

Coinneamh: Comataidh Poileasaidh is Ghoireasan
Ceann-là/Àm: 05 Samhain 2024 aig 09.30
Càite: Microsoft Teams

Clàr-gnothaich – Seisean Fosgailte

1. Cùisean Tòiseachaidh

1.1. Fàilte is Leisgeulan

1.2. A’ Nochdadh Com-pàirtean

1.3. Gnothaich Iomchaidh Sam Bith Eile (GISBE)

2. Ionmhas

2.1. Aithisg Ionmhas (Airson Deasbad)

PT1 Aithisg Ionmhas gu 30/09/2024

Nicola Pearson, Ceann an Ionmhas is Cùisean Corporra

2.2. Prìomhachasan sgeama Taic Freumhan Coimhearsnachd 2025-27 (Ri aontachadh)

Steven Kellow, Manaidsear Maoineachaidh is Phròiseactan

3. Cleachdadh

3.1. Fios mu Lìonra Oifigearan Gàidhlig – Aithris Labhairteach (Airson Deasbad)

Iain Mac a’ Mhaoilein, Stiùiriche Leasachaidh

3.2. Adhartas le Planaichean Gàidhlig (Ri Dheasbad)

Iain Mac a’ Mhaoilein, Stiùiriche Leasachaidh

4. Ionnsachadh

4.1. Fios as ùr air Foghlam (Airson Deasbad)

Jennifer McHarrie, Stiùiriche Foghlam

5. Cùisean HR

5.1. Poileasaidhean HR (Ri Aontachadh)

PT1.1 Poileasaidh airson Stiùireadh Neo-làthaireachd

(PT1.2 Le atharraichean air an comharrachadh)

PT2 Poileasaidh Smachdachaidh

(PT2.2 Le atharraichean air an comharrachadh)

PT3 Poileasaidh airson Strì eadar Com-phàirtean

(PT2.2 Le atharraichean air an comharrachadh)

PT4 Poileasaidh Co-ionannachd, Iomadachd agus In-ghabhaltais

Karen Nic a' Ghobhainn, Manaidsear Gnìomhan

6. Plana Obrach na Comataidh

6.1. Plana Obrach na Comataidh Poileasaidh is Ghoireasan

(Ri Aontachadh)

PT1 Plana Obrach 2024/25

Ealasaid Dhòmhnallach, Ceannard

7. Taisbeanadh

7.1. Ro-innleachd Òigridh, Comunn na Gàidhlig

8. GISBE

Ceann-là na h-ath choinneimh: 11/02/2025

Dùnadh na seisean

Meeting: Policy & Resources Committee
Date/Time: 05 November 2024 at 09.30
Location: Microsoft Teams

Agenda – Open Session

1. Opening Items

- 1.1. Welcome and Apologies**
- 1.2. Declarations of Interest**
- 1.3. Any Other Competent Business (AOCB)**

2. Finance

2.1. Finance Statement (For Discussion)

PT1 Finance Report to 30/09/2024

Nicola Pearson, Head of Finance and Corporate Affairs

2.2. Taic Freumhan Coimhearsnachd Scheme Priorities (For Decision)

Steven Kellow, Funding & Projects Manager

3. Usage

3.1. Update on the Gaelic Officers Network – Verbal Report (For Discussion)

Iain MacMillan, Director of Development

3.2. Progress with Gaelic Language Plans (For Decision)

Iain MacMillan, Director of Development

4. Learning

4.1. Education Update (For Discussion)

Jennifer McHarrie, Director of Education

5. HR Matters

5.1. HR Policies (For Decision)

PT1.1 Managing Absence Policy

(PT1.2 With tracked changes)

PT2.1 Disciplinary Policy

(PT2.2 With tracked changes)

PT3.1 Conflicts of Interest Policy

(PT3.2 With tracked changes)

PT4 Equality, Diversity and Inclusion Policy

Karen Smith, Operations Manager

6. Committee Work Plan

6.1. Policy and Resources Committee Work Plan (For Decision)

PT1 Work Plan 2024/25

Ealasaid MacDonald, CEO

7. Presentation

7.1. Youth Strategy, Comunn na Gàidhlig

8. GISBE

Date of the next meeting: 05/11/2024

End of Session

Meeting:	Policy and Resources Committee
Date:	5 November 2024
Title:	Finance Report
Action Required:	For Information
Paper number:	2.1
Spokesperson:	Nicola Pearson, Head of Finance & Corporate Affairs
Appendices:	PT1 Finance Paper 30/09/24

1. Purpose

- 1.1. The purpose of this paper is to give information to the Committee on the financial position as at 30 September 2024.
- 1.2. The paper is in English as it has been prepared by the Head of Finance and Corporate Affairs and will be reviewed by auditors as part of their work.

2. Background/Main points

- 2.1. In 2024/25 Bòrd na Gàidhlig has a baseline Grant in Aid (GiA) of £5,125k.
- 2.2. There is additional GiA of £350k to support the Gaelic Community Development officer scheme for this financial year.
- 2.3. To end September spend is behind budget by £238k approx 9% of the total budget.
- 2.4. We are projecting a full spend of the budget by the end of the financial year.

3. Recommendation

- 3.1. The Committee is requested to:
 - Consider the report and note the information.

4. Main Strategic Impacts

- 4.1. Impact on Finance: As described above.
- 4.2. Impact on Staff: N/A
- 4.3. Impact on Training: N/A
- 4.4. Links to Corporate Aims: The paper supports the Committee in fulfilling their aims.
- 4.5. Impacts on Reputation: It is important that BnG continues to demonstrate effective management of its finances.
- 4.6. Impacts on Health and Safety: N/A
- 4.7. Legal Impacts: N/A
- 4.8. Impacts on Equality: N/A
- 4.9. Impacts on the Environment: N/A

5. Links to the National Performance Framework

Human Rights	<input type="checkbox"/>	Children and Young People	<input type="checkbox"/>
Culture	<input type="checkbox"/>	Communities	<input type="checkbox"/>
Environment	<input type="checkbox"/>	Poverty	<input type="checkbox"/>
Health	<input type="checkbox"/>	International	<input type="checkbox"/>
Learning	<input type="checkbox"/>	Economy	<input type="checkbox"/>
Successful Innovative Businesses	<input checked="" type="checkbox"/>		

6. Governance Route

6.1. Approved by the Leadership Team on 25 October 2024.

7. Confirmation of Circulation of Document

7.1. This is an open paper.

Monitoring to 30 September 2024

		TO 30.09.24				FULL YEAR PROJECTION			
		BUDGET	ACTUAL	VAR	VAR	BUDGET	FORECAST	VAR	VAR
		£'000	£'000	£'000	%	£'000	£'000	£'000	%
FUNDING / INCOME	Cash brought forward	20	20	-	-	20	20	0	0%
	Grant in Aid - baseline	2,800	3,025	225	0	5,125	5,125	0	0%
	GIA additional funding	350	350	-	-	350	350	0	0%
	TOTAL BUDGET	3,150	3,375	225	7%	5,475	5,475	-	
EXPENDITURE	GLAIF	431	249	-182	-42%	1,140	1,140	0	0%
	Other Development	1,582	1,550	-32	-2%	2,701	2,701	0	0%
	TOTAL DEVELOPMENT COSTS	2,013	1,799	-214	-11%	3,841	3,841	-	-
	Staff Costs	620	612	-8	-1%	1,219	1,190	-29	-2%
	Other Operating Costs	164	148	-16	-10%	415	444	29	7%
	TOTAL OPERATING COSTS	784	760	-24	-3%	1,634	1,634	-	-
TOTAL COSTS	2,797	2,559	-238	-9%	5,475	5,475	-	-	

Coinneamh:	A' Chomataidh Poileasaidh is Ghoireasan
Ceann-là:	5 Samhain 2024
Tìotal:	Prìomhachasan is riaghailtean sgeama Taic Freumhan Coimhearsnachd 2025-27
Gnìomh a dhìth:	Ri aontachadh
Àireamh pàipeir:	2.2
Neach-labhairt:	Steven Kellow, Manaidsear Maoineachaidh is Phròiseactan
Pàipearan-taic:	Chan eil gin ann

1. Adhbhar

- 1.1. A' sireadh aonta bhon Chomataidh ri prìomhachasan is riaghailtean sgeama Taic Freumhan Coimhearsnachd 2025-27.

2. Cùl-fhiosrachadh

- 2.1. Chaidh 39 pròiseactan a mhaoineachadh tro chuairt maoineachaidh Taic Freumhan Coimhearsnachd 2024-26 an-uiridh, le luach £218,950 san taic air a toirt seachad gu h-ìomlan. Bha 100 iarrtas ann airson an sgeama, a dh'iarr £648,835.26 uile-gu-lèir.
- 2.2. Chaidh 14 tabhartasan (do bhuidhnean is daoine fa leth) a thoirt seachad tro chuairt maoineachaidh Colmcille 2024/25 an-uiridh, le luach £54,470 san taic air a toirt seachad. Bha 26 iarrtas ann airson an sgeama, a' sireadh £198,492.91 uile-gu-lèir.
- 2.3. Thathar an-dràsta a' sgrùdadh sgeamaichean Bhòrd na Gàidhlig san fharsaingeachd a rèir Phlana Chorporra Bhòrd na Gàidhlig 2023-28 a tha air ùr fhoillseachadh agus suidheachadh buidseat na buidhne a tha coltach san àm ri teachd, gus dearbhadh gum faighear an luach is buaidh as fheàrr bho bhuidseat leasachaidh na buidhne. Thig tuilleadh fiosrachaidh air molaidhean eile gu coinneamhan na Comataidh is a' Bhùird-stiùiridh san àm ri teachd.

3. Prìomh aithris

- 3.1. Thathar a' moladh gum bi sgeama Taic Freumhan Coimhearsnachd (TFC) air a ruith a-rithist mar sgeama thairis air dà bhliadhna, 2025-27, gus cothrom a thoirt seachad do bhuidhnean coimhearsnachd taic-airgid iarraidh gus pròiseactan ionadail a ruith.
- 3.2. Am-bliadhna, thathar a' moladh beagan atharrachaidhean dhan sgeama, is iad air an comharrachadh tron phàipear.

Pàipear 2.2

- 3.3. Thathar a' moladh am-bliadhna gun tèid sgeama taic-airgid Cholmcille a thoirt a-steach fo sgèith Taic Freumhan Coimhearsnachd, is seo ag aithneachadh gu bheil pròiseactan air am maoinachadh tron sgeama seo gu tric nam pròiseactan coimhearsnachd is gum bi seo a' ciallachadh gu bheil buidseat an dà sgeama air an toirt còmhla.
- 3.4. Thathar mothachail leis a seo ge-tà gum bi riaghailtean Taic Freumhan Coimhearsnachd a thaobh na sùim taic-airgid a tha ri fhaighinn (suas ri £5,000 sa bhliadhna seach £12,500 sa bhliadhna) nas teinne, is cuideachd leis gu bheil cuid de Bhuidhnean Com-pàirteach Lìbhrigidh is buidhnean poblach air cur a-steach do sgeama Cholmcille, is nach fhaod iad tro Thaic Freumhan Coimhearsnachd, gum bi iad a' call a-mach air cothrom taic-airgid iarraidh.
- 3.5. Cuideachd, tron sgeama Cholmcille an-dràsta tha cothroman ann do dhaoine fa leth aig a bheil Gàidhlig cur a-steach airson taic gus cùrsa Gaeilge a ghabhail, ach thathar mothachail leis an atharrachadh seo dhan sgeama nach bi an cothrom seo ri fhaighinn bho Bhòrd na Gàidhlig tuilleadh.
- 3.6. A dh'aindeoin seo, thathar den bheachd leis an lèirsinn a thaobh buidseat Bhòrd na Gàidhlig airson nam bliadhnaichean ri teachd, is an t-iarrtas cho mòr airson pròiseactan coimhearsnachd, gu bheil an t-atharrachadh seo ri sgeama Colmcille/TFC a' ciallachadh gu bheil cothroman nas fheàrr ann do phròiseactan coimhearsnachd san fharsaingeachd agus gu bheil cothroman fhathast ann ceanglaichean eadar luchd-labhairt na Gàidhlig is na Gaeilge a bhrosnachadh.
- 3.7. Thathar an dùil aig an ìre seo gum bi buidseat an sgeama aig ìre coltach ris an sgeama a chaidh a libhrigeadh an-uiridh airson 2024-26, ach bidh buidseat deireannaich airson an sgeama ri dhearbhadh às dèidh cho-dhùnaidhean a dhèanamh air dreach buidseat Bhòrd na Gàidhlig 2025/26 sna mìosan ri thighinn, is seo a' crochadh cuideachd air buidseat na h-Alba ris a bheil dùil bho Riaghaltas na h-Alba air 4 Dùbhlachd.
- 3.8. Bidh dearbhadh air a' bhuidseat air a dhèanamh cuideachd mus bi co-dhùnaidhean deireannaich air iarrtasan.
- 3.9. Tha prìomhachasan an sgeama, a bhios air an cleachdadh gus pròiseactan a mheasadh, air ainmeachadh gu h-ìosal – is iad seo stèidhichte air amasan Plana Chorporra 2023-28 aig Bòrd na Gàidhlig agus a' cumail ri prìomhachasan Taic Freumhan Coimhearsnachd/Colmcille ann am bliadhnaichean a dh'fhalbh:
 - A' cumail taic ri tachartasan Gàidhlig ann an coimhearsnachdan agus air-loidhne
 - A' cumail taic ri pròiseactan is cothroman a tha brosnachadh dhaoine òga gus a' Ghàidhlig a chleachdadh còmhla
 - A' cumail taic ri pròiseactan a tha brosnachadh cleachdadh na Gàidhlig am measg theaghlaichean is eadar ghinealaichean
 - A' cumail taic ri ionnsachadh na Gàidhlig le inbhich sa choimhearsnachd
 - A' cumail taic ri pròiseactan a bhios a' togail cheanglaichean eadar luchd-labhairt na Gàidhlig is na Gaeilge

Pàipear 2.2

3.10. Thairis air na prìomhachasan uile, bidh e cudromach gum bi iarrtas an a' sealltainn gum bi deagh ìre de Ghàidhlig air a cleachdadh air feadh a' phròiseict, chun na h-ìre as àirde a tha iomchaidh.

3.11. Thèid iarrtas an a' mheasadh cuideachd a rèir slatan-tomhais eile, a' gabhail a-steach:

- Càileachd a' phròiseict san fharsaingeachd
- Luach an airgid air a shealltainn leis a' phròiseict
- Comas na buidhne gus pròiseactan den leithid a lìbhrigeadh
- Comas air a shealltainn san iarrtas air measadh buaidh a' phròiseict
- Mar a tha an t-iarrtas mothachail air dleastanasan a thaobh lùghdachadh buaidh air an àrainneachd, cur ri co-ionannachd, is cumail taic ri daoine òga a tha, no air a bhith, ann an cùram

3.12. Thathar a' moladh gum bi riaghailtean sònraichte ann dhan sgeama mar a leanas:

- Gu bheil an sgeama fosgailte do bhuidhnean coimhearsnachd agus carthannasan a-mhàin (m.e. chan fhaod daoine fa leth, buidhnean poblach no Buidhnean Com-pàirteach Lìbhrigidh Bòrd na Gàidhlig a chur a-steach)
- Chan fhaod buidhnean ach 1 iarrtas a chur a-steach dhan sgeama (is chan fhaod iad taic iarraidh ma tha taic aca gu 2026 fo sgeama Taic Freumhan Coimhearsnachd 2024-26)
- Chan fhaodar iarrtas a chur a-steach airson còrr is £10,000 (no £5,000 ma tha am pròiseict maireachdainn nas lugha na 12 mìosan)
- Feumaidh gach buidheann co-dhiù 20% de chosgaisean iomlan a thrusadh bho thùsan maoinachaidh eile air no taic neo-ionmhasail/in-kind

3.13. Thathar a' moladh mar chlàr-ama airson an sgeama:

- Air fhoillseachadh: an t-Samhain 2024
- Ceann-latha airson iarrtas an a' chur a-steach: Deireadh an Fhaoillich 2025
- Co-dhùnaidhean: Tòiseach a' Mhàirt 2025
- Pròiseactan a' ruith: an Giblean 2025 gus an Lùnastal 2027

4. Moladh

4.1. Thathar ag iarraidh air buill na Comataidh toirt fa-near dhan fhiosrachadh sa phàipear, is **aontachadh**:

4.1.1. Gum bi sgeama Taic Freumhan Coimhearsnachd air a ruith a rèir nam prìomhachasan is riaghailtean a tha air an cur an cèill sa phàipear seo.

5. Prìomh Bhuaidhean Ro-innleachdach

5.1. **Buaidhean air Ionmhas:** Bidh na molaidhean seo a' cleachdadh cuid de bhuidseat 2024/25 agus bidh na molaidhean air an dèanamh gus am bi an taic-airgid air a toirt seachad taobh-a-staigh buidseat 2025/26 (a tha fhathast ri dheasachadh is aontachadh). Bidh buaidh aig seo air buidseatan 2026/27 agus 2027/28 cuideachd.

- 5.2. **Buaidhean air Luchd-obrach:** Bidh pannal-measaidh de luchd-obrach a' Bhùird an sàs ann a bhith measadh iarrtasan, a bharrachd air an sgioba maoineachaidh an sàs anns an rianachd.
- 5.3. **Buaidhean air Trèanadh:** Cha bhi gin ann.
- 5.4. **Ceanglaichean ri Amasan Ro-innleachadh agus Corporra:** Bidh prìomhachasan an sgeama, is na pròiseactan air am maoineachadh, a' cur ri prìomhachasan bhon Phlana Chorporra 2023-28 aig Bòrd na Gàidhlig airson mar a leanas:

PCC 1 – Barrachd chothroman do dhaoine na sgìlean Gàidhlig aca a chleachdadh aig an taigh, san obair agus sna coimhearsnachdan aca

- Cuir taic ri agus leasaich iomairtean Gàidhlig air-loidhne
- Maoinich tachartasan Gàidhlig agus buidhnean com-pàirteachais a bhios a' lìbhrigeadh thachartasan Gàidhlig

PCC4 – Barrachd taic do dh'ionnsachadh na Gàidhlig

- 5.5. **Buaidhean air Cliù:** Bidh buaidh ann air cliù na buidhne a thaobh a' mholaidh sgeama Cholmille a' gluasad a-steach fo sgèith sgeama Taic Freumhan Coimhearsnachd, is dh'fhaodadh nach bi cuid de luchd-ùidh riarachaidh gu bheil slighe sònraichte seo air atharrachadh.
- 5.6. **Buaidhean air Slàinte is Sàbhailteachd:** Cha bhi gin ann.
- 5.7. **Buaidhean Laghail:** Cha bhi gin ann.
- 5.8. **Buaidhean air Co-ionannachd:** Bidh ceist ann am foirm-iarrtais an sgeama a' faighneachd a thaobh buaidh air co-ionannachd is mar a ghabhas co-ionannachd is dleasan eile a thaobh Obair Chothromach is Pàrantan Corporra a bhrosnachadh.
- 5.9. **Buaidhean air an Àrainneachd:** Bidh ceist ann am foirm-iarrtais an sgeama a' faighneachd a thaobh buaidh air an àrainneachd is mar a thèid seo a' lùghdachadh.

6. Ceanglaichean ri Frèama-obrach Coileanadh Nàiseanta

Còraichean Daonna	<input type="checkbox"/>	Clann is Òigridh	<input checked="" type="checkbox"/>
Cultar	<input checked="" type="checkbox"/>	Coimhearsnachdan	<input checked="" type="checkbox"/>
Àrainneachd	<input type="checkbox"/>	Bochdainn	<input type="checkbox"/>
Slàinte	<input type="checkbox"/>	Eadar-nàiseanta	<input type="checkbox"/>
Foghlam	<input checked="" type="checkbox"/>	Eaconamaidh	<input checked="" type="checkbox"/>
Gnothachasan soirbheachail is ùr-ghnàthach	<input checked="" type="checkbox"/>		

7. Cùrsa Riaghlachais

- 7.1. Dh'aontaich an Sgioba-stiùiridh ri susbaint a' phàipeir seo air 23 Sultain 2024.

8. Dearbhadh air Cuairteachadh Sgrìobhainn

- 8.1. Tha am pàipear seo ri breithneachadh air san seisean fosgailte den choinneimh.

Coinneamh:	A' Chomataidh Poileasaidh is Ghoireasan
Ceann-là:	5 Samhain 2024
Tìotal:	Adhartas le Planaichean Gàidhlig
Gnìomh a dhìth:	Ri Deasbad
Àireamh pàipear:	3.2
Neach-labhairt:	Iain Mac a' Mhaoilein, Stiùiriche Leasachaidh
Pàipearan-taic:	Chan eil

1. Adhbhar

1.1. A' toirt fios gu Buill air an adhartas le eagrain ùr de Phlanaichean Gàidhlig a tha Buidhnean air a chur thugainn.

2. Cùl-fhiosrachadh

2.1. Tha oifigearan Bòrd na Gàidhlig air a bhith ag obair leis na naoi ùghdarrasan poblach a leanas gus an ath eagrain de na planaichean Gàidhlig aca fhaighinn gu ìre freagarrach airson aontachadh a' Bhùird:

- Comhairle Mhoireibh, eagrann 2
- Leabharlann Nàiseanta na h-Alba, eagrann 3
- Ùghdarras Pàirc Nàiseanta Loch Laomainn agus nan Tròisichean, eagrann 3
- Ùghdarras Pàirc Nàiseanta a' Mhonaidh Ruaidh, eagrann 3
- Comhairle Siorrachd Àir a Tuath, eagrann 3
- Comhairle Siorrachd Dhùn Bhreatainn an Ear, eagrann 3
- Sabhal Mòr Ostaig, eagrann 3
- Oilthigh Obair Dheathain, eagrann 3
- UHI, A Tuath, an Iar is Innse Gall, eagrann 1

3. Prìomh Aithris

3.1. Geàrr iomradh air adhartas le na planaichean Gàidhlig a tha air tighinn thugainn bho na Buidhnean gu h-àrd. Ged nach eil Planaichean air beulaibh a Chomataidh airson aonta tha adhartas ga dhèanamh agus tha a fiosrachadh gu h-ìosal a toirt iomradh air a sin. Tha dùil gum bith na planaichean seo deiseil airson tighinn chun a Chomataidh a dh'aithghearr airson aonta.

Ùghdarras poblach	Aithisg Adhartais
Comhairle Mhoireibh	Chuir Comhairle Mhoireibh fiosrachadh gu Bòrd na Gàidhlig air 21.08.23 nach robh iad ag aontachadh ri measadh a' Bhùird. Tha oifigearan a' Bhùird air a bhith ag obair còmhla ri oifigearan na Comhairle bhon àm sin gus an eas-aonta a rèiteachadh. Tha dreachd E02 a-nise aig ire freagarrach ach tha aig oifigearan na Comhairle ri a chur gu buill na Comhairle mus cuir an dreachd gu foirmeil chun a' Bhùird. Tha sinn an dùil ri dreachd E02 aig toiseach 2025.
Leabharlann Nàiseanta na h-Alba	Chuir a Leabharlann fiosrachadh gu Bòrd na Gàidhlig air 21.08.24 nach eil iad ag aontachadh ri measadh a' Bhùird. Choinnich oifigearan a' Bhùird ri oifigearan na Leabharlainn agus tha an Leabharlann an dùil ri dreachd ùr de E03 a chur gu BnG mar ath cheum. Tha sinn an dòchas gum bi dreachd E03 a' dol gu buill a' Bhùird aig toiseach 2025.
Ùghdarras Pàirc Nàiseanta Loch Laomainn agus nan Tròisichean	Chaidh measadh Bòrd na Gàidhlig a chur chun Ùghdarras air 26.09.24.
Ùghdarras Pàirc Nàiseanta a' Mhonaidh Ruaidh	Chaidh measadh Bòrd na Gàidhlig a chur chun Ùghdarras air 16.10.24.
Comhairle Siorrachd Àir a Tuath	Bidh sgioba stiùiridh Bòrd na Gàidhlig a' coinneachadh air 24.10.24 gus measadh a dhèanamh air dreachd E03.
Comhairle Siorrachd Dhùn Bhreatainn an Ear	Chaidh measadh foirmeil a dhèanamh agus coinneamh neo-fhoirmeil a chur air dòigh le oifigearan a Chomhairle, le dùil litir foirmeil a sgaoileadh thuca.
Sabhal Mòr Ostaig	Tha measadh ga dhèanamh an dràsta air a dreach eagraan dhen Phlana.
Oilthigh Obar Dheathain	Tha measadh ga dhèanamh an dràsta air a dreach eagraan dhen Phlana.
UHI, A Tuath, an Iar is Innse Gall	Chaidh measadh foirmeil a sgaoileadh orra air 20/08/2024 agus chaidh eas aonta a thogail air na molaidhean aig BnG airson a dreach a neartachadh. Tha còmhradh a dol ris a Bhuidheann airson fuasgladh fhaighinn.

4. Moladh

4.1. Gun toir Buill aire don fhiosrachadh anns an aithisg.

5. Prìomh Bhuidhean Ro-innleachdach

- 5.1. Buaidhean air Ionmhas: Cha bhi gin ann.
- 5.2. Buaidhean air Luchd-obrach: Cha bhi gin ann.
- 5.3. Buaidhean air Trèanadh: Cha bhi gin ann.
- 5.4. Ceanglaichean ri Amasan Ro-innleachadh agus Corporra: Tha dlùth cheangal ann eadar na planaichean Gàidhlig reachdail seo agus a bhith a' cur air adhart cleachdadh agus ionnsachadh na Gàidhlig gu nàiseanta.
- 5.5. Buaidhean air Cliù: Cha bhi gin ann.
- 5.6. Buaidhean air Slàinte is Sàbhailteachd: Cha bhi gin ann.

- 5.7. Buaidhean Laghail: Tha am pròiseas seo stèidhichte air na dleastanasan reachdail aig Bòrd na Gàidhlig gus Achd na Gàidhlig (Alba) 2005 a chur an gnìomh.
- 5.8. Buaidhean air Co-ionannachd: Chan eil buaidh dhìreach air co-ionannas tro na phlanaichean seo ach bidh oifigearan a' Bhùird a' cumail sùil air cùisean co-ionannachd mar phàirt den co-obrachadh leis na Buidhnean seo.
- 5.9. Buaidhean air an Àrainneachd: Cha bhi gin ann.

6. Ceanglaichean ri Frèama-obrach Coileanadh Nàiseanta

Còraichean Daonna	<input type="checkbox"/>	Clann is Òigridh	<input checked="" type="checkbox"/>
Cultar	<input checked="" type="checkbox"/>	Coimhearsnachdan	<input checked="" type="checkbox"/>
Àrainneachd	<input checked="" type="checkbox"/>	Bochdainn	<input type="checkbox"/>
Slàinte	<input type="checkbox"/>	Eadar-nàiseanta	<input type="checkbox"/>
Foghlam	<input checked="" type="checkbox"/>	Eaconamaidh	<input type="checkbox"/>
Gnothachasan soirbheachail is ùr-ghnàthach	<input type="checkbox"/>		

7. Cùrsa Riaghlachais

- 7.1. Dh'aontaich an Sgioba-stiùiridh ri susbaint a' phàipeir seo air 24/10/2024.

8. Dearbhadh air Cuairteachadh Sgrìobhainn

- 8.1. Tha am pàipear seo fosgailte don phoball.

Coinneamh:	A' Chomataidh Poileasaidh is Ghoireasan
Ceann-là:	5 Samhain 2024
Tìotal:	Fios as ùr air Foghlam
Gnìomh a dhìth:	Airson Deasbad
Àireamh pàipear:	4.1
Neach-labhairt:	Jennifer McHarrie, Stiùiriche Foghlam
Pàipearan-taic:	Chan eil

1. Adhbhar

Tha an aithisg a' toirt ùrachadh do bhuill a' chomataidh air prìomh ghnìomhan co cheangailte ri foghlam a chaidh a dhèanamh bho chionn ghoirid.

2. Cùl-fhiosrachadh/Prìomh aithris

Obair for-ruigheachd

2.1 Oifigear Ruigsinneachd a' tadhal air Fèill dhreuchdan ann an Loch Abar agus tachartas aig Àrd-sgoil Sheumais Ghilleasbaig

Tràth-bhliadhnaichean

2.2 Obair leantainneach le sgioba Tràth-ionnsachaidh agus Cùram-chloinne Riaghaltas na h-Alba, a' gabhail a-steach coinneachadh ri [Scottish Childminding Association](#) (SCMA)

2.3 Tha sinn air moladh bu chòir fiosrachadh a bhith ann sa Ghàidhlig mun phìleat ùr airson luchd-cùraim cloinne fhastadh, gus sealltainn gu bheil cothroman ann do dhaoine air dreuchdan ann an cùram-chloinne a' cleachdadh na Gàidhlig.

2.4 Tha SCMA airson 250 Freiceadan cloinne (Childminders) a' bharrachd a' thoirt a-staigh thairis air an ath trì bliadhna le taic maoinneachadh, trèanadh agus Sgeama Meantoradh airson daoine ùr agus cuideachd taic a' thoirt do dhaoine a tha anns an t-seirbhis mar tha, a' chumail. Tha FtG ga thabhann ann an 8 de na 16 ùghdarrasan ionadail a tha an sàs sa phìleat.

Obair com-pàirteachais

2.5 Pàrlamaid na h-Alba – Coinneamh eadar JMH le Manaidsear an Fhoghlaim aig Pàrlamaid na h-Alba gus taic agus stiùireadh a thabhann às dèidh ath-sgrùdadh bhon taobh a-muigh air a' phrògram foghlaim aca. Tha ceanglaichean air an dèanamh a-nis eadar a' phàrlamaid agus buidhnean leithid Foghlam Alba, CLAS, Stòrlann agus SQA.

Ughdarrasan Ionadail

2.6 Earra-Ghàidheal is Bhòid - chaidh co-dhùnadh nach tèid Sgoil Ghàidhlig fa leth air adhart san sgìre aig an ìre seo. Dh'aontaich comhairlichean gun a dhol air adhart leis às dèidh co-chonaltraidh phoblaich.

Leanaidh BnG air còmhraidhean leis a' chomhairle le bhith a' faighneachd mu na h-ath cheumannan leis gun do sheall freagairtean don cho-chomhairle gu bheil iarrtas làidir ann airson sgoil Ghàidhlig san Òban agus gu bheil iarrtas ann airson FtG ann an sgìrean far nach eil solar ann an-dràsta.

3. Moladh

3.1. Gun toir a' Chomataidh am pàipear seo fa-near.

4. Prìomh Bhuidhean Ro-innleachdach

- 4.1. Buidhean air Ionmhas: Tha na cosgaisean uile taobh a-staigh a' bhuidseit.
- 4.2. Buidhean air Luchd-obrach: Cha bhi buaidh ann
- 4.3. Buidhean air Trèanadh: Cha bhi buaidh ann
- 4.4. Ceangalaichean ri Amasan Ro-innleachadh agus Corporra: Tha an obair seo a' cur ri amas corporra 2: Gum bi barrachd chothroman ann do dhaoine aig aois sam bith na sgìlean Gàidhlig aca a thoirt air adhart agus gum bi e nas fhasa dhaibh na cothroman sin a ghabhail.
- 4.5. Buidhean air Cliù: Cha bhi buaidh ann
- 4.6. Buidhean air Slàinte is Sàbhailteachd: Cha bhi buaidh ann
- 4.7. Buidhean Laghail: Cha bhi buaidh ann
- 4.8. Buidhean air Co-ionannachd: Cha bhi buaidh ann
- 4.9. Buidhean air an Àrainneachd: Cha bhi buaidh ann

5. Ceangalaichean ri Frèama-obrach Coileanadh Nàiseanta

Còraichean Daonna	<input type="checkbox"/>	Clann is Òigridh	<input checked="" type="checkbox"/>
Cultar	<input type="checkbox"/>	Coimhearsnachdan	<input type="checkbox"/>
Àrainneachd	<input type="checkbox"/>	Bochdainn	<input type="checkbox"/>
Slàinte	<input type="checkbox"/>	Eadar-nàiseanta	<input type="checkbox"/>
Foghlam	<input checked="" type="checkbox"/>	Eaconomaidh	<input type="checkbox"/>
Gnothachasan soirbheachail is ùr-ghnathach	<input type="checkbox"/>		

6. Cùrsa Riaghlachais

6.1. Thug an Sgioba Stiùiridh fa-near don phàipear seo air 24 Dàmhair 2024.

7. Dearbhadh air Cuairteachadh Sgrìobhainn

7.1. 'S e pàipear fosgailte a tha seo.

Pàipear 4.1



Giorrachaidhean

FLI = Foghlam Luchd-ionnsachaidh na Gàidhlig

FTG = Foghlam tro mheadhan na Gàidhlig

Coinneamh:	A' Chomataidh Poileasaidh is Ghoireasan
Ceann-là:	5 Samhain 2024
Tìotal:	Poileasaidhean Daonna
Gnìomh a dhìth:	Ri Aontachadh
Àireamh pàipear:	5.1
Neach-labhairt:	Karen Nic a' Ghobhainn, Manaidsear Gnìomhan
Pàipearan-taic:	PT1.1 Poileasaidh airson Stiùireadh Neo-làithearachd <i>(PT1.2 Le atharraichean air an comharrachadh)</i> PT2.1 Poileasaidh Smachdachaidh <i>(PT2.2 Le atharraichean air an comharrachadh)</i> PT3.1 Poileasaidh airson Strì eadar Com-phàirtean <i>(PT3.2 Le atharraichean air an comharrachadh)</i> PT4 Poileasaidh Co-ionannachd, Iomadachd agus In-ghabhaltais

1. Adhbhar

1.1. Airson aonta fhaighinn air na poileasaidhean seo.

2. Cùl-fhiosrachadh

- 2.1. Chaidh na poileasaidhean airson Stiùireadh Neo-làthaireachd agus Smachdachaidh gu neach-taic GD againn airson sgrùdadh agus chaidh iarraidh air atharraichean a thaobh briathrachas a' neartachadh ach chan eil na h-atharraichean a bualadh air na dòighean obrach anns na poileasaidhean idir.
- 2.2. Chaidh am Poileasaidh airson Strì eadar Com-phàirtean tro lèirmheas le neach-taic GD againn agus cuideachd airson ath-ùrachadh a thaobh na dòighean obrach againn fhèin. Chan eil cùisean ag atharrachadh a thaobh na dòighean obrach ach a-rithist chaidh ùrachadh a dhèanamh air beagan den bhriathrachais.
- 2.3. Chaidh am Poileasaidh Co-ionannachd, Iomadachd agus In-ghabhaltais thugaibh na bu tràithe sa bhliadhna agus chaidh ceist a thogail air. Tha sinn airson dearbhadh gu bheil sibh riarachta leis am freagairt a fhuair sinn bhon neach-taic a thaobh seo agus gu bheil am poileasaidh aontaichte agaibh.

3. Prìomh Aithris

3.1. Tha am fiosrachadh gu lèir ri fhaighinn anns na poileasaidhean.

4. Moladh

4.1. Gun tèid na poileasaidhean seo aontachadh.

5. Prìomh Bhuidhean Ro-innleachdach

- 1.1. Buidhean air Ionmhas: Cha bhi gin ann.
- 1.2. Buidhean air Luchd-obrach: Cha bhi buaidh air luchd-obrach ach bi e feumail an fhiosrachadh a sgaoileadh do luchd-obrach.
- 1.3. Buidhean air Trèanadh: Cha bhi gin ann.
- 1.4. Ceanglaichean ri Amasan Ro-innleachadh agus Corporra: Tha ùrachadh a' phoileasaidh a' cur ris an t-amas chorporra gun cùm Bòrd na Gàidhlig air a' leasachadh nan dòighean-obrach aige.
- 1.5. Buidhean air Cliù: Cha bhi gin ann.
- 1.6. Buidhean air Slàinte is Sàbhailteachd: Cha bhi gin ann.
- 1.7. Buidhean Laghail: Nì ùrachadh na poileasaidhean seo cinnteach gu bheil sinn ag obair gu laghail a thaobh luchd-obrach
- 1.8. Buidhean air Co-ionannachd: Nì ùrachadh na poileasaidhean adhartas air co-ionannachd sa bhuidheann.
- 1.9. Buidhean air an Àrainneachd: Cha bhi gin ann.

2. Ceanglaichean ri Frèama-obrach Coileanadh Nàiseanta

Còraichean Daonna	<input checked="" type="checkbox"/>	Clann is Òigridh	<input type="checkbox"/>
Cultar	<input type="checkbox"/>	Coimhearsnachdan	<input type="checkbox"/>
Àrainneachd	<input type="checkbox"/>	Bochdainn	<input type="checkbox"/>
Slàinte	<input type="checkbox"/>	Eadar-nàiseanta	<input type="checkbox"/>
Foghlam	<input type="checkbox"/>	Eaconamaidh	<input type="checkbox"/>
Gnothachasan soirbheachail is ùr-ghnàthach	<input type="checkbox"/>		

3. Cùrsa Riaghlachais

- 3.1. Dh'aontaich an Sgioba-stiùiridh ri susbaint a' phàipeir seo air 23 An Damhair 2024.

4. Dearbhadh air Cuairteachadh Sgrìobhainn

- 4.1. Tha am pàipear seo fosgailte don phoball.



Poileasaidh airson Stiùireadh Neo-làthaireachd Managing Absence Policy

Air aontachadh le/Approved by: Comataidh Poileasaidh is Goireasan

Air aontachadh air/Approved on: 09/11/2021

Lèirmheas a dhith/Review due on: 09/11/2023

Eadar-theangachadh dearbhte/translation checked: xxxxxx

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Poileasaidh airson Stiùireadh Neo-làthaireachd

Managing Absence Policy

1 Adhbhar

Tha Bòrd na Gàidhlig an geall air slàinte, sunnd agus làthaireachd luchd-obrach uile a leasachadh. Tha cruinneachadh de phoileasaidhean aig Bòrd na Gàidhlig a tha ag amas air stiùireadh dhaoine math thar a' bhuidhinn agus ag amas air dèanamh cinnteach à cothromachd agus cunbhalachd làimhseachaidh.

Faodaidh stiùireadh a shireadh an-còmhnaidh bhon mhanaidsear-loidhne agaibh air mìneachadh agus obrachadh a' phoileasaidh.

Purpose

Bòrd na Gàidhlig is committed to improving the health, well-being, and attendance of all employees. The organisation has a suite of policies aimed at delivering good people management across the organisation, and to ensure fairness and consistency of treatment.

Guidance can be sought at all times from your line manager on the interpretation and operation of this policy.

2 Farsaingeachd

Tha am poileasaidh seo a' buntainn ri luchd-obrach uile aig Bòrd na Gàidhlig. Airson luchd-obrach a tha a' frithealadh na h-ùine dearbhaidh aca an-dràsta, bidh prionnsabalan a' phoileasaidh seo a' buntainn a thaobh stiùireadh na h-ùine dearbhaidh sin, ach, is dòcha gum bi cuid de na ceumannan air an luathachadh.

Scope

This policy applies to all employees of Bòrd na Gàidhlig. For employees who are currently serving their probation period, the principles of this policy will apply in the context of managing that probation, however, some of the steps may be accelerated.

3 Aithisg Poileasaidh

'S e adhbhar a' phoileasaidh seo manaidsearan is luchd-obrach a chomasachadh a thuigsinn cudromachd stiùireadh agus glèidheadh làthaireachd agus ceumannan dìreach sìmplidh a thoirt a dh'ionnsaigh stiùireadh neo-làthaireachd far a bheil làthaireachd ag adhbharachadh draghan sam bith.

Policy Statement

The purpose of this policy is to enable managers and employees to understand the importance of managing and maintaining attendance and to provide simple straightforward steps to managing absence where attendance is causing any concerns.

Tha iomadh adhbhar ann air carson nach eil neach-obrach comasach a bhith an làthair aig obair, seach an tinneas fhèin, agus mar sin tha Bòrd na Gàidhlig ag obrachadh obair shùbailte agus sreath de dh'ullachaidhean cead agus cead sònraichte a leigeas le luchd-obrach cothromachadh beatha-obrach a bhith aca. (faicibh na poileasaidhean Obair Shùbailte agus Fòrladh).

There can be many reasons why an employee is not able to be present at work, other than their own sickness, and therefore Bòrd na Gàidhlig operates flexible working and a range of leave and special leave arrangements to allow employees to have a work life balance. (see Flexible Working and Leave policies).

Chan eil am poileasaidh seo mar phàirt de chòraichean cùmhnaint an neach-obrach. Tha Bòrd na Gàidhlig a' glèidheadh na còrach mion-fhiosrachadh nam poileasaidhean atharrachadh nuair a bhios seo riatanach mar thoradh air reachdas no feumalachdan na buidhne.

This policy does not form part of the employee's contractual rights. Bòrd na Gàidhlig reserve the right to vary the detail of the policies as may be required by legislation or organisational requirements.

4 Ag obair leis a' Phoileasaidh seo

'S e prìomh phrionnsabal de stiùireadh làthaireachd gum bu chòir neo-làthaireachd uile a sgrùdadh, agus is fheudar do mhanaidsearan ceumannan iomchaidh a ghabhail gus dèanamh cinnteach gu bheil luchd-obrach comasach air tilleadh a dh' obair agus gun tèid fios sam bith as ùr air innse dhuibh mu chùisean obrach. . Gus taic a thoirt ri seo a choileanadh bidh còmhraidh 'Tilleadh a dh' Obair' aig manaidsearan le luchd-obrach uile (a thaobh [earrann 5](#) den phoileasaidh seo) an dèidh a h-uile greis neo-làthaireachd air sgàth tinneas/dìth-slàinte.

Tha teans ann gun leasaich suidheachadh ris a bheilear a' dèiligeadh fo aon eileamaid den phoileasaidh seo gu suidheachadh ris am bu chòir dèiligeadh fo phoileasaidh eile, mar eisimpleir cùis dìth-slàinte a tha a' gabhail a-steach chùisean ceangailte ri giùlain no dèanadas. Far an togar fianais de choimeasgachadh de dhèanadas/dìth-slàinte agus giùlan aig a' cheart àm, faodar na cùisean a thoirt còmhla air sgàth a' phròiseis choitichinn mar aon sgrùdadh. Far a bheil iomchaidh, cuirear aon choinneamh fhoirmeil air dòigh gus dèiligeadh ri cùisean uile. Ach, bidh smachd-bhannan no toraidhean sam bith iomchaidh dhan cùisean fa leth.

Bidh a mhodh-obrach a thèid a leantainn an urra ris an fhiosrachadh a bhios ri fhaotainn don mhanaidsear-loidhne agus do Bhòrd na Gàidhlig aig an t-àm, ma bhios barrachd fiosrachaidh ri fhaighinn nuair a bhios iad a' leantainn a mhodh-obrach (i.e. Slàinte Dreuchdail a toirt comhairle gu bheil iomadach ùine de neo-làthaireachd gearr-ùine mar thoradh air sgrùdaidhean meidigeach neo suidheachadh slàinte bunaiteach) an uairsin thèid am modh-obrach atharrachadh a rèir sin.

Faodar ìrean den mhodh-obrach fhàgail às fo ùghdarras Bòrd na Gàidhlig ma tha, na bheachd, na suidheachaidhean a' barantachadh a leithid de ghniomh.

Tha Prògram Taic airson Luchd-obrach (EAP) aig Bòrd na Gàidhlig a bheir taic do luchd-obrach air a bheil dragh mu chùisean a dh'fhaodadh buaidh a thoirt air an slàinte agus an làthaireachd na dhèidh. Gheibhear

Working with this Policy

A key principle to managing attendance is that all absence should be monitored, and managers are required to take appropriate steps to ensure that employees are fit to be back at work and brought up to date with work matters. To assist in achieving this managers will have a 'Return to Work' discussion with all employees (in terms of [section 5](#) of this policy) following any period of sickness.

It is possible that a situation being dealt with under one element of this policy evolves into one that should be dealt with under another policy, for example a case of ill-health that includes issues relating to conduct or performance. Where evidence of a combination of performance/ill health and conduct is raised at the same time, the issues may be combined on account of the common process as a single investigation. Where appropriate, one formal meeting will be arranged to address all issues. However, any sanctions or outcomes will be appropriate to the individual issues.

The procedure followed will be subject to the information available to the line manager and Bòrd na Gàidhlig at the time, if when following a procedure more information becomes available (i.e. Occupational advise that multiple spells of short-term absences are due to medical investigations or an underlying health condition) then the procedure will be adjusted accordingly.

Stages of the procedure may be omitted at the discretion of Bòrd na Gàidhlig if in its opinion the circumstances warrant such action.

Bòrd na Gàidhlig has an Employee Assistance Programme (EAP) which provides support to employees who are concerned about issues that may affect their health and subsequent

fiosrachadh conaltraidh an EAP ann an ‘eisimeileachdan’ aig deireadh na sgrìobhainn seo. Anns na suidheachaidhean seo is dòcha gum bi manaidsearan, a dh’fhàsas mothachail air cùisean sam bith tron mhodh-obrach ‘Tilleadh a dh’ Obair’, airson luchd-obrach a bhrosnachadh comhairle a shireadh bhon EAP gus a bhith a’ cur gu gnìomhach ri làthaireachd an neach-obrach aig obair a stiùireadh.

Nì Bòrd na Gàidhlig cinnteach:

- Gu bheil taic agus stiùireadh iomchaidh air an toirt gu luchd-obrach agus manaidsearan gus slàinte is sunnd nan luchd-obrach a leasachadh agus airson an neach-obrach a chomasachadh a thilleadh a dh’obair far a ghabhas dèanamh.
- Gun tèid a h-uile duine ris a bheil e a’ buntainn a chomhairleachadh air an riatanas urram a thoirt do dhìomhaireachd an fhiosrachaidh uile a tha ceangailte ri tinneas/dìth-slàinte neach-obrach.
- Gun clàraich manaidsearan agus luchd-obrach neo-làthaireachdan uile gu mionaideach agus gu tràthail air PeopleHR.

Nì luchd-obrach cinnteach:

- Gum frithealaich iad an cuid obrach gu cunbhalach agus gu tràthail gus an dleastanasan a choileanadh.
- Nuair nach eil iad comasach a bhith ag obair air sgàth tinneas cuiridh iad fios air an t-sreath-mhanaidsear aca no air neach ainmichte eile air a’ chiad latha-obrach de neo-làthaireachd tinneas le fòn (cleachdadh post-d no teacsa ann an suidheachaidhean maothachaidh a-mhàin), an dàrna chuid ro 9.00m air a’ mhadainn a tha an làthaireachd aca dligheach no uair a thìde ro bheil iad dligheach a bhith an làthair ma tha iad ag obair uairean neo-choitcheann. Bu chòir an neach-obrach cumail fios don t-sreath-mhanaidsear aca gach là mur nach eil dad sam bith eile aontaichte. Far a bheil an dùil ri làithearachd nas fhaide na 5 làithean obrach, bu chòir an sreath-mhanaidsear aontachadh cho tric ‘s a bhios neach-obrach a conaltradh leotha, mar as àbhaist bidh seo gach seachdain.

attendance. Contact details for the EAP can be found in ‘Appendix 2’ of this policy. Managers who become aware of any issues during the ‘Return to Work’ discussion, may also wish to encourage employees to seek advice from the EAP to complement pro-actively managing the employee’s attendance at work.

Bòrd na Gàidhlig will ensure that:

- Appropriate support and guidance are given to employees and managers to improve employee’s health and well-being and to enable the return to work of the employee wherever possible.
- All concerned will be advised of the requirement to respect the confidentiality of all information relating to an employee’s sickness/ill-health.
- Managers and employees accurately record all absence in a timely manner on PeopleHR.

Employees will ensure that:

- They attend their work regularly and punctually in order to undertake their duties.
- When unable to work due to sickness they will notify their line manager or other designated person on the first working day of sickness absence by telephone (use of email or text only in extenuating circumstances), either by 9.00 am on the morning that their attendance is due or 1 hour before they are due to report for duty if they are working non-standard hours. The employee should continue to report their sickness absence to their line manager on a daily basis unless otherwise agreed. Where a period of sickness absence is expected to exceed 5 working days, the manager should agree communication frequency with the employee, normally once per week.

- Tha neo-làthaireachdan air an clàradh air PeopleHR a' dèanamh cinnteach gu bheil ceann-latha an neo-làthaireachd air a chur a-steach cho luath 's a ghabhas an dèidh tilleadh a dh'obair.

- Absences are recorded on PeopleHR ensuring the end date of the absence is entered as soon as possible on the return to work.

Cha bhi neo-làthaireachd co-cheangailte ri leatromachd a' cunntadh a thaobh nam puingean brosnachaidh.

Absence related to pregnancy will not count in relation to the trigger points.

5 Modh-obrach air Stiùireadh Neo-làthaireachd

Managing Absence Procedure

Còmhradh Fàilte air ais

Bidh còmhradh fàilte air ais a tachairt eadar sreath-mhanaidsear agus an neach-obrach an deidh a h-uile greis làithearachd. Bidh an còmhradh a tachairt air a' chiad latha tillidh an neach-obrach no cho luath 's a ghabhas dèanamh an dèidh làimhe. Far a ghabhas dèanamh, bu chòir an còmhradh a chumail gu pearsanta ach ann an suidheachaidhean far a bheil an neach-obrach agus an sreath-mhanaidsear ag obair ann an diofar àiteachan, 's urrainn dhan choinneimh a chumail air loidhne (m.e. MS Teams).

Return to Work Discussion

A welcome back discussion will take place between the line manager and employee following every period of absence. The discussion will take place on the first day of the employee's return or as soon as practicable thereafter. Where possible, the discussion should be held in person but in circumstances where the employee and the line manager work in different locations, the meeting can be conducted via online (i.e. MS Teams).

Bu chòir dhan t-sreath-mhanaidsear agus an neach-obrach còmhradh mu dheidhinn:

The line manager and employee should discuss:

- Adhbharan na neo-làthaireachd sin
- Pàtran an neo-làthaireachd far am faodadh iad seo a bhith ag adhbhrachadh dragh (m.e. gach Diluain)
- Mu bhiodh tar-chur gu Slàinte Dreuchdail riatanach
- Mar a tha an gnìomhachas air adhartachadh nan neo-làthaireachd
- Tilleadh ceum air cheum ma tha seo riatanach
- Atharrachaidhean reusanta sam bith eile a dh' fhaodadh a bhith riatanach (m.e. dleastanasan nas aotroime, atharrachadh pàtrain obrach neo uairean obrach msaa)

- Reasons for the absence
- Any patterns of absence which give cause for concern (i.e. Mondays)
- Whether referral to Occupational Health is required
- How the business has progressed in their absence
- Phased return if required.
- Any other reasonable adjustments that may be required (i.e. lighter duties, change of work pattern or hours etc)

Bu chòir do sreath-mhanaidsearan fiosrachadh na còmhradh fàilte air ais a chlàradh ann am faidhle an neach-obrach air PeopleHR.

Line managers should record details of the welcome back discussion on in the employee's staff file in PeopleHR.

Mura h-urrainn dhan t-sreath-mhanaidsear, air adhbhar sam bith, a' chòmhradh fàilte air ais a cumail, is dòcha gum bi e iomchaidh gun cùm manaidsear eile an còmhradh.

If, for whatever reason, the line manager is unable to conduct the welcome back discussion, it may be appropriate for an alternative manager to hold the discussion.

Neo-làthaireachd Geàrr-ùine - Neo-fhoirmeil

Short Term Absence – Informal

Nuair a tha neo-làthaireachdan geàrr-ùine **nas motha** na ‘puing brosnachaidh’ de **11 latha obrach**, no ma dh’fhaoidte gun ruig an àireamh de dh’amannan neo-làthaireachd (geàrr-ùine agus neo-làthaireachdan 11 latha mìosachain no barrachd) **4 tursan**, ann an ùine leantainneach **12 mìosan** sam bith, thèid gnìomh a ghabhail gus faighinn a-mach a bheil cùis bhunasach no euslaint sam bith a dh’fhaodadh buaidh a thoirt air làthaireachd an neach-obrach.

Anns na suidheachaidhean sin cuiridh an sreath-mhanaidsear coinneamh air dòigh leis an neach-obrach gus:

- Beachdachadh air na h-adhbharan air cùl na neo-làthaireachd
- Aontachadh air ìre de leasachadh ann an làthaireachd a tha riatanach far a bheil seo iomchaidh agus cuideachd frèam-ama, m.e., chan ann nas fhaide na 2 latha-obrach de neo-làthaireachd anns an ath 6 mìosan.

Bu chòir toraidhean agus targaidean sam bith mar thoradh air na deasbadaan seo a chlàradh agus a shàbhaladh ann am faidhle an neach-obrach air PeopleHR.

Faodaidh coinneamhan neo-fhoirmeil, air an dèiligeadh riutha gu mothachail, a bhith an dòigh as buadmhoire a dhèiligeadh ri neo-làithearachdan ghoirid anns an chiad dol a-mach. Rè nan coinneamhan seo ma dh’fhàsas e follaiseach gu bheil euslaint air a’ chùlaibh feumar comhairle fhaighinn bho neach proifeasanta meidigeach gus taic a bharrachd agus atharrachadh reusanta sam bith aithneachadh a tha a dhìth..

A gabhail comhairle bho neach proifeasanta meidigeach, dh’ fhaodadh lèirmheas a dhèanamh air puingeagan brosnachaidh mar phàirt de dh’atharrachadh reusanta. Bu chòir toradh de choinneamh sam bith agus gnìomh iomchaidh sam bith a bhith air a dheasbad leis an neach-obrach agus a chlàradh. Bu chòir iad seo a shàbhaladh ann am faidhle an neach-obrach ann am PeopleHR mar sgrìobhainn clàraidh leis an t-sreath-mhanaidsear.

Where short term absences **exceed** a ‘trigger point of **11 working days**, or the number of occasions of absence (short term and absences of 11 calendar days or more) may reach **4 occasions**, in any rolling **12-month period**, action will be taken to determine whether there is any underlying issue or health conditions that may be affecting the employee’s attendance.

In these circumstances the line manager will arrange a meeting with the employee to:

- Discuss the reasons behind the absences
- Agree a level of improvement in attendance that is required where this is appropriate and also a timeframe, e.g., no more than 2 working days absence in the next 6-month period.

Any outcomes and targets resulting from these discussions should be recorded and saved in the employee’s staff file in PeopleHR by the line manager.

Recorded informal meetings, dealt with sensitively, may be the most effective way to manage short term absences in the first instance. If during these meetings it does become apparent that there may be an underlying health issue then advice should be sought from a medical professional to identify any additional support and any possible reasonable adjustments that may be required.

Following advice from a medical professional, trigger points may be reviewed as a reasonable adjustment. The outcome of any meeting and any appropriate action should be discussed with the employee and documented. These should be saved in the employee’s staff file in PeopleHR as a document of record by the line manager.

Faodar beachdachadh aig ìre sam bith, an dàrna chuid gu neo-fhoirmeil no gu foirmeil air na leanas gu cuideachadh ann an leasachadh làthaireachd:

- Glusad gu dreuchd coltach ris ann an àite diofraichte
 - Dreuchd dhiofraichte taobh a-staigh na buidhne
- Mas e seo a' chùis, thèid a dheasbad air fad leis an neach-obrach agus na manaidsèaran buntainneach.

Faodaidh neo-làithearachd gun suidheachadh slàinte bunaiteach sam bith a bhith air a dhèiligeadh leis fo Poileasaidh Smachdachaidh neo Rianachd Coileanadh aig Bòrd na Gàidhlig.

Ann an cùisean far am faodadh suidheachadh slàinte bunaiteach a bhith annagus nach eil an ìre de neo-làthaireachd air tighinn air adhart agus nach eil a' tachairt ris na targaidean a chaidh a shuidheachadh gu freagarrach ris a' chumha (agus a' leantainn an comhairle bho neach proifeasanta meidigeach), thèid còmhradh eile leis an neach-obrach a chumail, far am faod an sreath-mhanaidsèar am modh-obrach foirmeil a thòiseachadh.

Neo-làthaireachd Geàrr-ùine - Foirmeil

Far **nach eil** an ìre de neo-làthaireachd air tighinn air adhart às dèidh deasbadaidh aig an ìre neo-fhoirmeil, **no** far a bheil an àireamh de thursan a tha an neach-obrach air a bhith neo-làthair ag àrdachadh chun am 'puing brosnachaidh' de **6 tursan còmhla ris** taobh a-staigh **greis 12 mìosan**, thèid fios a chur air an neach-obrach gu bheil na h-ìrean làthaireachd aca nan dragh mòr agus bheirear cuireadh dhaibh coinneamh foirmeil a fhrithealadh gus bruidhinn mu dheidhinn seo leis an t-sreath-mhanaidsèar aca. Faodaidh an sreath-mhanaidsèar coinneamh a chur air dòigh mus ruigear am factar brosnachaidh seo ma tha neo-làthaireachdan ag adhbharachadh dragh, a' gabhail a-steach neo-làthaireachdan a bheir droch-bhuaidh air gnìomhachas Bòrd na Gàidhlig no far a bheil na pàtran an neo-làthaireachd ag adhbharachadh dragh mòr.

Bu chòir dhan t-sreath-mhanaidsèar fa-near a thoirt do gach iarrtas reusanta airson dàil a chur air a choinneamh gus leigeil airson aithris meidigeach eile no

Consideration may be given at any stage, either informal or formal to the following to assist in an improvement in attendance:

- A move to a similar role in a different location
 - A different role within the organisation
- If this is the case, it will be fully discussed with the employee and the relevant managers.

Poor attendance due to sickness absence with no underlying medical condition may be addressed under Bòrd na Gàidhlig's Disciplinary or Performance Improvement Policy.

In cases where there may be an underlying health condition and the level of absence does not improve and does not meet the targets set appropriate to the condition (and following advice from a medical professional), then a further discussion will take place with the employee where the line manager may initiate the formal capability procedure.

Short Term Absence – Formal

Where the level of attendance has **not** improved following discussions at the informal stage, **or** where the number of occasions that the employee has been absent increases to the 'trigger point' of **6 occasions** following an additional 3 months to the initial **12-month period**, the employee will be notified that their absence levels are of significant concern and invited to attend a formal meeting to discuss this with their line manager. The line manager may arrange to meet before this trigger factor has been reached if absences are of particular concern, including absences which have a significant detrimental effect on the business of Bòrd na Gàidhlig or where the patterns of absence give rise to serious concern.

The line manager should consider all reasonable requests for a postponement of the meeting to allow for the production of an alternative

fiosrachadh buntainneach eile a dhèanamh. Bu chòir fa-near a thoirt do gach ceum reusanta gus taic a thoirt dhan neach-obrach ann am frithealadh na coinneimh. Bu chòir dhan neach-obrach rabhadh a thoirt dhan t-sreath-mhanaidsear mu dhuilgheadasan buntainneach sam bith a thaobh a bhith an làthair aig a' choinneimh no ann an giùlan na coinneimh.

Gheibh an neach-obrach fios **5 latha-obrach** mu cheann-latha na coinneimh agus thèid innse dhaibh mun chòir aca cuideigin a bhith còmhla riutha. Gheibh an neach-obrach clàr den làthaireachd aca gu ruige an latha agus sgrìobhainnean sam bith eile a dh'fhaodar deasbad aig a' choinneimh, i.e., notaichean bho chòmhradh neo-fhoirmeil, targaidean a chaidh a shuidheachadh msaa.

Aig a' choinneimh thèid innse dhan neach-obrach mu na draghan a thaobh nan neo-làthaireachdan aca;

- Faid agus tricead nan neo-làthaireachdan aca agus an làthaireachd eatarra
- Adhbharan na neo-làithearachdan
- Draghan mu phàtranan neo-làthaireachd (ma tha gin ann)
- Buaidh na neo-làthaireachd aca air obrachadh a' ghnìomhachais

Gheibh an neach-obrach an cothrom fiosrachadh a bharrachd a thoirt seachad a thaobh adhbharan nan neo-làthaireachdan aca dh'fhaodadh a bhith air a mheas ann an dearbhadh na gnìomh ri ghabhail.

An dèidh na coinneimh, bheirear dearbhadh sgrìobhte dhan neach-obrach de ghnìomh fhoirmeil sam bith air a ghabhail, dh' fhaodadh seo a bhith:

Gnìomh foirmeil buailteach gabhail a-steach;

- A' Chiad Rabhadh Sgrìobhte a bhios air a mheas am bith fad 6 mìosan
- Rabhadh Sgrìobhte Deireannach a bhios air a mheas am bith fad 12 mìosan
- Ìsleachadh, ath-shuidheachadh, no cur à dreuchd. Cuideachd, gabhaidh an dearbhadh sgrìobhte seo a-steach:
- Gum feum leasachadh mòr agus seasmhach a bhith nan làthaireachd, le targaid làthaireachd air a shuidheachadh a bhios a' nochdadh na h-àireimh barra-shuime de làithean neo-làthaireachd no de thricead air nach fhaodar a dhol thairis

medical report or other relevant information. All reasonable steps should be considered to assist the employee in attending the meeting. The employee should alert the line manager of any relevant difficulties in relation to attendance at or in the conduct of the meeting.

The employee will be given **5 working days'** notice of the date of the meeting and advised of their right to be accompanied. The employee will be provided with a record of their attendance to date and any other documentation that may be discussed during the meeting, i.e., notes from informal discussions, targets set etc.

At the meeting the employee will be advised of the concerns regarding their absences;

- The length and frequency of the absences and the attendance between them
- The reasons for the absences
- Concerns about the patterns of absence (if any)
- The impact of their absence on the operational work of the business.

The employee will be given the opportunity to provide any further information regarding the reasons for their absences which may be considered in determining the action to be taken.

Following the meeting, the employee will be given written confirmation of any formal action taken, this could be:

Formal action is likely to be:

- A First Written Warning which will be considered active for 6 months
- A Final Written Warning which will be considered active for 12 months
- Downgrading, redeployment, or dismissal. The written confirmation will also include:

- That there must be a significant and sustained improvement in their attendance, with an attendance target set which will usually indicate the maximum number of

- Gun tèid coinneamh(an) ath-sgrùdaidh a chumail rè greis an rabhaidh fhoirmeil
- Mura ruigear seo no targaidean na dhèidh, gum faod seo leantainn gu rabhadh sgrìobhte eile a dh'fhaodadh an cur à dreuchd adhbharachadh
- Gum bi rabhadh làithreach/sgrùdadh sam bith air a leudachadh
- Gu bheil còir aig an neach-obrach ath-thagrach an aghaidh a' cho-dhùnaidh a ràinigeadh.

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Thèid lethbhreac de rabhadh sgrìobhte sam bith a chumail air clàr HR an neach-obrach airson na greis rabhaidh, an dèidh sin bu chòir a chur an sgrìos. Bidh raon-ama na coinneimh ath-sgrùdaidh an urra ris na suidheachaidhean fa leth ach san fharsaingeachd bidh e às dèidh greis nach eil nas fhaide na 3 mìosan.

Aig amannan, far a bheil an ìre de leasachadh ann an làthaireachd cuibhrichte gu ìre mhòr no air a dhol am miosad, is dòcha gum biodh e iomchaidh dragh a thogail dhan ath-ìre den mhodh-obrach seo rè na greise ath-sgrùdaidh.

Mura h-eil làthaireachd an neach-obrach a' tachairt ris an targaid a chaidh a shuidheachadh agus e fhathast a' tighinn geàrr air an t-slat-tomhas riatanach no a' tuiteam gu ìre neo-thaitneach a-rithist rè na h-ùine sa bheil rabhadh ann, an dèidh coinneamh a bharrachd leis an neach-obrach (a bhios a' leantainn an aon mhodh-obrach comas a chaidh a mhìneachadh gu h-àrd) faodaidh an smachd-bhann a leudachadh airson greis eadar 3 agus 6 mìosan leis an t-sreath-mhanaidsear. Air an làimh eile, faodar co-dhùnadh a dhèanamh smachd-bhann nas cudromaiche a chur an gnìomh fon mhodh-obrach mar a leanas:

- Rabhadh Sgrìobhte Comas Deireannach a bhios air a mheas am bith fad 12 mìosan
- Ìsleachadh, ath-shuidheachadh, no cur à dreuchd.

days absence or frequency which must not be exceeded

- That a review meeting(s) will be held during the period of the formal warning
- That failure to reach this or subsequent targets may result in a further written warning which could lead to their dismissal
- That any current warning/monitoring in place will be extended
- That the employee has the right to appeal against the decision reached.

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A copy of any written warning will be held on the employee's HR record for the period of warning, after which it will be expunged. The timescale for the review meeting will depend upon the individual circumstances but will generally be after a period of no more than 3 months.

On occasion, where the level of improvement in attendance is significantly limited or deteriorates, it may be appropriate to escalate any concerns to the next stage of this procedure during the review period.

If the employee's attendance fails to meet the target set and remains below the required standard or falls to an unacceptable level again during the period a warning is active, following a further meeting with the employee (which will follow the same capability procedure as outlined above) the sanction can be extended for a period of between 3 and 6 months by the line manager. Alternatively, a decision may be taken to apply a more serious sanction under the procedure as follows:

- A Final Written Capability Warning which will be considered active for 12 months
- Downgrading, redeployment, or dismissal.

Far a bheil pàtran làthaireachd an neach-obrach a' tighinn gearr air no a' tuiteam fon t-slat-tomhas riatanach rè greis an rabhaidh dheireannaich, thèid na draghan a dheasbad le àrd-mhanaidsear (nach eil air a bhith an sàs sa chùis roimhe) agus thèid aithisg ullachadh leis an t-sreath-mhanaidsear a' cur an cèill:

- Clàr slàinte is làthaireachd an neach-obrach
- Beachdan air coltachd atharrachadh ann an làthaireachd (a dh'fhaodadh gabhail a-steach tuilleadh iomraidhean air Slàinte Dreuchdail)
- Cothrom air obair eile no pàtranan obrach
- Far a bheil iomchaidh, comhairle bho Shlàinte Dreuchdail air am biodh an neach-obrach airidh air cluaineas tràth air sgàth dith-slàinte.
- Buaidh neo-làthaireachd san àm a chaidh seachad ro ri teachd air an raon obrachaidh.
- Atharrachaidhean reusanta sam bith agus/neo tilleadh don obair ceum air cheum a chaidh a chur an gnìomh gus cuideachadh tilleadh don obair agus ìre neo-làithearachd iomchaidh.

Dearbhaidh an sreath-mhanaidsear, ann an co-bhonn ri HR, a bheil cùis ann airson gnìomh a bharrachd. Mas e seo a' chùis thèid innse dhan neach-obrach mun choinneimh co-dhiù **5 latha-obrach** ro làimh agus gum faod e leantainn gu ath-shuidheachadh, ìsleachadh no cur à dreuchd. Thèid fiosrachadh na cùise a thoirt dhan neach-obrach agus cuirear nan cuimhne a-rithist mun chòir aca cuideigin a bhith còmhla riutha. Ma tha an neach-obrach airson fianais sgrìobhte a thoirt seachad gus taic a thoirt dhan chùis aca bu chòir dhaibh seo a chur a-steach ron choinneimh, a dh'fhaodadh a bhith a' gabhail a-steach dàrna beachd meidigeach ma thogras iad. Bu chòir dhan phrìomh mhanaidsear beachdachadh air gach iarrtas reusanta airson dàil a chur air an èisteachd gus leigeil airson aithisg mheidigeach no fiosrachadh buntainneach eile a dhèanamh.

Bu chòir fa-near a thoirt do gach ceum reusanta gus taic a thoirt dhan neach-obrach ann am frithealadh na coinneimh. Bu chòir dhan neach-obrach rabhadh a thoirt dhan àrd-mhanaidsear air duilgheadas buntainneach sam bith a thaobh làthaireachd aig no ann an giùlan na coinneimh.

Where the employee's attendance pattern remains or falls below the required levels during the period of the final warning, the concerns will be discussed with a senior manager who has not previously been involved in the case) and a report prepared by the line manager outlining:

- The employee's attendance and health record
- Views on likelihood of a change in attendance (which may include further reference to Occupational Health)
- The availability of alternative work or work patterns
- Where appropriate, advice from Occupational Health as to whether the employee would qualify for early retirement on the grounds of ill-health
- The impact of the past and any future absence on the operational area.
- Any reasonable adjustments and/or phased returns that were implemented to help aid a return to work and acceptable absence level.

The senior manager will determine, in conjunction with HR, whether there is a case for further action. If this is the case the employee will be advised of the meeting at least **5 working days** in advance and that a possible outcome could be redeployment, downgrading or dismissal. The employee will be provided with the details of the case and again reminded of their right to be accompanied. If the employee wishes to produce any written evidence to support their case then they should submit this in advance of the meeting, which can include a second medical opinion if they so wish. The leading manager should consider all reasonable requests for a postponement of the hearing to allow for the production of an alternative medical report or other relevant information.

All reasonable steps should be considered to assist the employee in attending the meeting. The employee should alert the senior manager to any relevant difficulties in relation to attendance at or in the conduct of the meeting.

Bidh an t-àrd-mhanaidsear a' stiùireadh na coinneimh agus dh' fhaodadh toradh na coinneamh, an luib an fhianais a tha ri fhaighinn, a bhith:

- Gu bheil feum air greis ath-sgrùdaidh eile, fo ìre an rabhaidh dheireannaich, agus a' ghreis sgrùdaidh a leudachadh
- Gun tèid atharrachaidhean reusanta eile a choileanadh
- Gum bu chòir dreuchd eile a thabhainn dhan neach-obrach taobh a-staigh na buidhne (ma tha e ri fhaighinn) a dh'fhaodadh a bhith coltach ris an dreuchd làithreach aca
- Far a bheil Slàinte Dreuchdail a' dearbhadh gu bheil an neach-obrach freagarrach airson cluaineas tràth air sgàth dìth-slàinte, agus an neach-obrach ag aontachadh leis a' chùrsa ghnìomh seo, gun tèid latha cluaineas a dhearbhadh

- Gu bheil cùis ann de làthaireachd neo-thaitneach nach eil air leasachadh briùgheil seasmhach a shealltainn a dh'aindeoin nan rabhaidhean. Mar thoradh, agus far nach eil an neach-obrach comasach air an dreuchd a choileanadh no nach urrainnear buaidh na neo-làthaireachd aca a chumail suas, faodar an neach-obrach a chur à dreuchd leis a' bhrath iomchaidh (faicibh an t-earrann Cur à Dreuchd).

Cuiridh an t-àrd-mhanaidsear fios dhan neach-obrach air a' co-dhùnadh aca ann an sgrìobhadh, mar as trice taobh a-staigh **5 latha-obrach** na h-èisteachd. Thèid innse dhan neach-obrach air a' chòir ath-thagraidh aca agus an raon-ama airson sin a dhèanamh (mar as àbhaist 5 latha-obrach).

Neo-làthaireachd Fad-ùine - Neo-fhoirmeil

Tha neo-làthaireachd fad-ùine air a mhìneachadh mar as trice mar àm sònraichte no grunn ghreisean neo-làthaireachd (a' tighinn gu **barrachd air 4 seachdainean** ann an **greis 12 mhios**) agus a tha buailteach air a bhith leantainneach agus a tha mar as trice ceangailte ri euslaint mheidigeach.

Far a bheil neach-obrach neo-làthaireach air stèidh fhad-ùine, bu chòir conaltradh bitheanta agus mothachail a chumail eadar an neach-obrach agus an sreath-mhanaidsear aca gus conaltradh a chumail ris na tha a' tachairt san àite-obrach agus airson fàisneas làithreach air cor an neach-obrach.

The senior manager will conduct the meeting and the outcome of the meeting, subject to the evidence available, may be

- That a further period of review is required, under the stage of a final warning, and extend the period of monitoring
- That further reasonable adjustments are carried out
- That the employee should be offered an alternative role within the organisation (if available) which may or may not be on similar terms to their existing role
- That, where Occupational Health confirms that the employee qualifies for early retirement on the grounds of ill-health, and the employee agrees with this course of action, a date of retirement is confirmed.

- That there is a case of unacceptable attendance that despite warnings has not shown a significant and sustained improvement. Consequently, and where the employee is either not capable of carrying out their role or the impact of their absence can no longer be sustained, the employee may be dismissed with appropriate notice (see section Dismissal).

The senior manager will inform the employee of their decision in writing, normally within **5 working days** of the hearing. The employee will also be advised of their right of appeal and the timescale for doing so (normally 5 working days).

Long Term Absence – Informal

Long term absence is normally defined as being a specific period or several periods of absence (amounting to **more than 4 weeks** in a **12-month period**) and tends to be continuous and is normally connected to a medical condition.

Where an employee is absent on a long-term basis, communication frequency between the employee and their line manager should be agreed in order to offer support, ensure the employees wellbeing and keep with the employee informed of any changes. The

employee must also keep their line manager informed of their condition and the likelihood or timescale for a return to work.

Ma tha neo-làthaireachd an neach-obrach **nas fhaide na 4 seachdainean** agus ma tha e a' nochdadh gum faod buaidh fhad-ùineach a bhith air comas an neach-obrach tilleadh dhan dreuchd aca, thèid iomradh a chur gu Slàinte Dreuchdail airson comhairle a shireadh. Bruidhnidh an sreath-mhanaidsear ris an neach-obrach mus dèanar an tar-chur.

If the employee's absence **exceeds 4 weeks**) and it appears that there may be a long-term effect on the employee's ability to return to their role, a referral to Occupational Health will be made to seek advice. The line manager will discuss the referral with the employee prior to making the referral.

Far a bheil iomchaidh, gheibh Slàinte Dreuchdail aithisgean meidigeach gus a bhith gan cuideachadh a thoirt comhairle air farsaingeachd tinneas an neach-obrach; a' choltachd gun lean no gun ath-thachair an ìre làithreach de neo-làthaireachd; ceann-latha dùilichte airson tilleadh an neach-obrach; am bi an neach-obrach comasach a thilleadh dhan dleastanasan aca air fad no a bheil feum air atharrachaidhean reusanta sam bith ann an co-rèir ris an Achd air Leth-bhreith Ciorramachd. Cuideachd, thèid iarraidh air Shlàinte Dreuchdail dearbhadh a bheil ciorram air an neach-obrach fo Achd Co-ionannachd 2010.

Where appropriate, Occupational Health will obtain medical reports to assist them in giving advice on the extent of the employee's illness; the likelihood of the current level of absence continuing or recurring; the employee's expected date of return; whether or not the employee will be fit to resume their full duties or whether any reasonable adjustments are required. Occupational Health will also be asked to determine whether the employee is considered to have a disability under The Equality Act 2010.

Nìthear beachdachadh air a' chomhairle seo, agus nìthear beachdachadh air gnìomh iomchaidh gus taic a thoirt dhan neach-obrach ri tilleadh dhan dleastanasan aca. Dh'fhaodadh seo a ghabhail a-steach:

This advice will be considered, and appropriate action considered to support the employee to return to their duties. This may include:

- Tilleadh dhan obair aca ceum air cheum, ann an raon-ama agus/no ann am meud nan dleastanasan a ghabhar os làimh. Ma thèid àireamh nas lugha de dh'uairean no seachdain-obrach a mholadh, mar as trice bhiodh seo airson 6 seachdainean aig a' char as motha, anns an cumadh an neach-obrach a' dol a dh'fhaighinn am pàigheadh àbhaisteach aca airson na h-uairean a dh'obraicheadh agus pàigheadh tinneas iomchaidh airson na h-ùine nach eil iad aig obair
- Uairean lughaichte eadar-amail (m.e. 6 mìosan), far nach eil an neach-obrach comasach air na h-uairean làn cumhnantaichte aca ath-thòiseachadh airson na h-àm ri teachd.
- A phased return to their work, either in timescale and/or in the level of duties undertaken. If a reduced number of hours or working week is suggested, this would normally be for a maximum period of 6 weeks, during which the employee would continue to receive their normal pay for the hours worked and any appropriate sick pay for the time when they are not in work.
- A temporary reduction in hours (i.e. 6 months), where the employee is not fit to resume their full contracted hours for the foreseeable future.

Thèid an coinneamh a chur air dòigh leis an neach-obrach gus beachdachadh air na h-ullachaidhean seo agus atharrachaidhean riatanach sam bith mus till iad a dh'obair.

A meeting will be arranged with the employee to discuss these arrangements and any appropriate adjustments prior to their return to work.

Bu chòir toraidhean sam bith mar thoradh air na còmhraidhean seo a chlàradh ann am faidhle an neach-obrach sa phasgan PeopleHR leis an t-sreath-mhanaidsear.

