

Casadh

Staff Handbook 2017

2017 V1



Contents

1.0 Introduction:	4
Mission Statement.	4
2.0 Terms and Conditions of Employment:	4
2.1 Job Description & Confirmation	4
2.2 Holidays & Annual Leave	5
2.3 Sick Leave Entitlement	5
2.4 Maternity Leave	5
2.5 Paternal Leave	5
2.6 Adoptive Leave	6
2.7 Force Majeure	6
2.8 Jury Service	6
2.8 Career Break	6
3 Notice of Termination of Employment.	6
4 Retirement.	7
5 Redundancy	7
6. Safety Statement	7
6.1 The Organisation	7
6.2 The Individual	7
6.3 Safety Officer	8
7 Professional Boundaries and Standards	8
7.1 Personal and Professional Boundaries	8
7.2 Interpersonal (Client) Boundaries	9
7.3 Service & Role Boundaries	9
7.4 Self Care Boundaries:	10
8 TEAM Working	10
8.1 Team Meetings	10
8.2 Staff Management Review	10
8.3 Staff Support and Supervision	10
8.4 Staff Training	10
9 POLICY DOCUMENTS	10
Grievance Policy	11
9.1 Formal Grievances	11
9.2 Grievance Hearing	11

9.3 Appeal	11
9.4 Grievance Procedures – General Points	12
10 Disciplinary Policy	12
10.1 Policy Statement	13
10.2 Purpose	13
10.3 Scope.....	13
10.4 Glossary of Terms and Definitions	13
10.4.1. Minor Misconduct:.....	13
10.4.1.2 Gross Misconduct:	13
10.5 Principles	13
10.6 Disciplinary Process.....	14
10.6.1 Stage One: Informal Verbal Warning	14
10.6.2 Stage Two: Formal Verbal Warning	14
10.6.3 Stage Three: First Written Warning	14
10.6.4 Stage Four: Final Written Warning	15
10.6.5 Stage Five: Suspension.....	15
10.6.6 Stage Six: Dismissal Procedure.....	16
10.7 The right to appeal this disciplinary action.	16
10.8 Removal of Dismissal Procedures	17
10.9 Appeals.....	17
10.10 Procedure for Formal Investigation	17
10.11 Misconduct by Staff Member Conducting In-Reach	18
11 Child Protection Policy	18
11.1 Child Protection Policy Statement:	18
11.2 Reporting Procedure:.....	19
12 Policy & Procedure in Suicide Intervention	19
Screening procedure	19
Suicide Intervention contract.....	19
Liaison	19
After care	19
Preventative procedures:.....	19
Suicide intervention policy:.....	20
After Care Support.....	20
In the case of suicide.....	20
13 Casadh Alcohol & Drugs Policy.....	21
13.1 Scope of policy	21

13.2 Introduction	21
13.3 Principles	21
13.4 Aims This policy aims to:.....	21
13.5 Workplace Alcohol & Drug Policy	21
13.6 Intervention	22
13.7 Assistance.....	22
13.8 Identifying the Problem	22
13.9 Procedure.....	22
13.10 Procedural Time line:	22
13.11 Confidentiality.....	23
13.12 Direct Contact	23
13.13 Monitoring	23
13.14 Alcohol and Drug Awareness	23
13.15 Co-ordination of Policy	24
14 Implementation and Review	24



1.0 Introduction:

WELCOME to CASADH Ltd. We hope that this information will act as a guide for you throughout your time with us.

Mission Statement.

"Casadh is a group of people working in partnership to create a centre of excellence and innovation, where people recovering from substance misuse are made feel welcome, valued and empowered to take control of their lives. Casadh seek to provide a safe and supportive environment, which encourages people with substance misuse problems in recovery through the provision of training, support services and after care".

CASADH Ltd is a limited company with representation from statutory, voluntary and community sectors. Our main concern is with problematic drug use and the many related issues. We work with individuals, families and communities helping them to determine their own response(s) to the drug problem.

2.0 Terms and Conditions of Employment:

Employee's terms and conditions are detailed in:

1. Letter of Appointment
2. Letter of contract
3. Any subsequent written amendment,
4. Staff Handbook which contains the Policies and Procedures of your employment, which must be signed.
5. Job Description

2.1 Job Description & Confirmation

The person appointed shall perform the duties as set out in the job description (as defined by the sponsor body- e.g. HSE or DSP) the job description may be changed and updated. Such changes can be introduced by the organisation in agreement with the employee, which is then signed and dated by the employee. Employees are expected to be flexible

Confirmation of all appointments will be subject to the satisfactory completion of a period of probation, which will normally be six months, unless otherwise specified in the contract of employment. Sick leave will not count as service for duration of the probation. Where the required standards are not being met during the probation period, depending on the circumstances. Management reserves the right to either extend the probation period or where appropriate dismiss the person concerned at the organisation's sole discretion. Shortfalls in performance will be notified as soon as possible. Every assistance will be provided to help improvement. During the period of probation the contract may be terminated by

either party in accordance with the provisions of the Minimum Notice and Terms of Employment Act under current legislation.

2.2 Holidays & Annual Leave

1. The Annual Leave year runs from 1st January to December 31st
2. In addition to public holidays (nine days) employees holidays will be twenty-five days for full time staff or pro rata for part time staff as stated in contract of employment.
3. Holidays are granted to employees as part of our commitment to your Health, Safety and Welfare at work.
4. Annual Leave must be taken before year end; there is no facility to carry over holiday entitlement to the next year.
5. Payment in lieu of holidays not taken is not allowed. In exceptional circumstances if an employee presents a case to carry over leave, this may never exceed five days and must have approval by the management committee.
6. Holidays can only be taken only following agreement & approval by the manager.
7. Two weeks' notice is required to inform the manager (by email in the 1st instance and by Annual leave request form to the administrator following approval)

2.3 Sick Leave Entitlement

1. All periods of illness exceeding two calendar days must be certified by the employee's general practitioner or dentist.
2. There are only 2 uncertified leave days allowed in any one calendar year.
3. Your sick leave is calculated from the 1st instance of illness, and cannot be "carried Over"
4. The certificate should state the general nature of the employee's ailment, the period for which the employee will be unfit for work or the probable date of the resumption of duties.
5. Subsequent certificates must be submitted if the absence continues beyond the period covered by the initial certificate.
 - A. Length of paid sick leave is 14 days in any one calendar year
 - B. Employees are required to claim and remit to the organisation any social welfare payments due to them when they are in sick leave.
 - C. If an employee falls sick during a period of annual leave, produces on their return to work a doctors certificate stating that they were unfit for work, the period in question will be treated as sick leave, and not annual leave
6. In, or following, a period of illness (certified or uncertified), the organisation may request and has the right to require an independent medical examination and report on the fitness of the employee to perform the full range of duties

2.4 Maternity Leave

1. Maternity leave as per the Maternity Protection Act 1994, amended March 2006, will be applied to all employees. This briefly comprises of 22 weeks paid maternity leave, 12 weeks unpaid leave and paid time off for pre and post-natal hospital appointments.
2. Employees are expected to give reasonable notice of such appointments.

