

4.0 Personnel Management

4.1 Obligations of a Board of Management

The general responsibilities of a Board of Management have been described at 2.10 above. Implicit in these is a responsibility for the creation of a working environment which promotes the learning and welfare of students (see Chapter 7.0 below) and which facilitates the professional development and welfare of school personnel. In practice, this responsibility is delegated to the Principal of the school under the direction of the Board of Management.

Matters of policy regarding personnel management are a matter for the Board of Management while the Principal's task in this regard is an executive one.

4.2 Responsibilities of a Principal

The responsibilities of a Principal are detailed in the Deed of Trust for Community Schools, the Articles of Management for Comprehensive Schools, in the Education Act, 1998, the Education (Welfare) Act, 2000 and other relevant legislation, and by custom and practice.

The Community Schools Deed of Trust, Articles of Management, par. 10 (ii), specifies that the Principal "shall control the internal organisation, management and discipline of the School, shall exercise supervision over the teaching and non-teaching staff....".

In Part V of the Education Act, 1998, the duties and responsibilities of a Principal are described in some detail and include an obligation to carry out those duties delegated to her/him by the Board of Management. Many of the other duties are directed towards the creation of the kind of working environment described in 4.1 above.

The responsibilities of a Principal range over every facet of the operation of the school, and Principals require a high level of leadership, management and administrative skills and abilities in the area of human relationships to enable them to carry out their remit effectively.

Above all else, there is a responsibility on a Principal to create an environment where teaching and learning can flourish and where students and school personnel are encouraged to reach their full potential. This can only be achieved through the co-operation of all the partners in the school and through the effective delegation of responsibility from the Board of Management to the Principal and from the Principal to school personnel and to the students where possible.

4.3 Delegation

Note: The following guidelines should be observed when duties are delegated.

- a) The person delegating has an obligation to ensure that the person to whom the duty is delegated understands fully the undertaking being assumed, and is capable of discharging the duties.

- b) Regular checks should be made to ensure that the duties are being properly discharged.
- c) The person delegating retains responsibility for the tasks delegated
- d) The Board retains ultimate responsibility for all tasks delegated.

4.4 The Welfare of Staff

The Education Act, 1998, requires Boards of Management, to promote equality of opportunity for all staff in the school and to “ensure that the needs of personnel involved in management functions and staff development needs generally in the school are identified and provided for” (Section 9). The Act also requires the Principal, inter alia, to give “guidance and direction to the teachers and other staff of the school”, to “provide leadership to the teachers and other staff ...” and to create “...a school environment which promotes the professional development of the teachers” (Section 23)

The issue of the welfare of teachers should be addressed by the Board of Management in consultation with the teachers, and a clear policy on staff welfare and development should be drawn up.

4.5 Consultation with Teachers

Teachers are entitled to be consulted on all matters related to the organisation and curriculum of the school. This is expressly provided for in the Community Schools Deed of Trust, Articles of Management, Section 10(i), where provision is made for the establishment of an Advisory Committee to assist the Board of Management in the running of the school. The Advisory Committee consists of the Principal, Deputy Principal and not more than five elected representatives of the staff.

The Education Act, 1998, Section 23 clearly puts the onus on the Principal to consult the teaching staff in the determination of objectives for the school and in the monitoring of the achievement of these objectives. It is also implicit in Section 21, dealing with the School Plan, that detailed discussion with the teaching staff is essential in the preparation of the Plan. (DES Circular Letters M20/99 and M40/99 dealing with School Development Planning make provision for consultation with staff during the course of the school year)

4.6 Discrimination

Boards are advised to refer to the Employment Equality Act, 1977; the Code of Practice “Measures to Protect the Dignity of Women and Men at Work, 1994” published by The Department of Equality and Law Reform; the Employment Equality Act, 1998; and the Equal Status Act, 2000.

There are nine grounds of discrimination contained in the Employment Equality Act, 1998; and the Equal Status Act, 2000. These are

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

Discrimination occurs when, on any of the above discriminatory grounds, a person is treated less favourably, was treated less favourable or would be treated less favourably than another person. Discrimination may be categorised as follows:

- (a) **Direct Discrimination:** occurs where a person is treated less favourably specifically on one of the above-mentioned discriminatory grounds,
- (b) **Indirect Discrimination:** occurs where there is less favourable treatment of one of the above-mentioned categories arising out of the obligation to comply with a condition (requirement, practice or otherwise).
- (c) **Discrimination by Association:** occurs where a person associated with another person in one of the above-mentioned categories, is treated less favourably because of that association.