Any outcomes resulting from these discussions should be recorded in the employee's file on the PeopleHR folder by the line manager.

Neo-làthaireachd Fad-ùine – Foirmeil (Comas)

Far nach eilear a' meas tilleadh gu dleastanasan làithreach sa gheàrr-ùine coltach thèid coinneamh comas fhoirmeil a chur air dòigh gus bruidhinn air ìre na neo-làthaireachd agus an taic leantainneach dhan neach-obrach. Faodaidh a' choinneamh seo tachairt nuair a tha fianais ri làimh airson ath-sgrùdadh a dhèanamh air a' chùis (mar aithisg bho Shlàinte Dreuchdail no spèisealaiche) agus gun a bhith nas fhaide na **3 mìosan** an dèidh a' chiad latha de neo-làthaireachd.

Long Term Absence – Formal (Capability)

Where a return to current duties within the near future is considered unlikely a formal capability meeting will be arranged to discuss the level of absence and the on-going support for the employee. This meeting may take place when evidence is available to review the case (such as a report from Occupational Health or a specialist) and no later than **3 months** after the first day of absence.

Mar as trice thèid a' choinneamh comas a chumail leis an t-sreath-mhanaidsear, le fios **5 latha-obrach** air a thoirt dhan neach-obrach. Bheirear fiosrachadh gu leir dhan neach-obrach a thaobh na cùise mar an clàr làithearachd aca gu ruige seo, aithisgean meidigeach, agus fiosrachadh iomchaidh sam bith eile (m.e. notaichean bho coinneamhan neo-fhoirmeil, targaidean a chaidh a staidheachdadh msaa) agus cuirear an cuimhne an còir aca a bhith air an cuideachadh.

The capability meeting will normally be held by the line manager, with **5 working days'** notice given to the employee. The employee will be provided with all information relating to the case such as their attendance record to date, medical reports, and any other relevant information (i.e. notes from informal discussions, targets set etc). and reminded of their right to be accompanied.

Bu chòir dhan t-sreath-mhanaidsear fa-near a thoirt do gach iarrtas reusanta airson dàil a chur air an èisteachd gus leigeil airson aithisg mheidigeach eile no fiosrachadh buntainneach eile a dhèanamh.

The line manager should consider all reasonable requests for a postponement of the hearing to allow for the production of an alternative medical report or other relevant information.

Bu chòir fa-near a thoirt do gach ceum reusanta gus taic a thoirt dhan neach-obrach ann am frithealadh na coinneimh comas. Bu chòir dhan neach-obrach rabhadh a thoirt dhan t-sreath-mhanaidsear aca air duilgheadas buntainneach sam bith a thaobh làthaireachd aig no ann an giùlan na coinneimh.

All reasonable steps should be considered to assist the employee in attending the capability meeting. The employee should alert their line manager to any relevant difficulties in relation to attendance at or in the conduct of the meeting.

Bidh an sreath-mhanaidsear a' stiùireadh na coinneimh agus a' co-dhùnadh air an taic leantainneach a dh'fhaodar toirt dhan neach-obrach agus a' beachdachadh air roghainnean sealach no maireannach gus taic a thoirt a thilleadh a dh'obair le aonta an neach-obrach.

The line manager will conduct the meeting and determine the on-going support that may be made available to the employee and consider temporary or permanent options to support a return to work that may be suitable with the agreement of the employee.

Faodaidh iad seo a ghabhail a-steach:

- Ullachaidhean airson taic leantainneach agus sgrùdadh an neach-obrach tron neo-làthaireachd leantainneach aca
- Sìreadh fiosrachadh a bharrachd, m.e., aithisg mheidigeach eile
- Atharrachaidhean reusanta sam bith eile a choileanadh
- Atharrachadh pàtran obrach no dreuchd sealach no maireannach taobh a-staigh an aon àite
- Atharrachadh sealach no maireannach ann an dreuchd taobh a-staigh na buidhne san fharsaingeachd (a dh'fhaodadh ath-thrèanadh no ath-ghnàthachadh a ghabhail a-steach)
- Aonta leis an neach-obrach airson a thar-chur gu dreuchd dhiofraichte a' gabhail a-steach dreuchdan aig ìre dhiofraichte.

These may include:

- Arrangements for on-going support and monitoring of the employee during their continuing absence
- Seeking further information, e.g., an additional medical report
- Further reasonable adjustments are carried out
- A temporary or permanent change of work pattern or job role within the same location
- A temporary or permanent change of job role within the wider organisation (which may include re-training or rehabilitation)
- An agreement with the employee to be transferred to a different role including roles at a different grade.

Gheibh an neach-obrach an cothrom fiosrachadh a bharrachd a thoirt seachad a thaobh adhbharan nan neo-làthaireachdan aca a dh'fhaodadh a bhith air a mheas ann an dearbhadh na gnìomh ri ghabhail.

The employee will be given the opportunity to provide any further information regarding the reasons for their absences which may be considered in determining the action to be taken.

Dearbhaidh an sreath-mhanaidsear toradh na coinneimh comas agus innsidh dhan neach-obrach ann an sgrìobhadh mun chòir aca ath-thagrachadh a dhèanamh. Faodaidh dhan t-sreath-mhanaidsear Rabhadh Comas Sgrìobhte a thoirt dhan neach-obrach ma leanas an neo-làthaireachd aca, no ma tha na h-ullachaidhean a chaidh a chur air dòigh airson an tilleadh neo-shoibheachail, is dòcha gum biodh e iomchaidh dèiligeadh ris an neo-làthaireachd aig an ath h-ìre den mhodh-obrach a dh'fhaodadh a bhith air a leantainn le ath-shuidheachadh, ìsleachadh, no cur an neach-obrach à dreuchd leis an rabhadh iomchaidh. Bithear a' meas rabhadh comas sam bith an gnìomh fad greis neo-làthaireachd ris a bheilear ceangailte agus 12 mìosan an dèidh tilleadh nan luchd-obrach.

The line manager will confirm the outcome of the capability meeting in writing and advise the employee of their right to appeal. The line manager may issue the employee a Written Capability Warning that should their absence continue, or the arrangements put in place for their return are unsuccessful then it may be appropriate to address the absence at the next stage of the procedure which could lead to redeployment, down grading, or the dismissal of the employee with the appropriate notice. Any capability warning will be considered active for the period of absence to which it relates and 12 months after the employees return.

Bu chòir toraidhean, targaidean no rabhaidhean sam bith mar thoradh air na còmhradhean seo air am mion-fhiosrachadh ann an sgrìobhadh agus air an clàradh air PeopleHR leis an t-sreath-mhanaidsear fad greis an rabhaidh.

Any outcomes, targets or warnings resulting from of these discussions should be detailed in writing and recorded on PeopleHR by the line manager for the period of the warning.

Is dòcha gum biodh e iomchaidh dhan t-sreath-mhanaidsear grunn choinneamhan comas fhoirmeil a chumail far a bheil an neo-làthaireachd a' leantainn.

It may be appropriate for the line manager to hold several formal capability meetings where the absence continues.

Far a bheil an neo-làthaireachd a' leantainn agus nach eil gin de na roghainnean a chaidh aithneachadh gu h-àrd comasach, dèanta no air an toradh miannaichte a choileanadh, thèid a' chùis a dheasbad le àrd-mhanaidsear (nach eil air a bhith an sas sa chùis roimhe) agus thèid aithisg ullachadh a' cur an cèill:

Where the absence continues and none of the options identified above are possible, practical or have achieved the desired outcome, the case will be discussed with a senior manager (who has not had any previous involvement) and a report will be prepared outlining:

- Clàr slàinte is làthaireachd an neach-obrach
- Coltachd atharrachadh làthaireachd (a dh'fhaodadh iomradh/tar-churan gu Slàinte Dreuchdail a ghabhail a-steach)
- Na h-atharrachaidhean riatanach a tha air a bhith air am meas agus a bheil atharrachaidhean reusanta a bharrachd ann air am bu chòir beachdachadh
- Faotainneachd obair eile no pàtran obrach
- Far a bheil iomchaidh, comhairle bho Shlàinte Dreuchdail air am biodh an neach-obrach freagarrach airson cluaineas tràth air sgàth dìth-slàinte.
- Buaidh neo-làthaireachd san àm a chaidh seachad ro ri teachd air an raon obrachaidh.
- The employee's attendance and health record
- Likelihood of a change in attendance (which may include further reference/referrals to Occupational Health)
- The reasonable adjustments that have been considered and whether there are further adjustments which should be considered
- The availability of alternative work or work patterns
- Where appropriate, advice from Occupational Health as to whether the employee would qualify for early retirement on the grounds of ill-health
- The impact of the past and any future absence on the operational area.

Bidh an t-àrd-mhanaidsear air a bheil a' chùis a shònrachadh a' beachdachadh, ann an co-bhonn ri HR, air a bheil cùis ann airson gnìomh a bharrachd. Mas e seo a' chùis thèid cuireadh a thoirt dhan neach-obrach gu coinneamh fhoirmeil, le **fios 5 latha-obrach** agus thèid fios a thoirt dhaibh gum faod ath-shuidheachadh, ìsleachadh no cur à dreuchd a bhith mar thoradh air a' choinneimh. Gheibh iad an aithisg a tha a' toirt làn fhiosrachadh air a' chùis agus cuirear nan cuimhne an còir aca cuideigin a bhith còmhla riutha. Ma tha an neach-obrach airson fianais sgrìobhte sam bith a thoirt gus taic a thoirt dhan chùis aca fhèin bu chòir dhaibh seo a chur a-steach ron choinneimh, a dh'fhaodadh dàrna beachd meidigeach a ghabhail a-steach ma thogras iad. Bu chòir dhan àrd-mhanaidsear beachdachadh air gach iarrtas reusanta airson dàil a chur air an èisteachd gus leigeil airson aithisg mheidigeach eile no fiosrachadh buntainneach eile a dhèanamh.

The senior manager assigned this case will determine, in conjunction with HR, whether there is a case for further action. If this is the case the employee will be invited to a formal meeting, with **5 working days' notice** and advised that a possible outcome of the meeting could be redeployment, downgrading or dismissal. They will be provided with the report providing full details of the case and reminded of their right to be accompanied. If the employee wishes to produce any written evidence to support their own case then they should submit this in advance of the meeting, which can include a second medical opinion if they wish. The senior manager should consider all reasonable requests for postponement of the hearing to allow for the production of an alternative medical report or other relevant information.

Bu chòir fa-near a thoirt do gach ceum reusanta gus taic a thoirt dhan neach-obrach ann am frithealadh na coinneimh comas. Bu chòir dhan neach-obrach rabhadh a thoirt dhan àrd-mhanaidsear air duilgheadas buntainneach sam bith a thaobh làthaireachd aig no ann an giùlan na coinneimh.

Bidh an t-àrd-mhanaidsear a' stiùireadh na coinneimh agus a' beachdachadh air a bheil cùis ann an neach-obrach a chur à dreuchd. B' urrainn dhan àrd-mhanaidsear gin de na leanas a dhearbhadh:

- Tuilleadh fiosrachaidh a shireadh, m.e., aithisg mheidigeach a bharrachd gum bi atharrachadh reusanta a bharrachd air an coileanadh
- Rabhadh comas sgrìobhte foirmeil a chur an gnìomh gus gnìomh a bharrachd a ghabhail m.e., ath-shuidheachadh no ìsleachadh le aonta an neach-obrach, mar roghainn eile airson cur à dreuchd far a bheil Slàinte Dreuchdail a' dearbhadh gu bheil an neach-obrach freagarrach airson cluaineas tràth air sgàth dìth-slàinte, tha latha-cluaineis air a dhearbhadh, leis an rabhadh fhreagarrach.

Cuiridh an t-àrd-mhanaidsear fios dhan neach-obrach air a' cho-dhùnadh aca, a thèid a dhearbhadh ann an sgrìobhadh, mar as trice taobh a-staigh **5 latha-obrach** na h-èisteachd. Thèid innse dhan neach-obrach air a' chòir ath-thagraidh aca agus raon-ama airson seo a dhèanamh.

Cur à dreuchd

Ma tha na fiosrachaidhean agus co-dhùnaidhean dhan tàinig an t-àrd-mhanaidsear a' barantachadh cur à dreuchd a rèir comas, cuir an t-àrd-mhanaidsear fios dhan neach-obrach (mar phàirt dhen co-dhùnadh sgrìobhte):

- Fiosrachadh air adhbharan a' chur à dreuchd aca
- An ùine de rabhadh cùmhnantail a tha ri phàigheadh, ceann-latha èifeachdach de chrìoch an cosnaidh agus teirmean sam bith eile a' buntainn ris a' chrìochnachadh.

All reasonable steps should be considered to assist the employee in attending the capability meeting. The employee should alert the senior manager to any relevant difficulties in relation to attendance at or in the conduct of the meeting.

The senior manager will conduct the meeting and determine whether there is a case to dismiss the employee. The senior manager could determine any of the following:

- To seek further information, e.g., an additional medical report that any further reasonable adjustments are carried out
- To apply a formal written capability warning to take further action, e.g., redeployment or downgrading with the agreement of the employee, as an alternative to dismissal that where Occupational Health confirms that the employee qualifies for early retirement on the grounds of ill-health, a date of retirement is confirmed with the appropriate notice.

The senior manager will inform the employee of their decision, which will be confirmed in writing, normally within **5 working days** of the hearing. The employee will also be advised of their right of appeal and timescale for doing so.

Dismissal

If the facts and conclusions reached by the senior manager warrant capability dismissal, the manager will inform the employee (as part of the written decision):

- Details of the reasons for their dismissal
- The period of contractual notice payable, the effective date of termination of employment and any other terms relating to the termination.

6 Pròiseas Ath-thagraidh

Ag Ath-thagraidh an Aghaidh Co-dhùnadh

Far a bheil neach-obrach airson ath-thagraidh an aghaidh co-dhùnadh foirmeil sam bith a tha air a dhèanamh fo mhodh-obrach foirmeil comas, feumaidh iad a dhèanamh le bhith a' sgrìobhadh dhan t-sreath-

Appeal Process

Appealing Against a Decision

Where an employee wishes to appeal against any formal decision made under formal capability procedure, they must do so by writing to their line manager within **5 working days** of

mhanaidsear aca taobh a-staigh **5 latha-obrach** bho am faigh iad an toradh. Bu chòir dhan litir na h-adhbharan a chur an cèill air a bheil an ath-thagraidh a dhèanamh.

Bu chòir an litir tagraidh a dhèanamh ann an sgrìobhadh a' cur an cèill phàirtean leis nach eil iad riaraichte agus dè na raointean sònraichte san smachd-bhann no gnìomh a tha iad airson ath-thagraidh an aghaidh.

Bidh manaidsear tagraidh a tha co-ionnann ri no nas àirde na am manaidsear a tha an co-dhùnadh ga ath-thagraidh ag èisteachd ris an ath-thagraidh.

Cuiridh manaidsear tagraidh coinneamh air dòigh còmhla ris an neach-obrach, mar as trice taobh a-staigh **10 làithean** bho am faigh iad an ath-thagraidh sgrìobhte. Bu chòir fa-near a thoirt do gach ceum riatanach gus taic a thoirt dhan neach-obrach a' frithealadh na coinneimh. Bu chòir dhan neach-obrach fios a thoirt dhan manaidsear tagraidh mu dhuilgheadas buntainneach sam bith a thaobh làthaireachd air no ann an giùlan na coinneimh. Bu chòir dhan manaidsear tagraidh beachdachadh air gach iarrtas reusanta airson dàil a chur air an èisteachd gus leigeil airson aithisg mheidigeach eile no fiosrachadh buntainneach a dhèanamh.

Èisteachd an Ath-thagraidh

Ro èisteachd an ath-thagraidh chomais gheibh am manaidsear tagraidh an fhianais uile ri làimh agus fiosrachadh gu ruige an latha.

Tro èisteachd an ath-thagraidh beachdaichidh am manaidsear tagraidh air na h-adhbharan a chaidh a thoirt seachad airson an ath-thagraidh, ann an co-theacsa reusantachd a' cho-dhùnaidh thùsail, am modh a chaidh a leantainn agus fiosrachadh ùr sam bith a tha ann a-nis.

Beachdaichidh am manaidsear tagraidh air a bheil feum air sgrùdadh a bharrachd, a' gabhail a-steach aithisgean a bharrachd, a bhith air a choileanadh.

Às dèidh èisteachd an ath-thagraidh, faodaidh an co-dhùnadh a bhith gus:

- An co-dhùnadh tùsail a dhearbhadh
- An co-dhùnadh tùsail a tharraing air ais agus co-dhùnadh diofraichte a chur na àite

receiving the letter informing them of the outcome. The letter should state the grounds on which the appeal is made.

The appeal should be made in writing stating which aspects of the decision they are dissatisfied with and which specific areas of the sanction or applied action they wish to appeal against.

An appeal manager who is equal to or more senior to the manager whose decision is being appealed will hear the appeal.

The appeal manager will arrange a meeting with the employee, normally within **10 working days** of receipt of the written appeal. All reasonable steps should be considered to assist the employee attending the meeting. The employee should alert the appeal manager to any relevant difficulties in relation to attendance at or in the conduct of the meeting. The appeal manager should consider all reasonable requests for a postponement of the hearing to allow for the production of an alternative medical report or other relevant information.

The Appeal Hearing

Prior to the Capability appeal hearing the appeal manager will gather all the available evidence and information to date.

During the hearing the appeal manager will consider the reasons submitted for the appeal, in the context of the fairness of the original decision, the procedure that was followed, the information available to the senior manager and any new information that may have come to light.

The appeal manager will consider whether further investigation including further reports, may need to be carried out.

Following the appeal hearing, the decision may be to:

- Confirm the original decision
- Revoke the original decision and substitute a different decision.

Far a ghabhas dèanamh, bheir am manaidsear tagraidh mìneachadh air a' cho-dhùnadh gu pearsanta.

Where possible, the appeal manager will explain the decision in person.

Thèid co-dhùnadh deireannach an ath-thagraidh a chonaltradh dhan neach-obrach ann an sgrìobhadh cho luath 's a ghabhas - mar as trice taobh a-staigh **5 latha-obrach** èisteachd an ath-thagraidh.

The final decision of the appeal will be communicated to the employee in writing as soon as possible – usually within **5 working days** of the appeal hearing.

Chan eil còir ath-thagraidh a bharrachd ann.

There is no further right of appeal.

Còir Cuideigin a bhith an Cois

Bidh a' chòir aig neach-obrach cuideigin a bhith an cois aig gach pàirt den mhodh-obrach comas fhoirmeil. Bidh an neach an cois an dàrna chuid na cho-obraiche bho taobh a-staigh Bòrd na Gàidhlig, no riochdaire creideasichte an aonaidh chiùird.

Right to Be Accompanied

An employee will have the right to be accompanied at all stages of the formal capability procedure. The accompanying person will be either by a colleague from within Bòrd na Gàidhlig, or an accredited trade union representative.

Bu chòir do neach-obrach innse dhan mhanaidsear a tha a' cumail na coinneimh cò an neach an cois co-dhiù **2 latha-obrach** ron choinneimh. Tha ùine reusanta dheth ceadaichte do neach an cois gus èisteachd a fhrithealadh. Tha ùine ullachaidh reusanta ceadaichte cuideachd rè ùine obrach, ach feumaidh seo a bhith le aonta sreath-manaidsear an neach an cois. Tha e saor-thoileach a bhith mar neach an cois; chan eil uallach ann an dreuchd a ghabhail os làimh.

An employee should advise the manager holding the meeting who the chosen accompanying person is at least **2 working days** before the meeting. An accompanying person is allowed reasonable time off with pay to attend a hearing. Reasonable preparation time is also permitted during work time, but this must be with the consent of the accompanying employee's line manager. Acting as an accompanying person is voluntary; there is no obligation to take on the role.

Dàlachaidhean

Faodar dàil a chur air coinneamhan agus èisteachdan ath-thagraidh a rèir toil a' mhanaidsear a tha a' gabhail na cathrach, gus ùine a leigeil airson tuilleadh fianais fhaighinn, no mar as trice gus meas a leigeil air an fhianais agus co-dhùnadh air dè gnìomh a tha iomchaidh, ma tha gnìomh sam bith iomchaidh.

Adjournments

Meetings and appeal hearings may be adjourned at the discretion of the manager chairing it, to allow time for additional evidence to be obtained, or more commonly to allow consideration of the evidence and to determine what, if any, action is appropriate.

Faodaidh dhan neach-obrach no neach an cois dàil iarraidh aig uair sam bith tron èisteachd ma tha iad ag iarraidh comhairle no airson cùisean am maith.

The employee or accompanying person may also request an adjournment at any time throughout the hearing if they require to consult or for issues of welfare.

Ullachaidhean Air Leth Eile

Far nach eil, a dh'aindeoin beachdachadh air ceumannan reusanta uile gus taic a thoirt dhan làthaireachd, neach-obrach comasach air coinneamh a fhrithealadh gus bruidhinn air an neo-làthaireachd aig ìre sam bith fon phoileasaidh seo air sgàth dìth-slàinte faodar ullachaidhean eile a chur an àite. Faodaidh iad seo a ghabhail a-steach:

Exceptional Arrangements

Where, despite consideration of all reasonable steps to assist their attendance an employee is unable to attend a meeting to discuss their absence at any stage under this policy due to their ill-health alternative arrangements may be put in place. These may include:

- Ullachaidhean a chaidh a dhèanamh gus coinneamh a chumail aig àite iomchaidh eile
- Riochdaire a shuidheachadh a fhrithealadh às an leth. Faodaidh seo a bhith na cho-obrachichte bho taobh a-staigh Bòrd na Gàidhlig, no riochdaire creideasachichte an aonaidh chiùird
- Cur a-steach fianais sgrìobhte agus aithrisean a bhith air am meas ann an neo-làthaireachd an neach-obrach.
- Arrangements made to hold a meeting at an appropriate alternative location
- The appointment of a representative to attend on their behalf. This may be a colleague from within Bòrd na Gàidhlig, or an accredited trade union representative
- The submission of written evidence and statements to be considered in the employee's absence.

Ann an suidheachaidhean èiginneach faodar coinneamhan a chumail nuair nach eil an neach-obrach an làthair, agus sa chùis sin thèid fios a thoirt don neach-obrach ann an sgrìobhadh mu bhuilean sam bith.

In extenuating circumstances meetings may be held in an employee's absence, in which case the employee will be notified of any outcomes in writing.

7 Dreuchdan agus Dleastanasan

Tha uallach air gach neach-obrach:

- Dèanamh cinnteach gun lìon iad a-steach fiosrachadh iomchaidh gu lèir ri linn an clàr tinneas aca air PeopleHR
- Brosnachadh agus cumail suas an sunnd fhèin, a' gabhail a-steach cobhair a thoirt dhan ath-shlànachadh fhèin far a bheil seo riatanach
- Eòlas fhaighinn air a' phoileasaidh/mhodh-obrach agus dèanamh cinnteach gun cur iad fios air agus gun co-obrach iad leis an t-sreath-mhanaidsear aca tron neo-làthaireachd airson an adhbhar conaltradh a chumail
- Sgrìobhainnean sam bith a thoirt dhan t-sreath-mhanaidsear aca airson taic a thoirt dhan neo-làthaireachd aca cho luath 's a ghabhas dèanamh, i.e., notaichean meidigeach an dotair far a bheil iomchaidh (dh'fhaodadh fàiligidh ri seo a dhèanamh leantainn gu dàil air pàigheadh tinneis reachdail no dreuchdail) agus às dèidh tilleadh bho ghreis neo-làthaireachd
- Co-obrachadh leis a' mhanaidsear aca agus riatanasan Bòrd na Gàidhlig airson còmhradh 'fàilte air ais' air an tilleadh

Roles and Responsibilities

All employees have a responsibility to:

- Ensure that they complete all relevant information in relation to their sickness record on PeopleHR
- Promote and maintain their own wellbeing, including aiding their own recovery where this is necessary
- Make themselves familiar with the policy/procedure and ensure that they contact and co-operate with their line manager during their absence for the purpose of keeping in touch
- Provide their line manager with any documentation to cover their period of absence as soon as practicable, i.e., doctor's medical notes where appropriate (failure to do so could mean the delay in payment of occupational or statutory sick pay) and on return from a period of absence
- Co-operate with their manager and Bòrd na Gàidhlig requirements for a 'welcome back' discussion on their return

- Co-obrachadh leis a’ mhanaidsear aca agus Bòrd na Gàidhlig far a bheilear a’ sireadh fiosrachadh air an slàinte a tha buntainneach dhan làthaireachd agus dèanadas aig obair a’ gabhail a-steach riatanasan airson sgrùdadh Slàinte Dreuchdail far a bheil tar-chur ga dhèanamh fon phoileasaidh seo.

Tha dleastanas air luchd-stiùiridh uile:

- Meòrachadh air ìrean na neo-làthaireachd tinneis agus a bhith a’ stiùireadh ann an dòigh mhothachail, cothromach, cunbhalach agus tràthail, luchd-obrach uile a tha ìrean na neo-làthaireachd aca a’ togail dhraghan sam bith, a’ toirt fa-near do shuidheachaidhean fa leth
- Deasbad ri luchd-obrach air adhbharan neo-làthaireachd agus gnìomh iomchaidh a ghabhail
- Conaltradh bitheanta a chumail ri luchd-obrach a tha neo-làthair tro dhìth-slàinte gu h-àraid neo-làthaireachd fad-ùine, gus dèanamh cinnteach gu bheil iad mothachail air an adhartas agus faide na neo-làthaireachd. A bhith mothachail air suidheachaidhean an neach-obrach agus dòigh-conaltraidh a chleachdadh a tha freagarrach dhan suidheachaidhean gun a bhith bacail
- A bhith a’ dol tro na h-ìrean a dh’fheumar ann an stiùireadh neo-làthaireachd tinneis ann an dòigh thràthail, a’ cumail conaltradh ris an neach-obrach air na h-ath cheummanan, a’ dèanamh cinnteach gu bheil clàran mhionaidean air an glèidheadh airson luchd-obrach uile a’ gabhail a-steach faide neo-làthaireachd agus nota air còmhraidhean uile a chaidh a chumail agus targaidean a chaidh a shuidheachadh.
- Clàran neo-làthaireachd mionaideach, fa leth a chumail taobh a-staigh PeopleHR airson luchd-obrach uile a’ toirt a-steach faide neo-làthaireachd agus nota air còmhraidhean uile a chaidh a chumail agus targaidean uile a chaidh a shuidheachadh
- Dèanamh cinnteach gu bheil sochairean iomchaidh air an suidheachadh ann am PeopleHR air sgrìobhainnean uile air an sàbhaladh gu dealanach gus a bhith cinnteach à rùnachd
- Ceangail cùisean far a bheil feum air atharrachaidhean reusanta neo tilleadh ceum air ceum ri HR gus dèanamh cinnteach gu bheil

- Co-operate with their manager and Bòrd na Gàidhlig where details of their health are sought which are relevant to their attendance and performance at work including requirements for an Occupational Health assessment of health where a referral is made under this policy.

All managers have a responsibility to:

- Reflect on the levels of sickness absence and to manage sensitively, fairly, consistently and in a timely manner, all employees whose absence levels raise any concerns, having regard for individual circumstances
- Discuss with employees the reasons for absence and take appropriate action
- Keep in regular contact with employees who are absent through ill health particularly during long term absence, to ensure that they are fully aware of progress and the likely duration of the absence. To be sensitive to the employee’s circumstances and use a method of contact which is appropriate to the circumstances and avoids being intrusive
- Follow through the stages required in managing sickness absence in a timely manner, keeping the employee informed of the next steps, ensuring accurate records are maintained and communicating any decisions taken for all employees including the duration of absence and a note of all discussions that have been held and targets that have been set
- Maintain accurate, individual absence records within PeopleHR for all employees including the duration of absence and a note of all discussions that have been held and targets that have been set
- Ensure that appropriate privileges are set in PeopleHR on all documentation saved electronically to ensure confidentiality
- Liaise with HR cases which require reasonable adjustments or a phased

fiosrachadh air a chlàradh gu mionaideach air PeopleHR

- Meas dligheach a thoirt do dh'ìrean iomchaidh de thaic is comhairle do luchd-obrach, i.e., a bhith a' brosnachadh an neach-obrach comhairle a chur ris an EAP far a bheil iomchaidh
- Beachdachadh air atharrachaidhean reusanta sam bith a thaobh dleastanasan no acainn a dh'fhaodadh a bhith feumail gus taic a thoirt do neach-obrach a' tilleadh a dh'obair às dèidh greis neo-làthaireachd.

Tha dleastanas air Corporra:

- Trèanadh agus leasachadh iomchaidh a thoirt seachad do mhanaidsearan gus taic a thoirt do bhuileachadh seo agus poileasaidhean eile
- Gus dèanamh cinnteach gu bheil an ìre cheart de thaic agus chomhairle aig manaidsearan gus an comasachadh gnìomh a ghabhail ann an dòigh chothromach is chunbhalach
- A bhith a' freagairt iarrtasan airson tar-churan Slàinte Obrach ann an dòigh thràthail, a' co-òrdanachadh na freagairt agus a' dèanamh cinnteach gu bheil fiosrachadh buntainneach air a thoirt seachad gus manaidsearan a chuideachadh ann an co-dhùnaidhean cothromach a dhèanamh.
- Manaidsear a chomhairleachadh air buaidhean reachdail sam bith, m.e., Achd Co-ionannachd 2010.
- Taic a thoirt dhan mhanaidsear ann am beachdachadh air dreuchdan eile far nach eil an neach-obrach comasach a thilleadh a dh'obair no ann an tar-chur gu Slàinte Dreuchdail gus meas a thoirt air iomchaidheachd cluaineas dìth-slàinte.

Tha dleastanas air an neach an cois:

- An neach-obrach a chuideachadh ann am fiosrachadh a chur ri chèile a bhios a' toirt taic dhan chùis aca
- Taic a thoirt dhan neach-obrach tron èisteachd
- Còmhraidh ris an neach-obrach tron èisteachd
- Dìomhaireachd a ghlèidheadh daonnan
- Gun a bhith a' giùlan ann an dòigh bhuaireasach no bhacail.

return to ensure that information is recorded accurately on PeopleHR

- Give due consideration to appropriate levels of support and advice to employees, i.e., encourage the employee to consult the EAP where appropriate
- Consider any reasonable adjustments in duties or equipment that may be required to support an employee returning to work following a period of absence.

Corporra have a responsibility to:

- Provide appropriate training and development for managers to support the implementation of this and other policies
- Ensure that managers have the right level of support and advice to enable them to act in a fair and consistent manner
- Respond to requests for referrals to Occupational Health in a timely manner, co-ordinating the response and ensuring relevant information is provided to the manager to enable decisions to be made
- Advise managers on any legislative impacts e.g., The Equality Act 2010.
- Assist the manager in considering alternative roles where the employee is not able to return to their own or referring to Occupational Health for consideration of ill-health retirement as appropriate.

The accompanying person has the responsibility to:

- Assist the employee in collating information that supports their case
- Support the employee during the hearing
- Confer with the employee during the hearing
- Always maintain confidentiality
- Not behave in a disruptive or obstructive manner.

Tha Bòrd na Gàidhlig ag aithneachadh an dleastanais a th' aige gus dèanamh cinnteach nach bi duine sam bith a' fulang leth-breith no ana-cothrom air sgàth aois, ciorramachd, ath-dhealbhadh gnè, pòsadh is com-pàirteachas sìobhalta, cinneadh, cràbhadh no creideamh, leatromachd is màthaireachd, gnè no aomadh gnèitheasach. Tha am poileasaidh seo air sgrùdadh tro Mheasadh Buaidh Co-ionannachd gus co-ionannachd a chomasachadh.

Bòrd na Gàidhlig recognises its responsibility to ensure that no-one is discriminated against or disadvantaged on the grounds of age, disability, gender reassignment, marriage and civil partnership, race, religion or belief, pregnancy and maternity, sexual orientation or sex. This policy has been screened through an equality impact assessment to ensure equality.

9 Achd Co-ionannachd 2010

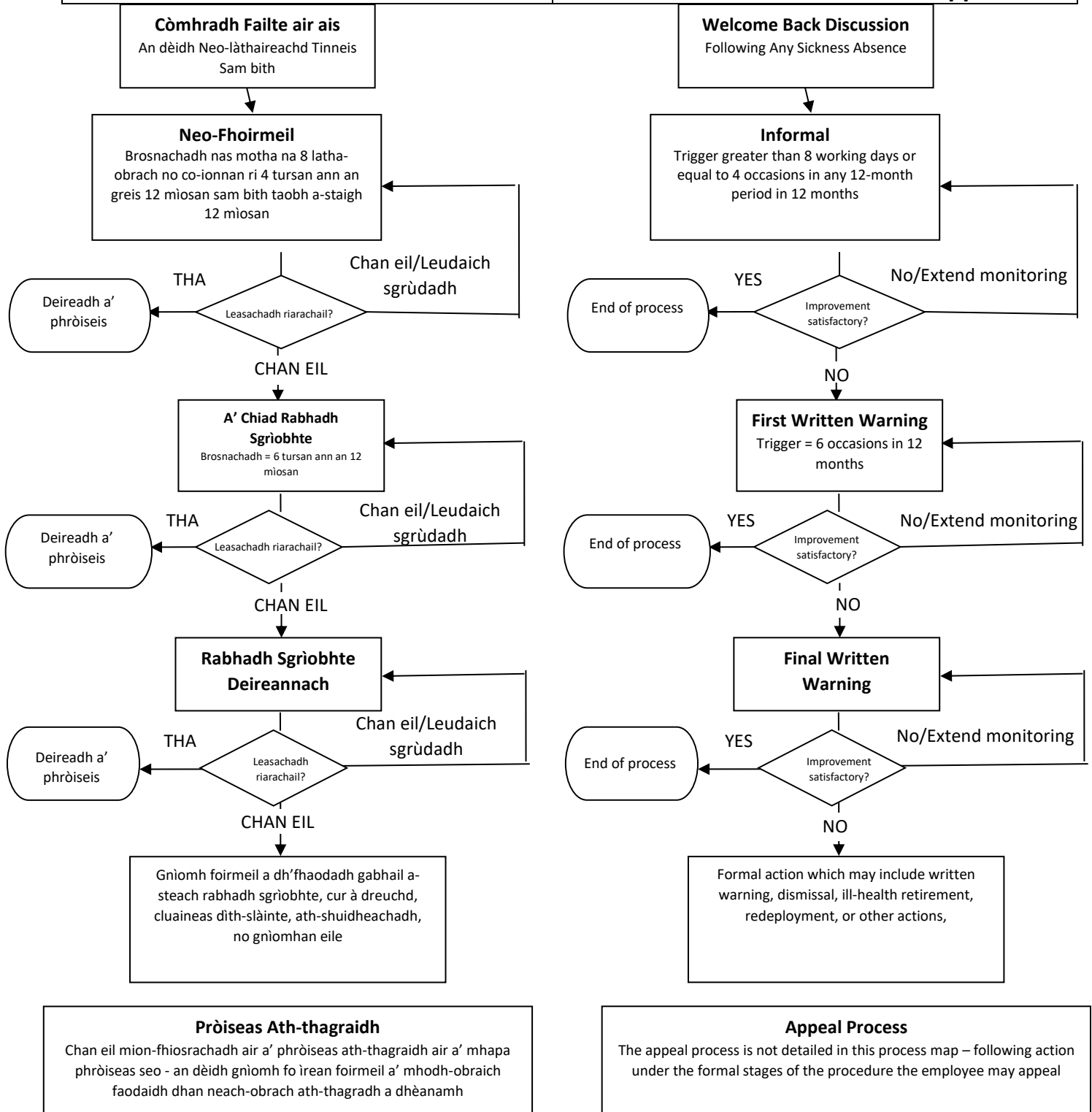
Feumar stiùireadh a' phoileasaidh seo a chur an gnìomh ann an dòigh a tha co-chòrdail ri dleastanasan Bòrd na Gàidhlig a thaobh an Achd Co-ionannachd 2010 a' gabhail a-steach an dleastanas atharrachaidhean reusanta a choileanadh. Far a bheil neo-chunbhalachd sam bith anns na dleastanasan a chaidh a leigeil leis an Achd tha an Achd an uair sin a' tighinn an àite a' phoileasaidh seo. 'S e eisimpleir de seo a' choltachd gu bheil puingeann brosnachaidh dhiofraichte air an cleachdadh airson luchd-obrach a tha an neo-làthaireachd aca a' tighinn bho ciorramachd a thaobh an Achd. Tha taic ri fhaighinn bho riochdaire GD Bòrd na Gàidhlig a thaobh chùmhnanntan agus bhuilean an Achd. Bu chòir do mhanaidsearan bruidhinn ris an Riochdaire GD aca nuair a tha iad a' beachdachadh air ceumannan a ghabhail a thaobh a' phoileasaidh ann an co-cheangail ri luchd-obrach sam bith air a bheil coltachd ciorramach a thaobh an Achd.

The Equality Act 2010

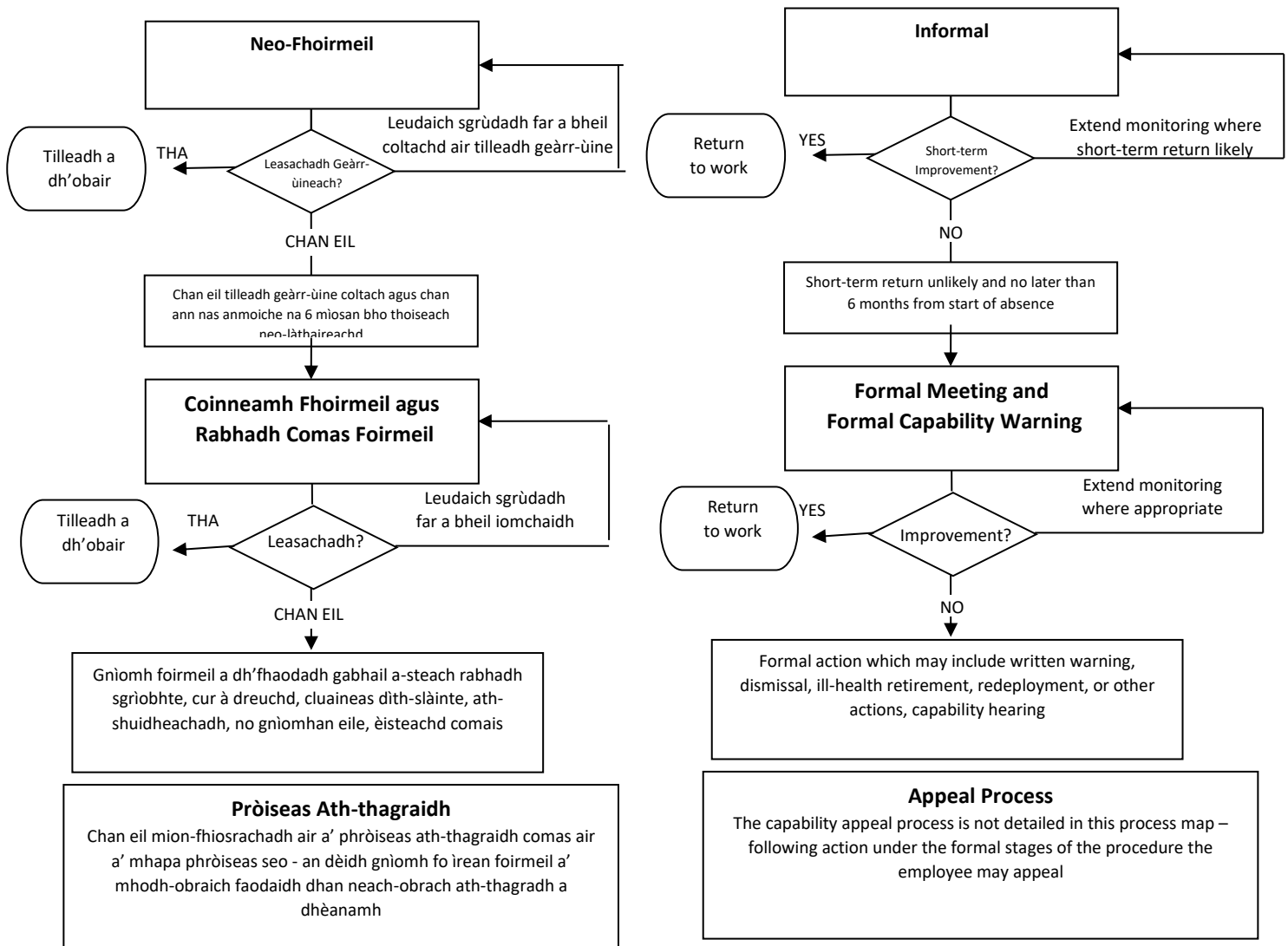
The guidelines of this policy must be implemented in a way which is consistent with Bòrd na Gàidhlig's duties in terms of the The Equality Act 2010 including the duty to carry out reasonable adjustments. Where there is any inconsistency the duties imposed by the Act then the Act supersedes this policy. An example of this is the possibility that different trigger points are used for employees whose absence arises from a disability in terms of the Act. Assistance is available from Bòrd na Gàidhlig's HR Representative as to the terms and implications of the Act. Managers should discuss with their HR Representative when considering taking steps in terms of the policy in relation to any employees who are likely to be disabled in terms of the Act.

Eàrr-ràdh 1:

Appendix 1:



<p>Eàrr-ràdh 2:</p>	<p>Appendix 2:</p>
<p>Mapa Mineachail air a' Phròiseis Neo-làthaireachd Fad-ùine</p>	<p>Illustrative Process Map Long Term Absence</p>
<p>Thoiribh fa-near: Feumaidh stiùireadh cùisean slàinte agus ciorramachd comasach a tha ceangailte ri neo-làthaireachd dòigh-obrach shùbailte. 'S ann airson adhbharan mineachail a tha mapa a' phròiseis seo. Bidh am pròiseas fhèin fon mhodh-obrach seo a rèir nan suidheachaidhean fa leth agus faodaidh e a bhith diofraichte. Ma thathar ann an teagamh cuiribh fios air seirbheisean GD.</p>	<p>Please note: Managing health and potential disability issues relating to absence require a flexible approach. This process map is for illustrative purposes. The actual process under this procedure will be appropriate to the individual circumstances and may differ. If in doubt please refer to HR services.</p>



<p>Stiùireadh</p>	<p>Guidance</p>
<p>Prògram Taic airson Luchd-obrach Fòn 0800 047 4097, Portal Slàinte Air loidhne aig https://wisdom.healthassured.org/login</p>	<p>Employee Assistance Programme. Telephone 0800 047 4097, On-line Health Portal at https://wisdom.healthassured.org/login</p>

Dreach <i>Version Number</i>	Adhbhar/Atharrachadh <i>Purpose/Change</i>	Ùghdar <i>Author</i>	Ceann-là <i>Date</i>
V2	Update and review	Arena HR & HoF&CA	01/04/2024
V3	Changes translated and checked	OM	06/09/2024

8. Smachd Sgrìobhainn/Document Control



Poileasaidh airson Stiùireadh Neo-làthaireachd Managing Absence Policy

Air aontachadh le/Approved by: Comataidh Poileasaidh is Goireasan

Air aontachadh air/Approved on: 09/11/2021

Lèirmheas a dhìth/Review due on: 09/11/2023

Eadar-theangachadh dearbhte/translation checked: xxxxxx

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Poileasaidh airson Stiùireadh Neo-làthaireachd
Managing Absence Policy
1 Adhbhar

Tha Bòrd na Gàidhlig an geall air slàinte, sunnd agus làthaireachd luchd-obrach uile a leasachadh. Tha cruinneachadh de phoileasaidhean aig Bòrd na Gàidhlig a tha ag amas air stiùireadh dhaoine math thar a' bhuidhinn agus ag amas air dèanamh cinnteach à cothromachd agus cunbhalachd làimhseachaidh.

Purpose

Bòrd na Gàidhlig is committed to improving the health, well-being, and attendance of all employees. The organisation has a suite of policies aimed at delivering good people management across the organisation, and to ensure fairness and consistency of treatment.

Faodaidh stiùireadh a shireadh an-còmhnaidh bhon ~~Sheirbheisean Gèmhanaidsear-loidhne agaibh~~ air mineachadh agus obrachadh a' phoileasaidh.

Guidance can be sought at all times from ~~your line manager or HR representatives~~ services on the interpretation and operation of this policy.

2 Farsaingeachd

Tha am poileasaidh seo a' buntainn ri luchd-obrach uile aig Bòrd na Gàidhlig. Airson luchd-obrach a tha a' frithealadh na h-ùine dearbhaidh aca an-dràsta, bidh prionnsabalan a' phoileasaidh seo a' buntainn a thaobh stiùireadh na h-ùine dearbhaidh sin, ach, is dòcha gum bi cuid de na ceumannan air an luathachadh.

Scope

This policy applies to all employees of Bòrd na Gàidhlig. For employees who are currently serving their probation period, the principles of this policy will apply in the context of managing that probation, however, some of the steps may be accelerated.

3 Aithisg Poileasaidh

'S e adhbhar a' phoileasaidh seo manaidsearan is luchd-obrach a chomasachadh a thuigsinn cudromachd stiùireadh agus glèidheadh làthaireachd agus ceumannan dìreach simplidh a thoirt a dh'ionnsaigh stiùireadh neo-làthaireachd far a bheil làthaireachd ag adhbharachadh draghan sam bith.

Policy Statement

The purpose of this policy is to enable managers and employees to understand the importance of managing and maintaining attendance and to provide simple straightforward steps to managing absence where attendance is causing any concerns.

~~Ann an suidheachaidhean air leth, agus gu h-àbhaisteach an dèidh comhairle bho Shlàinte Dreuchdail, bithear a' gabhail ri ìrean de neo-làthaireachd tinneis nas motha na factaran brosnachaidh taobh a-staigh a' phoileasaidh seo mar atharrachadh reusanta a thaobh an Achd air Leth-bhreith Ciorramachd.~~

~~In exceptional circumstances, and normally following advice from Occupational Health, levels of sickness absence in excess of the trigger factors within this policy will be accepted as a reasonable adjustment in terms of the Disability Discrimination Act.~~

Tha iomadh adhbhar ann air carson nach eil neach-obrach comasach a bhith an làthair aig obair, seach an tinneas fhèin, agus mar sin tha Bòrd na Gàidhlig ag obrachadh obair shùbailte agus sreath de dh'ullachaidhean cead agus cead sònraichte a leigeas le luchd-obrach ~~feumalachdan am beatha dhachaigheil a chothromachadh ri taobh am beatha~~

There can be many reasons why an employee is not able to be present at work, other than their own sickness, and therefore Bòrd na Gàidhlig operates flexible working and a range of leave and special leave arrangements to allow employees to ~~balance the needs of their domestic life alongside their working life~~ have a



~~obrach cothromachadh beatha-obrach a bhith aca.~~ work life balance. (faicibh na poileasaidhean Obair Shùbailte agus CeadFòrladh).

work life balance. (see Flexible Working and Leave policies).

Chan eil am poileasaidh seo mar phàirt de chòraichean cùmhnaint an neach-obrach. Tha Bòrd na Gàidhlig a' glèidheadh na còrach mion-fhiosrachadh nam poileasaidhean atharrachadh nuair a bhios seo riatanach mar thoradh air reachdas no feumalachdan na buidhne.

This policy does not form part of the employee's contractual rights. Bòrd na Gàidhlig reserve the right to vary the detail of the policies as may be required by legislation or organisational requirements.

4 Ag obair leis a' Phoileasaidh seo

Working with this Policy

'S e prìomh phrionnsabal de stiùireadh làthaireachd gum bu chòir neo-làthaireachd uile a sgrùdadh, agus is fheudar do mhanaidsearan ceumannan iomchaidh a ghabhail gus dèanamh cinnteach gu bheil ~~fios aig luchd-obrach gun robhar ag ionndrainn an làthair~~ fios aig luchd-obrach eòlasach freagarrach ~~comasach airson tilleadh a dh' obair agus gun tèid fios sam bith as ùr air innse dhuibh a thaobh obair~~ mu chùisean obrach. ~~sgu bheil fios as ùr sam bith air innse dhuibh nuair .~~ Gus taic a thoirt ri seo a choileanadh ~~thathar a' moladh gun cum manaidsearan, agus gum bidh luchd-obrach uile a' co-obrachadh le, còmhraidh 'Tilleadh fàilte air ais a dh' Obair' aig manaidsearan le luchd-obrach uile~~ (a thaobh earrann 5 den phoileasaidh seo) an dèidh a h-uile greis neo-làthaireachd air sgàth tinneas/dith-slàinte, ~~airson còmhraidh air na cùisean a' buntainn ris a' ghrèis neo-làthaireachd.~~

A key principle to managing attendance is that all absence should be monitored, and managers are required to take appropriate steps to ensure that employees are fit to be back at work and brought up to date with work matters ~~realise that their presence has been missed.~~ To assist in achieving this ~~it is recommended that manager's hold, and all employees co operate with,~~ managers will have a 'welcome back' Return to Work' discussion with all employees (in terms of section 5 of this policy) following all any periods of sickness, absence due to sickness/ill health in order to discuss the issues relating to the period of absence.

Tha teans ann gun leasaich suidheachadh ris a bheilear a' dèiligeadh fo aon eileamaid den phoileasaidh seo gu suidheachadh ris am bu chòir dèiligeadh fo phoileasaidh eile, mar eisimpleir cùis dith-slàinte a tha a' gabhail a-steach chùisean ceangailte ri giùlain no dèanadas. Far an togar fianais de choimeasgachadh de dhèanadas/dith-slàinte agus giùlan aig a' cheart àm, faodar na cùisean a thoirt còmhla air sgàth a' phròiseis choitcheinn mar aon sgrùdadh. Far a bheil iomchaidh, cuirear aon choinneamh fhoirmeil air dòigh gus dèiligeadh ri cùisean uile. Ach, bidh smachd-bhannan no toraidhean sam bith iomchaidh dhan cùisean fa leth.

It is possible that a situation being dealt with under one element of this policy evolves into one that should be dealt with under another policy, for example a case of ill-health that includes issues relating to conduct or performance. Where evidence of a combination of performance/ill health and conduct is raised at the same time, the issues may be combined on account of the common process as a single investigation. Where appropriate, one formal meeting will be arranged to address all issues. However, any sanctions or outcomes will be appropriate to the individual issues.

~~Tha am poileasaidh seo a' cur a mach am modh obrach airson neo-làthaireachd gearr ùine agus fad ùine a stiùireadh. Bheirear am modh obrach gearr ùine a mach far a bheil grunn neo-làthaireachdan gearr ùine aig an neach-obrach.~~

~~This policy sets out the procedure for managing short term and long term absence. The short-term procedure will be invoked where the employee has a series of short term absences.~~



~~Thathar an dùil gun cleachdadh am modh-obrach fad-ùine far a bheil tinneas no euslaint fhad-ùine air an neach-obrach.~~

~~It is anticipated that the long-term procedure will be used where the employee has a long-term illness or health condition.~~

~~Faodaidh suidheachadh ris a bheilear a' dèiligeadh fon mhodh-obrach gheàrr-ùine no fhad-ùine a bhith, no faodaidh gum fàs e gu bhith, na shuidheachadh ris am bithear a' dèiligeadh ann an dòigh nas iomchaidh fon mhodh-obrach eile. 'S e deagh eisimpleir a bhiodh ann an neach-obrach aig an robh grunn neo-làthaireachdan gheàrr-ùine a lorgar a bha mar thoradh air tinneas fad-ùine no euslaint air a chùlaibh. B' fheàrr deiligeadh ri cùis mar seo fon mhodh-obrach fhad-ùine. Anns gach cùis den leithid bu chòir dèiligeadh ris a' ghnothach fon mhodh-obrach iomchaidh.~~

~~A situation dealt with under the short term or long term procedure may be, or become, one which is more appropriately dealt with under the alternative procedure. A good example would be an employee who has several short-term absences which are found to be due to long term illness or an underlying health condition. A case like this would be better dealt with under the long term procedure. In all such cases the matter should be dealt with under the appropriate procedure.~~

~~Bidh am mhodh-obrach a thèid a leantainn an urra ris an fhiosrachadh a bhios ri fhaotainn don mhanaidsear-joidhne agus do Bhòrd na Gàidhlig aig an t-àm, ma bhios barrachd fiosrachaidh ri fhaighinn nuair a bhios iad a' leantainn a mhodh-obrach (i.e. Comhairliche Slàinte Dèruchdail a toirt comhairle gu bheil iomadach ùine de neo-làthaireachd gheàrr-ùine mar thoradh air sgrùdaidhean meidigeach neo suidheachadh slàinte bunaiteach) an uairsin thèid am modh-obrach atharrachadh a rèir sin.~~

~~The procedure followed will be subject to the information available to the line manager and Bòrd na Gàidhlig at the time, if when following a procedure more information becomes available (i.e. Occupational advise that multiple spells of short-term absences are due to medical investigations or an underlying health condition) then the procedure will be adjusted accordingly.~~

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~~Faodar ìrean den mhodh-obrach fhàgail às fo ùghdarras Bòrd na Gàidhlig ma tha, na bheachd, na suidheachaidhean a' barantachadh a leithid de ghnìomh.~~

~~Stages of the procedure may be omitted at the discretion of Bòrd na Gàidhlig if in its opinion the circumstances warrant such action.~~

~~Tha Prògram Taic airson Luchd-obrach (EAP) aig Bòrd na Gàidhlig a bheir taic do luchd-obrach air a bheil dragh mu chùisean a dh'fhaodadh buaidh a thoirt air an slàinte agus an làthaireachd na dhèidh. Gheibhear fiosrachadh conaltraidh an EAP ann an 'eisimeileachdan' aig deireadh na sgrìobhainn seo. Anns na suidheachaidhean seo is dòcha gum bi manaidsearan, a dh'fhàsas mothachail air cùisean sam bith tron mhodh-obrach 'fàilte air ais' Tilleadh a dh' Obair', airson luchd-obrach a bhrosnachadh comhairle a shireadh bhon EAP agus a bhith a' cur gu gnìomhach ri làthaireachd an neach-obrach aig obair a stiùireadh.~~

~~Bòrd na Gàidhlig has an Employee Assistance Programme (EAP) which provides support to employees who are concerned about issues that may affect their health and subsequent attendance. Contact details for the EAP can be found in 'dependencies' Appendix 2 at the end of this document policy. In these circumstances' Managers, who become aware of any issues through during the 'welcome back' Return to Work' approach discussion, may also wish to encourage employees to seek advice from the EAP to complement pro-actively managing the employee's attendance at work.~~

~~Nì Bòrd na Gàidhlig cinnteach:~~

~~Bòrd na Gàidhlig will ensure that:~~

- ~~Gu bheil taic agus stiùireadh iomchaidh air an toirt gu luchd-obrach agus manaidsearan gus slàinte is sunnd nan luchd-obrach a leasachadh agus airson~~

- ~~Appropriate support and guidance are given to employees and managers to improve employee's health and well-being and to~~



an neach-obrach a chomasachadh a thilleadh a dh'obair far a ghabhas dèanamh.

- Gun tèid a h-uile duine ris a bheil e a' buntainn a chomhairleachadh air an riatanas urram a thoirt do dhìomhaireachd an fhiosrachaidh uile a tha ceangailte ri tinneas/dith-slàinte neach-obrach.
- Gun clàraich manaidsearan agus luchd-obrach neo-làthaireachdan uile gu mionaideach agus gu tràthail air PeopleHR.

Nì luchd-obrach cinnteach:

- Gum frithealaich iad an cuid obrach gu cunbhalach agus gu tràthail gus an dleastanasan a choileanadh.
- Nuair nach eil iad comasach a bhith ag obair air sgàth tinneas cuiridh iad fios air an t-sreath-mhanaidsear aca no air neach ainmichte eile air a' chiad latha-obrach de neo-làthaireachd tinneas le fòn (cleachdadh post-d no teacsa ann an suidheachaidhean maothachaidh a-mhàin), an dàrna cuid ro 9.00m air a' mhadainn a tha an làthaireachd aca dligheach no uair a thide ro bheil iad dligheach a bhith an làthair ma tha iad ag obair uairean neo-choitcheann. Bu chòir am pròiseas a lean-tainn le conaltradh làitheil mura h-eil a' chaochladh air aontachadh leis an t-sreath-mhanaidsear. Ma mhaireas aon greis neo-làthaireachd nas fhaide na seachdain agus ma dùil gun lean e airson co-dhiù seachdain eile bidh an sreath-mhanaidsear mar as trice ag aontachadh leis an luchd-obrach aca gun fheudar dhan luchd-obrach fios a chur thuca gach seachdain mura thèid fios a thoirt air a' chaochladh. Bu chòir an neach-obrach cumail fios don t-sreath-mhanaidsear aca gach là mur nach eil dad sam bith eile aontaichte. Far a bheil an dùil ri làithearachd nas fhaide na 5 làithean obrach, bu chòir an sreath-mhanaidsear aontachadh cho tric 's a bhios neach-obrach a conaltradh leotha, mar as àbhaist bidh seo gach seachdain.
- Tha neo-làthaireachdan air an clàradh air PeopleHR a' dèanamh cinnteach gu bheil ceann-latha an neo-làthaireachd air a chur a-steach cho luath 's a ghabhas an dèidh tilleadh a dh'obair.

enable the return to work of the employee wherever possible.

- All concerned will be advised of the requirement to respect the confidentiality of all information relating to an employee's sickness/ill-health.
- Managers and employees accurately record all absence in a timely manner on PeopleHR.

Employees will ensure that:

- They attend their work regularly and punctually in order to undertake their duties.
- When unable to work due to sickness they will notify their line manager or other designated person on the first working day of sickness absence by telephone (use of email or text only in extenuating circumstances), either by 9.00 am on the morning that their attendance is due or 1 hour before they are due to report for duty if they are working non-standard hours. This process should be followed daily contact unless otherwise agreed with the line manager. The employee should continue to report their sickness absence to their line manager on a daily basis unless otherwise agreed. Where a period of sickness absence is expected to exceed 5 working days, the manager should agree communication frequency with the employee, normally once per week. If a single period of absence lasts more than 1 week and is expected to continue for at least a further week the line manager will normally agree with their employees that employees are required to contact them on a weekly basis unless notified to the contrary.
- Absences are recorded on PeopleHR ensuring the end date of the absence is entered as soon as possible on the return to work.

Cha bhì neo-làthaireachd co-cheangailte ri leatromachd a' cunntadh a thaobh nam puingeann brosnachaidh.

Absence related to pregnancy will not count in relation to the trigger points.

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5 Modh-obrach air Stiùireadh Neo-làthaireachd

Còmhradh Fàilte air ais

An dèidh a h-uile greis neo-làthaireachd mar thoradh air tinneas/dìth slàinte thathar a' moladh gun tèid còmhradh fàilte air ais a chumail eadar an sreath-mhanaidsear agus an neach-obrach. Bidh còmhradh fàilte air ais a tachairt eadar sreath-mhanaidsear agus an neach-obrach an deidh a h-uile greis làithearachd. Bu chòir Bidh an còmhradh a chur air dòigh a tachairt air a' chiad latha tillidh an neach-obrach no cho luath 's a ghabhas dèanamh an dèidh làimhe. Far a ghabhas dèanamh, bu chòir an còmhradh a chumail gu pearsanta ach ann an suidheachaidhean far a bheil an neach-obrach agus an sreath-mhanaidsear ag obair ann an diofar àiteachan, 's urrainn dhan choinneimh a chumail tro fon no co-labhairt bhideo air loidhne (m.e. MS Teams).

Bu chòir dhan t-sreath-mhanaidsear agus an neach-obrach còmhradh mu dheidhinn:

- Adhbharan na neo-làthaireachd sin
- Pàtran neo-làthaireachd far am foadadh iad seo a bhith mar chomharran de dh'adhbharan eile ag adhbhrachadh dragh (m.e. gach Diluain)
- Iomchaidheadh — Mu bhiodh tar-chur gu Slàinte Dreuchdail riatanach
- Mar a tha an gnìomhachas air adhartachadh nan neo-làthaireachd
- Tilleadh ceum air cheum ma tha seo riatanach iomchaidh.
- Atharrachaidhean reusanta sam bith eile a dh' fhaodadh a bhith riatanach (m.e. dleastanasan nas aotroime, atharrachadh pàtrain obrach neo uairean obrach msaa)

Bu chòir do sreath-mhanaidsearan fiosrachadh na coinneimh còmhradh fàilte air ais a chlàradh ann am faidhle an neach-obrach air PeopleHR.

Mura h-urrainn dhan t-sreath-mhanaidsear, air adhbhar sam bith, a' choinneimh còmhradh fàilte air ais a cumail, is dòcha gum bi e iomchaidh gun cum manaidsear eile an còmhradh.

Neo-làthaireachd Geàrr-ùine - Neo-fhoirmeil

Nuair a tha neo-làthaireachdan geàrr-ùine nas motha na factar-puing brosnachaidh' de 11 latha obrach, no

Managing Absence Procedure

Welcome Back/Return to Work Discussion

Following all periods of absence due to sickness/ill health it is recommended that a welcome back discussion is held between the line manager and employee. A welcome back discussion will take place between the line manager and employee following every period of absence. The discussion should be arranged/will take place on the first day of the employee's return or as soon as practicable thereafter. Where possible, the discussion should be held in person but in circumstances where the employee and the line manager work in different locations, the meeting can be conducted via telephone or video conference via online (i.e. MS Teams).

The line manager and employee should discuss:

- Reasons for the absence
- Any patterns of absence where these might be symptomatic of other causes which give cause for concern (i.e. Mondays)
- Whether referral to Occupational Health is appropriate/required
- How the business has progressed in their absence
- Phased return if required/appropriate.
- Any other reasonable adjustments that may be required (i.e. lighter duties, change of work pattern or hours etc)

Line managers should record details of the meeting/welcome back discussion on in the employee's staff file in PeopleHR.

If, for whatever reason, the line manager is unable to conduct the welcome back meeting/discussion, it may be appropriate for an alternative manager to hold the discussion.

Short Term Absence – Informal

Where short term absences exceed a 'trigger point' of 11 working days, or the number

ma dh'fhaoidte gun ruig an àireamh de dh'amannan neo-làthaireachd (geàrr-ùine agus neo-làthaireachdan 11 latha mìosachain no barrachd) **4 tursan**, ann an ùine leantainneach **12 mìosan** sam bith, ~~feumaidh-thèid~~ gnìomh a ghabhail gus faighinn a-mach a bheil cùis bhunasach no euslaint sam bith a dh'fhaodadh buaidh a thoirt air làthaireachd an neach-obrach.

Anns na suidheachaidhean sin cuiridh an sreath-mhanaidsear coinneamh air dòigh leis an neach-obrach gus:

- Beachdachadh air na h-adhbharan air cùl na neo-làthaireachd
- Aontachadh air ìre de leasachadh ann an làthaireachd a tha riatanach far a bheil seo iomchaidh agus cuideachd frèam-ama, m.e., chan ann nas fhaide na 2 latha-obrach de neo-làthaireachd anns an ath ~~63~~ mìosan.

Bu chòir toraidhean agus targaidean sam bith mar thoradh air na deasbadaidhean seo a chlàradh agus a shàbhaladh ann am faidhle an neach-obrach air PeopleHR.

of occasions of absence (short term and absences of 11 calendar days or more) may reach **4 occasions**, in any rolling **12-month period**, action ~~needs to will~~ be taken to determine whether there is any underlying issue or health conditions that may be affecting the employee's attendance.

In these circumstances the line manager will arrange a meeting with the employee to:

- Discuss the reasons behind the absences
- Agree a level of improvement in attendance that is required where this is appropriate and also a timeframe, e.g., no more than 2 working days absence in the next ~~36~~ month period.

Any outcomes and targets resulting from ~~of~~ these discussions should be recorded and saved in the employee's staff file in PeopleHR by the line manager.

Faodaidh grunn choinneamhan neo-fhoirmeil, air an dèiligeadh riutha gu mothachail, a bhith an dòigh as buadhmoire a dhèiligeadh ~~ris an t-suidheachadh ri neo-làithearachdan ghoirid anns an chiad dol a-mach.~~ Rè nan coinneamhan seo ma dh'fhàsas e follaiseach gu bheil euslaint air a' chùlaibh feumar ~~co-dhùnadh a dhèanamh air am bu chòir beachd meidigeach a shireadh tro Shlàinte Dreuchdaidh~~ comhairle fhaighinn bho neach proifeasanta meidigeach gus taic a bharrachd agus atharrachadh reusanta sam bith aithneachadh a tha a dhìth h fon Achd air Leth-bhreith Ciorramachd.

~~Faodaidh seo gabhail a-steach aontachadh air an ìre de làthaireachd—A gabhail comhairle bho neach proifeasanta meidigeach, dh' fhaodadh lèirmheas a dhèanamh air puingean brosnachaidh mar phàirt de dh'atharrachadh reusanta.~~ Bu chòir toradh de choinneamh sam bith agus gnìomh iomchaidh sam bith a bhith air a dheasbad leis an neach-obrach agus a chlàradh. Bu chòir iad seo a shàbhaladh ann am faidhle an neach-obrach ann am PeopleHR mar sgrìobhainn clàraidh leis an t-sreath-mhanaidsear.

~~A number of Recorded #informal meetings, dealt with sensitively, may be the most effective way to manage the situations~~ short term absences in the first instance. If during these meetings it does become apparent that there may be an underlying health issue ~~a decision needs to be made on whether to then advice should be sought from a medical professional seek a medical opinion via Occupational Health~~ to identify any additional support and any possible reasonable adjustments ~~under the Disability Discrimination Act that may be required.~~

~~This may include agreement on the level of attendance~~ Following advice from a medical professional, trigger points may be reviewed as part of a reasonable adjustment. The outcome of any meeting and any appropriate action should be discussed with the employee and documented. These should be saved in the employee's staff file in PeopleHR as a document of record by the line manager.



Faodar beachdachadh aig ìre sam bith, an dàrna chuid gu neo-fhoirmeil no gu foirmeil air na leanas gus cuideachadh ann an leasachadh làthaireachd:

- Glusad gu dreuchd coltach ris ann an àite diofraichte
- Dreuchd dhiofraichte taobh a-staigh na buidhne
- ~~Beachdachadh air atharrachadh sealach no maireannach ann am pàtran obrach.~~

Mas e seo a' chùis, thèid a dheasbad air fad leis an neach-obrach agus na manaidsearan buntainneach.

~~Mura lorgar adhbhar slàinte sam bith agus ma tha na neo-làthaireachdan a' leantainn, is dòcha gum feumar seo a sgrùdadh mar chùis fon Phoileasaidh Dhiosaplaineach no Phoileasaidh air Leasachadh Dèanadais. Faodaidh neo-làthearachd gun suidheachadh slàinte bunaiteach sam bith a bhith air a dhèiligeadh leis fo Phoileasaidh Smachdachaidh neo Rianachd Coileanadh aig Bòrd na Gàidhlig.~~

Ann an cùisean far am faodadh ~~adhbhar slàinte~~ suidheachadh slàinte bunaiteach a bhith ann airson na neo-làthaireachd leantainneach, ach agus nach eil an ìre de neo-làthaireachd air tighinn air adhart agus nach eil a' tachairt ris na targaidean a chaidh a shuidheachadh gu freagarrach ris a' chumha (agus a' leantainn an comhairle bho neach proifeasanta meidigeach), mar sin às dèidh thèid còmhraidh eile leis an neach-obrach a chumail, far am faodaidh an sreath-mhanaidsear am modh-obrach foirmeil a thòiseachadh.

Neo-làthaireachd Geàrr-ùine - Foirmeil

Far nach eil an ìre de neo-làthaireachd air tighinn air adhart às dèidh deasbaidan aig an ìre neo-fhoirmeil, no far a bheil an àireamh de thursan a tha an neach-obrach air a bhith neo-làthair a' ruighinn ag àrdachadh chun am 'factar-puing brosnachaidh' de 6 tursan còmhla ris taobh a-staigh greis 12 mìosan, thèid fios a chur air an neach-obrach gu bheil na h-ìrean làthaireachd aca nan dragh mòr agus bheirear cuireadh dhaibh coinneamh foirmeil a fhrithealadh gus bruidhinn mu dheidhinn seo leis an t-sreath-mhanaidsear aca. Faodaidh an

Consideration may be given at any stage, either informal or formal to the following to assist in an improvement in attendance:

- A move to a similar role in a different location
- A different role within the organisation
- ~~Consideration for a temporary or permanent change in work pattern.~~

If this is the case, it will be fully discussed with the employee and the relevant managers.

~~If no health reason is found and the absences continue, then this may need to be investigated as a matter under the Disciplinary or the Performance Improvement Policy. Poor attendance due to sickness absence with no underlying medical condition may be addressed under Bòrd na Gàidhlig's Disciplinary or Performance Improvement Policy.~~

In cases where there may be an underlying health condition ~~health reason for the continued absences, but and~~ the level of absence has not/does not improve ~~d~~ and does not meet the targets set appropriate to the condition (and following advice from a medical professional), then a following further discussion will take place with the employee ~~the~~ where the line manager may initiate the formal capability procedure.

Short Term Absence – Formal

Where the level of attendance has **not** improved following discussions at the informal stage, or where the number of occasions that the employee has been absent reaches increases to the 'trigger factor-point' of 6 occasions following an additional 3 months to the initial in any 12-month period, the employee will be notified that their absence levels are of significant concern and invited to attend a formal meeting to discuss this with

sreath-mhanaidsear coinneamh a chur air dòigh mus ruigear am factar brosnachaidh seo ma tha neo-làthaireachdan ag adhbharachadh dragh, a' gabhail a-steach neo-làthaireachdan a bheir droch-bhuaidh air gnìomhachas Bòrd na Gàidhlig no far a bheil na pàtranan neo-làthaireachd ag adhbharachadh dragh mòr.

Bu chòir dhan t-sreath-mhanaidsear fa-near a thoirt do gach iarrtas reusanta airson dàil a chur air a ~~choinneamh~~ ~~àisteachd~~ agus leigeil airson aithris meidigeach eile no fiosrachadh buntainneach eile a dhèanamh. Bu chòir fa-near a thoirt do gach ceum reusanta gus taic a thoirt dhan neach-obrach ann am frithealadh na coinneimh. Bu chòir dhan neach-obrach rabhadh a thoirt dhan t-sreath-mhanaidsear mu dhuilgheadasan buntainneach sam bith a thaobh a bhith an làthair aig a' choinneimh no ann an giùlan na coinneimh.

Gheibh an neach-obrach fios **5 latha-obrach** mu cheann-latha na coinneimh agus thèid innse dhaibh mun chòir aca cuideigin a bhith còmhla riutha. Gheibh an neach-obrach clàr den làthaireachd aca gu ruige an latha agus sgrìobhainnean sam bith eile a dh'fhaodar deasbad aig a' choinneimh, i.e., notaichean bho chòmhradhean neo-fhoirmeil, targaidean a chaidh a shuidheachadh msaa.

Aig a' choinneimh thèid innse dhan neach-obrach mu na draghan a thaobh nan neo-làthaireachdan aca;

- Faid agus tricead nan neo-làthaireachdan aca agus an làthaireachd eatarra
- [Adhbharan na neo-làithearachdan](#)
- Draghan mu phàtranan neo-làthaireachd (ma tha gin ann)
- Buaidh na neo-làthaireachd aca air obrachadh a' ghnìomhachais

Gheibh an neach-obrach an cothrom fiosrachadh a bharrachd a thoirt seachad a thaobh adhbharan nan neo-làthaireachdan aca dh'fhaodadh a bhith air a mheas ann an dearbhadh na gnìomh ri ghabhail.

An dèidh na coinneimh, bheirear dearbhadh sgrìobhte dhan neach-obrach de ghnìomh fhoirmeil sam bith air a ghabhail, a dh'fhaodadh a ghabhail a-steachdh' fhaodadh seo a bhith:

their line manager. The line manager may arrange to meet before this trigger factor has been reached if absences are of particular concern, including absences which have a significant detrimental effect on the business of Bòrd na Gàidhlig or where the patterns of absence give rise to serious concern.

The line manager should consider all reasonable requests for a postponement of the hearing meeting to allow for the production of an alternative medical report or other relevant information. All reasonable steps should be considered to assist the employee in attending the meeting. The employee should alert the line manager of any relevant difficulties in relation to attendance at or in the conduct of the meeting.

The employee will be given **5 working days'** notice of the date of the meeting and advised of their right to be accompanied. The employee will be provided with a record of their attendance to date and any other documentation that may be discussed during the meeting, i.e., notes from informal discussions, targets set etc.

At the meeting the employee will be advised of the concerns regarding their absences;

- The length and frequency of the absences and the attendance between them
- The reasons for the absences
- Concerns about the patterns of absence (if any)
- The impact of their absence on the operational work of the business.

The employee will be given the opportunity to provide any further information regarding the reasons for their absences which may be considered in determining the action to be taken.

Following the meeting, the employee will be given written confirmation of any formal action taken, this could be:

~~Tha coltachd ann gum bi gnìomh fhoirmeil a' buailteach gabhail a-steach;~~

- ~~• A' Chiad Rabhadh Sgrìobhte a bhios air a mheas am bith fad 6 mìosan~~
- ~~• Rabhadh Sgrìobhte Deireannach a bhios air a mheas am bith fad 12 mìosan~~
- ~~• Ìsleachadh, ath-shuidheachadh, no cur à dreuchd.~~

~~Cuideachd, gabhaidh an dearbhadh sgrìobhte seo a-steach:~~

- Gum feum leasachadh mòr agus seasmhach a bhith nan làthaireachd, le targaid làthaireachd air a shuidheachadh a bhios a' nochdadh na h-àireimh barra-shuime de làithean neo-làthaireachd no de thricead air nach fhaodar a dhol thairis

- Gun tèid coinneamh(an) ath-sgrùdaidh a chumail rè greis an rabhaidh fhoirmeil

- Mura ruigear seo no targaidean na dhèidh, gum faod seo leantainn gu rabhadh sgrìobhte eile a dh'fhaodadh an cur à dreuchd adhbharachadh

- Gum bi rabhadh làithreach/sgrùdadh sam bith air a leudachadh

- Gu bheil còir aig an neach-obrach ath-thagrach an aghaidh a' cho-dhùnaidh a ràinigeadh.

~~Tha coltachd ann gum bi gnìomh fhoirmeil a' gabhail a-steach;~~

- ~~• Chiad Rabhadh Sgrìobhte a bhios air a mheas am bith fad 6 mìosan~~

- ~~• Rabhadh Sgrìobhte Deireannach a bhios air a mheas am bith fad 12 mìosan~~

- ~~• Ìsleachadh, ath-shuidheachadh, no cur à dreuchd.~~

Thèid lethbhreac de rabhadh sgrìobhte sam bith a chumail air clàr HR an neach-obrach airson na greis rabhaidh, an dèidh sin bu chòir a chur an neo-shuim an sgrìos. Bidh raon-ama na coinneimh ath-sgrùdaidh an urra ris na suidheachaidhean fa leth ach san fharsaingeachd bidh e às dèidh greis nach eil nas fhaide na 3 mìosan.

Aig amannan, far a bheil an ìre de leasachadh ann an làthaireachd cuibhrichte gu ìre mhòr no air a dhol am mìosad, is dòcha gum biodh e iomchaidh dragh a thogail dhan ath ìre den mhodh-obrach seo rè na greise ath-sgrùdaidh.

~~Aig gin de na coinneamhan ath-sgrùdaidh, ma tha làthaireachd an neach-obrach air leasachadh gu leòr 's~~

~~The formal action is also likely to include; Formal action is likely to be:~~

- ~~• A First Written Warning which will be considered active for 6 months~~

- ~~• A Final Written Warning which will be considered active for 12 months~~

- ~~• Downgrading, redeployment, or dismissal.~~

~~The written confirmation will also include:~~

- That there must be a significant and sustained improvement in their attendance, with an attendance target set which will usually indicate the maximum number of days absence or frequency which must not be exceeded

- That a review meeting(s) will be held during the period of the formal warning

- That failure to reach this or subsequent targets may result in a further written warning which could lead to their dismissal

- That any current warning/monitoring in place will be extended

- That the employee has the right to appeal against the decision reached.

~~The formal action is also likely to include;~~

- ~~• A First Written Warning which will be considered active for 6 months~~

- ~~• A Final Written Warning which will be considered active for 12 months~~

- ~~• Downgrading, redeployment, or dismissal.~~

A copy of any written warning will be held on the employee's HR record for the period of warning, after which it ~~should be disregarded~~ will be expunged. The timescale for the review meeting will depend upon the individual circumstances but will generally be after a period of no more than 3 months.