2.5 Paternal Leave

- A male employee will be entitled to paternal leave as per current statutory entitlement.

2.6 Adoptive Leave

- Adoptive leave will be in accordance with the Adoptive Leave Act 1995

2.7 Force Majeure

1. Under the Parental Leave Act (1998) the organisation will provide paid force majeure leave (emergency family leave) to employees in the event that a family member has a sudden illness or injury that requires the presence of the employee.
2. Entitlement is three days in any twelve month period, subject to five days in any thirty six month period.
3. Individuals to whom an employee may request force majeure leave in respect of are as follows; parent, grandparent, spouse or partner, sibling or child/adoptive child.
4. After taking the leave as soon as is practicable, a written notice containing a summary of the facts need to be given to the Manager. This will be held with the employees personnel file, and its contents will be treated with the utmost confidentiality.
5. The management committee may grant leave (paid or unpaid at its discretion) to an employee in the case of any hardship or difficulty which might arise for urgent domestic distress or upheaval, or urgent exceptional personal circumstances that necessitate a request for absence for work.
6. Such difficulties may include bereavement, or caring for a sick dependent. Requests for compassionate leave should be made to the management committee via the Manager.

2.8 Jury Service

- An employee will be granted paid time off to attend jury service.

2.8 Career Break

- A career break without pay, may, at the sole and absolute discretion of the management committee, be granted in exceptional circumstances

3 Notice of Termination of Employment.

The information which follows, and any document or communication of which it forms part, shall be deemed to constitute a written statement of the Conditions of Employment, in compliance with the provisions of the Minimum Notice and Terms of Employment as per current legislation; and the procedures for dealing with disputes there under the Unfair Dismissals Act and Terms of Employment Information Act.

1. All employees are required to give Casadh Ltd the notice set out in the terms of their employment contract when giving notice of his/her termination of employment.
2. The management committee may give payment in lieu of notice.
3. An employee may be dismissed without notice in the case of Gross Misconduct
4. Please refer to your contract of employment and to the grievance and disciplinary policies for further information.

As a general guideline the terms of notice are as follows:

The Minimum Notice and Terms of Employment Acts 1973 to 2005 outlines the minimum periods of notice to be given by employers and employees when terminating contracts of employment. The amount of notice due to an employee varies according to his or her length of service. Continuity of service is not broken by absence arising from sickness, strikes or lock-outs, and lay-off periods.

Length of Service Entitlement

13 weeks to 2 years	1 week
2 years to 5 years	2 weeks
5 years to 10 years	4 weeks
10 years to 15 years	6 weeks
15 years	8 weeks

4 Retirement.

Retirement is compulsory for all employees on reaching their 66th Birthday (CE supervisor) and 65 in all other cases.

5 Redundancy

The management committee aims to maintain and secure employment for its entire staff who has established a satisfactory record of performance and conduct. This is an organisation dependent on funding from statutory agencies.

The funding position must be taken into account by management in determining the overall staffing levels. Any reduction will be brought about as fairly as possible, and with as much consultation as is practicable in the circumstances.

Where redundancy is unavoidable, the management committee will give as much notice as possible and practical in the circumstances and will provide the reason/s why any employee is being made redundant.

6. Safety Statement

This Safety Statement was prepared in accordance with the Safety, Health and Welfare at Work Act 1989. This document has been prepared in compliance with Section 39 of the Safety in Industry Act 1980 and Safety, Health and Welfare at Work Act 1989 with the fundamental aim of the prevention of accidents and ill health at CASADH 13 Newmarket Dublin 8.

6.1 The Organisation

CASADH. Recognises and accepts not only its statutory responsibility but also its obligation, as an employer to direct, manage and achieve as far as is reasonably practicable, the Safety, Health and Welfare at work of every employee, trainee and visitor.

CASADH believes that each employer and centre user accepts his or her legal and moral responsibilities for improving and maintaining Safety, Health and Welfare in the workplace and for behaviour, which does not jeopardize the individuals personal Safety, Health and Welfare or that of others.

Group supervisors are responsible for Safety when in charge of groups and for the implementation of relevant safety procedures. The Safety Officer shall monitor safety generally and the operation of safety procedures. It is the Managers responsibility to ensure that each employee and trainee shall obtain a copy of the Safety Statement and shall be familiar with its contents. There are copies of the safety statements in the entrance hallway and outside the manager's office

6.2 The Individual

Staff and Participants are obliged to operate the "Good Neighbour Principle". This involves;

Taking reasonable care of their own safety and health and that of others who may be affected by their acts or omissions while at work. Co-operate with the Manager to such an extent as will enable Heads of section to comply with the provisions of legislation and to

meet its general duties on Safety, Health and Welfare. Not intentionally interfering with or misusing any means, appliance, equipment or other thing provided securing the Health, Safety or Welfare of CASADH. The use of any clothing, equipment or appliance required for the purpose of securing his/her Health, Safety and Welfare at work. Report to the safety officer any defects in plant, equipment or procedures, which are a danger.

6.3 Safety Officer

The manager is the Safety Officer appointed under the provision of the Safety, Health and Welfare at Work Act 1989.

The main duties and responsibilities are as follows;

1. To guide and advise on all Health, Safety & Welfare matters
2. To ensure CASADH fulfils all statutory requirements in respect of the Factories Act 1955, Safety in Industry Act 1980 and Safety, Health & Welfare Act 1989
3. To undertake regular and appropriate revision and auditing of CASADH safety procedures and methods of operation, to ensure that they are kept up to date.
4. To ensure adequate fire protection and prevention measures are provided.
5. The Safety Officer shall investigate all accidents and near misses and shall ensure that appropriate statutory notifications are properly completed.

