Financial Controller. The Financial Administrator is responsible for ensuring all purchases have the necessary approval before processing purchases. Payments to creditors may be made either by cheque or electronic funds transfer (EFT). When a creditor is paid by EFT, a remittance advice will be faxed. See also 4.7.1 - Cheque Signatories.

## **4.11 Insurance**

Druid maintains adequate insurance cover at all times. This includes:

- personal accident insurance for staff & volunteers;
- public liability insurance;
- building and contents insurance policies
- association liability (this includes Artistic Director liability and professional indemnity)
- Workers' Compensation insurance

In addition, Druid annually reviews its policies and is responsible for providing its insurer / broker with a detailed and accurate schedule of activities and inclusions to be covered. All insurance policies must be sighted by the Head of Operations & Development and Financial Controller on an annual basis. Druid currently manages insurance through a broker, as different policies are held with different companies. The Financial Controller is responsible for ensuring all insurance policies are current and adequate documentation maintained.

## **4.12 Assets Register and Depreciation**

The Financial Controller is responsible for maintaining the Assets Register and Depreciation Schedule. All assets must be listed on the Register with original purchase documentation – copy only to be kept with creditors documentation. Druid depreciates all capital purchases over €1,000 at the following rates:

- Computer Equipment 33.33% over a three-year period
- Leasehold building improvements 5% over 20 years

- Fixtures and Fittings 15% over 7 years

Assets purchased for production specific productions are entered on the Asset Register and depreciated as Druid assets. However, the full cost of the purchase is charged to the production budget.

#### **4.13 Payroll**

Druid payroll is run on a weekly and monthly basis. Staff are paid by EFT or by cheque. If an employee is taking annual leave or flex leave, a leave request form must accompany the timesheet. The financial assistant is responsible for entering details onto the payroll system. Payroll is approved by Financial Controller or in their absence the Head of Operations & Development. Funds are then transferred electronically and/or cheques drawn up, and pay advice slips issued to staff.

Payment of annual leave in advance is to be by mutual agreement. The Head of Operations & Development has authority to approve annual leave payments in advance. Should annual leave commence between the end of a pay period and prior to the next pay period, the Head of Operations & Development may give approval for advance payment.

#### **4.14 Personnel Files**

A personnel file is held for each staff member and volunteer. Information held on file includes contact details, a copy of the employee's contract, and contact details in case of an emergency. The file shall also include all correspondence relating to job description changes, salary changes, leave entitlements such as long service leave, continuous service leave, unpaid and parental leave. Personnel files are held on the network. This folder is confidential and is kept in a locked cabinet in the office of the Head of Operations & Development. Access to the 'HR Confidential' folder on the network is also restricted to the Head of Operations & Development.

#### **4.15 Correspondence**

All incoming correspondence is directed to Druid's street address at The Druid Building, Flood Street, Galway. The Office Manager is responsible for distributing incoming correspondence to relevant staff.

#### **4.16 Information Technology**

All Druid desktop computers are networked and have internet access. Druid uses IT contractors when necessary. All software owned by Druid is kept in the main offices, to which access is limited. Virus protection updates are downloaded weekly from the internet. Staff members are responsible for their own data storage on the system.

The Office Manager has responsibility for liaising with technicians, and providing advice to management regarding IT issues.

##### **Databases**

All staff have access to the Druid 'contacts' database, Salesforce. All staff are responsible for advising the Office Manager of changes to database content by email, as they become aware of them.

#### **4.17 Meeting Rooms**

Druid has one meeting room available for hire (the Mick Lally Theatre venue) to the public. This provides a valuable service to stakeholders as well as providing revenue for the upkeep of the building. The venue can accommodate 100 people, depending on the arrangement of



furniture. Rates for meeting room hire are determined by the Executive Committee, and are competitive. Some equipment is available for hire from Druid. Bookings are managed through the Venue Manager.

#### **4.18 Equipment Hire**

Hirers are asked to sign a form that details terms of hire and rates. Different rates apply to members and non-members.

#### **4.19 Photocopiers**

Access to Druid's photocopiers is located at main office. There is no controlled access. Front office staff are responsible for maintaining the photocopiers on a day-to-day basis (e.g. changing toner cartridges, supplying paper), and the maintenance arrangement is managed by the Office Manager .

#### **4.20 Stationery**

Druid maintains a regular account with Marvoy. Ordering and receipt of stationery is handled by the Office Manager.

#### **4.21 Keys**

Keys to all doors in the building are held in the key cabinet. All office based staff members are issued with keys to Druid offices.

#### **4.22 Telephones**

All calls to Druid come to the main office number and are then referred to each staff member's individual extension. Management and certain staff positions are allocated mobile phones. Staff members who use their own mobile phone or land line for work can claim for reimbursement of costs, but this needs to be negotiated in advance with the Financial Controller

#### **4.23 Building Security**

The Druid premises are secured with an alarm system. Staff members are provided with an access code that allows them to activate and de-activate alarms. The last person to leave and first person to arrive at the workplace should activate and de-activate the alarm

#### **4.24 Cleaning**

A cleaning company is contacted to clean the premises on request only. The Office Manager has responsibility for liaising with cleaners and managing contract arrangements.

#### **4.25 Rubbish and Recycling**

Rubbish is collected from the Druid premises daily, by City Bin. Prepaid bags are purchased and when full must be left outside the main door of the building before 9.50am.

#### **4.26 Building Maintenance**

Druid is responsible for day-to-day maintenance of the building at The Druid Building. Druid has a number of regular trades people who carry out maintenance as necessary. Liaison with trades people is the responsibility of the Office Manager.

#### **4.27 Fire Safety**

The Druid building is well equipped with fire safety equipment. There are fire detectors installed all around the Druid buildings. Fire extinguishers are located around the building. There are three fire escape doors, being:

- outside reception
- beside toilets in venue
- behind stage in venue

There is also a fire alarm in the office building and venue building and these are separate systems. Fire extinguishers are maintained and inspected every six months. These are located as per Safety Statement in the office (3) and venue (6) Evacuation plans are posted in common reception areas. Fire drills are conducted as necessary, usually when there are several new staff members.

#### **4.28 First Aid**

Druid elects a First Aid Officer position. Any member of staff elected to this role is required to be trained and qualified in First Aid at an appropriate level. Druid will provide training to ensure that this position is filled.

There are two first aid kits in the Druid premises: one in the main kitchen, one kept in the Bar area in the venue. It is the responsibility of the First Aid Officer to ensure that first aids kits are maintained.