On occasion, where the level of improvement in attendance is significantly limited or deteriorates, it may be appropriate to escalate any concerns to the next stage of this procedure during the review period.

~~At any of the review meetings, if the employee's attendance has improved sufficiently that they~~

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~~gu bheil iad a nise a' tachairt ris an t-slat tomhas riatanach, thèid seo a dhearbhadh ann an sgrìobhadh agus cumaidh am manaidsear air a' sgrùdadh an làthaireachd fad an rabhaidh gus dèanamh cinnteach gu bheil an leasachadh seasmhach.~~

~~now meet the required standard, this will be confirmed in writing and the manager will continue to monitor their attendance for the duration of the warning to ensure that the improvement is sustained.~~

~~Ma tha beagan de leasachadh air a bhith ann, ach nach eil gu leòr (i.e., brìgheil agus seasmhach), faodar coinneamh ath-sgrùdaidh a bharrachd a chur air dòigh taobh a-staigh raointean ama greis an rabhaidh.~~

~~If there has been some improvement, but not sufficient (i.e., significant and sustained), then a further review meeting may be arranged within the timescales of the period of the warning.~~

Mura h-eil làthaireachd an neach-obrach a' tachairt ris an targaid a chaidh a shuidheachadh agus e fhathast a' tighinn geàrr air an t-slat-tomhas riatanach no a' tuiteam gu ìre neo-thaitneach a-rithist rè na h-ùine sa bheil rabhadh ann, an dèidh coinneamh a bharrachd leis an neach-obrach (a bhios a' leantainn an aon mhodh-obrach comas a chaidh a mhineachadh gu h-àrd) faodaidh an smachd-bhann a leudachadh airson greis eadar 3 agus 6 mìosan leis an t-sreath-mhanaidsear. Air an làimh eile, faodar co-dhùnadh a dhèanamh smachd-bhann nas cudromaiche a chur an gnìomh fon mhodh-obrach mar a leanas:

If the employee's attendance fails to meet the target set and remains below the required standard or falls to an unacceptable level again during the period a warning is active, following a further meeting with the employee (which will follow the same capability procedure as outlined above) the sanction can be extended for a period of between 3 and 6 months by the line manager. Alternatively, a decision may be taken to apply a more serious sanction under the procedure as follows:

- Rabhadh Sgrìobhte Comas Deireannach a bhios air a mheas am bith fad 12 mìosan
- Ìsleachadh, ath-shuidheachadh, no cur à dreuchd.
- A Final Written Capability Warning which will be considered active for 12 months
- Downgrading, redeployment, or dismissal.

Far a bheil pàtran làthaireachd an neach-obrach a' tighinn geàrr air no a' tuiteam fon t-slat-tomhas riatanach rè greis an rabhaidh dheireannaich, thèid na draghan a dheasbad le Àrd-mhanaidsear (nach eil air a bhith an sàs sa chùis roimhe) agus thèid aithisg ullachadh leis an t-sreath-mhanaidsear a' cur an cèill:

Where the employee's attendance pattern remains or falls below the required levels during the period of the final warning, the concerns will be discussed with a senior manager who has not previously been involved in the case) and a report prepared by the line manager outlining:

- Clàr slàinte is làthaireachd an neach-obrach
- Beachdan air coltachd atharrachadh ann an làthaireachd (a dh'fhaodadh gabhail a-steach tuilleadh iomraidhean air Slàinte Dreuchdail)
- Cothrom air obair eile no pàtran obrach
- Far a bheil iomchaidh, comhairle bho Shlàinte Dreuchdail air am biodh an neach-obrach airidh air cluainas tràth air sgàth dìth-slàinte.
- Buaidh neo-làthaireachd san àm a chaidh seachad ro ri teachd air an raon obrachaidh.
- The employee's attendance and health record
- Views on likelihood of a change in attendance (which may include further reference to Occupational Health)
- The availability of alternative work or work patterns
- Where appropriate, advice from Occupational Health as to whether the employee would qualify for early retirement on the grounds of ill-health
- The impact of the past and any future absence on the operational area.

- Atharrachaidhean reusanta sam bith agus/neo tilleadh don obair ceum air cheum a chaidh a chur an gnìomh gus cuideachadh tilleadh don obair agus ìre neo-làithearachd iomchaidh.

Dearbhaidh an sreath-mhanaidsear, ann an co-bhonn ri HR, a bheil cùis ann airson gnìomh a bharrachd. Mas e seo a' chùis thèid innse dhan neach-obrach mun choinneimh co-dhiù **5 latha-obrach** ro làimh agus gum faod e leantainn gu ath-shuidheachadh, isleachadh no cur à dreuchd. Thèid fiosrachadh na cùise a thoirt dhan neach-obrach agus cuirear nan cuimhne a-rithist mun chòir aca cuideigin a bhith còmhla riutha. Ma tha an neach-obrach airson fianais sgrìobhte a thoirt seachad gus taic a thoirt dhan chùis aca bu chòir dhaibh seo a chur a-steach ron choinneimh, a dh'fhaodadh a bhith a' gabhail a-steach dàrna beachd meidigeach ma thogras iad. Bu chòir dhan phrìomh mhanaidsear beachdachadh air gach iarrtas reusanta airson dàil a chur air an èisteachd gus leigeil airson aithisg mheidigeach no fiosrachadh buntainneach eile a dhèanamh.

Bu chòir fa-near a thoirt do gach ceum reusanta gus taic a thoirt dhan neach-obrach ann am frithealadh na coinneimh. Bu chòir dhan neach-obrach rabhadh a thoirt dhan àrd-mhanaidsear air duilgheadas buntainneach sam bith a thaobh làthaireachd aig no ann an giùlan na coinneimh.

Bidh an t-àrd-mhanaidsear a' stiùireadh na coinneimh agus dh'fhaodadh toradh na coinneamh, an luib an fhianais a tha ri fhaighinn, a bhith: ~~Faodaidh an co-dhùnadh gabhail a-steach aon de na leanas no cùrsa gnìomh eile a tha a' buntainn dhan fhianais ceangailte ris a' chùis:~~

- Gu bheil feum air greis ath-sgrùdaidh eile, fo ìre an rabhaidh dheireannaich, agus a' ghreis sgrùdaidh a leudachadh
- Gun tèid atharrachaidhean reusanta ~~sam bith~~ eile a choileanadh
- Gum bu chòir dreuchd eile a thabhairt dhan neach-obrach taobh a-staigh na buidhne (ma tha e ri fhaighinn) a dh'fhaodadh a bhith coltach ris an dreuchd làithreach aca
- Far a bheil Slàinte Dreuchdail a' dearbhadh gu bheil an neach-obrach freagarrach airson cluaineas tràth air sgàth dìth-slàinte, agus an neach-obrach ag aontachadh leis a' chùrsa ghnìomh seo, gun tèid latha cluaineas a dhearbhadh

- Any reasonable adjustments and/or phased returns that were implemented to help aid a return to work and acceptable absence level.

The senior manager will determine, in conjunction with HR, whether there is a case for further action. If this is the case the employee will be advised of the meeting at least **5 working days** in advance and that a possible outcome could be redeployment, downgrading or dismissal. The employee will be provided with the details of the case and again reminded of their right to be accompanied. If the employee wishes to produce any written evidence to support their case then they should submit this in advance of the meeting, which can include a second medical opinion if they so wish. The leading manager should consider all reasonable requests for a postponement of the hearing to allow for the production of an alternative medical report or other relevant information.

All reasonable steps should be considered to assist the employee in attending the meeting. The employee should alert the senior manager to any relevant difficulties in relation to attendance at or in the conduct of the meeting.

The senior manager will conduct the meeting and the outcome of the meeting, subject to the evidence available, may be. ~~The decision may include one of the following or another course of action relevant to the evidence relating to the case:~~

- That a further period of review is required, under the stage of a final warning, and extend the period of monitoring
- That ~~any~~ further reasonable adjustments are carried out
- That the employee should be offered an alternative role within the organisation (if available) which may or may not be on similar terms to their existing role
- That, where Occupational Health confirms that the employee qualifies for early retirement on the grounds of ill-health, and the employee agrees with this course of action, a date of retirement is confirmed.

- ~~Ne-gu~~ **Gu** bheil cùis ann de làthaireachd neo-thaitneach nach eil air leasachadh briùheil seasmhach a shealltainn a dh'aindeoin nan rabhaidhean. Mar thoradh, agus far nach eil an neach-obrach comasach air an dreuchd a choileanadh no nach urrainnear buaidh na neo-làthaireachd aca ~~fhuiliga chumail suas~~, faodar an neach-obrach a chur à dreuchd leis a' bhrath iomchaidh (faicibh an t-earrann Cur à Dreuchd).
- ~~Of-T~~ That there is a case of unacceptable attendance that despite warnings has not shown a significant and sustained improvement. Consequently, and where the employee is either not capable of carrying out their role or the impact of their absence can no longer be ~~reasonably tolerated~~ **sustained**, the employee may be dismissed with appropriate notice (see section Dismissal).

Cuiridh an t-àrd-mhanaidsear fios dhan neach-obrach air a' co-dhùnadh aca, ~~a thèid a dhearbhadh~~ ann an sgrìobhadh, mar as trice taobh a-staigh **57 latha-obrach** na h-èisteachd. Thèid innse dhan neach-obrach air a' chòir ath-thagraidh aca agus an raon-ama airson sin a dhèanamh (**mar as àbhaist 5 latha-obrach**).

The senior manager will inform the employee of their decision, ~~which will be confirmed~~ in writing, normally within **57 working days** of the hearing. The employee will also be advised of their right of appeal and the timescale for doing so (**normally 5 working days**).

Neo-làthaireachd Fad-ùine - Neo-fhoirmeil

Tha neo-làthaireachd fad-ùine air a mhìneachadh mar as trice mar àm sònraichte no grunn ghreisean neo-làthaireachd (a' tighinn gu **barrachd air 4 seachdainean** ann an **greis 12 mhios**) agus a tha buailteach air a bhith leantainneach agus a tha mar as trice ceangailte ri euslaint mheidigeach.

Long Term Absence – Informal

Long term absence is normally defined as being a specific period or several periods of absence (amounting to **more than 4 weeks** in a **12-month period**) and tends to be continuous and is normally connected to a medical condition.

Far a bheil neach-obrach neo-làthaireach air stèidh fhad-ùine, bu chòir conaltradh bitheanta agus mothachail a chumail eadar an neach-obrach agus an sreath-mhanaidsear aca gus conaltradh a chumail ris na tha a' tachairt san àite-obrach agus airson fàisneas làithreach air cor an neach-obrach.

Where an employee is absent on a long-term basis, ~~regular and appropriately sensitive contact should be maintained~~ **communication frequency** between the employee and their line manager ~~should be agreed~~ in order to **offer support, ensure the employees wellbeing and keep in touch with the employee informed of any changes. The employee must also keep their line manager informed of their condition and the likelihood or timescale for a return to work. what is happening in at the workplace and the current prognosis of the employee's condition.**

Ma tha neo-làthaireachd an neach-obrach **nas fhaide na 4 seachdainean** (~~no nas tràithe ma tha comharra soilleir ann gum bi an euslaint fad-ùineach~~) agus ma tha e a' nochdadh gum faod buaidh fhad-ùineach a bhith air comas an neach-obrach tilleadh dhan dreuchd aca, thèid iomradh a chur gu Slàinte Dreuchdail airson comhairle a shireadh. ~~Anns a' mhòr chuid de shuidheachaidhean~~ **B**ruidhnidh an sreath-

If the employee's absence **exceeds 4 weeks** (~~or earlier if there is a very clear indication that the condition may be long term~~) and it appears that there may be a long-term effect on the employee's ability to return to their role, a referral to Occupational Health will be made to seek advice. ~~In most circumstances the~~ **The** line manager will discuss the referral with the employee prior to making the referral.

mhanaidsear ris an neach-obrach mus dèanar an tar-chur.

Far a bheil iomchaidh, gheibh Slàinte Dreuchdail aithisgean meidigeach gus a bhith gan cuideachadh a thoirt comhairle air farsaingeachd tinneas an neach-obrach; a' choltachd gun lean no gun ath-thachair an ìre làithreach de neo-làthaireachd; ceann-latha dùilichte airson tilleadh an neach-obrach; am bi an neach-obrach comasach a thilleadh dhan dleastanasan aca air fad no a bheil feum air atharrachaidhean reusanta sam bith ann an co-rèir ris an Achd air Leth-bhreith Ciorramachd. [Cuideachd, thèid iarraidh air Shlàinte Dreuchdail dearbhadh a bheil ciorram air an neach-obrach fo Achd Co-ionannachd 2010.](#)

Nithear beachdachadh air a' chomhairle seo, agus nithear beachdachadh air gnìomh iomchaidh gus taic a thoirt dhan neach-obrach ri tilleadh dhan dleastanasan aca. Dh'fhaodadh seo a ghabhail a-steach:

- Tilleadh dhan obair aca ceum air cheum, ann an raon-ama agus/no ann am meud nan dleastanasan a ghabhar os làimh. Ma thèid àireamh nas lugha de dh'uairean no seachdain-obrach a mholadh, mar as trice bhiodh seo airson 6 seachdainean aig a' char as motha, anns an cumadh an neach-obrach a' dol a dh'fhaighinn am pàigheadh àbhaisteach aca airson na h-uairean a dh'obraicheadh agus pàigheadh tinneas iomchaidh airson na h-ùine nach eil iad aig obair
- ~~Cumhnant de dh'uairean~~ [Uairean lughaichte eadar-amail \(m.e. 6 mìosan\)](#), far nach eil an neach-obrach comasach air na h-uairean làn cumhnantaichte aca ath-thòiseachadh airson na h-àm ri teachd.

~~Mar as trice thèid~~ [Thèid an](#) coinneamh a chur air dòigh leis an neach-obrach gus beachdachadh air na h-ullachaidhean seo agus atharrachaidhean riatanach sam bith mus till iad a dh'obair.

Where appropriate, Occupational Health will obtain medical reports to assist them in giving advice on the extent of the employee's illness; the likelihood of the current level of absence continuing or recurring; the employee's expected date of return; whether or not the employee will be fit to resume their full duties or whether any reasonable adjustments are required. [Occupational Health will also be asked to determine whether the employee is considered to have a disability under The Equality Act 2010. d in accordance with the Disability Discrimination Act.](#)

This advice will be considered, and appropriate action considered to support the employee to return to their duties. This may include:

- A phased return to their work, either in timescale and/or in the level of duties undertaken. If a reduced number of hours or working week is suggested, this would normally be for a maximum period of 6 weeks, during which the employee would continue to receive their normal pay for the hours worked and any appropriate sick pay for the time when they are not in work.
- A ~~reduced hours' contract~~ [temporary reduction in hours \(i.e. 6 months\)](#), where the employee is not fit to resume their full contracted hours for the foreseeable future.

A meeting will ~~normally~~ be arranged with the employee to discuss these arrangements and any appropriate adjustments prior to their return to work.

Bu chòir toraidhean sam bith mar thoradh air na còmhraidhean seo a chlàradh ann am faidhle an neach-obrach sa phasgan PeopleHR leis an t-sreath-mhanaidsear.

Any outcomes resulting from these discussions should be recorded in the employee's file on the PeopleHR folder by the line manager.

Neo-làthaireachd Fad-ùine — Foirmeil (Comas)

Far nach eilear a' meas tilleadh gu dleastanasan làithreach sa ghearr-ùine coltach thèid coinneamh comas fhoirmeil a chur air dòigh gus bruidhinn air ire na neo-làthaireachd agus an taic leantainneach dhan neach-obrach. Faodaidh a' choinneamh seo tachairt nuair a tha fianais ri làimh airson ath-sgrùdadh a dhèanamh air a' chùis (mar aithisg bho Shlàinte Dreuchdail no spèisealaiche) agus gun a bhith nas fhaide na **36 mìosan** an dèidh a' chiad latha de neo-làthaireachd.

Mar as trice thèid a' choinneamh comas a chumail leis an t-sreath-mhanaidsear, le ~~co-dhùnadh~~ **5 latha-obrach** air a thoirt dhan neach-obrach. Bheirear ~~làn~~ fiosrachadh gu leir dhan neach-obrach a thaobh na cùise mar an clàr làithearachd aca gu ruige seo, aithisgean meidigeach, agus fiosrachadh iomchaidh sam bith eile (m.e. notaichean bho coinneamhan neo-fhoirmeil, targaidean a chaidh a steidheachdadh msaa) agus cuirear an cuimhne an còir aca a bhith air an cuideachadh agus bheirear dhuibh clàr na làthaireachd aca agus sgrìobhainnean sam bith eile air am faodar deasbad tron choinneimh, i.e., notaichean bho còmhraidhean neo-fhoirmeil, targaidean a chaidh a shuidheachadh msaa.

Bu chòir dhan t-sreath-mhanaidsear fa-near a thoirt do gach iarrtas reusanta airson dàil a chur air an èisteachd gus leigeil airson aithisg mheidigeach eile no fiosrachadh buntainneach eile a dhèanamh.

Bu chòir fa-near a thoirt do gach ceum reusanta gus taic a thoirt dhan neach-obrach ann am frithealadh na coinneimh comas. Bu chòir dhan neach-obrach rabhadh a thoirt dhan t-sreath-mhanaidsear aca air duilgheadas buntainneach sam bith a thaobh làthaireachd aig no ann an giùlan na coinneimh.

Bidh an sreath-mhanaidsear a' stiùireadh na coinneimh agus a' co-dhùnadh air an taic leantainneach a dh'fhaodar toirt dhan neach-obrach agus a' beachdachadh air roghainnean sealach no maireannach gus taic a thoirt a thilleadh a dh'obair le aonta an neach-obrach.

Long Term Absence — Formal (Capability)

Where a return to current duties within the near future is considered unlikely a formal capability meeting will be arranged to discuss the level of absence and the on-going support for the employee. This meeting may take place when evidence is available to review the case (such as a report from Occupational Health or a specialist) and no later than **36 months** after the first day of absence.

The capability meeting will normally be held by the line manager, with **at least 5 working days'** notice given to the employee. The employee will be provided with ~~full details of all~~ information relating to the case such as their attendance record to date, medical reports, and any other relevant information (i.e. notes from informal discussions, targets set etc.) and reminded of their right to be accompanied ~~and provided with a record of their attendance to date and any other documentation that may be discussed during the meeting, i.e., notes from informal discussions, targets set etc.~~

The line manager should consider all reasonable requests for a postponement of the hearing to allow for the production of an alternative medical report or other relevant information.

All reasonable steps should be considered to assist the employee in attending the capability meeting. The employee should alert their line manager to any relevant difficulties in relation to attendance at or in the conduct of the meeting.

The line manager will conduct the meeting and determine the on-going support that may be made available to the employee and consider temporary or permanent options to support a return to work that may be suitable with the agreement of the employee.

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Faodaidh iad seo a ghabhail a-steach:

- Ullachaidhean airson taic leantainneach agus sgrùdadh an neach-obrach tron neo-làthaireachd leantainneach aca
- Sireadh fiosrachadh a bharrachd, m.e., aithisg mheidigeach eile
- ~~Gun tèid a~~ Atharrachaidhean reusanta sam bith eile a choileanadh
- Atharrachadh pàtran obrach no dreuchd sealach no maireannach taobh a-staigh an aon àite
- Atharrachadh sealach no maireannach ann an dreuchd taobh a-staigh na buidhne san fharsaingeachd (a dh'fhaodadh ath-thrèanadh no ath-ghnàthachadh a ghabhail a-steach)
- Aonta leis an neach-obrach airson a thar-chur gu dreuchd dhiofraichte a' gabhail a-steach dreuchdan aig ìre dhiofraichte.

These may include:

- Arrangements for on-going support and monitoring of the employee during their continuing absence
- Seeking further information, e.g., an additional medical report
- ~~That any~~ further reasonable adjustments are carried out
- A temporary or permanent change of work pattern or job role within the same location
- A temporary or permanent change of job role within the wider organisation (which may include re-training or rehabilitation)
- An agreement with the employee to be transferred to a different role including roles at a different grade.

Gheibh an neach-obrach an cothrom fiosrachadh a bharrachd a thoirt seachad a thaobh adhbharan nan neo-làthaireachdan aca a dh'fhaodadh a bhith air a mheas ann an dearbhadh na gnìomh ri ghabhail.

The employee will be given the opportunity to provide any further information regarding the reasons for their absences which may be considered in determining the action to be taken.

Dearbhaidh an sreath-mhanaidsear toradh na coinneimh comas agus innsidh dhan neach-obrach ann an sgrìobhadh mun chòir aca co-dhùnadh sam bith ath-thagradh a dhèanamh aig an ìre seo. Faodaidh dhan t-sreath-mhanaidsear Rabhadh Comas Sgrìobhte a thoirt dhan neach-obrach ma leanas an neo-làthaireachd aca, no ma tha na h-ullachaidhean a chaidh a chur air dòigh airson an tilleadh neo-shoirbheachail, is dòcha gum biodh e iomchaidh dèiligeadh ris an neo-làthaireachd aig an ath h-ìre den mhodh-obrach a dh'fhaodadh a bhith air a leantainn le ath-shuidheachadh, isleachadh, no cur an neach-obrach à dreuchd leis an rabhadh iomchaidh. Bithear a' meas rabhadh comas sam bith an gnìomh fad greis neo-làthaireachd ris a bheillear ceangailte agus 12 mìosan an dèidh tilleadh nan luchd-obrach.

The line manager will confirm the outcome of the capability meeting in writing and advise the employee of their right to appeal any decision at this stage. The line manager may issue the employee a Written Capability Warning that should their absence continue, or the arrangements put in place for their return are unsuccessful then it may be appropriate to address the absence at the next stage of the procedure which could lead to redeployment, down grading, or the dismissal of the employee with the appropriate notice. Any capability warning will be considered active for a the period of absence to which it relates and 12 months after the employees return.

Bu chòir toraidhean, targaidean no rabhaidhean sam bith mar thoradh air na còmhradh seo an clàradh air am mion-fhiosrachadh mar sgrìobhainn clàraidh ann an sgrìobhadh agus air an clàradh air PeopleHR leis an t-sreath-mhanaidsear fad greis an rabhaidh.

Any outcomes, targets or warnings resulting from of these discussions should be detailed in writing and recorded as document of record on PeopleHR by the line manager for the period of the warning.

Is dòcha gum biodh e iomchaidh dhan t-sreath-mhanaidsear grunn choinneamhan **comas fhoirmeil** a chumail far a bheil an neo-làthaireachd a' leantainn.

It may be appropriate for the line manager to hold several formal **capability** meetings where the absence continues.

Far a bheil an neo-làthaireachd a' leantainn agus nach eil gin de na roghainnean a chaidh aithneachadh gu h-àrd comasach, dèanta no air an toradh miannaichte a choileanadh, thèid a' chùis a dheasbad le àrd-mhanaidsear (nach eil air a bhith an sas sa chùis roimhe) agus thèid aithisg ullachadh a' cur an cèill:

Where the absence continues and none of the options identified above are possible, practical or have achieved the desired outcome, the case will be discussed with a senior manager (who has not had any previous involvement) and a report will be prepared outlining:

- Clàr slàinte is làthaireachd an neach-obrach
- Coltachd atharrachadh làthaireachd (a dh'fhaodadh iomradh/tar-churan gu Slàinte Dreuchdail a ghabhail a-steach)
- Na h-atharrachaidhean riatanach a tha air a bhith air am meas agus a bheil atharrachaidhean reusanta a bharrachd ann air am bu chòir beachdachadh
- Faotainneachd obair eile no pàtran obrach
- Far a bheil iomchaidh, comhairle bho Shlàinte Dreuchdail air am biodh an neach-obrach freagarrach airson cluaineas tràth air sgàth dìth-slàinte.
- Buaidh neo-làthaireachd san àm a chaidh seachad ro ri teachd air an raon obrachaidh.
- The employee's attendance and health record
- Likelihood of a change in attendance (which may include further reference/referrals to Occupational Health)
- The reasonable adjustments that have been considered and whether there are further adjustments which should be considered
- The availability of alternative work or work patterns
- Where appropriate, advice from Occupational Health as to whether the employee would qualify for early retirement on the grounds of ill-health
- The impact of the past and any future absence on the operational area.

Bidh an t-àrd-mhanaidsear air a bheil a' chùis a shònradh a' beachdachadh, ann an co-bhonn ri HR, air a bheil cùis ann airson gnìomh a bharrachd. Mas e seo a' chùis thèid cuireadh a thoirt dhan neach-obrach gu coinneamh fhoirmeil, le **eo-dhiù-fios 5 latha-obrach** agus thèid fios a thoirt dhaibh gum faod ath-shuidheachadh, ìsleachadh no cur à dreuchd a bhith mar thoradh air a' choinneimh. Gheibh iad an aithisg a tha a' toirt làn fhiosrachadh air a' chùis agus cuirear nan cuimhne an còir aca cuideigin a bhith còmhla riutha. Ma tha an neach-obrach airson fianais sgrìobhte sam bith a thoirt gus taic a thoirt dhan chùis aca fhèin bu chòir dhaibh seo a chur a-steach ron choinneimh, a dh'fhaodadh dàrna beachd meidigeach a ghabhail a-steach ma thogras iad. Bu chòir dhan àrd-mhanaidsear beachdachadh air gach iarrtas reusanta airson dàil a chur air an èisteachd gus leigeil airson aithisg mheidigeach eile no fiosrachadh buntainneach eile a dhèanamh.

The senior manager assigned this case will determine, in conjunction with HR, whether there is a case for further action. If this is the case the employee will be invited to a formal meeting, with **at least 5 working days' notice** and advised that a possible outcome of the meeting could be redeployment, downgrading or dismissal. They will be provided with the report providing full details of the case and reminded of their right to be accompanied. If the employee wishes to produce any written evidence to support their own case then they should submit this in advance of the meeting, which can include a second medical opinion if they wish. The senior manager should consider all reasonable requests for postponement of the hearing to allow for the production of an alternative medical report or other relevant information.

Bu chòir fa-near a thoirt do gach ceum reusanta gus taic a thoirt dhan neach-obrach ann am frithealadh na coinneimh comas. Bu chòir dhan neach-obrach rabhadh a thoirt dhan àrd-mhanaidsear air duilgheadas buntainneach sam bith a thaobh làthaireachd aig no ann an giùlan na coinneimh.

All reasonable steps should be considered to assist the employee in attending the capability meeting. The employee should alert the senior manager to any relevant difficulties in relation to attendance at or in the conduct of the meeting.

Bidh an t-àrd-mhanaidsear a' stiùireadh na coinneimh agus a' beachdachadh air a bheil cùis ann an neach-obrach a chur à dreuchd. B' urrainn dhan àrd-mhanaidsear gin de na leanas a dhearbhadh:

The senior manager will conduct the meeting and determine whether there is a case to dismiss the employee. The senior manager could determine any of the following:

- Tuilleadh fiosrachaidh a shireadh, m.e., aithisg mheidigeach a bharrachd gum bi atharrachadh reusanta a bharrachd air an coileanadh
- Rabhadh comas sgrìobhte foirmeil a chur an gnìomh gus gnìomh a bharrachd a ghabhail m.e., ath-shuidheachadh no ìsleachadh le aonta an neach-obrach, mar roghainn eile airson cur à dreuchd far a bheil Slàinte Dreuchdail a' dearbhadh gu bheil an neach-obrach freagarrach airson cluaineas tràth air sgàth dìth-slàinte, tha latha-cluaineis air a dhearbhadh ~~gus an neach-obrach a chur à dreuchd~~, leis an rabhadh fhreagarrach.

- To seek further information, e.g., an additional medical report that any further reasonable adjustments are carried out
- To apply a formal written capability warning to take further action, e.g., redeployment or downgrading with the agreement of the employee, as an alternative to dismissal that where Occupational Health confirms that the employee qualifies for early retirement on the grounds of ill-health, a date of retirement is confirmed ~~to dismiss the employee~~, with the appropriate notice.

Cuiridh an t-àrd-mhanaidsear fios dhan neach-obrach air a' cho-dhùnadh aca, a thèid a dhearbhadh ann an sgrìobhadh, mar as trice taobh a-staigh **57 latha-obrach** na h-èisteachd. Thèid innse dhan neach-obrach air a' chòir ath-thagraidh aca agus raon-ama airson seo a dhèanamh.

The senior manager will inform the employee of their decision, which will be confirmed in writing, normally within **57 working days** of the hearing. The employee will also be advised of their right of appeal and timescale for doing so.

Cur à dreuchd

Ma tha na fiosrachaidhean agus co-dhùnidhean dhan tàinig an t-àrd-mhanaidsear a' barantachadh cur à dreuchd a rèir comas, cuir an t-àrd-mhanaidsear fios dhan neach-obrach (mar phàirt dhen co-dhùnadh sgrìobhte):

Dismissal

If the facts and conclusions reached by the senior manager warrant capability dismissal, the manager will inform the employee (as part of the written decision):

- Fiosrachadh air adhbharan a' chur à dreuchd aca
- An ùine de rabhadh cùmhnantail a tha ri phàigheadh, ceann-latha èifeachdach de chrìoch an cosnaidh agus teirmean sam bith eile a' buntainn ris a' chrìochnachadh.

- Details of the reasons for their dismissal
- The period of contractual notice payable, the effective date of termination of employment and any other terms relating to the termination.

6 Pròiseas Ath-thagraidh

Ag Ath-thagraidh an Aghaidh Co-dhùnadh

Far a bheil neach-obrach airson ath-thagraidh an aghaidh co-dhùnadh foirmeil sam bith a tha air a dhèanamh fo mhodh-obrach foirmeil comas, feumaidh iad a dhèanamh le bhith a' sgrìobhadh dhan t-sreath-

Appeal Process

Appealing Against a Decision

Where an employee wishes to appeal against any formal decision made under formal capability procedure, they must do so by writing to their line manager within **5 working days** of

mhanaidsear aca taobh a-staigh **5 latha-obrach** bho am faigh iad an toradh. Bu chòir dhan litir na h-adhbharan a chur an cèill air a bheil an ath-thagraidh a dhèanamh.

Bu chòir an litir tagraidh a dhèanamh ann an sgrìobhadh a' cur an cèill phàirtean leis nach eil iad riaraichte agus dè na raointean sònraichte san smachd-bhann no gnìomh a tha iad airson ath-thagraidh an aghaidh.

Bidh manaidsear tagraidh a tha co-ionnann ri no nas àirde na am manaidsear a tha an co-dhùnadh ga ath-thagraidh ag èisteachd ris an ath-thagraidh.

Cuiridh manaidsear tagraidh coinneamh air dòigh còmhla ris an neach-obrach, mar as trice taobh a-staigh **10 làithean** bho am faigh iad an ath-thagraidh sgrìobhte. Bu chòir fa-near a thoirt do gach ceum riatanach gus taic a thoirt dhan neach-obrach a' frithealadh na coinneimh. Bu chòir dhan neach-obrach fios a thoirt dhan mhanaidsear thagraidh mu dhuilgheadas buntainneach sam bith a thaobh làthaireachd air no ann an giùlan na coinneimh. Bu chòir dhan mhanaidsear thagraidh beachdachadh air gach iarrtas reusanta airson dàil a chur air an èisteachd gus leigeil airson aithisg mheidigeach eile no fiosrachadh buntainneach a dhèanamh.

Èisteachd an Ath-thagraidh

Ro èisteachd an ath-thagraidh chomais gheibh am manaidsear tagraidh an fhianais uile ri làimh agus fiosrachadh gu ruige an latha.

Tro èisteachd an ath-thagraidh beachdaichidh am manaidsear tagraidh air na h-adhbharan a chaidh a thoirt seachad airson an ath-thagraidh, ann an co-theacsa reusantachd a' cho-dhùnaidh thùsail, am modh a chaidh a leantainn agus fiosrachadh ùr sam bith a tha ann a-nis.

Beachdaichidh am manaidsear tagraidh air a bheil feum air sgrùdadh a bharrachd, a' gabhail a-steach aithisgean a bharrachd, a bhith air a choileanadh.

Às dèidh èisteachd an ath-thagraidh, faodaidh an co-dhùnadh a bhith gus:

- An co-dhùnadh tùsail a dhearbhadh
- An co-dhùnadh tùsail a tharraing air ais agus co-dhùnadh diofraichte a chur na àite

receiving the letter informing them of the outcome. The letter should state the grounds on which the appeal is made.

The appeal should be made in writing stating which aspects of the decision they are dissatisfied with and which specific areas of the sanction or applied action they wish to appeal against.

An appeal manager who is equal to or more senior to the manager whose decision is being appealed will hear the appeal.

The appeal manager will arrange a meeting with the employee, normally within **10 working days** of receipt of the written appeal. All reasonable steps should be considered to assist the employee attending the meeting. The employee should alert the appeal manager to any relevant difficulties in relation to attendance at or in the conduct of the meeting. The appeal manager should consider all reasonable requests for a postponement of the hearing to allow for the production of an alternative medical report or other relevant information.

The Appeal Hearing

Prior to the Capability appeal hearing the appeal manager will gather all the available evidence and information to date.

During the hearing the appeal manager will consider the reasons submitted for the appeal, in the context of the fairness of the original decision, the procedure that was followed, the information available to the senior manager and any new information that may have come to light.

The appeal manager will consider whether further investigation including further reports, may need to be carried out.

Following the appeal hearing, the decision may be to:

- Confirm the original decision
- Revoke the original decision and substitute a different decision.



Far a ghabhas dèanamh, bheir am manaidsèar tagraidh mìneachadh air a' cho-dhùnadh gu pearsanta.

Where possible, the appeal manager will explain the decision in person.

Thèid co-dhùnadh deireannach an ath-thagraidh a chonaltradh dhan neach-obrach ann an sgrìobhadh cho luath 's a ghabhas - mar as trice taobh a-staigh **5-7 latha-obrach** èisteachd an ath-thagraidh.

The final decision of the appeal will be communicated to the employee in writing as soon as possible – usually within **5-7 working days** of the appeal hearing.

Chan eil còir ath-thagraidh a bharrachd ann.

There is no further right of appeal.

Còir Cuideigin a bhith an Cois

Bidh a' chòir aig neach-obrach cuideigin a bhith an cois aig gach pàirt den mhodh-obrach **comas** fhoirmeil. Bidh an neach an cois an dàrna chuid na cho-obraiche bho taobh a-staigh Bòrd na Gàidhlig, no riochdaire creideasaidhte an aonaidh chiùird.

Right to Be Accompanied

An employee will have the right to be accompanied at all stages of the formal **capability** procedure. The accompanying person will be either by a colleague from within Bòrd na Gàidhlig, or an accredited trade union representative.

Bu chòir do neach-obrach innse dhan mhanaidsear a tha a' cumail na coinneimh cò an neach an cois co-dhiù **2 latha-obrach** ron choinneimh. Tha ùine reusanta dheth ceadaichte do neach an cois gus èisteachd a fhrithealadh. Tha ùine ullachaidh reusanta ceadaichte cuideachd rè ùine obrach, ach feumaidh seo a bhith le aonta sreath-manaidsèar an neach an cois. Tha e saor-thoileach a bhith mar neach an cois; chan eil uallach ann an dreuchd a ghabhail os làimh.

An employee should advise the manager holding the meeting who the chosen accompanying person is at least **2 working days** before the meeting. An accompanying person is allowed reasonable time off with pay to attend a hearing. Reasonable preparation time is also permitted during work time, but this must be with the consent of the accompanying employee's line manager. Acting as an accompanying person is voluntary; there is no obligation to take on the role.

Dàlachaidhean

Faodar dàil a chur air coinneamhan agus èisteachdan ath-thagraidh a rèir toil a' mhanaidsear a tha a' gabhail na cathrach, gus ùine a leigeil airson tuilleadh fianais fhaighinn, no mar as trice gus meas a leigeil air an fhianais agus co-dhùnadh air dè gnìomh a tha iomchaidh, ma tha gnìomh sam bith iomchaidh.

Adjournments

Meetings and appeal hearings may be adjourned at the discretion of the manager chairing it, to allow time for additional evidence to be obtained, or more commonly to allow consideration of the evidence and to determine what, if any, action is appropriate.

Faodaidh dhan neach-obrach no neach an cois dàil iarraidh aig uair sam bith tron èisteachd ma tha iad ag iarraidh comhairle no airson cùisean am maith.

The employee or accompanying person may also request an adjournment at any time throughout the hearing if they require to consult or for issues of welfare.

Ullachaidhean Air Leth Eile

Far nach eil, a dh'aindeoin beachdachadh air ceumannan reusanta uile gus taic a thoirt dhan làthaireachd, neach-obrach comasach air coinneamh a fhrithealadh gus bruidhinn air an neo-làthaireachd aig ìre sam bith fon phoileasaidh seo air sgàth dìth-slàinte faodar ullachaidhean eile a chur an àite. Faodaidh iad seo a ghabhail a-steach:

Exceptional Arrangements

Where, despite consideration of all reasonable steps to assist their attendance an employee is unable to attend a meeting to discuss their absence at any stage under this policy due to their ill-health alternative arrangements may be put in place. These may include:



- Ullachaidhean a chaidh a dhèanamh gus coinneamh a chumail aig àite iomchaidh eile
- Riochdaire a shuidheachadh a fhrithealadh às an leth. Faodaidh seo a bhith na cho-obrachta bho taobh a-staigh Bòrd na Gàidhlig, no riochdaire creideasachta aonaidh chiùird
- Cur a-steach fianais sgrìobhte agus aithrisean a bhith air am meas ann an neo-làthaireachd an neach-obrach.
- Arrangements made to hold a meeting at an appropriate alternative location
- The appointment of a representative to attend on their behalf. This may be a colleague from within Bòrd na Gàidhlig, or an accredited trade union representative
- The submission of written evidence and statements to be considered in the employee's absence.

Ann an suidheachaidhean èiginneach foadar coinneamhan a chumail nuair nach eil an neach-obrach an làthair, agus sa chùis sin thèid fios a thoirt don neach-obrach ann an sgrìobhadh mu bhuilean sam bith.

In extenuating circumstances meetings may be held in an employee's absence, in which case the employee will be notified of any outcomes in writing.

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7 Dreuchdan agus Dleasan

Tha uallach air gach neach-obrach:

- Dèanamh cinnteach gun clàraich is gun glèidhidh iad clàr tinneas mionaideach air PeopleHR. Dèanamh cinnteach gun lion iad a-steach fiosrachadh iomchaidh gu lèir ri linn an clàr tinneas aca air PeopleHR
- Roghainnean iomchaidh dòigh-bheatha a dhèanamh airson an comasachadh an sunnd fhèin a mhealtainn agus Brosnachadh agus cumail suas an sunnd fhèin a chumail suas, a' gabhail a-steach cobhair a thoirt dhan ath-shlànachadh fhèin far a bheil seo riatanach
- Obair a fhrithealadh ann an deagh shlàinte gus an cùmhnant cosnadh a choileanadh
- Eòlas fhaighinn air a' phoileasaidh/mhodh-obrach agus dèanamh cinnteach gun cur iad fios air agus gun co-obrach iad leis an t-sreath-mhanaidsear aca tron neo-làthaireachd airson an adhbhar conaltradh a chumail
- Sgrìobhainnean sam bith a thoirt dhan t-sreath-mhanaidsear aca airson taic a thoirt dhan neo-làthaireachd aca cho luath 's a ghabhas dèanamh, i.e., notaichean meidigeach an dotair far a bheil iomchaidh (dh'fhaodadh fàilligeadh ri seo a dhèanamh leantainn gu dàil air pàigheadh tinneis reachdail no dreuchdail) agus às dèidh tilleadh bho ghreis neo-làthaireachd
- Co-obrachadh leis a' mhanaidsear aca agus riatanasan Bòrd na Gàidhlig airson coinneamh còmhradh 'fàilte air ais' air an tilleadh

Roles and Responsibilities

All employees have a responsibility to:

- Ensure that they record and maintain an accurate sick record on PeopleHR. Ensure that employees they complete all relevant information in relation to their sickness record on PeopleHR
- Make appropriate lifestyle choices to enable them to enjoy. Promote and maintain their own wellbeing, including aiding their own recovery where this is necessary
- Attend work in good health in order to fulfil their contract of employment
- Make themselves familiar with the policy/procedure and ensure that they contact and co-operate with their line manager during their absence for the purpose of keeping in touch
- Provide their line manager with any documentation to cover their period of absence as soon as practicable, i.e., doctor's medical notes where appropriate (failure to do so could mean the delay in payment of occupational or statutory sick pay) and on return from a period of absence
- Co-operate with their manager and Bòrd na Gàidhlig requirements for a 'welcome back' meeting-discussion on their return



- Co-obrachadh leis a’ mhanaidsear aca agus Bòrd na Gàidhlig far a bheilear a’ sireadh fiosrachadh air an slàinte a tha buntainneach dhan làthaireachd agus dèanadas aig obair a’ gabhail a-steach riatanasan airson sgrùdadh Slàinte Dreuchdail far a bheil tar-chur ga dhèanamh fon phoileasaidh seo.

Tha dleastanas air luchd-stiùiridh uile:

- Meòrachadh air ìrean na neo-làthaireachd tinneis agus a bhith a’ stiùireadh ann an dòigh mhothachail, cothromach, cunbhalach agus tràthail, luchd-obrach uile a tha ìrean na neo-làthaireachd aca a’ togail dhraghan sam bith, a’ toirt fa-near do shuidheachaidhean fa leth
- Deasbad ri luchd-obrach air adhbharan neo-làthaireachd agus gnìomh iomchaidh a ghabhail
- Conaltradh bitheanta a chumail ri luchd-obrach a tha neo-làthair tro dhith-slàinte gu h-àraid neo-làthaireachd fad-ùine, gus dèanamh cinnteach gu bheil iad mothachail air an adhartas agus faide na neo-làthaireachd. A bhith mothachail air suidheachaidhean an neach-obrach agus dòigh-conaltraidh a chleachdadh a tha freagarrach dhan suidheachaidhean gun a bhith bacail
- A bhith a’ dol tro na h-ìrean a dh’fheumar ann an stiùireadh neo-làthaireachd tinneis ann an dòigh thràthail, a’ cumail conaltradh ris an neach-obrach air na h-ath cheumnan, a’ dèanamh cinnteach gu bheil clàran mhionaidean air an glèidheadh airson luchd-obrach uile a’ gabhail a-steach faide neo-làthaireachd agus nota air còmhraidhean uile a chaidh a chumail agus targaidean a chaidh a shuidheachadh.
- Clàran neo-làthaireachd mionaideach, fa leth a chumail taobh a-staigh PeopleHR airson luchd-obrach uile a’ toirt a-steach faide neo-làthaireachd agus nota air còmhraidhean uile a chaidh a chumail agus targaidean uile a chaidh a shuidheachadh
- Dèanamh cinnteach gu bheil sochairan iomchaidh air an suidheachadh ann am PeopleHR air sgrìobhainnean uile air an sàbhaladh gu dealanach gus a bhith cinnteach à rùnachd
- Ceangail cuisean [far a bheil feum air atharrachaidhean reusanta neo](#) tilleadh ceum air ceum ri HR gus dèanamh cinnteach gu bheil

- Co-operate with their manager and Bòrd na Gàidhlig where details of their health are sought which are relevant to their attendance and performance at work including requirements for an Occupational Health assessment of health where a referral is made under this policy.

All managers have a responsibility to:

- Reflect on the levels of sickness absence and to manage sensitively, fairly, consistently and in a timely manner, all employees whose absence levels raise any concerns, having regard for individual circumstances
- Discuss with employees the reasons for absence and take appropriate action
- Keep in regular contact with employees who are absent through ill health particularly during long term absence, to ensure that they are fully aware of progress and the likely duration of the absence. To be sensitive to the employee’s circumstances and use a method of contact which is appropriate to the circumstances and avoids being intrusive
- Follow through the stages required in managing sickness absence in a timely manner, keeping the employee informed of the next steps, ensuring accurate records are maintained and communicating any decisions taken for all employees including the duration of absence and a note of all discussions that have been held and targets that have been set
- Maintain accurate, individual absence records within PeopleHR for all employees including the duration of absence and a note of all discussions that have been held and targets that have been set
- Ensure that appropriate privileges are set in PeopleHR on all documentation saved electronically to ensure confidentiality
- Liaise with HR cases [which require reasonable adjustments or a phased](#)

fiosrachadh air a chlàradh gu mionaideach air PeopleHR

- Meas dligeach a thoirt do dh'ìrean iomchaidh de thaic is comhairle do luchd-obrach, i.e., a bhith a' brosnachadh an neach-obrach comhairle a chur ris an EAP far a bheil iomchaidh
- Beachdachadh air atharrachaidhean reusanta sam bith a thaobh dleasan no acainn a dh'fhaodadh a bhith feumail gus taic a thoirt do neach-obrach a' tilleadh a dh'obair às dèidh greis neo-làthaireachd.

return to ensure that information is recorded accurately on PeopleHR

- Give due consideration to appropriate levels of support and advice to employees, i.e., encourage the employee to consult the EAP where appropriate
- Consider any reasonable adjustments in duties or equipment that may be required to support an employee returning to work following a period of absence.

Tha dleastanas air ~~Seirbheisean GD~~Corporra:

- Trèanadh agus leasachadh iomchaidh a thoirt seachad do mhanaidsearan gus taic a thoirt do bhuileachadh seo agus poileasaidhean eile
- Gus dèanamh cinnteach gu bheil an ìre cheart de thaic agus chomhairle aig manaidsearan gus an comasachadh gnìomh a ghabhail ann an dòigh chothromach is chunbhalach
- A bhith a' freagairt iarrtasan airson tar-churan Slàinte Obrach ann an dòigh thràthail, a' co-òrdanachadh na freagairt agus a' dèanamh cinnteach gu bheil fiosrachadh buntainneach air a thoirt seachad gus manaidsearan a chuideachadh ann an co-dhùnaidhean cothromach a dhèanamh.
- Manaidsear a chomhairleachadh air buaidhean reachdail sam bith, m.e., Achd ~~air Leth-bhreith Ciorramachd~~Co-ionannachd 2010.
- Taic a thoirt dhan mhanaidsear ann am beachdachadh air dreuchdan eile far nach eil an neach-obrach comasach a thilleadh a dh'obair no ann an tar-chur gu Slàinte Dreuchdail gus meas a thoirt air iomchaidheachd cluaineas dith-slàinte.

Corporra ~~ate~~ Services have a responsibility to:

- Provide appropriate training and development for managers to support the implementation of this and other policies
- Ensure that managers have the right level of support and advice to enable them to act in a fair and consistent manner
- Respond to requests for referrals to Occupational Health in a timely manner, co-ordinating the response and ensuring relevant information is provided to the manager to enable decisions to be made
- Advise managers on any legislative impacts e.g., ~~Disability Discrimination Act~~The Equality Act 2010.
- Assist the manager in considering alternative roles where the employee is not able to return to their own or referring to Occupational Health for consideration of ill-health retirement as appropriate.

Tha dleastanas air an neach an cois:

- An neach-obrach a chuideachadh ann am fiosrachadh a chur ri chèile a bhios a' toirt taic dhan chùis aca
- Taic a thoirt dhan neach-obrach tron èisteachd
- Còmhraidh ris an neach-obrach tron èisteachd
- Dìomhaireachd a ghèidheadh daonnan
- Gun a bhith a' giùlan ann an dòigh bhuaireasach no bhacail.

The accompanying person has the responsibility to:

- Assist the employee in collating information that supports their case
- Support the employee during the hearing
- Confer with the employee during the hearing
- Always maintain confidentiality
- Not behave in a disruptive or obstructive manner.

8 Measadh Buaidh Co-ionannachd

Equality Impact Assessment



Tha Bòrd na Gàidhlig ag aithneachadh an dleastanas a th' aige gus dèanamh cinnteach nach bi duine sam bith a' fulang leth-breith no ana-cothrom air sgàth aois, ciorramachd, ath-dhealbhachd gnè, pòsadh is com-pàirteachas sìobhalta, cinneadh, cràbhadh no creideamh, leatromachd is màthaireachd, gnè no aomadh gnèitheasach. Tha am poileasaidh seo air sgrùdadh tro Mheasadh Buaidh Co-ionannachd gus co-ionannachd a chomasachadh.

Bòrd na Gàidhlig recognises its responsibility to ensure that no-one is discriminated against or disadvantaged on the grounds of age, disability, gender reassignment, marriage and civil partnership, race, religion or belief, pregnancy and maternity, sexual orientation or sex. This policy has been screened through an equality impact assessment to ensure equality.

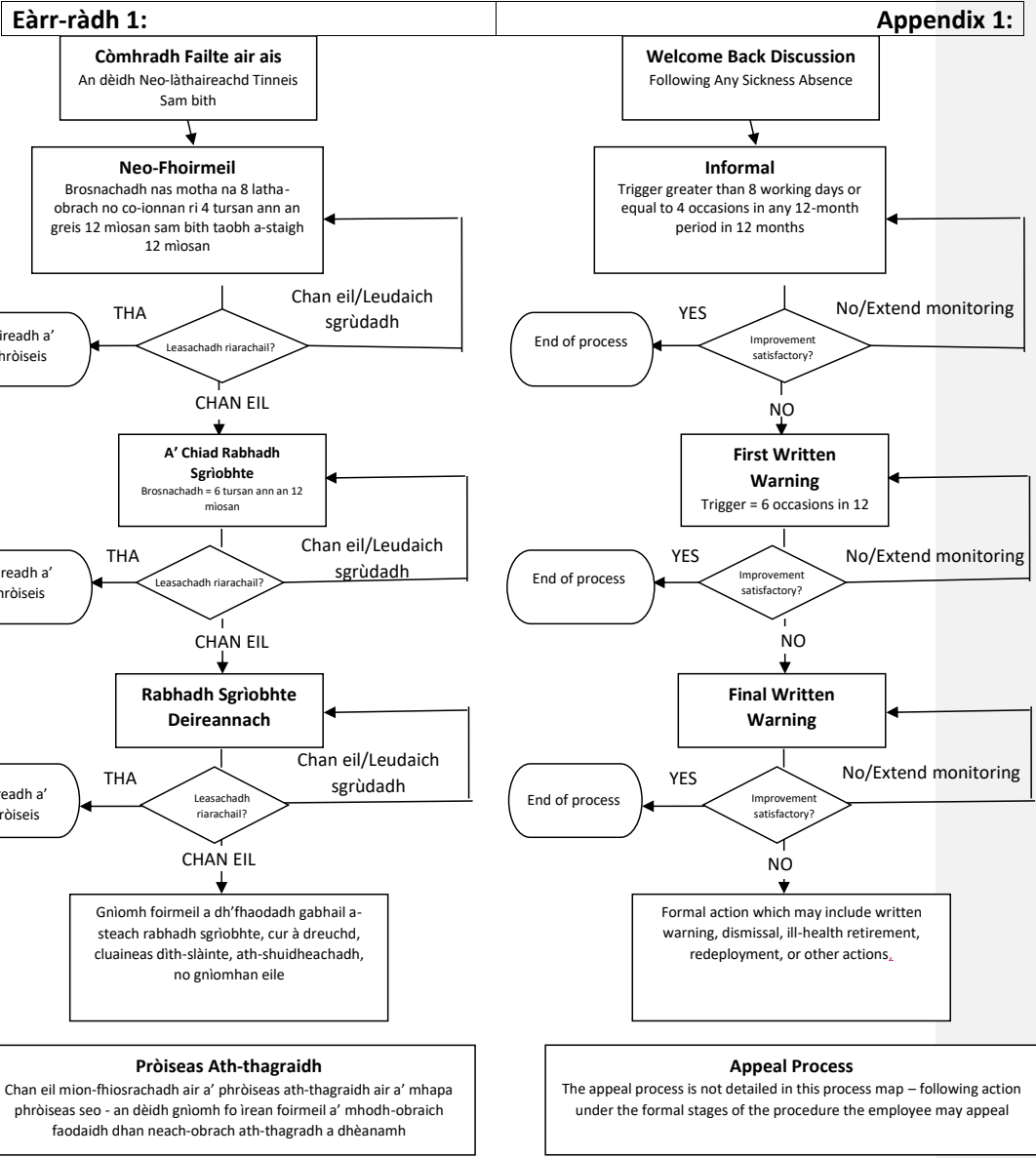
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Achd ~~air Leth-bhreith Ciorramachd~~Co-ionannachd 2010

Feumar stiùireadh a' phoileasaidh seo a chur an gnìomh ann an dòigh a tha co-chòrdail ri dleastanasan Bòrd na Gàidhlig a thaobh an Achd ~~air Leth-breith Ciorramachd~~Co-ionannachd 2010 a' gabhail a-steach an dleastanas atharrachaidhean reusanta a choileanadh. Far a bheil neo-chunbhalachd sam bith anns na dleastanasan a chaidh a leigeil leis an Achd tha an Achd an uair sin a' tighinn an àite a' phoileasaidh seo. 'S e eisimpleir de seo a' choltachd gu bheil ~~factaran~~ puingean brosnachaidh dhiofraichte air an cleachdadh airson luchd-obrach a tha an neo-làthaireachd aca a' tighinn bho ~~c~~Chiorramachd a thaobh an Achd. Tha taic ri fhaighinn bho ~~Seirbheisean~~ Gdrìochdaire GD Bòrd na Gàidhlig a thaobh chùmhntan agus bhuilean an Achd. Bu chòir do mhanaidsearan bruidhinn ris an Seirbheisean Rìochdaire GD aca nuair a tha iad a' beachdachadh air ceumannan a ghabhail a thaobh a' phoileasaidh ann an co-cheangail ri luchd-obrach sam bith air a bheil coltachd ciorramach a thaobh an Achd.

~~Disability Discrimination Act~~The Equality Act 2010

The guidelines of this policy must be implemented in a way which is consistent with Bòrd na Gàidhlig's duties in terms of the ~~Disability Discrimination~~The Equality Act 2010 including the duty to carry out reasonable adjustments. Where there is any inconsistency the duties imposed by the Act then the Act supersedes this policy. An example of this is the possibility that different trigger ~~factors~~ points are used for employees whose absence arises from a ~~d~~Disability in terms of the Act. Assistance is available from Bòrd na Gàidhlig's HR Representative Services as to the terms and implications of the Act. Managers should discuss with their HR Services Representative when considering taking steps in terms of the policy in relation to any employees who are likely to be disabled in terms of the Act.



Thoiribh fa-near: Thathar a' moladh gun tachair Còmhradh Faighte air ais às dèidh greis de neo-làthaireachd tinneis sam bith



Poileasaidh Smachdachaidh Disciplinary Policy

Air aontachadh le/Approved by: Comataidh Poileasaidh is Ghoireasan

Air aontachadh le/Approved by: 30/08/2022

Lèirmheas a dhìth/Review due on: 30/08/2023

Eadar-theangachadh dearbhte/translation checked: xxxx

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Poileasaidh Smachdachaidh

1. Adhbhar

Tha feum aig Bòrd na Gàidhlig air deagh inbhean de smachdachadh bhon luchd-cosnaidh aige, còmhla ri inbhean riarachail de dh'obair. 'S e adhbhar a' mhodh-obrach seo gum bithear a' dèanamh cinnteach gu bheil iomagainean sam bith a thaobh giùlan luchd-cosnaidh gan làimhseachadh ann an dòigh a tha cothromach, co-chòrdail agus tìmeil, leis an rùn gun toirear gu buil piseach agus gus obrachadh dligheach na buidhne agus slàinte is sàbhailteachd an luchd-cosnaidh aige a dhìon.

Faodaidh stiùireadh a shireadh aig àm sam bith bho Ghoireasan Daonna air mìneachadh agus obrachadh a' phoileasaidh seo.

2. Farsaingeachd

Tha am poileasaidh seo a' buntainn ris an luchd-cosnaidh uile aig Bòrd na Gàidhlig. Airson luchd-cosnaidh a tha an-dràsta a' dèanamh na h-ùine dearbhaidh aca, bidh prionnsapalan a' phoileasaidh seo an gnìomh ann an co-theacsa stiùireadh a' phròbhaidh aca. Gheibhear barrachd fiosrachaidh air pròbhadh ann an teirmichean is cumhaichean cosnaidh aig Bòrd na Gàidhlig.

3. Aithris Poileasaidh

'S e adhbhar a' phoileasaidh seo luchd-obrach a chuideachadh agus a bhrosnachadh gus ìrean iomchaidh de ghiùlan, làthaireachd agus coileanadh obrach a chumail suas agus modh-obrach Bhòrd na Gàidhlig a mhìneachadh nuair nach eil giùlan, làthaireachd agus/no coileanadh obrach neach-obrach a' coinneachadh ris na h-ìrean riatanach.

Tha dùil gun tèid a' mhòr-chuid de dhraghan fhuasgladh gu neo-fhoirmeil le deagh chonaltradh agus còmhraidhean onarach ach tha sinn ag aithneachadh gur dòcha gum bi feum air modh-obrach foirmeil bho àm gu àm.

Tha giùlan agus iomchair a thathar a' sùileachadh bho luchd-obrach Bhòrd na Gàidhlig air fad mar a tha air a

Disciplinary Policy

1. Purpose

Bòrd na Gàidhlig require good standards of discipline from its employees together with satisfactory standards of work. The purpose of this procedure is to ensure that any concerns over employees conduct, is handled in a fair, consistent and timely manner, with the intention of bringing about improvement and to protect the proper operation of the organisation's business and the health and safety of its employees.

Guidance can be sought at all times from HR on the interpretation and operation of this policy.

2. Scope

This policy applies to all employees of Bòrd na Gàidhlig. For employees who are currently serving their probationary period, the principles of this policy will apply in the context of managing their probation. Further information on probation can be found in Bòrd na Gàidhlig's terms & conditions of employment.

3. Policy Statement

The purpose of this policy is to help and encourage employees to maintain satisfactory standards of conduct, attendance, and job performance and set out Bòrd na Gàidhlig's procedure for when an employee's conduct, attendance and/or job performance does not meet the required standards.

It is expected that the majority of concerns can be solved informally with good communication and honest conversations however we recognise that occasionally a formal procedure may be required.

Conduct and behaviour expected of all Bòrd na Gàidhlig employees is as set out in the

mhìneachadh ann am Poileasaidh Inbhean Giùlain; thathar an dùil gum bi luchd-obrach uile eòlach orra sin. Mar as trice bhiodh briseadh nan inbhean sin na mhì-ghiùlan. Tha eisimpleirean de na dh'fhaodar a mheas mar mhì-ghiùlan air am mìneachadh ann am Pàipear-taice 1.

Chan eil am poileasaidh seo mar phàirt de chòraichean cùmhnant an neach-obrach. Tha còir aig Bòrd na Gàidhlig mion-fhiosrachadh a' phoileasaidh seo atharrachadh a rèir reachdas no riatanasan na buidhne.

4. A' dèiligeadh ri Draghan

Thèid dèiligeadh ri draghan a thèid an togail gu mothachail agus ann an dìomhaireachd agus feumaidh gach com-pàirtiche san obair dìomhaireachd a chumail tron phròiseas agus às a dhèidh.

Feumaidh manaidsaran dèiligeadh ri mì-ghiùlan neach-obrach cho tràth 's a ghabhas agus gun dàil às deidh don mhì-ghiùlan tachairt.

A rèir dè cho dona 's a tha an mì-ghiùlan, is dòcha gum feum am manaidsar bruidhinn mun chomas an neach-obrach a chuir air stad faiceallach fhad 's a bhios sgrùdadh lorg-fiosrachaidh a' dol air adhart. Feumaidh co-dhùnadh sam bith neach-obrach a chuir dheth a bhith air a dheasbad leis a' Mhanaisear Sgrùdaidh agus HR. Mairidh casg cuideachd cho fada 's a tha riatanach gus sgrùdadh slàn agus mionaideach a dhèanamh.

Ann an cùisean far a bheil amharas ann gu bheil foill no mèirle tha e deatamach gun bruidhinn am manaidsar loidhne mu na draghan le HR no Ceannard Ionmhais is Ghnothaichean Corporra (ma tha sin iomchaidh) cho luath 's as urrainn (i.e. mus tòisich rannsachadh).

Dh'fhaodadh suidheachadh èirigh far a bheil e coltach an toiseach gum bu chòir dèiligeadh ris a' chùis fon poileasaidh seo, ach dh' fhaodadh gum fàs e soilleir gum bu chòir dèiligeadh ris fo phoileasaidh eile, mar eisimpleir nuair a thathar a' sgrùdadh cùis de ghiùlan mì-fhreagarrach a dh' fhàsas e follaiseach gu bheil cùisean comais ann. Far a bheil fianais air measgachadh de ghiùlan agus coileanadh/droch

Standards of Conduct Policy; all employees are expected to familiarise themselves with these. Any breach of these standards would normally constitute misconduct. Examples of what may be considered as misconduct is detailed in Appendix 1.

This policy does not form part of the employee's contractual rights. Bòrd na Gàidhlig reserve the right to vary the detail of this policy as required by legislation or organisational requirements.

4. Addressing Concerns

Concerns raised will be handled sensitively and in confidence and all parties to the proceedings must maintain confidentiality throughout and follow the process.

Managers must address an employee's misconduct as early as possible and without delay after the misconduct has occurred.

Depending on the severity of the misconduct, the manager may need to discuss the possibility of placing the employee on precautionary suspension whilst a fact-finding investigation takes place. Any decision to suspend an employee must be discussed with the Investigating Manager and HR. Suspension will also last as long as is necessary to conduct a full and thorough investigation.

In cases where fraud or theft is suspected it is essential that the line manager discusses the concerns with HR or the Head of Finance and Corporate Affairs (if appropriate) at the earliest possible opportunity (i.e. before an investigation is initiated).

A situation may arise where it initially appears the matter should be dealt with under this policy, but it may become clear that it should be dealt with under another, for example where investigating a case of unacceptable conduct it becomes apparent there are capability issues. Where evidence of a combination of conduct and

shlàinte air a thogail aig an aon àm, faodar na cùisean a chur còmhla mar thoradh air a' phròiseas chumanta mar aon sgrùdadh lorg fiosrachaidh. Far a bheil e iomchaidh, thèid aon choinneamh foirmeil a chur air dòigh gus dèiligeadh ris a h-uile cùis. Bidh e soilleir don neach-obrach na poileasaidhean a thathar a' leantainn.

Ma thogas neach-obrach casaid tron mhodh smachdachaidh, dh' fhaodadh gum biodh e iomchaidh am modh smachdachaidh a chuir dheth rè ùine fhad 's a thathar a' dèiligeadh ris a' ghearan. Ach, ma tha an gearan a chaidh a thogail ceangailte gu dlùth ris a' mhodh smachdachaidh, mar as trice bidh e iomchaidh dèiligeadh ris an dà mhodh aig an aon àm.

Aig gach ìre den mhodh smachdachaidh bu chòir do mhanaidsearan co-chomhairle a chumail ri HR.

4. Modh-obrach

Bu chòir don mhanaidsear loidhne co-dhùnadh an gabh dèiligeadh gu neo-foirmeil ri draghan co-cheangailte ri giùlan neach-obrach. Far a bheil seo air a mheas iomchaidh, bu chòir don mhanaidsear loidhne bruidhinn ris an neach-obrach mun ìre giùlain ris a bheil dùil taobh a-staigh na buidhne agus gun tèid am poileasaidh seo a chleachdadh mura lean an neach-obrach a' coinneachadh ris na h-inbhean sin. Bu chòir nota den deasbad a chumail ann am faidhle sgiobachd an neach-obrach.

Far nach eilear den bheachd gu bheil e iomchaidh dèiligeadh ri mì-ghiùlan gu neo-foirmeil no far an deach iomadh oidhirp neo-shoibheachail a dhèanamh gus dèiligeadh ri giùlan gu neo-foirmeil, bu chòir don mhanaidsear loidhne 'fiosrachadh cùl-fhiosrachaidh' a chruinneachadh gus faighinn a-mach dè na casaidean a th' ann agus tòiseachadh air pròiseas foirmeil mar a tha air a mhineachadh gu h-ìosal.

Tha e coltach gur e am manaidsear loidhne an t-oifigear sgrùdaidh, far nach eil seo comasach i.e. strì eadar com-pàirt, cuiridh HR manaidsear eile an

performance/ill health is raised at the same time, the issues may be combined on account of the common process as a single fact finding investigation. Where appropriate, one formal meeting will be arranged to address all issues. It will be made clear to the employee the policies being followed.

If an employee raises a grievance during the disciplinary procedure, it may be appropriate to temporarily suspend the disciplinary procedure while the grievance is dealt with. However, if the grievance raised is closely connected to the disciplinary procedure, it will normally be appropriate to deal with both procedures at the same time.

At every stage of the disciplinary procedure managers should consult with HR.

5. Procedure

The line manager should determine whether the concerns relating to an employee's conduct can be addressed informally. Where this is deemed appropriate, the line manager should discuss with the employee the standard of conduct that is expected within the organisation and that this policy will be used should the employee continue to fail to meet those standards. A note of the discussion should be kept in the employee's personnel file.

Where it is not deemed appropriate to address misconduct informally or there has been multiple unsuccessful attempts to address conduct informally, the line manager should gather 'background information' to determine what the allegations are and commence a formal process as set out below.

It is likely that the line manager will be the investigating officer, where this is not

dreuchd aig an aon ìre ri oifigear sgrùdaidh. Bu chòir oifigear smachdachaidh a chomharrachadh cuideachd aig an ìre seo ma tha an rannsachadh a' dearbhadh gu bheil èisteachd smachdachaidh air a mheas riatanach. Bu chòir seo a bhith na mhanaidsear aig ìre nas àirde, ma ghabhas e dèanamh.

Ceum 1 - Rannsachadh Lorg-fiosrachaidh Thèid fios a thoirt don neach-obrach ann an sgrìobhadh gu bheil iad fo ùmhachd sgrùdadh lorg-fiosrachaidh, feumar fios reusanta a thoirt dhaibh airson a bhith an làthair aig coinneamh sgrùdadh lorg-fiosrachaidh. Feumaidh an litir a bhith a' toirt a-steach:

- Adhbhar an agallaimh agus gun tèid a stiùireadh a rèir a' Phoileasaidh Smachdachaidh seo.
- Gu bheil iad fo ùmhachd Rannsachadh Lorg-fiosrachaidh.
- Na casaid(ean) nan aghaidh.
- Ceann-latha, uair agus àite na coinneimh sgrùdadh.
- Fiosrachadh mun oifigear sgrùdadh agus neach-notaichean sam bith a bhios an làthair.
- Fiosrachadh mun chòir aca a bhith còmhla riutha aig a' choinneimh (far a bheil sin riatanach).
- Fiosrachadh mu chasg ro-chùramach sam bith.
- Fiosrachadh mu sheirbheisean sunnd a tha rim faotainn don neach-obrach.

Bhon fhiosrachadh cùl-fhiosrachaidh agus na casaidean an aghaidh an neach-obrach, bu chòir don oifigear sgrùdadh faighinn a-mach a bheil feum air fianais sam bith a chruinneachadh mar phàirt den rannsachadh (i.e. aithrisean luchd-fianais, clàran neo-làthaireachd, puist-d, CCTV msaa).

Bu chòir don oifigear sgrùdadh sgrùdadh cothromach agus mionaideach a dhèanamh gun dàil mì-reusanta agus nuair a thig an rannsachadh gu crìch bu chòir dha aithisg sgrùdadh a thoirt don oifigear smachdachaidh le mion-fhiosrachadh air co-dhùnaidhean an sgrùdadh.

Bu chòir don aithisg geàrr-chunntas a dhèanamh air an fhianais a chaidh a lorg tron sgrùdadh agus bu chòir a bhith ann:

possible i.e. conflict of interest then HR will appoint another manager of a similar grade as investigating officer. A disciplinary officer should also be identified at this stage for if the investigation determines a disciplinary hearing to be deemed necessary. This should be a manager of a more senior level, where possible.

Step 1 – Fact-Finding Investigation

The employee will be notified in writing that they are subject to a fact-finding investigation, they must be given reasonable notice to attend a fact-finding investigation meeting. The letter must include:

- The purpose of the interview and that it will be conducted in line with this Disciplinary Policy.
- That they are subject to a Fact-Finding Investigation.
- The allegation(s) against them.
- Date, time and venue of the investigation meeting.
- Details of the investigation officer and any notetaker who will be in attendance.
- Details of their right to be accompanied at the meeting (where necessary).
- Details of any precautionary suspension.
- Details of wellbeing services available to the employee.

From the background information and the allegations against the employee, the investigating officer should determine if any evidence needs to be collected as part of the investigation (i.e. witness statements, absence records, emails, CCTV etc).

The investigating officer should carry out a fair and thorough investigation without unreasonable delay and on conclusion of the investigation should provide an investigation report to the disciplinary officer detailing the findings of the investigation.

The report should summarise the evidence found throughout the investigation and should include:

- Casaidean
- Dòigh-obrach (i.e. aithrisean luchd-fianais, clàran neo-làthaireachd, puist-d, CCTV msaa).
- Creideas an fhianais a fhuaras tron rannsachadh
- Co-dhùnadh
- Pàipearan-taice den fhianais air fad a chaidh a chruinneachadh (a' gabhail a-steach geàrr-chunntasan choinneamhan sam bith)

Nì an aithisg cuideachd aon de na molaidhean a leanas don oifigear smachdachaidh:

- Gun chùis ri fhreagairt
- Eadar-theachd riaghlaidh neo-fhoirmeil (i.e. trèanadh/leasachadh, eadar-mheadhanachadh is eile)
- Air adhart gu Èisteachd Smachdachaidh

Feumar fios a chuir chun neach-obrach ann an sgrìobhadh mun bhuil. Ma tha neach-obrach air a chuir dheth gu faiceallach agus gu bheil an t-oifigear sgrùdaidh a' moladh èisteachd smachdachaidh, bidh an neach-obrach air a chuir dheth gus an tig an èisteachd gu crìch.

Ceum 2 - Èisteachd Smachdachaidh Nì an t-oifigear smachdachaidh ath-sgrùdadh air an aithisg sgrùdaidh a chuir an t-oifigear sgrùdaidh thuca agus cuiridh e fios chun neach-obrach ann an sgrìobhadh gu bheil iad a' faighinn cuireadh a dhol gu èisteachd smachdachaidh. Gheibh an neach-obrach fios co-dhiù 5 latha-obrach airson a bhith an làthair aig an èisteachd agus bidh an litir a' toirt a-steach:

- Ceann-là, uair agus àite na h-èisteachd.
- Fiosrachadh mun oifis smachdachaidh agus neach-notaichean sam bith a dh'fhaodadh a bhith an làthair aig an èisteachd.
- Na casaidean an aghaidh an neach-obrach
- Leth-bhreac de dh'aithisg an sgrùdaidh
- Lethbhreac de fhianais sam bith a chaidh a chruinneachadh tron rannsachadh (i.e. aithrisean luchd-fianais, clàran neo-làthaireachd, puist-d, CCTV msaa).
- Poileasaidhean a bhuineas do na casaidean
- Fiosrachadh mun chòir aca a bhith còmhla riutha aig a' choinneimh.

- Allegations
- Methodology (i.e. witness statements, absence records, emails, CCTV etc).
- Credibility of the evidence found throughout the investigation
- Conclusion
- Appendices of all evidence gathered (including minutes of any meetings)

The report will also make one of the following recommendations to the disciplinary officer:

- No case to answer
- Informal management intervention (i.e. training/development, mediation etc)
- Proceed to Disciplinary Hearing

The employee must be notified in writing of the outcome. If an employee is on precautionary suspension and the investigating officer recommends a disciplinary hearing, the employee will remain suspended until the hearing has been concluded.

Step 2 – Disciplinary Hearing

This disciplinary officer will review the investigation report sent to them by the investigating officer and notify the employee in writing that they are invited to attend a disciplinary hearing. The employee will be given a minimum of 5 working days' notice to attend the hearing and the letter will include:

- Date, time and venue of the hearing.
- Details of the disciplinary office and any notetaker who may be present at the hearing.
- The allegations against the employee
- A copy of the investigation report
- A copy of any evidence gathered throughout the investigation (i.e. witness statements, absence records, emails, CCTV etc).
- Policies which are relevant to the allegations

- Smachd-bhannan a dh' fhaodadh a bhith air an èisteachd smachdachaidh (i.e. Gun gnìomh sam bith eile, rabhadh sgrìobhte a' chiad/deireannach, briseadh às a dhreuchd no geàrr-chunntas às a dhreuchd).
- Fiosrachadh mu sheirbheisean sunnd a tha rim faotainn don neach-obrach.

Aig an èisteachd, mìnichidh an t-oifigear smachdachaidh adhbhar na coinneimh don neach-obrach, nì e cinnteach gu bheil an neach-obrach air am poileasaidh smachdachaidh seo a leughadh agus a thuigsinn agus gu bheil e a' tuigsinn a' mhodh-obrach. Thèid iarraidh air an neach-obrach dearbhadh gu bheil iad air an aithisg a leughadh agus fianais sam bith a chaidh a chur thuca mar phàirt den rannsachadh.

Mar as trice bidh neach-notaichean an làthair aig an oifigear smachdachaidh, ach uaireannan dh' fhaodadh gum feumar clàradh claisneachd a dhèanamh den èisteachd, thèid cead iarraidh air a h-uile neach a bhios an làthair aig an èisteachd mus tèid iad air adhart le clàradh claisneachd sam bith. Chan eil clàran falaichte ceadaichte aig ìre sam bith den mhodh-obrach agus bu chòir tar-sgrìobhadh de chlàradh aontaichte sam bith a thoirt don neach-obrach.

Tòisichidh an èisteachd leis an oifigear smachdachaidh a' taisbeanadh co-dhùnaidhean an sgrùdaidh agus dè a' chùis a tha an aghaidh an neach-obrach, faodaidh iad ceistean fhaighneachd airson tuilleadh fiosrachaidh no soilleireachd. Gheibh an neach-obrach an uair sin cothrom an cùis aca a chuir air adhart. Bu chòir gum biodh an aithisg, fianais sam bith a chaidh a chruinneachadh agus poileasaidhean iomchaidh rim faighinn tron èisteachd airson fiosrachadh, faodaidh gach pàrtaidh cuideachd fianaisean a ghairm ma bhios sin riatanach.

Aig àm sam bith tron èisteachd, faodaidh neach sam bith a tha an sàs ann dàil a chuir air adhart agus thèid an èisteachd a stad airson ùine aontaichte.

Nuair a thig an èisteachd gu crìch, gairmidh an t-oifigear smachdachaidh dàil gus beachdachadh air an fhianais agus a' chùis a chuir an neach-obrach air adhart. Faodar an toradh a ghairm a-rithist air an aon

- Details of their right to be accompanied at the meeting.
- Possible sanctions of the disciplinary hearing (i.e. No further action, first/final written warning, dismissal or summary dismissal).
- Details of wellbeing services available to the employee.

At the hearing, the disciplinary officer will explain to the employee the purpose of the meeting, ensure that the employee has read and understood this disciplinary policy and understands the procedure. The employee will be asked to confirm that they have read the report and any evidence sent to them as part of the investigation.

The disciplinary officer will normally have a notetaker present, however on occasion it may also be necessary to take an audio recording of the hearing, all attendees at the hearing will be asked for consent before proceeding with any audio recording. Covert recordings are not permitted at any stage of the procedure and the employee should be provided with a transcript of any agreed recording.

The hearing will commence with the disciplinary officer presenting the findings of the investigation and what the case is against the employee, they may ask questions for further information and or clarity. The employee will then be given an opportunity to put their case forward. The report, any evidence gathered and relevant policies should be available throughout the hearing for reference, witnesses may also be called by either party if necessary.

At any point through the hearing, any party involved may ask for an adjournment and the hearing will be paused for an agreed duration.

On conclusion of the hearing, the disciplinary officer will call an adjournment to consider

latha, no ma tha tuilleadh fianais a dhìth faodar ceann-latha a chuir air dòigh airson a thighinn air ais leis a' bhuil. Nì an t-oifigear smachdachaidh co-dhùnadh cho luath sa ghabhas agus gun dàil mì-reusanta.

Thèid fios a thoirt don neach-obrach ann an sgrìobhadh mu thoradh na h-èisteachd smachdachaidh agus smachd-smachd sam bith. Mar as trice bidh seo taobh a-staigh 5 latha obrach. Bheir an litir mion-fhiosrachadh:

- Geàrr-chunntas de na co-dhùnaidhean agus an co-dhùnadh a chaidh a ruighinn.
- An smachd-bhann ri chur air faidhle sgiobachd an neach-obrach agus an ùine a mhaireas e (i.e. a' chiad rabhadh sgrìobhte – 6 mìosan).
- Leasachadh ris a bheil dùil agus amasan sam bith air an suidheachadh agus mar thoradh air gun a bhith gan coileanadh.
- A' chòir ath-thagraidh.