7 Professional Boundaries and Standards

1. At all times we must treat personal information with the utmost delicacy and respect.
2. Staff should be up to date on the Freedom of Information Act, which will have an impact on record keeping.
3. Information in relation to clients can be shared with other staff members, this is not a breach of confidentiality, on a need to know basis.
4. Information shared between service users and staff should be treated as confidential. It may however be shared when appropriate with the team.
5. Written Permission must be sought from the client to discuss their position outside the team with other professionals on relevant consent form.
6. Where concerns arise in relation to safety of clients or others, there may be a need to discuss or pass information to other appropriate agencies, service users should be informed of this.
7. Staff should inform the Manager of major concerns or issues they have in relation to service users.
8. All information received will be treated with the utmost professionalism and confidence.
9. Information shared with the team by a staff member should remain confidential and should not be fed back to client by other staff members.
10. The limits of confidentiality should be explained to the clients where appropriate

7.1 Personal and Professional Boundaries

In order maintain a level of respect, and an adherence to operational boundaries:

1. Show consideration to others.
2. Attend on time.
3. For staff it is important to ensure that time is made available for participants/clients, during service hours only.
4. While it is recognised that service users may require supports outside of the service hours, it is important to clarify to the client group what the service hours are, and what if any, are the out of hours arrangements
5. Wherever possible, staff should be flexible, but should also be encouraged to develop awareness around self-care.
6. Awareness of personal space, by all- management, staff & clients.

7. Use official phones for client contact only. Avoid giving personal contact information
8. Develop a policy appropriate to the service.
9. Ensure that service is fully operational, and safe

7.2 Interpersonal (Client) Boundaries

NEVER put yourself in a position where your professional conduct maybe compromised

1. ALL interactions are to be carried out in such a manner that they honour the integrity, dignity and needs of those involved
2. Always employ a professional approach to the issues and people you encounter.
3. ALL service users and staff members are to be treated equally and fairly
4. Establish appropriate supportive relationships and be aware of and recognise potential co-dependence
5. Develop clear guidelines on appropriate language and behaviour.
6. Establish group rules and appropriate sanctions
7. Define appropriate "physical" contact
8. Have an awareness of equality of treatment- being impartial and fair
9. Be aware of transference- leave personal baggage outside
10. Be aware of your place in the organisations culture and structure- who you are accountable to and for
11. Be aware of your demeanour.
12. Be aware of the established code of conduct- for example- if there is a dress code in place, adhere to it.
13. Acknowledge that there are different methods of treatment and engagement, and be flexible within a working relationship.
14. Show respect, communicate positively, and show support on an individual basis
15. Be open to undertake training in interpersonal communication and boundaries.

7.3 Service & Role Boundaries

1. Have a clear understanding of the role & expectations placed upon you and your colleagues.
2. Ensure you have completed the company's induction process and have read & signed the company employee handbook.
3. Have a clear awareness of job specific boundaries- work within limitations and work within your role.
4. Understand the company's mission and vision.
5. Be aware of the company's code of practice for staff and service users.
6. Have a clear appreciation of the client's role, and what their expectations are.
7. Having a full understanding of confidentiality, & its importance in the role you play.
8. Have a full knowledge of "mandatory reporting" and your role in the procedure.
9. Be aware of the company's policy on grievance and the lines of communication open to you.
10. Ensure that clients are aware of the above procedure.
11. To recognise the potential conflict of interest in relation to members of the same family or partners/significant others participating on the same project, or in relation to relatives of staff members seeking a place on the project.
12. To be aware of those around you, and of your own conduct within the working environment.

7.4 Self Care Boundaries:

Recognise the importance of "Self Care".

1. Take responsibility to ensure that care, and encourage fellow workers and management to take responsibility to ensure that the procedures are in place to support that care.
2. Supervision is essential, be it individual or group, and should be recognised by management as a crucial part of self-care.
3. Be aware of your own feelings and instincts and communicate them to those in a supervisory role.
4. Recognise your own capabilities and limitations, and be able to communicate whether you are comfortable within your role.
5. Always wind-down or de-brief, to seek support from colleagues.
6. Try and manage your time as effectively and pro-actively as possible to avoid possible burn-out

8 TEAM Working

8.1 Team Meetings

Team meetings should be held on a weekly basis to plan the week's activity and a further in depth meeting on a monthly basis to discuss client reviews and other matters.

8.2 Staff Management Review

1. This meeting is held on a yearly basis.
2. Staff review their work with the Manager and give a small presentation on their planning for the next year.

8.3 Staff Support and Supervision

1. Supervision is funding dependent and may be offered in a group rather than individual supervision.
2. Support will include an annual appraisal for each employee
3. Individual supervision may be obtained at your own cost and Casadh will facilitate time-off the programme for you to attend.

8.4 Staff Training

1. The Management of Casadh Ltd is committed to staff development in order to enhance the skills and knowledge to all staff employed in the project.
2. Staff must submit in writing a request to the Coordinator for approval by the management committee.
3. External Training: Staff must make an application to the Manager for financial assistance and/ or time off with pay, towards the cost of training/ education programmes. Approval may be granted by the Board and will only be given to programmes that advance and improve performance of the employee in their present position.
4. Training can only take place if the project finances permit.
5. Internal Training: Management recognises, within the resource constraints, the need to provide for staff training within the organisation. Management, in consultation with staff will plan internal training opportunities.
6. Any other training will require a written detailed request and will be at the discretion of the Board.

9 POLICY DOCUMENTS

Grievance Policy

9.1 Formal Grievances

It is understood however that informal resolution is not always possible and that a formal procedure may be required to ensure the swift and fair resolution of matters. An employee, who has a grievance or complaint to do with work that can not be resolved through informal channels, should raise the matter with the Project Manager immediately in writing. Notification should include: the substance of the grievance; the remedy sought; and the fact that this is a formal grievance notification. If the Project Manager is unable to resolve the matter to the staff member's satisfaction, then a formal written grievance hearing should be initiated.

9.2 Grievance Hearing

The Project Manager will call a meeting as necessary.