Boards of Management should endeavour to avoid discriminatory practices and to this end should ensure that:

- Job advertisements do not contain requirements which are not essential for the satisfactory performance of the job.
- Job advertisements do not demand qualifications above the Department of Education and Science requirements.
- Job advertisements do not demand experience which is not essential to the job advertised
- Job application forms do not contain questions which are discriminatory. Such forms should not contain questions on the politics, religion, sexual orientation, marital status, date of birth, nationality or ethnic origin of the candidate.
- Questions asked at interview do not set out to elicit information which could arguably be used to discriminate. Questions relating to such matters as age, marital status, number of children, arrangements for minding children or religion should not be asked.

A formal agreement on equality of opportunity in Community and Comprehensive schools exists between ACCS, ASTI and TUI. (See Appendix 4).

4.7 Bullying and Harassment

Boards of Management should be aware of the requirements of the Employment Equality Act, 1977, the Department of Equality and Law Reform Code of Practice, 1994, entitled “Measures to Protect the Dignity of Women and Men at Work” and the Employment Equality Act, 1998 in relation to bullying and harassment in the workplace. The 1998 Act defines sexual harassment for the first time in Irish law. It outlaws all forms of harassment, including sexual harassment, in the workplace and in the course of employment, and it places an obligation on the employer to take all reasonable steps to ensure a harassment free environment.

ACCS, ASTI, IMPACT and TUI have developed Codes of Practice for dealing with Complaints of Bullying and Harassment of Staff and of Sexual Harassment of Staff in Community and Comprehensive Schools. These codes should be formally adopted by Boards of Management and designated “contact persons” appointed accordingly. It is the responsibility of the Board of Management to ensure that all staff members are aware of these Codes of Practice and of the complaints procedures contained in them.

ACCS, ASTI, TUI have also developed:

- agreed procedures for dealing with complaints of sexual harassment of teachers by students and
- a complaints procedure for dealing with complaints by parents or students over 18 years against teachers.

All of these agreements are available from ACCS or on the ACCS website at www.accs.ie.

4.8 Violence in Schools

In a Circular Letter M18/99, the Minister for Education and Science brought to the attention of school management authorities his concern about incidents of violence towards staff in second level schools. The attention of Boards of Management is drawn to this Circular, especially to the obligations of Boards in relation to the following issues :

- (a) the duty of Boards of Management to provide a safe environment for employees and other persons present in the school;
- (b) measures to be taken to prevent or minimise the risk of assaults on teachers, Principals, Deputy Principals or other staff employed in schools;
- (c) measures to be taken in support of staff who have been assaulted or threatened with assault, and ensuring that appropriate action is taken to safeguard against a recurrence.

Accordingly, Boards are advised to develop a policy to deal with the possibility of violence in school. The policy should deal with such matters as preventative measures, complaints procedures and steps to be followed in the event of an assault or an alleged assault.

4.9 Grievance Procedures

Separate agreements exist between ACCS on the one hand and the ASTI and the TUI on the other on formal grievance procedures to be followed in the event of conflict between the Board of Management and teaching staff.

A further agreement between ACCS and the IMPACT and SIPTU Trade Unions sets out formal Grievance, Discipline and Dismissal procedures for non-teaching staff – Clerical Officers, Caretaking and Maintenance Staff, Special Needs Assistants. These agreed Grievance Procedures are set out in Appendix 3.

It is recommended that every school should endeavour to ensure that relationships between staff and management are such that informal solutions to problems are the norm. The formal Grievance Procedures should be used only in circumstances in which informal resolution of problems is not possible. However, Boards should follow the agreed grievance procedure at all times of conflict.

4.10 Leave

4.10.1 Teaching Staff

The annual school year consists of a minimum of 179 school days of which 12 are regarded as public examination days. The annual leave of teachers is established with reference to this requirement. (See 11.11, The School Year)

Part-time teachers are entitled to paid annual leave in accordance with the Organisation of Working Time Act, 1997, viz. 8% of the hours a part-time teacher works in the period 1st September to 31st August of the following year (but subject to a maximum of 4 working weeks). [See CL. 54/98]

4.10.2 Special Needs Assistants

Department of Education and Science circular letter SNA 12/05 (with attached SNA contract document) sets out the Terms of Probation and Employment, including Holiday and Leave entitlements for Special Needs Assistants in post-primary schools.