5. Dreuchdan agus Dleastanasan

Tha uallach air luchd-cosnaidh:

- A h-uile ceum reusanta a ghabhail gu bhith an làthair aig coinneamhan.
- A bhith a' co-obrachadh gu h-iomlan nuair a thathar ag iarraidh orra agus gun dàil a chur air coinneamhan gu mì-reusanta.
- A h-uile fiosrachadh buntainneach, a' gabhail a-steach cùisean a nì maothachadh air an t-suidheachadh, a thoirt gu aire Bòrd na Gàidhlig.
- Ma tha cuideigin gu bhith a' tighinn còmhla riutha, ullachaidhean a chur air bhonn airson an companach aca a bhith an làthair aig coinneamh sam bith agus greim fhaighinn air a h-uile sgrìobhainn bhuntainneach.
- Fios a thoirt ro làimh air iarrtas sam bith airson luchd-fianais a ghairm agus an luchd-fianais aca a shreathachadh.
- Fianais no aithrisean luchd-fianais a thoirt gu Bòrd na Gàidhlig ann an deagh àm ron choinneimh air chor 's gum faodar beachdachadh orra.

the evidence and the case put forward by the employee. The outcome may be reconvened on the same day, or if further evidence is required a date may be set to reconvene with the outcome. The disciplinary officer will make a decision as soon as possible and without unreasonable delay.

The employee will be notified in writing of the outcome of the disciplinary hearing and any disciplinary sanction. This will normally be within 5 working days. The letter will detail:

- Summary of the findings and the decision reached.
- The sanction to be placed on the employees personnel file and its duration (i.e. First written warning – 6 months).
- Improvement expected and any objectives set and the consequence of not meeting these.
- The right of appeal.

6. Roles and Responsibilities

Employees have a responsibility to:

- Take all reasonable steps to attend meetings.
- Co-operate fully when requested and not to unreasonably delay meetings.
- Bring to the attention of Bòrd na Gàidhlig all relevant information including any mitigating circumstances.
- If being accompanied, make arrangements for their companion to attend any meeting and be in receipt of all relevant documentation.
- Give advance notice of requests to call witnesses and line up their witnesses.
- Provide evidence or witness statements to Bòrd na Gàidhlig in good time before the meeting so that they can be considered.
- Set out in writing the grounds of any appeal.

- Bun-adhbharan airson ath-thagradh sam bith a chur an cèill ann an sgrìobhadh.

Tha uallach air gach manaidsèar-loidhne:

- Far a bheil e iomchaidh, dèiligeadh ri cùisean giùlain neo-fhoirmeil gu h-èasgaidh agus gu cothromach.
- An ìre iomchaidh de thaic a thoirt don neach-cosnaidh.
- Comhairle agus stiùireadh a shireadh bho Ghoireasan Daonna far a bheil e iomchaidh.
- Nota-faidhle mun ìre neo-fhoirmeil a shàbhaladh ann am faidhle fastaidh an neach-cosnaidh.

Tha uallach air manaidsèar an sgrùdaidh:

- An uiread den sgrùdadh a dhèanamh 's a tha reusanta airson an t-suidheachaidh agus ann an deagh àm.
- Uallach a ghabhail airson am pròiseas sgrùdail/stèidheachadh na firinne a stiùireadh no a mharasgladh.
- Dèanamh cinnteach gu bheil riathanasan modha air an riarachadh.
- Casaid mì-ghiùlain sam bith a sgrùdadh.
- Sgrìobhainnean buntainneach a sgrùdadh agus agallamhan a dhèanamh ri luchd-cosnaidh mar a tha riatanach.
- Firinn na cùise a stèidheachadh agus an fhianais a thional.
- Notaichean pongail, clàran fianaise agus aithrisean luchd-fianais a ghlèidheadh, far a bheil e iomchaidh, air feadh a' ghnòthaich.
- A bhith neo-eisimeileach, neo-chlaon, dìomhair agus proifeiseanta aig a h-uile àm.
- Fianais agus moladh a thoirt seachad (aithris sgrùdaidh le notaichean an cois) do mhanidsèar na h-èisteachd nuair a tha an sgrùdadh air a choileanadh.

Tha uallach air manaidsèar na h-èisteachd:

Line managers have a responsibility to:

- Where appropriate deal with informal conduct issues promptly and fairly.
- Provide the appropriate level of employee support.
- Seek advice and guidance from HR where appropriate.
- Save a file note of the informal stage in the employee's staff file.

The investigating manager has a responsibility to:

- Carry out as much investigation as is reasonable for the circumstances and in a timely manner.
- Be responsible for conducting or overseeing the investigatory/fact finding process
- Ensure procedural requirements are satisfied.
- Investigate any allegation of misconduct
- Examine relevant documents and interview staff as is necessary.
- Establish the facts of the case and compile the evidence.
- Retain accurate notes, records of evidence and witness statements where appropriate, throughout.
- Remain independent, be objective, confidential and professional at all times.
- Provide evidence (investigation report with attached notes) and recommendation to the hearing manager when the investigation is complete.

The hearing manager has a responsibility to:

- An stiùireadh sa Phoileasaidh air Foill a leantainn mas e 's gum faodadh a' chasaid a bhith a' buntainn ri foill.
- Dèanamh cinnteach gu bheil a h-uile fiosrachadh buntainneach ri fhaotainn airson an neach-cosnaidh ann an deagh àm ron èisteachd, a' gabhail a-steach làn-fhiosrachadh, ann an cruth sgrìobhte, air iomagainean sam bith air am bithear a' beachdachadh aig an èisteachd.
- Toirt fa-near a bheil feum ann air sgrùdadh a bharrachd sam bith, mar eisimpleir air cùisean a thog an neach-cosnaidh aig an èisteachd.
- Notaichean pongail a ghlèidheadh airson chòmhradh sam bith airson a bheil uallach orra.
- Clàr buntainneach agus làithreach a chumail le bhith a' clàradh na buile, ann an sgrìobhadh, aig gach ìre fhoirmeil.
- Comhairle agus stiùireadh a shireadh bho Ghoireasan Daonna far a bheil e iomchaidh.
- An co-dhùnadh a dhaingneachadh don neach-cosnaidh ann an sgrìobhadh an dèidh na h-èisteachd. Bidh seo a' gabhail a-steach an reusanachadh air chùlaibh a' cho-dhùnaidh, na gnìomhan a dh'fheumar dèanamh, agus cò leis, agus a' chòir ath-thagraidh.
- Follow the guidance in the Fraud Policy if the incident alleged is potential fraud.
- Ensure that all relevant information has been made available to the employee in good time prior to a hearing including full details in written format of the concerns to be considered at the hearing.
- Consider whether any further investigation is required for example issues raised by the employee at a hearing.
- Retain accurate notes of discussions they are responsible for.
- Maintain a relevant and up-to-date record by recording in writing the outcome at each formal stage.
- Seek HR advice and guidance where appropriate.
- Confirm the decision to the employee in writing after the hearing has taken place. This will include the reasoning behind the decision, the action to be taken, and by whom, and the right of appeal.

Tha uallach air Goireasan Daonna:

- Ìrean iomchaidh de thaic is comhairle a thoirt seachad do Mhanaidsearan an Sgrùdaidh, na h-Èisteachd agus an Ath-thagraidh.
- A dhol ann an comhairle le manaidsearan an sgrùdaidh, na h-èisteachd agus an ath-thagraidh, a' toirt seachad fiosrachadh neo-chlaon agus a' comharrachadh raointean cunnairt agus comhairle air lagh cosnaidh.
- Ceangal a dhèanamh ri manaidsearan na h-èisteachd agus an ath-thagraidh gus dèanamh cinnteach gu bheil air ghèilleadh ris na poileasaidhean agus modhan-obrach riatanach.

Tha uallach air an neach a bhios a' tighinn còmhla ris an neach-cosnaidh:

HR has a responsibility to:

- Provide appropriate levels of support and advice to the Investigation, Hearing and Appeal Managers.
- Confer with the investigating manager, hearing and appeal managers providing objective information and identifying areas of risk and advice on employment law.
- Liaise with the hearing and appeal managers to ensure the necessary policy and procedures have been complied with.

The accompanying person has the responsibility to:

- Assist the employee in collating information that supports their case.

- An neach-cosnaidh a chuideachadh ann am fiosrachadh a thional a bhios a' toirt taic don chùis aca.
- Taic a thoirt do agus còmhraidh a dhèanamh ris an neach-cosnaidh rè na h-èisteachd.

6. Eucoirean

Far a bheil casaid ga cur às leth neach-cosnaidh a thaobh eucoir, no far an deach an dìteadh airson eucoir, cha bhì iad gu fèin-ghluasadach fo bhuidh gnìomh smachdachaidh. Ann an cùisean far a bheil giùlan an neach-cosnaidh a' tighinn fo chasaid eucorach no dìteadh eucorach, nì Bòrd na Gàidhlig sgrùdadh mus dèanar co-dhùnadh a thaobh gnìomh foirmeil.

Ann an cuid de chùisean, faodaidh gnìomhan mì-ghiùlain a bhith nan eucoirean cuideachd – mar eisimpleir, ionnsaigh, gadachd, foill no faighinn cothrom air stuth mì-laghail air an eadar-lìon. Leigidh Bòrd na Gàidhlig fios chun a' phoilis aig ìre thràth far a bheil amharas reusanta ann air giùlan eucoireach san àite-obrach.

Far a bheil neach-cosnaidh a' diùltadh, gun deagh adhbhar, a bhith an làthair aig èisteachd smachdachaidh no sìon a ràdh mu dheidhinn casaid eucorach ri thigheinn, dh'fhaodte gum feum Bòrd na Gàidhlig co-dhùnadh a dhèanamh stèidhte air an fhianais a tha ri faotainn.

7. Ag obair leis a' Phoileasaidh seo

Tha prionnsapal a' cheartais nàdarra mar bhun-stèidh don phoileasaidh seo, sin ri ràdh gun toirear do neach-cosnaidh sam bith air an do rinneadh casaid no casaidean:

- Fios ro làimh air na casaidean agus an fhianais.
- An cothrom dùbhlán a thoirt don chasaid no casaidean agus don fhianais mus ruigear co-dhùnaidhean.
- Còir ath-thagraidh an aghaidh co-dhùnadh sam bith a chaidh a ghabhail.

Dh'fhaodadh suidheachadh a bhith ann far a bheil coltas gum bu chòir dèiligeadh ris a' ghnothach fon

- Support and confer with the employee during the hearing.

7. Criminal Offences

An employee who is charged or convicted of a criminal offence will not automatically be subject to disciplinary action. In cases where an employee's conduct is the subject of a criminal charge or conviction, Bòrd na Gàidhlig will investigate before deciding whether to take formal action.

In some cases, acts of misconduct may also be criminal offences – for example, assault, theft, fraud or accessing illegal material on the internet. Bòrd na Gàidhlig will contact the Police at an early stage where there is reasonable suspicion of criminal conduct in the workplace.

Where an employee refuses, without good reason, to attend a disciplinary hearing or to say anything about a pending criminal charge, Bòrd na Gàidhlig may have to take a decision based on the available evidence.

8. Working with this Policy

Underpinning this policy is the principle of natural justice i.e. that any employee against whom an allegation or allegations has/have been made shall have:

- Advance notice of the allegations and the evidence.
- The opportunity to challenge such allegation(s) and evidence before decisions are reached.
- The right of appeal against any decision taken.

phoileasaidh seo, ach dh'fhaodadh e fàs soilleir gum bu chòir dèiligeadh ris fo phoileasaidh eile, mar eisimpleir nuair a thathar a' sgrùdadh cùis mì-ghiùlain far a bheil e fàs follaiseach gu bheil cùisean comais ann. Far a bheil fianais ga togail air coimeasgachadh de ghiùlan agus coileanadh/dìth-slàinte aig a' cheart àm, faodar na cùisean a thoirt còmhla air sgàth a' phròiseis choitinn mar aon sgrùdadh. Far a bheil e iomchaidh, cuirear aon choinneamh fhoirmeil air dòigh gus dèiligeadh ri cùisean uile. Thèid a dhèanamh soilleir don neach-cosnadh dè am poileasaidh a thathar a' leantainn.

Ma tha neach-cosnadh a' togail cùis-ghearain rè pròiseas an smachdachaidh, dh'fhaodadh e a bhith iomchaidh am pròiseas smachdachaidh a chur dheth rè tamaill fhad 's a thathar a' dèiligeadh ris a' chùis-ghearain. Ach ma tha a' chùis-ghearain a thathar a' togail dlùth-cheangailte ri pròiseas an smachdachaidh, is àbhaist gum bi e iomchaidh a bhith a' dèiligeadh ris an dà mhodh-obrach aig an aon àm. Ma tha na h-iomagain a thathar a' togail ann an cùis-ghearain a' buntainn ri làimhseachadh an smachdachaidh, is àbhaist gum bi e suas ris an neach-cosnadh a bhith gan togail mar phàirt de phròiseas an smachdachaidh. Aig gach ìre den mhodh-obrach seo, bu chòir don h-uile manaidsear comhairle a shireadh bho Ghoireasan Daonna.

8. Seòrsachaidhean mì-ghiùlain

Tha na liostaichean gu h-ìosal gan toirt seachad airson adhbharan mìneachaidh a-mhàin agus cha bu chòir beachdachadh orra mar an dara cuid coileanta no ioma-chuimseach.

Mì-ghiùlan

'S e mì-ghiùlan giùlan no dol-a-mach a tha a' gabhail a-steach, le fios, briseadh riaghailtean no modhan-obrach Bòrd na Gàidhlig, no giùlan a tha a dh'aon ghnothach agus a dh'aon rùn a' tuiteam fo ìrean a' ghiùlain a bhios Bòrd na Gàidhlig gu reusanta an dùil bhon luchd-cosnadh aige.

A situation may arise where it initially appears the matter should be dealt with under this policy, but it may become clear that it should be dealt with under another, for example where investigating a case of unacceptable conduct it becomes apparent there are capability issues. Where evidence of a combination of conduct and performance/ill health is raised at the same time, the issues may be combined on account of the common process as a single investigation. Where appropriate, one formal meeting will be arranged to address all issues. It will be made clear to the employee which policy is being followed.

If an employee raises a grievance during the disciplinary procedure, it may be appropriate to temporarily suspend the disciplinary procedure while the grievance is dealt with. However, if the grievance raised is closely connected to the disciplinary procedure, it will normally be appropriate to deal with both procedures at the same time. If the concerns raised in a grievance relate to the handling of the disciplinary then it will normally be for the employee to raise these as part of the disciplinary procedure. At every stage of this procedure all managers should consult with HR.

9. Classifications of misconduct

The lists below are provided for illustrative purposes only and are not to be considered as either complete or exhaustive.

Misconduct

Misconduct is behaviour or conduct which knowingly involves a breach of Bòrd na Gàidhlig rules or procedures or is deliberate or wilful conduct which falls below the standards of behaviour which Bòrd na Gàidhlig reasonably requires of its employees.

Tha Bòrd na Gàidhlig den bheachd gu bheil mì-ghiùlan a' gabhail a-steach (ach chan eil e cuibhrichte ri) na gnothaichean a leanas:

- Briseadh trom-chùiseach de riaghailtean, poileasaidhean agus modhan-obrach Bòrd na Gàidhlig;
- Briseadh de riathanasan slàinte is sàbhailteachd;
- Damaiste a rinneadh a dh' aon rùn do shealbh Bòrd na Gàidhlig;
- Sàrachadh no giùlan oilbheumach de dhòigh sam bith a tha ceangailte ri obair rè obrach no fhad 's a bhathar a' riochdachadh Bòrd na Gàidhlig;
- Neo-làthaireachd neo-ùghdarraichte bho obair;
- Mì-ùmhlachd agus/no fàilligeadh a bhith a' gabhail os làimh gnìomhan dligheach nuair a thathar ag iarraidh orra;
- Briseadh de chleachdadh ris a bheilear deònach a ghabhail de siostam teicneòlas fiosrachaidh Bòrd na Gàidhlig;
- Giùlan a bhios a' tarraing mì-chliù air Bòrd na Gàidhlig;

Dearg mhì-ghiùlain

'S e dearg mhì-ghiùlain giùlan de nàdar trom-chùiseach agus bunaiteach den leithid 's gum bi e a' briseadh na dàimh cùmhnantaich eadar an neach-cosnaidh agus Bòrd na Gàidhlig. Ma tha an neach-cosnaidh a' dèanamh dearg mhì-ghiùlain, faodaidh Bòrd na Gàidhlig an neach-cosnaidh a chur à dreuchd gu grad, gun bhrath no pàigheadh an ionad bratha.

Tha Bòrd na Gàidhlig den bheachd gu bheil dearg mhì-ghiùlan a' gabhail a-steach (ach chan eil e cuibhrichte ri) na gnothaichean a leanas:

- Goid bhon bhuidhinn, bho luchd-obrach no bhon phoball;
- Breugnachadh teisteanais far a bheil an teisteanas na riathanas airson fastadh an neach-cosnaidh no far a bheil e a' toirt gu buil buannachd ionmhasail don neach-cosnaidh;
- Breugnachadh chlàran, aithrisean, chunntasan, thagraidhean chosgaisean eadar gun robh sin airson buannachd phearsanta no nach robh;
- Mì-ghiùlan gnèitheasach aig obair;

Matters Bòrd na Gàidhlig views as misconduct include (but are not limited to):

- A serious breach of Bòrd na Gàidhlig rules, policies and procedures;
- A breach of health & safety obligations;
- Wilful damage to Bòrd na Gàidhlig property;
- A work-related act of harassment or offensive behaviour of any kind during work or whilst representing Bòrd na Gàidhlig;
- Unauthorised absence from work;
- Insubordination and/or failure to carry out legitimate tasks when requested;
- Breach of Acceptable Use for Bòrd na Gàidhlig IT Systems;
- Behaviour that brings Bòrd na Gàidhlig into disrepute;

Gross misconduct

Gross misconduct is behaviour of a serious and fundamental nature such that it breaches the contractual relationship between the employee and Bòrd na Gàidhlig. If an employee commits an act of gross misconduct, Bòrd na Gàidhlig may summarily dismiss the employee without notice or pay in lieu of notice.

Matters that Bòrd na Gàidhlig views as gross misconduct include (but are not limited to):

- Stealing from the organisation, members of staff or the public;
- Falsification of a qualification that is a stated requirement of the employee's employment or results in financial gain to the employee;
- Falsification of records, reports, accounts, expense claims whether or not for personal gain;
- Sexual misconduct at work;

- A' sabaid le, no a' dèanamh ionnsaigh chorporra an aghaidh, luchd-obrach no a' phobail fhad 's a bhathar ann an togalaichean Bòrd na Gàidhlig;
- A bhith neo-chomasach air sàilleibh alcol no stuth toirmisgte fhad 's a bhathar aig obair (faic am Poileasaidh air Mì-chleachdadh Stuthan);
A' gabhail seilbh air, a' cumail an greim, no a' cumail smachd air drogaichean* ann an togalaichean na buidhne (*A chum na crìche seo, tha am briathar 'drogaichean' a' ciallachadh gach cuid drogaichean mì-laghail agus stuthan saidhceo-ghnìomhach (toinnidh-inntinn), a dh'fhaodas a bhith laghail no mì-laghail.)
- Briseadh riaghailtean na buidhne a dh'aon ghnòthach, a' gabhail a-steach, ach gun a bhith cuibhrichte ri, riaghailtean slàinte is sàbhailteachd agus riaghailtean air cleachdadh choimpiutairean;
- Fighting with or physical assault on members of staff or the public while on Bòrd na Gàidhlig business premises;
- Being incapacitated by alcohol or a prohibited substance whilst at work (refer to Substance Abuse Policy);
Possession, custody, or control of drugs* on the organisation's premises (*For this purpose, the term 'drugs' is used to describe both illegal drugs and other psychoactive (mind-altering) substances which may or may not be illegal).
- Deliberate breach of the organisation's rules, including, but not restricted to, health and safety rules and rules on computer use;

Dearg dhearmadachd

- Dìtidhean eucorach aig am faodadh droch bhuaidh a bhith air an dàimh cosnaidh (co-dhiù an deach an dèanamh taobh a-staigh no taobh a-muigh an àite-obrach) agus giùlan a bhios a' tarraing mì-chliù air ainm na buidhne; agus
- Leth-bhreith no sàrachadh co-obraiche air sàilleibh gnè, aomadh gnèitheasach, cinneadh, ciorram, aois no cràbhadh no creideamh.

9. Modh-obrach smachdachaidh

Modh-obrach neo-fhoirmeil

Far a bheil e iomchaidh, bu chòir gun dèan manaidsear-loidhne oidhirp gus mion-bhrisidhean agus corra bhriseadh giùlain a rèiteachadh air stèidh neo-fhoirmeil. Is tric gum faodadh facal ciallach a bhith gu leòr gus cùis a rèiteachadh agus piseach a thoirt air giùlan an neach-cosnaidh.

Ann an cùisean far a bheil coltas ann gur urrainnear dèiligeadh ri gnothaichean gu neo-fhoirmeil, far a bheil an neach-cosnaidh a' fàilligeadh air inbhean giùlain a choileanadh, bu chòir don mhanaidsear-loidhne bruidhinn mu dheidhinn seo ris an neach-cosnaidh. Is àbhaist gum biodh seo a' tachairt ann an cruth còmhradh aghaidh-ri-aghaidh.

Gross negligence

- Criminal convictions that adversely impact upon the employment relationship (whether committed inside or outside the workplace) conduct that brings the organisation's name into disrepute; and
- Discrimination or harassment of a fellow worker on the grounds of sex, sexual orientation, race, disability, age or religion or belief.

10. Disciplinary procedure

Informal procedure

Where appropriate a line manager should always attempt to resolve minor and isolated breaches of conduct on an informal basis. A quiet word is often all that is required to resolve an issue and improve an employee's conduct.

In cases where it appears matters can be appropriately dealt with informally, where an employee is failing to meet the conduct standards, the line manager should discuss this with the employee. This will normally take the form of a private one-to-one discussion.

Bu chòir gum bithear a' sàbhaladh nota den chòmhradh ann am faidhle dealanach an neach-obrach.

Modh-obrach foirmeil

Cleachdar am modh-obrach foirmeil ma tha oidhirpean neo-foirmeil gus piseach a thoirt air mion-eisimpleirean de mhì-ghiùlan air a bhith neo-shoibheachail no ma thathar a' meas gu bheil am mì-ghiùlan trom-chùiseach.

Sgrùdadh

Thèid manaidsèar sgrùdaidh a chur an dreuchd leis a' mhanaidsear-loidhne ann an co-chomhairleachadh le Goireasan Daonna. Sa mhòr-chuid de chùisean, agus a chum leas a' cheartais nàdarra, bidh e freagarrach manaidsèar sgrùdaidh a chur an dreuchd nach eil na mhanaidsear-loidhne don neach-cosnaidh agus a tha taobh a-muigh slabhraidh na manaidsèarachd-loidhne.

Nithear a h-uile oidhirp gus dèanamh cinnteach nach eil manaidsèar an sgrùdaidh mothachail air smachd-bhannan sam bith a rinneadh roimhe no air rabhaidhean a tha am bith.

Bidh manaidsèar an sgrùdaidh:

- A' dèanamh rannsachadh iomlan air na suidheachaidhean uile timcheall na cùise a tha fo chasaid – nì a dh'fhaodadh gabhail a-steach lèirmheas a dhèanamh air sgrìobhainnean is puist-dealain bhuntainneach sam bith, a' dèanamh agallamh leis an neach-cosnaidh agus le luchd-fianais buntainneach sam bith, agus a' gabhail aithrisean luchd-fianais;
- A' coileanadh sgrùdadh sam bith gun dàil neo-reusanta;
- Beachd cothromach is co-chothromaichte a thoirt seachad air an fhiosrachadh le bhith a' toirt fianais bho luchd-fianais, a' gabhail a-steach an fheadhainn a dh'fhaodadh fianais a thoirt seachad a tha taiceil don neach-cosnaidh;
- An neach-cosnaidh agus am manaidsèar-loidhne aca a chumail fiosraichte air adhartas;
- Bithear a' toirt fios don neach-cosnaidh a tha fo sgrùdadh air na cùisean-iomagain a thathar a' sgrùdadh agus bheirear dhaibh brath de co-dhiù 5 làithean-obrach air coinneamh sgrùdail sam bith;

A note of the discussion should be saved in the electronic staff file.

Formal procedure

The formal procedure will be used if; informal attempts to improve minor misconduct have been unsuccessful or if the misconduct is considered serious.

Investigation

An investigating manager will be appointed by the line manager in consultation with HR. In most cases, and in the interests of natural justice, it will be appropriate to appoint an investigating manager who is not the employee's line manager and outside the line management chain.

Every attempt will be made to make sure the investigating manager is not aware of any previous sanctions or live warnings.

The investigating manager will:

- Carry out full enquiries into all circumstances surrounding an alleged issue – which may include reviewing any relevant documents and emails, interviewing the employee and any relevant witnesses, and taking witness statements;
- Complete any investigation without unreasonable time delay;
- Provide a fair and balanced view of the information by taking evidence from witnesses including those who could provide evidence in support of the employee;
- Keep the employee and their line manager informed of progress;
- The employee being investigated will be advised of the concerns being investigated and will be given a minimum of 5 working days' notice of any investigatory meeting;

- Bithear a' leigeil le luchd-cosnaidh taic fhaighinn bho cho-obraiche no riochdaire aonaidh chiùird aig coinneamhan sgrùdail;
- A' dèanamh aithris do mhanaidsear na h-èisteachd le moladh a thaobh a bheil cùis ann ri fhreagairt no nach eil.

Cur à dreuchd rè ùine

Ma thathar a' co-dhùnadh, air sàilleibh nàdar trom-chùiseach nan casaidean a rinneadh, no air sàilleibh nàdar dleastanas an neach-cosnaidh no gus sgrùdadh domhainn a chomasachadh, nach eil e ion-mhiannaichte gum bi an neach-cosnaidh aig obair, faodar an neach-cosnaidh a chur à dreuchd rè ùine air pàigheadh iomlan. Theid an co-dhùnadh gus an neach-cosnaidh a chur à dreuchd rè ùine a dhèanamh le manaidsear co-shoidhneachaidh an neach-cosnaidh ann an co-chomhairleachadh le Goireasan Daonna.

Bithear a' cumail a' chur à dreuchd cho goirid 's a ghabhas agus bithear ga chumail fo lèirmheas gus am bi an sgrùdadh air choileanadh, an dara cuid a chionn 's nach eil fianais airson leantainn air no gus co-dhùnadh na h-èisteachd smachdachaidh. Ma tha e coltach gum mair an sgrùdadh barrachd is 2 sheachdain, an dèidh don chur à dreuchd rè ùine air tòiseachadh, bu chòir fios a thoirt don neach-cosnaidh aig a' chiad dol-a-mach no fios as ùr a thoirt dhaibh fhad 's a tha an sgrùdadh a' dol air adhart.

Rè a' chur à dreuchd rè ùine, chan fhaod an neach-obrach a bhith an làthair aig obair, ach bu chòir dhaibh a bhith comasach, aig brath reusanta rè uairean-obrach àbhaisteach, air coinneamhan a fhrithealadh ann an togalaichean Bòrd na Gàidhlig no a bhith rim faotainn airson fios le fòn no air-loidhne (gu bhiortail). Bu chòir don neach-cosnaidh a bhith a' co-obrachadh gu h-iomlan le iarrtasan fiosrachaidh. Tha an neach-cosnaidh a chuireadh à dreuchd rè ùine fo dhleastanas a bhith gan giùlan fhèin ann an dòigh phroifeiseanta a thaobh fios a chur gu luchd-cosnaidh eile agus ann an suidheachaidhean den leithid seo chan fhaodar beachdachadh air fiosrachadh na cùise le luchd-cosnaidh eile, le mura-bhith far a bheil an cèile aca na neach-cosnaidh aig Bòrd na Gàidhlig no leis an riochdaire aonaidh chiùird aca.

- Employees will be allowed to have the support of a work colleague or trade union representative at investigatory meetings;
- Provide a report to the hearing manager with a recommendation as to whether there is a case to answer or not.

Suspension

If, due to the serious nature of allegations made, the nature of the employee's duties or to enable an investigation to be carried out thoroughly it is determined that it is undesirable for the employee to be at work, an employee may be suspended on full pay. The decision to suspend on full pay will be made by the employee's countersigning manager in consultation with HR.

Suspension will be kept as brief as possible and kept under review until investigations have been completed, either by there being no evidence to continue or to the outcome of a disciplinary hearing. If an investigation is likely to last more than 2 weeks, following the commencement of suspension, the employee should be informed at the outset or updated as the investigation progresses.

During suspension, an employee must not attend work but should be available with reasonable notice during normal working hours to attend Bòrd na Gàidhlig premises for meetings or be available for contact by phone or online (virtually). The employee should co-operate fully with requests for information.

An employee suspended from duty is under obligation to conduct themselves in a professional manner in respect of contacting other employees and in such circumstances the details of the case must not be discussed with other employees, with the exceptions being if their partner is an employee of Bòrd na Gàidhlig, or with their Trade Union Representative.

Ann an cuid de chùisean, faodaidh Bòrd na Gàidhlig co-dhùnadh gu bheil e mì-iomchaidh fios a chur gu luchd-cosnaidh, no gu feadhainn den luchd-cosnaidh, aig Bòrd na Gàidhlig (m.e. far a bheilear a' meas gum biodh e millteach don sgrùdadh). Ann an cùisean den leithid seo, bheirear fios don neach-cosnaidh air seo agus iarrar orra fios a chur gu Goireasan Daonna ma tha ceistean sam bith aca.

Rè cur à dreuchd rè ùine, tha an neach-cosnaidh fhathast le ùmhlachd do theirmichean a' chùmhnaidh-obrach aca.

Aithris an Sgrùdaidh

Aon uair 's gu bheil an sgrùdadh air a choileanadh agus an fhianais air a tional, bu chòir do mhanaidsear an sgrùdadh aithris a chur gu manaidsear na h-èisteachd a' cur an cèill firinn na cùise agus le moladh a thaobh a bheil cùis ri fheagairt no nach eil.

Bu chòir gu bheil na sgrìobhainnean uile air an cumail dìomhair agus air an stòradh gu tèarainte.

Brath air an Èisteachd

Far a bheil Bòrd na Gàidhlig, mar thoradh air sgrùdadh, a' meas gum feumar èisteachd fhoirmeil a chur air dòigh, bidh am manaidsear-loidhne a' cur air dòigh gum bi manaidsear èisteachd a' dèiligeadh ris a' chùis. Far a ghabhas dèanamh, bidh manaidsear na h-èisteachd nas àrd-rangaiche agus cha bhi iad air a bhith an sàs sa chùis roimhe. Chan fhaodar an dèanamh mothachail air smachd-bhannan sam bith a chuireadh air an neach-cosnaidh roimhe no air rabhaidhean a tha am bith a tha aig an neach-cosnaidh aig an àm làithreach, ach bheirear fios dhaibh nas anmoiche ma tha smachd-bhann a bharrachd ga chur air an neach-cosnaidh mar thoradh air an èisteachd.

Cuiridh manaidsear na h-èisteachd fios air a' chasaid chun a' mhanaidsear-loidhne. Bidh am manaidsear-loidhne a' gabhail seo a-steach san litir a chuirear chun an neach-cosnaidh a' toirt fiathachadh dhaibh a thighinn chun na h-èisteachd. Bheirear brath don neach-cosnaidh, ann an sgrìobhadh, co-dhiù 5 làithean-obrach mu cheann-latha, àite agus àm na h-èisteachd. Cuiridh an litir an cèill na casaidean air am

In some cases, Bòrd na Gàidhlig may decide that contact with employees, or certain employees, is inappropriate (e.g. where it is considered detrimental to the investigation). In such cases the employee will be advised of this and asked to contact HR with any queries they may have.

During periods of suspension the employee remains subject to the terms of their contract of employment.

Investigation Report

Once the investigation is complete and the evidence has been compiled, the investigating manager should send a report to the hearing manager setting out the facts and with a recommendation as to whether there is a case to answer or not.

All documentation should remain confidential and should be stored securely.

Notice of the Hearing

Where, as a result of an investigation, Bòrd na Gàidhlig considers that a formal disciplinary hearing needs to be arranged, the line manager, will arrange a hearing manager to deal with the case. Where possible, the hearing manager will be more senior and will not have had any prior involvement in the case. They must also not be made aware of any previous sanctions or live warnings that the employee may have at this time, however they will be notified at a later date should the outcome of this hearing be a further sanction.

The hearing manager will forward the allegations to the line manager. The line manager will include these in the letter inviting the employee to the hearing. The employee will be given a minimum of 5 working days' notice in writing of the date, place and time of the hearing. The letter will

bithear a' beachdachadh aig an èisteachd. Bidh an fhianais sgrìobhte uile a thathar an dùil a bhith a' beachdachadh air aig an èisteachd, a' gabhail a-steach aithris an sgrùdaidh agus aithrisean luchd-fianais sam bith, air an gabhail a-steach san fhiathachadh don èisteachd. Bheirear comhairle don neach-cosnaidh air a' chòir a th' aca gus fiosrachadh no fianais iomchaidh sam bith eile a thoirt seachad, nì a bu chòir dhaibh a chur a-steach co-dhiù 2 latha-obrach mus tachair an èisteachd.

Bithear a' tarraing aire an neach-cosnaidh ri poileasaidhean agus modhan-obrach a tha buntainneach don èisteachd agus bithear a' cur nan cuimhne gum faodar toirt fa-near smachd-bhannan sam bith a fhuair iad roimhe no rabhaidhean a tha am bith aca ma tha smachd-bhann ga chur an gnìomh an dèidh làimhe.

Bheirear fios chun an neach-cosnaidh air an ìre de smachd-bhann a dh'fhaodar cur an gnìomh an dèidh na h-èisteachd ma tha a' chasaid air a firinneachadh, ach bithear a' cur nan cuimhne nach deach co-dhùnadh sam bith a dhèanamh mus tachair an èisteachd.

Còir an neach-cosnaidh cuideigin a bhith còmhla riutha agus Dàileachadh Èisteachdan

Tha a' chòir aig an neach-cosnaidh air co-obraiche bho Bhòrd na Gàidhlig, no riochdaire creideasichte an Aonaidh Ciùird, a bhith còmhla riutha aig an èisteachd.

Ma thachras nach eil e comasach don neach-cosnaidh, no don neach a tha gu bhith còmhla riutha, a bhith an làthair air a' cheann-là no aig an àm a thathar a' moladh airson na h-èisteachd, faodaidh an neach-cosnaidh ceann-là agus/no àm eile a mholadh airson na h-èisteachd, air chumha 's gu bheil an ceann-là eile a tha iad a' moladh taobh a-staigh 5 làithean-obrach den cheann-là thùsail. 'S ann a-mhàin ann an suidheachaidhean air leth a bheir Bòrd na Gàidhlig cead airson dàileachadh a tha nas fhaide na 5 làithean-obrach.

Feumaidh luchd-cosnaidh a h-uile oidhirp a dhèanamh a bhith an làthair aig an èisteachd agus, mar thoradh air fàilligeadh a bhith an làthair, dh'fhaodadh an co-

fully set out the allegations to be considered at the hearing. All documentary evidence intended to be considered at the hearing including the investigation report and any witness statements, will be included with the invite to the hearing. The employee will also be advised of their right to provide any other appropriate information or evidence, which should normally be submitted at least 2 working days prior to the hearing taking place.

The employee will be referred to the policies and procedures which are relevant to the hearing and will also be reminded that any previous sanctions or live warnings may be considered if a subsequent sanction is applied.

The employee will be given an indication of the level of sanction that may be applied following the hearing if the allegations are justified but reminded that no decision has been made prior to the hearing taking place.

Right to Be Accompanied and Postponement of Hearings

An employee has the right to be accompanied at a hearing by a colleague from within Bòrd na Gàidhlig, or an accredited trade union representative.

In the event that an employee, or their accompanying person, is not available on the date or at the time proposed for a hearing, the employee can request an alternative date and/or time, provided that the proposed alternative date is within 5 working days of the original date. Only in exceptional circumstances will Bòrd na Gàidhlig permit a postponement of more than 5 working days.

Employees must make every effort to attend a hearing and failure to attend may result in

dhùnadh a bhith air a dhèanamh às an aonais stèidhte air an fhianais a bha ri faotainn. Ma tha neach-cosnaidh mothachail air adhbhar carson nach fhaod iad a bhith an làthair aig an èisteachd, bu chòir dhaibh fios a chur gu manaidsèar na h-èisteachd cho luath 's a ghabhas agus làn-fhiosrachadh a thoirt dhaibh.

Bu chòir do neach-cosnaidh innse do mhanaisèar na h-èisteachd cò an neach a bhios còmhla riutha co-dhiù 2 latha-obrach ron èisteachd. Tha ùine dheth le pàigheadh ceadaichte don neach a bhios còmhla riutha gus èisteachd a fhrithealadh. Tha ùine ullachaidh ceadaichte cuideachd rè ùine obrach.

Tha còir aig an neach a tha còmhla riutha labhairt don èisteachd gus cùis an neach-cosnaidh a chur air adhart, geàrr-chunntas a dhèanamh air a' chùis aca agus freagairt a dhèanamh, às leth an neach-cosnaidh, ri beachd sam bith a chuireadh air adhart aig an èisteachd. Faodaidh iad cuideachd dàlaichean iarraidh gus bruidhinn ris an neach-cosnaidh rè na h-èisteachd. Chan eil a' chòir aca a bhith a' freagairt cheistean dìreach às leth an neach-cosnaidh no a bhith a' labhairt don èisteachd far a bheil an neach-cosnaidh a' nochdadh nach eil iad ga iarraidh.

Bu chòir don neach-cosnaidh ullachaidhean a dhèanamh gus am faod an neach a bhios còmhla riutha a bhith an làthair aig an èisteachd agus a bhith a' faighinn a h-uile sgrìobhainn bhuntainneach. Dh'fhaodadh seo a bhith a' gabhail a-steach cead a thoirt do Bhòrd na Gàidhlig fiosrachadh mun èisteachd a chur gu dìreach chun an riochdaire.

Luchd-fianais agus sgrìobhainnean

Tha e ceadaichte a bhith a' cur earbsa ann an aithrisean luchd-fianais rè na h-èisteachd. Ach uaireannan dh'fhaodadh e a bhith iomchaidh gum bi manaidsèarachd no an neach-cosnaidh a' gairm air luchd-fianais a bhith an làthair aig an èisteachd. Far a bheil luchd-fianais gu bhith air an gairm le taobh seach taobh, bu chòir fios mun deidhinn a bhith air a cur chun a' phàrtaidh eile co-dhiù 2 latha-obrach ron èisteachd. Far a bheilear a' gairm luchd-fianais, bidh cothrom aig an taobh eile san èisteachd neach-fianais sam bith a cheasnachadh, ma tha iad den bheachd gu bheil sin riatanach. Bu chòir don neach-cosnaidh agus an riochdaire aca ullachaidhean a dhèanamh airson an

a decision being taken in their absence based on the evidence available. If an employee becomes aware of a reason why they may not be able to attend a hearing, they should contact the Hearing Manager as soon as possible and provide full details.

An employee should advise the hearing manager who the accompanying person is normally 2 working days before the hearing. An accompanying person is permitted time off with pay to attend a hearing. Preparation time is also permitted during work time.

The accompanying person has the right to address the hearing to put the employee's case forward, sum up the case and respond on the employee's behalf to any view expressed at the hearing. They may also request adjournments to confer with the employee during the hearing. They do not have the right to answer direct questions on behalf of the employee or address the hearing where the employee indicates that they do not wish it.

The employee should make arrangements for the accompanying person to attend any hearing and be in receipt of all relevant documentation, this may include giving permission for Bòrd na Gàidhlig to send hearing information direct to the representative.

Witnesses and documentation

It is permissible to rely on witness statements during the hearing however, it may be appropriate in some instances for witnesses to be called to attend a hearing by either management or the employee. Details of any witnesses being called by either side should be notified to the other party at least 2 working days prior to a hearing. When witnesses are called there will be opportunity in the hearing for the other side to question any witness should they feel it necessary. The employee and their representative should make arrangements

luchd-fianais aca a bhith an làthair aig an èisteachd, agus bheirear ùine dheth phàighte a bhith an làthair.

for their witness to attend any hearing, who will be given paid time off work to attend.

Tha còir aig an luchd-cosnaidh fianais sam bith nan aghaidh fhaicinn agus an fhianais aca fhèin a chur a-steach. Bu chòir gu bheil fianais sgrìobhte air a comharrachadh agus air a cur a-steach co-dhiù 2 latha-obrach ron èisteachd.

Employees have the right to see any evidence against them and submit their own evidence. Documentary evidence should be identified and exchanged as least 2 working days prior to a hearing.

Thèid ainmean an luchd-fianais aig a bheil fianais bhuntainneach a rùn-phàirteachadh don h-uile pàrtaidh mura bheil eagal dha-riribh ann mun sàbhailteachd.

Names of witnesses whose evidence is relevant to any proceedings will be made available to all parties unless there is a genuine fear for their safety.

An èisteachd

Bidh manaidsèar na h-èisteachd a' dèanamh cinnteach aig toiseach na h-èisteachd gu bheil an neach-cosnaidh a' tuigsinn nan adhbharan airson na coinneimh, gu bheil iad a' tuigsinn na modhan-obrach smachdachaidh agus gu bheil iad air am poileasaidh air smachdachadh a leughadh agus gun d' fhuair iad na sgrìobhainnean buntainneach.

The hearing

The hearing manager will ensure at the start of the hearing that the employee understands the reasons for the meeting, that they understand the disciplinary procedures and have read the disciplinary policy and that they have received the appropriate documentation.

Bidh am manaidsèar-loidhne a' cur air dòigh gum bi cuideigin an làthair aig a' choinneimh airson notaichean a ghabhail. Dh'fhaodte gum bi feum ann air clàradh dealanach den choinneimh. San t-suidheachadh seo, sirear aonta ro làimh bhon a h-uile duine a bhios an sàs sa choinneimh. Ma tha aonta ann, bidh an clàradh air a dhèanamh ri fhaotainn airson an neach-cosnaidh cho luath 's a ghabhas an dèidh na coinneimh, còmhla ri tar-sgrìobhadh ma thathar ag iarraidh air. Chan eil clàraidhean os ìosal ceadachta aig ìre sam bith sa phròiseas.

The line manager will organise a note taker to be available at the meeting. An electronic recording of the meeting may be required, in this instance agreement will be sought beforehand from all involved in the meeting. If agreed, a recording will be made available to the employee as soon as is practicable after the meeting along with a written transcript if requested. Covert recordings are not permitted at any stage in the process.

Bidh an dà phàrtaidh a' bruidhinn mu dheidhinn mion-fhiosrachadh na cùise agus a' faighneachd cheistean freagarrach air chor 's gum faod iad gnothaichean a thuigsinn gu h-iomlan. Bu chòir gu bheil an fhianais uile a tha buntainneach don chùis a bhith ri faotainn airson iomradh a dhèanamh oirre agus bu chòir gu bheil poileasaidhean iomchaidh ri làimh. Faodar gairm air luchd-fianais ma tha sin riatanach.

Both parties will discuss the details of the case and ask relevant and appropriate questions in order to fully understand the issues. All evidence relevant to the case should be available for reference and appropriate policies should be accessible. Witnesses may be called if necessary.

Faodar dàil a chur air coinneamhan, agus faodar an ais-ghairm aig ceann-latha nas anmoiche, a rèir ùghdarras manaidsèar na h-èisteachd, agus ùine a leigeil airson tuilleadh fianais fhaighinn.

Meetings may be adjourned and reconvened at a later date at the discretion of the

Faodaidh an neach-cosnadh no an neach a tha còmhla riutha dàil iarraidh aig uair sam bith tron èisteachd gus comhairle a shireadh no airson sunnd an neach-cosnadh.

Nì manaidsèar na h-èisteachd co-dhùnadh cho luath 's a ghabhas. Bheirear don neach-cosnadh dearbhadh sgrìobhte air gnìomh foirmeil sam bith, agus bheirear brath thuca air a' chòir ath-thagraidh aca an aghaidh a' cho-dhùnadh a rinneadh, mar is àbhaist taobh a-staigh 5 làithean-obrach. Bidh 5 làithean-obrach aig an neach-cosnadh an dèidh dhaibh an co-dhùnadh fhaighinn gus ath-thagradh a dhèanamh.

A' cur smachd-bhann an gnìomh

Ma tha e iomchaidh (ach chan ann far a bheil an neach-cosnadh ga chur à dreuchd), ma tha manaidsèar na h-èisteachd a' dèanamh co-dhùnadh gu bheil a' chùis an aghaidh an neach-cosnadh firinnichte, bidh manaidsèar na h-èisteachd a' socrachadh air ìre an smachd-bhann a chuirear an gnìomh, a bhios freagarrach do ìre a' mhì-ghiùlain.

An dèidh dha a' chùis a chluinntinn agus co-dhùnadh gu bheil cùis ann agus gu bheil feum ann air smachd-bhann a chur an gnìomh, an uair sin bheir Goireasan Daonna comhairle do mhanaisèar na h-èisteachd air smachd-bhannan sam bith a tha am bith.

Nuair a tha e a' cur smachd-bhann an gnìomh, far a bheil e iomchaidh bheir manaidsèar na h-èisteachd mìneachadh briathrail agus dearbhadh sgrìobhte air:

- Ìre an smachd-bhanna a chuirear an gnìomh;
- Dè cho fad 's a bhios an smachd-bhann an gnìomh;
- Adhbhar(an) airson a' cho-dhùnadh;
- Am piseach ris a bheilear an dùil agus, ma tha e iomchaidh, an ùine a cheadaichear airson a' phisich;
- Gum faod giùlan mì-riarachail sam bith, fhad 's a tha rabhadh foirmeil am bith, smachd-bhann nas teinne adhbharachadh;
- A' chòir aca air ath-thagradh agus an sgèile-ama airson seo a dhèanamh.

'S iad na smachd-bhannan a tha rim faotainn:

hearing manager to allow time for additional evidence to be obtained.

The employee or accompanying person may also call for an adjournment at any time throughout the meeting to consult or for the employee's wellbeing.

The hearing manager will make a decision as soon as possible. The employee will be given written confirmation of any formal action and notified of their right to appeal against the decision reached, normally within 5 working days. The employee will have 5 working days from receipt of the decision to make an appeal.

Applying a sanction

If appropriate (but not in the case of a dismissal) the hearing manager decides that the case against the employee is justified, then they will determine the level of sanction, to be applied, appropriate to the level of misconduct.

After hearing the case and deciding there is a case and a need for a sanction to be applied the hearing manager will then be advised by the HR Provider of any existing active sanctions.

When issuing a sanction the hearing manager if appropriate will explain verbally and confirm in writing:

- The level of sanction to be applied;
- How long the sanction will remain in force;
- The reason/s for the decision;
- The improvement expected and, if appropriate, the period of time given for improvement;
- That any unsatisfactory conduct during the life of a formal warning may lead to a more severe sanction being applied;
- The right of appeal and timescale for doing so.

- Ciad rabhadh sgrìobhte, a mheasar am bith fad 6 mìosan.
- Rabhadh sgrìobhte deireannach, a mheasar am bith fad 12 mìos.
- Cur à dreuchd (le brath).
- Grad-chur à dreuchd (gun bhrath).

Gnìomh eadar-roghnach no gnìomh a bharrachd

Ann a bhith a' beachdachadh air smachd-bhannan freagarrach, tha Bòrd na Gàidhlig a' glèidheadh na còrach gus cumhaichean eile a chur an gnìomh, a' gabhail a-steach gnìomhan a thig geàrr air cur à dreuchd, far am biodh e reusanta sin a dhèanamh air sàilleibh nan suidheachaidhean is factaran a tha co-cheangailte ris a' chùis shònraichte.

Dh'fhaodadh na gnìomhan a leanas a bhith freagarrach:

- Riatanas airson ath-thrèanadh;
- Tar-aiseag gu sgioba no aonad eile;
- Call ioncramaid bhliadhnail;
- A' leudachadh na h-ùine airson rabhadh a tha am bith mar-thà;
- Mar phàirt de gnìomh a tha a' tighinn geàrr air cur à dreuchd, is àbhaist gum bithear a' toirt seachad còmhla ris Rabhadh Sgrìobhte Deireannach, a mhaireas 12 mìos.

Cur à dreuchd

Ma tha manaidsèar na h-èisteachd a' tighinn dhan cho-dhùnadh an neach-cosnaidh a chur à dreuchd, cuiridh iad fios chun an neach-cosnaidh air a' cho-dhùnadh aca, a bhios air a dhearbhadh ann an sgrìobhadh, taobh a-staigh 5 làithean-obrach den èisteachd, a' cur an cèill:

- An t-adhbhar airson a' chur à dreuchd;
- An ùine de rabhadh cùmhnantail a tha ri phàigheadh, ceann-latha èifeachdach de chrìoch a' chosnaidh agus teirmean sam bith eile a' buntainn ris a' chrìochnachadh;
- Far a bheil a' grad-chur à dreuchd, gu bheil an cur à dreuchd èifeachdach sa bhad;
- A' chòir aca air ath-thagradh agus an sgèile-ama airson seo a dhèanamh a rèir modh-obrach ath-thagraidhean Bòrd na Gàidhlig.

The available sanctions are:

- First written warning which will be considered active for 6 months.
- Final written warning which will be considered active for 12 months.
- Dismissal (with notice).
- Summary dismissal (without notice).

Alternative or additional applied action

In considering appropriate sanctions Bòrd na Gàidhlig reserves the right to impose other conditions including action short of dismissal where to do so would be reasonable in the light of the circumstances and the factors associated with any particular case.

The following actions may be appropriate:

- A requirement to retrain;
- Transfer to another team or unit;
- Loss of annual increment;
- Extending the period of an existing warning;
- As part of an action short of dismissal, an accompanying Final Written Warning will normally be issued, which will last for a period of 12 months.

Dismissal

If the hearing manager takes the decision to dismiss the employee, they will inform the employee of their decision, which will be confirmed in writing, within 5 working days of the hearing, stating:

- The reason for dismissal;
- The period of contractual notice payable, the effective date of termination of employment and any other terms relating to the termination;
- In the case of summary dismissal, that the dismissal is immediately effective;
- Their right of appeal and timescale for doing so in accordance with Bòrd na Gàidhlig appeals procedure.

Pròiseas Ath-thagraidh

Far a bheil neach-cosnaidh airson ath-thagraidh a dhèanamh an aghaidh co-dhùnadh foirmeil sam bith a rinneadh fon mhodh-obrach seo, feumaidh iad a dhèanamh le bhith a' sgrìobhadh do mhanaidsear na h-èisteachd taobh a-staigh 5 làithean-obrach bhon a fhuair iad an litir a' toirt fios thuca mun bhuil. Bu chòir gu bheil an litir a' cur an cèill na h-adhbharan air a bheilear a' dèanamh an ath-thagraidh.

Bu chòir gu bheilear a' dèanamh an ath-thagraidh ann an sgrìobhadh, a' cur an cèill a bheil e/i a' dèanamh ath-thagraidh an aghaidh an toraidh gun do rinn e/i am mì-ghiùlan mas fhìor, an aghaidh ìre an smachd-bhanna a chuireadh an gnìomh no air sàilleibh fàilligeadh air poileasaidh is pròiseas a chur an gnìomh.

Cuiridh manaidsear na h-èisteachd air dòigh gum bi manaidsear ath-thagraidh, a bhios mar is àbhaist nas àrd-rangaiche na manaidsear na h-èisteachd a rinneadh, a' cluinntinn an ath-thagraidh. Cuiridh Manaidsear an Ath-thagraidh coinneamh air dòigh còmhla ris na pàrtaidhean iomchaidh, taobh a-staigh 10 làithean-obrach bhon a fhuaras an ath-thagraidh sgrìobhte.

Èisteachd an Ath-thagraidh

Ro èisteachd an ath-thagraidh, gheibh manaidsear an ath-thagraidh a h-uile pìos fianais agus fiosrachadh suas chun an latha.

Rè èisteachd an ath-thagraidh, beachdaichidh manaidsear an ath-thagraidh air na h-adhbharan a thugadh seachad airson an ath-thagraidh, ann an co-theacsa reusantachd an smachd-bhanna a chuireadh an gnìomh sa cho-dhùnadh tùsail, am modh-obrach a chaidh a leantainn agus fiosrachadh ùr sam bith a tha ann a-nis.

Ma thèid cùisean ùra a thogail san ath-thagraidh, no ma thathar a' creidsinn gum feumar ath-tadhal air cùisean bho nas tràithe, dh'fhaodadh gum feumar barrachd sgrùdaidh a dhèanamh.

Bidh a' chòir aig an neach-cosnaidh cuideigin a bhith còmhla riutha aig an èisteachd, mar a chithear gu h-àrd fon pharagraf "Còir an neach-cosnaidh cuideigin a bhith còmhla riutha agus Dàileachadh Èisteachdan".

Appeal process

Where an employee wishes to appeal against any formal decision made under this process, they must do so by writing to hearing manager within 5 working days of receiving the letter informing them of the outcome. The letter should state the grounds on which the appeal is made.

The appeal should be made in writing stating whether he/she is appealing against the finding that he/she has committed the alleged act or acts of misconduct, against the level of disciplinary sanction imposed or failure to apply policy and process.

The hearing manager will arrange for an appeal manager who is usually more senior to the previous Hearing Manager to hear the appeal.

The Appeal Manager will arrange a meeting with the relevant parties, within 10 working days of receipt of the written appeal.

The Appeal Hearing

Prior to the appeal hearing the appeal manager will obtain all the available evidence and information to date.

During the appeal hearing the appeal manager will consider the reasons submitted for the appeal, in the context of reasonableness of the sanction applied in the original decision, the procedure that was followed and any new information that may have come to light.

If new matters are raised as part of the appeal, or if it is believed that earlier matters should be revisited, further investigation may need to be carried out.

An employee will have the right to be accompanied at the hearing, as detailed under paragraph headed "Right to Be

An dèidh èisteachd an ath-thagraidh, faodaidh an co-dhùnadh a bhith gus:

- An co-dhùnadh tùsail a dhearbhadh;
- An co-dhùnadh tùsail a tharraing air ais agus (ma tha e iomchaidh) smachd-bhann nas lugha a chur an gnìomh;

Cuirear fios mu cho-dhùnadh deireannach an ath-thagraidh chun an neach-cosnaidh gu pearsanta far a ghabhas sin a dhèanamh ach, mura gabh, ann an sgrìobhadh cho luath 's a ghabhas agus taobh a-staigh 5 làithean-obrach bho èisteachd an ath-thagraidh.

Chan eil còir ath-thagraidh a bharrachd ann fon mhodh-obrach seo, agus 's e seo deireadh a' phròiseis smachdachaidh.

10. Measadh Buaidh air Co-ionannachd

Tha Bòrd na Gàidhlig ag aithneachadh an dleastanais a th' aige gus dèanamh cinnteach nach bi duine sam bith a' fulang leth-breith no ana-cothrom air sgàth aois, ciarramachd, ath-dhealbhachd gnè, leatromachd is màthaireachd, pòsadh is com-pàirteachas sìobhalta, cinneadh, cràbhachd no creideamh, gnè no aomadh gnèitheasach. Chaidh am poileasaidh seo a sgrùdadh tro Mheasadh Buaidh air Co-ionannachd gus co-ionannachd a chomasachadh.

Accompanied and Postponement of Hearings" above.

Following the appeal hearing, the decision may be to:

- Confirm the original decision;
- Revoke the original decision and (if appropriate) apply a lesser sanction.

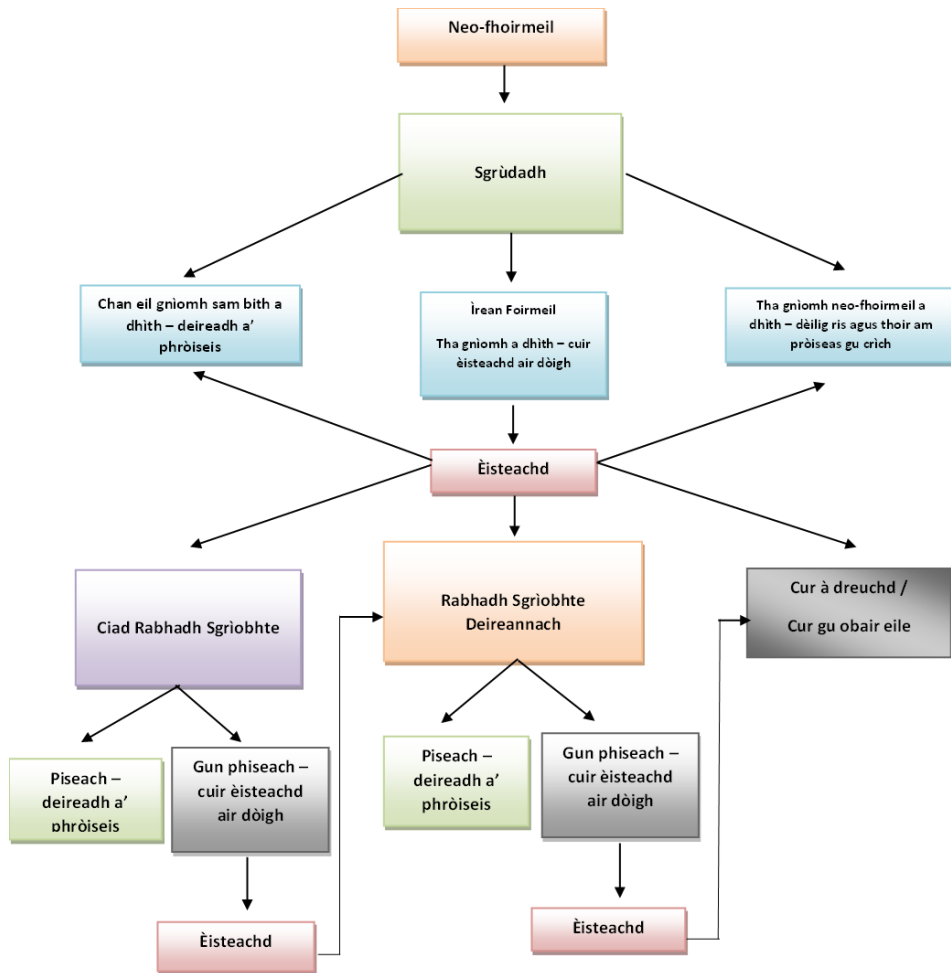
The final decision of the appeal will be communicated where possible to the employee in person but if not in writing as soon as possible and within 5 working days of the appeal hearing.

There is no further right of appeal within this procedure and this is the end of the disciplinary process.

11. Equality Impact Assessment

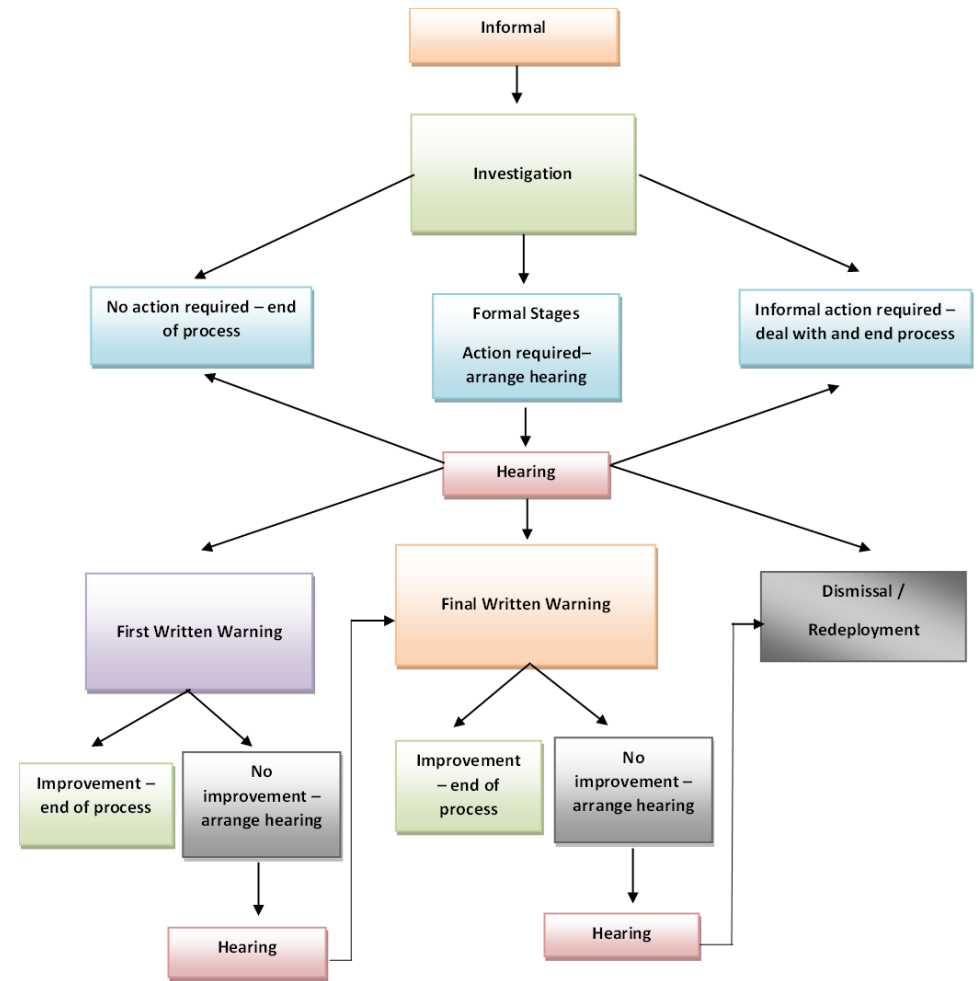
Bòrd na Gàidhlig recognises its responsibility to ensure that no-one is discriminated against or disadvantaged on the grounds of age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, sex and sexual orientation. This policy has been screened through an Equality Impact Assessment to ensure equality.

Eàrr-ràdh 1: Mapa a' Phròiseis Smachdachaidh



Pròiseas Ath-thagraidhean
 Chan eil mion-fhiosrachadh air a' phròiseas ath-thagraidhean air a' mhapa phròiseis seo - an dèidh gach smachd-bhann faodaidh an neach-cosnaidh ath-thagraidh a dhèanamh

Appendix 1: Disciplinary Process Map



Appeals Process
 The appeals process is not detailed in this process map - following each sanction the employee may appeal

Dreach <i>Version Number</i>	Adhbhar/Atharrachadh <i>Purpose/Change</i>	Ùghdar <i>Author</i>	Ceann-là <i>Date</i>
V2	Review by Arena HR	LR/NMP/KS	09/09/2024

11.Smachd Sgrìobhainn/Document Control



Poileasaidh Smachdachaidh
Disciplinary Policy

Air aontachadh le/Approved by: Comataidh Poileasaidh is Ghoireasan

Air aontachadh le/Approved by: 30/08/2022

Lèirmheas a dhìth/Review due on: 30/08/2023

Eadar-theangachadh dearbhte/translation checked: xxxx

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3 Aithris Poileasaidh	Policy Statement	3
4 Modh-obrach	Policy Statement	4
5 Dreuchdan agus Dleastanasan	Roles and Responsibilities	5
luchd-cosnaidh	Employees	5
manaidsear-loidhne	Line managers	5
manaidsear an sgrùdaidh	The investigating manager	6
manaidsear na h-èisteachd	The hearing manager	6
Goireasan Daonna	HR	7
neach a bhios a' tighinn còmhla ris an neach-cosnaidh	The accompanying person	7
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Poileasaidh Smachdachaidh

1. Adhbhar

Tha feum aig Bòrd na Gàidhlig air deagh inbhean de smachdachadh bhon luchd-cosnaidh aige, còmhla ri inbhean riarachail de dh'obair. 'S e adhbhar a' mhodh-obrach seo gum bithear a' dèanamh cinnteach gu bheil iomagainean sam bith a thaobh giùlan luchd-cosnaidh gan làimhseachadh ann an dòigh a tha cothromach, co-chòrdail agus tìmeil, leis an rùn gun toirear gu buil piseach agus gus obrachadh dligheach na buidhne agus slàinte is sàbhailteachd an luchd-cosnaidh aige a dhìon.

Faodaidh stiùireadh a shireadh aig àm sam bith bho Ghoireasan Daonna air mìneachadh agus obrachadh a' phoileasaidh seo.

2. Farsaingeachd

Tha am poileasaidh seo a' buntainn ris an luchd-cosnaidh uile aig Bòrd na Gàidhlig. Airson luchd-cosnaidh a tha an-dràsta a' dèanamh na h-ùine dearbhaidh aca, bidh prionnsapalan a' phoileasaidh seo an gnìomh ann an co-theacsa stiùireadh a' phròbhaidh aca. Gheibhear barrachd fiosrachaidh air pròbhaidh ann an teirmichean is cumhaichean cosnaidh aig Bòrd na Gàidhlig.

3. Aithris Poileasaidh

'S e adhbhar a' phoileasaidh seo gum bithear a' tairgse don h-uile neach cosnaidh an cothrom piseach a chur air a' ghiùlan aca. Chan e an rùn gum bithear ga chleachdadh mar mheadhan airson smachd bhannan a chur air daoine ach mar mheadhan gus cuideam a chur, agus brosnachadh a dhèanamh, air atharrachadh ann an giùlan air chor 's gun coilean an neach-cosnaidh fa leth deagh inbhean giùlain.

Tha an giùlan is dol a mach air a bheilear an dùil bhon luchd-cosnaidh uile aig Bòrd na Gàidhlig gan cur an

Disciplinary Policy

1. Purpose

Bòrd na Gàidhlig require good standards of discipline from its employees together with satisfactory standards of work. The purpose of this procedure is to ensure that any concerns over employees conduct, is handled in a fair, consistent and timely manner, with the intention of bringing about improvement and to protect the proper operation of the organisation's business and the health and safety of its employees.

Guidance can be sought at all times from HR on the interpretation and operation of this policy.

2. Scope

This policy applies to all employees of Bòrd na Gàidhlig. For employees who are currently serving their probationary period, the principles of this policy will apply in the context of managing their probation. Further information on probation can be found in Bòrd na Gàidhlig's terms & conditions of employment.

3. Policy Statement

The purpose of this policy is to offer all employees the opportunity to improve their conduct. It is not intended as a means of imposing sanctions but as a means of emphasising and encouraging a change in behaviour to attain good standards of individual conduct.

Conduct and behaviour expected of all Bòrd na Gàidhlig employees are set out in the Standards of Conduct Policy; all employees

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eòill sa Phoileasaidh air Inbhean Giùlain; thathar an dùil gum bi a h-uile neach cosnaidh aig Bòrd na Gàidhlig gan dèanamh fhèin eòlach orra seo. Is àbhaist gum bithear a' meas briseadh sam-bith nan inbhean seo mar mhì-ghiùlan. Gheibhear mion-fhiosrachadh air seòrsachaidhean mì-ghiùlain ann am paragraf 7.

are expected to familiarise themselves with these. Any breach of these standards would normally constitute misconduct. Classifications of misconduct are detailed in paragraph 7.

Chan eil am poileasaidh seo mar phàirt de chòraichean cùmhnant an neach-cosnaidh. Tha Bòrd na Gàidhlig a' glèidheadh na còrach mion-fhiosrachadh nam poileasaidhean atharrachadh nuair a bhios seo riatanach mar thoradh air reachdas no feumalachdan na buidhne.

This policy does not form part of the employee's contractual rights. Bòrd na Gàidhlig reserve the right to vary the detail of the policies as may be required by legislation or organisational requirements.

'S e adhbhar a' phoileasaidh seo luchd-obrach a chuideachadh agus a bhrosnachadh gus irean iomchaidh de ghiùlan, làthaireachd agus coileanadh obrach a chumail suas agus modh-obrach Bhòrd na Gàidhlig a mhineachadh nuair nach eil giùlan, làthaireachd agus/no coileanadh obrach neach-obrach a' coinneachadh ris na h-irean riatanach.

The purpose of this policy is to help and encourage employees to maintain satisfactory standards of conduct, attendance, and job performance and set out Bòrd na Gàidhlig's procedure for when an employee's conduct, attendance and/or job performance does not meet the required standards.

Tha dùil gun tèid a' mhòr-chuid de dhraghan fhuasgladh gu neo-fhoirmeil le deagh chonaltradh agus còmhraidhean onarach ach tha sinn ag aithneachadh gur dòcha gum bi feum air modh-obrach foirmeil bho àm gu àm.

It is expected that the majority of concerns can be solved informally with good communication and honest conversations however we recognise that occasionally a formal procedure may be required.

Tha giùlan agus iomchair a thathar a' sùileachadh bho luchd-obrach Bhòrd na Gàidhlig air fad mar a tha air a mhineachadh ann am Phoileasaidh Inbhean Giùlain; thathar an dùil gum bi luchd-obrach uile eòlach orra sin. Mar as trice bhiodh briseadh nan inbhean sin na mhì-ghiùlan. Tha eisimpleirean de na dh'fhaodar a mheas mar mhì-ghiùlan air am mineachadh ann am Pàipear-taice 1.

Conduct and behaviour expected of all Bòrd na Gàidhlig employees is as set out in the Standards of Conduct Policy; all employees are expected to familiarise themselves with these. Any breach of these standards would normally constitute misconduct. Examples of what may be considered as misconduct is detailed in Appendix 1.

Chan eil am poileasaidh seo mar phàirt de chòraichean cùmhnant an neach-obrach. Tha còir aig Bòrd na Gàidhlig mion-fhiosrachadh a' phoileasaidh seo atharrachadh a rèir reachdas no riatanasan na buidhne.

This policy does not form part of the employee's contractual rights. Bòrd na Gàidhlig reserve the right to vary the detail of this policy as required by legislation or organisational requirements.

4. A' dèiligeadh ri Dhraghan

Addressing Concerns

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Thèid dèiligeadh ri draghan a thèid an togail gu mothachail agus ann an dìomhaireachd agus feumaidh gach com-pàirtiche san obair dìomhaireachd a chumail tron phròiseas agus às a dhèidh.

Feumaidh manaidsearan dèiligeadh ri mì-ghiùlan neach-obrach cho tràth 's a ghabhas agus gun dàil às deidh don mì-ghiùlan tachairt.

A rèir dè cho dona 's a tha an mì-ghiùlan, is dòcha gum feum am manaidsear bruidhinn mun chomas an neach-obrach a chuir air stad faiceallach fhad 's a bhios sgrùdadh lorg-fiosrachaidh a' dol air adhart. Feumaidh co-dhùnadh sam bith neach-obrach a chuir dheth a bhith air a dheasbad leis a' Mhanaidsear Sgrùdaidh agus HR. Mairidh casg cuideachd cho fada 's a tha riatanach gus sgrùdadh slàn agus mionaideach a dhèanamh.

Ann an cùisean far a bheil amharas ann gu bheil foill no mèirle tha e deatamach gun bruidhinn am manaidsear loidhne mu na draghan le HR no Ceannard Ionmhais is Ghnothaichean Corporra (ma tha sin iomchaidh) cho luath 's as urrainn (i.e. mus tòisich rannsachadh).

Dh'fhaodadh suidheachadh èirigh far a bheil e coltach an toiseach gum bu chòir dèiligeadh ris a' chùis fon phoileasaidh seo, ach dh' fhaodadh gum fàs e soilleir gum bu chòir dèiligeadh ris fo phoileasaidh eile, mar eisimpleir nuair a thathar a' sgrùdadh cùis de ghiùlan mì-fhreagarrach a dh' fhàsas e follaiseach gu bheil cùisean comais ann. Far a bheil fianais air measgachadh de ghiùlan agus coileanadh/droch shlàinte air a thogail aig an aon àm, faodar na cùisean a chur còmhla mar thoradh air a' phròiseas chumanta mar aon sgrùdadh lorg fiosrachaidh. Far a bheil e iomchaidh, thèid aon choinneamh foirmeil a chur air dòigh gus dèiligeadh ris a h-uile cùis. Bidh e soilleir don neach-obrach na poileasaidhean a thathar a' leantainn.

Ma thogas neach-obrach casaid tron mhodh smachdachaidh, dh' fhaodadh gum biodh e iomchaidh am modh smachdachaidh a chuir dheth rè ùine fhad 's a thathar a' dèiligeadh ris a' ghearan. Ach, ma tha an gearan a chaidh a thogail ceangailte gu dlùth ris a'

Concerns raised will be handled sensitively and in confidence and all parties to the proceedings must maintain confidentiality throughout and follow the process.

Managers must address an employee's misconduct as early as possible and without delay after the misconduct has occurred.

Depending on the severity of the misconduct, the manager may need to discuss the possibility of placing the employee on precautionary suspension whilst a fact-finding investigation takes place. Any decision to suspend an employee must be discussed with the Investigating Manager and HR. Suspension will also last as long as is necessary to conduct a full and thorough investigation.

In cases where fraud or theft is suspected it is essential that the line manager discusses the concerns with HR or the Head of Finance and Corporate Affairs (if appropriate) at the earliest possible opportunity (i.e. before an investigation is initiated).

A situation may arise where it initially appears the matter should be dealt with under this policy, but it may become clear that it should be dealt with under another, for example where investigating a case of unacceptable conduct it becomes apparent there are capability issues. Where evidence of a combination of conduct and performance/ill health is raised at the same time, the issues may be combined on account of the common process as a single fact finding investigation. Where appropriate, one formal meeting will be arranged to address all issues. It will be made clear to the employee the policies being followed.

If an employee raises a grievance during the disciplinary procedure, it may be appropriate to temporarily suspend the disciplinary procedure while the grievance is dealt with. However, if the grievance raised is closely

mhodh smachdachaidh, mar as trice bidh e iomchaidh dèiligeadh ris an dà mhodh aig an aon àm.

Aig gach ìre den mhodh smachdachaidh bu chòir do mhanaidsearan co-chomhairle a chumail ri HR.

4. Modh-obrach

Bithear a’ làimhseachadh cùisean smachdachaidh gu mothachail agus ann an dìomhaireachd, agus feumaidh a h-uile pàrtaidh sa chùis dìomhaireachd a ghhlèidheadh air feadh a’ phròiseis agus an dèidh a theachd gu crìch.

Far a bheil manaidsearan a’ dèiligeadh ri cùisean mì-ghiùlain, feumaidh iad dèanamh cinnteach gu bheil iad a’ freagairt cho luath ‘s a ghabhas an dèidh tachartas air chor ‘s gu bheil an cothrom aig luchd-cosnaidh an suidheachadh a leasachadh mus tachair barrachd eisimpleirean de mhì-ghiùlan agus mus am bi feum air freagairt nas trom-chùisich fon mhodh-obrach seo.

Cha chuirear neach-cosnaidh sam bith à dreuchd airson smachdachadh a bhriseadh airson a’ chiad turais, a-mach o chùisean dearg-mhì-ghiùlain.

Ann an cùisean far a bheil amharas ann air foill no goid, tha e deatamach gu bheil am manaidsear-loidhne a’ beachdachadh air na h-cùisean iomagain còmhla ris a’ mhanaidsear cho-shoidhneachaidh aca, air neo còmhla ri Goireasan Daonna no còmhla ri Ceann an Ionmhais is Chùisean Corporra, cho tràth ‘s a ghabhas (sin ri ràdh, mus tòisichear sgrùdadh). Is àbhaist gu bheil foill a’ ciallachadh toirt rudeigin bho chuideigin, no a’ feuchainn ri thoirt bhuapa, le mealltachd. Tha seo a’ dèiligeadh ri giùlan far a bheil cuideigin ag iarraidh buannachd fhaighinn ann an dòigh mhì-ionraic. Tha seo a’ gabhail a-steach (ach chan eil e cuibhrichte ri) mì-chleachdadh mhaoinèan no ghoireasan-eile, no eucoirean nas toinnte-leithid eunntasachd mhealltach agus solarachadh fiosrachadh fallsa.

connected to the disciplinary procedure, it will normally be appropriate to deal with both procedures at the same time.

At every stage of the disciplinary procedure managers should consult with HR.