1. The employee taking the grievance has a right to be accompanied by a colleague or trade union representative.
2. After the meeting the Project Manager will give a decision on the outcome of the grievance, in writing, within ten working days. The response will provide a full written explanation of the manager's decision and who to appeal to if still aggrieved.
3. Where a grievance involves another member of staff, the Project Manager will meet with both staff members separately. If the staff member has specific questions for another member of staff these should be put in writing and managed by through the grievance meeting process. If both staff agree a combined meeting with all parties this can also be undertaken. The decision as to what method is most appropriate for resolution of the grievance will be that of the Project Manager/Board of Management.
4. If the grievance involves another member of staff they will be requested to attend a meeting to discuss the issues and will be given reasonable notification which facilitates them to bring a colleague or trade union representative.
5. The meeting will be conducted to ensure that all parties have the right to explain their views and to respond to the other parties' comments and views.
6. If no communally agreed resolution is reached throughout the meeting process then the manager will make a decision on the outcome of the grievance.
7. If the grievance lies between a staff member and the manager of the organisation, the party with the grievance should take this up with the Chairperson of the Board of Management. The Chairperson should attempt to resolve it within 15 working days. If the matter is still unresolved the complainant should be made in writing to the Chairperson of the Disciplinary and Grievance Panel.

If the outcome of the process leads to a disciplinary action, this will be conducted according to the disciplinary procedure. This will be undertaken by a Board of Management member than the person involved in the investigation or grievance hearing. Appeals to this will be managed through the disciplinary appeals process.

9.3 Appeal

In most instances the organisation would expect the managers' decision to be final and for the matter to come to a close. However the employee has the right to appeal the decision if he / she still feels aggrieved

1. An employee who wishes to appeal against a grievance decision must do so within twenty eight days from receipt of official correspondence. The appeal should contain the original formal grievance notification.
2. The appeal will be initiated by the staff member sending, in writing, a request for an appeal. This should be addressed to the Project Manager who undertook the grievance hearing. The Project Manager must then contact the Chairperson of the

Board of Management to instigate the establishment of an appeal committee and process.

3. At the request of a staff member a grievance appeal committee will be established. This committee can include members of the Board of Management other than the staff member who was responsible for issuing the grievance outcome in question. The committee will have two or more members and no more than three members. The process undertaken by the appeal committee, will be as follows:
4. A meeting will be called; this may either involve both parties together or may be better arranged as separate meetings to encourage full and frank discussion. Both parties will be informed of the date and time of the hearing, as well as the membership of the committee. Reasonable efforts will be made to ensure that both parties can attend on the date/s. The two parties are; 1) the staff member who has requested the appeal, and 2) the manager who was responsible for issuing the grievance decision.
5. The staff member will be made aware that they are entitled to representation by a trade union representative, a professional organisation, or a colleague
6. Both parties will be asked to provide a verbal and/or written account of the situation and the reasons for their decision or appeal of the decision;

The committee will discuss the matter in private and has the right to seek further information from either party; The staff member taking the appeal will be informed of the decision in writing.

9.4 Grievance Procedures – General Points

1. Employees may at all stages in this procedure be advised or accompanied by a staff colleague, staff representative(s), or trade union representative(s) of his/ her choice, or may elect to have this person or these persons present the complaint on their behalf.
2. If the employee is a union member management will notify the shop steward of all meetings at the same time as the employee is informed, unless management is specifically asked not to do so.
3. Management will keep a written record of each meeting, which will include details of the employee's case, the response of management and the outcome of the meeting. The employee will be asked to agree and sign the record of the meeting, after consultation with his/ her representative. Copies of the record will be given to everyone who attended the meeting.
4. The employee will be advised by the management of the next stage at the end of every stage of the procedure.
5. The limits may be changed at every stage by mutual consent. The date and time of grievance hearing(s) will be agreed between the employee, (union) representative and management (and, where relevant, the person(s) who are the subject of the grievance)
6. The employee and (union) representative will be allowed adequate time to prepare the employee's case.
7. Every effort will be made to resolve the grievance at each stage.
8. The proceedings will remain confidential to the employee, his/her representative and management.
9. No action to change an employee's terms and conditions of employment will be taken while s/he is following the grievance procedure.
10. Copies of correspondence and written records relating to the grievance will be kept in the employee's personal file. This information will be destroyed after 6 months unless management have an important reason not to do so.

10 Disciplinary Policy

10.1 Policy Statement

Casadh recognises its obligation to ensure consistent and fair treatment for all staff within the organisation.

10.2 Purpose

The disciplinary procedures are designed to help and encourage all employees to achieve and maintain standards of conduct and job performance.

10.3 Scope

This policy covers all staff and volunteers within the organisation. There are also provisions for people from other agencies conducting in-reach services in Casadh for the time they are on the premises.

10.4 Glossary of Terms and Definitions

10.4.1. Minor Misconduct: Below are listed examples of misconduct which may warrant either a verbal warning or written warning. It is stressed however that this list is not exhaustive.

- 1. Absence from work without valid reason, notification or authorisation**
- 2. Smoking within unauthorised areas**
- 3. Persistent lateness**
- 4. Failure to work in accordance with prescribed policies and procedures**
- 5. Incompetence**
- 6. Unreasonable standards of dress or personal hygiene**

10.4.1.2 Gross Misconduct: Listed below are examples of misconduct which may be considered to be gross misconduct and may warrant a final warning, demotion or dismissal, it is stressed however that this list is not exhaustive:

- 1. Theft, including unauthorised possession of company property**
- 2. Physical assault, breach of the peace or verbal abuse**
- 3. Deliberate damage to organisational property**
- 4. Serious incapability through alcohol or being under the influence of illegal drugs**
- 5. Breaches of confidentiality, prejudicial to the interest of the organisation**
- 6. Fraud or deliberate falsification of records.**
- 7. Deliberate manipulation, tampering or misrepresentation of Urine records or offering to do so.**
- 8. Failure to observe organisational rules, regulations or procedures that results in risks to safety or the operational wellbeing of the organisation**
- 9. Incompetence or failure to apply sound professional judgement that results in risks to safety or the operational wellbeing of the organisation.**
- 10. Insubordination including refusing to carry out lawful work directions**
- 11. Unauthorised possession of goods or documents**
- 12. Seriously breaching health and safety rules or procedures**
- 13. Seriously breaching the Client/Worker boundary relationship**
- 14. Harassment, sexual harassment, bullying behaviour or obscene conduct**
- 15. Viewing and/or downloading inappropriate material or images from websites**
- 16. Sending or distributing inappropriate or offensive material within the project either on paper or electronically**
- 17. Other substantial reason**

10.5 Principles

Disciplinary procedures will be used only when necessary. When possible informal or formal supervision will be used to resolve matters prior to any disciplinary action being taken. The basis for disciplinary action is clear, that the range of penalties that can be imposed is well defined and application of the policy is fair.