4.10.3 The Annual Leave Year

The Organisation of Working Time Act, 1997, states that the statutory leave year is 1st April to 31st March. There is provision, however, for employers to use different 12-month periods provided the same leave year is used consistently.

4.10.4 Permanent Secretarial Staff

The current annual leave provision for permanent Clerical Officers is 20 days, increasing to 22 days after five years service for those serving in schools with more than 40 wholtime teacher equivalents, plus public holidays and Good Friday.

With effect from the leave year 1999, The Organisation of Working Time Act, 1997, allows paid annual leave equal to 4 working weeks for secretarial staff, plus public holidays and Good Friday, in a leave year in which the employee works at least 1365 hours (unless it is a leave year in which s/he changes employment).

4.10.5 Permanent Caretaking Staff

The leave entitlement of permanent Caretaking Staff is 20 days, plus public holidays and Good Friday, in respect of any leave year and may be exercised only at times suitable and agreeable to the school authorities.

4.10.6 Part-time Caretaking Staff, Cleaning Staff, Secretarial Staff

All employees, regardless of status or service, qualify for paid holidays. All time worked qualifies for paid holiday leave.

Under the terms of the Organisation of Working Time Act, 1997, an employee is entitled to paid annual leave equal to: -

- One-third of a working week for each month in the leave year in which s/he works at least 117 hours, or
- 8% of the hours s/he works in a leave year (but subject to a maximum of 4 working weeks).

Bank holidays and public holidays should be paid where they fall on a day on which the part-time employee would normally work, provided she/he has worked 40 hours in the previous 5 weeks (C.L. 54/98).

4.10.7 Leave Records - Teaching, Secretarial and Maintenance Staff

Under the terms of the Organisation of Working Time Act, 1997, employers are obliged to keep records of holidays and public holidays for a minimum period of three years. It is also a requirement of the Department of Education and Science that a record is kept of Secretarial and Maintenance staffs leave which may be subject to scrutiny by the auditors.

4.11 Special Leave

4.11.1 Study Leave

Special leave, with pay, may be granted to permanent whole-time teachers in the following circumstances:

- (a) Attendance at a course of instruction as approved by the Board of Management and the Minister for Education and Science or as required by the Minister. Such leave applies to post-graduate study only. The Board of Management will be required to employ a substitute teacher in these circumstances the cost of which will normally be borne by the teacher on study leave.
- (b) Special study leave, with pay, is available for certain specified courses of study. The courses for which such leave is available include M.Ed. courses and Guidance courses.

4.11.2 Marriage Leave

Marriage leave, to a maximum of seven consecutive days, is available to teachers, but it must be without cost to the Department of Education and Science. The seven days are not necessarily seven working days. They include Saturday, Sunday and any day/s upon which the school is closed in the six days following the day of marriage which must also be counted within the seven days leave. The leave must include and follow the day of marriage and may not be added on to a holiday period if the marriage took place more than seven days before re-opening of the school. If the marriage took place less than seven days prior to the re-opening of the school, the balance of days remaining to make up seven days leave (including day of marriage) may be taken.

In the case of permanent whole-time secretarial and maintenance staff, five consecutive working days special leave of absence with pay may be allowed, including the day of marriage.

4.12 Personal or Family Emergencies

Force Majeure Leave

Force Majeure leave is paid and is separate from parental leave. It is limited to a maximum of three days in each twelve months or five days in each thirty six months period. This leave covers situations where, for urgent family reasons, owing to an injury to or an illness of a close family member, the immediate presence of the employee is indispensably required.

The conditions governing the granting of Force Majeure Leave are contained in C.L.17/99. It should be noted that the number of days allowed under existing

arrangements in relation to special paid leave for approved absences are not increased by the granting of Force Majeure leave.

Bereavement or Serious Illness of Immediate Relative

Special paid leave, of three school days, may be granted to a teacher on the occasion of serious illness or death of an immediate relative. This type of paid leave may be extended beyond three days in exceptional circumstances, but the payment of salary in respect of the period beyond three days is subject to the approval of the Board of Management and the sanction of the Minister.