4.5. Procedure

Matters of discipline will be handled sensitively and in confidence and all parties to the proceedings must maintain confidentiality throughout the process and after it has concluded.

Managers who deal with cases of misconduct must ensure that they act as soon as possible after an event so that employees have the opportunity to remedy the situation before further instances of misconduct occur and more serious action is required under this procedure.

No employee will be dismissed for a first breach of discipline except in the case of gross misconduct.

In cases where fraud or theft is suspected it is essential that the line manager discusses the concerns with their Countersigning Manager or alternatively HR or the Head of Finance and Corporate Affairs at the earliest possible opportunity (i.e. before an investigation is initiated). Fraud is usually used to describe depriving someone, or seeking to deprive someone, of something by deceit. This covers behaviour in which someone seeks to gain an advantage by dishonest means. This includes (but is not limited to), misuse of funds or other resources, or more complicated crimes like false accounting and the supply of false information.

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Bu chòir don mhanaidsear loidhne co-dhùnadh an gabh dèiligeadh gu neo-fhoirmeil ri draghan co-cheangailte ri giùlan neach-obrach. Far a bheil seo air a mheas iomchaidh, bu chòir don mhanaidsear loidhne bruidhinn ris an neach-obrach mun ìre giùlain ris a bheil dùil taobh a-staigh na buidhne agus gun tèid am poileasaidh seo a chleachdadh mura lean an neach-obrach a' coinneachadh ris na h-inbhean sin. Bu chòir nota den deasbad a chumail ann am faidhle sgiobachd an neach-obrach.

Far nach eilear den bheachd gu bheil e iomchaidh dèiligeadh ri mì-ghiùlan gu neo-fhoirmeil no far an deach iomadh oidhirp neo-shoirbheachail a dhèanamh gus dèiligeadh ri giùlan gu neo-fhoirmeil, bu chòir don mhanaidsear loidhne 'fiosrachadh cùl-fhiosrachaidh' a chruinneachadh gus faighinn a-mach dè na casaidean a th' ann agus tòiseachadh air pròiseas foirmeil mar a tha air a mhìneachadh gu h-ìosal.

Tha e coltach gur e am manaidsear loidhne an t-oifigear sgrùdaidh, far nach eil seo comasach i.e. strì eadar com-pàirt, cuiridh HR manaidsear eile an dreuchd aig an aon ìre ri oifigear sgrùdaidh. Bu chòir oifigear smachdachaidh a chomharrachadh cuideachd aig an ìre seo ma tha an rannsachadh a' dearbhadh gu bheil èisteachd smachdachaidh air a mheas riatanach. Bu chòir seo a bhith na mhanaidsear aig ìre nas àirde, ma ghabhas e dèanamh.

Ceum 1 - Rannsachadh Lorg-fiosrachaidh Thèid fios a thoirt don neach-obrach ann an sgrìobhadh gu bheil iad fo ùmhlachd sgrùdadh lorg-fiosrachaidh, feumar fios reusanta a thoirt dhaibh airson a bhith an làthair aig coinneamh sgrùdaidh lorg-fiosrachaidh. Feumaidh an litir a bhith a' toirt a-steach:

- Adhbhar an agallaimh agus gun tèid a stiùireadh a rèir a' Phoileasaidh Smachdachaidh seo.
- Gu bheil iad fo ùmhlachd Rannsachadh Lorg-fiosrachaidh.
- Na casaid(ean) nan aghaidh.
- Ceann-latha, uair agus àite na coinneimh sgrùdaidh.
- Fiosrachadh mun oifigear sgrùdaidh agus neach-notaichean sam bith a bhios an làthair.

The line manager should determine whether the concerns relating to an employee's conduct can be addressed informally. Where this is deemed appropriate, the line manager should discuss with the employee the standard of conduct that is expected within the organisation and that this policy will be used should the employee continue to fail to meet those standards. A note of the discussion should be kept in the employee's personnel file.

Where it is not deemed appropriate to address misconduct informally or there has been multiple unsuccessful attempts to address conduct informally, the line manager should gather 'background information' to determine what the allegations are and commence a formal process as set out below.

It is likely that the line manager will be the investigating officer, where this is not possible i.e. conflict of interest then HR will appoint another manager of a similar grade as investigating officer. A disciplinary officer should also be identified at this stage for if the investigation determines a disciplinary hearing to be deemed necessary. This should be a manager of a more senior level, where possible.

Step 1 – Fact-Finding Investigation

The employee will be notified in writing that they are subject to a fact-finding investigation, they must be given reasonable notice to attend a fact-finding investigation meeting. The letter must include:

- The purpose of the interview and that it will be conducted in line with this Disciplinary Policy.
- That they are subject to a Fact-Finding Investigation.
- The allegation(s) against them.
- Date, time and venue of the investigation meeting.
- Details of the investigation officer and any notetaker who will be in attendance.

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- Fiosrachadh mun chòir aca a bhith còmhla riutha aig a' choinneimh (far a bheil sin riatanach).
- Fiosrachadh mu chasg ro-chùramach sam bith.
- Fiosrachadh mu sheirbheisean sunnd a tha rim faotainn don neach-obrach.

Bhon fhiosrachadh cùl-fhiosrachaidh agus na casaidean an aghaidh an neach-obrach, bu chòir don oifigear sgrùdaidh faighinn a-mach a bheil feum air fianais sam bith a chruinneachadh mar phàirt den rannsachadh (i.e. aithrisean luchd-fianais, clàran neo-làthaireachd, puist-d, CCTV msaa).

Bu chòir don oifigear sgrùdaidh sgrùdadh cothromach agus mionaideach a dhèanamh gun dàil mì-reusanta agus nuair a thig an rannsachadh gu crìch bu chòir dha aithisg sgrùdaidh a thoirt don oifigear smachdachaidh le mion-fhiosrachadh air co-dhùnaidhean an sgrùdaidh.

Bu chòir don aithisg geàrr-chunntas a dhèanamh air an fhianais a chaidh a lorg tron sgrùdadh agus bu chòir a bhith ann:

- Casaidean
- Dòigh-obrach (i.e. aithrisean luchd-fianais, clàran neo-làthaireachd, puist-d, CCTV msaa).
- Creideas an fhianais a fhuaras tron rannsachadh
- Co-dhùnadh
- Pàipearan-taice den fhianais air fad a chaidh a chruinneachadh (a' gabhail a-steach geàrr-chunntasan choinneamhan sam bith)

Nì an aithisg cuideachd aon de na molaidhean a leanas don oifigear smachdachaidh:

- Gun chùis ri fhreagairt
- Eadar-theachd riaghlaidh neo-fhoirmeil (i.e. trèanadh/leasachadh, eadar-mheadhanachadh is eile)
- Air adhart gu Èisteachd Smachdachaidh

Feumar fios a chuir chun neach-obrach ann an sgrìobhadh mun bhuil. Ma tha neach-obrach air a chuir dheth gu faiceallach agus gu bheil an t-oifigear sgrùdaidh a' moladh èisteachd smachdachaidh, bidh an neach-obrach air a chuir dheth gus an tig an èisteachd gu crìch.

- Details of their right to be accompanied at the meeting (where necessary).
- Details of any precautionary suspension.
- Details of wellbeing services available to the employee.

From the background information and the allegations against the employee, the investigating officer should determine if any evidence needs to be collected as part of the investigation (i.e. witness statements, absence records, emails, CCTV etc).

The investigating officer should carry out a fair and thorough investigation without unreasonable delay and on conclusion of the investigation should provide an investigation report to the disciplinary officer detailing the findings of the investigation.

The report should summarise the evidence found throughout the investigation and should include:

- Allegations
- Methodology (i.e. witness statements, absence records, emails, CCTV etc).
- Credibility of the evidence found throughout the investigation
- Conclusion
- Appendices of all evidence gathered (including minutes of any meetings)

The report will also make one of the following recommendations to the disciplinary officer:

- No case to answer
- Informal management intervention (i.e. training/development, mediation etc)
- Proceed to Disciplinary Hearing

The employee must be notified in writing of the outcome. If an employee is on precautionary suspension and the investigating officer recommends a disciplinary hearing, the employee will remain suspended until the hearing has been concluded.

Step 2 – Disciplinary Hearing

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Ceum 2 - Èisteachd Smachdachaidh Nì an t-oifigear smachdachaidh ath-sgrùdadh air an aithisg sgrùdaidh a chuir an t-oifigear sgrùdaidh thuca agus cuiridh e fios chun neach-obrach ann an sgrìobhadh gu bheil iad a' faighinn cuireadh a dhol gu èisteachd smachdachaidh. Gheibh an neach-obrach fios co-dhiù 5 latha-obrach airson a bhith an làthair aig an èisteachd agus bidh an litir a' toirt a-steach:

- Ceann-là, uair agus àite na h-èisteachd.
 - Fiosrachadh mun oifis smachdachaidh agus neach-notaichean sam bith a dh'fhaodadh a bhith an làthair aig an èisteachd.
 - Na casaidean an aghaidh an neach-obrach
 - Leth-bhreac de dh'aithisg an sgrùdaidh
 - Lethbhreac de fhianais sam bith a chaidh a chruinneachadh tron rannsachadh (i.e. aithrisean luchd-fianais, clàran neo-làthaireachd, puist-d, CCTV msaa).
 - Poileasaidhean a bhuineas do na casaidean
- Fiosrachadh mun chòir aca a bhith còmhla riutha aig a' choinneimh.
 - Smachd-bhannan a dh' fhaodadh a bhith air an èisteachd smachdachaidh (i.e. Gun gnìomh sam bith eile, rabhadh sgrìobhte a' chiad/deireannach, briseadh às a dhreuchd no geàrr-chunntas às a dhreuchd).
 - Fiosrachadh mu sheirbheisean sunnd a tha rim faotainn don neach-obrach.
- Aig an èisteachd, minichidh an t-oifigear smachdachaidh adhbhar na coinneimh don neach-obrach, nì e cinnteach gu bheil an neach-obrach air am poileasaidh smachdachaidh seo a leughadh agus a thuigsinn agus gu bheil e a' tuigsinn a' mhodh-obrach. Thèid iarraidh air an neach-obrach dearbhadh gu bheil iad air an aithisg a leughadh agus fianais sam bith a chaidh a chur thuca mar phàirt den rannsachadh.

Mar as trice bidh neach-notaichean an làthair aig an oifigear smachdachaidh, ach uaireannan dh' fhaodadh gum feumar clàradh claisneachd a dhèanamh den èisteachd, thèid cead iarraidh air a h-uile neach a bhios an làthair aig an èisteachd mus tèid iad air adhart le clàradh claisneachd sam bith. Chan eil clàran falaichte ceadaichte aig ìre sam bith den mhodh-obrach agus bu chòir tar-sgrìobhadh de chlàradh aontachte sam bith a thoirt don neach-obrach.

This disciplinary officer will review the investigation report sent to them by the investigating officer and notify the employee in writing that they are invited to attend a disciplinary hearing. The employee will be given a minimum of 5 working days' notice to attend the hearing and the letter will include:

- Date, time and venue of the hearing.
- Details of the disciplinary office and any notetaker who may be present at the hearing.
- The allegations against the employee
- A copy of the investigation report
- A copy of any evidence gathered throughout the investigation (i.e. witness statements, absence records, emails, CCTV etc).
- Policies which are relevant to the allegations
- Details of their right to be accompanied at the meeting.
- Possible sanctions of the disciplinary hearing (i.e. No further action, first/final written warning, dismissal or summary dismissal).
- Details of wellbeing services available to the employee.

At the hearing, the disciplinary officer will explain to the employee the purpose of the meeting, ensure that the employee has read and understood this disciplinary policy and understands the procedure. The employee will be asked to confirm that they have read the report and any evidence sent to them as part of the investigation.

The disciplinary officer will normally have a notetaker present, however on occasion it may also be necessary to take an audio recording of the hearing, all attendees at the hearing will be asked for consent before proceeding with any audio recording. Covert recordings are not permitted at any stage of the procedure and the employee should be provided with a transcript of any agreed recording.

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Tòisichidh an èisteachd leis an oifigear smachdachaidh a’ taisbeanadh co-dhùnaidhean an sgrùdaidh agus dè a’ chùis a tha an aghaidh an neach-obrach, faodaidh iad ceistean fhaighneachd airson tuilleadh fiosrachaidh no soilleireachd. Gheibh an neach-obrach an uair sin cothrom an cùis aca a chuir air adhart. Bu chòir gum biodh an aithisg, fianais sam bith a chaidh a chruinneachadh agus poileasaidhean iomchaidh rim faighinn tron èisteachd airson fiosrachadh, faodaidh gach pàrtaidh cuideachd fianaisean a ghairm ma bhios sin riatanach.

Aig àm sam bith tron èisteachd, faodaidh neach sam bith a tha an sàs ann dàil a chuir air adhart agus thèid an èisteachd a stad airson ùine aontaichte.

Nuair a thig an èisteachd gu crìch, gairmidh an t-oifigear smachdachaidh dàil gus beachdachadh air an fhianais agus a’ chùis a chuir an neach-obrach air adhart. Faodar an toradh a ghairm a-rithist air an aon latha, no ma tha tuilleadh fianais a dhìth faodar ceann-latha a chuir air dòigh airson a thighinn air ais leis a’ bhui. Ni an t-oifigear smachdachaidh co-dhùnadh cho luath sa ghabhas agus gun dàil mì-reusanta.

Thèid fios a thoirt don neach-obrach ann an sgrìobhadh mu thoradh na h-èisteachd smachdachaidh agus smachd-smachd sam bith. Mar as trice bidh seo taobh a-staigh 5 latha obrach. Bheir an litir mion-fhiosrachadh:

- Geàrr-chunntas de na co-dhùnaidhean agus an co-dhùnadh a chaidh a ruighinn.
- An smachd-bhann ri chur air faidhle sgiobachd an neach-obrach agus an ùine a mhaireas e (i.e. a’ chiad rabhadh sgrìobhte – 6 mìosan).
- Leasachadh ris a bheil dùil agus amasan sam bith air an suidheachadh agus mar thoradh air gun a bhith gan coileanadh.
- A’ chòir ath-thagraidh.

The hearing will commence with the disciplinary officer presenting the findings of the investigation and what the case is against the employee, they may ask questions for further information and or clarity. The employee will then be given an opportunity to put their case forward. The report, any evidence gathered and relevant policies should be available throughout the hearing for reference, witnesses may also be called by either party if necessary.

At any point through the hearing, any party involved may ask for an adjournment and the hearing will be paused for an agreed duration.

On conclusion of the hearing, the disciplinary officer will call an adjournment to consider the evidence and the case put forward by the employee. The outcome may be reconvened on the same day, or if further evidence is required a date may be set to reconvene with the outcome. The disciplinary officer will make a decision as soon as possible and without unreasonable delay.

The employee will be notified in writing of the outcome of the disciplinary hearing and any disciplinary sanction. This will normally be within 5 working days. The letter will detail:

•

Summary of the findings and the decision reached.

•

The sanction to be placed on the employees personnel file and its duration (i.e. First written warning – 6 months).

•

Improvement expected and any objectives set and the consequence of not meeting these.

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The right of appeal.

5. Dreuchdan agus Dleasan

Tha uallach air luchd-cosnadh:

- A h-uile ceum reusanta a ghabhail gu bhith an làthair aig coinneamhan.
- A bhith a' co-obrachadh gu h-iomlan nuair a thathar ag iarraidh orra agus gun dàil a chur air coinneamhan gu mi-reusanta.
- A h-uile fiosrachadh buntainneach, a' gabhail a-steach cùisean a nì maothachadh air an t-suidheachadh, a thoirt gu aire Bòrd na Gàidhlig.
- Ma tha cuideigin gu bhith a' tighinn còmhla riutha, ullachaidhean a chur air bhonn airson an companach aca a bhith an làthair aig coinneamh sam bith agus greim fhaighinn air a h-uile sgrìobhainn bhuntainneach.
- Fios a thoirt ro làimh air iarrtas sam bith airson luchd-fianais a ghairm agus an luchd-fianais aca a shreathachadh.
- Fianais no aithrisean luchd-fianais a thoirt gu Bòrd na Gàidhlig ann an deagh àm ron choinneimh air chor 's gum faodar beachdachadh orra.
- Bun-adhbharan airson ath-thagraidh sam bith a chur an cèill ann an sgrìobhadh.

Tha uallach air gach manaidsear-loidhne:

- Far a bheil e iomchaidh, dèiligeadh ri cùisean giùlain neo-fhoirmeil gu h-èasgaidh agus gu cothromach.
- An ìre iomchaidh de thaic a thoirt don neach-cosnadh.
- Comhairle agus stiùireadh a shireadh bho Ghoireasan Daonna far a bheil e iomchaidh.
- Nota-faidhle mun ìre neo-fhoirmeil a shàbhaladh ann am faidhle fastaidh an neach-cosnadh.

Tha uallach air manaidsear an sgrùdaidh:

5-6. Roles and Responsibilities

Employees have a responsibility to:

- Take all reasonable steps to attend meetings.
- Co-operate fully when requested and not to unreasonably delay meetings.
- Bring to the attention of Bòrd na Gàidhlig all relevant information including any mitigating circumstances.
- If being accompanied, make arrangements for their companion to attend any meeting and be in receipt of all relevant documentation.
- Give advance notice of requests to call witnesses and line up their witnesses.
- Provide evidence or witness statements to Bòrd na Gàidhlig in good time before the meeting so that they can be considered.
- Set out in writing the grounds of any appeal.

Line managers have a responsibility to:

- Where appropriate deal with informal conduct issues promptly and fairly.
- Provide the appropriate level of employee support.
- Seek advice and guidance from HR where appropriate.
- Save a file note of the informal stage in the employee's staff file.

- An uiread den sgrùdadh a dhèanamh 's a tha reusanta airson an t-suidheachaidh agus ann an deagh àm.
- Uallach a ghabhail airson am pròiseas sgrùdail/stèidheachadh na firinne a stiùireadh no a mharasgladh.
- Dèanamh cinnteach gu bheil riathanasan modha air an riarachadh.
- Casaid mì-ghiùlain sam bith a sgrùdadh.
- Sgrìobhainnean buntainneach a sgrùdadh agus agallamhan a dhèanamh ri luchd-cosnaidh mar a tha riathanach.
- Firinn na cùise a stèidheachadh agus an fhianais a thional.
- Notaichean pongail, clàran fianaise agus aithrisean luchd-fianais a ghlèidheadh, far a bheil e iomchaidh, air feadh a' ghnòthaich.
- A bhith neo-eisimeileach, neo-chlaon, dìomhair agus proifeiseanta aig a h-uile àm.
- Fianais agus moladh a thoirt seachad (aithris sgrùdaidh le notaichean an cois) do mhanaidsear na h-èisteachd nuair a tha an sgrùdadh air a choileanadh.

Tha uallach air manaidsear na h-èisteachd:

- An stiùireadh sa Phoileasaidh air Foill a leantainn mas e 's gum faodadh a' chasaid a' bhith a' buntainn ri foill.
- Dèanamh cinnteach gu bheil a h-uile fiosrachadh buntainneach ri fhaotainn airson an neach-cosnaidh ann an deagh àm ron èisteachd, a' gabhail a-steach làn-fhiosrachadh, ann an cruth sgrìobhte, air iomagainean sam bith air am bithear a' beachdachadh aig an èisteachd.
- Toirt fa-near a bheil feum ann air sgrùdadh a bharrachd sam bith, mar eisimpleir air cùisean a thog an neach-cosnaidh aig an èisteachd.
- Notaichean pongail a ghlèidheadh airson chòmhradh sam bith airson a bheil uallach orra.
- Clàr buntainneach agus làithreach a chumail le bhith a' clàradh na buile, ann an sgrìobhadh, aig gach ìre fhoirmeil.
- Comhairle agus stiùireadh a shireadh bho Ghoireasan Daonna far a bheil e iomchaidh.
- An co-dhùnadh a dhaingneachadh don neach-cosnaidh ann an sgrìobhadh an dèidh na h-èisteachd. Bidh seo a' gabhail a-steach an

The investigating manager has a responsibility to:

- Carry out as much investigation as is reasonable for the circumstances and in a timely manner.
- Be responsible for conducting or overseeing the investigatory/fact finding process
- Ensure procedural requirements are satisfied.
- Investigate any allegation of misconduct
- Examine relevant documents and interview staff as is necessary.
- Establish the facts of the case and compile the evidence.
- Retain accurate notes, records of evidence and witness statements where appropriate, throughout.
- Remain independent, be objective, confidential and professional at all times.
- Provide evidence (investigation report with attached notes) and recommendation to the hearing manager when the investigation is complete.

The hearing manager has a responsibility to:

- Follow the guidance in the Fraud Policy if the incident alleged is potential fraud.
- Ensure that all relevant information has been made available to the employee in good time prior to a hearing including full details in written format of the concerns to be considered at the hearing.
- Consider whether any further investigation is required for example issues raised by the employee at a hearing.
- Retain accurate notes of discussions they are responsible for.

reusanachadh air chùlaibh a' cho-dhùnaidh, na gnìomhan a dh'fheumar dèanamh, agus cò leis, agus a' chòir ath-thagraidh.

Tha uallach air Goireasan Daonna:

- Ìrean iomchaidh de thaic is comhairle a thoirt seachad do Mhanaidsearan an Sgrùdaidh, na h-Èisteachd agus an Ath-thagraidh.
- A dhol ann an comhairle le manaidsearan an sgrùdaidh, na h-èisteachd agus an ath-thagraidh, a' toirt seachad fiosrachadh neo-chlaon agus a' comharrachadh raointean cunnairt agus comhairle air lagh cosnaidh.
- Ceangal a dhèanamh ri manaidsearan na h-èisteachd agus an ath-thagraidh gus dèanamh cinnteach gu bheil air ghèilleadh ris na poileasaidhean agus modhan-obrach riatanach.

Tha uallach air an neach a bhios a' tighinn còmhla ris an neach-cosnaidh:

- An neach-cosnaidh a chuideachadh ann am fiosrachadh a thional a bhios a' toirt taic don chùis aca.
- Taic a thoirt do agus còmhraidh a dhèanamh ris an neach-cosnaidh rè na h-èisteachd.

- Maintain a relevant and up-to-date record by recording in writing the outcome at each formal stage.
- Seek HR advice and guidance where appropriate.
- Confirm the decision to the employee in writing after the hearing has taken place. This will include the reasoning behind the decision, the action to be taken, and by whom, and the right of appeal.

HR has a responsibility to:

- Provide appropriate levels of support and advice to the Investigation, Hearing and Appeal Managers.
- Confer with the investigating manager, hearing and appeal managers providing objective information and identifying areas of risk and advice on employment law.
- Liaise with the hearing and appeal managers to ensure the necessary policy and procedures have been complied with.

The accompanying person has the responsibility to:

- Assist the employee in collating information that supports their case.
- Support and confer with the employee during the hearing.

6. Eucoirean

Far a bheil casaid ga cur às leth neach-cosnaidh a thaobh eucoir, no far an deach an dìteadh airson eucoir, cha bhi iad gu fèin-ghluasadach fo bhuaidh gnìomh smachdachaidh. Ann an cùisean far a bheil giùlan an neach-cosnaidh a' tighinn fo chasaid eucorach no dìteadh eucorach, nì Bòrd na Gàidhlig sgrùdadh mus dèanar co-dhùnadh a thaobh gnìomh foirmeil.

Ann an cuid de chùisean, faodaidh gnìomhan mì-ghiùlain a bhith nan eucoirean cuideachd – mar eisimpleir, ionnsaigh, gadachd, foill no faighinn cothrom air stuth mì-laghail air an eadar-lìon. Leigidh Bòrd na Gàidhlig fios chun a' phoilis aig ìre thràth far a bheil amharas reusanta ann air giùlan eucoireach san àite-obrach.

Far a bheil neach-cosnaidh a' diùltadh, gun deagh adhbhar, a bhith an làthair aig èisteachd smachdachaidh no sìon a ràdh mu dheidhinn casaid eucorach ri thighinn, dh'fhaodte gum feum Bòrd na Gàidhlig co-dhùnadh a dhèanamh stèidhte air an fhianais a tha ri faotainn.

7. Ag obair leis a' Phoileasaidh seo

Tha prionnsapal a' cheartais nàdarra mar bhun-stèidh don phoileasaidh seo, sin ri ràdh gun toirear do neach-cosnaidh sam bith air an do rinneadh casaid no casaidean:

- Fios ro làimh air na casaidean agus an fhianais.
- An cothrom dùbhlán a thoirt don chasaid no casaidean agus don fhianais mus ruigear co-dhùnaidhean.
- Còir ath-thagraidh an aghaidh co-dhùnadh sam bith a chaidh a ghabhail.

Dh'fhaodadh suidheachadh a bhith ann far a bheil coltas gum bu chòir dèiligeadh ris a' ghnòthach fon phoileasaidh seo, ach dh'fhaodadh e fàs soilleir gum bu chòir dèiligeadh ris fo phoileasaidh eile, mar eisimpleir nuair a thathar a' sgrùdadh cùis mì-ghiùlain

6.7. Criminal Offences

An employee who is charged or convicted of a criminal offence will not automatically be subject to disciplinary action. In cases where an employee's conduct is the subject of a criminal charge or conviction, Bòrd na Gàidhlig will investigate before deciding whether to take formal action.

In some cases, acts of misconduct may also be criminal offences – for example, assault, theft, fraud or accessing illegal material on the internet. Bòrd na Gàidhlig will contact the Police at an early stage where there is reasonable suspicion of criminal conduct in the workplace.

Where an employee refuses, without good reason, to attend a disciplinary hearing or to say anything about a pending criminal charge, Bòrd na Gàidhlig may have to take a decision based on the available evidence.

7.8. Working with this Policy

Underpinning this policy is the principle of natural justice i.e. that any employee against whom an allegation or allegations has/have been made shall have:

- Advance notice of the allegations and the evidence.
- The opportunity to challenge such allegation(s) and evidence before decisions are reached.
- The right of appeal against any decision taken.

A situation may arise where it initially appears the matter should be dealt with under this policy, but it may become clear that it should be dealt with under another,

far a bheil e fàs follaiseach gu bheil cùisean comais ann. Far a bheil fianais ga togail air coimeasgachadh de ghiùlan agus coileanadh/dìth-slàinte aig a' cheart àm, faodar na cùisean a thoirt còmhla air sgàth a' phròiseis choitinn mar aon sgrùdadh. Far a bheil e iomchaidh, cuirear aon choinneamh fhoirmeil air dòigh gus dèiligeadh ri cùisean uile. Thèid a dhèanamh soilleir don neach-cosnaidh dè am poileasaidh a thathar a' leantainn.

Ma tha neach-cosnaidh a' togail cùis-ghearain rè pròiseas an smachdachaidh, dh'fhaodadh e a bhith iomchaidh am pròiseas smachdachaidh a chur dheth rè tamaill fhad 's a thathar a' dèiligeadh ris a' chùis-ghearain. Ach ma tha a' chùis-ghearain a thathar a' togail dlùth-cheangailte ri pròiseas an smachdachaidh, is àbhaist gum bi e iomchaidh a bhith a' dèiligeadh ris an dà mhodh-obrach aig an aon àm. Ma tha na h-iomagain a thathar a' togail ann an cùis-ghearain a' buntainn ri làimhseachadh an smachdachaidh, is àbhaist gum bi e suas ris an neach-cosnaidh a bhith gan togail mar phàirt de phròiseas an smachdachaidh. Aig gach ìre den mhodh-obrach seo, bu chòir don h-uile manaidsear comhairle a shireadh bho Ghoireasan Daonna.

8. Seòrsachaidhean mì-ghiùlain

Tha na liostaichean gu h-ìosal gan toirt seachad airson adhbharan mineachaidh a-mhàin agus cha bu chòir beachdachadh orra mar an dara cuid coileanta no ioma-chuimseach.

Mì-ghiùlan

'S e mì-ghiùlan giùlan no dol-a-mach a tha a' gabhail a-steach, le fios, briseadh riaghailtean no modhan-obrach Bòrd na Gàidhlig, no giùlan a tha a dh'aon ghnòthach agus a dh'aon rùn a' tuiteam fo ìrean a' ghiùlain a bhios Bòrd na Gàidhlig gu reusanta an dùil bhon luchd-cosnaidh aige.

Tha Bòrd na Gàidhlig den bheachd gu bheil mì-ghiùlan a' gabhail a-steach (ach chan eil e cuibhrichte ri) na gnothaichean a leanas:

for example where investigating a case of unacceptable conduct it becomes apparent there are capability issues. Where evidence of a combination of conduct and performance/ill health is raised at the same time, the issues may be combined on account of the common process as a single investigation. Where appropriate, one formal meeting will be arranged to address all issues. It will be made clear to the employee which policy is being followed.

If an employee raises a grievance during the disciplinary procedure, it may be appropriate to temporarily suspend the disciplinary procedure while the grievance is dealt with. However, if the grievance raised is closely connected to the disciplinary procedure, it will normally be appropriate to deal with both procedures at the same time. If the concerns raised in a grievance relate to the handling of the disciplinary then it will normally be for the employee to raise these as part of the disciplinary procedure. At every stage of this procedure all managers should consult with HR.

8.9. Classifications of misconduct

The lists below are provided for illustrative purposes only and are not to be considered as either complete or exhaustive.

Misconduct

Misconduct is behaviour or conduct which knowingly involves a breach of Bòrd na Gàidhlig rules or procedures or is deliberate or wilful conduct which falls below the standards of behaviour which Bòrd na Gàidhlig reasonably requires of its employees.

Matters Bòrd na Gàidhlig views as misconduct include (but are not limited to):

- Briseadh trom-chùiseach de riaghailtean, poileasaidhean agus modhan-obrach Bòrd na Gàidhlig;
- Briseadh de riatanasan slàinte is sàbhailteachd;
- Damaiste a rinneadh a dh' aon rùn do shealbh Bòrd na Gàidhlig;
- Sàrachadh no giùlan oibheumach de dhòigh sam bith a tha ceangailte ri obair rè obrach no fhad 's a bhathar a' riochdachadh Bòrd na Gàidhlig;
- Neo-làthaireachd neo-ùghdarraichte bho obair;
- Mì-ùmhachd agus/no fàilligeadh a bhith a' gabhail os làimh gnìomhan dligheach nuair a thathar ag iarraidh orra;
- Briseadh de chleachdadh ris a bheilear deònach a ghabhail de siostam teicneòlas fiosrachaidh Bòrd na Gàidhlig;
- Giùlan a bhios a' tarraing mì-chliù air Bòrd na Gàidhlig;
- A serious breach of Bòrd na Gàidhlig rules, policies and procedures;
- A breach of health & safety obligations;
- Wilful damage to Bòrd na Gàidhlig property;
- A work-related act of harassment or offensive behaviour of any kind during work or whilst representing Bòrd na Gàidhlig;
- Unauthorised absence from work;
- Insubordination and/or failure to carry out legitimate tasks when requested;
- Breach of Acceptable Use for Bòrd na Gàidhlig IT Systems;
- Behaviour that brings Bòrd na Gàidhlig into disrepute;

Dearg mhì-ghiùlain

'S e dearg mhì-ghiùlain giùlan de nàdar trom-chùiseach agus bunaiteach den leithid 's gum bi e a' briseadh na dàimh cùmhnantaich eadar an neach-cosnaidh agus Bòrd na Gàidhlig. Ma tha an neach-cosnaidh a' dèanamh dearg mhì-ghiùlain, faodaidh Bòrd na Gàidhlig an neach-cosnaidh a chur à dreuchd gu grad, gun bhrath no pàigheadh an ionad bratha.

Tha Bòrd na Gàidhlig den bheachd gu bheil dearg mhì-ghiùlan a' gabhail a-steach (ach chan eil e cuibhrichte ri) na gnothaichean a leanas:

- Goid bhon bhuidhinn, bho luchd-obrach no bhon phoball;
- Breugnachadh teisteanais far a bheil an teisteanas na riatanas airson fastadh an neach-cosnaidh no far a bheil e a' toirt gu buil buannachd ionmhasail don neach-cosnaidh;
- Breugnachadh chlàran, aithrisean, chunntasan, thagraidhean chosgaisean eadar gun robh sin airson buannachd phearsanta no nach robh;
- Mì-ghiùlan gnèitheasach aig obair;
- A' sabaid le, no a' dèanamh ionnsaigh chorporra an aghaidh, luchd-obrach no a' phobail fhad 's a bhathar ann an togalaichean Bòrd na Gàidhlig;
- A bhith neo-chomasach air sàilleibh alcol no stuth toirmisgte fhad 's a bhathar aig obair (faic am Poileasaidh air Mì-chleachdadh Stuthan);

Gross misconduct

Gross misconduct is behaviour of a serious and fundamental nature such that it breaches the contractual relationship between the employee and Bòrd na Gàidhlig. If an employee commits an act of gross misconduct, Bòrd na Gàidhlig may summarily dismiss the employee without notice or pay in lieu of notice.

Matters that Bòrd na Gàidhlig views as gross misconduct include (but are not limited to):

- Stealing from the organisation, members of staff or the public;
- Falsification of a qualification that is a stated requirement of the employee's employment or results in financial gain to the employee;

A' gabhail seilbh air, a' cumail an greim, no a' cumail smachd air drogaichean* ann an togalaichean na buidhne (*A chum na criche seo, tha am briathar 'drogaichean' a' ciallachadh gach cuid drogaichean mì-laghail agus stuthan saidhceo-ghnìomhach (toinnidh-inntinn), a dh'fhaodas a bhith laghail no mì-laghail.)

- Briseadh riaghailtean na buidhne a dh'aon ghnòthach, a' gabhail a-steach, ach gun a bhith cuibhrichte ri, riaghailtean slàinte is sàbhailteachd agus riaghailtean air cleachdadh choimpiutairean;

Dearg dhearmadachd

- Ditidhean eucorach aig am faodadh droch bhuaidh a bhith air an dàimh cosnaidh (co-dhiù an deach an dèanamh taobh a-staigh no taobh a-muigh an àite-obrach) agus giùlan a bhios a' tarraing mì-chliù air ainm na buidhne; agus
- Leth-bhreith no sàrachadh co-obraiche air sàilleibh gnè, aomadh gnèitheasach, cinneadh, ciorram, aois no cràbhadh no creideamh.

- Falsification of records, reports, accounts, expense claims whether or not for personal gain;
- Sexual misconduct at work;
- Fighting with or physical assault on members of staff or the public while on Bòrd na Gàidhlig business premises;
- Being incapacitated by alcohol or a prohibited substance whilst at work (refer to Substance Abuse Policy); Possession, custody, or control of drugs* on the organisation's premises (*For this purpose, the term 'drugs' is used to describe both illegal drugs and other psychoactive (mind-altering) substances which may or may not be illegal).
- Deliberate breach of the organisation's rules, including, but not restricted to, health and safety rules and rules on computer use;

Gross negligence

- Criminal convictions that adversely impact upon the employment relationship (whether committed inside or outside the workplace) conduct that brings the organisation's name into disrepute; and
- Discrimination or harassment of a fellow worker on the grounds of sex, sexual orientation, race, disability, age or religion or belief.

9-10. Disciplinary procedure

Informal procedure

Where appropriate a line manager should always attempt to resolve minor and

9. Modh-obrach smachdachaidh

Modh-obrach neo-fhoirmeil

Far a bheil e iomchaidh, bu chòir gun dèan manaidsear-loidhne oidhirp gus mion-bhrisidhean

agus corra bhriseadh giùlain a rèiteachadh air stèidh neo-fhoirmeil. Is tric gum faodadh facal ciallach a bhith gu leòr gus cùis a rèiteachadh agus piseach a thoirt air giùlan an neach-cosnaidh.

Ann an cùisean far a bheil coltas ann gur urrainnear dèiligeadh ri gnothaichean gu neo-fhoirmeil, far a bheil an neach-cosnaidh a' fàilligeadh air inbhean giùlain a choileanadh, bu chòir don mhanaidsear-loidhne bruidhinn mu dheidhinn seo ris an neach-cosnaidh. Is àbhaist gum biodh seo a' tachairt ann an cruth còmhradh aghaidh-ri-aghaidh. Bu chòir gum bithear a' sàbhaladh nota den chòmhradh ann am faidhle dealanach an neach-obrach.

Modh-obrach foirmeil

Cleachdar am modh-obrach foirmeil ma tha oidhirpean neo-fhoirmeil gus piseach a thoirt air mion-eisimpleirean de mhì-ghiùlan air a bhith neo-shoibheachail no ma thathar a' meas gu bheil am mì-ghiùlan trom-chùiseach.

Sgrùdadh

Thèid manaidsear sgrùdaidh a chur an dreuchd leis a' mhanaidsear-loidhne ann an co-chomhairleachadh le Goireasan Daonna. Sa mhòr-chuid de chùisean, agus a chum leas a' cheartais nàdarra, bidh e freagarrach manaidsear sgrùdaidh a chur an dreuchd nach eil na mhanaidsear-loidhne don neach-cosnaidh agus a tha taobh a-muigh slabhraidh na manaidsearachd-loidhne.

Nithear a h-uile oidhirp gus dèanamh cinnteach nach eil manaidsear an sgrùdaidh mothachail air samchd-bhannan sam bith a rinneadh roimhe no air rabhaidhean a tha am bith.

Bidh manaidsear an sgrùdaidh:

- A' dèanamh rannsachadh iomlan air na suidheachaidhean uile timcheall na cùise a tha fo chasaid – nì a dh'fhaodadh gabhail a-steach lèirmheas a dhèanamh air sgrìobhainnean is puist-dealain bhuntainneach sam bith, a' dèanamh agallamh leis an neach-cosnaidh agus le luchd-fianais buntainneach sam bith, agus a' gabhail aithrisean luchd-fianais;

isolated breaches of conduct on an informal basis. A quiet word is often all that is required to resolve an issue and improve an employee's conduct.

In cases where it appears matters can be appropriately dealt with informally, where an employee is failing to meet the conduct standards, the line manager should discuss this with the employee. This will normally take the form of a private one-to-one discussion.

A note of the discussion should be saved in the electronic staff file.

Formal procedure

The formal procedure will be used if; informal attempts to improve minor misconduct have been unsuccessful or if the misconduct is considered serious.

Investigation

An investigating manager will be appointed by the line manager in consultation with HR. In most cases, and in the interests of natural justice, it will be appropriate to appoint an investigating manager who is not the employee's line manager and outside the line management chain.

Every attempt will be made to make sure the investigating manager is not aware of any previous sanctions or live warnings.

The investigating manager will:

- Carry out full enquiries into all circumstances surrounding an alleged issue – which may include reviewing any

- A' coileanadh sgrùdadh sam bith gun dàil neo-reusanta;
- Beachd cothromach is co-chothromaichte a thoirt seachad air an fhiosrachadh le bhith a' toirt fianais bho luchd-fianais, a' gabhail a-steach an fheadhainn a dh'fhaodadh fianais a thoirt seachad a tha taiceil don neach-cosnaidh;
- An neach-cosnaidh agus am manaidsear-loidhne aca a chumail fiosraichte air adhartas;
- Bithear a' toirt fios don neach-cosnaidh a tha fo sgrùdadh air na cùisean-iomagain a thathar a' sgrùdadh agus bheirear dhaibh brath de co-dhiù 5 làithean-obrach air coinneamh sgrùdail sam bith;
- Bithear a' leigeil le luchd-cosnaidh taic fhaighinn bho cho-obraiche no riochdaire aonaidh chiùird aig coinneamhan sgrùdail;
- A' dèanamh aithris do mhanaidsear na h-èisteachd le moladh a thaobh a bheil cùis ann ri fhreagairt no nach eil.

Cur à dreuchd rè ùine

Ma thathar a' co-dhùnadh, air sàilleibh nàdar trom-chùiseach nan casaidean a rinneadh, no air sàilleibh nàdar dleastanasan an neach-cosnaidh no gus sgrùdadh domhainn a chomasachadh, nach eil e ion-mhiannaichte gum bi an neach-cosnaidh aig obair, faodar an neach-cosnaidh a chur à dreuchd rè ùine air pàigheadh iomlan. Theid an co-dhùnadh gus an neach-cosnaidh a chur à dreuchd rè ùine a dhèanamh le manaidsear co-shoidhneachaidh an neach-cosnaidh ann an co-chomhairleachadh le Goireasan Daonna.

Bithear a' cumail a' chur à dreuchd cho goirid 's a ghabhas agus bithear ga chumail fo lèirmheas gus am bi an sgrùdadh air choileanadh, an dara cuid a chionn 's nach eil fianais airson leantainn air no gus co-dhùnadh na h-èisteachd smachdachaidh. Ma tha e coltach gum mair an sgrùdadh barrachd is 2 sheachdain, an dèidh don chur à dreuchd rè ùine air tòiseachadh, bu chòir fios a thoirt don neach-cosnaidh aig a' chiad dol-a-mach no fios as ùr a thoirt dhaibh fhad 's a tha an sgrùdadh a' dol air adhart.

- relevant documents and emails, interviewing the employee and any relevant witnesses, and taking witness statements;
- Complete any investigation without unreasonable time delay;
- Provide a fair and balanced view of the information by taking evidence from witnesses including those who could provide evidence in support of the employee;
- Keep the employee and their line manager informed of progress;
- The employee being investigated will be advised of the concerns being investigated and will be given a minimum of 5 working days' notice of any investigatory meeting;
- Employees will be allowed to have the support of a work colleague or trade union representative at investigatory meetings;
- Provide a report to the hearing manager with a recommendation as to whether there is a case to answer or not.

Suspension

If, due to the serious nature of allegations made, the nature of the employee's duties or to enable an investigation to be carried out thoroughly it is determined that it is undesirable for the employee to be at work, an employee may be suspended on full pay. The decision to suspend on full pay will be made by the employee's countersigning manager in consultation with HR.

Rè a' chur à dreuchd rè ùine, chan fhaod an neach-obrach a bhith an làthair aig obair, ach bu chòir dhaibh a bhith comasach, aig brath reusanta rè uairean-obrach àbhaisteach, air coinneamhan a fhrithéaladh ann an togalaichean Bòrd na Gàidhlig no a bhith rim faotainn airson fios le fòn no air-loidhne (gu bhiorail). Bu chòir don neach-cosnadh a bhith a' co-obrachadh gu h-iomlan le iarrtasan fiosrachaidh. Tha an neach-cosnadh a chuireadh à dreuchd rè ùine fo dhleastanas a bhith gan giùlan fhèin ann an dòigh phroifeiseanta a thaobh fios a chur gu luchd-cosnadh eile agus ann an suidheachaidhean den leithid seo chan fhaodar beachdachadh air fiosrachadh na cùise le luchd-cosnadh eile, le mura-bhith far a bheil an cèile aca na neach-cosnadh aig Bòrd na Gàidhlig no leis an riochdaire aonaidh chiùird aca.

Ann an cuid de chùisean, faodaidh Bòrd na Gàidhlig co-dhùnadh gu bheil e mì-iomchaidh fios a chur gu luchd-cosnadh, no gu feadhainn den luchd-cosnadh, aig Bòrd na Gàidhlig (m.e. far a bheilear a' meas gum biodh e millteach don sgrùdadh). Ann an cùisean den leithid seo, bheirear fios don neach-cosnadh air seo agus iarrar orra fios a chur gu Goireasan Daonna ma tha ceistean sam bith aca.

Rè cur à dreuchd rè ùine, tha an neach-cosnadh fhathast le ùmhlachd do theirmichean a' chùmhnaint-obrach aca.

Aithris an Sgrùdadh

Aon uair 's gu bheil an sgrùdadh air a choileanadh agus an fhianais air a tional, bu chòir do mhanaidsear an sgrùdadh aithris a chur gu manaidsear na h-èisteachd a' cur an cèill firinn na cùise agus le moladh a thaobh a bheil cùis ri fheagairt no nach eil.

Bu chòir gu bheil na sgrìobhainnean uile air an cumail dìomhair agus air an stòradh gu tèarainte.

Brath air an Èisteachd

Far a bheil Bòrd na Gàidhlig, mar thoradh air sgrùdadh, a' meas gum feumar èisteachd fhoirmeil a chur air dòigh, bidh am manaidsear-loidhne a' cur air dòigh gum bi manaidsear èisteachd a' dèiligeadh ris a' chùis. Far a ghabhas dèanamh, bidh manaidsear na h-èisteachd nas àrd-rangaiche agus cha bhi iad air a bhith an sàs sa chùis roimhe. Chan fhaodar an dèanamh mothachail air smachd-bhannan sam bith a

Suspension will be kept as brief as possible and kept under review until investigations have been completed, either by there being no evidence to continue or to the outcome of a disciplinary hearing. If an investigation is likely to last more than 2 weeks, following the commencement of suspension, the employee should be informed at the outset or updated as the investigation progresses.

During suspension, an employee must not attend work but should be available with reasonable notice during normal working hours to attend Bòrd na Gàidhlig premises for meetings or be available for contact by phone or online (virtually). The employee should co-operate fully with requests for information.

An employee suspended from duty is under obligation to conduct themselves in a professional manner in respect of contacting other employees and in such circumstances the details of the case must not be discussed with other employees, with the exceptions being if their partner is an employee of Bòrd na Gàidhlig, or with their Trade Union Representative.

In some cases, Bòrd na Gàidhlig may decide that contact with employees, or certain employees, is inappropriate (e.g. where it is considered detrimental to the investigation). In such cases the employee will be advised of this and asked to contact HR with any queries they may have.

chuireadh air an neach-cosnadh roimhe no air rabhaidhean a tha am bith a tha aig an neach-cosnadh aig an àm làithreach, ach bheirear fios dhaibh nas anmoiche ma tha smachd-bhann a bharrachd ga chur air an neach-cosnadh mar thoradh air an èisteachd.

Cuiridh manaidsair na h-èisteachd fios air a' chasaid chun a' mhanaidseir-loidhne. Bidh am manaidsair-loidhne a' gabhail seo a-steach san litir a chuirear chun an neach-cosnadh a' toirt fiathachadh dhaibh a thiginn chun na h-èisteachd. Bheirear brath don neach-cosnadh, ann an sgrìobhadh, co-dhiù 5 làithean-obrach mu cheann-latha, àite agus àm na h-èisteachd. Cuiridh an litir an cèill na casaidean air am bithear a' beachdachadh aig an èisteachd. Bidh an fhianais sgrìobhte uile a thathar an dùil a bhith a' beachdachadh air aig an èisteachd, a' gabhail a-steach aithris an sgrùdaidh agus aithrisean luchd-fianais sam bith, air an gabhail a-steach san fhiathachadh don èisteachd. Bheirear comhairle don neach-cosnadh air a' chòir a th' aca gus fiosrachadh no fianais iomchaidh sam bith eile a thoirt seachad, nì a bu chòir dhaibh a chur a-steach co-dhiù 2 latha-obrach mus tachair an èisteachd.

Bithear a' tarraing aire an neach-cosnadh ri poileasaidhean agus modhan-obrach a tha buntainneach don èisteachd agus bithear a' cur nan cuimhne gum faodar toirt fa-near smachd-bhannan sam bith a fhuair iad roimhe no rabhaidhean a tha am bith aca ma tha smachd-bhann ga chur an gnìomh an dèidh làimhe. Bheirear fios chun an neach-cosnadh air an ìre de smachd-bhann a dh'fhaodar cur an gnìomh an dèidh na h-èisteachd ma tha a' chasaid air a' firinneachadh, ach bithear a' cur nan cuimhne nach deach co-dhùnadh sam bith a dhèanamh mus tachair an èisteachd.

Còir an neach-cosnadh cuideigin a bhith còmhla riutha agus Dàileachadh Èisteachdan

Tha a' chòir aig an neach-cosnadh air co-obraiche bho Bhòrd na Gàidhlig, no riochdaire creideasachta an Aonaidh Ciùird, a bhith còmhla riutha aig an èisteachd.

During periods of suspension the employee remains subject to the terms of their contract of employment.

Investigation Report

Once the investigation is complete and the evidence has been compiled, the investigating manager should send a report to the hearing manager setting out the facts and with a recommendation as to whether there is a case to answer or not.

All documentation should remain confidential and should be stored securely.

Notice of the Hearing

Where, as a result of an investigation, Bòrd na Gàidhlig considers that a formal disciplinary hearing needs to be arranged, the line manager, will arrange a hearing manager to deal with the case. Where possible, the hearing manager will be more senior and will not have had any prior involvement in the case. They must also not be made aware of any previous sanctions or live warnings that the employee may have at this time, however they will be notified at a later date should the outcome of this hearing be a further sanction.

The hearing manager will forward the allegations to the line manager. The line manager will include these in the letter inviting the employee to the hearing. The employee will be given a minimum of 5 working days' notice in writing of the date, place and time of the hearing. The letter will fully set out the allegations to be considered at the hearing. All documentary evidence intended to be considered at the hearing including the investigation report and any witness statements, will be included with the invite to the hearing. The employee will also be advised of their right to provide any other

Ma thachras nach eil e comasach don neach-cosnaidh, no don neach a tha gu bhith còmhla riutha, a bhith an làthair air a' cheann-là no aig an àm a thathar a' moladh airson na h-èisteachd, faodaidh an neach-cosnaidh ceann-là agus/no àm eile a mholadh airson na h-èisteachd, air chumha 's gu bheil an ceann-là eile a tha iad a' moladh taobh a-staigh 5 làithean-obrach den cheann-là thùsail. 'S ann a-mhàin ann an suidheachaidhean air leth a bheir Bòrd na Gàidhlig cead airson dàileachadh a tha nas fhaide na 5 làithean-obrach.

Feumaidh luchd-cosnaidh a h-uile oidhirp a dhèanamh a bhith an làthair aig an èisteachd agus, mar thoradh air fàilligeadh a bhith an làthair, dh'fhaodadh an co-dhùnadh a bhith air a dhèanamh às an aonais stèidhte air an fhianais a bha ri faotainn. Ma tha neach-cosnaidh mothachail air adhbhar carson nach fhaod iad a bhith an làthair aig an èisteachd, bu chòir dhaibh fios a chur gu manaidsèar na h-èisteachd cho luath 's a ghabhas agus làn-fhiosrachadh a thoirt dhaibh.

Bu chòir do neach-cosnaidh innse do mhanaidsear na h-èisteachd cò an neach a bhios còmhla riutha co-dhiù 2 latha-obrach ron èisteachd. Tha ùine dheth le pàigheadh ceadaichte don neach a bhios còmhla riutha gus èisteachd a fhrithleadh. Tha ùine ullachaidh ceadaichte cuideachd rè ùine obrach.

Tha còir aig an neach a tha còmhla riutha labhairt don èisteachd gus cùis an neach-cosnaidh a chur air adhart, geàrr-chunntas a dhèanamh air a' chùis aca agus freagairt a dhèanamh, às leth an neach-cosnaidh, ri beachd sam bith a chuireadh air adhart aig an èisteachd. Faodaidh iad cuideachd dàlaichean iarraidh gus bruidhinn ris an neach-cosnaidh rè na h-èisteachd. Chan eil a' chòir aca a bhith a' freagairt cheistean dìreach às leth an neach-cosnaidh no a bhith a' labhairt don èisteachd far a bheil an neach-cosnaidh a' nochdadh nach eil iad ga iarraidh.

Bu chòir don neach-cosnaidh ullachaidhean a dhèanamh gus am faod an neach a bhios còmhla riutha a bhith an làthair aig an èisteachd agus a bhith a' faighinn a h-uile sgrìobhainn bhuntainneach. Dh'fhaodadh seo a bhith a' gabhail a-steach cead a thoirt do Bhòrd na Gàidhlig fiosrachadh mun èisteachd a chur gu dìreach chun an riochdaire.

appropriate information or evidence, which should normally be submitted at least 2 working days prior to the hearing taking place.

The employee will be referred to the policies and procedures which are relevant to the hearing and will also be reminded that any previous sanctions or live warnings may be considered if a subsequent sanction is applied.

The employee will be given an indication of the level of sanction that may be applied following the hearing if the allegations are justified but reminded that no decision has been made prior to the hearing taking place.

Right to Be Accompanied and Postponement of Hearings

An employee has the right to be accompanied at a hearing by a colleague from within Bòrd na Gàidhlig, or an accredited trade union representative.

In the event that an employee, or their accompanying person, is not available on the date or at the time proposed for a hearing, the employee can request an alternative date and/or time, provided that the proposed alternative date is within 5 working days of the original date. Only in exceptional circumstances will Bòrd na Gàidhlig permit a postponement of more than 5 working days.

Employees must make every effort to attend a hearing and failure to attend may result in a decision being taken in their absence

Luchd-fianais agus sgrìobhainnean

Tha e ceadaichte a bhith a' cur earbsa ann an aithrisean luchd-fianais rè na h-èisteachd. Ach uaireannan dh'fhaodadh e a bhith iomchaidh gum bi manaidsearachd no an neach-cosnaidh a' gairm air luchd-fianais a bhith an làthair aig an èisteachd. Far a bheil luchd-fianais gu bhith air an gairm le taobh seach taobh, bu chòir fios mun deidhinn a bhith air a cur chun a' phàrtaidh eile co-dhiù 2 latha-obrach ron èisteachd. Far a bheil a' gairm luchd-fianais, bidh cothrom aig an taobh eile san èisteachd neach-fianais sam bith a cheasnachadh, ma tha iad den bheachd gu bheil sin riatanach. Bu chòir don neach-cosnaidh agus an riochdaire aca ullachaidhean a dhèanamh airson an luchd-fianais aca a bhith an làthair aig an èisteachd, agus bheirear ùine dheth phàighte a bhith an làthair.

Tha còir aig an luchd-cosnaidh fianais sam bith nan aghaidh fhaicinn agus an fhianais aca fhèin a chur a-steach. Bu chòir gu bheil fianais sgrìobhte air a comharrachadh agus air a cur a-steach co-dhiù 2 latha-obrach ron èisteachd.

Thèid ainmean an luchd-fianais aig a bheil fianais bhuntainneach a rùn-phàirteachadh don h-uile pàrtaidh mura bheil eagal dha-rìribh ann mun sàbhailteachd.

An èisteachd

Bidh manaidsear na h-èisteachd a' dèanamh cinnteach aig toiseach na h-èisteachd gu bheil an neach-cosnaidh a' tuigsinn nan adhbharan airson na coinneimh, gu bheil iad a' tuigsinn na modhan-obrach smachdachaidh agus gu bheil iad air am poileasaidh air smachdachadh a leughadh agus gun d' fhuair iad na sgrìobhainnean buntainneach.

Bidh am manaidsear-loidhne a' cur air dòigh gum bi cuideigin an làthair aig a' choinneimh airson notaichean a ghabhail. Dh'fhaodte gum bi feum ann air clàradh dealanach den choinneimh. San t-suidheachadh seo, sirear aonta ro làimh bhon a h-uile duine a bhios an sàs sa choinneimh. Ma tha aonta ann, bidh an clàradh air a dhèanamh ri fhaotainn airson an neach-cosnaidh cho luath 's a ghabhas an dèidh na coinneimh, còmhla ri tar-sgrìobhadh ma thathar ag iarraidh air. Chan eil clàraidhean os ìosal ceadaichte aig ìre sam bith sa phròiseas.

based on the evidence available. If an employee becomes aware of a reason why they may not be able to attend a hearing, they should contact the Hearing Manager as soon as possible and provide full details.

An employee should advise the hearing manager who the accompanying person is normally 2 working days before the hearing. An accompanying person is permitted time off with pay to attend a hearing. Preparation time is also permitted during work time.

The accompanying person has the right to address the hearing to put the employee's case forward, sum up the case and respond on the employee's behalf to any view expressed at the hearing. They may also request adjournments to confer with the employee during the hearing. They do not have the right to answer direct questions on behalf of the employee or address the hearing where the employee indicates that they do not wish it.

The employee should make arrangements for the accompanying person to attend any hearing and be in receipt of all relevant documentation, this may include giving permission for Bòrd na Gàidhlig to send hearing information direct to the representative.

Witnesses and documentation

It is permissible to rely on witness statements during the hearing however, it may be appropriate in some instances for witnesses to be called to attend a hearing by either management or the employee. Details of any witnesses being called by either side should be notified to the other party at least

Bidh an dà phàrtaidh a' bruidhinn mu dheidhinn mion-fhiosrachadh na cùise agus a' faighneachd cheistean freagarrach air chor 's gum faod iad gnothaichean a thuigsinn gu h-iomlan. Bu chòir gu bheil an fhianais uile a tha buntainneach don chùis a bhith ri faotainn airson iomradh a dhèanamh oirre agus bu chòir gu bheil poileasaidhean iomchaidh ri làimh. Faodar gairm air luchd-fianais ma tha sin riatanach.

Faodar dàil a chur air coinneamhan, agus faodar an ais-ghairm aig ceann-latha nas anmoiche, a rèir ùghdarras manaidsèar na h-èisteachd, gus ùine a leigeil airson tuilleadh fianais fhaighinn.

Faodaidh an neach-cosnaidh no an neach a tha còmhla riutha dàil iarraidh aig uair sam bith tron èisteachd gus comhairle a shireadh no airson sunnd an neach-cosnaidh.

Ni manaidsèar na h-èisteachd co-dhùnadh cho luath 's a ghabhas. Bheirear don neach-cosnaidh dearbhadh sgrìobhte air gnìomh foirmeil sam bith, agus bheirear brath thuca air a' chòir ath-thagraidh aca an aghaidh a' cho-dhùnaidh a rinneadh, mar is àbhaist taobh a-staigh 5 làithean-obrach. Bidh 5 làithean-obrach aig an neach-cosnaidh an dèidh dhaibh an co-dhùnadh fhaighinn gus ath-thagraidh a dhèanamh.

A' cur smachd-bhann an gnìomh

Ma tha e iomchaidh (ach chan ann far a bheil an neach-cosnaidh ga chur à dreuchd), ma tha manaidsèar na h-èisteachd a' dèanamh co-dhùnadh gu bheil a' chùis an aghaidh an neach-cosnaidh firinnichte, bidh manaidsèar na h-èisteachd a' socrachadh air ìre an smachd-bhann a chuirear an gnìomh, a bhios freagarrach do ìre a' mhì-ghiùlain. An dèidh dha a' chùis a chluinntinn agus co-dhùnadh gu bheil cùis ann agus gu bheil feum ann air smachd-bhann a chur an gnìomh, an uair sin bheir Goireasan Daonna comhairle do mhanaisèar na h-èisteachd air smachd-bhannan sam bith a tha am bith.

Nuair a tha e a' cur smachd-bhann an gnìomh, far a bheil e iomchaidh bheir manaidsèar na h-èisteachd mineachadh briathrail agus dearbhadh sgrìobhte air:

- Ìre an smachd-bhanna a chuirear an gnìomh;
- Dè cho fad 's a bhios an smachd-bhann an gnìomh;

2 working days prior to a hearing. When witnesses are called there will be opportunity in the hearing for the other side to question any witness should they feel it necessary. The employee and their representative should make arrangements for their witness to attend any hearing, who will be given paid time off work to attend.

Employees have the right to see any evidence against them and submit their own evidence. Documentary evidence should be identified and exchanged as least 2 working days prior to a hearing.

Names of witnesses whose evidence is relevant to any proceedings will be made available to all parties unless there is a genuine fear for their safety.

The hearing

The hearing manager will ensure at the start of the hearing that the employee understands the reasons for the meeting, that they understand the disciplinary procedures and have read the disciplinary policy and that they have received the appropriate documentation.

The line manager will organise a note taker to be available at the meeting. An electronic recording of the meeting may be required, in this instance agreement will be sought beforehand from all involved in the meeting. If agreed, a recording will be made available to the employee as soon as is practicable after the meeting along with a written transcript if requested. Covert recordings are not permitted at any stage in the process.

- Adhbhar(an) airson a' cho-dhùnaidh;
- Am piseach ris a bheilear an dùil agus, ma tha e iomchaidh, an ùine a cheadaichear airson a' phisich;
- Gum faod giùlan mì-riarachail sam bith, fhad 's a tha rabhadh foirmeil am bith, smachd-bhann nas teinne adhbharachadh;
- A' chòir aca air ath-thagradh agus an sgèile-ama airson seo a dhèanamh.

'S iad na smachd-bhannan a tha rim faotainn:

- Ciad rabhadh sgrìobhte, a mheasar am bith fad 6 mìosan.
- Rabhadh sgrìobhte deireannach, a mheasar am bith fad 12 mìos.
- Cur à dreuchd (le brath).
- Grad-chur à dreuchd (gun bhrath).

Gnìomh eadar-roghnach no gnìomh a bharrachd

Ann a bhith a' beachdachadh air smachd-bhannan freagarrach, tha Bòrd na Gàidhlig a' glèidheadh na còrach gus cumhaichean eile a chur an gnìomh, a' gabhail a-steach gnìomhan a thig geàrr air cur à dreuchd, far am biodh e reusanta sin a dhèanamh air sàilleibh nan suidheachaidhean is factaran a tha co-cheangailte ris a' chùis shònraichte.

Dh'fhaodadh na gnìomhan a leanas a bhith freagarrach:

- Riatanas airson ath-thrèanadh;
- Tar-aiseag gu sgioba no aonad eile;
- Call ioncramaid bhliadhnail;
- A' leudachadh na h-ùine airson rabhadh a tha am bith mar-thà;
- Mar phàirt de gnìomh a tha a' tighinn geàrr air cur à dreuchd, is àbhaist gum bithear a' toirt seachad còmhla ris Rabhadh Sgrìobhte Deireannach, a mhaireas 12 mìos.

Cur à dreuchd

Ma tha manaidsear na h-èisteachd a' tighinn dhan cho-dhùnadh an neach-cosnaidh a chur à dreuchd, cuiridh iad fios chun an neach-cosnaidh air a' cho-dhùnadh aca, a bhios air a dhearbhadh ann an sgrìobhadh, taobh a-staigh 5 làithean-obrach den èisteachd, a' cur an cèill:

- An t-adhbhar airson a' chur à dreuchd;

Both parties will discuss the details of the case and ask relevant and appropriate questions in order to fully understand the issues. All evidence relevant to the case should be available for reference and appropriate policies should be accessible. Witnesses may be called if necessary.

Meetings may be adjourned and reconvened at a later date at the discretion of the hearing manager to allow time for additional evidence to be obtained.

The employee or accompanying person may also call for an adjournment at any time throughout the meeting to consult or for the employee's wellbeing.

The hearing manager will make a decision as soon as possible. The employee will be given written confirmation of any formal action and notified of their right to appeal against the decision reached, normally within 5 working days. The employee will have 5 working days from receipt of the decision to make an appeal.

Applying a sanction

If appropriate (but not in the case of a dismissal) the hearing manager decides that the case against the employee is justified, then they will determine the level of sanction, to be applied, appropriate to the level of misconduct.

After hearing the case and deciding there is a case and a need for a sanction to be applied the hearing manager will then be advised by the HR Provider of any existing active sanctions.

- An ùine de rabhadh cùmhnantail a tha ri phàigheadh, ceann-latha èifeachdach de chrìoch a' chosnadh agus teirmean sam bith eile a' buntainn ris a' chrìochnachadh;
- Far a bheilear a' grad-chur à dreuchd, gu bheil an cur à dreuchd èifeachdach sa bhad;
- A' chòir aca air ath-thagraidh agus an sgèile-ama airson seo a dhèanamh a rèir modh-obrach ath-thagraidhean Bòrd na Gàidhlig.

Pròiseas Ath-thagraidh

Far a bheil neach-cosnadh airson ath-thagraidh a dhèanamh an aghaidh co-dhùnadh foirmeil sam bith a rinneadh fon mhodh-obrach seo, feumaidh iad a dhèanamh le bhith a' sgrìobhadh do mhanaidsear na h-èisteachd taobh a-staigh 5 làithean-obrach bhon a fhuair iad an litir a' toirt fios thuca mun bhuil. Bu chòir gu bheil an litir a' cur an cèill na h-adhbharan air a bheilear a' dèanamh an ath-thagraidh.

Bu chòir gu bheilear a' dèanamh an ath-thagraidh ann an sgrìobhadh, a' cur an cèill a bheil e/i a' dèanamh ath-thagraidh an aghaidh an toraidh gun do rinn e/i am mì-ghiùlan mas fhìor, an aghaidh ìre an smachd-bhanna a chuireadh an gnìomh no air sàilleibh fàilligeadh air poileasaidh is pròiseas a chur an gnìomh.

Cuiridh manaidsear na h-èisteachd air dòigh gum bi manaidsear ath-thagraidh, a bhios mar is àbhaist nas àrd-rangaiche na manaidsear na h-èisteachd a rinneadh, a' cluinntinn an ath-thagraidh. Cuiridh Manaidsear an Ath-thagraidh coinneamh air dòigh còmhla ris na pàrtaidhean iomchaidh, taobh a-staigh 10 làithean-obrach bhon a fhuaras an ath-thagraidh sgrìobhte.

Èisteachd an Ath-thagraidh

Ro èisteachd an ath-thagraidh, gheibh manaidsear an ath-thagraidh a h-uile pìos fianais agus fiosrachadh suas chun an latha.

Rè èisteachd an ath-thagraidh, beachdaichidh manaidsear an ath-thagraidh air na h-adhbharan a thugadh seachad airson an ath-thagraidh, ann an co-theacs reusantachd an smachd-bhanna a chuireadh an gnìomh sa cho-dhùnadh tùsail, am modh-obrach a chaidh a leantainn agus fiosrachadh ùr sam bith a tha ann a-nis.

When issuing a sanction the hearing manager if appropriate will explain verbally and confirm in writing:

- The level of sanction to be applied;
- How long the sanction will remain in force;
- The reason/s for the decision;
- The improvement expected and, if appropriate, the period of time given for improvement;
- That any unsatisfactory conduct during the life of a formal warning may lead to a more severe sanction being applied;
- The right of appeal and timescale for doing so.

The available sanctions are:

- First written warning which will be considered active for 6 months.
- Final written warning which will be considered active for 12 months.
- Dismissal (with notice).
- Summary dismissal (without notice).

Alternative or additional applied action

In considering appropriate sanctions Bòrd na Gàidhlig reserves the right to impose other conditions including action short of dismissal where to do so would be reasonable in the light of the circumstances and the factors associated with any particular case.

The following actions may be appropriate:

- A requirement to retrain;
- Transfer to another team or unit;
- Loss of annual increment;

Ma thèid cùisean ùra a thogail san ath-thagraidh, no ma thathar a' creidsinn gum feumar ath-tadhal air cùisean bho nas tràithe, dh'fhaodadh gum feumar barrachd sgrùdaidh a dhèanamh.

Bidh a' chòir aig an neach-cosnaidh cuideigin a bhith còmhla riutha aig an èisteachd, mar a chithear gu h-àrd fon pharagraf "Còir an neach-cosnaidh cuideigin a bhith còmhla riutha agus Dàileachadh Èisteachdan".

An dèidh èisteachd an ath-thagraidh, faodaidh an co-dhùnadh a bhith gus:

- An co-dhùnadh tùsail a dhearbhadh;
- An co-dhùnadh tùsail a tharraing air ais agus (ma tha e iomchaidh) smachd-bhann nas lugha a chur an gnìomh;

Cuirear fios mu cho-dhùnadh deireannach an ath-thagraidh chun an neach-cosnaidh gu pearsanta far a ghabhas sin a dhèanamh ach, mura gabh, ann an sgrìobhadh cho luath 's a ghabhas agus taobh a-staigh 5 làithean-obrach bho èisteachd an ath-thagraidh.

Chan eil còir ath-thagraidh a bharrachd ann fon mhodh-obrach seo, agus 's e seo deireadh a' phròiseis smachdachaidh.

- Extending the period of an existing warning;
- As part of an action short of dismissal, an accompanying Final Written Warning will normally be issued, which will last for a period of 12 months.

Dismissal

If the hearing manager takes the decision to dismiss the employee, they will inform the employee of their decision, which will be confirmed in writing, within 5 working days of the hearing, stating:

- The reason for dismissal;
- The period of contractual notice payable, the effective date of termination of employment and any other terms relating to the termination;
- In the case of summary dismissal, that the dismissal is immediately effective;
- Their right of appeal and timescale for doing so in accordance with Bòrd na Gàidhlig appeals procedure.

Appeal process

Where an employee wishes to appeal against any formal decision made under this process, they must do so by writing to hearing manager within 5 working days of receiving the letter informing them of the outcome. The letter should state the grounds on which the appeal is made.

The appeal should be made in writing stating whether he/she is appealing against the finding that he/she has committed the alleged act or acts of misconduct, against the level of disciplinary sanction imposed or failure to apply policy and process.



The hearing manager will arrange for an appeal manager who is usually more senior to the previous Hearing Manager to hear the appeal.

The Appeal Manager will arrange a meeting with the relevant parties, within 10 working days of receipt of the written appeal.

The Appeal Hearing

Prior to the appeal hearing the appeal manager will obtain all the available evidence and information to date.

During the appeal hearing the appeal manager will consider the reasons submitted for the appeal, in the context of reasonableness of the sanction applied in the original decision, the procedure that was followed and any new information that may have come to light.

If new matters are raised as part of the appeal, or if it is believed that earlier matters should be revisited, further investigation may need to be carried out.

An employee will have the right to be accompanied at the hearing, as detailed under paragraph headed "Right to Be Accompanied and Postponement of Hearings" above.

Following the appeal hearing, the decision may be to:

- Confirm the original decision;
- Revoke the original decision and (if appropriate) apply a lesser sanction.

The final decision of the appeal will be communicated where possible to the



employee in person but if not in writing as soon as possible and within 5 working days of the appeal hearing.

There is no further right of appeal within this procedure and this is the end of the disciplinary process.

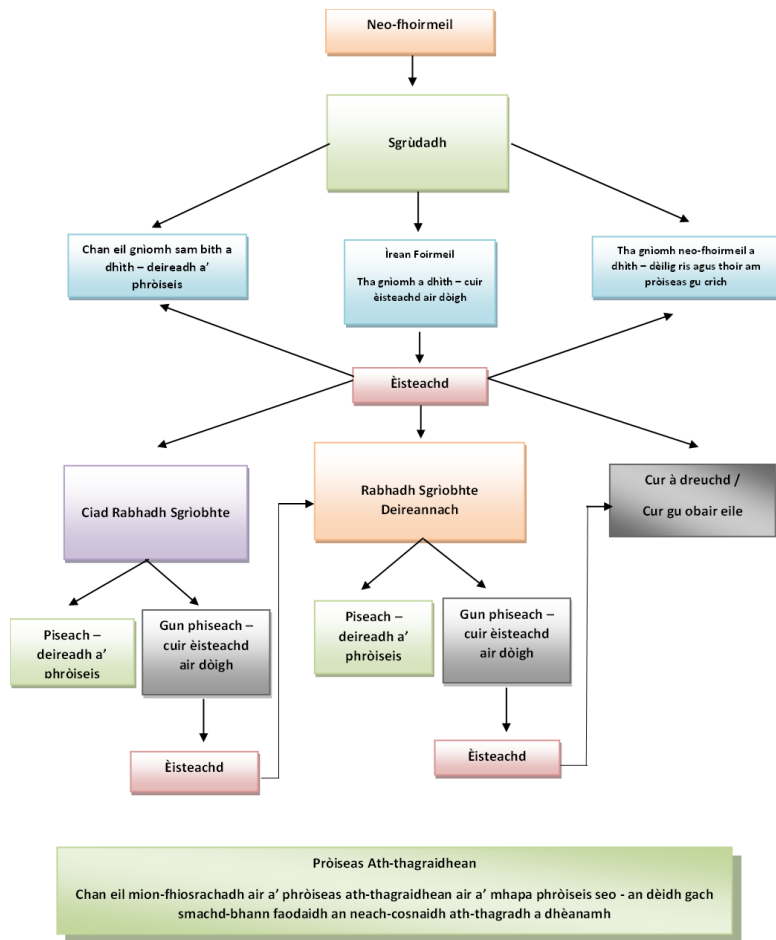
10. Measadh Buaidh air Co-ionannachd

Tha Bòrd na Gàidhlig ag aithneachadh an dleistanais a th' aige gus dèanamh cinnteach nach bi duine sam bith a' fulang leth-breith no ana-cothrom air sgàth aois, cioramachd, ath-dhealbhadh gnè, leatromachd is màthaireachd, pòsadh is com-pàirteachas sìobhalta, cinneadh, cràbhadh no creideamh, gnè no aomadh gnèitheasach. Chaidh am poileasaidh seo a sgrùdadh tro Mheasadh Buaidh air Co-ionannachd gus co-ionannachd a chomasachadh.

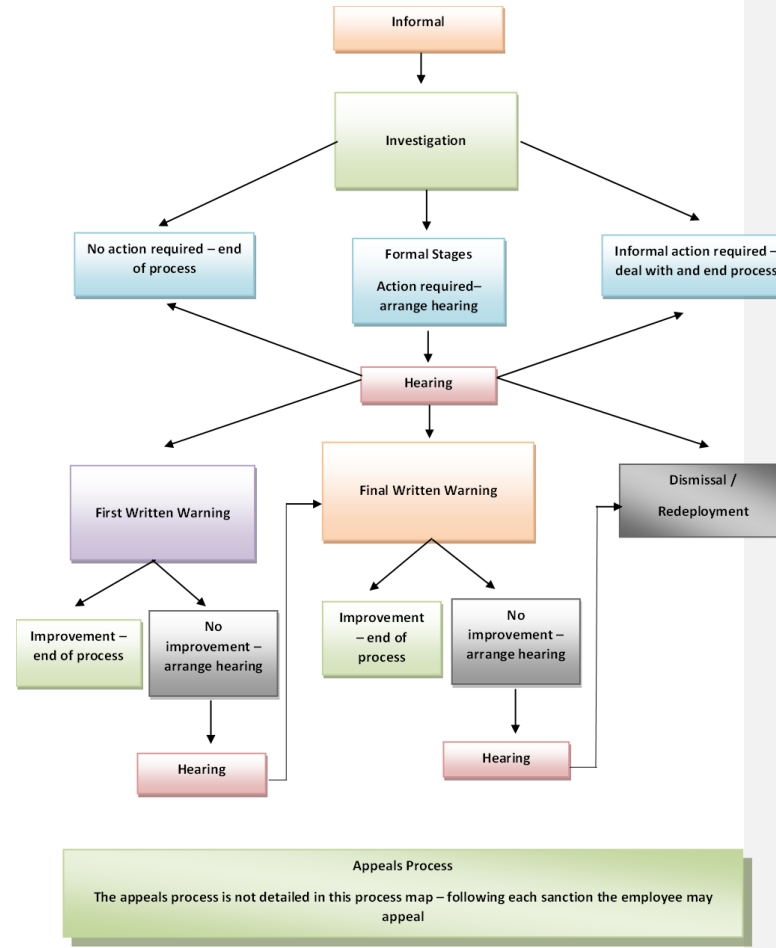
10.11 Equality Impact Assessment

Bòrd na Gàidhlig recognises its responsibility to ensure that no-one is discriminated against or disadvantaged on the grounds of age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, sex and sexual orientation. This policy has been screened through an Equality Impact Assessment to ensure equality.

Eàrr-ràdh 1: Mapa a' Phròiseis Smachdachaidh



Appendix 1: Disciplinary Process Map



Dreach Version Number	Adhbhar/Atharrachadh Purpose/Change	Ùghdar Author	Ceann-là Date
<u>V2</u>	<u>Review by Arena HR</u>	<u>LR/NMP/KS</u>	<u>09/09/2024</u>

11.Smachd Sgrìobhainn/Document Control



Poileasaidh airson Strì eadar Com-pàirtean
Conflicts of Interest Policy

Air aontachadh le/Approved by: Bòrd-stiùiridh
Air aontachadh air/Approved on: 26-05-2020
Ath-nuadhachadh a dhìth/Review due on:
Eadar-theangachadh dearbhte/translation checked:

	Clàr-innse	Index	Duilleag/ Page
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2	Ar prionnsapalan-stiùiridh a thaobh a bhith a’ dèiligeadh ri strì eadar com-pàirtean	Our guiding principles in handling conflicts of interest	6
3	Clàradh chom-pàirtean	Registration of interests	7
4	Foillseachadh chom-pàirtean	Declaration of interests	10
5	Dèiligeadh ri strì eadar com-pàirtean air leth cunnartach	Dealing with high risk conflicts of interest	15
6	Tuilleadh comhairle agus stiùireadh	Further advice and guidance	17
7	Leas-phàipear 1: Pròtacal airson a bhith a’ dèiligeadh ri strì eadar com-pàirt air leth cunnartach	Annex 1: Protocol for managing a high risk conflict of interest	22
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9	Smachd Sgrìobhainn	Document Control	38

1 RO-RÀDH AGUS CÙL-FHIOSRACHADH

Cùl-fhiosrachadh

Tha àrd-dhùilean aig a' phoball air buill Bùird agus luchd-obrach Bhòrd na Gàidhlig agus an dòigh anns am bu chòir dhaibh a bhith gan giùlain fhèin ann a bhith a' coileanadh an dleastanasan. Tha Bòrd na Gàidhlig a' sùileachadh gum bi modh-giùlain buill agus luchd-obrach a' Bhùird gun choire sam bith.