An employee can discuss any part of this policy with their union representative or their line manager in order to clarify their rights and obtain guidance and support as needed. An employee will have the right to appeal against any discipline imposed.

10.6 Disciplinary Process

The disciplinary process has six stages; although these do not always have to be used sequentially:

1. Informal Verbal Warning
2. Formal Verbal Warning
3. First Written Warning
4. Final Written Warning
5. Suspension (only used in some instances)
6. Dismissal (including a disciplinary hearing)

10.6.1 Stage One: Informal Verbal Warning

An informal verbal warning is appropriate when it is necessary for a manager to take action in regard to an employee's minor failing or misconduct. This will set out the performance problem, the improvement that is required, the timescale and any organisational support that may be provided. This does not go on the employee's record.

10.6.2 Stage Two: Formal Verbal Warning

A formal verbal warning is appropriate when it is necessary for a manager to take action in regard to an employee's minor failing or misconduct that has not been improved following an informal verbal warning. The manager will inform the staff member that it is the second stage in the disciplinary process. A formal record of the warning will be signed by the line manager and the employee; this will be kept in the staff file. This record will contain information on:

1. The period, for which the warning remains active, will be one year. After this date the warning will then be considered spent - subject to achievement of satisfactory performance.
2. The nature of misconduct and any specific required performance improvements.
3. Any supports which will be provided by the organisation to assist the staff member in meeting these required performance improvements

10.6.3 Stage Three: First Written Warning

This is appropriate to be applied when:

1. A formal verbal warning has not been heeded and the misconduct is either repeated or performance has not improved as previously agreed and within the stipulated timeframe.
2. An offence is of a more serious nature for which a written warning is more appropriate.
3. The recurrence or accumulation of (an) offence/offences, if left, will lead to more severe disciplinary action.
4. The first written warning will set out following process and information:
 - The period for which the warning remains active; this will generally be one year. After this date the warning will then be considered spent - subject to achievement of satisfactory performance.
 - The nature of the misconduct and any specific required performance improvements.
 - Previous disciplinary interventions that have been undertaken.
 - Any supports which will be provided by the organisation to assist the staff member in meeting required performance improvements.

- The warning should also inform the employee that a final written warning may be considered if there is no sustained satisfactory improvement or change.
- The date of the meeting at which this disciplinary procedure will be discussed, and who will be in attendance. The individual will be informed of the right to have representation.
- The right to appeal this disciplinary action.

10.6.4 Stage Four: Final Written Warning

A final written warning is appropriate when:

- 1.1 An employee's offence is of a serious nature falling just short of one justifying dismissal.
- 1.2 An employee persists in the misconduct which previously warranted a verbal and first written warning.
- 1.3 If the offence is sufficiently serious, or there is a failure to improve during the designated time-frame of a prior warning for the same type of offence, a final written warning may be given to the employee.

The final written warning will set out following:

1. The period, for which the warning remains active, this will be one year. After this date, the warning will then be considered spent - subject to achievement of satisfactory performance.
2. The nature of the misconduct and any specific required performance improvements.
3. Previous disciplinary interventions that have been undertaken.
4. Any supports which will be provided by the organisation to assist the staff member in meeting required performance improvements.
5. The warning should also inform the employee that if there is no sustained improvement or change in performance dismissal will occur.
6. The date of the meeting at which this disciplinary procedure will be discussed, and who will be in attendance. The individual will be informed of the right to have representation.
7. The right to appeal this disciplinary action.

A copy of this written warning will be kept on the staff members file but will be disregarded for disciplinary purposes after one year, subject to achievement and sustainment of satisfactory performance.

10.6.5 Stage Five: Suspension

Suspension can be used when it is necessary to remove a member of staff from the workplace. This may be as a result of an investigation pending, to prevent them influencing others, or to prevent possible interference with evidence.

1. Suspension will be approved by the most senior person available at the time within the service. Where possible the decision will be approved by the senior officer within the organisation.
2. If the disciplinary action related to work performance or other on-going work related matters, suspension would not normally be used as a stage in the process, as employees are not able to improve performance while on suspension; in this case the process goes from stage four to stage six.
3. If an employee is accused of an act of gross misconduct, they may be suspended from work on full pay, normally for no more than five working days, while the alleged offence is investigated. If, on completion of the investigation and investigatory hearing, the organisation is satisfied that gross misconduct has occurred, the result will normally be dismissal which will occur through a disciplinary hearing, see point 8.
4. An employee suspended from duty will receive immediate verbal confirmation and written confirmation within three days, to include:
 - The reason for the suspension.
 - The date and time from which the suspension will operate.

- The timescale of the ongoing investigation.
- The right of appeal.
- The time for an investigatory or disciplinary hearing.

Where an individual will be called into either an investigatory or disciplinary hearing, as much notice as possible should be provided and no less than two days notice given. If an individual wishes to have representation, the meeting will be arranged for a mutually agreeable date if possible.

10.6.6 Stage Six: Dismissal Procedure

Dismissal is appropriate when an employee's:

1. Behaviour is considered to be gross misconduct.
2. Misconduct has persisted, exhausting verbal, first and final warning systems.
3. If there is a failure on behalf of the employee to address improper conduct or performance deficiencies, a final step may be dismissal or some other action short of dismissal such as demotion.
4. Dismissal decisions can only be taken by the appropriate senior manager. If an employee faces dismissal, a disciplinary hearing will be held to provide an opportunity for a discussion of this decision.

The organisation will make efforts to inform the staff member of this both verbally and by letter.

1. A written letter will be sent to the employee, which sets out the following information:
2. The nature of the misconduct, the fact that dismissal has been recommended and that a disciplinary meeting has been established to discuss this.
3. Previous disciplinary interventions that have been undertaken.
4. The date of the meeting at which this disciplinary procedure will be discussed, and who will be in attendance.
5. The individual will be informed of the right to have representation

10.7 The right to appeal this disciplinary action.

Any employee who faces a potential disciplinary meeting must be allowed fair procedures including having right of representation and right of reply at a disciplinary meeting. In the case that the chosen representation cannot attend on the proposed date, reasonable efforts will be to select a date that is suitable to all parties.