In the case of permanent whole-time secretarial and maintenance staff, special leave, with pay, may be allowed in respect of absence not exceeding five consecutive days necessitated by the death of an immediate relative.

Personal Leave

A Board of Management may grant special personal leave to a teacher. Such leave is not to exceed five school days in any one academic year.

Substitution in respect of personal leave must be without cost to the Department of Education and Science. The general practice followed in respect of such leave is that the substitution is arranged in advance by the teacher who is going on leave. The approval of the Principal for the intended substitute should be obtained before arrangements are finalised.

4.13 Sick Leave

4.13.1 Sick Leave - Teachers - Uncertified

All sick leave is subject to there being a reasonable expectation that the teacher will be able to resume duty. Payment of salary will not be made to a recognised teacher in respect of uncertified absence for more than four consecutive school days.

4.13.2 Sick Leave - Teachers - Certified

In respect of certified sick leave, a teacher may be absent for a period or periods which do not exceed a total of 365 days in any four consecutive years. Annual leave is included in such leave, except where the teacher supplies a medical certificate that s/he is fit to resume duty.

4.13.3 Exceptional Sick Leave

Exceptional sick leave is available to teachers who are suffering from tuberculosis. The entitlement is normally for periods up to eighteen months of continuous sick leave and subject to various conditions relating to treatment and prognosis.

In the event of this leave being availed of, the aggregated sick leave (including exceptional sick leave) is not to exceed two years in any period of four years. Exceptional sick leave is made available only once to a teacher.

4.13.4 Sick Leave - Caretakers

Full salary (less appropriate deductions in respect of any disability benefits payable under the Social Welfare Acts) may be allowed during absence due to illness for a period not exceeding thirteen weeks in any period of twelve months and after twelve months continuous service.

The Board of Management may apply special conditions regarding sick leave with pay in respect of absence due to tuberculosis.

The grant of sick leave will be subject to the conditions

- that the absence is properly certified, and
- that there is no evidence of permanent disability for service.

Payment of full salary may be made, at the discretion of the Board of Management, in respect of absences occasioned by minor indispositions not exceeding seven days in a year or three days in any one instance. In the case of an absence exceeding two days, payment of salary will be made only on the production of a certificate from a duly qualified medical practitioner covering the full period of such absence. The first such certificate must be furnished not later than on the fourth day of sick leave.

Where an employee has established an excellent attendance record over a number of years, but becomes incapacitated as a result of serious injury or illness, the employee's record may be reviewed on an individual basis. Consideration may be given, where appropriate, to extending paid sick leave in such cases up to a maximum of six months (26 weeks) full pay in any year. The granting of such sick leave will be based on the merits of the particular case and generally will be extended to an individual on one occasion only.

4.13.5 Sick Leave - Clerical Officers

Full salary (less appropriate deductions in respect of any disability benefits payable under the Social Welfare Acts) may be allowed during absence due to illness for a period or periods which in the aggregate do not exceed twelve months (365 days) in four consecutive years.

The Board of Management may apply special conditions as regards sick leave with pay in respect of absence due to tuberculosis.

The grant of sick leave will be subject to the conditions

- (a) that the absence is properly certified, and
- (b) that there is no evidence of permanent disability for service.

Payment of full salary may be made, at the discretion of the Board of Management, in respect of absences occasioned by minor indispositions not exceeding seven days in a year or three days in any one instance. In the case of an absence exceeding two days, payment of salary will be made only on the production of a certificate from a duly qualified medical practitioner covering the full period of such absence. The first such certificate must be furnished not later than on the fourth day of sick leave.

Note : When sick pay has ceased owing to the expiration of the maximum limit, it cannot be resumed during the same absence. Unpaid sick leave does not count as service qualifying for further paid sick leave.

4.14 Maternity leave.

Circular Letter 22/97 with amendments PPT 03/01, PPT 08/01 and 91/06 sets out the Maternity Leave entitlements which apply to teachers in Community and Comprehensive Schools and supersedes all previous circulars relating to maternity leave.

These entitlements include 26 weeks of paid maternity leave which must commence at least 4 weeks before, and end at least 4 weeks after the expected date of delivery. A further period of 16 weeks unpaid leave may be taken and/or unpaid leave extending to the end of the school year.