Tha Achd Inbhean Eiticeil sa Bheatha Phoblach is msaa (Alba) 2000 a' cur an cèill naoi prionnsapalan giùlain coitcheann air a bheil beatha poblach ann an Alba stèidhichte agus a tha aig teis-mheadhan mar a tha Bòrd na Gàidhlig a' stiùireadh a ghnòthachais. Tha na Naoi Prionnsapalan sin (a tha air am mìneachadh aig Coimisean Bun-thomhasan na h-Alba) mar a leanas:

- Dleastanas
- Neo-fhèinealachd
- Ionracas
- Cothromachd
- Cunntalachd agus Stiùbhartachd
- Fosgarrachd
- Trèibhdhreas
- Ceannardas
- Spèis

Is e cùis a tha air leth cudromach agus mothachail a tha ann a bhith a' dèiligeadh ri strì eadar com-pàirtean agus tha e air ainmeachadh gu sònraichte sa phrionnsapal 'trèibhdhreas':

“Tha thu fo dhleastanas obrachadh le trèibhdhreas. Feumaidh tu com-pàirt prìobhaideach sam bith a bhuineas do na dleastanasan poblach agad fhoillseachadh agus feuchainn ri còmh-strithean sam bith a dh'èireas fhuasgladh ann an dòigh a tha a' dìon math a' phobail”

Còdan Giùlain airson Buill a' Bhùird agus luchd-obrach

Tha Còd Giùlain aig Bòrd na Gàidhlig airson Buill a' Bhùird a tha stèidhichte air [Modail Còd Giùlain](#)

INTRODUCTION AND BACKGROUND

Background

The public have high expectations of the Board members and staff of Bòrd na Gàidhlig and the way in which they should conduct themselves in undertaking their duties. Bòrd na Gàidhlig expects the conduct of its Board members and staff to be above reproach.

The Ethical Standards in Public Life etc. (Scotland) Act 2000 sets out nine general principles of conduct which underpin public life in Scotland and are central to how Bòrd na Gàidhlig conducts its business. These Nine Principles (which are defined by [the Standards Commission Scotland](#)) are as follows:

- Duty
- Selflessness
- Integrity
- Objectivity
- Accountability and stewardship
- Openness
- Honesty
- Leadership
- Respect

The handling of conflicts of interest is a particularly important and sensitive issue and is specifically referred to in the principle on 'honesty':

“You have a duty to act honestly. You must declare any private interests relating to your public duties and take steps to resolve any conflicts arising in a way that protects the public interest”

Codes of Conduct for Board Members and staff

Bòrd na Gàidhlig has a Code of Conduct for Board Members which is based on the

a chaidh fhoillseachadh le Riaghaltas na h-Alba ann an 2021.

[Model Code of Conduct](#) published by the Scottish Government in 2021.

Tha Earrannan 4 agus 5 den Chòd Giùlain seo a' cur an cèill uallachaidhean buill a' Bhùird a thaobh clàradh agus foillseachadh chom-pàirt.

Sections 4 and 5 of this Code of Conduct set out the responsibilities of Board members in respect of the registration and declaration of interests.

Tha Poileasaidh Inbhean Còd Giùlain airson Luchd-obrach aig Bòrd na Gàidhlig (Ògmhios 2019) cuideachd a tha a' cur an cèill gum feum an luchd-obrach air fad:

Bòrd na Gàidhlig also has a Standards of Conduct Policy for Staff (June 2019) which states that all staff:

- “dèanamh cinnteach gu bheil strìthean com-pàirt sam bith air an comharrachadh aig ìre thràth agus gu bheil gnìomh iomchaidh air a choileanadh gus am fuasgladh
- “dèanamh cinnteach nach mì-chleachd iad an suidheachadh ann am Bòrd na Gàidhlig gus an com-pàirtean prìobhaideach no feadhainn dhaoine eile a thoirt air adhart”

- *“must ensure that any possible conflicts of interest are identified at an early stage and appropriate action is taken to resolve them*
- *“must not misuse their position in Bòrd na Gàidhlig to further their private interests or those of others”*

Dè a tha ann an strì eadar com-pàirtean?

What is conflict of interest?

Tha strì eadar com-pàirtean mar strì eadar dleastanas poballach agus com-pàirt prìobhaideach ball no neach-obrach Bùird far am faodadh com-pàirt prìobhaideach aig neach buaidh neo-iomchaidh a thoirt air coileanadh a d(h)leastanasan poblach agus uallaichean a thaobh Bòrd na Gàidhlig.

A conflict of interest is a conflict between the **public duty** and the **private interest** of a Board or staff member in which the individual's private interest could improperly influence the performance of his/her public duties and responsibilities to Bòrd na Gàidhlig.

Mar eisimpleir, ma bha neach-obrach air pannal agallaimh mar phàirt de dh'eacarsaich trusaidh agus gun robh aon den fheadhainn a bha a-staigh airson an t-suidheachadh càirdeach dha/dhi, bhiodh strì eadar a d(h)leastanas poblach a thaobh Bòrd na Gàidhlig (an tagraiche a b' fheàrr a shuidheachadh) agus am miann nàdarra an dreuchd a thoirt do chuideigin a bha càirdeach dha/dhi (com-pàirt prìobhaideach).

For example, if a member of staff was on an interview panel as part of a recruitment exercise and one of the applicants for the position was a relative, he/she would have a conflict between his/her public duty to Bòrd na Gàidhlig (to appoint the best candidate) and their nature desire to give the job to their relative (private interest).

Carson a dh'fheumas sinn Poileasaidh airson Strì eadar Com-pàirtean?

Why do we need A Conflicts of Interest Policy?

Thathas a' tuigsinn gum faodadh ceangalan dlùth a bhith aig buill a Bhùird agus luchd-obrach ri daoine agus buidhnean a tha co-cheangailte ri obair Bòrd na Gàidhlig gu pearsanta neo tro

It is understood that Board members and staff may have close links with individuals and organisations who are affiliated with the work of Bòrd na Gàidhlig either

chàch. Ach, tha sùileachadh soilleir bho Riaghaltas na h-Alba, riaghlaichean (m.e. Coimisean Bun-thomhasan na h-Alba, Buidheann Sgrùdaidh na h-Alba) agus, agus nas cudromaiche buileach, am poball, gu bheil Bòrd na Gàidhlig a' dèiligeadh ri strithean com-pàirt a bhios ag èirigh ann an dòigh chuimseach, fosgailte agus onaireach agus ann an dòigh a bhios a rèir nan inbhean as àirde de ghiùlain gnothachais.

Ged a tha uallach **phearsanta** air gach ball agus neach-obrach a' Bhùird a bhith a' glèidheadh an Còd Giùlain (fa leth), tha uallach **chorporra** cuideachd air Bòrd na Gàidhlig a bhith a' tabhann comhairle agus stiùireadh do gach ball agus neach-obrach aig a' Bhòrd gus dèanamh cinnteach, ann a bhith a' coileanadh an dreuchdan, gu bheil iad a' dol a rèir an lagh agus a' coileanadh an dleastanasan fon Chòd Giùlain. A thuilleadh air sin, tha dleastanas aig Bòrd na Gàidhlig gun a bhith a' cur buill agus luchd-obrach a' Bhùird ann an suidheachaidhean far am faod iad a bhith a' coinneachadh ri strì chom-pàirt a tha mòr (gu cinnteach no air a thoirt fa-near).

Mar phàirt de ullachaidhean riaghlachas chorporra Bhòrd na Gàidhlig, tha an sgrìobhainn seo a' cur an cèill ar Poileasaidh airson Strì eadar Com-pàirtean agus na modhan-obrach a dh'fheumas buill agus luchd-obrach a' Bhùird a leantainn an uair a dh'èireas suidheachadh strì eadar chom-pàirtean.

Cò ris a tha am Poileasaidh seo a' dèiligeadh?

Tha am Poileasaidh seo a' dèiligeadh ri:

- Cathraiche agus buill Bhòrd na Gàidhlig (a' gabhail a-steach luchd-co-thaghte air Comataidhean, Fo-chomataidhean no Buidhnean-obrach)
- Ceannard agus luchd-obrach Bhòrd na Gàidhlig
- Luchd-obrach sealach air fad (a' gabhail a-steach luchd-obrach buidhne agus fo-fhastaidhean)

personally or through others. However, there is a clear expectation from the Scottish Government, regulators (e.g. the Standards Commission for Scotland, Audit Scotland) and, most importantly, the public, that Bòrd na Gàidhlig manages any conflicts of interests that arise fairly, openly and honestly and in a manner that adheres to the very highest standards of business conduct.

While all Board members and staff have a **personal** responsibility to observe their (respective) Code of Conduct, Bòrd na Gàidhlig also has a **corporate** responsibility to provide advice and guidance to all Board members and staff to ensure that, in discharging their roles, they comply with the law and fulfil their obligations under the Code of Conduct. In addition, Bòrd na Gàidhlig has a duty to avoid placing Board members and staff in positions where they may face a significant conflict of interest (actual or perceived).

As part of Bòrd na Gàidhlig's corporate governance arrangements, this document sets out our Conflicts of Interest Policy and the procedures to be followed by Board members and staff when a conflict of interest situation arises.

Who does this Policy cover?

This Policy applies to:

- The Chair and Board members of Bòrd na Gàidhlig (including any co-optees to Committees, Sub-Committees or Working Groups)
- The Ceannard and staff of Bòrd na Gàidhlig
- All temporary staff (including agency staff and secondees)

Dè a tha am Poileasaidh seo a' dèiligeadh ris?

Tha am Poileasaidh seo a' dèiligeadh ri còig phrìomh raointean:

- Na Prionnsapalan Stiùiridh againn ann a bhith a' dèiligeadh ri strì eadar com-pàirtean
- Clàradh chom-pàirtean
- Foillseachadh chom-pàirtean
- Dèiligeadh ri strì eadar com-pàirtean air leth cunnartach
- Tuilleadh comhairle agus stiùireadh a' gabhail a-steach Ceistean a tha air am Faighneachd Tric

Tuilleadh comhairle agus stiùireadh

Taobh a-staigh Bòrd na Gàidhlig, tha an t-**Ceann an Ionmhas is Cùisean Corporragu** mòr an urra ri bhith a' toirt comhairle, stiùireadh agus taic do bhuill agus luchd-obrach a' Bhùird mu mhìneachadh agus cur an cèill a' Phoileasaidh seo.

Ma tha ceistean sam bith agaibh mun Poileasaidh airson Strì eadar Com-pàirtean seo no ma tha comhairle a dhìth oirbh mu chùis shònraichte, cuir fios chun Ceann an Ionmhas is Cùisean Corporra.

2 AR PRIONNSAPALAN STIÙIRIDH ANN A BHITH A' DÈILIGEADH RI STRÌ CHOM-PÀIRTEAN

Deich Prionnsapalan Stiùiridh

Ged a tha am Poileasaidh seo a' toirt comhairle agus stiùireadh do bhuill agus luchd-obrach a' Bhùird mun dòigh air a bhith a' dèiligeadh ri strì chom-pàirtean, chan urrainn dha dèiligeadh ris a h-uile suidheachadh a dh'fhaodadh èirigh. Tha Bòrd na Gàidhlig air deich Prionnsapalan Stiùiridh a chomharrachadh a bheir taic do bhuill agus luchd-obrach a' Bhùird mun dòigh air a bhith a' dèiligeadh ri strì chom-pàirtean ann an dòigh iomchaidh.

What does the Policy cover?

This Policy covers five main areas:

- Our Guiding Principles in handling conflicts of interest
- Registration of interests
- Declaration of interests
- Dealing with high risk conflicts of interest
- Further advice and guidance including Frequently Asked Questions

Further advice and guidance

Within Bòrd na Gàidhlig, the **Head of Finance and Corporate Affairs** is primarily responsible for providing advice, guidance and support to Board members and staff on the interpretation and application of this Policy.

If you have any queries in respect of this Conflicts of Interest Policy or need advice in relation to a specific case, please contact the Head of Finance and Corporate Affairs.

OUR GUIDING PRINCIPLES IN HANDLING CONFLICTS OF INTEREST

Ten Guiding Principles

Although this Policy provides advice and guidance to Board members and staff on how to handle conflicts of interest, it cannot cover every conceivable situation that may arise. Bòrd na Gàidhlig has identified ten Guiding Principles which will assist Board members and staff to handle conflicts of interest appropriately.

Is iad na deich Prionnsapalan Stiùiridh sin (air am bu chòir dhut smaoinichadh an uair a bhios tu a' beachdachadh air strì chom-pàirt):

1. GABH UALLACH PHEARSANTA: Is e d' uallach phearsanta dèanamh cinnteach gu bheil thu a' dol a rèir a' Phoileasaidh airson Strì eadar Com-pàirtean seo.

2. CUIR BÒRD NA GÀIDHLIG SA CHIAD ÀITE: Is e a' chiad dleastanas a tha agad ùmhlachd neo-roinnte a thoirt do Bhòrd na Gàidhlig agus do na daoine a tha e a' frithealadh an-còmhnaidh. Chan fhaod thu do dhleastanas a chur sìos fo na com-pàirtean priobhaideachd agad agus chan fhaod thu do shuidheachadh oifigeil a chleachdadh gus na com-pàirtean agad fhèin no com-pàirtean on taobh a-muigh adhartachadh.

3. BI FOSGAILTE AGUS FOLLAISEACH: bi fosgailte agus follaiseach mu na com-pàirtean agad. Lìon a-steach d' inntrig air a' Chlàr Com-pàirtean a h-uile bliadhna, agus ùraich e an air a gheibh thu com-pàirtean ùra no ma dh'atharraicheas na com-pàirtean agad.

4. THA LÈIRSINN PHOBLACH AIR LETH CUDROMACH: Ann a bhith a' beachdachadh a bheil an com-pàirt agad cudromach, feumaidh tu beachdachadh chan e a-mhàin an toir e buaidh ort fhèin ach am biodh ball den phoball, ann a bhith a' dèiligeadh ris gu reusanta, dhan bheachd gum faodadh tu a bhith air do ghluasad gu bhith a' tighinn gu co-dhùnadh ('an lèirsinn phoblach' no deuchainn 'neo-phàirteach').

5. MA THA STRÌ ANN, NA COM-PÀIRTICH: Far a bheil com-pàirt mhòr agad (dìreach no neo-dhìreach) ann am buidheann sam bith a bhios a' dèiligeadh ri Bòrd na Gàidhlig, bu chòir dhut an com-pàirt seo aideachadh agus gun pàirt sam

These ten Guiding Principles (which you should think about when considering a conflict of interest) are as follows:

1. TAKE PERSONAL RESPONSIBILITY: It is your personal responsibility to ensure that you comply with this Conflicts of Interest Policy

2. PUT BÒRD NA GÀIDHLIG FIRST: Your first duty is to give your undivided allegiance to Bòrd na Gàidhlig and the people it serves at all times. You must not subordinate your duty to private interests and you must not make use of your official position to further your own or outside interests

3. BE OPEN AND TRANSPARENT: Be open and transparent about your interests. Complete your entry on the Register of Interests annually, and update it as and when you accrue new interests or if your interests change

4. PUBLIC PERCEPTION REALLY MATTERS: In considering whether an interest is significant, you must consider not only whether you will be influenced but also whether a member of the public, acting reasonably, would think that you might be influenced in making a decision (the 'public perception' or 'objective' test)

5. IF CONFLICTED, PLAY NO PART: Where you have a significant interest (direct or indirect) in any organisation dealing with Bòrd na Gàidhlig, you should declare this interest and take no part in the appraisal or decision-making¹² process in relation to that organisation.

² Tha am briathar 'pròiseas co-dhùnaidh' a' gabhail a-steach daingneachadh a rinn am Bòrd air co-dhùnadh gun tàinig luchd-obrach no Comataidh

The term "decision-making process" includes the ratification by the Board of a decision taken by staff or a Committee

bith a ghabhail sa mheasadh no sa phròiseas co-dhùnaidh¹¹ a thaobh na buidhne sin.

6. **FOILLSICH COM-PÀIRT A H-UILE UAIR:** Bu chòir dhut do strì chom-pàirt fhoillseachadh a h-uile turas a tha a' chùis ag èirigh agus na bi a' smaoinichadh gu bheil daoine eile mothachail air.

7. **THOIR FIOS:** Leis gu bheil riosgan ann a thaobh cliù Bhòrd na Gàidhlig, bu chòir fiosrachadh mu riosgan iom-fhillte agus/no strì chom-pàirtean air leth mòr a bhith air an cur an sàs tron bhuidhinn (a' gabhail a-steach an t-Ceann an Ionmhas is Cùisean Corporra).

8. **CLÀR A H-UILE NÌ:** Bu chòir a h-uile nì co-cheangailte ris a' chùis a bhith clàraichte. Bu chòir do shlighe sgrùdaidh soilleir a bhith ann a dh'fhaodar a mheas nam biodh dùbhlann a' nochdadh

9. **GABH COMHAIRLE:** Mur eil thu cinnteach a bheil no nach eil an com-pàirt brìgheil no dè a bu chòir a bhith air a dhèanamh ann an suidheachadh sònraichte, gabh comhairle bho cho-obraiche eòlach, bhon t-sreath-stiùiriche agad, an t-Ceann an Ionmhas is Cùisean Corporra.

10. **MA THA THU A' CUR TEAGAMH SAM BITH SA CHÙIS, BI FAICEALLACH!** Ma tha teagamh sam bith agad sa chùis, eadhoin an dèidh dhut fhaighinn, bi air leth faiceallach.

6. **DECLARE EVERY TIME:** You should declare your conflict of interest on each and every occasion that it arises and not assume that others are aware of it.

7. **ESCALATE:** Given the reputational risks to Bòrd na Gàidhlig, complex and/or very significant conflicts of interest should be escalated up through the organisation (including to the Head of Finance and Corporate Resources).

8. **DOCUMENT EVERYTHING:** All correspondence relating to the handling of a conflict of interest should be documented. There should be a clear audit trail which will stand up to scrutiny in the event of any challenge

9. **TAKE ADVICE:** If you are unsure whether or not an interest is significant or what action to take in a given situation, take advice from an experienced colleague, your line manager, the Head of Finance and Corporate Affairs.

10. **IF IN DOUBT, PLAY SAFE!** If in doubt, even after taking advice, you should err on the side of caution.

3 CLÀRADH CHOM-PÀIRTEAN

Dè an diofar a tha eadar clàradh agus foillseachadh chom-pàirtean?

Is e clàradh am pròiseas foirmeil a thaobh a bhith a' clàradh chom-pàirtean dìreach buill agus luchd-obrach a' Bhùird gach bliadhna (agus gan ùrachadh air bhun-stèidh leantainneach

REGISTRATION OF INTERESTS

What is the difference between registration and declaration of interests?

Registration is the formal process of recording all the direct interests of Board members and staff on an annual basis (and updating them on an on-going basis as

¹ Tha am briathar 'pròiseas co-dhùnaidh' a' gabhail a-steach daingneachadh a rinn am Bòrd air co-dhùnadh gun tàinig luchd-obrach no Comataidh

The term "decision-making process" includes the ratification by the Board of a decision taken by staff or a Committee

mar a bhios feum air). Tha foillseachadh air a dhèanamh an uair a bhios com-pàirtean ag èirigh bho là gu là ann an obair buill agus luchd-obrach a' Bhùird (me an uair a bhios eacarsaich tairgse a' gabhail àite).

required). A declaration is made as and when interests arise during the day-to-day duties of Board members and staff (e.g. during a tendering exercise).

A' cumail suas agus ag ùrachadh Clàr(an) nan Com-pàirtean

Bheir an t-Oifigear Gèillidh stiùireadh seachad gach bliadhna mu na nithean a dh'fheumas a bhith air an clàradh:

Maintaining and updating the Register(s) of Interests

The Compliance Officer will issue guidance annually on what has to be registered:

Buill a' bhùird

- Feumaidh buill a' Bhùird air fad an com-pàirtean dìreach (pearsanta) a chlàradh gach bliadhna. Bu chòir com-pàirtean ùra no atharrachaidhean sam bith sna com-pàirtean a bhith air an toirt gu aire an Oifigear Gèillidh taobh a-staigh mìos on bhios an com-pàirt ùr/an t-atharrachadh a' tachairt.
- Bidh an Clàr Chom-pàirtean a tha air a chumail airson gach ball den Bhòrd ri fhaotainn airson a sgrùdadh le iarraidh agus bidh e air làrach-lìn Bhòrd na Gàidhlig.
- Bidh an t-Oifigear Gèillidh a' cumail suas agus ag ùrachadh Clàr Chom-pàirtean buill a' Bhùird, a' dèanamh cinnteach gu bheil an làrach-lìn air ùrachadh gu tric agus mar am prìomh neach airson adhbharan fiosrachaidh.

Board members

- All Board members are required to formally register their own direct (personal) interests annually. Any new interests or changes to interests should be brought to the attention of the Compliance Officer within one month .
- The Register of Interests held for all Board members will be made available for inspection on request and on the Bòrd na Gàidhlig website.
- The Compliance Officer will maintain and update the Register of Interests for Board members, will ensure that the website is regularly updated and will be the key contact for notification purposes.

Luchd-obrach

- Feumaidh luchd-obrach Bhòrd na Gàidhlig air fad na com-pàirtean dìreach aca fhèin a chlàradh gach bliadhna. Bu chòir com-pàirtean ùra no atharrachaidhean sam bith sna com-pàirtean a bhith air an toirt gu aire an Oifigear Gèillidh taobh a-staigh mìos on bhios an com-pàirt ùr/an t-atharrachadh a' tachairt

Staff

- All Bòrd na Gàidhlig staff are required to formally register their own direct interests annually. Any new interests or changes to interests must be brought to the attention of the Compliance Officer within one month of the new interest/change occurring

- A thuilleadh air an Sgioba Stiùiridh, cha bhi com-pàirtean luchd-obrach air am foillseachadh air làrach-lìn Bhòrd na Gàidhlig
- Apart from the Leadership Team, the interests of staff will not be published on the Bòrd na Gàidhlig website
- Cumaidh an t-Oifigear Gèillidh suas an Clàr Chom-pàirtean airson an luchd-obrach agus bidh an t-Oifigear ga ùrachadh agus mar am prìomh neach airson adhbharan fiosrachaidh
- The Compliance Officer will maintain and update the Register of Interests for staff and will be the key contact for notification purposes

Dè a dh'fheumas a bhith air a chlàradh?

Bu chòir na seachd seòrsan seo de chom-pàirtean a bhith air an clàradh:

What has to be registered?

The following seven categories of interests should be registered:

- **Tùsan co-dhiolaidh**
Tha ullachaidhean fastaidh no ullachaidhean cunnradail eile (ach a-mhàin le Bòrd na Gàidhlig) airson a bheil ball/neach-obrach a' faighinn co-dhioladh leis gu bheil e air fhastadh, ag obair air a cheann fhèin, ann an rèim, na stiùiriche, na chompanach ann an companaidh, no an sàs ann an obair-ciùird no proifeisean.
- **Sources of remuneration**
All employment or other contractual arrangements (other than with Bòrd na Gàidhlig) for which a Board/staff member receives remuneration by virtue of being employed, self-employed, holder of an office, a director of an undertaking, a partner in a firm, or undertaking a trade or profession
- **Gnothaichean co-cheangailte**
Stiùireachasan de chompanaidh no foghnothachas airson nach eilear a' faighinn pàigheadh.
- **Related undertakings**
Any directorships of a parent or subsidiary undertaking which are unremunerated
- **Cunnraidhean**
Cunnraidhean sam bith a tha aig ball/neach-obrach a' Bhùird (no buidheann sam bith sa bheil com-pàirt aige/aice) le Bòrd na Gàidhlig
- **Contracts**
Any contracts that a Board/staff member (or any organisation in which he/she has an interest) has with Bòrd na Gàidhlig
- **Taighean, fearann agus togalaichean**
Taighean, fearann agus togalaichean sam bith a tha le ball/neach-obrach a' Bhùird no còir sam bith eile a dh'fhaodadh a bhith cudromach do dh'obair agus gnìomhachd Bhòrd na Gàidhlig
- **Houses, land and buildings**
Any houses, land or buildings that a Board/staff member owns or has any other right to which may be significant to the work and operation of Bòrd na Gàidhlig
- **Earrannan agus tèarainteachdan**
Earrannan agus tèarainteachdan ann an companaidh no buidheann a dh'fhaodadh a bhith cudromach do dh'obair agus gnìomhachd Bhòrd na Gàidhlig
- **Shares and securities**
Shares or securities held in a company or organisation which may be significant to the work and operation of Bòrd na Gàidhlig

- **Tiodhlacan agus aoigheachd**
Tiodhlacan no aoigheachd sam bith a gheibhear
- **Gifts and hospitality**
Any gifts or hospitality received³
- **Com-pàirtean neo-ionmhasail**
Com-pàirtean neo-ionmhasail sam bith a dh'fhaodadh a bhith cudromach do dh'obair agus gnìomhachd Bhòrd na Gàidhlig (faic barrachd fiosrachadh gu h-ìosal)
- **Non-financial interests**
Any non-financial interests that may be significant to the work and operation of Bòrd na Gàidhlig (see further information below)

Cha leig buill agus luchd-obrach a' Bhùird a leas clàradh luach com-pàirt sam bith ach dìreach ainm agus nàdar na buidhne sa bheil an com-pàirt aca.

Board members and staff do not have to register the value of any interest but rather the name and nature of the organisation in which the interest is held.

Is dòcha gum bi **com-pàirtean neo-ionmhasail** cudromach aig buill agus luchd-obrach a' Bhùird agus tha e a' cheart cho cudromach gum bi com-pàirtean iomchaidh mar ballrachd no dreuchdan ann am buidhnean poblach, carthannasan, clubaichean, comainn agus buidhnean mar aonaidhean ciùird air an clàradh agus am mìneachadh.

Board members and staff may have significant **non-financial interests** and it is equally important that relevant interests such as membership or holding office in public bodies, charities, clubs, societies and organisations such as trades unions are registered and described.

Sa cho-theacsa seo, is e com-pàirtean neo-ionmhasail feadhainn a dh'fhaodadh buill den phoball a bhith gu reusanta a' smaoinichadh gun toireadh seo buaidh air gnìomhan no co-dhùnidhean ball/neach-obrach de Bhòrd.

In this context, non-financial interests are those which members of the public might reasonably think could influence the actions or decision making of a Board/staff member.

Dè mu dheidhinn com-pàirtean buill teaghlach?

What about the interests of family members?

Cha leig buill agus luchd-obrach a' Bhùird a leas clàradh ach com-pàirtean (pearsanta) dìreach ach faodaidh iad gu **saor-thoileach** com-pàirtean neo-dhìreach a chlàradh. Is iad na com-pàirtean neo-dhìreach as cumanta a dh'fhaodadh a bhith ann com-pàirtean buill a tha an dlùth chàirdeas teaghlaich

Board members and staff are only required to register direct (personal) interests but may **voluntarily** register indirect interests. The most common indirect interests are likely to be the interests of close family members

Tha dlùth chàirdeas teaghlaich air a mhìneachadh san Aithris Ionmhasail Inbhe 8 mar "na buill teaghlaich no feadhainn a tha a'

Close family is defined in Financial Reporting Standard 8 as "*those family members, or members of the same*

³ A thuilleadh air tiodhlacan no aoigheachd a tha air an cur sìos mar a bhith air am fàgail a-mach sa phoileasaidh Tiodhlacan agus Aoigheachd
Other than gifts or hospitality falling within the exceptions set out in the Gifts and Hospitality policy

fuireach san aon dachaigh, a dh'fhaodadh a bhith a' toirt buaidh, no a bhith fo bhuidh, an neach sin nan dèiligidhean ri (Bòrd na Gàidhlig)." Thathar airson gabhail a-steach co-dhiù na càirdean sin a tha air an comharrachadh mar 'dlùth chàirdean', me cèile, pàirtear, leanabh, bràthair, piuthair, agus cèile/pàirtear neach sam bith dhiubh sin.

Ma tha com-pàirtean neo-dhìreach air an clàradh, cha bu chòir dhaibh a bhith air am foillseachadh ach am fiosrachadh a chleachdadh gus luchd-obrach iomchaidh a dhèanamh mothachail air strì eadar chom-pàirtean a dh'fhaodadh a bhith ann agus cothrom a thoirt do Bhòrd na Gàidhlig a bhith a' rianachd gu forghnìomhach strì eadar chom-pàirtean a dh'fhaodadh èirigh.

Eadhoin ged nach deigheadh com-pàirtean neo-dhìreach a chlàradh, bu chòir dhaibh a bhith air am foillseachadh uair sam bith a thachras iad.

household, who may be expected to influence, or be influenced by, that person in their dealings with [Bòrd na Gàidhlig]." It is intended to include at least those relatives identified as 'immediate family', i.e. spouse, live-in partner, parent, child, brother, sister and the spouses/partners of any of these.

If indirect interests are registered, they should not be published but the information used to alert relevant staff to potential conflicts of interest and to enable Bòrd na Gàidhlig to proactively manage any conflicts of interest that might arise

Even if indirect interests are not registered, they should be declared as and when they arise.

4 FOILLSEACHADH CHOM-PÀIRTEAN

Dè a tha ann an com-pàirt a bu chòir fhoillseachadh?

Tha misneachd phoblach ann am Bòrd na Gàidhlig an urra ri e a bhith air a thuigsinn gu bheil co-dhùnidhean air an dèanamh a chum math a' phobail agus chan ann airson adhbhar sam bith eile. Cha bu chòir do bhuill agus luchd-obrach a' Bhùird a bhith an sàs ann am pròiseas co-dhùnidh sam bith mur eil e comasach dhaibh cothromachd a dhearbhadh.

Ann a bhith a' beachdachadh am bu chòir com-pàirt fhoillseachadh, feumaidh neach beachdachadh chan e a-mhàin am bi buaidh aige air no oirre ach cuideachd am biodh neach reusanta sam bith dhan bheachd gum biodh buaidh aig seo air no oirre. Is e an deuchainn "*am biodh neach den phoball, le eòlas air na nithean iomchaidh, den bheachd gun robh an com-pàirt cho cudromach is gun toireadh e claon-bhreith air do chonaltradh no air a' phròiseas co-dhùnidh (an 'sealladh poblach' no an deuchainn 'cothromach')*"

Dh'fhaodadh com-pàirtean a bhith ionmhasail no neo-ionmhasail ach tha riosg sònraichte ann a thaobh com-pàirtean **ionmhasail**. Ann an cùis

DECLARATION OF INTERESTS

What is a declarable interest?

Public confidence in Bòrd na Gàidhlig depends on it being clearly understood that decisions are taken in the public interest and not for any other reason. Board members and staff should only play a role in any decision-making process if they can demonstrate objectivity.

In considering whether an interest is declarable, an individual must consider not only whether he or she will be influenced but also whether any reasonable person would think that he or she might be influenced. The test is "*whether a member of the public, with knowledge of the relevant facts, would reasonably regard the interest as so significant that it is likely to prejudice your discussion or decision making (the 'public perception' or 'objective' test)*".

Interests may be financial or non-financial but there is a particular risk in respect of **financial** interests. In the case of a financial

com-pàirt ionmhasail, bithear dhan bheachd gu bheil an com-pàirt cudromach agus gum bu chòir dhan bhall/neach-obrach Bùird a tha sa chòmhstri a thighinn air falbh bho bhith a' cluich pàirt sam bith sa phròiseas (a' gabhail a-steach co-dhùnaidhean sam bith a thèid a ghabhail agus daingneachadh sam bith a thèid a dhèanamh). Ach, chan e seo a' chùis far a bheil an com-pàirt cho fada air falbh no cho suarach is nach biodh neach reusanta sam bith dhan bheachd gun adhbhraicheadh e claon-bhreith sam bith dhut.

Bu chòir do bhuill agus luchd-obrach a' Bhùird a bhith mothachail air suidheachaidhean an uair a bhiodh e iomchaidh com-pàirtean buntainneach fhoillseachadh a tha aig dlùth theaghlach, dlùth charaidean no dlùth eòlaichean (com-pàirtean neo-dhìreach). Tha dlùth theaghlach a' gabhail a-steach cèile, pàirtear, pàrant, leanabh, bràthair, piuthar agus cèile/pàirtear gin dhiubh sin.

Dè a' bhuaidh a tha aig a bhith a' clàradh com-pàirt chudromach?

- Far a bheil com-pàirt chudromach ann, dìreach no neo-dhìreach, bithear an-còmhnaidh a' meas gum bi cothromachd air a mhilleadh. Is e seo an suidheachadh a bhios ann a dh'aindeoin dè an seòrsa buidheann sa bheil com-pàirt aig ball/neach-obrach Bùird (me earrann phrìobhaideach, earrann phoblach, buidheann saor-thoileach no coimhearsnachd).
- Far a bheilear a' meas gu bheil com-pàirt chudromach aig neach, bu chòir dha/dhi an com-pàirt seo fhoillseachadh agus gun a bhith an sàs sa chonaltradh, sa cho-dhùnadh no ann a bhith a' daingneachadh a' cho-dhùnaidh. Tha seo cuideachd a' gabhail a-steach:
- Gun a bhith an làthair aig an earrann iomchaidh de Bhòrd, Chomataidh no choinneamh eile
- Gun a bhith a' faighinn phàipearan iomchaidh (a' gabhail a-steach gearr-chunntasan). Ma chaidh pàipearan

interest, there will be a presumption that the interest is significant and that the conflicted Board/staff member should withdraw from playing any part in the process (including any decisions to be taken and ratification of same). However, this is not the case where the interest is so remote or insignificant that a reasonable person would not consider that it is likely to prejudice you.

Board members and staff should also be aware of situations when it would be appropriate to declare relevant interests of close family, close friends or close associates (indirect interests). Close family includes spouse, live-in partner, parent, child, brother, sister and the spouses/partners of any of these.

What is the effect of declaring a significant interest?

- Where a significant interest exists, either direct or indirect, objectivity will always be assumed to be impaired. This will be the case irrespective of the category of the organisation that a Board/staff member has the interest in (e.g. private sector, public sector, voluntary or community organisation).
- Where a person is deemed to have a significant interest, he/she should declare this interest and take no part in the discussion, the decision or the ratification of the decision. This also includes:
- Not being present at the relevant part of a Board, Committee or other meeting
- Not receiving any relevant papers (including minutes). If papers have been received inadvertently, they should be

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| <p>fhaighinn gun fhiosta, bu chòir dhaibh a bhith air an tilleadh air fad aig a' chiad chothrom</p> <ul style="list-style-type: none"> • Gun a bhith a' faighinn puist-dealain iomchaidh no pàipearan-sgrìobhte sam bith eile • Gun a bhith a' cleachdadh a s(h)uidheachadh gus feuchainn ri buaidh a thoirt air co-dhùnadh ann an dòigh neo-iomchaidh le bhith, mar eisimpleir, a' faighneachd no a' stiùireadh neach eile gu bhith a' riochdachadh a c(h)om-pàirtean no bheachdan aig coinneamh • Gun a bhith ag ràdh càil gu poblach mun chùis aig àm sam bith, taobh a-staigh no taobh a-muigh choinneamhan (a' gabhail a-steach Nam Meadhanan) | <p>returned intact at the earliest opportunity</p> <ul style="list-style-type: none"> • Not being copied in on any relevant e-mails or other correspondence • Not using his or her position to try and improperly influence a decision by, for example, asking or directing another person to represent his/her interests or views at a meeting • Not making any public comment about the matter at any time, inside or outside meetings (including to the Press) |
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Co-fharpaisich

Ma tha com-pàirt chudromach aig ball no neach-obrach Bùird, cha bu chòir e/i pàirt a ghabhail ann an gnìomh sam bith a tha dlùth cheangailte ri farpaiseach den bhuidhinn sa bheil com-pàirt aige/aice.

Competitors

If a Board or staff member has a significant interest, he/she should also not take part in any activity directly related to a competitor of the organisation in which he/she has an interest.

Cùisean sònraichte airson Bòrd na Gàidhlig

Sa Chòd Giùlain airson Buill Bhòrd na Gàidhlig, tha e sgrìobhte:

“Ma tha [fo Thùsan Co-dhiolaidh (Seòrsa 1) no Chom-pàirtean Neo-ionmhasail (Seòrsa 7)], tha thu air do chom-pàirt a chlàradh mar:

- a) *ball taghte de dh'ùghdarras ionadail*
- c) *tidsear no òraidiche de chànan na Gàidhlig no na h-ealain, eachdraidh no cultar na Gàidhlig*
- c) *oifigear ùghdarras ionadail le uallach airson dleastanasan co-cheangailte ri cànan na Gàidhlig no ealain, eachdraidh no cultar na Gàidhlig*

Specific dispensations for Bòrd na Gàidhlig

In the Code of Conduct for Board Members of Bòrd na Gàidhlig, it states that:

“If [under Sources of Remuneration (Category 1) or Non-financial Interests (Category 7)], you have registered an interest as:

- b) *an elected member of a local authority*
- d) *a teacher or lecturer of Gaelic language or Gaelic arts, history or culture*
- e) *an officer of a local authority with responsibility for functions relating to the Gaelic language or Gaelic arts, history or culture*

d) ball no oifigear de bhuidheann poblach tiomnaichte, no buidheann-riaghlaidh poblach airson dleasan co-cheangailte ri foghlam no

e) ball no oifigear de bhuidheann no de chomann le ùidh ann an cànan na Gàidhlig agus far an deach do shuidheachadh air a' Bhòrd mothachail gun robh thu nad bhall no nad oifigear dhiùbh sin

cha leig thu a leas, airson an adhbhar sin a-mhàin, an com-pàirt sin fhoillseachadh" (Earrann 5.8)

Far a bheil ùidh aig ball Bùird fo (a) gu (e) shuas, faodaidh e/i a bhith an sàs ann an conaltradh co-cheangailte ris a' bhuidhinn sin le cead bhon t-Ceann an Ionmhas is Cùisean Corporra. Ach, cha bu chòir dha/dhi a bhith an sàs ann am pròiseas tighinn gu co-dhùnadh aig Bòrd na Gàidhlig a thaobh iarrtas maoinachaidh co-cheangailte no tar-ghnìomh choimearsalta eile.

Suidheachaidhean air buidhnean on taobh a-muigh mar riochdaire de Bhòrd na Gàidhlig

An uair a tha com-pàirt neo-ionmhasail aig ball no neach-obrach a' Bhùird ann am buidhinn eile mar thoradh air a bhith air an suidheachadh air gus Bòrd na Gàidhlig a riochdachadh, faodaidh e/i a bhith an sàs ann an conaltradhean mun bhuidhinn sin. Ach, cha bu chòir dha/dhi a bhith an sàs ann am pròiseas co-dhùnaidh Bhòrd na Gàidhlig a thaobh iarrtas maoinachaidh no tar-ghnìomh coimearsalta eile.

Ann an suidheachaidhean mar seo, is e uallach buill/luchd-obrach a' Bhùird air fad comhairle laghail a shireadh mu na h-uallachaidhean a tha orra a thaobh Bòrd na Gàidhlig agus don bhuidheann on taobh a-muigh. Bidh seo a' gabhail a-steach ceistean mu foillseachaidhean com-pàirt. Bheir Bòrd na Gàidhlig seachad trèanadh agus taic iomchaidh (a' gabhail a-steach taic laghail) dhan h-uile neach a tha air an ainmeachadh no air an suidheachadh gus a bhith

f) *a member or officer of a devolved public body, or of a regulatory public body for functions relating to education or*

g) *a member or officer of an organisation or body with interests in the Gaelic language and where you were appointed to the Board having regard to you being such a member or officer*

you do not, for that reason alone, have to declare that interest" (Section 5.8)

Where a Board member has an interest under (a) to (e) above, he/she may participate in discussions relating to that organisation with the permission of the Head of Finance and Corporate Affairs. However, he/she should not be involved in the Bòrd na Gàidhlig decision-making process in respect of any related funding application or other commercial transaction.

Appointments to outside bodies as a representative of Bòrd na Gàidhlig

Where a Board or staff member has a non-financial interest in another organisation as a result of being appointed to represent Bòrd na Gàidhlig, he/she may participate in internal Bòrd na Gàidhlig discussions relating to that organisation. However, he/she should not be involved in the Bòrd na Gàidhlig decision-making process in respect of any related funding application or other commercial transaction.

In such cases, it is the responsibility of all Board/staff members to take legal advice on their responsibilities to Bòrd na Gàidhlig and to the outside body. This will include questions of declarations of interest. Bòrd na Gàidhlig will provide appropriate training and support (including legal support) to all those nominated or appointed to serve on the Boards of outside bodies.

a' frithealadh air Bùird bhuidhnean on taobh a-muigh.

Dè mur eil e soilleir a bheil com-pàirt cudromach no nach eil?

Far a bheil ball/neach-obrach a' Bhùird mì-chinnteach a bheil an com-pàirt cudromach no dè a bu chòir dhaibh a dhèanamh ann an suidheachadh sònraichte, bu chòir dha/dhi comhairle a shireadh bhon ùghdarras iomchaidh (Sreath-stiùiriche no Ceann an Ionmhas is Cùisean Corporra). Ach, aig a' cheann thall, feumaidh gach ball/neach-obrach a' Bhùird iad fhèin a thighinn gu co-dhùnadh agus a bhith an urra gu pearsanta airson a' cho-dhùnaidh sin.

Ma tha ceist air ball/neach-obrach a' Bhùird fhathast am bu chòir dhaibh com-pàirt fhoillseachadh, eadhoin an dèidh dhaibh conaltradh a bhith aca mun chùis leis an Ceann an Ionmhas is Cùisean Corporra, bu chòir dha no dhi a bhith air leth faiceallach.

Tha dleastanas aig a' Bhòrd agus an Ceannard àrainn agus cultar a chruthachadh taobh a-staigh Bhòrd na Gàidhlig far a bheil a h-uile neach a' faireachdainn gu bheil iad a' faighinn taic agus misneachail a thaobh a bhith a' foillseachadh fiosrachadh iomchaidh agus a' togail uallachaidhean sam bith a tha orra.

Dè ma thig com-pàirt gu ceann?

Tha gach com-pàirt air a mheas a bhith iomchaidh airson àm de co-dhiù 12 mìos an dèidh dhan chom-pàirt a thighinn gu ceann. An dèidh àm de 12 mìos, faodaidh an t-Oifigear Gèillidh rùnachadh a bheil an com-pàirt sin fhathast iomchaidh an dèidh measadh a dhèanamh air riosgan cliù (agus eile) air Bòrd na Gàidhlig.

Cuin a bu chòir com-pàirt a bhith air fhoillseachadh?

Bu chòir do bhall/neach-obrach a' Bhùird com-pàirt fhoillseachadh don ùghdarras iomchaidh cho luath 's a ghabhas an dèidh dhaibh a bhith mothachail air. Ann an cùis neach-obrach, bu chòir dhan fhios seo a bhith ann an sgrìobhadh

What if it is unclear whether an interest is significant or not?

Where a Board/staff member is unsure as to whether or not an interest is significant or what action to take in a given situation, he or she should seek the advice of the **appropriate authority** (Line manager or Head of Finance and Corporate Affairs). However, ultimately, it is for each Board/staff member to make his or her own decision and to take personal responsibility for that decision.

If a Board/staff member is still in doubt as to whether or not to declare an interest, even after discussing the matter with the Head of Finance and Corporate Affairs, he or she should err on the side of caution .

The Board and the Ceannard have a duty to create an environment and culture within Bòrd na Gàidhlig where all individuals feel supported and confident in declaring relevant information and raising any concerns.

What if an interest ceases to exist?

All interests are deemed relevant for a period of at least 12 months after the interest ceases to exist. After a period of 12 months, the Compliance Officer may determine whether an interest is still relevant after an assessment of any reputational (and other) risks to Bòrd na Gàidhlig.

When should an interest be declared?

Any Board/staff member should declare an interest to the appropriate authority as soon as possible after they become aware of it. In the case of a member of staff, this notification should be in writing (or e-mail)

(no post-dealain) chun an sreath-stiùiriche agus bu chòir lethbhreac den fhios a bhith air a chur chun Oifigear Gàillidh.

Chan eil e gu leòr com-pàirt fhoillseachadh aon turas agus a bhith a' gabhail ris gum bi am foillseachadh seo a' dèiligeadh ri àm sam bith eile a nochdas an com-pàirt seo. Bu chòir com-pàirt a bhith air fhoillseachadh a h-uile turas a tha e ag èirigh agus, ma dh'fheumar, a chur air adhart chun ùghdarras iomchaidh (me sreath-stiùiriche, Ceann an Ionmhas is Cùisean Corporra) airson stiùireadh.

An uair a tha com-pàirt aig ball/neach-obrach a' Bhùird ann an aon chuspair no barrachd chuspairean air clàr-ghnothaich coinneimh, feumaidh an com-pàirt a bhith air fhoillseachadh cho tràth 's a ghabhas agus gu sònraichte fada mus tèid bruidhinn mun chuspair sònraichte seo air a' chlàr-ghnothaich. Bhiodh e na b' fheàrr nan deigheadh am foillseachadh a dhèanamh aig toiseach na coinneimh agus gu leòr fiosrachaidh a thoirt gus am biodh tuigse aig an fheadhainn a tha an làthair air nàdar a' chom-pàirt. Bu chòir dhan neach a tha an sàs sa chom-pàirt a thighinn air falbh bhon choinneimh aig an àm a thathar a' bruidhinn mun chùis, a' tighinn gu co-dhùnadh no ag aontachadh buil.

Dè bu chòir a bhith air a chlàradh agus cuin?

Bu chòir co-sgrìobhadh sam bith co-cheangailte ri bhith a' dèiligeadh ri strì eadar chom-pàirtean a bhith air a chlàradh. Tha seo a' gabhail a-steach fios mun chùis mun robh an t-strì, agus a' chomhairle a chaidh a thoirt do, an neach a bha an sàs san t-strì, comhairle /stiùireadh sam bith a chaidh a thoirt leis an Ceann an Ionmhas is Cùisean Corporra msaa., agus an gnìomh a chaidh a choileanadh an dèidh seo. Bu chòir slighe sgrùdaidh soilleir agus slàn a bhith aig an fhaidhle iomchaidh a sheas suas ri sgrùdadh nam biodh dùbhlann sam bith ann.

Aig na coinneamhan, bu chòir foillseachadh sam bith de chom-pàirt agus gnìomhan sam bith a chaidh an coileanadh mar thoradh air sin (me a' fàgail an t-seòmair) a bhith air an clàradh sna

to the line manager and a copy of the notification should be sent to the Compliance Officer.

It is not enough to declare an interest once and assume that this declaration covers any subsequent occasion that the interest arises. An interest should be declared on each and every occasion that it arises and, if necessary, referred to the appropriate authority (e.g. line manager, Head of Finance and Corporate Affairs) for guidance.

Where a Board/staff member has an interest in one or more items on the agenda of a meeting, declaration of the interest must be made as early as possible and certainly well before the particular item on the agenda is discussed. Ideally, the declaration should be made at the beginning of the meeting and provide enough information to allow those present to understand the nature of the interest. The conflicted individual should then withdraw from the relevant part of the meeting where the matter will be discussed, a decision taken or an outcome agreed.

What should be documented and when?

All correspondence relating to the handling of a conflict of interest should be documented. This includes the notification of the conflicted issue by, and the advice given to, the conflicted individual, any advice/instruction provided by the Head of Finance and Corporate Affairs etc., and the action that was subsequently taken. The relevant file should have a clear and complete audit trail which will stand up to scrutiny in the event of any challenge.

At meetings, all declarations of interest and actions taken as a result (e.g. leaving the room) should be recorded in the minutes or other appropriate record of the meeting.

geàrr-chunntasan no ann an clàr iomchaidh sam bith eile air a' choinneimh.

5 DÈILIGEADH RI STRÌ EADAR COM-PÀIRTEAN AIR LETH CUNNARTACH DEALING WITH HIGH RISK CONFLICTS OF INTEREST

Strì eadar com-pàirtean air leth cunnartach no ioma-fhillte **Significant or complex conflicts of interest**

Ann an cuid de chùisean, dh'fhaodadh riosg èirigh mu chliù Bhòrd na Gàidhlig mar thoradh air strì mhòr eadar chom-pàirtean. Tha na suidheachaidhean sin a' gabhail a-steach:

- Ball den Bhòrd no àrd-neach-obrach le com-pàirt ann am buidheann a tha gu cunbhalach a' faighinn taic airgid no a tha ann an càirdeas coimearsalta leantainneach le Bòrd na Gàidhlig
- Far a bheil com-pàirt aig aon bhall/neach-obrach den Bhòrd ann am buidheann maoinichte le (no a' cur airson maoinachadh bho) Bhòrd na Gàidhlig
- Far a bheil com-pàirt aig ball/neach-obrach den Bhòrd agus a tha an tar-ghnìomh air a mheas cudromach

Tha e cudromach gum bi strì eadar chom-pàirtean, a dh'fhaodadh a bhith nam bagairt chudromach do chliù Bhòrd na Gàidhlig, air an comharrachadh aig ìre thràth agus gun deigheadh beachdachadh aig an fhìor thoiseach air an dòigh anns am bu chòir na riosgan a bhiodh nan cois a lasachadh:

- Bu chòir fiosrachadh a thoirt don Oifigear Gèillidh mu na com-pàirtean seo agus dèanamh cinnteach gu bheil tuilleadh smachdan no ullachaidhean sgrùdaidh a tha air am meas iomchaidh air an cur ann an àite bho thùs

Tha sgrìobhainn pro forma – *Protocal airson a bhith a' Rianachd Com-pàirt Àrd Riosg ann am Bòrd na Gàidhlig* – an cois seo aig Leas-phàipear 1 gus an cothrom a thoirt beachdachadh air strì

In certain cases, there could be a reputational risk to Bòrd na Gàidhlig as a result of very significant conflicts of interest. These situations include:

- A Board member or senior member of staff having an interest in an organisation which is a regular recipient of financial assistance or is in an ongoing commercial relationship with Bòrd na Gàidhlig
- Where more than one Board/staff member has an interest in an organisation funded by (or applying for funding from) Bòrd na Gàidhlig
- Where a Board/staff member has an interest and the transaction is considered significant

It is important that conflicts of interest, which could pose a serious threat to the reputation of Bòrd na Gàidhlig, are identified at an early stage and consideration given at the outset as to how to mitigate the risks involved:

- The Compliance Officer should be made aware of the interests in question and ensure that any additional controls or monitoring arrangements deemed appropriate are put in place from the outset

A pro forma document - *Protocol for Managing a High Risk Conflict of Interest in Bòrd na Gàidhlig* - is enclosed at Annex 1 to enable potentially high risk conflicts of interest to be

eadar com-pàirtean àrd riosg agus dèiligeadh riutha aig ìre thràth

- Taobh a-staigh crìochan dìomhaireachd, is dòcha gum biodh e iomchaidh fiosrachadh a thoirt do luchd-obrach san aon sgioba no roinn mu nàdar agus ìre com-pàirt an co-obraiche mar tha coltas ann gun lean e air na chùis leantainneach
- Bu chòir strì chom-pàirtean iom-fhillte agus/no cudromach a bhith air an cur chun Oifigear Gèillidh aig ìre thràth (agus an dèidh làimh, mar a bhios riatanach) airson comhairle agus stiùireadh. Co-obrachaidh an t-Oifigear Gèillidh le Curaidh Strì eadar Chom-pàirtean mar a bhios riatanach
- Bu chòir do neartmhorachd agus neo-chlaonachd a' phròiseas measaidh anns an leithid sin de shuidheachaidhean a bhith gun choire sam bith agus, ma dh'fheumas e bhith, bu chòir eileamaid neo-eisimeileach a bhith air a thoirt a-steach dhan phròiseas measaidh (me Oifigear Gèillidh no neach eile le eòlas iomchaidh bho bhuidheann phoblach eile)
- Far a bheil iarrrtas airson taic airgid no tabhartas an lùib na cùis agus gu bheil an com-pàirt a' gabhail a-steach ball den Sgioba Ceannardais, seach an Ceannard, bidh an Ceannard gu pearsanta os cionn a' phròiseas iarrrtais agus an sàs ann a bhith a' soighneadh dheth a' cho-dhùnaidh
- Far a bheil strì eadar com-pàirt cudromach aig a' Cheannard, thèid a' chùis a chur air adhart Oifigear Gèillidh a dhearbhas an t-slighe air adhart tro cho-chomhairleachadh leis an in-sgrùdaire

Cha bu chòir do bhall/neach-obrach Bùird a bhith a' sireadh no a' gabhail ballrachd air Comataidh, buidheann-obrach no panail sam bith nam biodh e a' ciallachadh gum feumadh an neach com-pàirt fhoillseachadh agus a bhith a' fàgail na coinneimh cho tric is nach biodh e no i

considered and addressed at an early stage

- Within the bounds of confidentiality, it may be appropriate for staff in the same team or department to be informed of the nature and extent of their colleague's interest if it is likely to be an ongoing issue
- Complex and/or significant conflicts of interest should be escalated to the Compliance Officer at an early stage (and on subsequent occasions, as necessary) for advice and direction. The Compliance Officer will liaise with the Conflicts of Interest Champion as necessary
- The robustness and objectivity of the assessment process in such cases should be beyond reproach and, if necessary, an independent element introduced into the assessment process (e.g. a Compliance Officer or other appropriately experienced person from another public body)
- Where an application for financial assistance or a grant is concerned and the interest involves a member of the Leadership Team, other than the Chief Executive, the Chief Executive will personally oversee the application process and sign off the decision
- Where the Chief Executive has a significant conflict of interest, the matter will be referred to the Compliance Officer who will determine the appropriate course of action in consultation with internal audit

A Board/staff member should not seek or accept membership of any Committee, working group or panel if it would involve declaring an interest and withdrawing from the meeting so often that he or she would be of little value to that Committee etc. or

gu mòran luach dhan Chomataidh sin msaa no nam milleadh e misneachd a' phobaill ann am Bòrd na Gàidhlig, a' Chomataidh msaa.

Tairgsean obrach

Chan fhaod luchd-obrach a bhith an sàs ann a bhith a' tighinn gu co-dhùnadh, ma tha iad aig an aon àm, a' conaltradh ri buidheann (neach-iarrtais msaa) mu chothrom obrach. Feumaidh gluasad sam bith gu fastachd a dh'fhaodadh càineadh adhbharachadh a bhith air a thoirt gu aire a' Cheannard.

Dleastanasan air an taobh a-muigh

Cha bu chòir do luchd-obrach a bhith an sàs ann am fastachd air an taobh a-muigh no suidheachadh air an taobh a-muigh a ghabhail (me ball no neach-obrach Bùird ann am buidheann Gàidhlig) gun chead sgrìobhte ro-làimh bhon Cheannard. Ann a bhith a' beachdachadh am bu chòir no nach bu chòir aonta a thoirt, beachdaichidh an Ceannard am biodh e:

- Millteach do chom-pàirtean Bhòrd na Gàidhlig
- A' cur neach-obrach ann an suidheachadh far a bheil an dleastanas do Bhòrd na Gàidhlig agus an com-pàirtean air an taobh a-muigh a' strì no dualtach a bhith a' strì no
- A' lagachadh misneachd a' phobaill ann an neo-phàirteachd Bhòrd na Gàidhlig no san dòigh-giùlain èifeachdach den obair aige

Chan fhaod luchd-obrach obair sam bith a dhèanamh airson tuarastal a dh'fhaodadh a thighinn fa chomhair Bòrd na Gàidhlig airson aonta no co-dhùnadh

Tiodhlacan agus aoigheachd

Bu chòir do bhuill agus luchd-obrach a' Bhùird a bhith air leth faiceallach an uair a bhios tiodhlacan, saor-thiodhlacan, fèistean, aoigheachd no urram air an tabhann le feadhainn a dh'fhaodadh a bhith nan solaraichean, luchd-dèilig no luchd-tabhartais

if it would damage public confidence in Bòrd na Gàidhlig, the Committee etc.

Offers of Employment

Staff must not be involved in taking a decision if, at the same time, they are having discussions with an (applicant etc.) organisation on possible employment. Any prospective move to employment that might arouse criticism must be brought to the attention of the Chief Executive.

Outside commitments

Staff should not engage in any external employment or accept any external appointment (e.g. Board member or office bearer position in a Gaelic language body) without the prior written consent of the Chief Executive. In considering whether or not to give approval, the Chief Executive will consider if it could:

- Be detrimental to Bòrd na Gàidhlig's interests
- Put the member of staff into a position where their duty to Bòrd na Gàidhlig and their external interests will conflict or be likely to conflict or
- Weaken public confidence in the impartiality of Bòrd na Gàidhlig or in the effective conduct of its work

Staff must not carry out any work for remuneration which may ultimately come before Bòrd na Gàidhlig for approval or decision

Gifts and hospitality

Board members and staff should exercise extreme care when gifts, gratuities, entertainment, hospitality or honoraria are offered from current or potential suppliers, clients, or grantees or any individual or organisation which stands to gain or benefit

no neach fa leth, no buidheann a dh'fhaodadh buannachd no sochair fhaighinn bho cho-dhùnadh no gnìomh le Bòrd na Gàidhlig.

Bu chòir tiodhlacan agus aoigheachd a bhith air a chlàradh sa Chlàr Thiodhlacan agus Aoigheachd a rèir Poileasaidh Thiodhlacan agus Aoigheachd Bhòrd na Gàidhlig. Bidh an Clàr seo air a chumail suas leis an Oifigear Gèillidh.

from a decision or action of Bòrd na Gàidhlig.

All gifts and hospitality should be recorded on the Register of Gifts and Hospitality in accordance with Bòrd na Gàidhlig's Gifts and Hospitality Policy. This Register will be maintained by the Compliance Officer.

6 TUILLEADH COMHAIRLE AGUS STIÙIREADH

Cò a tha an urra ri bhith a' dèiligeadh ri strì eadar com-pàirtean taobh a-staigh Bòrd na Gàidhlig?

Buill /luchd-obrach a' Bhùird fa leth

Is e uallach phearsanta gach ball/neach-obrach Bùird dèanamh cinnteach gu bheil e no i a' gèilleadh ris a' Phoileasaidh airson Strì eadar Com-pàirtean seo. Eadhoin ged a gheibheadh ball/neach-obrach Bùird comhairle nach eil com-pàirt cudromach, tha e fosgailte dha/dhi modh-obrach nas caomhnaich a leantainn. Ach, ma gheibhear comhairle bhon ùghdarras iomchaidh gu bheil an com-pàirt cudromach, chan eil e an urra ris a' bhall/neach-obrach Bùird mìneachadh nas fhialaidh a leantainn agus cumail orra an sàs sa chùis.

An Cathraiche

Tha Cathraiche a' Bhùird no Comataidh an urra ri bhith dèanamh cinnteach gu bheil strì eadar com-pàirtean sam bith aig coinneamhan Bùird no Comataidh air an rianachd a rèir a' Phoileasaidh airson Strì eadar Com-pàirtean seo.

Nam biodh strì eadar com-pàirtean aig a' Chathraiche, bu chòir dha na buill Bùird/Comataidh eile aontachadh eatorra mar a stiùireadh iad a' chùis/na cùisean. Ann a bhith a' tighinn chun a' cho-dhùnaidh seo, is dòcha gum biodh an Neach-gairm (no na buill Bùird/Comataidh mar gu h-àrd) airson comhairle a shireadh bhon Churaidh Strì eadar Chom-pàirtean agus/no an t-Oifigear Gèillidh.

FURTHER ADVICE AND GUIDANCE

Who is responsible for managing conflicts of interest within Bòrd na Gàidhlig?

Individual Board/staff members

It is the personal responsibility of each Board/staff member to ensure that he or she complies with this Conflicts of Interest Policy. Even if a Board/staff member receives advice that an interest is not significant, it is open to him/her to adopt a more conservative approach. However, if advised by the appropriate authority that an interest is significant, it is not open to a Board/staff member to adopt a more liberal interpretation and to continue to involve themselves in the matter.

The Chair

The Chair of the Board or a Committee is responsible for ensuring that any conflicts of interest at Board or Committee meetings are managed in line with this Conflicts of Interest Policy.

In the event that the Chair has a conflict of interest, the remaining non-conflicted Board/Committee members should agree between themselves how to manage the conflict(s). In making this decision, the Convener (or remaining Board/Committee members as above) may wish to consult with the Conflicts of Interest Champion and/or the Compliance Officer.

Is e deagh chleachdadh a tha ann dhan Chathraiche, le taic bhon Oifigear Gàillidh agus, ma dh'fheumar, bhon Churaidh Strì eadar Chom-pàirtean, beachdachadh gu gnìomhach ron choinneamh air na strìthean a dh'fhaodadh èiridh agus mar bu chòir dèiligeadh riutha, a' gabhail a-steach a bhith a' gabhail cheumannan gus dèanamh cinnteach nach eil pàipearan taic airson cuspairean sònraichte air a' chlàr-gnothaich airson seiseanan/coinneamhan prìobhaideach air an cur gu buill Bùird a tha sàs san t-strì ron choinneimh.

Gus taic a thoirt do Chathraichean nan dreuchd, bu chòir an dèanamh mothachail air foillseachadh com-pàirt a chaidh an dèanamh a-cheana le buill a' Bhùird no Comataidh ron choinneimh no com-pàirtean sam bith a chaidh an comharrachadh leis an Oifigear Gàillidh a dh'fhaodadh èirigh.

Bu chòir dhan Chathraiche faighneachd aig toiseach gach coinneamh a bheil neach sam bith airson com-pàirtean fhoillseachadh a thaobh a' ghnòthachais a tha gu bhith air a choileanadh aig a' choinneimh. Bu chòir gach ball Bùird/Comataidh na com-pàirtean sam bith a tha iomchaidh do ghnòthachas na coinneimh fhoillseachadh a dh'aindeoin an deach no nach deach na com-pàirtean sin fhoillseachadh ron seo. Feumaidh com-pàirtean sam bith a thèid am foillseachadh aig coinneamh a bhith air an cur air a' Chlàr Chom-pàirtean gus dèanamh cinnteach gu bheil e nuadh-aimsireil.

Is e dleastanas gach ball Bùird agus Comataidh aig a' choinneamh, com-pàirtean iomchaidh sam bith a tha aca fhoillseachadh. Ach, ma bhios ball den Bhòrd (Comataidh) mothachail air nithean no suidheachaidhean a dh'fhaodadh adhbharachadh strì eadar com-pàirtean a thaobh ball eile ach nach deach sin fhoillseachadh bu chòir dhan seo a bhith air a thoirt gu aire an Neach-gairm no an Curaidh Strì eadar Chom-pàirtean a thig gu co-dhùnadh mu dhòigh air adhart a bhiodh iomchaidh.

Sreath-stiùiriche

Ma thig e gu aire sreath-stiùiriche gu bheil ball de luchd-obrach nach eil air com-pàirt

It is good practice for the Chair, with the support of the Compliance Officer and, if required, the Conflicts of Interest Champion, to proactively consider ahead of meetings what conflicts are likely to arise and how they should be managed, including taking steps to ensure that supporting papers for particular agenda items of private sessions/meetings are not sent to conflicted Board members in advance of the meeting.

To support Chairs in their role, they should be made aware of any declarations of interest which have already been made by Board or Committee members in advance of a meeting or any interests identified by the Compliance Officer as likely to arise.

The Chair should ask at the beginning of each meeting if anyone has any interests to declare in relation to the business to be transacted at the meeting. Each Board/Committee member should declare any interests which are relevant to the business of the meeting whether or not those interests have previously been declared. Any new interests which are declared at a meeting must be included on the Register of Interests to ensure it is up-to-date.

It is the responsibility of each individual Board and Committee member at the meeting to declare any relevant interests which they may have. However, should any Board (Committee) member be aware of facts or circumstances which may give rise to a conflict of interests on the part of another member but which has not been declared then they should bring this to the attention of the Convener or the Conflicts of interest Champion who will decide on the appropriate course of action.

Line manager

If a line manager becomes aware that a member of his/her staff has not declared an

fhoillseachadh no a tha air fhoillseachadh agus nach eil air dhòigh air adhart iomchaidh a choileanadh feumaidh e/i dèanamh cinnteach gu bheil dòigh air adhart iomchaidh air a ghabhail.

Oifigear Gèillidh

Tha an t-Oifigear Gèillidh an urra ri bhith a' toirt comhairle, stiùireadh agus taic do bhuill agus luchd-obrach a' Bhùird mu mhìneachadh agus cur an gnìomh a' Phoileasaidh seo. Tha an t-Oifigear Gèillidh cuideachd an urra ri bhith ag innse mu bhriseadh sam bith a thathar a' meas a rinneadh air Còd Giùlain airson Buill (a tha a' dèiligeadh ri strì eadar chom-pàirtean a tha air an droch làimhseachadh) don Coimiseanair airson Bhun-tomhasan Beusail ann am Beatha Phoblach na h-Alba

Bu chòir dhan Oifigear Gèillidh cuideachd dèanamh cinnteach gu bheil an Clàr Chom-pàirtean agus an Clàr Thiodhlacan agus Aoisgeachd air a ghleidheadh agus air a chumail suas agus gu bheil modh-obrach chunbhalach aig Bòrd na Gàidhlig airson a bhith a' faighinn agus a' clàradh foillseachaidhean com-pàirt aig toiseach choinneamhan.

Curaidh Strì eadar Chom-pàirtean

Gus tuilleadh neartachaidh a dhèanamh air sgrùdadh agus trìd-shoilleireachd nam pròiseasan co-dhùnaidh, ainmichidh an Cathraiche ball den Bhòrd mar an Curaidh Strì eadar Chom-pàirtean⁴.

Bu chòir dhan Churaidh Strì eadar Chom-pàirtean ann an co-chonaltradh ris an Oifigear Gèillidh:

- A bhith mar chladhan do luchd-obrach, buill a' Bhùird, buill bhon phoball msaa air a bheil

interest or declared it but not taken appropriate action, he/she must intervene to ensure that the appropriate course of action is taken.

Compliance Officer

The Compliance Officer is responsible for providing advice, guidance and support to Board members and staff on the interpretation and application of this Policy. The Compliance Officer is also responsible for reporting any alleged breach of the Members' Code of Conduct (which includes poorly managed conflicts of interest) to the Commissioner for Ethical Standards in Public Life in Scotland

The Compliance Officer should also ensure that the Register of Interests and the Register of Gifts and Hospitality are maintained and kept up-to-date and that Bòrd na Gàidhlig has a consistent approach to obtaining and recording declarations of interest at the start of meetings.

Conflicts of Interest Champion

To further strengthen scrutiny and transparency of the decision-making processes, a Board member will be designated by the Chair as the Conflicts of Interest Champion⁵.

The Conflicts of Interest Champion should, in collaboration with the Compliance Officer:

- Act as a conduit for staff, Board members, members of the public etc.

⁴ Bidh an dreuchd seo gu h-àbhaisteach air a choileanadh le Cathraiche Comataidh Sgrùdaidh agus Dearbhachd mur eil strì eadar com-pàirtean àrd riosg aige/aice

This role will normally be undertaken by the Chair of the Audit and Assurance Committee provided that he/she has no inherently high risk conflicts of interest

⁵ Bidh an dreuchd seo gu h-àbhaisteach air a choileanadh le Cathraiche Comataidh Sgrùdaidh agus Dearbhachd mur eil strì nàdarrach eadar com-pàirtean àrd riosg aige/aice

This role will normally be undertaken by the Chair of the Audit and Assurance Committee provided that he/she has no inherently high risk conflicts of interest

uallach sam bith a thaobh strì eadar chom-pàirtean

- A bhith na phuing taic sàbhailte do luchd-obrach airson a bhith a' togail uallaichean mun Phoileasaidh seo
- Gu gnìomhach a' toirt taic do bhith a' cur an cèill prionnsapalan agus practas strì eadar chom-pàirtean a tha air an cur an cèill sa Phoileasaidh seo agus cultar adhartachadh ann am Bòrd na Gàidhlig far a bheil buill agus luchd-obrach a' Bhùird air fad a' faireachdainn gu bheil iad a' faighinn taic agus misneachd ann a bhith a' foillseachadh fiosrachadh iomchaidh agus a' togail uallachaidhean sam bith
- A' tabhann comhairle agus breithneachadh neo-eisimeileach do bhuill agus luchd-obrach a' Bhùird far a bheil ceist sam bith air an dòigh a dheigheadh am Poileasaidh airson Strì eadar Com-pàirtean a chur an sàs ann an suidheachadh sònraichte
- A' tabhann comhairle air a bhith a' lùghdachadh nan riosgan mu strì eadar chom-pàirtean

Bidh an Curaidh Strì eadar Chom-pàirtean a' faighinn taic bhon Oifigear Gèillidh, aig a bheil uallach airson rianachd bho là gu là air cùisean strì eadar chom-pàirtean. Bu chòir dhan Oifigear Gèillidh fiosrachadh mionaideach a chumail ris a' Churaidh Strì eadar Chom-pàirtean mu strì eadar chom-pàirtean a tha ag èirigh ann am Bòrd na Gàidhlig.

Ged a tha dreuchdan cudromach aig a' Churaidh Strì eadar Chom-pàirtean agus aig an Oifigear Gèillidh taobh a-staigh Bhòrd na Gàidhlig ann an rianachd strì eadar chom-pàirtean, tha uallach leantainneach aig gach neach-obrach agus ball den Bhòrd airson a bhith a' dèanamh cinnteach gu bheil rianachd làidir air a dhèanamh a thaobh strì eadar chom-pàirtean air bhun-stèidh leantainneach.

Ceistean a tha air am faighneachd tric

Ann an Leas-phàipear 2 tha ceistean a tha air am faighneachd tric mu strì eadar chom-pàirtean

who have any concerns with regards to conflicts of interest

- Be a safe point of contact for staff to raise any concerns in relation to this Policy
- Actively support the application of the conflict of interest principles and practice set out in this Policy and promote a culture within Bòrd na Gàidhlig where all Board members and staff feel supported and confident in declaring relevant information and raising any concerns
- Provide independent advice and judgement to staff and Board members where there is any doubt about how to apply this Conflicts of Interest Policy in a given situation
- Provide advice on minimising the risks of conflicts of interest

The Conflict of Interest Champion will be supported by the Compliance Officer, who has responsibility for the day-to-day management of conflicts of interest matters. The Compliance Officer should keep the Conflicts of Interest Champion well briefed on conflicts of interest arising within Bòrd na Gàidhlig.

Whilst the Conflicts of Interest Champion and the Compliance Officer have important roles within Bòrd na Gàidhlig in the management of conflicts of interest, all staff and Board members have an on-going responsibility for ensuring the robust management of conflicts of interest on an ongoing basis.

Frequently asked questions

Annex 2 contains a list of frequently asked questions about conflicts of interest.

LEAS-PHÀIPEAR 1: PRÒTACAL AIRSON A BHITH A' DÈILIGEADH RI STRÌ EADAR COM-PÀIRT AIR LETH CUNNARTACH

1. Ainm an neach agus cunntas mun chom-pàirt
2. Nàdar an riosg do Bhòrd na Gàidhlig
3. Measadh air ìre an riosg

Cruaidh
Àrd
Meadhanach
Beag

4. Gnìomhan a dh'fheumar gus an riosg a lasachadh
5. Ullachaidhean airson a bhith a' toirt fios do sreath-stiùirichean agus prìomh dhaoine eile bho Bhòrd na Gàidhlig mu chom-pàirtean ùra agus/no atharrachaidhean ann an com-pàirtean a tha ann a-cheana
6. Coinneamhan gus lèirmheas a dhèanamh ann a bhith a' cur a' Phrotocal an sàs
7. Ceann-là lèirmheas foirmeil air a' Phrotocal

ANNEX 1: PROTOCOL FOR MANAGING A HIGH RISK CONFLICT OF INTEREST

1. Name of the individual and description of the interest
2. Nature of the risk to Bòrd na Gàidhlig
3. Assessment of the level of risk

Severe
High
Moderate
Minor

4. Actions required to mitigate the risk.
5. Arrangements for notifying line management and the other key Bòrd na Gàidhlig personnel of new interests and/or changes to existing interests
6. Meetings to review progress in implementing the Protocol
7. Date of formal review of the Protocol

LEAS-PHÀIPEAR 2: CEISTEAN A THA AIR AM FAIGHNEACHD TRIC
Coitcheann

1. **Carson a tha Bòrd na Gàidhlig a' dèiligeadh ris a' chuspair strì eadar chom-pàirtean ann an dòigh a tha cho trom-chùiseach?**

Ann an àm an uair a tha am poball a' sìor fhàs fiosraichte, tha cudrom a' sìor fhàs air na buidhnean poblach air fad airson co-dhùnaidhean a tha nas fhosgailte agus neo-thaobhach. Dh'fhaodadh na toraidhean a thig bho bhith a' dèiligeadh ri strì eadar com-pàirt ann an droch dhòigh a bhith air leth mòr – droch aithrisean sna meadhanan, call misneachd a' phobaill agus nam Ministearan, a bhith an sàs ann an sgrùdadh on taobh a-muigh agus eadhoin gnìomh laghail.

ANNEX 2: FREQUENTLY ASKED QUESTIONS
General

- Why does Bòrd na Gàidhlig take the subject of conflicts of interest so seriously?**

In an age where the public is increasingly well-informed, there is growing pressure on all public bodies for more transparent and unbiased public decision-making. The consequences of handling a conflict of interest badly are potentially enormous – adverse press coverage, loss of public and Ministerial confidence, being subject to an external inquiry and possibly even legal action.

- 2 An dùil nach bi daoine dhan bheachd gu bheil mi claon-bhàigheil ma dh'innseas mi dhaibh gu bheil strì eadar com-pàirt agam? Will people not think that I am biased if I tell them that I have a conflict of interest?**
- Is dòcha nach bi, ach co-dhiù, tha e cudromach a bhith a' rianachd beachd a' phobail. Ma tha thu fosgailte agus trid-shoilleir mu strì eadar com-pàirt, leigidh seo le Bòrd na Gàidhlig an suidheachadh a rianachd agus e fhèin a dhìon agus nas cudromaich buileach THUSA! An uair a bhios cuideigin a' falach fiosrachadh mu rud a dh'fhaodadh a bhith na strì eadar com-pàirt, tha seo nas dualtaich amharas a thogail agus casaidean de dhroch-ghiùlain a dh'fhaodadh a bhith ann.
- Not necessarily, but in any case, it is essential to manage public perception. If you are open and transparent about a conflict of interest, this allows Bòrd na Gàidhlig to manage the situation and protect itself and most importantly YOU! When someone conceals information about a possible conflict of interest, this is more likely to attract suspicion and allegations of possible misconduct.
- 3 Dè an t-eadar-dhealachadh a tha eadar strì eadar chom-pàirt ann an dà-rìribh agus strì a tha air aithneachadh? What is the difference between an actual and a perceived conflict of interest?**
- Tha strì eadar com-pàirt air aithneachadh an uair a dh'fhaodadh e a bhith air aithneachadh, no air a mheas, gun toireadh com-pàirt pearsanta droch bhuaidh air coileanadh neach-obrach no ball a' Bhùird buaidh air an dleastanasan agus uallachaidhean a thaobh Bhòrd na Gàidhlig. Is dòcha nach toireadh e **riosg cinnteach sam bith** air coileanadh gnothachais Bhòrd na Gàidhlig, ach feumaidh e a bhith air a rianachd gu ceart gus an riosg a lùghdachadh a thaobh milleadh air cliù Bhòrd na Gàidhlig agus an neach e fhèin.
- A perceived conflict of interest exists where it could be perceived, or appear, that a private interest could improperly influence the performance of a staff or Board member's duties and responsibilities to Bòrd na Gàidhlig. It may pose **no actual risk** to the conduct of Bòrd na Gàidhlig's business, but it needs to be managed properly to minimise the risk of reputational damage to Bòrd na Gàidhlig and the individual.
- Dh'fhaodadh strì eadar com-pàirt a tha air aithneachadh a bhith cho cudromach ri strì eadar com-pàirt a tha ann an dà-rìribh. Is e a' deuchainn an tigeadh neach-amhairc reusanta, cothromach le èòlas air firinn na cùise air fad, chun a' cho-dhùnaidh gu bheil cunnart ann gum biodh e dualtach claonadh a bhith ann.
- A perceived conflict of interest can be as significant as an actual conflict of interest. The test is whether a reasonable, objective observer, with knowledge of all the facts, would conclude there is a real possibility of bias.
- 4 A bheil na h-aon riaghailtean an sàs airson buill agus luchd-obrach a' Bhùird? Do the same rules apply to Board members and staff?**
- Tha riatanasan a tha beagan diofraichte ann airson buill agus luchd-obrach a' Bhùird a thaobh a bhith a' clàradh an com-pàirtean ach,
- There are slightly different requirements for Board members and staff in respect of registering their interests but, in general, the same rules and principles apply to everyone.

gu coitcheann, tha na riaghailtean agus na prionnsapalan ceudna ann dhan h-uile neach.