1. If the staff member chooses not to attend the disciplinary hearing then the dismissal will be activated from the date of the proposed meeting.
2. The disciplinary hearing will involve no more than three members of the organisations management. The hearing will include the following:
3. An overview of the process.
4. An overview of the reason for hearing and all processes and actions to date, from the perspective of the organisation.
5. An opportunity for the staff member and/or their representative to respond and propose other alternatives.
6. A summary including information as to when a final decision will be made and how this will be communicated.
7. The organisation will inform the staff member of a decision in writing and by phone as early as possible following the hearing and no later than three days following the meeting

This decision is final from the point of view of the organisation and any appeal would need to take place through a third party. Should anyone who is subject to disciplinary action resign during the course of this action, the process will cease unless there are extenuating circumstances which require its continuance.

10.8 Removal of Dismissal Procedures

If the person changes/improves their conduct throughout the disciplinary process, the following normally applies; if they have reached any stage up to and including stage four and their record remains clear for at least one year then they will go back to the stage one if there is no further breach.

10.9 Appeals

Every employee has the right to appeal against a disciplinary procedure or intervention. The basis of an appeal should normally relate to one of the following areas:

1. That the procedure had not been followed correctly.
2. That the resulting disciplinary action was inappropriate.
3. That the need for disciplinary action was not warranted.
4. That new information regarding disciplinary action has arisen.
5. An employee who wishes to appeal against a disciplinary decision must do so within five working days from receipt of official correspondence or the verbal warning.
6. The appeal will be initiated by the staff member sending, in writing, a request for a disciplinary appeal. This should be addressed to the manager who issued the disciplinary letter or undertook the verbal warning. The manager must then contact either their senior manager, or the chairperson of the board / management committee to instigate the establishment of an appeal committee and process.
7. At the request of a staff member a disciplinary appeal committee will be established. This committee can include members of the board and senior management other than the staff member who was responsible for issuing the disciplinary procedure in question. The committee will have two or more members and no more than three members. The process undertaken by the appeal committee, will be:
8. A meeting will be called and both parties will be informed of the date and time of the hearing, as well as the membership of the committee. Reasonable efforts will be made to ensure that both parties can attend. The two parties are; 1) the staff member who has requested the appeal, and 2) the manager who was responsible for issuing the disciplinary procedure.
9. The staff member will be made aware that they are entitled to representation.
10. Both parties will be asked to provide a verbal and/or written account of the situation and the reasons for their decision or appeal of the decision.
11. The committee will discuss the matter in private and has the right to seek further information from either party.
12. The staff member taking the appeal will be informed of the decision in writing. This letter will also inform them of the further and final right to appeal.

The final right of appeal will follow the same process as that in 10.4, although the panel will consist of members of the board or senior management who have not been involved in either initial disciplinary procedures or the first appeal process. The decision of this committee is final within the organisation and can be appealed to a third party.

10.10 Procedure for Formal Investigation

Investigations will be employed when there is insufficient information for decision making and reasonable grounds for a disciplinary process to be initiated. Investigations may also be employed as a result of an incident, grievance or complaint. Formal investigations should be carried out by an appropriate manager who is not directly involved with the incident being investigated.

This manager may involve others to assist with the investigation process. In the event where it may not be appropriate to involve a manager, an external agent may be appointed as investigator. All the relevant facts should be gathered promptly after the incident. Statements should be taken from witnesses at the earliest opportunity and any physical evidence should be preserved and/or photographed if reasonable to do so.

A report should be submitted to the appropriate senior manager / chairperson who will decide whether further action is required. Where appropriate, this report may be made available to the individual and their representative.

1. In most circumstances where misconduct or serious misconduct is suspected, it will be appropriate to set up an investigatory hearing. In this instance the staff member in question will be informed of a formal investigation hearing by letter at the earliest possible date. The letter will contain details on the following: date and time, opportunity to have representation, the fact that the hearing may proceed to an immediate disciplinary hearing.
2. The procedure for a investigatory hearing is: The hearing will be chaired by a senior manager or board member as appropriate, who has not been involved in the investigation.
3. The investigating manager will be asked to present his/her findings in the presence of the employee who has been investigated. Witnesses can be called at this stage, and the employee will be allowed to question those witnesses.
4. Following the full presentation of the facts, and the opportunity afforded to the employee to state their side of the case, the hearing will be adjourned.
5. The senior manager and the investigating manager will discuss the matter with outcomes being: (1) take no further action, (2) recommend counselling/ other supports for the employee, or (3) proceed to a disciplinary hearing.
6. All parties should be brought back, and informed as to which option has been chosen. Should the decision be taken to proceed to a disciplinary hearing, then this may follow on immediately from the investigatory hearing if the following criteria have been met:
7. The employee has been informed by letter that the investigation may turn into a disciplinary hearing.
8. The staff member has been told in advance what the nature of the complaint is, and had time to consult with a representative or have a representative in attendance if so wished.
9. All the facts have been produced at the investigatory hearing, and the senior manager / board member is in a position to decide on disciplinary action. The manager should inform the employee and their representative that the hearing would now become a formal disciplinary hearing, and invite them to say anything further in relation to the case.

10.11 Misconduct by Staff Member Conducting In-Reach

If the issue cannot be resolved through an informal process, the line management of the staff member concerned will be informed of the issue in writing. The staff member will be informed of this correspondence.

The organisation may request that the staff member in question no longer engages in in-reach or other related activities.

11 Child Protection Policy

11.1 Child Protection Policy Statement:

It is the policy of Casadh to meet with the principles and practices of "Children First", "National Guidelines for the Protection of Children" (Department Of Health & Children 1999) in order to ensure that children are protected and kept safe from harm:

While on the premises of Casadh, or under the direct control or supervision of persons employed by Casadh, either in a full-time, part-time or voluntary capacity.

Persons or Organisations either sub-contracted by Casadh, or operating from or on the premises of Casadh, while under license, or permission from Casadh.

This duty of care extends to the protection of children as described in Appendix 1, "National Guidelines for the Protection of Children" (Department Of Health & Children 1999), where reasonable grounds exist for the reporting of suspected or actual child abuse.

11.2 Reporting Procedure:

If reasonable grounds exist, a report should then be made to the relevant health board, in person, by telephone or in writing.

Reports may be made to the Child Care Manager or directly to the social worker. Each health board has a social worker on duty for a certain number of hours each day. The duty social worker is available to meet with, or talk on the telephone to persons wishing to report child protection concerns. It is generally most helpful if the person(s) wishing to report a suspected case of child abuse concerns makes direct contact with the duty social worker. This enables the social worker to gather as much information about the child, or children, and his / her/ their / situation.