Where maternity leave overlaps with the school vacation, a teacher is entitled to leave in lieu for the vacation days which overlap subject to a maximum of 30 days in any calendar year.

All Maternity Leave entitlements are subject to the conditions set out in CL 22/97.

Boards of Management are advised to ensure that copies of CL 22/97 with its amendments are readily available to all staff members.

Other matters dealt with in CL 22/97

- Protection of the Health and Safety of Pregnant Employees.
- Health and Safety Leave.
- Payment while on Health and Safety Leave.
- Ending of Health and Safety Leave.
- Resolution of Disputes.

4.15 Maternity Leave when Job-sharing and on return from a Career Break

A teacher on job-sharing is entitled to 26 weeks maternity leave at half-pay. If the job-sharing teacher on maternity leave indicates that she wishes to return to full-time teaching, any unexpired weeks of maternity leave from August 1st (the presumed date for commencement of full-time employment) will be at full-time level. In effect this means that part of the maternity leave may be leave from half-time work and part may be leave from full-time work. This means that the part of the maternity leave may be paid at half salary and part may be paid at full salary.

When a teacher has been on career break and wishes to return she is entitled to maternity leave from the date of return to the extent which would normally have been unexpired if she had been in continuous employment throughout the period of her maternity leave.

4.16 Ante-natal and Post-natal Care

Women are entitled to ante-natal and post-natal visits during work hours without loss of pay. There are no stated maximum or minimum limits to the time/s for such visits. However, the employer is entitled to ask for sight of the woman's appointment card as proof of a scheduled visit. If a woman makes an unscheduled ante-natal or post-natal visit she must provide a medical certificate confirming that the visit took place. The employer is entitled to two week's written notice of each scheduled visit. In the event of an unscheduled medical visit the woman must, within a week of the visit occurring, provide written details as to the reason/s she could not give the normal advance notice.

4.17 Returning from Maternity Leave

A person taking leave, under the terms of the Maternity Protection Act, 1994, is obliged to give formal notification of her/his return to work. If such notification is not given, the employer is legally entitled to assume that the employee's last day of maternity leave is the last day of her/his employment.

On return to work an employee is entitled to the same job, with the same conditions of employment, as was held before going on leave.

4.18 Father's Entitlement to Leave

A teacher who is the registered father of a child may be granted 3 days of Paternity Leave subject to conditions laid down in DES CL PPT 23/01. Under certain circumstances, if the mother of the child dies within fourteen weeks of her confinement, the father may be entitled to leave of up to fourteen weeks. The conditions governing the granting of leave to fathers on the birth of a child are laid down in Section 16 of the Maternity Protection Act, 1994. A man who is granted leave under Section 16 is entitled to the same employment protection as a woman on maternity leave or on additional maternity leave as appropriate. The arrangements for payment while on such leave will be similar to those described in paragraphs 4.1, 4.2 and 4.3 of CL. 22/97.

4.19 Parental Leave for Teachers in Second Level Schools.

The Parental Leave Act, 1998 became effective on the third day of December 1998. Under the terms of the Act a teacher, who is the natural or adoptive parent of a child, shall be entitled to unpaid parental leave for a period of fourteen working weeks subject to the terms outlined in the Circular Letter 17/99 and amended by CL PPT 01/04.

4.20 Disability and Maternity Benefit Procedures - Permanent and Temporary Wholetime Teaching Staff and Non-teaching Staff

In the case of all permanent and temporary wholetime teachers appointed for the first time on or after 6 April, 1995, with some exceptions, the PRSI Class A social welfare rate of contribution applies, and such teachers are required to sign a mandate authorising the Department of Social, Community and Family Affairs to pay any benefit due to them under the social insurance system in respect of sick leave or

maternity leave directly to the Department of Education and Science. The obligation is on the teacher to make the necessary claims for social insurance benefit to the Department of Social, Community and Family Affairs within the required time limits. (For full details see C.L. 2/96)

The operation of Maternity Leave for non-teaching staff will, subject to PRSI contributions, involve Social Welfare Maternity Benefit. Twenty six weeks leave with full pay (less any Social Welfare maternity allowance payable on foot of a person's Social Welfare Insurance) may be allowed.

Full details of benefits are available from Maternity Benefit Section, Social Welfare Services Office, Government Buildings, Ballinalea Road, Longford, Telephone: 043-45211 or 01-8748444.