A' comharrachadh strithean eadar chom-pàirtean

Identifying conflicts of interest

5 A bheil e ceàrr com-pàirtean air an taobh a-muigh a bhith aig neach?

Is it wrong to have outside interests?

Chan eil, tha e glè dhoirbh gun com-pàirtean a bhith agad taobh a-muigh d' obair. Is e a tha cudromach mar a tha thu a' rianachd chom-pàirtean sam bith a tha a' strì ri do dhleastanas phoblach do Bhòrd na Gàidhlig.

No, it is very difficult not to have interests outside of your work. What is important is how you manage any interests that conflict with your public duty to Bòrd na Gàidhlig.

6 Dè na raointean sam bi strithean eadar chom-pàirtean gu h-àbhaisteach a' tachairt?

What are the areas where conflicts of interest typically occur?

Tha na raointean as cumanta a' gabhail a-steach:

The most common areas include:

1. A bhith a' duaiseachadh cunnradh, tabhartas no taic ionmhais an uair a tha ceangal agad ris an neach tabhainn no ris an tagraiche
2. A bhith an sàs ann an co-dhùnadh a dh'fhaodadh leantainn air adhart gu dlùth-dhàimh no dlùth-chàraid a bhith air a shuidheachadh ann an dreuchd
3. A' coileanadh gnothachais às leth Bhòrd na Gàidhlig leis a' companaidh agad fhèin no companaidh a bhuineas do neach-dàimh
4. A' gabhail thiodhlacan no aoigheachd bho bhuidhnean solair Bhòrd na Gàidhlig no bho dhaoine le tagraidhean airson tabhartasan (aig an àm seo no a dh'fhaodadh a bhith san àm ri teachd)

1. The award of a contract, grant or financial assistance where you have a connection with the tenderer or applicant
2. Involvement in a decision that could lead to the appointment of a close relative or friend
3. Carrying out business on behalf of Bòrd na Gàidhlig with your own or a relative's company
5. Acceptance of gifts or hospitality from Bòrd na Gàidhlig suppliers or grant applicants (actual or potential)

7 Cò a bhios a' tighinn gu co-dhùnadh a bheil strì eadar chom-pàirt agam no nach eil?

Who decides whether I have a conflict of interest or not?

Is tu fhèin as motha a tha a' cunntadh an seo. Ach, ma tha an t-Ceann an Ionmhas is Cùisean Corporra dhan bheachd **gu bheil** thu a' strì, tha strì eadar chom-pàirtean agad a dh'aindeoin 's dè a tha thusa a' smaoinichadh!

Mainly, you. However, if the Head of Finance and Corporate Affairs is of the opinion that you are conflicted, then you **have** a conflict of interest irrespective of what you think!

Air an làimh eile, ma tha an t-Ceann an Ionmhas is Cùisean Corporra dhan bheachd nach eil strì eadar chom-pàirtean agad, ach gu bheil thusa dhan bheachd gu bheil, foillsich a' chom-pàirt agus gabh ceum iomchaidh a bhios a' gabhail a-steach gum fuirich thu a-mach às a' chùis - aig a' cheann thall, feumaidh tu thu fhèin a dhìon!

On the other hand, if the Head of Finance and Corporate Affairs does not think that you have a conflict of interest but you believe that you do, declare the interest and take appropriate action which will include staying out of the matter – ultimately, you need to protect yourself!

8 Tha strì eadar chom-pàirt a dh'fhaodadh a bhith cudromach aig ball ùr den sgioba luchd-obrach agam. Dè na smachdan a bu chòir dhomh a chur ann an àite gus an riosg a rianachd às leth Bhòrd na Gàidhlig, às mo leth fhèin agus an neach-obrach?

A new member of my staff team has a serious potential conflict of interest. What controls should I put in place to manage the risk to Bòrd na Gàidhlig, myself and the staff member ?

Dèan cinnteach gu bheil an neach-obrach a' clàradh agus a' foillseachadh a' chom-pàirt a rèir a' Phoileasaidh Strì eadar Com-pàirtean. Dèan conaltradh agus aontaich ro-innleachd gus an strì eadar chom-pàirt a rianachd leis an neach agus le Ceann an Ionmhas is Cùisean Corporra Bhòrd na Gàidhlig. Tha còig ro-innleachdan rianachd a dh'fhaodar a chleachdadh a' gabhail a-steach:

Ensure that the staff member registers and declares the interest in accordance with this Conflicts of Interest Policy. Discuss and agree a strategy to manage the conflict of interest with the individual and Bòrd na Gàidhlig's Head of Finance and Corporate Affairs. Five possible management strategies include:

- Cuingealaich – dèan cinnteach gum falbh an neach an uair a nochdas an com-pàirt sin
- Trus – cleachd treas-phàrtaidh aig nach eil ùidh sa chùis gus coimhead thairis air earrann den phròiseas no am pròiseas air fad (neach bhon taobh a-muigh no is dòcha aonad gnothachais eile)
- Thoir air falbh – atharraich uallaichean obrach an neach gus a g(h)luasad bhon raon sin den ghnòthachas (a thaobh com-pàirtean mòra/no a bhios a èirigh tric)
- Leig seachad – iarr air an neach an com-pàirt prìobhaideach a tha ag adhbharachadh an t-strì a leigeil seachad
- Thoir suas – is dòcha gun tagh an neach-obrach an dreuchd fhàgail seach an com-pàirt a leigeil seachad

- Restrict – ensure that the person steps aside from the matter on the rare occasion when that interest arises
- Recruit – use a disinterested third party to oversee part or all of the process (an outsider or perhaps another business unit)
- Remove – change the work responsibilities of the individual to remove him/her from that area of the business (for serious and/or recurring interests)
- Relinquish – ask the individual to give up the private interest that is causing the conflict
- Resign – the staff member may choose to resign their position rather than relinquish the interest

Dèan cinnteach gun glèidh thu clàr de na conaltraidhean iomchaidh, comhairle a chaidh

Ensure that you keep a record of relevant discussions, any advice sought and given etc.

a shireadh agus a thoirt msaa. Ann an cuid de shuidheachaidhean is dòcha gum biodh e iomchaidh innse do cho-obraichean an neach-obrach mun t-strì eadar chom-pàirt a dh'fhaodadh a bhith ann.

In some cases, it may be appropriate to inform the staff member's colleagues of the potential conflict of interest.

Bu chòir dhut leantainn ort a' cumail suas ceangal ris an neach seo agus sùil a chumail air an t-suidheachadh (an co-bhoinn ris an Ceann an Ionmhas is Cùisean Corporra).

You should maintain regular contact with the person concerned and monitor the situation (with the Head of Finance and Corporate Affairs).

- 9 **Tha Bòrd na Gàidhlig air iarrrtas mòr fhaighinn airson tabhartas airgid bho bhuidheann coimhearsnachd sa choimhearsnachd sa bheil mi a' fuireach. Chan eil mi an sàs sa bhuidhinn gu pearsanta agus chan eil strì eadar chom-pàirt follaiseach. Ach, a bheil mi an sàs ann an strì ri linn a' 'chruinn-eòlais'?**

Brd na Gàidhlig has received a major application for grant funding from a community organisation in the community where I live. I am not personally involved with the group and have no obvious conflict of interest. But, am I conflicted because of the 'geography'?

Chan eil a bhith beò ann an ceàrn a tha fo bhuidh leis fhèin a' ciallachadh gu bheil com-pàirt chudromach ann agus cha leig e a leas a bhith air a chlàradh no air fhoillseachadh fon Phoileasaidh Strì eadar Com-pàirtean seo. Ach, ged nach eil strì eadar com-pàirt nàdarrach sa chùis seo tha am Poileasaidh Strì eadar Com-pàirtean gu soilleir ag ràdh:

Living in an affected area does not in itself constitute a significant interest and does not have to be registered or declared under this Conflicts of Interest Policy. However, while there is no inherent conflict of interest in this case, the Conflicts of Interest Policy clearly states that:

"Cha bu chòir do bhuill agus luchd-obrach a' Bhùird a bhith an sàs ann am pròiseas co-dhùnaidh sam bith mur eil e comasach dhaibh cothromachd a dhearbhadh".

"Board members and staff should only play a role in any decision-making process if they can demonstrate objectivity".

Ma tha beachdan làidir agad airson no an aghaidh an iarrrtais seo no ma tha beachd aig luchd-obrach eile ann am Bòrd na Gàidhlig no taobh a-muigh na buidhne gu bheil sibh a' taobhadh airson no an aghaidh a' mholaidh seo mar eisimpleir, mar thoradh air nì a thuirt sibh, chruthaichidh seo strì eadar chom-pàirtean a dh'fheumadh Bòrd na Gàidhlig a rianachd.

If you have strong views for or against this application or there is a perception on the part of other staff in Bòrd na Gàidhlig or outwith the organisation that you have a bias for or against this proposal for example, because of a statement that you have made, this would create a conflict of interest that Bòrd na Gàidhlig would have to manage.

A thuilleadh air seo, dh'fhaodadh nach biodh beachdan làidir aig neach-obrach e/i fhèin ach gum biodh iad a' faireachdainn fo bhuidh cudrom bhon teaghlach no gu h-ionadail agus gum b' fheàrr leotha gun a bhith an sàs sa phròiseas co-dhùnaidh. A rèir

Furthermore, a staff member may not have strong views him/herself but might feel susceptible to family or local pressure and would prefer to remain outside the decision-making process. Depending on the seniority and role of the individual, it may be possible to accommodate this.

inbhe agus dreuchd an neach, dh'fhaodadh e a bhith comasach seo a rèiteachadh.

Anns an leithid sin de shuidheachaidhean, tha e feumail conaltradh treibhdhireach agus fosgailte a bhith agad leis an Ceann an Ionmhas is Cùisean Corporra aig ìre thràth. Ma tha thu dhan bheachd gu bheil do chothromachd air a mhilleadh, bu chòir dhut fuireach air falbh bho na conaltradhean agus na co-dhùnaidhean mun chùis seo a rèir a' Phoileasaidh Strì eadar Chom-pàirtean seo.

Ach, ma tha thu dhan bheachd nach biodh do chothromachd air a mhilleadh, chan eil cùis reusanta ann do chumail bho na pròiseasan co-dhùnaidh.

A dh'aindeoin a bheilear dhan bheachd gu bheil no nach eil strì eadar chom-pàirt ann:

- Cha bu chòir dhut com-pàirt sam bith a ghabhail ann an conaltradh poblach no aithris phoblach sam bith a dhèanamh mun phròiseact seo mur eil thu gu dìreach a' riochdachadh bheachdan agus ùidhean Bhòrd na Gàidhlig
- Tha dleastanas dìomhaireachd agad an-còmhnaidh a tha cudromach os cionn gach nì
- Ma dh'atharraicheas cùisean (agus/no beachdan phearsanta), bu chòir dhut fios a thoirt don Oifigear Gèillidh cho luath 's a ghabhas agus
- Thathar a' sùileachadh gun coilean an luchd-obrach uile an dleastanas air fad do, agus gun riochdaich iad beachdan, Bhòrd na Gàidhlig ann an dòigh chothromach agus neo-phàirteil. Le bhith a' dèanamh nì sam bith eile chan e a-mhàin gum biodh sin mar strì eadar chom-pàirtean, bhiodh e dualtach a bhith na chùis smachdachaidh.

Ma thathar a' meas nach eil strì eadar chom-pàirt agad, bu chòir do Bhòrd na Gàidhlig dlùth aire a thoirt don t-suidheachadh gus dèanamh cinnteach gu bheil cothromachd a' leantainn

In such cases, it is helpful to have an honest and frank discussion with the Head of Finance and Corporate Affairs at an early stage. If you believe that your objectivity is impaired, you should exclude yourself from discussions and decisions in relation to this matter in accordance with this Conflict of Interest Policy.

However, if you believe your objectivity would not be impaired, then there is no justifiable case for excluding you from the decision-making process.

Irrespective of whether or not there is deemed to be a conflict of interest:

- You should take no part in any public discussions or make any public statement in relation to this project unless you are directly representing the views and interests of Bòrd na Gàidhlig
- You always have a duty of confidentiality which is paramount
- If circumstances (and/or personal views) change, you should inform the Compliance Officer as soon as possible and
- All staff are expected to fully discharge their duty to, and represent the views of, Bòrd na Gàidhlig in a fair, objective and impartial manner. To do anything other than this would not just be a conflict of interest issue, it would, in all probability, be a disciplinary matter.

If you are deemed not to have a conflict of interest, Bòrd na Gàidhlig should monitor the situation closely to ensure that objectivity continues to be demonstrated in practice.

air adhart sa chur an gnìomh. Is dòcha gum feum seo tuilleadh stiùireadh bhon Cheannard, Ceann an Ionmhas is Cùisean Corporra agus/no an sreath-stiùiriche.

This may require some additional oversight on the part of the Chief Executive, Head of Finance and Corporate Affairs and/or line manager.

Clàradh Chom-pàirtean

Registration of interests

10 Ciamar a chlàras mi mo chom-pàirtean?

How do I register my interests?

Tha clàr chunbhalach chom-pàirtean ann le notaichean stiùiridh na chois. Is e an t-Oifigear Gèillidh, a bhios a' cumail agus ag ùrachadh clàr nan com-pàirtean airson buill agus luchd-obrach a' Bhùird, am prìomh neach airson adhbharan fiosrachaidh (ma dh'fheumas tu d' inntig ùrachadh sa Chlàr Chom-pàirtean tron bhliadhna.)

There is a standard registration of interests form with guidance notes. The Compliance Officer, who maintains and updates the register of interests for Board members and staff, is the key contact for notification purposes (if you need to update your entry in the Register of Interests during the year)

11 Dè cho tric 's a dh'fheumas mi an inntig agam anns a' Clàr Chom-pàirtean ùrachadh?

How often do I need to update my entry in the Register of Interests?

Bu chòir do bhuill agus luchd-obrach a' Bhùird an inntig ùrachadh sa Chlàr Chom-pàirtean a h-uile bliadhna. Ach, bu chòir com-pàirtean ùra sam bith no atharrachaidhean air com-pàirtean a bhith air an toirt gu aire an Oifigear Gèillidh taobh a-staigh **aon mhios** den chom-pàirt ùr/atharrachadh tòiseachadh.

Board members and staff should update their entry in the Register of Interests annually. However, any new interests or changes to interests must be brought to the attention of the Compliance Officer within **one month** of the new interest/change occurring.

12 Am feum mi sùim mo chom-pàirt a chlàradh (me co-dhioladh no earrannan ann an gnothachas)?

Do I have to register the amount of my interest (e.g. remuneration or shareholding in a business)?

Chan fheum. Cha leig thu a leas luach com-pàirt sam bith a chlàradh ach dìreach ainm agus nàdar na buidhne sa bheil an com-pàirt air a chumail.

No. You do not have to register the value of any interest but rather the name and nature of the organisation in which the interest is held.

13 Am feum mi com-pàirtean mo theaghlach no mo charaidean a chlàradh?

Do I have to register the interests of my family or friends?

Chan fheum. Cha leig buill agus luchd-obrach a' Bhùird a leas clàradh ach com-pàirtean dìreach (pearsanta), ged as dòcha gun clàr iad gu saor-thoileach com-pàirtean neo-dhìreach. Ach, feumaidh tu na com-pàirtean sin fhoillseachadh mar a bhios iad ag èirigh agus gnìomh a choileanadh a rèir a' Phoileasaidh Strì eadar Com-pàirtean seo.

No. Board members and staff are only required to register direct (personal) interests, although they may voluntarily register indirect interests. In any event, you must declare these interests as and when they arise and take action in line with this Conflicts of Interest Policy.

- 14 **A bheil an Clàr Chom-pàirtean ri fhaotainn gu poblach?** **Is the Register of Interests publicly available?**
- Tha com-pàirtean buill a’ Bhùird agus buill an Sgioba Ceannardais air am foillseachadh air làrach-lìn Bhòrd na Gàidhlig agus rim faotainn gu poblach. Chan eil com-pàirtean luchd-obrach eile air am foillseachadh air an làrach-lìn.
- The interests of Board members and members of the Leadership Team are published on the Bòrd na Gàidhlig website and are publicly available. The interests of other staff are not published on the website.
- Foillseachadh chom-pàirtean** **Declaration of interests**
- 15 **Ciamar a thig mi gu co-dhùnadh a bheil com-pàirt mòr gu leòr airson a bhith air fhoillseachadh?** **How do I decide whether an interest is significant enough to declare?**
- Ann a bhith a’ beachdachadh a bheil an com-pàirt cudromach, bu chòir dhut beachdachadh, chan e a-mhàin an toir e buaidh ortsa ach an faiceadh ball dhan phoball le eòlas air na firinnean iomchaidh, an com-pàirt mar a bhith cho cudromach agus gun toireadh e claon-bhàidh air do chonaltradh no do cho-dùnadh. Is e seo an ‘sealladh poblach’ no an deuchainn ‘cothromach’
- In considering whether an interest is significant, you should consider not only whether you might be influenced but also whether a member of the public, with knowledge of the relevant facts, would reasonably regard the interest as so significant that it is likely to prejudice your discussion or decision making. This is the ‘public perception’ or ‘objective’ test
- Tha com-pàirtean ionmhasail prima facie **cudromach** mur a measadh neach reusanta an com-pàirt cho ‘suarach no fada air falbh’ is nach toireadh e buaidh ort.
- Financial interests are prima facie **significant** unless a reasonable person would consider the interest so ‘insignificant or remote’ that you would not be influenced by it.
- 16 **A bheil e gu leòr foillseachadh a dhèanamh ann am briathran?** **Is a verbal declaration of interest sufficient?**
- Chan eil. Bu chòir com-pàirt gu h-àbhaisteach a bhith air a dhèanamh ann an sgrìobhadh agus bu chòir lethbhreac a bhith air a chur chun Oifigeir Gèillidh.
- No. A declaration of interest should normally be in writing and a copy of the notification should be sent to the Compliance Officer.
- Dh’fhaodadh e a bhith iomchaidh com-pàirt fhoillseachadh ann am briathran aig coinneamh ach dh’fheumadh tu dèanamh cinnteach gu bheil cunntas mun fhoillseachadh agus an gnìomh a ghabh àite an dèidh sin (me a’ fàgail an t-seòmair) anns na gearr-chunntasan no clàr sam bith eile den choinneimh.
- It may be appropriate to declare an interest verbally at a meeting but you need to ensure the declaration and subsequent action taken (i.e. leaving the room) is contained in the minutes or other record of the meeting.

- 17 Am feum mi com-pàirtean charaidean fhoillseachadh? Do I have to declare the interests of friends?**
- Tha e a rèir dè cho dlùth 's a tha an càirdeas agus an ìre gum b' urrainn co-dhùnaidhean no gnìomhan Bhòrd na Gàidhlig buaidh a thoirt orra gu dìreach no gu mòr. Tha am mìneachadh den fhacal 'caraid' airson adhbharan a' Phoileasaidh Strì eadar Com-pàirtean aig Bòrd na Gàidhlig a' ciallachadh neach aig a bheil (1) dlùth chàirdeas agus/no dlùth dhàimh riut; no (2) tha comann sòisealta agaibh tric; no (3) tha dèiligidhean air a bhith agaibh, a dh'fhaodadh strì eadar com-pàirt adhbharachadh.
- It depends on the closeness of the relationship and the extent to which Bòrd na Gàidhlig decisions or activities could directly or significantly affect them. The definition of a 'friend' for the purposes of Bòrd na Gàidhlig's Conflict of Interest Policy would be someone with whom you (1) have a longstanding and/or close relationship; or (2) socialise with regularly; or (3) have had dealings with, which may create a conflict of interest.
- 18 A bheil e dha-riribh cothromach sùileachadh gum bi fios agamsa air com-pàirtean gnothachais msaa bhuill an teaghlaich agam agus dlùth charaidean? Is it really fair to expect me to know all of the business etc. interests of my family members and close friends?**
- Chan eil. Ach, tha Bòrd na Gàidhlig a' sùileachadh gum bi gach ball agus neach-obrach aig Bòrd na Gàidhlig gan giùlain fhèin gu treibhdhireach, a bhith dìcheallach (far a bheil e iomchaidh) agus gnìomh iomchaidh a choileanadh a uair a thig strì eadar com-pàirt chun aire a tha a' gabhail a-steach buill teaghlaich no dlùth charaidean.
- No. However, Bòrd na Gàidhlig expects all Board members and staff members to act honestly, exercise due diligence (where appropriate) and take appropriate action when they become aware of a conflict of interest involving family members or close friends.
- 19 Tha mi a' creidsinn nach toir an com-pàirt agamsa buaidh air mo cho-dhùnadh no air mo gnìomhan ann an dòigh shònraichte – nach e sin an rud a tha a' cunntadh? I believe that my interest will not influence my decision or actions in a particular matter – is that not what really counts?**
- Tha e riatanach gum bi làn mhisneachd aig a' gu bheil na co-dhùnaidhean air an gabhail ann an com-pàirt a' phobaill agus nach ann airson adhbhar sam bith eile. Ma thòisicheas am poball a' cur cist ann an treibhdhìreas Bhòrd na Gàidhlig, a luchd-obrach agus/no a phròiseasan co-dhùnaidh, adhbharaichidh seo milleadh cudromach air cliù na buidhne.
- It is essential that the public has complete confidence that decisions are taken in the public interest and not for any other reason. If the public starts to doubt the integrity of Bòrd na Gàidhlig, its staff and/or its decision-making processes, it will result in serious reputational damage to the organisation
- Is e sin as coireach gu bheil an deuchainn lèirsinn poblach cho cudromach agus nach eil am beachd agad fhèin - mu do chomas fhèin co-dhùnaidhean cothromach a dhèanamh ann an suidheachadh strì eadar com-pàirtean – cho cudromach.
- This is why the public perception test is so important and what you think - about your own ability to make objective decisions in a conflict of interest scenario – is less relevant.

- 20 **Am feum mi strì eadar com-pàirt fhoillseachadh mur eil buannachd no call ionmhasail na lùib?** **Do I need to disclose a conflict of interest if there is no financial benefit or loss involved?**

Feumaidh, ged a tha com-pàirtean ionmhasail nan raon riosg air leth àrd, tha strì eadar com-pàirtean a' dèiligeadh ri raon de ghnìomhan a tha nas fharsainghe na uallaichean ionmhasail. Mar sin, bu chòir a bhith a' gabhail a-steach dàimhean pearsanta, faireachdainnean agus càirdeasan a bhiodh ann an sùilean neach-amhairc reusanta, cothromach coltach buaidh a thoirt air do bhreithneachadh.

Yes, although financial interests are a particularly high risk area, conflicts of interest cover a range of activities that is wider than financial concerns. Consequently, any personal relationships, emotions and associations that would, in the eyes of the reasonable, objective observer, be likely to influence your judgement should also be taken into account.

A' rianachd strì eadar com-pàirtean

Managing conflicts of interest

- 21 **Tha mi an-dràsta (a) nam bhall de, (b) ann an dreuchd (me Neach-gairm, Ionmhasair) ann am buidheann on taobh a-muigh a bhios a' faighinn maoinachadh bho Bhòrd na Gàidhlig - ciamar a tha am Poileasaidh seo a' toirt buaidh ormsa mar neach-obrach?** **I am currently (a) a member of, (b) an office-holder (e.g. Convener, Treasurer) in, an outside organisation that receives grant funding from Bòrd na Gàidhlig – how does this Policy affect me as a staff member?**

(a) Cho fad 's gu bheil thu air an com-pàirt seo a chlàradh agus nach eil thu a' gabhail gnothach sam bith ri tar-ghnìomh eadar Bòrd na Gàidhlig agus am buidheann seo (me iarrtas airson tabhartas), chan eil duilgheadas sam bith ann

(a) As long as you have registered this interest and avoid any involvement in any transaction conducted between Bòrd na Gàidhlig and this organisation (e.g. a grant application), there is no problem

Mar ann an (a) cha bu chòir dhut a bhith an sàs ann an tar-ghnìomh sam bith co-cheangailte ris ach cuideachd ...tha riosg nas motha ann a thaobh cliù Bhòrd na Gàidhlig san t-suidheachadh seo leis gu bheil buannachd aig a' bhuidhinn seo thar thagraichean eile seach gu bheil thusa mar neach-obrach aig Bòrd na Gàidhlig. Is dòcha gum bi suidheachaidhean air leth sònraichte ann a leigeas leat leantainn air adhart ann an dreuchd sa bhuidhinn ach tha e cudromach gun tèid conaltradh a chumail le, agus gun tèid aontachadh ris, leis an Ceann an Ionmhas is Cùisean Corporra agus Ceannard Bhòrd na Gàidhlig.

As per (a), you should have no involvement in any related transaction but also... there is clearly a greater risk to the reputation of Bòrd na Gàidhlig in this case due to the perception that this organisation has an advantage over other applicants due to having you on the staff of Bòrd na Gàidhlig. There may be exceptional circumstances which will allow you to continue to hold an office-bearer position in the organisation but it is important that your involvement is discussed with and approved by the Head of Finance and Corporate Affairs and the Chief Executive of Bòrd na Gàidhlig.

Ach, ann an cùis far a bheil riosg cliù Bhòrd na Gàidhlig cho cruaidh no a tha an strì eadar com-pàirt air a mheas a bhith a' toirt droch bhuaidh air do chomas a bhith a' dèanamh d' obair gu

However, in a case where the reputational risk to Bòrd na Gàidhlig is so severe or the conflict of interest is deemed to be adversely affecting your ability to carry out your work

riarachail, tha an còir aig a' Cheannard iarraidh ort tarraing air ais/an dreuchd seo a leigeil dhìot.

satisfactorily, the Chief Executive has the right to insist that you withdraw/resign from the position in question.

A' Briseadh a' Phoileasaidh Strì eadar Com-pàirtean

Breaching the Conflicts of Interest Policy

- 22 **Tha mi mothachail gu bheil strì eadar com-pàirtean aig co-obraiche agus nach eilear a' dèiligeadh ris a rèir Poileasaidh Strì eadar Com-pàirtean Bhòrd na Gàidhlig. Ciamar a bu chòir dhomh dèiligeadh ris an t-suidheachadh leibideach seo?**

I am aware that a colleague has a conflict of interest and is not dealing with it in accordance with Bòrd na Gàidhlig's Conflicts of Interest Policy. How should I handle this awkward situation?

A rèir nan suidheachaidhean agus cruas na cùise, dh'fhaodadh tu an gnothach a thoirt gu aire do cho-obrach no a thogail leis an sreath-stiùiriche agad no leis an Ceann an Ionmhas is Cùisean Corporra. Ma tha am briseadh cho dona is gum faod e a bhith air a mheas mar eucoir, tha an roghainn agad poileasaidh agus modh-obrach innseireachd Bhòrd na Gàidhlig a chleachdadh.

Depending on the circumstances and severity of the issue, you could bring the matter to your colleague's attention or raise it with your line manager or the Head of Finance and Corporate Affairs. If the breach is so serious that it might constitute a criminal offence, you have the option of using Bòrd na Gàidhlig's whistleblowing policy and procedure.

- 23 **Am bi mi ann an trioblaid mur a dèilig mi ri strì eadar com-pàirt a rèir Poileasaidh Strì eadar Com-pàirtean Bhòrd na Gàidhlig.**

Will I be in trouble if I do not handle a conflict of interest in accordance with Bòrd na Gàidhlig's Conflicts of Interest Policy?

Bidh. Is dòcha gum bi e air a mheas mar chùis smachdachaidh, no ann an cuid de chùisean mar eucoir mura (1) foillsich thu com-pàirt iomchaidh; (2) gabh thu ceum a rèir stiùireadh Bhòrd na Gàidhlig gus fuasgladh no dèiligeadh ri strì eadar com-pàirt; agus/no (3) briseadh gin sam bith de phrìomh sholaran Poileasaidh Strì eadar Chom-pàirtean Bhòrd na Gàidhlig.

Yes, it may constitute a disciplinary offence or, in some cases, a criminal offence if you (1) do not disclose a relevant interest; (2) do not take action as directed by Bòrd na Gàidhlig to resolve or handle a conflict of interest; and/or (3) breach any of the key provisions of Bòrd na Gàidhlig's Conflicts of Interest Policy.

- 24 **Dè na peanasan a dh'fhaodadh a bhith ann?**

What are the possible penalties?

Faodaidh peanasan a bhith a' dol bho ghnìomh smachdachaidh a bhios a' gabhail a-steach crìoch air cosnadh gu cisean agus prìosan (far a bheil am briseadh a' gabhail a-steach eucoir). A thaobh buill a' Bhùird faodaidh briseadh leantainn air adhart gu sgrùdadh leis a' Choimiseanair airson Bhun-thomhasan Beusail fon Chòd Giùlain reachdail a dh'fhaodadh leantainn gu smachd-bhannan a bhith air an

Penalties can range from disciplinary action including termination of employment to fines and imprisonment (where a breach constitutes a criminal offence). For Board members, a breach may lead to an investigation by the Ethical Standards Commissioner under the statutory Code of Conduct potentially leading to sanctions being imposed by the Standards Commission for Scotland.

cur an gnìomh le Coimisean Bun thomhasan na
h-Alba.

Document Control

Dreach <i>Version Number</i>	Adhbhar/Atharrachadh <i>Purpose/Change</i>	Ùghdar <i>Author</i>	Ceann-là <i>Date</i>
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Poileasaidh airson Strì eadar Com-pàirtean
Conflicts of Interest Policy

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1 RO-RÀDH AGUS CÙL-FHIOSRACHADH

INTRODUCTION AND BACKGROUND

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Cùl-fhiosrachadh

Background

Tha àrd-dhùilean aig a’ phoball air buill Bùird agus luchd-obrach Bhòrd na Gàidhlig agus an dòigh anns am bu chòir dhaibh a bhith gan giùlain fhèin ann a bhith a’ coileanadh an dleastanasan. Tha Bòrd na Gàidhlig a’ sùileachadh gum bi modh-giùlain buill agus luchd-obrach a’ Bhùird gun choire sam bith.

The public have high expectations of the Board members and staff of Bòrd na Gàidhlig and the way in which they should conduct themselves in undertaking their duties. Bòrd na Gàidhlig expects the conduct of its Board members and staff to be above reproach.

Tha Achd Inbhean Eiticeil sa Bheatha Phoblach is msaa (Alba) 2000 a’ cur an cèill naoi prionnsapalan giùlain coitcheann air a bheil beatha phoblach ann an Alba stèidhichte agus a tha aig teis-mheadhan mar a tha Bòrd na Gàidhlig a’ stiùireadh a ghnòthachais. Tha na Naoi Prionnsapalan sin (a tha air am mineachadh aig [Leas-phàipear 1 Coimisean Bunthomhasan na h-Alba](#)) mar a leanas:

The Ethical Standards in Public Life etc. (Scotland) Act 2000 sets out nine general principles of conduct which underpin public life in Scotland and are central to how Bòrd na Gàidhlig conducts its business. These Nine Principles (which are defined [at Annex 1 by the Standards Commission Scotland](#)) are as follows:

- Dleastanas
- Neo-fhèinealachd
- Ionracas
- Cothromachd
- Cunntachalachd agus Stiùbhartachd
- Fosgarrachd
- Trèibhdhìreas
- Ceannardas
- Spèis

- Duty
- Selflessness
- Integrity
- Objectivity
- Accountability and stewardship
- Openness
- Honesty
- Leadership
- Respect

Is e cùis a tha air leth cudromach agus mothachail a tha ann a bhith a’ dèiligeadh ri strì eadar com-pàirtean agus tha e air ainmeachadh gu sònraichte sa phrionnsapal ‘trèibhdhìreas’:

The handling of conflicts of interest is a particularly important and sensitive issue and is specifically referred to in the principle on ‘honesty’:

“Tha thu fo dhleastanas obrachadh le trèibhdhìreas. Feumaidh tu com-pàirt prìobhaideach sam bith a bhuineas do na dleastanasan poblach agad fhoillseachadh agus feuchainn ri còmh-strithean sam bith a dh’èireas fhuasgladh ann an dòigh a tha a’ dìon math a’ phobaill”

“You have a duty to act honestly. You must declare any private interests relating to your public duties and take steps to resolve any conflicts arising in a way that protects the public interest”

Còdan Giùlain airson Buill a’ Bhùird agus luchd-obrach

Codes of Conduct for Board Members and staff

Tha Còd Giùlain aig Bòrd na Gàidhlig airson Buill a’ Bhùird a tha stèidhichte air [Modail Còd Giùlain](#)

Bòrd na Gàidhlig has a Code of Conduct for Board Members which is based on the

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a chaidh fhoillseachadh le Riaghaltas na h-Alba ann an 2021~~14~~.

[Model Code of Conduct](#) published by the Scottish Government in [2021~~2014~~](#).

Tha Earrannan 4 agus 5 den Chòd Giùlain seo a' cur an cèill uallachaidhean buill a' Bhùird a thaobh clàradh agus foillseachadh chom-pàirt.

Sections 4 and 5 of this Code of Conduct set out the responsibilities of Board members in respect of the registration and declaration of interests.

Tha Poileasaidh Inbhean Còd Giùlain airson Luchd-obrach aig Bòrd na Gàidhlig (Ògmhios 2019) cuideachd a tha a' cur an cèill gum feum an luchd-obrach air fad:

Bòrd na Gàidhlig also has a Standards of Conduct Policy for Staff (June 2019) which states that all staff:

- “dèanamh cinnteach gu bheil strithean com-pàirt sam bith air an comharrachadh aig ìre thràth agus gu bheil gnìomh iomchaidh air a choileanadh gus am fuasgladh
- “dèanamh cinnteach nach mì-chleachd iad an suidheachadh ann am Bòrd na Gàidhlig gus an com-pàirtean prìobhaideach no feadhainn dhaoine eile a thoirt air adhart”

- “*must ensure that any possible conflicts of interest are identified at an early stage and appropriate action is taken to resolve them*”
- “*must not misuse their position in Bòrd na Gàidhlig to further their private interests or those of others*”

Dè a tha ann an strì eadar com-pàirtean?

What is conflict of interest?

Tha strì eadar com-pàirtean mar strì eadar dleastanas poballach agus com-pàirt prìobhaideach ball no neach-obrach Bùird far am faodadh com-pàirt prìobhaideach aig neach buaidh neo-iomchaidh a thoirt air coileanadh a d(h)leastanasan poblach agus uallaichean a thaobh Bòrd na Gàidhlig.

A conflict of interest is a conflict between the **public duty** and the **private interest** of a Board or staff member in which the individual's private interest could improperly influence the performance of his/her public duties and responsibilities to Bòrd na Gàidhlig.

Mar eisimpleir, ma bha neach-obrach air pannal agallaimh mar phàirt de dh'eacarsaich trusaidh agus gun robh aon den fheadhainn a bha a-staigh airson an t-suidheachaidh càirdeach dha/dhi, bhiodh strì eadar a d(h)leastanas poblach a thaobh Bòrd na Gàidhlig (an tagraiche a b' fheàrr a shuidheachadh) agus am miann nàdarra an dreuchd a thoirt do chuideigin a bha càirdeach dha/dhi (com-pàirt prìobhaideach).

For example, if a member of staff was on an interview panel as part of a recruitment exercise and one of the applicants for the position was a relative, he/she would have a conflict between his/her public duty to Bòrd na Gàidhlig (to appoint the best candidate) and their nature desire to give the job to their relative (private interest).

Carson a dh'fheumas sinn Poileasaidh airson Strì eadar Com-pàirtean?

Why do we need A Conflicts of Interest Policy?

Thathas a' tuigsinn gum faodadh ceangalan dlùth a bhith aig buill a Bhùird agus luchd-obrach ri daoine agus buidhnean a tha co-cheangailte ri obair Bòrd na Gàidhlig gu pearsanta neo tro

It is understood that Board members and staff may have close links with individuals and organisations who are affiliated with the work of Bòrd na Gàidhlig either

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chàch. Ach, tha sùileachadh soilleir bho Riaghaltas na h-Alba, riaghlaidhean (m.e. Coimisean Bun-thomhasan na h-Alba, Buidheann Sgrùdaidh na h-Alba) agus, agus nas cudromaiche buileach, am poball, gu bheil Bòrd na Gàidhlig a' dèiligeadh ri strithean com-pàirt a bhios ag èirigh ann an dòigh chumseach, fosgailte agus onaireach agus ann an dòigh a bhios a rèir nan inbhean as àirde de ghiùlain gnothachais. Tha coimhearsnachd luchd-labhairt na Gàidhlig an ìre mhath beag agus dlùth agus faodar a bhith a' sùileachadh gum bi dlùth cheanglaichean aig buill agus luchd-obrach a' Bhùird ri mòran dhaoine fa leth agus bhuidhnean san earrann gu pearsanta no tro chàirdean no charaidean. Ach, tha sùileachadh soilleir bho Riaghaltas na h-Alba, riaghlaidhean (m.e. Coimisean Bun-thomhasan na h-Alba agus Buidheann Sgrùdaidh na h-Alba) agus nas cudromaiche buileach, am poball gu bheil Bòrd na Gàidhlig a' dèiligeadh ri strithean com-pàirt a bhios ag èirigh ann an dòigh chumseach, fosgailte agus fhollaiseach agus ann an dòigh a bhios a rèir nan inbhean as àirde de ghiùlain gnothachais.

Ged a tha uallach **pearsanta** air gach ball agus neach-obrach a' Bhùird a bhith a' glèidheadh an Còd Giùlain (fa leth), tha uallach **chorporra** cuideachd air Bòrd na Gàidhlig a bhith a' tabhann comhairle agus stiùireadh do gach ball agus neach-obrach aig a' Bhòrd gus dèanamh cinnteach, ann a bhith a' coileanadh an dreuchdan, gu bheil iad a' dol a rèir an lagh agus a' coileanadh an dleastanasan fon Chòd Giùlain. A thuilleadh air sin, tha dleastanas aig Bòrd na Gàidhlig gun a bhith a' cur buill agus luchd-obrach a' Bhùird ann an suidheachaidhean far am faod iad a bhith a' coinneachadh ri strì chom-pàirt a tha mòr (gu cinnteach no air a thoirt fa-near).

Mar phàirt de ullachaidhean riaghlachas chorporra Bhòrd na Gàidhlig, tha an sgrìobhainn seo a' cur an cèill ar Poileasaidh airson Strì eadar Com-pàirtean agus na modhan-obrach a dh'fheumas buill agus luchd-obrach a' Bhùird a leantainn an uair a dh'èireas suidheachadh strì eadar chom-pàirtean.

personally or through others. However, there is a clear expectation from the Scottish Government, regulators (e.g. the Standards Commission for Scotland, Audit Scotland) and, most importantly, the public, that Bòrd na Gàidhlig manages any conflicts of interests that arise fairly, openly and honestly and in a manner that adheres to the very highest standards of business conduct.

The Gaelic-speaking community is relatively small and close knit and it is to be expected that Board members and staff will have close links with many individuals and organisations in the sector either personally or through relatives or friends. However, there is a clear expectation from Scottish Government, regulators (e.g. the Standards Commission for Scotland and Audit Scotland) and, most importantly, the public that Bòrd na Gàidhlig manages any conflicts of interests that arise fairly, openly and transparently and in a manner that adheres to the very highest standards of business conduct.

While all Board members and staff have a **personal** responsibility to observe their (respective) Code of Conduct, Bòrd na Gàidhlig also has a **corporate** responsibility to provide advice and guidance to all Board members and staff to ensure that, in discharging their roles, they comply with the law and fulfil their obligations under the Code of Conduct. In addition, Bòrd na Gàidhlig has a duty to avoid placing Board members and staff in positions where they may face a significant conflict of interest (actual or perceived).

As part of Bòrd na Gàidhlig's corporate governance arrangements, this document sets out our Conflicts of Interest Policy and the procedures to be followed by Board members and staff when a conflict of interest situation arises.

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Cò ris a tha am Poileasaidh seo a’ dèiligeadh?

Who does this Policy cover?

Tha am Poileasaidh seo a’ dèiligeadh ri:

This Policy applies to:

- Cathraiche agus buill Bhòrd na Gàidhlig (a’ gabhail a-steach luchd-co-thaghte air Comataidhean, Fo-chomataidhean no Buidhnean-obrach)

- The Chair and Board members of Bòrd na Gàidhlig (including any co-optees to Committees, Sub-Committees or Working Groups)

- Ceannard agus luchd-obrach Bhòrd na Gàidhlig

- The Ceannard and staff of Bòrd na Gàidhlig

- Luchd-obrach sealach air fad (a’ gabhail a-steach luchd-obrach buidhne agus fo-fhastaichean)

- All temporary staff (including agency staff and secondees)

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Dè a tha am Poileasaidh seo a’ dèiligeadh ris?

What does the Policy cover?

Tha am Poileasaidh seo a’ dèiligeadh ri còig phrìomh raointean:

This Policy covers five main areas:

- Na Prionnsapalan Stiùiridh againn ann a bhith a’ dèiligeadh ri strì eadar com-pàirtean

- Our Guiding Principles in handling conflicts of interest

- Clàradh chom-pàirtean

- Registration of interests

- Foillseachadh chom-pàirtean

- Declaration of interests

- Dèiligeadh ri strì eadar com-pàirtean air leth cunnartach

- Dealing with high risk conflicts of interest

- Tuilleadh comhairle agus stiùireadh a’ gabhail a-steach Ceistean a tha air am Faighneachd Tric

- Further advice and guidance including Frequently Asked Questions

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Tuilleadh comhairle agus stiùireadh

Further advice and guidance

Taobh a-staigh Bòrd na Gàidhlig, tha an t-~~Ofigear Inbhean~~~~Ofigear Gàidhlig~~ ~~Ceann an Ionmhas is Cùisean Corpòrrag~~ ~~gu mòr an urra ri bhith a’ toirt comhairle, stiùireadh agus taic do bhuill agus luchd-obrach a’ Bhùird mu mhìneachadh agus cur an cèill a’ Phoileasaidh seo.~~

Within Bòrd na Gàidhlig, the ~~Standards Compliance Officer~~~~Head of Finance and Corporate Affairs~~ is primarily responsible for providing advice, guidance and support to Board members and staff on the interpretation and application of this Policy.

~~Tha Earrann 6 den Phoileasaidh seo a’ tabhann tuilleadh fiosrachaidh mu dhreuchdan agus uallachaidhean an Ofigear Inbhean~~~~Ofigear Gàidhlig~~ agus an ~~Curaidh Strì eadar Chom-pàirtean.~~

~~Section 6 of this Policy provides more information on the roles and responsibilities of the Standards Compliance Officer and the Conflicts of Interest Champion.~~

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Ma tha ceistean sam bith agaibh mun Poileasaidh airson Strì eadar Com-pàirtean seo no ma tha comhairle a dhith oirbh mu chùis shònraichte, cuir fios chun ~~Oifigear Inbhean Oifigear Gàidhlig Ceann an Ionmhas is Cùisean Corporra, Shona NicIainnein air post-dealain aig shona@gaidhlig.scot no air an fhòn aig (01463) 725 293~~

If you have any queries in respect of this Conflicts of Interest Policy or need advice in relation to a specific case, please contact the ~~Standards Compliance Officer~~ ~~Head of Finance and Corporate Affairs, Shona MacLennan~~ by e-mail at ~~shona@gaidhlig.scot~~ or by telephone at ~~(01463) 725 293~~

2 AR PRIONNSAPALAN STIÙIRIDH ANN A BHITH A' DÈILIGEADH RI STRÌ CHOM-PÀIRTEAN

OUR GUIDING PRINCIPLES IN HANDLING CONFLICTS OF INTEREST

Deich Prionnsapalan Stiùiridh

Ten Guiding Principles

~~2.1~~ Ged a tha am Poileasaidh seo a' toirt comhairle agus stiùireadh do bhuill agus luchd-obrach a' Bhùird mun dòigh air a bhith a' dèiligeadh ri strì chom-pàirtean, chan urrainn dha dèiligeadh ris a h-uile suidheachadh a dh'fhaodadh èirigh. Tha Bòrd na Gàidhlig air deich Prionnsapalan Stiùiridh a chomharrachadh a bheir taic do bhuill agus luchd-obrach a' Bhùird mun dòigh air a bhith a' dèiligeadh ri strì chom-pàirtean ann an dòigh iomchaidh.

Although this Policy provides advice and guidance to Board members and staff on how to handle conflicts of interest, it cannot cover every conceivable situation that may arise. Bòrd na Gàidhlig has identified ten Guiding Principles which will assist Board members and staff to handle conflicts of interest appropriately.

~~2.2~~ Is iad na deich Prionnsapalan Stiùiridh sin (air am bu chòir dhut smaoinichadh an uair a bhios tu a' beachdachadh air strì chom-pàirt):

These ten Guiding Principles (which you should think about when considering a conflict of interest) are as follows:

1. **GABH UALLACH PHEARSANTA:** Is e d' uallach phearsanta dèanamh cinnteach gu bheil thu a' dol a rèir a' Phoileasaidh airson Strì eadar Com-pàirtean seo.

1. **TAKE PERSONAL RESPONSIBILITY:** It is your personal responsibility to ensure that you comply with this Conflicts of Interest Policy

2. **CUIR BÒRD NA GÀIDHLIG SA CHIAD ÀITE:** Is e a' chiad dleastanas a tha agad ùmhachd neo-roinnte a thoirt do Bhòrd na Gàidhlig agus do na daoine a tha e a' frithealadh an-còmhnaidh. Chan fhaod thu do dhleastanas a chur sìos fo na com-pàirtean prìobhaideachd agad agus chan fhaod thu do shuidheachadh oifigeil a chleachdadh gus na com-pàirtean agad fhèin no com-pàirtean on taobh a-muigh adhartachadh.

2. **PUT BÒRD NA GÀIDHLIG FIRST:** Your first duty is to give your undivided allegiance to Bòrd na Gàidhlig and the people it serves at all times. You must not subordinate your duty to private interests and you must not make use of your official position to further your own or outside interests

3. **BI FOSGAILTE AGUS FOLLAISEACH:** bi fosgailte agus follaiseach mu na com-pàirtean agad. Lìon a-steach d' inntirg air a' Chlàr Com-pàirtean a h-uile bliadhna, agus ùraich e an air a gheibh thu com-pàirtean ùra no ma dh'atharraicheas na com-pàirtean agad.

3. **BE OPEN AND TRANSPARENT:** Be open and transparent about your interests. Complete your entry on the Register of Interests annually, and update it as and when you accrue new interests or if your interests change

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4. THA LÈIRSINN PHOBLACH AIR LETH CUDROMACH: Ann a bhith a' beachdachadh a bheil an com-pàirt agad cudromach, feumaidh tu beachdachadh chan e a-mhàin an toir e buaidh ort fhèin ach am biodh ball den phoball, ann a bhith a' dèiligeadh ris gu reusanta, dhan bheachd gum faodadh tu a bhith air do ghluasad gu bhith a' tighinn gu co-dhùnadh ('an lèirsinn phoblach' no deuchainn 'neo-phàirteach').

5. MA THA STRÌ ANN, NA COM-PÀIRTICH: Far a bheil com-pàirt mhòr agad (dìreach no neo-dhìreach) ann am buidheann sam bith a bhios a' dèiligeadh ri Bòrd na Gàidhlig, bu chòir dhut an com-pàirt seo aideachadh agus gun pàirt sam bith a ghabhail sa mheasadh no sa phròiseas co-dhùnaidh¹¹ a thaobh na buidhne sin.

6. FOILLSICH COM-PÀIRT A H-UILE UAIR: Bu chòir dhut do strì chom-pàirt fhoillseachadh a h-uile turas a tha a' chùis ag èirigh agus na bi a' smaoinreachadh gu bheil daoine eile mothachail air.

7. THOIR FIOS: Leis gu bheil riosgan ann a thaobh cliù Bhòrd na Gàidhlig, bu chòir fiosrachadh mu riosgan iom-fhillte agus/no strì chom-pàirtean air leth mòr a bhith air an cur an sàs tron bhuidhinn (a' gabhail a-steach an t-~~Oifigear Inbhean Oifigear~~ Gèillidh Ceann an Ionmhas is Cùisean Corporra).

8. CLÀR A H-UILE NÌ: Bu chòir a h-uile nì co-cheangailte ris a' chùis a bhith clàraichte. Bu chòir do shlighe sgrùdaidh soilleir a bhith ann a dh'fhaodar a mheas nam biodh dùbhlann a' nochdadh

4. PUBLIC PERCEPTION REALLY MATTERS: In considering whether an interest is significant, you must consider not only whether you will be influenced but also whether a member of the public, acting reasonably, would think that you might be influenced in making a decision (the 'public perception' or 'objective' test)

5. IF CONFLICTED, PLAY NO PART: Where you have a significant interest (direct or indirect) in any organisation dealing with Bòrd na Gàidhlig, you should declare this interest and take no part in the appraisal or decision-making¹² process in relation to that organisation.

6. DECLARE EVERY TIME: You should declare your conflict of interest on each and every occasion that it arises and not assume that others are aware of it.

7. ESCALATE: Given the reputational risks to Bòrd na Gàidhlig, complex and/or very significant conflicts of interest should be escalated up through the organisation (including to the Standards Officer/Compliance Officer/Head of Finance and Corporate Resources).

8. DOCUMENT EVERYTHING: All correspondence relating to the handling of a conflict of interest should be documented. There should be a clear audit trail which will stand up to scrutiny in the event of any challenge

¹ Tha am briathar 'pròiseas co-dhùnaidh' a' gabhail a-steach daingneachadh a rinn am Bòrd air co-dhùnadh gun tàinig luchd-obrach no Comataidh

The term "decision-making process" includes the ratification by the Board of a decision taken by staff or a Committee

² Tha am briathar 'pròiseas co-dhùnaidh' a' gabhail a-steach daingneachadh a rinn am Bòrd air co-dhùnadh gun tàinig luchd-obrach no Comataidh

The term "decision-making process" includes the ratification by the Board of a decision taken by staff or a Committee

9. **GABH COMHAIRLE:** Mur eil thu cinnteach a bheil no nach eil an com-pàirt brìgheil no dè a bu chòir a bhith air a dhèanamh ann an suidheachadh sònraichte, gabh comhairle bho cho-obraiche eòlach, bhon t-sreath-stiùiriche agad, aAn t-Oifigear—InbheanOifigear Gèillidh—Ceann an Ionmhas is Cùisean Corporra.

10. **MA THA THU A' CUR TEAGAMH SAM BITH SA CHÙIS, BI FAICEALLACH!** Ma tha teagamh sam bith agad sa chùis, eadhoin an dèidh dhut fhaighinn, bi air leth faiceallach.

9. **TAKE ADVICE:** If you are unsure whether or not an interest is significant or what action to take in a given situation, take advice from an experienced colleague, your line manager, the Standards Compliance Officer—Head of Finance and Corporate Affairs.

10. **IF IN DOUBT, PLAY SAFE!** If in doubt, even after taking advice, you should err on the side of caution.

3 CLÀRADH CHOM-PÀIRTEAN

Dè an diofar a tha eadar clàradh agus foillseachadh chom-pàirtean?

~~3-1~~ Is e clàradh am pròiseas foirmeil a thaobh a bhith a' clàradh chom-pàirtean dìreach buill agus luchd-obrach a' Bhùird gach bliadhna (agus gan ùrachadh air bhun-stèidh leantainneach mar a bhios feum air). Tha foillseachadh air a dhèanamh an uair a bhios com-pàirtean ag èirigh bho là gu là ann an obair buill agus luchd-obrach a' Bhùird (me an uair a bhios eacarsaich tairgse a' gabhail àite).

A' cumail suas agus ag ùrachadh Clàr(an) nan Com-pàirtean

~~3-2~~ Bheir an t-Oifigear—InbheanOifigear Gèillidh stiùireadh seachad gach bliadhna mu na nithean a dh'fheumas a bhith air an clàradh:

Buill a' bhùird

- Feumaidh buill a' Bhùird air fad an com-pàirtean dìreach (pearsanta) a chlàradh gach bliadhna. Bu chòir com-pàirtean ùra no atharrachaidhean sam bith sna com-pàirtean a bhith air an toirt gu aire an Oifigear—InbheanOifigear Gèillidh taobh a-staigh mìos on bhios an com-pàirt ùr/an t-atharrachadh a' tachairt.
- Bidh an Clàr Chom-pàirtean a tha air a chumail airson gach ball den Bhòrd ri fhaotainn airson a sgrùdadh le iarraidh agus bidh e air làrach-lìn Bhòrd na Gàidhlig.

REGISTRATION OF INTERESTS

What is the difference between registration and declaration of interests?

Registration is the formal process of recording all the direct interests of Board members and staff on an annual basis (and updating them on an on-going basis as required). A declaration is made as and when interests arise during the day-to-day duties of Board members and staff (e.g. during a tendering exercise).

Maintaining and updating the Register(s) of Interests

The Standards Compliance Officer will issue guidance annually on what has to be registered:

Board members

- All Board members are required to formally register their own direct (personal) interests annually. Any new interests or changes to interests should be brought to the attention of the Standards Compliance Officer within one month .
- The Register of Interests held for all Board members will be made available for inspection on request and on the Bòrd na Gàidhlig website.

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- Bidh an t-Oifigear ~~Inbhean~~Oifigear Gàillidh a' cumail suas agus ag ùrachadh Clàr Chom-pàirtean buill a' Bhùird, a' dèanamh cinnteach gu bheil an làrach-lìn air ùrachadh gu tric agus mar am prìomh neach airson adhbharan fiosrachaidh.
- The ~~Standards-Compliance~~ Officer will maintain and update the Register of Interests for Board members, will ensure that the website is regularly updated and will be the key contact for notification purposes.

Luchd-obrach

- Feumaidh luchd-obrach Bhòrd na Gàidhlig air fad na com-pàirtean dìreach aca fhèin a chlàradh gach bliadhna. Bu chòir com-pàirtean ùra no atharrachaidhean sam bith sna com-pàirtean a bhith air an toirt gu aire an Oifigear ~~Inbhean~~Oifigear Gàillidh- taobh a-staigh mìos on bhios an com-pàirt ùr/an t-atharrachadh a' tachairt
- A thuilleadh air an Sgioba Stiùiridh, cha bhi com-pàirtean luchd-obrach air am foillseachadh air làrach-lìn Bhòrd na Gàidhlig
- Cumaidh an t-Oifigear ~~Inbhean~~Oifigear Gàillidh suas an Clàr Chom-pàirtean airson an luchd-obrach agus bidh an t-Oifigear ga ùrachadh agus mar am prìomh neach airson adhbharan fiosrachaidh

Staff

- All Bòrd na Gàidhlig staff are required to formally register their own direct interests annually. Any new interests or changes to interests must be brought to the attention of the ~~Standards-Compliance~~ Officer within one month of the new interest/change occurring
- Apart from the Leadership Team, the interests of staff will not be published on the Bòrd na Gàidhlig website
- The ~~Standards-Compliance~~ Officer will maintain and update the Register of Interests for staff and will be the key contact for notification purposes

Dè a dh'fheumas a bhith air a chlàradh?

~~3-3~~ Bu chòir na seachd seòrsan seo de chom-pàirtean a bhith air an clàradh:

What has to be registered?

The following seven categories of interests should be registered:

- **Tùsan co-dhiolaidh**
Tha ullachaidhean fastaidh no ullachaidhean cunnradail eile (ach a-mhàin le Bòrd na Gàidhlig) airson a bheil ball/neach-obrach a' faighinn co-dhioladh leis gu bheil e air fhastadh, ag obair air a cheann fhèin, ann an rèim, na stiùiriche, na chompanach ann an companaidh, no an sàs ann an obair-ciùird no proifeisean.
- **Sources of remuneration**
All employment or other contractual arrangements (other than with Bòrd na Gàidhlig) for which a Board/staff member receives remuneration by virtue of being employed, self-employed, holder of an office, a director of an undertaking, a partner in a firm, or undertaking a trade or profession
- **Gnothaichean co-cheangailte**
- **Related undertakings**

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Stiùireachasan de chompanaidh no fo-ghnothachas airson nach eilear a' faighinn pàigheadh.

Any directorships of a parent or subsidiary undertaking which are unremunerated

- **Cunraidhean**

Cunraidhean sam bith a tha aig ball/neach-obrach a' Bhùird (no buidheann sam bith sa bheil com-pàirt aige/aice) le Bòrd na Gàidhlig

- **Contracts**

Any contracts that a Board/staff member (or any organisation in which he/she has an interest) has with Bòrd na Gàidhlig

- **Taighean, fearann agus togalaichean**

Taighean, fearann agus togalaichean sam bith a tha le ball/neach-obrach a' Bhùird no còir sam bith eile a dh'fhaodadh a bhith cudromach do dh'obair agus gnìomhachd Bhòrd na Gàidhlig

- **Houses, land and buildings**

Any houses, land or buildings that a Board/staff member owns or has any other right to which may be significant to the work and operation of Bòrd na Gàidhlig

- **Earrannan agus tèarainteachdan**

Earrannan agus tèarainteachdan ann an companaidh no buidheann a dh'fhaodadh a bhith cudromach do dh'obair agus gnìomhachd Bhòrd na Gàidhlig

- **Shares and securities**

Shares or securities held in a company or organisation which may be significant to the work and operation of Bòrd na Gàidhlig

- **Tiodhlacan agus aoigheachd**

Tiodhlacan no aoigheachd sam bith a gheibhear

- **Gifts and hospitality**

Any gifts or hospitality received³

- **Com-pàirtean neo-ionmhasail**

Com-pàirtean neo-ionmhasail sam bith a dh'fhaodadh a bhith cudromach do dh'obair agus gnìomhachd Bhòrd na Gàidhlig (faic barrachd fiosrachadh gu h-ìosal)

- **Non-financial interests**

Any non-financial interests that may be significant to the work and operation of Bòrd na Gàidhlig (see further information below)

3.4 Cha leig buill agus luchd-obrach a' Bhùird a leas clàradh luach com-pàirt sam bith ach dìreach ainm agus nàdar na buidhne sa bheil an com-pàirt aca.

Board members and staff do not have to register the value of any interest but rather the name and nature of the organisation in which the interest is held.

3.5 Is dòcha gum bi **com-pàirtean neo-ionmhasail** cudromach aig buill agus luchd-obrach a' Bhùird agus tha e a' cheart cho cudromach gum bi com-pàirtean iomchaidh mar ballrachd no dreuchdan ann am buidhnean poblach, carthannasan, clubaichean, comainn agus buidhnean mar

Board members and staff may have significant **non-financial interests** and it is equally important that relevant interests such as membership or holding office in public bodies, charities, clubs, societies and organisations such as trades unions are registered and described.

³ A thuilleadh air tiodhlacan no aoigheachd a tha air an cur sìos mar a bhith air am fàgail a-mach sa phoileasaidh Tiodhlacan agus Aoigheachd
Other than gifts or hospitality falling within the exceptions set out in the Gifts and Hospitality policy

aoaidhean ciùird air an clàradh agus am mineachadh.

- 3-6** Sa cho-theacsa seo, is e com-pàirtean neoinmhasail feadhainn a dh'fhaodadh buill den phoball a bhith gu reusanta a' smaoinichadh gun toireadh seo buaidh air gnìomhan no co-dhùnaidhean ball/neach-obrach de Bhòrd. In this context, non-financial interests are those which members of the public might reasonably think could influence the actions or decision making of a Board/staff member.

Dè mu dheidhinn com-pàirtean buill teaghlach? What about the interests of family members?

- 3-7** Cha leig buill agus luchd-obrach a' Bhùird a leas clàradh ach com-pàirtean (pearsanta) dìreach ach faodaidh iad gu **saor-thoileach** com-pàirtean neo-dhìreach a chlàradh. Is iad na com-pàirtean neo-dhìreach as cumanta a dh'fhaodadh a bhith ann com-pàirtean buill a tha an dlùth chàirdeas teaghlach Board members and staff are only required to register direct (personal) interests but may **voluntarily** register indirect interests. The most common indirect interests are likely to be the interests of close family members

- 3-8** Tha dlùth chàirdeas teaghlach air a mhìneachadh san Aithris Ionmhasail Inbhe 8 mar "na buill teaghlach no feadhainn a tha a' fuireach san aon dachaigh, a dh'fhaodadh a bhith a' toirt buaidh, no a bhith fo bhuaidh, an neach sin nan dèiligidhean ri (Bòrd na Gàidhlig)." Thathar airson gabhail a-steach co-dhiù na càirdean sin a tha air an comharrachadh mar 'dlùth chàirdean', me cèile, pàirtear, leanabh, bràthair, piuthair, agus cèile/pàirtear neach sam bith dhiubh sin. Close family is defined in Financial Reporting Standard 8 as "*those family members, or members of the same household, who may be expected to influence, or be influenced by, that person in their dealings with [Bòrd na Gàidhlig].*" It is intended to include at least those relatives identified as 'immediate family', i.e. spouse, live-in partner, parent, child, brother, sister and the spouses/partners of any of these.

- 3-9** Ma tha com-pàirtean neo-dhìreach air an clàradh, cha bu chòir dhaibh a bhith air am foillseachadh ach am fiosrachadh a chleachdadh gus luchd-obrach iomchaidh a dhèanamh mothachail air strì eadar chom-pàirtean a dh'fhaodadh a bhith ann agus cothrom a thoirt do Bhòrd na Gàidhlig a bhith a' rianachd gu forghnìomhach strì eadar chom-pàirtean a dh'fhaodadh èirigh. If indirect interests are registered, they should not be published but the information used to alert relevant staff to potential conflicts of interest and to enable Bòrd na Gàidhlig to proactively manage any conflicts of interest that might arise

- 3-10** Eadhoin ged nach deigheadh com-pàirtean neo-dhìreach a chlàradh, bu chòir dhaibh a bhith air am foillseachadh uair sam bith a thachras iad. Even if indirect interests are not registered, they should be declared as and when they arise.

4 FOILLSEACHADH CHOM-PÀIRTEAN DECLARATION OF INTERESTS

Dè a tha ann an com-pàirt a bu chòir fhoillseachadh? What is a declarable interest?

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- 4.1** Tha misneachd phoblach ann am Bòrd na Gàidhlig an urra ri e a bhith air a thuigsinn gu bheil co-dhùnaidhean air an dèanamh a chum math a' phobaill agus chan ann airson adhbhar sam bith eile. Cha bu chòir do bhuill agus luchd-obrach a' Bhùird a bhith an sàs ann am pròiseas co-dhùnaidh sam bith mur eil e comasach dhaibh cothromachd a dhearbhadh.
- Public confidence in Bòrd na Gàidhlig depends on it being clearly understood that decisions are taken in the public interest and not for any other reason. Board members and staff should only play a role in any decision-making process if they can demonstrate objectivity.
- 4.2** Ann a bhith a' beachdachadh am bu chòir com-pàirt fhoillseachadh, feumaidh neach beachdachadh chan e a-mhàin am bi buaidh aige air no oirre ach cuideachd am biodh neach reusanta sam bith dhan bheachd gum biodh buaidh aig seo air no oirre. Is e an deuchainn "am biodh neach den phoball, le eòlas air na nithean iomchaidh, den bheachd gun robh an com-pàirt cho cudromach is gun toireadh e claon-bhreith air do chonaltradh no air a' phròiseas co-dhùnaidh (an 'sealladh poblach' no an deuchainn 'cothromach')"
- In considering whether an interest is declarable, an individual must consider not only whether he or she will be influenced but also whether any reasonable person would think that he or she might be influenced. The test is "whether a member of the public, with knowledge of the relevant facts, would reasonably regard the interest as so significant that it is likely to prejudice your discussion or decision making (the 'public perception' or 'objective' test)".
- 4.3** Dh'fhaodadh com-pàirtean a bhith ionmhasail no neo-ionmhasail ach tha riosg sònraichte ann a thaobh com-pàirtean **ionmhasail**. Ann an cùis com-pàirt ionmhasail, bithear dhan bheachd gu bheil an com-pàirt cudromach agus gum bu chòir dhan bhall/neach-obrach Bùird a tha sa chòmhsri a thighinn air falbh bho bhith a' cluich pàirt sam bith sa phròiseas (a' gabhail a-steach co-dhùnaidhean sam bith a thèid a ghabhail agus daingneachadh sam bith a thèid a dhèanamh). Ach, chan e seo a' chùis far a bheil an com-pàirt cho fada air falbh no cho suarach is nach biodh neach reusanta sam bith dhan bheachd gun adhbhraicheadh e claon-bhreith sam bith dhut.
- Interests may be financial or non-financial but there is a particular risk in respect of **financial** interests. In the case of a financial interest, there will be a presumption that the interest is significant and that the conflicted Board/staff member should withdraw from playing any part in the process (including any decisions to be taken and ratification of same). However, this is not the case where the interest is so remote or insignificant that a reasonable person would not consider that it is likely to prejudice you.
- 4.4** Bu chòir do bhuill agus luchd-obrach a' Bhùird a bhith mothachail air suidheachaidhean an uair a bhiodh e iomchaidh com-pàirtean buntainneach fhoillseachadh a tha aig dlùth theaghlach, dlùth charaidean no dlùth eòlaichean (com-pàirtean neo-dhireach). Tha dlùth theaghlach a' gabhail a-steach cèile, pàirtear, pàrant, leanabh, bràthair, piuthar agus cèile/pàirtear gin dhiubh sin.
- Board members and staff should also be aware of situations when it would be appropriate to declare relevant interests of close family, close friends or close associates (indirect interests). Close family includes spouse, live-in partner, parent, child, brother, sister and the spouses/partners of any of these.

Dè a' bhuaidh a tha aig a bhith a' clàradh com-pàirt chudromach?

What is the effect of declaring a significant interest?

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|--|---|
| <p>4.5</p> <ul style="list-style-type: none"> • Far a bheil com-pàirt chudromach ann, dìreach no neo-dhireach, bithear an-còmhnaidh a’ meas gum bi cothromachd air a mhilleadh. Is e seo an suidheachadh a bhios ann a dh’aindeoin dè an seòrsa buidheann sa bheil com-pàirt aig ball/neach-obrach Bùird (me earrann phrìobhaideach, earrann phoblach, buidheann saor-thoileach no coimhearsnachd). | <ul style="list-style-type: none"> • Where a significant interest exists, either direct or indirect, objectivity will always be assumed to be impaired. This will be the case irrespective of the category of the organisation that a Board/staff member has the interest in (e.g. private sector, public sector, voluntary or community organisation). |
| <p>4.6</p> <ul style="list-style-type: none"> • Far a bheilear a’ meas gu bheil com-pàirt chudromach aig neach, bu chòir dha/dhi an com-pàirt seo fhoillseachadh agus gun a bhith an sàs sa chonaltradh, sa cho-dhùnadh no ann a bhith a’ daingneachadh a’ cho-dhùnaidh. Tha seo cuideachd a’ gabhail a-steach: <ul style="list-style-type: none"> • Gun a bhith an làthair aig an earrann iomchaidh de Bhòrd, Chomataidh no choinneamh eile • Gun a bhith a’ faighinn phàipearan iomchaidh (a’ gabhail a-steach gearr-chunntasan). Ma chaidh pàipearan fhaighinn gun fhiosta, bu chòir dhaibh a bhith air an tilleadh air fad aig a’ chiad chothrom • Gun a bhith a’ faighinn puist-dealain iomchaidh no pàipearan-sgrìobhte sam bith eile • Gun a bhith a’ cleachdadh a s(h)uidheachadh gus feuchainn ri buaidh a thoirt air co-dhùnadh ann an dòigh neo-iomchaidh le bhith, mar eisimpleir, a’ faighneachd no a’ stiùireadh neach eile gu bhith a’ riochdachadh a c(h)om-pàirtean no bheachdan aig coinneamh • Gun a bhith ag ràdh càil gu poblach mun chùis aig àm sam bith, taobh a-staigh no taobh a-muigh choinneamhan (a’ gabhail a-steach Nam Meadhanan) | <ul style="list-style-type: none"> • Where a person is deemed to have a significant interest, he/she should declare this interest and take no part in the discussion, the decision or the ratification of the decision. This also includes: <ul style="list-style-type: none"> • Not being present at the relevant part of a Board, Committee or other meeting • Not receiving any relevant papers (including minutes). If papers have been received inadvertently, they should be returned intact at the earliest opportunity • Not being copied in on any relevant e-mails or other correspondence • Not using his or her position to try and improperly influence a decision by, for example, asking or directing another person to represent his/her interests or views at a meeting • Not making any public comment about the matter at any time, inside or outside meetings (including to the Press) |

Co-fharpaisich

- 4.7 Ma tha com-pàirt chudromach aig ball no neach-obrach Bùird, cha bu chòir e/i pàirt a ghabhail ann an gnìomh sam bith a tha dlùth cheangailte

Competitors

If a Board or staff member has a significant interest, he/she should also not take part in any activity directly related to a competitor

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ri farpaiseach den bhuidhinn sa bheil com-pàirt of the organisation in which he/she has an aige/aice. interest.

Cùisean sònraichte airson Bòrd na Gàidhlig **Specific dispensations for Bòrd na Gàidhlig**

4.8 Sa Chòd Giùlain airson Buill Bhòrd na Gàidhlig, In the Code of Conduct for Board Members tha e sgrìobhte: of Bòrd na Gàidhlig, it states that:

“Ma tha [fo Thùsan Co-dhiolaidh (Seòrsa 1) no Chom-pàirtean Neo-ionmhasail (Seòrsa 7)], tha thu air do chom-pàirt a chlàradh mar: *“If [under Sources of Remuneration (Category 1) or Non-financial Interests (Category 7)], you have registered an interest as:*

a) *ball taghte de dh’ùghdarras ionadail* b) *an elected member of a local authority*

c) *tidsear no òraidiche de chànan na Gàidhlig no na h-ealain, eachdraidh no cultar na Gàidhlig* d) *a teacher or lecturer of Gaelic language or Gaelic arts, history or culture*

c) *oifigear ùghdarras ionadail le uallach airson dleastanasan co-cheangailte ri cànan na Gàidhlig no ealain, eachdraidh no cultar na Gàidhlig* e) *an officer of a local authority with responsibility for functions relating to the Gaelic language or Gaelic arts, history or culture*

d) *ball no oifigear de bhuidheann poblach tiomnaichte, no buidheann-riaghlaidh poblach airson dleastanasan co-cheangailte ri foghlam no* f) *a member or officer of a devolved public body, or of a regulatory public body for functions relating to education or*

e) *ball no oifigear de bhuidheann no de chomann le ùidh ann an cànan na Gàidhlig agus far an deach do shuidheachadh air a’ Bhòrd mothachail gun robh thu nad bhall no nad oifigear dhiùbh sin* g) *a member or officer of an organisation or body with interests in the Gaelic language and where you were appointed to the Board having regard to you being such a member or officer*

cha leig thu a leas, airson an adhbhar sin a-mhàin, an com-pàirt sin fhoillseachadh” (Earrann 5.8) *you do not, for that reason alone, have to declare that interest” (Section 5.8)*

4.9 Far a bheil ùidh aig ball Bùird fo (a) gu (e) shuas, faodaidh e/i a bhith an sàs ann an conaltradh co-cheangailte ris a’ bhuidhinn sin le cead ~~be~~ ~~Churaidh Strì eadar Chom-pàirtean agus bho an t-Oifigear Inbhean Oifigear Gèillidh Ceann an Ionmhas is Cùisean Corporra.~~ Ach, cha bu chòir dha/dhi a bhith an sàs ann am pròiseas tighinn gu co-dhùnadh aig Bòrd na Gàidhlig a thaobh iarrtas maoineachaidh co-cheangailte no tar-ghnìomh choimearsalta eile. Where a Board member has an interest under (a) to (e) above, he/she may participate in discussions relating to that organisation with the permission of the ~~Conflicts of Interest Champion and the Standards Compliance Officer/Head of Finance and Corporate Affairs.~~ However, he/she should not be involved in the Bòrd na Gàidhlig decision-making process in respect of any related funding application or other commercial transaction.

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Suidheachaidhean air buidhnean on taobh a-muigh mar riochdaire de Bhòrd na Gàidhlig *Appointments to outside bodies as a representative of Bòrd na Gàidhlig*

4.10 An uair a tha com-pàirt neo-ionmhasail aig ball no neach-obrach a' Bhùird ann am buidhinn eile mar thoradh air a bhith air an suidheachadh air gus Bòrd na Gàidhlig a riochdachadh, faodaidh e/i a bhith an sàs ann an conaltradhean mun bhuidhinn sin. Ach, cha bu chòir dha/dhi a bhith an sàs ann am pròiseas co-dhùnaidh Bhòrd na Gàidhlig a thaobh iarrtas maoinreachaidh no tar-ghnìomh coimearsalta eile.

Where a Board or staff member has a non-financial interest in another organisation as a result of being appointed to represent Bòrd na Gàidhlig, he/she may participate in internal Bòrd na Gàidhlig discussions relating to that organisation. However, he/she should not be involved in the Bòrd na Gàidhlig decision-making process in respect of any related funding application or other commercial transaction.

4.11 Ann an suidheachaidhean mar seo, is e uallach buill/luchd-obrach a' Bhùird air fad comhairle laghail a shireadh mu na h-uallachaidhean a tha orra a thaobh Bòrd na Gàidhlig agus don bhuidheann on taobh a-muigh. Bidh seo a' gabhail a-steach ceistean mu foillseachaidhean com-pàirt. Bheir Bòrd na Gàidhlig seachad trèanadh agus taic iomchaidh (a' gabhail a-steach taic laghail) dhan h-uile neach a tha air an ainmeachadh no air an suidheachadh gus a bhith a' frithealadh air Bùird bhuidhnean on taobh a-muigh.

In such cases, it is the responsibility of all Board/staff members to take legal advice on their responsibilities to Bòrd na Gàidhlig and to the outside body. This will include questions of declarations of interest. Bòrd na Gàidhlig will provide appropriate training and support (including legal support) to all those nominated or appointed to serve on the Boards of outside bodies.

Dè mur eil e soilleir a bheil com-pàirt cudromach no nach eil? **What if it is unclear whether an interest is significant or not?**

4.12 Far a bheil ball/neach-obrach a' Bhùird mì-chinnteach a bheil an com-pàirt cudromach no dè a bu chòir dhaibh a dhèanamh ann an suidheachadh sònraichte, bu chòir dha/dhi comhairle a shireadh bhon ùghdarras iomchaidh (~~Ball a' Bhùird – Oifigear Inbhean Oifigear Gàidhlig no Curaidh Strì eadar Chom-pàirtean; Luchd-obrach – Sreath-stiùiriche no Oifigear Inbhean Oifigear Gàidhlig Ceann an Ionmhas is Cùisean Corporra~~). Ach, aig a' cheann thall, feumaidh gach ball/neach-obrach a' Bhùird iad fhèin a thighinn gu co-dhùnadh agus a bhith an urra gu pearsanta airson a' cho-dhùnaidh sin.

Where a Board/staff member is unsure as to whether or not an interest is significant or what action to take in a given situation, he or she should seek the advice of the **appropriate authority** (~~Board member – Standards Compliance Officer or Conflicts of Interest Champion; staff – Line manager or Standards Compliance Officer Head of Finance and Corporate Affairs~~). However, ultimately, it is for each Board/staff member to make his or her own decision and to take personal responsibility for that decision.

4.13 Ma tha ceist air ball/neach-obrach a' Bhùird fhathast am bu chòir dhaibh com-pàirt fhoillseachadh, eadhoin an dèidh dhaibh conaltradh a bhith aca mun chùis leis an ~~Oifigear Inbhean Oifigear Gàidhlig Ceann an Ionmhas is~~ ~~Standards Compliance Officer Head of Finance and Corporate Affairs or Conflicts~~

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~~Cùisean Corporra, no Curaidh Strì eadar Chom-pàirtean~~, ~~of Interest Champion~~, he or she should err on the side of caution.