If the report is made to the Casadh Child Protection Officer, in all likelihood, the social worker will wish to speak firstly to the person with the concern, or the person making the complaint, or who has received the disclosure or witnessed the incident.

In event of an emergency, or the non-availability of a social worker or health board staff, the report should be made to a member of the Garda Siochana, at any Garda Station.

UNDER NO CIRCUMSTANCES, SHOULD A YOUNG PERSON BE LEFT IN A DANGEROUS SITUATION, PENDING THE INTERVENTION OF THE HEALTH BOARD.

12 Policy & Procedure in Suicide Intervention

Preventative measures - through mental health education, one to one counselling and raising professional awareness and response to high-risk groups.

Screening procedure – All clients who presents to CASADH are screened by the Manager. This clarifies what the Support worker's response will be in the case of concerns about suicide.

Suicide Intervention contract - This implemented in the case of clients who are considered to be of high risk of attempting suicide. This contract is a written agreement between Support worker, Project Manager and client concerned.

Liaison with doctors, hospitals, family members and other relevant support structures – where a client has disclosed to the Support worker intent towards suicide the Suppport worker will liaison on behalf of the client with relevant support structures to get immediate help for the client.

After care – It has been our experience that the weeks preceding suicidal disclosure are of vital importance. Even though there may be no immediate threat of suicide at this stage it is important to develop with the client an individual step by step recovery programme. This will include weekly one to one counselling sessions and where necessary; family intervention, group support work, mental health education and other relevant support structures within the community.

Preventative procedures:

The Support worker explains to the client the three areas where the Support worker will break confidentiality:

- In the case where the client tells the Support worker that they intend to harm themselves or to attempt suicide.
- In the case where the client tells the Support worker that they intend to harm another person
- In the case where the client tells the Support worker that they are abusing a minor

The Support worker explains that in the first instance (harm to themselves or suicide) that the Support worker will report concerns to the Manager. Where necessary, the Support worker will draw up a suicide contract with the client concerned

The Support worker will then contact the client's doctor and liaise with the doctor to arrange support structures for the client. All of this is gently explained during the contracting stage of the screening session and any questions are also discussed.

Suicide intervention policy:

1. Support workers must keep a record of the name, telephone number of the doctor of all clients
2. All discussion with a client with reference to suicide are to be taken seriously by the Support worker, recorded carefully in their notes and discussed with the project manager.
3. In the case of an emergency the Support worker calls the project manager in to the session.
4. Where deemed necessary the Support worker will discuss a suicide Intervention contract with the client. If a contract is agreed to the Support worker and the client both sign and keep a copy of this agreement.
5. The Support worker explains to the client that she/he will telephone the doctor. It is recommended that where possible that this telephone call is made in the presence of the client.
6. During the initial danger period it is important that the client is not left alone. The Support worker liaisons with the doctor to organise support structures to maintain safety for the client.
7. The Support worker arranges with the client a suitable person to collect them from the counselling session and to go with them to the doctor/ hospital.
8. It is important to keep carefully recorded notes of any suicide intervention which are co-signed by the support and where necessary the project manager.

After Care Support

- The Support worker continues to see the client on a weekly basis
- The Support worker continues to liaise with the doctor to develop appropriate support structures on a weekly basis
- The Support worker continues to note carefully with regards to the progress/decline of the client
- The Support worker continues to update the project manager with regards to the client's progress/ decline
- The Support worker helps the client to develop a step by step plan for recovery
- The Support worker helps the client to develop other support structures outside of the agency which can include, support groups, mental health education, and other relevant support structures within the client's community

In the case of suicide

It is recognised that even with the most foolproof policy, intervention and after care programme that there may be still a serious threat to the client's life. In the event of suicide by a client the following guidelines are recommended

- The Support worker is given support and guidance through the assistance of the supervisor and project manager.
- If deemed appropriate by the project manager the family will be contacted and support will be offered to all concerned
- The Support worker is asked to give a copy of all notes leading up to the intervention to the agency director
- Where necessary, the project manager, the supervisor and Support worker will meet with the relevant authorities to give information with reference to agency procedures

13 Casadh Alcohol & Drugs Policy

13.1 Scope of policy

For the purpose of this policy the term drugs will be defined as all mood-altering substances, either legal or illegal. This includes alcohol, prescribed and other medications, in addition to illegal and illicit substances. This policy does not refer to tobacco use which is dealt with separately.

13.2 Introduction

Alcohol and other drugs affect concentration, co-ordination and performance. It is recognised that the effects of alcohol and other drugs may spill over from ones private life into the workplace resulting in inefficiency, accidents and absenteeism. Casadh recognises its employees as its most valuable resource and is committed to providing a working environment, which is a healthy and safe one for the entire workforce. Therefore, this policy should be seen in the context of the promotion of health, safety and welfare of all employees of Casadh.

13.3 Principles

Casadh recognises the desirability of promoting the health and well being of employees by:

1. Encouraging a healthy lifestyle through preventing the development of alcohol and other drug related problems
2. Offering assistance to employees who need it to overcome problems caused by alcohol or drug misuse
3. Building awareness of the correlation of alcohol/drug misuse and the potential harm to the good reputation of the organisation.
4. Responsibility to self and to others, and enhancing Casadh's reputation as a centre of excellence in drugs rehabilitation.

13.4 Aims This policy aims to:

1. Raise awareness of the risks of alcohol and other drug related problems
2. Promote the health and wellbeing of employees
3. Minimise problems at work arising from the effects of alcohol and other drugs
4. Identify employees with possible alcohol and drug related problems at an early stage
5. Offer employees with alcohol and other drug related problems referral to an appropriate source for intervention and treatment if necessary.

13.5 Workplace Alcohol & Drug Policy

Policy Statement

This policy applies equally to all staff, management, full time , part-time (community employment participants) and voluntary workers

- All Casadh premises are alcohol and drug free during working hours
- All Casadh employees shall be alcohol and drug free while on duty
- After work functions and other social events would normally be outside the remit of this policy, but recent employment law has shown that social functions arranged in a work context can and do, have an impact on employment law, and should be viewed with caution. Therefore "Away Days" external training and annual social events will therefore fall under the Casadh policy.
- Staff should be aware of the "one standard drink per hour guideline" i.e. that the Human body can only recover sobriety at the a rate of one standard (unit) drink per hour *(a ½ pint beer, 1 standard spirit measure or a small glass of wine.) therefore if a Member of staff drinks 5 pints of beer or 5 large glasses of wine, it will be at least 10 hours before they are legally able to drive, and therefore physically fit to work.
- Prescription drugs- the policy applies to the use/ misuse of prescription drugs.