Employees should be made aware that the continuation of the payment of salary during sick leave or maternity leave is a concession by employers and is dependent on the employee conscientiously handing over all benefit cheques to be processed through the payroll. Disability Benefit should be claimed, by the employee, for any sick leave absences in excess of three days.

The Department of Education and Science requires that the school seek verification of the period of payment of benefit and the amount of benefit paid during this period from the Department of Social, Community and Family Affairs, Benefit Section, Dublin 1.

Note: Regular part-time employees may be granted paid maternity leave and paid sick leave pro-rata to the equivalent full-time grade. The general conditions governing the granting of such leave to full-time employees will apply also, as appropriate, to regular part-time employees. Employees engaged and paid on a seasonal basis are not covered by this arrangement.

Regular part-time employees are required to sign a single mandate authorising the Department of Social, Community and Family Affairs to pay any benefit due to her/him under the social insurance system directly to the Board of Management of the Community/Comprehensive School.

4.21 Treatment of Social Welfare Benefits for Payroll Purposes

4.21.1 Maternity Benefit

Maternity Benefit is not liable for PRSI and levies. PRSI and levies are payable only on the difference between the amount of benefit cheque and normal gross pay.

4.21.2 Disability and Occupational Injuries Benefits - Revenue Commissioners Requirements

- (a) With effect from 6 April, 1995, the taxation rules applying to Disability Benefit were changed to exempt Child Dependant additions (i.e. the additional payments made to claimants in respect of qualifying children).

- (b) Disability Benefit is not liable for PRSI and levies. PRSI and levies are liable only on difference between amount of benefit cheque and normal gross pay.
- (c) Disability Benefit payable for the first 36 days in the tax year 1998-99, and the following years, is exempt from tax. Sundays and the three “waiting days” for which Disability Benefit is not payable are not included in calculating the 36 days for which exemption is due.
- (d) Income, inclusive of disability benefit, should be returned on tax documents, e.g., P45, P60, and P35. It need not be distinguished separately on any of these documents except on Part I of P45.

The Revenue Commissioners have issued notices to employers outlining the procedures for various methods of implementing these requirements through different types of payroll systems. (See Taxation of Disability Benefit for 1998-99 and Following Years through the PAYE System-Issued by the Revenue Commissioners).

The following example is suitable for use in schools where a computerised payroll system is used.

- (i) On receipt of benefit cheque the employee should give the cheque to the employer.
- (ii) The full amount of the benefit cheque should be deducted from gross pay.
- (iii) Payroll basis should be changed to “Period 1 Basis” and the basic personal rate of disability benefit(i.e. cheque amount less child dependant additions) should be deducted from tax free allowance for the current week.
- (iv) The annual tax free allowance should be amended accordingly.
- (v) The Department of Social, Community and Family Affairs should notify employers of the amount of Disability Benefit paid to employees where that amount is not the personal rate.
- (vi) Disability Benefit amount to be included in “income from other employment”.
- (vii) Retain a copy of benefit cheque on sick-leave file and return the benefit cheque along with the part-pay cheque to the employee.

4.22 Adoptive Leave

The Adoptive Leave Act, 1995 allows for ten weeks paid adoptive leave. The terms are outlined in CL 20/97.

4.23 Leave Relating to Public Representatives

Candidates for election to both Dáil Éireann and to the European Parliament may be granted unpaid leave from the date of close of nomination to the date of the election.

As an elected representative, a Teachta Dála (T.D.), or a Member of Seanad Éireann (Senator), is entitled to paid leave, but must refund to the Department of Education and Science the cost of employing a temporary whole-time replacement. The cost of substitution for political leave must be refunded to the school.

Local councillors can avail of up to 10 days paid leave per school year for attendance at meetings.

Candidates in local elections are entitled to unpaid leave on polling day.

4.24 Leave for Jury Service

Leave for jury service, with paid substitution, is allowed. The cost of substitution may be recouped from the Department of Justice, Equality and Law Reform.

The teacher may seek to be excused from jury service by producing to the County Registrar a letter from the school which states that the teacher's absence from school would impose difficulties for the school and deprivation of lessons for students. The Registrar has total discretion to excuse the teacher from service.

4.25 Leave to represent Ireland at Sporting Events

Proposals to deal with leave of absence in this case are currently under consideration.

4.26 Leave to attend in Court

Under consideration as for 4.26.