Casadh employees, (full time, Part-time, volunteers & Community Employment participants) therefore, by agreeing and signing this policy document, give permission for random/scheduled drug and alcohol testing.

*This is a guideline only

13.6 Intervention

Early recognition of individual alcohol and drug problems is a shared responsibility of all employees, staff and management. It is recognised that this is a complex and difficult issue and that supervisors and managers need training and support to recognise problems and deal with them effectively.

13.7 Assistance

Casadh will endeavour to

1. Provide access to professional services, including training to assist staff in this regard
2. If required; assist in sourcing appropriate help and/or referral to an external agency.

13.8 Identifying the Problem

Employees are encouraged to seek assistance on a voluntary basis. However, a problem may become apparent due to the observances of a colleague or manager/supervisor. NO ONE characteristic identifies someone with an alcohol and drug related problem but the following MAY be indicators especially if occurring in combination or over a period of time.

Signs of potential problematic alcohol/drug use

1. Absenteeism
2. Accidents and unusual incidents
3. Fluctuating work performance
4. Fluctuations in concentration and energy
5. Late returns to work
6. Unpredictable mood changes
7. Poor co-operation with colleagues
8. Unkempt appearance
9. Frequent borrowing of money
10. Hand tremor
11. Smelling of Alcohol
12. Excessive sweating
13. Unreliability
14. Aggression or irritability
15. Confusion or drowsiness

13.9 Procedure

Observation of behaviour and keeping a note of incidents may lead you to believe that there is a problem. Signs, as those mentioned above, may be evident but do not automatically indicate that the problem is drink/drug related. However if problems or patterns of behaviour persist, it should be further looked into. Where a supervisor/manager identifies a work performance or behavioural indicator of a possible alcohol and drug related problem (see above), he/she should raise this with the staff member and make them aware of the availability of appropriate support services.

13.10 Procedural Time line:

On receipt of a complaint or on the observation of a pattern of behaviour outlined above, the manager will endeavour to seek all relevant information – to explore the nature and significance of the alleged complaint or pattern of behaviour.

The manager will then gather any factual evidence to support the complaint. E.g. were there witnesses to the nature of the complaint? Or are there justified grounds to support an intervention in relation to the behavioural pattern.

The manager will endeavour to gather as much information as discreetly as possible, and then report to the Chairperson that a complaint has been made or an observable pattern of behaviour has been identified.

The manager/Chairperson will only deal with a complaint or pattern of behaviour in the context of a work-related health and safety issue. The manager should keep factual fair and accurate written records of incidents and interaction with the employee, or the employee and their representative, copies of which will be made available to both parties.

After consultation and agreement with the chairperson, the manager will put in place the first formal step of the procedure.

1. The employee will be invited to sit for a disciplinary review, where the nature of the concern will be laid out. The employee will be invited to have a representative with him/her, either a co-worker or union representative.
2. The issue will be broached in a confidential manner, and only in relation to work performance. The nature of the review will be supportive in nature, with the best interests of the staff member in mind. At this stage, the staff member will be asked do they need help or assistance with the identified problem. It will be explained that an incident or pattern of behaviour was observed or reported, and that the organisation has a concern regarding the health and safety of the staff member.
3. If the staff member admits that there is a problem, or that a complaint has grounds, Casadh will endeavour to access the appropriate supports in tandem with the staff member. The decision to seek help, agree to referral and/or accept professional intervention will be the responsibility of the individual staff member and refusal to do so will not influence any present or future promotion or disciplinary procedures.
4. Where however, the complaint or pattern of behaviour is not resolved satisfactorily, and the employees work performance or behaviour remains unsatisfactory despite availability and offer of supports, the normal disciplinary procedures will be activated specifically in relation to these issues. The employee will be entitled to representation and due process.

Should the initial and subsequent disciplinary procedure fail to produce a cooperative result, Casadh reserves the right to suspend the person(s) without pay, until the incident has been fully investigated and resolved to the satisfaction of both parties.

13.11 Confidentiality

Casadh will endeavour to ensure that any employee who seeks help will be treated with discretion and in confidence. If work-related problems persist, the staff member may be referred to external support services with their agreement. Employees may seek help from other sources if they prefer.

Employees will be given the same sick leave and the same protection and employment rights as other employees with ill-health problems. Time off will be given for treatment or other specialist help or aftercare provided appropriate certification is submitted.

13.12 Direct Contact

Any employee who feels they have a problem may approach the manager for support and assistance. Assurances and procedures as set out above shall apply to such contacts. Under no circumstances should an employee feel that their position would be compromised by the fact of seeking help with any drug related problem.

13.13 Monitoring

Progress of employees will be monitored directly in conjunction with employee's line manager by consent of the employee only. Should an employee's alcohol and/or other drug related problems reappear, the case should be reconsidered via the above process.

13.14 Alcohol and Drug Awareness

Casadh will encourage a healthy and sensible approach to alcohol and drugs by providing education/training opportunities to employees:

- To increase awareness of responsible drinking

- To increase knowledge of the risks associated with alcohol and drug misuse
- To increase awareness of early signs of alcohol and drug dependency.

This will be done through

- Specific projects e.g. Alcohol Awareness Week in the workplace
- Provision of appropriate information
- Modules on induction and other staff development courses

13.15 Co-ordination of Policy

The successful implementation and establishment of this policy is the responsibility of all employees of Casadh.

However, overall co-ordination and responsibility lies with Supervisors, managers, union reps and or the personnel department which may have special responsibilities in relation to the policy. These include:

- Being familiar with the policy and its procedures
- Providing information on the policy and encouraging employees who may have an alcohol and other drug related problem to seek assistance voluntarily.
- Assisting the employee and monitoring job performance where he/she remains and/or returns to work
- Having up-to-date information on alcohol and drug advice and treatment agencies
- Ensuring the policy is kept under review and, if necessary, that amendments are proposed.

14 Implementation and Review

The Staff Handbook and Policies therein will come into effect on and will be subject to review commencing on January 2015. All job descriptions will refer to the Handbook and the policies therein.

Declaration:

I _____ have read and understood and agree to the terms outlined in the Casadh Staff Handbook

Date: _____