- ~~4.14~~ Tha dleastanas aig a' Bhòrd agus an Ceannard àrainn agus cultar a chruthachadh taobh a-staigh Bhòrd na Gàidhlig far a bheil a h-uile neach a' faireachdainn gu bheil iad a' faighinn taic agus misneachail a thaobh a bhith a' foillseachadh fiosrachadh iomchaidh agus a' togail uallachaidhean sam bith a tha orra.
- The Board and the Ceannard have a duty to create an environment and culture within Bòrd na Gàidhlig where all individuals feel supported and confident in declaring relevant information and raising any concerns.

Dè ma thig com-pàirt gu ceann?

What if an interest ceases to exist?

- ~~4.15~~ Tha gach com-pàirt air a mheas a bhith iomchaidh airson àm de co-dhiù 12 mìos an dèidh dhan chom-pàirt a thighinn gu ceann. An dèidh àm de 12 mìos, faodaidh an t-Oifigear ~~Inbhean-Oifigear~~ ~~Gèillidh~~-rùnachadh a bheil an com-pàirt sin fhathast iomchaidh an dèidh measadh a dhèanamh air riosgan cliù (agus eile) air Bòrd na Gàidhlig.
- All interests are deemed relevant for a period of at least 12 months after the interest ceases to exist. After a period of 12 months, the ~~Standards-Compliance~~ Officer may determine whether an interest is still relevant after an assessment of any reputational (and other) risks to Bòrd na Gàidhlig.

Cuin a bu chòir com-pàirt a bhith air fhoillseachadh?

When should an interest be declared?

- ~~4.16~~ Bu chòir do bhall/neach-obrach a' Bhùird com-pàirt fhoillseachadh don ùghdarras iomchaidh cho luath 's a ghabhas an dèidh dhaibh a bhith mothachail air. Ann an cùis neach-obrach, bu chòir dhan fhios seo a bhith ann an sgrìobhadh (no post-dealain) ~~chun an sreath-stiùiriche~~ agus bu chòir lethbhreac den fhios a bhith air a chur chun ~~Oifigear Inbhean-Oifigear~~ ~~Gèillidh~~.
- Any Board/staff member should declare an interest to the appropriate authority as soon as possible after they become aware of it. In the case of a member of staff, this notification should be in writing (or e-mail) ~~to the line manager~~ and a copy of the notification should be sent to the ~~Standards Officer/Compliance Officer~~.
- ~~4.17~~ Chan eil e gu leòr com-pàirt fhoillseachadh aon turas agus a bhith a' gabhail ris gum bi am foillseachadh seo a' dèiligeadh ri àm sam bith eile a nochdas an com-pàirt seo. Bu chòir com-pàirt a bhith air fhoillseachadh a h-uile turas a tha e ag èirigh agus, ma dh'fheumar, a chur air adhart chun ùghdarras iomchaidh (me sreath-stiùiriche, ~~Oifigear Inbhean-Oifigear~~ ~~Gèillidh~~ Ceann an Ionmhas is Cùisean Corporra, ~~Curaidh Strì eadar Chom-pàirtean~~) airson stiùireadh.
- It is not enough to declare an interest once and assume that this declaration covers any subsequent occasion that the interest arises. An interest should be declared on each and every occasion that it arises and, if necessary, referred to the appropriate authority (e.g. line manager, ~~Standards Compliance Officer/Head of Finance and Corporate Affairs/Conflicts of Interest Champion~~) for guidance.
- ~~4.18~~ An uair a tha com-pàirt aig ball/neach-obrach a' Bhùird ann an aon chuspair no barrachd chuspairean air clàr-ghnothaich coinneimh, feumaidh an com-pàirt a bhith air fhoillseachadh cho tràth 's a ghabhas agus gu sònraichte fada
- Where a Board/staff member has an interest in one or more items on the agenda of a meeting, declaration of the interest must be made as early as possible and certainly well before the particular item on

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mus tèid bruidhinn mun chuspair sònraichte seo air a' chlàr-ghnothaich. Bhiodh e na b' fheàrr nan deigheadh am foillseachadh a dhèanamh aig toiseach na coinneimh agus gu leòr fiosrachaidh a thoirt gus am biodh tuigse aig an fheadhainn a tha an làthair air nàdar a' chom-pàirt. Bu chòir dhan neach a tha an sàs sa chom-pàirt a thighinn air falbh bhon choinneimh aig an àm a thathar a' bruidhinn mun chùis, a' tighinn gu co-dhùnadh no ag aontachadh buil.

the agenda is discussed. Ideally, the declaration should be made at the beginning of the meeting and provide enough information to allow those present to understand the nature of the interest. The conflicted individual should then withdraw from the relevant part of the meeting where the matter will be discussed, a decision taken or an outcome agreed.

Dè bu chòir a bhith air a chlàradh agus cuin?

What should be documented and when?

~~4.19~~ Bu chòir co-sgrìobhadh sam bith co-cheangailte ri bhith a' dèiligeadh ri strì eadar chom-pàirtean a bhith air a chlàradh. Tha seo a' gabhail a-steach fios mun chùis mun robh an t-strì, agus a' chomhairle a chaidh a thoirt do, an neach a bha an sàs san t-strì, comhairle /stùireadh sam bith a chaidh a thoirt leis an ~~Oifigear~~ ~~Inbhean Oifigear~~ ~~Gèillidh Ceann an Ionmhas is Cùisean Corporra~~ msaa., agus an gnìomh a chaidh a choileanadh an dèidh seo. Bu chòir slighe sgrùdaidh soilleir agus slàn a bhith aig an fhaidhle iomchaidh a sheas suas ri sgrùdadh nam biodh dùbhlann sam bith ann.

All correspondence relating to the handling of a conflict of interest should be documented. This includes the notification of the conflicted issue by, and the advice given to, the conflicted individual, any advice/instruction provided by the ~~Standards Officer~~ ~~Compliance Officer~~ ~~Head of Finance and Corporate Affairs~~ etc., and the action that was subsequently taken. The relevant file should have a clear and complete audit trail which will stand up to scrutiny in the event of any challenge.

~~4.20~~ Aig na coinneamhan, bu chòir foillseachadh sam bith de chom-pàirt agus gnìomhan sam bith a chaidh an coileanadh mar thoradh air sin (me a' fàgail an t-seòmair) a bhith air an clàradh sna gearr-chunntasan no ann an clàr iomchaidh sam bith eile air a' choinneimh.

At meetings, all declarations of interest and actions taken as a result (e.g. leaving the room) should be recorded in the minutes or other appropriate record of the meeting.

5 DÈILIGEADH RI STRÌ EADAR COM-PÀIRTEAN AIR LETH CUNNARTACH

DEALING WITH HIGH RISK CONFLICTS OF INTEREST

Strì eadar com-pàirtean air leth cunnartach no ioma-fhillte

Significant or complex conflicts of interest

~~5.1~~ Ann an cuid de chùisean, dh'fhaodadh riosg èirigh mu chliù Bhòrd na Gàidhlig mar thoradh air strì mhòr eadar chom-pàirtean. Tha na suidheachaidhean sin a' gabhail a-steach:

In certain cases, there could be a reputational risk to Bòrd na Gàidhlig as a result of very significant conflicts of interest. These situations include:

- Ball den Bhòrd no àrd-neach-obrach le com-pàirt ann am buidheann a tha gu cunbhalach a' faighinn taic airgid no a tha ann an

- A Board member or senior member of staff having an interest in an organisation which is a regular recipient of financial assistance or is in an

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càirdeas coimearsalta leantainneach le Bòrd na Gàidhlig

- Far a bheil com-pàirt aig aon bhall/neach-obrach den Bhòrd ann am buidheann maoinichte le (no a' cur airson maoineachadh bho) Bhòrd na Gàidhlig
- Far a bheil com-pàirt aig ball/neach-obrach den Bhòrd agus a tha an tar-ghnìomh air a mheas cudromach

ongoing commercial relationship with Bòrd na Gàidhlig

- Where more than one Board/staff member has an interest in an organisation funded by (or applying for funding from) Bòrd na Gàidhlig
- Where a Board/staff member has an interest and the transaction is considered significant

5.2 Tha e cudromach gum bi strì eadar chom-pàirtean, a dh'fhaodadh a bhith nam bagairt chudromach do chliù Bhòrd na Gàidhlig, air an comharrachadh aig ìre thràth agus gun deigheadh beachdachadh aig an fhìor thoiseach air an dòigh anns am bu chòir na riosgan a bhiodh nan cois a lasachadh:

- Bu chòir fiosrachadh a thoirt don ~~Oifigear Inbhean~~~~Oifigear~~ Gèillidh mu na com-pàirtean seo agus dèanamh cinnteach gu bheil tuilleadh smachdan no ullachaidhean sgrùdaidh a tha air am meas iomchaidh air an cur ann an àite bho thùs

It is important that conflicts of interest, which could pose a serious threat to the reputation of Bòrd na Gàidhlig, are identified at an early stage and consideration given at the outset as to how to mitigate the risks involved:

- The ~~Standards~~~~Officer~~Compliance Officer should be made aware of the interests in question and ensure that any additional controls or monitoring arrangements deemed appropriate are put in place from the outset

Tha sgrìobhainn pro forma – *Protocol airson a bhith a' Rianachd Com-pàirt Àrd Riosg ann am Bòrd na Gàidhlig* – an cois seo aig Leas-phàipear 12 agus an cothrom a thoirt beachdachadh air strì eadar com-pàirtean àrd riosg agus dèiligeadh riutha aig ìre thràth

A pro forma document - *Protocol for Managing a High Risk Conflict of Interest in Bòrd na Gàidhlig* - is enclosed at Annex 12 to enable potentially high risk conflicts of interest to be considered and addressed at an early stage

- Taobh a-staigh crìochan diomhaireachd, is dòcha gum biodh e iomchaidh fiosrachadh a thoirt do luchd-obrach san aon sgioba no roinn mu nàdar agus ìre com-pàirt an co-obraiche mar tha coltas ann gun lean e air na chùis leantainneach
- Bu chòir strì chom-pàirtean iom-fhillte agus/no cudromach a bhith air an cur chun ~~Oifigear Inbhean~~~~Oifigear~~ Gèillidh aig ìre thràth (agus an dèidh làimh, mar a bhios riatanach) airson comhairle agus stiùireadh. Co-obraichidh an t-~~Oifigear Inbhean~~~~Oifigear~~ Gèillidh le Curaidh Strì eadar Chom-pàirtean mar a bhios riatanach

- Within the bounds of confidentiality, it may be appropriate for staff in the same team or department to be informed of the nature and extent of their colleague's interest if it is likely to be an ongoing issue

- Complex and/or significant conflicts of interest should be escalated to the ~~Standards~~~~Officer~~Compliance Officer at an early stage (and on subsequent occasions, as necessary) for advice and direction. The ~~Standards~~~~Officer~~Compliance Officer will liaise

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with the Conflicts of Interest Champion as necessary

- ~~Bu chòir modh obrach ‘bratach dhearg’ a bhith air a chur an sàs leis na ‘tar-ghnìomhan’ air fad a tha a’ gabhail a-steach am ball/neach obrach Bùird a tha an sàs san t-strì gus dèanamh cinnteach nach eil Bòrd na Gàidhlig dìreach ‘air leth glan’ ach air fhaicinn mar a bhith ‘air leth glan’.~~ Bu chòir do neartmhorachd agus neo-chlaonachd a’ phròiseas measaidh anns an leithid sin de shuidheachaidhean a bhith gun choire sam bith agus, ma dh’fheumas e bhith, bu chòir eileamaid neo-eisimeileach a bhith air a thoirt a-steach dhan phròiseas measaidh (me ~~Oifigear Inbhean Oifigear Gèillidh~~ no neach eile le eòlas iomchaidh bho bhuidheann phoblach eile)
- Far a bheil iarrtas airson taic airgid no tabhartas an lùib na cùis agus gu bheil an com-pàirt a’ gabhail a-steach ball den Sgioba Ceannardais, seach an Ceannard, bidh an Ceannard gu pearsanta os cionn a’ phròiseas iarrtais agus an sàs ann a bhith a’ soighneadh dheth a’ cho-dhùnaidh
- Far a bheil strì eadar com-pàirt cudromach aig a’ Cheannard, thèid a’ chùis a chur air adhart ~~chun Churaidh Strì eadar Chom-pàirtean Oifigear Gèillidh~~ a dhearbhas an t-slighe air adhart tro cho-chomhairleachadh leis an in-sgrùdaire
- A ‘red flag’ approach should be applied to all ‘transactions’ involving the conflicted Board/staff member to ensure that Bòrd na Gàidhlig is not just ‘squeaky clean’ but is seen to be ‘squeaky clean’. The robustness and objectivity of the assessment process in such cases should be beyond reproach and, if necessary, an independent element introduced into the assessment process (e.g. a ~~Standards Officer~~ Compliance Officer or other appropriately experienced person from another public body)
- Where an application for financial assistance or a grant is concerned and the interest involves a member of the Leadership Team, other than the Chief Executive, the Chief Executive will personally oversee the application process and sign off the decision
- Where the Chief Executive has a significant conflict of interest, the matter will be referred to the ~~Conflicts of Interest Champion~~ Compliance Officer who will determine the appropriate course of action in consultation with internal audit

5-3 Cha bu chòir do bhall/neach-obrach Bùird a bhith a’ sireadh no a’ gabhail ballrachd air Comataidh, buidheann-obrach no panail sam bith nam biodh e a’ ciallachadh gum feumadh an neach com-pàirt fhoillseachadh agus a bhith a’ fàgail na coinneimh cho tric is nach biodh e no i gu mòran luach dhan Chomataidh sin msaa no nam milleadh e misneachd a’ phobail ann am Bòrd na Gàidhlig, a’ Chomataidh msaa.

Tairgsean obrach

5-4 Chan fhaod luchd-obrach a bhith an sàs ann a bhith a’ tighinn gu co-dhùnadh, ma tha iad aig an aon àm, a’ conaltradh ri buidheann (neach-

A Board/staff member should not seek or accept membership of any Committee, working group or panel if it would involve declaring an interest and withdrawing from the meeting so often that he or she would be of little value to that Committee etc. or if it would damage public confidence in Bòrd na Gàidhlig, the Committee etc.

Offers of Employment

Staff must not be involved in taking a decision if, at the same time, they are having discussions with an (applicant etc.)

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iarrtais msaa) mu chothrom obrach. Feumaidh gluasad sam bith gu fastachd a dh'fhaodadh càineadh adhbharachadh a bhith air a thoirt gu aire a' Cheannaird.

organisation on possible employment. Any prospective move to employment that might arouse criticism must be brought to the attention of the Chief Executive.

Dleastanasan air an taobh a-muigh

Outside commitments

5-5 Cha bu chòir do luchd-obrach a bhith an sàs ann am fastachd air an taobh a-muigh no suidheachadh air an taobh a-muigh a ghabhail (me ball no neach-obrach Bùird ann am buidheann Gàidhlig) gun chead sgrìobhte ro-làimh bhon Cheannard. Ann a bhith a' beachdachadh am bu chòir no nach bu chòir aonta a thoirt, beachdaichidh an Ceannard am biodh e:

Staff should not engage in any external employment or accept any external appointment (e.g. Board member or office bearer position in a Gaelic language body) without the prior written consent of the Chief Executive. In considering whether or not to give approval, the Chief Executive will consider if it could:

- Millteach do chom-pàirtean Bhòrd na Gàidhlig
- A' cur neach-obrach ann an suidheachadh far a bheil an dleastanas do Bhòrd na Gàidhlig agus an com-pàirtean air an taobh a-muigh a' strì no dualtach a bhith a' strì no
- A' lagachadh misneachd a' phobaill ann an neo-phàirteachd Bhòrd na Gàidhlig no san dòigh-giùlain èifeachdach den obair aige

- Be detrimental to Bòrd na Gàidhlig's interests
- Put the member of staff into a position where their duty to Bòrd na Gàidhlig and their external interests will conflict or be likely to conflict or
- Weaken public confidence in the impartiality of Bòrd na Gàidhlig or in the effective conduct of its work

5-6 Chan fhaod luchd-obrach obair sam bith a dhèanamh airson tuarastal a dh'fhaodadh a thighinn fa chomhair Bòrd na Gàidhlig airson aonta no co-dhùnadh

Staff must not carry out any work for remuneration which may ultimately come before Bòrd na Gàidhlig for approval or decision

Tiodhlacan agus aoigheachd

Gifts and hospitality

5-7 Bu chòir do bhuill agus luchd-obrach a' Bhùird a bhith air leth faiceallach an uair a bhios tiodhlacan, saor-thiodhlacan, fèistean, aoigheachd no urram air an tabhann le feadhainn a dh'fhaodadh a bhith nan solaraichean, luchd-dèilig no luchd-tabhartais no neach fa leth, no buidheann a dh'fhaodadh buannachd no sochair fhaighinn bho cho-dhùnadh no gnìomh le Bòrd na Gàidhlig.

Board members and staff should exercise extreme care when gifts, gratuities, entertainment, hospitality or honoraria are offered from current or potential suppliers, clients, or grantees or any individual or organisation which stands to gain or benefit from a decision or action of Bòrd na Gàidhlig.

5-8 Bu chòir tiodhlacan agus aoigheachd a bhith air a chlàradh sa Chlàr Thiodhlacan agus Aoigheachd a rèir Poileasaidh Thiodhlacan agus Aoigheachd Bhòrd na Gàidhlig. Bidh an Clàr seo

All gifts and hospitality should be recorded on the Register of Gifts and Hospitality in accordance with Bòrd na Gàidhlig's Gifts and Hospitality Policy. This Register will be

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air a chumail suas leis an ~~Oifigear~~ maintained by the ~~Standards~~
~~Inbhean Oifigear Gèillidh.~~ ~~Officer/Compliance Officer.~~

6 TUILLEADH COMHAIRLE AGUS STIÙIREADH FURTHER ADVICE AND GUIDANCE

Cò a tha an urra ri bhith a' dèiligeadh ri strì eadar com-pàirtean taobh a-staigh Bòrd na Gàidhlig? **Who is responsible for managing conflicts of interest within Bòrd na Gàidhlig?**

Buill / luchd-obrach a' Bhùird fa leth

Individual Board/staff members

~~6-1~~ Is e uallach phearsanta gach ball/neach-obrach Bùird dèanamh cinnteach gu bheil e no i a' gèilleadh ris a' Phoileasaidh airson Strì eadar Com-pàirtean seo. Eadhoin ged a gheibheadh ball/neach-obrach Bùird comhairle nach eil com-pàirt cudromach, tha e fosgailte dha/dhi modh-obrach nas caomhaich a leantainn. Ach, ma gheibhear comhairle bhon ùghdarras iomchaidh gu bheil an com-pàirt cudromach, chan eil e an urra ris a' bhall/neach-obrach Bùird mineachadh nas fhialaidh a leantainn agus cumail orra an sàs sa chùis.

It is the personal responsibility of each Board/staff member to ensure that he or she complies with this Conflicts of Interest Policy. Even if a Board/staff member receives advice that an interest is not significant, it is open to him/her to adopt a more conservative approach. However, if advised by the appropriate authority that an interest is significant, it is not open to a Board/staff member to adopt a more liberal interpretation and to continue to involve themselves in the matter.

An Cathraiche

The Chair

~~6-2~~ Tha Cathraiche a' Bhùird no Comataidh an urra ri bhith dèanamh cinnteach gu bheil strì eadar com-pàirtean sam bith aig coinneamhan Bùird no Comataidh air an rianachd a rèir a' Phoileasaidh airson Strì eadar Com-pàirtean seo.

The Chair of the Board or a Committee is responsible for ensuring that any conflicts of interest at Board or Committee meetings are managed in line with this Conflicts of Interest Policy.

~~6-3~~ Nam biodh strì eadar com-pàirtean aig a' Chathraiche, bu chòir dha na buill Bùird/Comataidh eile aontachadh eatorra mar a stiùireadh iad a' chùis/na cùisean. Ann a bhith a' tighinn chun a' cho-dhùnaidh seo, is dòcha gum biodh an Neach-gairm (no na buill Bùird/Comataidh mar gu h-àrd) airson comhairle a shireadh bhon Churaidh Strì eadar Chom-pàirtean agus/no an t-~~Oifigear~~ ~~Inbhean Oifigear Gèillidh.~~

In the event that the Chair has a conflict of interest, the remaining non-conflicted Board/Committee members should agree between themselves how to manage the conflict(s). In making this decision, the Convener (or remaining Board/Committee members as above) may wish to consult with the Conflicts of Interest Champion and/or the ~~Standards Officer/Compliance Officer.~~

~~6-4~~ Is e deagh chleachdadh a tha ann dhan Chathraiche, le taic bhon ~~Oifigear~~ ~~Inbhean Oifigear Gèillidh~~ agus, ma dh'fheumar, bhon Churaidh Strì eadar Chom-pàirtean, beachdachadh gu gnìomhach ron choinneamh air na strithean a dh'fhaodadh èiridh agus mar bu chòir dèiligeadh

It is good practice for the Chair, with the support of the ~~Standards Officer/Compliance Officer~~ and, if required, the Conflicts of Interest Champion, to proactively consider ahead of meetings what conflicts are likely to arise and how they should be managed, including taking

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riutha, a' gabhail a-steach a bhith a' gabhail cheumnan gus dèanamh cinnteach nach eil pàipearan taic airson cuspairean sònraichte air a' chlàr-gnothaich airson seiseanan/coinneamhan prìobhaideach air an cur gu buill Bùird a tha sàs san t-stri ron choinneimh.

steps to ensure that supporting papers for particular agenda items of private sessions/meetings are not sent to conflicted Board members in advance of the meeting.

~~6.5~~ Gus taic a thoirt do Chathraichean nan dreuchd, bu chòir an dèanamh mothachail air foillseachadh com-pàirt a chaidh an dèanamh a-cheana le buill a' Bhùird no Comataidh ron choinneimh no com-pàirtean sam bith a chaidh an comharrachadh leis an ~~Oifigear Inbhean~~Oifigear Gèillidh a dh'fhaodadh èirigh.

To support Chairs in their role, they should be made aware of any declarations of interest which have already been made by Board or Committee members in advance of a meeting or any interests identified by the ~~Standards Officer~~Compliance Officer as likely to arise.

~~6.6~~ Bu chòir dhan Chathraiche faighneachd aig toiseach gach coinneamh a bheil neach sam bith airson com-pàirtean foillseachadh a thaobh a' ghnòthachais a tha gu bhith air a choileanadh aig a' choinneimh. Bu chòir gach ball Bùird/Comataidh na com-pàirtean sam bith a tha iomchaidh do ghnòthachas na coinneimh foillseachadh a dh'aindeoin an deach no nach deach na com-pàirtean sin foillseachadh ron seo. Feumaidh com-pàirtean sam bith a thèid am foillseachadh aig coinneamh a bhith air an cur air a' Chlàr Chom-pàirtean gus dèanamh cinnteach gu bheil e nuadh-aimsireil.

The Chair should ask at the beginning of each meeting if anyone has any interests to declare in relation to the business to be transacted at the meeting. Each Board/Committee member should declare any interests which are relevant to the business of the meeting whether or not those interests have previously been declared. Any new interests which are declared at a meeting must be included on the Register of Interests to ensure it is up-to-date.

~~6.7~~ Is e dleastanas gach ball Bùird agus Comataidh aig a' choinneamh, com-pàirtean iomchaidh sam bith a tha aca foillseachadh. Ach, ma bhios ball den Bhòrd (Comataidh) mothachail air nithean no suidheachaidhean a dh'fhaodadh adhbharachadh strì eadar com-pàirtean a thaobh ball eile ach nach deach sin foillseachadh bu chòir dhan seo a bhith air a thoirt gu aire an Neach-gairm no an Curaidh Strì eadar Chom-pàirtean a thig gu co-dhùnadh mu dhòigh air adhart a bhiodh iomchaidh.

It is the responsibility of each individual Board and Committee member at the meeting to declare any relevant interests which they may have. However, should any Board (Committee) member be aware of facts or circumstances which may give rise to a conflict of interests on the part of another member but which has not been declared then they should bring this to the attention of the Convener or the Conflicts of interest Champion who will decide on the appropriate course of action.

Sreath-stiùiriche

Line manager

~~6.8~~ Ma thig e gu aire sreath-stiùiriche gu bheil ball de luchd-obrach nach eil air com-pàirt foillseachadh no a tha air foillseachadh agus nach eil air dhòigh air adhart iomchaidh a choileanadh feumaidh e/i dèanamh cinnteach gu bheil dòigh air adhart iomchaidh air a ghabhail.

If a line manager becomes aware that a member of his/her staff has not declared an interest or declared it but not taken appropriate action, he/she must intervene to ensure that the appropriate course of action is taken.

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Oifigear Inbhean Oifigear GèillidhStandards Officer Compliance Officer

~~6.9~~ Tha an t-Oifigear Inbhean Oifigear Gèillidh an urra ri bhith a' toirt comhairle, stiùireadh agus taic do bhuill agus luchd-obrach a' Bhùird mu mhineachadh agus cur an gnìomh a' Phoileasaidh seo. Tha an t-Oifigear Inbhean Oifigear Gèillidh cuideachd an urra ri bhith ag innse mu bhriseadh sam bith a thathar a' meas a rinneadh air Còd Giùlain airson Buill (a tha a' dèiligeadh ri strì eadar chom-pàirtean a tha air an droch làimhseachadh) don Coimiseanair airson Bhun-tomhasan Beusail ann am Beatha Phoblach na h-Alba

The ~~Standards Officer Compliance Officer~~ is responsible for providing advice, guidance and support to Board members and staff on the interpretation and application of this Policy. The ~~Standards Officer Compliance Officer~~ is also responsible for reporting any alleged breach of the Members' Code of Conduct (which includes poorly managed conflicts of interest) to the Commissioner for Ethical Standards in Public Life in Scotland

~~6.10~~ Bu chòir dhan Oifigear Inbhean Oifigear Gèillidh cuideachd dèanamh cinnteach gu bheil an Clàr Chom-pàirtean agus an Clàr Thiodhlacan agus Aoi gheachd air a ghleidheadh agus air a chumail suas agus gu bheil modh-obrach chunbhalach aig Bòrd na Gàidhlig airson a bhith a' faighinn agus a' clàradh foillseachaidhean com-pàirt aig toiseach choinneamhan.

The ~~Standards Officer Compliance Officer~~ should also ensure that the Register of Interests and the Register of Gifts and Hospitality are maintained and kept up-to-date and that Bòrd na Gàidhlig has a consistent approach to obtaining and recording declarations of interest at the start of meetings.

Curaidh Strì eadar Chom-pàirteanConflicts of Interest Champion

~~6.11~~ Gus tuilleadh neartachaidh a dhèanamh air sgrùdadh agus trid-shoilleireachd nam pròiseasan co-dhùnaidh, ainmichidh an Cathraiche ball den Bhòrd mar an Curaidh Strì eadar Chom-pàirtean⁴.

To further strengthen scrutiny and transparency of the decision-making processes, a Board member will be designated by the Chair as the Conflicts of Interest Champion⁵.

~~6.12~~ Bu chòir dhan Churaidh Strì eadar Chom-pàirtean ann an co-chonaltradh ris an Oifigear Inbhean Oifigear Gèillidh:

The Conflicts of Interest Champion should, in collaboration with the ~~Standards Officer Compliance Officer~~:

- A bhith mar chladhan do luchd-obrach, buill a' Bhùird, buill bhon phoball msaa air a bheil uallach sam bith a thaobh strì eadar chom-pàirtean

- Act as a conduit for staff, Board members, members of the public etc. who have any concerns with regards to conflicts of interest

⁴ Bidh an dreuchd seo gu h-àbhaisteach air a choileanadh le Cathraiche Comataidh Sgrùdaidh agus Dearbhachd mur eil strì eadar com-pàirtean àrd riosg aige/aice

This role will normally be undertaken by the Chair of the Audit and Assurance Committee provided that he/she has no inherently high risk conflicts of interest

⁵ Bidh an dreuchd seo gu h-àbhaisteach air a choileanadh le Cathraiche Comataidh Sgrùdaidh agus Dearbhachd mur eil strì nàdarrach eadar com-pàirtean àrd riosg aige/aice

This role will normally be undertaken by the Chair of the Audit and Assurance Committee provided that he/she has no inherently high risk conflicts of interest

- A bhith na phuing taic sàbhailte do luchd-obrach airson a bhith a' togail uallaichean mun Phoileasaidh seo
- Gu gnìomhach a' toirt taic do bhith a' cur an cèill prionnsapalan agus practas strì eadar chom-pàirtean a tha air an cur an cèill sa Phoileasaidh seo agus cultar adhartachadh ann am Bòrd na Gàidhlig far a bheil buill agus luchd-obrach a' Bhùird air fad a' faireachdainn gu bheil iad a' faighinn taic agus misneachd ann a bhith a' foillseachadh fiosrachadh iomchaidh agus a' togail uallachaidhean sam bith
- A' tabhann comhairle agus breithneachadh neo-eisimeileach do bhuill agus luchd-obrach a' Bhùird far a bheil ceist sam bith air an dòigh a dheigheadh am Phoileasaidh airson Strì eadar Com-pàirtean a chur an sàs ann an suidheachadh sònraichte
- A' tabhann comhairle air a bhith a' lùghdachadh nan riosgan mu strì eadar chom-pàirtean
- Be a safe point of contact for staff to raise any concerns in relation to this Policy
- Actively support the application of the conflict of interest principles and practice set out in this Policy and promote a culture within Bòrd na Gàidhlig where all Board members and staff feel supported and confident in declaring relevant information and raising any concerns
- Provide independent advice and judgement to staff and Board members where there is any doubt about how to apply this Conflicts of Interest Policy in a given situation
- Provide advice on minimising the risks of conflicts of interest

~~6.13~~ Bidh an Curaidh Strì eadar Chom-pàirtean a' faighinn taic bhon ~~Oifigear Inbhean Oifigear~~ Oifigear Gèillidh, aig a bheil uallach airson rianachd bho là gu là air cùisean strì eadar chom-pàirtean. Bu chòir dhan ~~Oifigear Inbhean Oifigear~~ Gèillidh fiosrachadh mionaideach a chumail ris a' Churaidh Strì eadar Chom-pàirtean mu strì eadar chom-pàirtean a tha ag èirigh ann am Bòrd na Gàidhlig.

The Conflict of Interest Champion will be supported by the ~~Standards Officer/Compliance Officer~~ Standards Officer/Compliance Officer, who has responsibility for the day-to-day management of conflicts of interest matters. The ~~Standards Officer/Compliance Officer~~ Standards Officer/Compliance Officer should keep the Conflicts of Interest Champion well briefed on conflicts of interest arising within Bòrd na Gàidhlig.

~~6.14~~ Ged a tha dreuchdan cudromach aig a' Churaidh Strì eadar Chom-pàirtean agus aig an ~~Oifigear Inbhean Oifigear~~ Gèillidh taobh a-staigh Bhòrd na Gàidhlig ann an rianachd strì eadar chom-pàirtean, tha uallach leantainneach aig gach neach-obrach agus ball den Bhòrd airson a bhith a' dèanamh cinnteach gu bheil rianachd làidir air a dhèanamh a thaobh strì eadar chom-pàirtean air bhun-stèidh leantainneach.

Whilst the Conflicts of Interest Champion and the ~~Standards Officer/Compliance Officer~~ Standards Officer/Compliance Officer have important roles within Bòrd na Gàidhlig in the management of conflicts of interest, all staff and Board members have an on-going responsibility for ensuring the robust management of conflicts of interest on an ongoing basis.

Ceistean a tha air am faighneachd tric

Frequently asked questions

~~6.15~~ Ann an Leas-phàipear ~~23~~ tha ceistean a tha air am faighneachd tric mu strì eadar chom-pàirtean

Annex ~~23~~ contains a list of frequently asked questions about conflicts of interest.

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LEAS PHÀIPEAR 1: NA NAOI PHRIONNSAPALAN DE BHEATHA PHOBLACH ANN AN ALBA

ANNEX 1: NINE KEY PRINCIPLES UNDERPINNING PUBLIC LIFE IN SCOTLAND

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Tha na naoi phrionnsapalan de bheatha phoblach ann an Alba mar a leanas:

The nine principles of conduct underpinning public life in Scotland are as follows:

Dleastanas: Tha dleastanas ort an lagh a chumail suas agus obrachadh a rèir an lagh agus an earbsa a tha am poball a’ cur annad. Tha dleastanas ort a bhith ag obrachadh ann an com-pàirtean Bhòrd na Gàidhlig a rèir bun-obair agus dleastanasan na buidhne sin.

Duty: You have a duty to uphold the law and act in accordance with the law and the public trust placed in you. You have a duty to act in the interests of Bòrd na Gàidhlig of which you are a Board member and in accordance with the core functions and duties of that body.

Neo-fhèinealachd: Tha dleastanas ort co-dhùnaidhean a dhèanamh a mhàin a rèir na com-pàirt phoblaich, Chan fhaod thu obrachadh gus sochair ionmhasail no susbainteach fhaighinn air do shon fhèin, do theaghlach no do charaidean.

Selflessness: You have a duty to take decisions solely in terms of the public interest. You must not act in order to gain financial or other material benefit for yourself, family or friends.

Ionracas: Chan fhaod thu thu fhèin a chur fo uallach ionmhasail no eile gu neach sam bith no buidheann a dh’fhaodadh gu reusanta a bhith a’ toirt buaidh ort ann a bhith a’ coileanadh nan dleastanasan agad.

Integrity: You must not place yourself under any financial or other obligation to any individual or organisation that might reasonably be thought to influence you in the performance of your duties.

Cothromachd: Feumaidh tu a thighinn gu co-dhùnaidhean a mhàin a rèir airidheachd agus ann an dòigh a tha co-chòrdail ri dleastanasan Bhòrd na Gàidhlig an uair a bhithhear a’ coileanadh gnothachas poblach a’ gabhail a-steach fastaidhean, a’ duaiseachadh chunnraidhean no a’ moladh dhaoine airson duaisean no sochairean.

Objectivity: You must make decisions solely on merit and in a way that is consistent with the functions of Bòrd na Gàidhlig when carrying out public business including making appointments, awarding contracts or recommending individuals for rewards and benefits.

Cunntachalachd: Tha thu cunntachail airson nan co-dhùnaidhean agad agus airson gnìomhan a thaobh a’ phobail. Tha dleastanas agad a bhith a’ beachdachadh air cùisean a rèir an luachan, a’ gabhail a-steach beachdan dhaoine eile agus feumar dèanamh cinnteach gu bheil Bòrd na Gàidhlig a’ cleachdadh a stòrasan gu ciallach agus a rèir an lagha.

Accountability: You are accountable for your decisions and actions to the public. You have a duty to consider issues on their merits, taking account of the views of others and must ensure that Bòrd na Gàidhlig uses its resources prudently and in accordance with the law.

Fosgarrachd: Tha dleastanas ort a bhith cho fosgarra ‘s a ghabhas mu na co-dhùnaidhean

Openness: You have a duty to be as open as possible about your decisions and actions,

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agus na gnìomhan agad, a' toirt adhbharan airson nan co-dhùnaidhean agad agus a' cuingealachadh fiosrachaidh a mhàin an uair a bhios sin gu follaiseach air iarraidh leis a' chom-pàirt phoblach nas fharsainge

Treibhdhìreas: Tha dleastanas ort a bhith gad ghiùlain fhèin gu treibhdhìreach. Feumaidh tu com-pàirtean prìobhaideach fhoillseachadh a tha co-cheangailte ris na dleastanasan poblach agad agus ceumannan a ghabhail gus co-strìthean sam bith a tha ag èirigh fhuasgladh ann an dòigh a tha a' dìon na com-pàirt phoblach

Ceannardas: Tha dleastanas ort a bhith ag adhartachadh agus a' toirt taic do na prionnsapalan sin le ceannardas agus eisimpleir, agus gus cumail suas agus neartachadh earbsa agus misneachd a' phobail ann an treibhdhìreas Bhòrd na Gàidhlig agus a bhuill ann a bhith a' coileanadh gnothachas poblach

Spèis: Feumaidh tu spèis a thoirt do cho-bhuill Bhòrd na Gàidhlig agus luchd-obrach na buidhne agus an dreuchd a tha aca, a' dèiligeadh riutha le modh aig gach àm. Coltach ri sin feumaidh tu spèis a nochdadh do bhuill a' phobail an uair a bhios tu a' coileanadh dhleastanasan mar bhall be-Bhòrd na Gàidhlig

giving reasons for your decisions and restricting information only when the wider public interest clearly demands

Honesty: You have a duty to act honestly. You must declare any private interests relating to your public duties and take steps to resolve any conflicts arising in a way that protects the public interest

Leadership: You have a duty to promote and support these principles by leadership and example, and to maintain and strengthen the public's trust and confidence in the integrity of Bòrd na Gàidhlig and its members in conducting public business

Respect: You must respect fellow members of Bòrd na Gàidhlig and employees of the organisation and the role they play, treating them with courtesy at all times. Similarly you must respect members of the public when performing duties as a member of Bòrd na Gàidhlig

LEAS-PHÀIPEAR 12: PRÒTACAL AIRSON A BHITH A' DÈILIGEADH RI STRÌ EADAR COM-PÀIRT AIR LETH CUNNARTACH

1. Ainm an neach agus cunntas mun chom-pàirt
2. Nàdar an riosg do Bhòrd na Gàidhlig
3. Measadh air ìre an riosg

Cruaidh
Àrd
Meadhanach
Beag

4. Gnìomhan a dh'fheumar gus an riosg a lasachadh

ANNEX 12: PROTOCOL FOR MANAGING A HIGH RISK CONFLICT OF INTEREST

1. Name of the individual and description of the interest
2. Nature of the risk to Bòrd na Gàidhlig
3. Assessment of the level of risk

Severe
High
Moderate
Minor

4. Actions required to mitigate the risk.

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| <p>5. Ullachaidhean airson a bhith a' toirt fios do sreath-stiùirichean agus prìomh dhaoine eile bho Bhòrd na Gàidhlig mu chom-pàirtean ùra agus/no atharrachaidhean ann an com-pàirtean a tha ann a-cheana</p> <p>6. Coinneamhan gus lèirmheas a dhèanamh ann a bhith a' cur a' Phrotocal an sàs</p> <p>7. Ceann-là lèirmheas foirmeil air a' Phrotocal</p> | <p>5. Arrangements for notifying line management and the other key Bòrd na Gàidhlig personnel of new interests and/or changes to existing interests</p> <p>6. Meetings to review progress in implementing the Protocol</p> <p>7. Date of formal review of the Protocol</p> |
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LEAS-PHÀIPÈAR 32: CEISTEAN A THA AIR AM FAIGHNEACHD TRIC
ANNEX 23: FREQUENTLY ASKED QUESTIONS
Coitcheann
General

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|--|---|
| <p>1 Carson a tha Bòrd na Gàidhlig a' dèiligeadh ris a' chuspair strì eadar chom-pàirtean ann an dòigh a tha cho trom-chùiseach?</p> <p>Ann an àm an uair a tha am poball a' sìor fhàs fiosraichte, tha cudrom a' sìor fhàs air na buidhnean poblach air fad airson co-dhùnaidhean a tha nas fhosgailte agus neo-thaobhach. Dh'fhaodadh na toraidhean a thig bho bhith a' dèiligeadh ri strì eadar com-pàirt ann an droch dhòigh a bhith air leth mòr – droch aithrisean sna meadhanan, call misneachd a' phobaill agus nam Ministearan, a bhith an sàs ann an sgrùdadh na taobh a-muigh agus eadhoin gnìomh laghail.</p> | <p>Why does Bòrd na Gàidhlig take the subject of conflicts of interest so seriously?</p> <p>In an age where the public is increasingly well-informed, there is growing pressure on all public bodies for more transparent and unbiased public decision-making. The consequences of handling a conflict of interest badly are potentially enormous – adverse press coverage, loss of public and Ministerial confidence, being subject to an external inquiry and possibly even legal action.</p> |
| <p>2 An dùil nach bi daoine dhan bheachd gu bheil mi claon-bhàigheil ma dh'innseas mi dhaibh gu bheil strì eadar com-pàirt agam?</p> <p>Is dòcha nach bi, ach co-dhiù, tha e cudromach a bhith a' rianachd beachd a' phobaill. Ma tha thu fosgailte agus trid-shoilleir mu strì eadar com-pàirt, leigidh seo le Bòrd na Gàidhlig an suidheachadh a rianachd agus e fhèin a dhìon agus nas cudromaich buileach THUSA! An uair a bhios cuideigin a' falach fiosrachadh mu rud a dh'fhaodadh a bhith na strì eadar com-pàirt, tha seo nas dualtaich amharas a thogail agus casaidean de dhroch-ghìulain a dh'fhaodadh a bhith ann.</p> | <p>Will people not think that I am biased if I tell them that I have a conflict of interest?</p> <p>Not necessarily, but in any case, it is essential to manage public perception. If you are open and transparent about a conflict of interest, this allows Bòrd na Gàidhlig to manage the situation and protect itself and most importantly YOU! When someone conceals information about a possible conflict of interest, this is more likely to attract suspicion and allegations of possible misconduct.</p> |

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| 3 | <p>Dè an t-eadar-dhealachadh a tha eadar strì eadar chom-pàirt ann an dà-rìribh agus strì a tha air aithneachadh?</p> <p>Tha strì eadar com-pàirt air aithneachadh an uair a dh'fhaodadh e a bhith air aithneachadh, no air a mheas, gun toireadh com-pàirt pearsanta droch bhuaidh air coileanadh neach-obrach no ball a' Bhùird buaidh air an dleastanas agus uallachaidhean a thaobh Bhòrd na Gàidhlig. Is dòcha nach toireadh e riosg cinnteach sam bith air coileanadh gnothachais Bhòrd na Gàidhlig, ach feumaidh e a bhith air a rianachd gu ceart gus an riosg a lùghdachadh a thaobh milleadh air cliù Bhòrd na Gàidhlig agus an neach e fhèin.</p> <p>Dh'fhaodadh strì eadar com-pàirt a tha air aithneachadh a bhith cho cudromach ri strì eadar com-pàirt a tha ann an dà-rìribh. Is e a' deuchainn an tigeadh neach-amhairc reusanta, cothromach le èòlas air firinn na cùise air fad, chun a' cho-dhùnaidh gu bheil cunnart ann gum biodh e dualtach claonadh a bhith ann.</p> | <p>What is the difference between an actual and a perceived conflict of interest?</p> <p>A perceived conflict of interest exists where it could be perceived, or appear, that a private interest could improperly influence the performance of a staff or Board member's duties and responsibilities to Bòrd na Gàidhlig. It may pose no actual risk to the conduct of Bòrd na Gàidhlig's business, but it needs to be managed properly to minimise the risk of reputational damage to Bòrd na Gàidhlig and the individual.</p> <p>A perceived conflict of interest can be as significant as an actual conflict of interest. The test is whether a reasonable, objective observer, with knowledge of all the facts, would conclude there is a real possibility of bias.</p> |
| 4 | <p>A bheil na h-aon riaghailtean an sàs airson buill agus luchd-obrach a' Bhùird?</p> <p>Tha riatanasan a tha beagan diofraichte ann airson buill agus luchd-obrach a' Bhùird a thaobh a bhith a' clàradh an com-pàirtean ach, gu coitcheann, tha na riaghailtean agus na prionnsapalan ceudna ann dhan h-uile neach.</p> <p>A' comharrachadh strithean eadar chom-pàirtean</p> | <p>Do the same rules apply to Board members and staff?</p> <p>There are slightly different requirements for Board members and staff in respect of registering their interests but, in general, the same rules and principles apply to everyone.</p> <p>Identifying conflicts of interest</p> |
| 5 | <p>A bheil e ceàrr com-pàirtean air an taobh a-muigh a bhith aig neach?</p> <p>Chan eil, tha e glè dhoirbh gun com-pàirtean a bhith agad taobh a-muigh d' obair. Is e a tha cudromach mar a tha thu a' rianachd chom-pàirtean sam bith a tha a' strì ri do dhleastanas phoblach do Bhòrd na Gàidhlig.</p> | <p>Is it wrong to have outside interests?</p> <p>No, it is very difficult not to have interests outside of your work. What is important is how you manage any interests that conflict with your public duty to Bòrd na Gàidhlig.</p> |
| 6 | <p>Dè na raointean sam bi strithean eadar chom-pàirtean gu h-àbhaisteach a' tachairt?</p> | <p>What are the areas where conflicts of interest typically occur?</p> |

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Tha na raointean as cumanta a’ gabhail a-steach:

1. A bhith a’ duaiseachadh cunnradh, tabhartas no taic ionmhais an uair a tha ceangal agad ris an neach tabhainn no ris an tagraiche
2. A bhith an sàs ann an co-dhùnadh a dh’fhaodadh leantainn air adhart gu dlùth -dhàimh no dlùth-chàraid a bhith air a shuidheachadh ann an dreuchd
3. A’ coileanadh gnòthachais às leth Bhòrd na Gàidhlig leis a’ companaidh agad fhèin no companaidh a bhuineas do neach-dàimh
4. ~~4.~~ A’ gabhail thiodhlacan no aoigheachd bho bhuidhnean solair Bhòrd na Gàidhlig no bho dhaoine le tagraidhean airson tabhartasan (aig an àm seo no a dh’fhaodadh a bhith san àm ri teachd)

The most common areas include:

1. The award of a contract, grant or financial assistance where you have a connection with the tenderer or applicant
2. Involvement in a decision that could lead to the appointment of a close relative or friend
3. Carrying out business on behalf of Bòrd na Gàidhlig with your own or a relative’s company
- 4-5. Acceptance of gifts or hospitality from Bòrd na Gàidhlig suppliers or grant applicants (actual or potential)

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7 **Cò a bhios a’ tighinn gu co-dhùnadh a bheil strì eadar chom-pàirt agam no nach eil?**

Who decides whether I have a conflict of interest or not?

Is tu fhèin as motha a tha a’ cunntadh an seo. Ach, ma tha an t-Oifigear ~~inbhean Oifigear~~ Gèillidh Ceann an Ionmhas is Cùisean Corporra dhan bheachd **gu bheil** thu a’ strì, tha strì eadar chom-pàirtean agad a dh’aindeoin ’s dè a tha thusa a’ smaoinneachadh!

Mainly, you. However, if the Standards Officer/Compliance Officer/Head of Finance and Corporate Affairs is of the opinion that you are conflicted, then you **have** a conflict of interest irrespective of what you think!

Air an làimh eile, ma tha an t-Oifigear ~~inbhean Oifigear~~ Gèillidh Ceann an Ionmhas is Cùisean Corporra dhan bheachd nach eil strì eadar chom-pàirtean agad, ach gu bheil thusa dhan bheachd gu bheil, foillsich a’ chom-pàirt agus gabh ceum iomchaidh a bhios a’ gabhail a-steach gum fuirich thu a-mach às a’ chùis - aig a’ cheann thall, feumaidh tu thu fhèin a dhìon!

On the other hand, if the Standards Officer/Compliance Officer/Head of Finance and Corporate Affairs does not think that you have a conflict of interest but you believe that you do, declare the interest and take appropriate action which will include staying out of the matter – ultimately, you need to protect yourself!

8 **Tha strì eadar chom-pàirt a dh’fhaodadh a bhith cudromach aig ball ùr den sgioba luchd-obrach agam. Dè na smachdan a bu chòir dhomh a chur ann an àite gus an riosg a rianachd às leth Bhòrd na Gàidhlig, às mo leth fhèin agus an neach-obrach?**

A new member of my staff team has a serious potential conflict of interest. What controls should I put in place to manage the risk to Bòrd na Gàidhlig, myself and the staff member ?

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Dèan cinnteach gu bheil an neach-obrach a' clàradh agus a' foillseachadh a' chom-pàirt a rèir a' Phoileasaidh Strì eadar Com-pàirtean. Dèan conaltradh agus aontaich ro-innleachd gus an strì eadar chom-pàirt a rianachd leis an neach agus le ~~Ofigear—Inbhean~~Ofigear Ceann an Ionmhas is Cùisean Corporra Bhòrd na Gàidhlig. Tha còig ro-innleachdan rianachd a dh'fhaodar a chleachdadh a' gabhail a-steach:

- Cuingealaich – dèan cinnteach gum falbh an neach an uair a nochdas an com-pàirt sin
- Trus – cleachd treas-phàrtaidh aig nach eil ùidh sa chùis gus coimhead thairis air earrann den phròiseas no am pròiseas air fad (neach bhon taobh a-muigh no is dòcha aonad gnothachais eile)
- Thoir air falbh – atharraich uallaichean obrach an neach gus a g(h)luasad bhon raon sin den gnothachas (a thaobh com-pàirtean mòra/no a bhios a èirigh tric)
- Leig seachad – iarr air an neach an com-pàirt prìobhaideach a tha ag adhbharachadh an t-strì a leigeil seachad
- Thoir suas – is dòcha gun tagh an neach-obrach an dreuchd fhàgail seach an com-pàirt a leigeil seachad

Dèan cinnteach gun glèidh thu clàr de na conaltraidhean iomchaidh, comhairle a chaidh a shireadh agus a thoirt msaa. Ann an cuid de shuidheachaidhean is dòcha gum biodh e iomchaidh innse do cho-obraichean an neach-obrach mun t-strì eadar chom-pàirt a dh'fhaodadh a bhith ann.

Bu chòir dhut leantainn ort a' cumail suas ceangal ris an neach seo agus sùil a chumail air an t-suidheachadh (an co-bhoinn ris an ~~Ofigear~~Inbhean~~Ofigear~~Ceann an Ionmhas is Cùisean Corporra).

9 Tha ~~Bòrd~~ **Bòrd na Gàidhlig** air iartras mòr fhaighinn airson tabhartas airgid bho

Ensure that the staff member registers and declares the interest in accordance with this Conflicts of Interest Policy. Discuss and agree a strategy to manage the conflict of interest with the individual and Bòrd na Gàidhlig's ~~Standards Officer~~Compliance Officer~~Head of Finance and Corporate Affairs~~. Five possible management strategies include:

- Restrict – ensure that the person steps aside from the matter on the rare occasion when that interest arises
- Recruit – use a disinterested third party to oversee part or all of the process (an outsider or perhaps another business unit)
- Remove – change the work responsibilities of the individual to remove him/her from that area of the business (for serious and/or recurring interests)
- Relinquish – ask the individual to give up the private interest that is causing the conflict
- Resign – the staff member may choose to resign their position rather than relinquish the interest

Ensure that you keep a record of relevant discussions, any advice sought and given etc. In some cases, it may be appropriate to inform the staff member's colleagues of the potential conflict of interest.

You should maintain regular contact with the person concerned and monitor the situation (with the ~~Standards Officer~~Compliance Officer~~Head of Finance and Corporate Affairs~~).

~~Bòrd na Gàidhlig~~ **Bòrd na Gàidhlig** has received a major application for grant funding from a

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bhuidheann coimhearsnachd sa community organisation in the community choimhearsnachd sa bheil mi a’ fuireach. where I live. I am not personally involved Chan eil mi an sàs sa bhuidhinn gu pearsanta with the group and have no obvious conflict agus chan eil strì eadar chom-pàirt follaiseach. of interest. But, am I conflicted because of Ach, a bheil mi an sàs ann an strì ri linn a’ the ‘geography’? ‘chruinn-eòlais’?

Chan eil a bhith beò ann an ceàrn a tha fo Living in an affected area does not in itself bhuaidh leis fhèin a’ ciallachadh gu bheil com- constitute a significant interest and does not pàirt chudromach ann agus cha leig e a leas a have to be registered or declared under this bhith air a chlàradh no air fhoillseachadh fon Conflicts of Interest Policy. However, while Phoileasaidh Strì eadar Com-pàirtean seo. Ach, there is no inherent conflict of interest in this ged nach eil strì eadar com-pàirt nàdarach sa case, the Conflicts of Interest Policy clearly chùis seo tha am Poileasaidh Strì eadar Com- states that:

“Cha bu chòir do bhuill agus luchd-obrach a’ “Board members and staff should only play a Bhùird a bhith an sàs ann am pròiseas co- role in any decision-making process if they dhùnaidh sam bith mur eil e comasach dhaibh can demonstrate objectivity”.

Ma tha beachdan làidir agad airson no an If you have strong views for or against this aghaidh a iarrtais seo no ma tha beachd aig application or there is a perception on the luchd-obrach eile ann am Bòrd na Gàidhlig no part of other staff in Bòrd na Gàidhlig no taobh a-muigh na buidhne gu bheil sibh a’ outwith the organisation that you have a bias a’ taobhadh airson no an aghaidh a’ mholaidh seo for or against this proposal for example, mar eisimpleir, mar thoradh air nì a thuirt sibh, because of a statement that you have made, chruthaicheadh seo strì eadar chom-pàirtean a this would create a conflict of interest that dh’fheumadh Bòrd na Gàidhlig a rianachd.

A thuilleadh air seo, dh’fhaodadh nach biodh Furthermore, a staff member may not have beachdan làidir aig neach-obrach e/i fhèin ach strong views him/herself but might feel gum biodh iad a’ faireachdainn fo bhuaidh susceptible to family or local pressure and cudrom bhon teaghlach no would prefer to remain outside the decision- gu h-ionadail agus gum b’ fheàrr leotha gun a making process. Depending on the seniority bhith an sàs sa phròiseas co-dhùnaidh. A rèir and role of the individual, it may be possible inbhe agus dreuchd an neach, dh’fhaodadh e a to accommodate this.

Anns an leithid sin de shuidheachaidhean, tha In such cases, it is helpful to have an honest e feumail conaltradh treibhdhireach agus and frank discussion with the [Standards Officer/Compliance Officer/Head of Finance and Corporate Affairs](#) at an early stage. If you fosgailte a bhith agad leis an [Oifigear Inbhean/Oifigear Gèillidh/Ceann an Ionmhas is Cùisean Corporra](#) aig ìre thràth. Ma tha thu dhan beachd gu bheil do chothromachd air a mhilleadh, bu chòir dhut fuireach air falbh bho na conaltradhean agus na co-dhùnaidhean mun chùis seo a rèir a’ Phoileasaidh Strì eadar Chom-pàirtean seo.

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Ach, ma tha thu dhan bheachd nach biodh do chothromachd air a mhilleadh, chan eil cùis reusanta ann do chumail bho na pròiseasan co-dhùnaidh.

However, if you believe your objectivity would not be impaired, then there is no justifiable case for excluding you from the decision-making process.

A dh'aindeoin a bheilear dhan bheachd gu bheil no nach eil strì eadar chom-pàirt ann:

Irrespective of whether or not there is deemed to be a conflict of interest:

• Cha bu chòir dhut com-pàirt sam bith a ghabhail ann an conaltradh poblach no aithris phoblach sam bith a dhèanamh mun phròiseact seo mur eil thu gu dìreach a' riochdachadh bheachdan agus ùidhean Bhòrd na Gàidhlig.

• You should take no part in any public discussions or make any public statement in relation to this project unless you are directly representing the views and interests of Bòrd na Gàidhlig

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• Tha dleastanas dìomhaireachd agad an-còmhnaidh a tha cudromach os cionn gach nì

• You always have a duty of confidentiality which is paramount

• Ma dh'atharraicheas cùisean (agus/no beachdan phearsanta), bu chòir dhut fios a thoirt don Oifigear Inbhean Oifigear Gèillidh cho luath 's a ghabhas agus

• If circumstances (and/or personal views) change, you should inform the Standards Officer/Compliance Officer as soon as possible and

• Thathar a' sùileachadh gun coilean an luchd-obrach uile an dleastanas air fad do, agus gun riochdaich iad beachdan, Bhòrd na Gàidhlig ann an dòigh chothromach agus neo-phàirteil. Le bhith a' dèanamh nì sam bith eile chan e a-mhàin gum biodh sin mar strì eadar chom-pàirtean, bhiodh e dualtach a bhith na chùis smachdachaidh.

• All staff are expected to fully discharge their duty to, and represent the views of, Bòrd na Gàidhlig in a fair, objective and impartial manner. To do anything other than this would not just be a conflict of interest issue, it would, in all probability, be a disciplinary matter.

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Ma thathar a' meas nach eil strì eadar chom-pàirt agad, bu chòir do Bhòrd na Gàidhlig dlùth aire a thoirt don t-suidheachadh gus dèanamh cinnteach gu bheil cothromachd a' leantainn air adhart sa chur an gnìomh. Is dòcha gum feum seo tuilleadh stiùireadh bhon Cheannard, Oifigear Inbhean Oifigear Gèillidh Ceann an Ionmhas is Cùisean Corporra agus/no an sreath-stiùiriche.

If you are deemed not to have a conflict of interest, Bòrd na Gàidhlig should monitor the situation closely to ensure that objectivity continues to be demonstrated in practice. This may require some additional oversight on the part of the Chief Executive, Standards Officer/Compliance Officer/Head of Finance and Corporate Affairs and/or line manager.

Clàradh Chom-pàirtean

Registration of interests

10 Ciamar a chlàras mi mo chom-pàirtean?

How do I register my interests?

Tha clàr chunbhalach chom-pàirtean ann le notaichean stiùiridh na chois. Is e an t-Oifigear

There is a standard registration of interests form with guidance notes. The Standards

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~~Ìobhann Oifigeair Gèillidh~~, a bhios a' cumail agus ag ùrachadh clàr nan com-pàirtean airson buill agus luchd-obrach a' Bhùird, am prìomh neach airson adhbharan fiosrachaidh (ma dh'fheumas tu d' inntrig ùrachadh sa Chlàr Chom-pàirtean tron bhliadhna.)

~~Officer Compliance Officer~~, who maintains and updates the register of interests for Board members and staff, is the key contact for notification purposes (if you need to update your entry in the Register of Interests during the year)

- 11 **Dè cho tric 's a dh'fheumas mi an inntrig agam anns a' Clàr Chom-pàirtean ùrachadh?** **How often do I need to update my entry in the Register of Interests?**
- Bu chòir do bhuill agus luchd-obrach a' Bhùird an inntrig ùrachadh sa Chlàr Chom-pàirtean a h-uile bliadhna. Ach, bu chòir com-pàirtean ùra sam bith no atharrachaidhean air com-pàirtean a bhith air an toirt gu aire an ~~Oifigeair~~ ~~Ìobhann Oifigeair Gèillidh~~ taobh a-staigh **an mhios** den chom-pàirt ùr/atharrachadh tòiseachadh.
- Board members and staff should update their entry in the Register of Interests annually. However, any new interests or changes to interests must be brought to the attention of the ~~Standards~~ ~~Officer Compliance Officer~~ within **one month** of the new interest/change occurring.
- 12 **Am feum mi sùim mo chom-pàirt a chlàradh (me co-dhioladh no earrannan ann an gnothachas)?** **Do I have to register the amount of my interest (e.g. remuneration or shareholding in a business)?**
- Chan fheum. Cha leig thu a leas luach com-pàirt sam bith a chlàradh ach dìreach ainm agus nàdar na buidhne sa bheil an com-pàirt air a chumail.
- No. You do not have to register the value of any interest but rather the name and nature of the organisation in which the interest is held.
- 13 **Am feum mi com-pàirtean mo theaghlach no mo charaidean a chlàradh?** **Do I have to register the interests of my family or friends?**
- Chan fheum. Cha leig buill agus luchd-obrach a' Bhùird a leas clàradh ach com-pàirtean dìreach (pearsanta), ged as dòcha gun clàr iad gu saor-thoileach com-pàirtean neo-dhìreach. Ach, feumaidh tu na com-pàirtean sin fhoillseachadh mar a bhios iad ag èirigh agus gnìomh a choileanadh a rèir a' Phoileasaidh Strì eadar Com-pàirtean seo.
- No. Board members and staff are only required to register direct (personal) interests, although they may voluntarily register indirect interests. In any event, you must declare these interests as and when they arise and take action in line with this Conflicts of Interest Policy.
- 14 **A bheil an Clàr Chom-pàirtean ri fhaotainn gu poblach?** **Is the Register of Interests publicly available?**
- Tha com-pàirtean buill a' Bhùird agus buill an Sgioba Ceannardais air am foillseachadh air làrach-lìn Bhòrd na Gàidhlig agus rim faotainn gu poblach. Chan eil com-pàirtean luchd-obrach eile air am foillseachadh air an làrach-lìn.
- The interests of Board members and members of the Leadership Team are published on the Bòrd na Gàidhlig website and are publicly available. The interests of other staff are not published on the website.

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Foilseachadh chom-pàirtean

Declaration of interests

- 15 **Ciamar a thig mi gu co-dhùnadh a bheil com-pàirt mòr gu leòr airson a bhith air fhoilseachadh?**
- Ann a bhith a’ beachdachadh a bheil an com-pàirt cudromach, bu chòir dhut beachdachadh, chan e a-mhàin an toir e buaidh ortsa ach an faiceadh ball dhan phoball le eòlas air na firinnean iomchaidh, an com-pàirt mar a bhith cho cudromach agus gun toireadh e claon-bhàidh air do chonaltradh no do cho-dùnadh. Is e seo an ‘sealladh poblach’ no an deuchainn ‘cothromach’
- In considering whether an interest is significant, you should consider not only whether you might be influenced but also whether a member of the public, with knowledge of the relevant facts, would reasonably regard the interest as so significant that it is likely to prejudice your discussion or decision making. This is the ‘public perception’ or ‘objective’ test
- Tha com-pàirtean ionmhasail prima facie **cudromach** mur a measadh neach reusanta an com-pàirt cho ‘suarach no fada air falbh’ is nach toireadh e buaidh ort.
- Financial interests are prima facie **significant** unless a reasonable person would consider the interest so ‘insignificant or remote’ that you would not be influenced by it.
- 16 **A bheil e gu leòr foilseachadh a dhèanamh ann am briathran?**
- Chan eil. Bu chòir com-pàirt gu h-àbhaisteach a bhith air a dhèanamh ann an sgrìobhadh agus bu chòir lethbhreac a bhith air a chur chun [Oifigear Inbhean/Oifigear Gàillidh](#).
- No. A declaration of interest should normally be in writing and a copy of the notification should be sent to the [Standards Officer/Compliance Officer](#).
- Dh’fhaodadh e a bhith iomchaidh com-pàirt fhoilseachadh ann am briathran aig coinneamh ach dh’fheumadh tu dèanamh cinnteach gu bheil cunntas mun fhoilseachadh agus an gnìomh a ghabh àite an dèidh sin (me a’ fàgail an t-seòmair) anns na gearr-chunntasan no clàr sam bith eile den choinneimh.
- It may be appropriate to declare an interest verbally at a meeting but you need to ensure the declaration and subsequent action taken (i.e. leaving the room) is contained in the minutes or other record of the meeting.
- 17 **Am feum mi com-pàirtean charaidean fhoilseachadh?**
- Tha e a rèir dè cho dlùth ‘s a tha an càirdeas agus an ìre gum b’ urrainn co-dhùnaidhean no gnìomhan Bhòrd na Gàidhlig buaidh a thoirt orra gu dìreach no gu mòr. Tha am mineachadh den fhacal ‘caraid’ airson adhbharan a’ Phoileasaidh Strì eadar Com-pàirtean aig Bòrd na Gàidhlig a’ ciallachadh neach aig a bheil (1)
- Do I have to declare the interests of friends?
- It depends on the closeness of the relationship and the extent to which Bòrd na Gàidhlig decisions or activities could directly or significantly affect them. The definition of a ‘friend’ for the purposes of Bòrd na Gàidhlig’s Conflict of Interest Policy would be someone with whom you (1) have a

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dlùth chàirdeas agus/no dlùth dhàimh riut; no (2) tha comann sòisealta agaibh tric; no (3) tha dèiligidhean air a bhith agaibh, a dh'fhaodadh strì eadar com-pàirt adhbharachadh.

longstanding and/or close relationship; or (2) socialise with regularly; or (3) have had dealings with, which may create a conflict of interest.

- 18 **A bheil e dha-riribh cothromach sùileachadh gum bi fios agamsa air com-pàirtean gnothachais msaa bhuill an teaghaich agam agus dlùth charaidean?** **Is it really fair to expect me to know all of the business etc. interests of my family members and close friends?**

Chan eil. Ach, tha Bòrd na Gàidhlig a' sùileachadh gum bi gach ball agus neach-obrach aig Bòrd na Gàidhlig gan giùlain fhèin gu treibhdhireach, a bhith dicheallach (far a bheil e iomchaidh) agus gnìomh iomchaidh a choileanadh a uair a thig strì eadar com-pàirt chun aire a tha a' gabhail a-steach buill teaghaich no dlùth charaidean.

No. However, Bòrd na Gàidhlig expects all Board members and staff members to act honestly, exercise due diligence (where appropriate) and take appropriate action when they become aware of a conflict of interest involving family members or close friends.

- 19 **Tha mi a' creidsinn nach toir an com-pàirt agamsa buaidh air mo cho-dhùnadh no air mo ghnìomhan ann an dòigh shònraichte – nach e sin an rud a tha a' cunntadh?** **I believe that my interest will not influence my decision or actions in a particular matter – is that not what really counts?**

Tha e riatanach gum bi làn mhisneachd aig a' phoball (a' gabhail a-steach coimhearsnachd luchd-labhairt na Gàidhlig) gu bheil na co-dhùnaidhean air an gabhail ann an com-pàirt a' phobaill agus nach ann airson adhbhar sam bith eile. Ma thòisicheas am poball a' cur cist ann an treibhdhìreas Bhòrd na Gàidhlig, a luchd-obrach agus/no a phròiseasan co-dhùnaidh, adhbharaichidh seo milleadh cudromach air cliù na buidhne.

It is essential that the public (including the Gaelic-speaking community) has complete confidence that decisions are taken in the public interest and not for any other reason. If the public starts to doubt the integrity of Bòrd na Gàidhlig, its staff and/or its decision-making processes, it will result in serious reputational damage to the organisation

Is e sin as coireach gu bheil an deuchainn lèirsinn poblach cho cudromach agus nach eil am beachd agad fhèin - mu do chomas fhèin co-dhùnaidhean cothromach a dhèanamh ann an suidheachadh strì eadar com-pàirtean – cho cudromach.

This is why the public perception test is so important and what you think - about your own ability to make objective decisions in a conflict of interest scenario – is less relevant.

- 20 **Am feum mi strì eadar com-pàirt fhoillseachadh mur eil buannachd no call ionmhasail na lùib?** **Do I need to disclose a conflict of interest if there is no financial benefit or loss involved?**

Feumaidh, ged a tha com-pàirtean ionmhasail nan raon riosg air leth àrd, tha strì eadar com-pàirtean a' dèiligeadh ri raon de ghnìomhan a tha nas fharsaingeach na uallaichean ionmhasail.

Yes, although financial interests are a particularly high risk area, conflicts of interest cover a range of activities that is wider than financial concerns. Consequently, any

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Mar sin, bu chòir a bhith a’ gabhail a-steach dàimhean pearsanta, faireachdainnean agus càirdeasan a bhiodh ann an sùilean neach-amhairc reusanta, cothromach coltach buaidh a thoirt air do bhreithneachadh.

personal relationships, emotions and associations that would, in the eyes of the reasonable, objective observer, be likely to influence your judgement should also be taken into account.

A’ rianachd strì eadar com-pàirtean

Managing conflicts of interest

21 **Tha mi an-dràsta (a) nam bhall de, (b) ann an dreuchd (me Neach-gairm, Ionmhasair) ann am buidheann on taobh a-muigh a bhios a’ faighinn maoinachadh bho Bhòrd na Gàidhlig - ciamar a tha am Poileasaidh seo a’ toirt buaidh ormsa mar neach-obrach?**

I am currently (a) a member of, (b) an office-holder (e.g. Convener, Treasurer) in, an outside organisation that receives grant funding from Bòrd na Gàidhlig – how does this Policy affect me as a staff member?

(a) Cho fad’s gu bheil thu air an com-pàirt seo a chlàradh agus nach eil thu a’ gabhail gnothach sam bith ri tar-ghnìomh eadar Bòrd na Gàidhlig agus am buidheann seo (me iarrtas airson tabhartas), chan eil duilgheadas sam bith ann

(a) As long as you have registered this interest and avoid any involvement in any transaction conducted between Bòrd na Gàidhlig and this organisation (e.g. a grant application), there is no problem

Mar ann an (a) cha bu chòir dhut a bhith an sàs ann an tar-ghnìomh sam bith co-cheangailte ris ach cuideachd ...tha riosg nas motha ann a thaobh cliù Bhòrd na Gàidhlig san t-suidheachadh seo leis gu bheil buannachd aig a’ bhuidhinn seo thar thagraichean eile seach gu bheil thusa mar neach-obrach aig Bòrd na Gàidhlig. Is dòcha gum bi suidheachaidhean air leth sònraichte ann a leigeas leat leantainn air adhart ann an dreuchd sa bhuidhinn ach tha e cudromach gun tèid conaltradh a chumail le, agus gun tèid aontachadh ris, leis an ~~Oifigear Inbhean Oifigear Gàidhlig~~ Ceann an Ionmhas is Cùisean Corporra agus Ceannard Bhòrd na Gàidhlig.

As per (a), you should have no involvement in any related transaction but also... there is clearly a greater risk to the reputation of Bòrd na Gàidhlig in this case due to the perception that this organisation has an advantage over other applicants due to having you on the staff of Bòrd na Gàidhlig. There may be exceptional circumstances which will allow you to continue to hold an office-bearer position in the organisation but it is important that your involvement is discussed with and approved by the ~~Standards Officer/Compliance Officer/Head of Finance and Corporate Affairs~~ Standards Officer/Compliance Officer/Head of Finance and Corporate Affairs and the Chief Executive of Bòrd na Gàidhlig.

Ach, ann an cùis far a bheil riosg cliù Bhòrd na Gàidhlig cho cruaidh no a tha an strì eadar com-pàirt air a mheas a bhith a’ toirt droch bhuaidh air do chomas a bhith a’ dèanamh d’ obair gu riarachail, tha an còir aig a’ Cheannard iarraidh ort tarraing air ais/an dreuchd seo a leigeil dhìot.

However, in a case where the reputational risk to Bòrd na Gàidhlig is so severe or the conflict of interest is deemed to be adversely affecting your ability to carry out your work satisfactorily, the Chief Executive has the right to insist that you withdraw/resign from the position in question.

A’ Breiseadh a’ Phoileasaidh Strì eadar Com-pàirtean

Breaching the Conflicts of Interest Policy

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- 22 **Tha mi mothachail gu bheil strì eadar com-pàirtean aig co-obraiche agus nach eilear a' dèiligeadh ris a rèir Poileasaidh Strì eadar Com-pàirtean Bhòrd na Gàidhlig. Ciamar a bu chòir dhomh dèiligeadh ris an t-suidheachadh leibideach seo?** **I am aware that a colleague has a conflict of interest and is not dealing with it in accordance with Bòrd na Gàidhlig's Conflicts of Interest Policy. How should I handle this awkward situation?**
- A rèir nan suidheachaidhean agus cruas na cùise, dh'fhaodadh tu an gnothach a thoirt gu aire do cho-obraich no a thogail leis an sreath-stiùiriche agad no leis an ~~Oifigear Inbhean Oifigear Gèillidh~~ Ceann an Ionmhas is Cùisean Corporra. Ma tha am briseadh cho dona is gum faod e a bhith air a mheas mar eucoir, tha an roghainn agad poileasaidh agus modh-obrach innseireachd Bhòrd na Gàidhlig a chleachdadh. Depending on the circumstances and severity of the issue, you could bring the matter to your colleague's attention or raise it with your line manager or the ~~Standards Officer/Compliance Officer/Head of Finance and Corporate Affairs~~. If the breach is so serious that it might constitute a criminal offence, you have the option of using Bòrd na Gàidhlig's whistleblowing policy and procedure.
- 23 **Am bi mi ann an trioblaid mur a dèilig mi ri strì eadar com-pàirt a rèir Poileasaidh Strì eadar Com-pàirtean Bhòrd na Gàidhlig.** **Will I be in trouble if I do not handle a conflict of interest in accordance with Bòrd na Gàidhlig's Conflicts of Interest Policy?**
- Bidh. Is dòcha gum bi e air a mheas mar chùis smachdachaidh, no ann an cuid de chùisean mar eucoir mura (1) foillsich thu com-pàirt iomchaidh; (2) gabh thu ceum a rèir stiùireadh Bhòrd na Gàidhlig gus fuasgladh no dèiligeadh ri strì eadar com-pàirt; agus/no (3) briseadh gin sam bith de phrìomh sholaran Poileasaidh Strì eadar Chom-pàirtean Bhòrd na Gàidhlig. Yes, it may constitute a disciplinary offence or, in some cases, a criminal offence if you (1) do not disclose a relevant interest; (2) do not take action as directed by Bòrd na Gàidhlig to resolve or handle a conflict of interest; and/or (3) breach any of the key provisions of Bòrd na Gàidhlig's Conflicts of Interest Policy.
- 24 **Dè na peanasan a dh'fhaodadh a bhith ann?** **What are the possible penalties?**
- Faodaidh peanasan a bhith a' dol bho ghnìomh smachdachaidh a bhios a' gabhail a-steach crìoch air cosnadh gu cìsean agus prìosan (far a bheil am briseadh a' gabhail a-steach eucoir). A thaobh buill a' Bhùird faodaidh briseadh leantainn air adhart gu sgrùdadh leis a' Choimiseanair airson Bhun-thomhasan Beusail fon Chòd Giùlain reachdail a dh'fhaodadh leantainn gu smachd-bhannan a bhith air an cur an gnìomh le Coimisean Bun thomhasan na h-Alba. Penalties can range from disciplinary action including termination of employment to fines and imprisonment (where a breach constitutes a criminal offence). For Board members, a breach may lead to an investigation by the Ethical Standards Commissioner under the statutory Code of Conduct potentially leading to sanctions being imposed by the Standards Commission for Scotland.

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Document Control

<u>Dreach</u> <u>Version Number</u>	<u>Adhbhar/Atharrachadh</u> <u>Purpose/Change</u>	<u>Ùghdar</u> <u>Author</u>	<u>Ceann-là</u> <u>Date</u>

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Poileasaidh Co-ionannachd, Iomadachd agus In-ghabhaltais

Equality, Diversity and Inclusion Policy

Air aontachadh le/Approved by:

Air aontachadh le/Approved by:

Lèirmheas a dhìth/Review due on:

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1. Ro-ràdh

Tha rùn aig a' Bhòrd dèanamh cinnteach gun tèid dèiligeadh gu cothromach agus co-ionann ris an luchd-obrach air fad, custamairean agus luchd-ùidh eile, agus tha adhartas gnìomhach co-ionannachd agus iomadachd air fhaicinn mar phàirt riatanach de libhrigeadh soirbheachail a phrìomh dhleastanas agus a sheirbheisean. Mar phàirt den dealas seo, bidh am Bòrd an-còmhnaidh a' feuchainn ri àrainneachd obrach a sholarachadh far an urrainn do luchd-obrach comasan gu lèir aca a thoirt gu buil agus cur ri soirbheachas gnìomhachais. Is e ar n-amas gum bi an luchd-obrach againn dha-rìribh a' riochdachadh gach roinn den chomann-shòisealta, agus gum bi gach neach-obrach a' faireachdainn gu bheil spèis aca agus comasach air an dìcheall a dhèanamh, a bharrachd air cuir às do leth-bhreith mì-laghail.

Tha am poileasaidh seo a' buntainn ris a h-uile neach-obrach, neach-obrach buidhnean eile agus cunnradairan a tha a' libhrigeadh sheirbheisean às leth a' Bhùird agus ri neach sam bith a gheibh inntrigeadh gu seirbheisean a' Bhùird.

2. Aithris Poileasaidh

2.1 Geàrr-chunntas air dleastanasan

Tha e riatanach gum bi a' Bhòrd a' cumail ri Achd Co-ionannachd 2010 a tha a' steidheachadh dleastanas co-ionannachd san roinn phoblaich (PSED), ris an canar cuideachd an dleastanas coitcheann. Tha an dleastanas coitcheann ag iarraidh air a' Bhòrd cuir às do leth-bhreith mì-laghail agus, a thaobh an fheadhainn aig a bheil feart dìonta, co-ionannachd chothroman adhartachadh agus deagh dhàimhean àrach. Is iad na feartan dìonta a tha air am mìneachadh san reachdas:

- aois
- ciorram
- ath-shònrachadh gnè
- pòsadh agus com-pàirteachas catharra
- torrachas agus màthaireil

1. Introduction

The Bòrd is committed to ensuring fair and equal treatment of all staff, customers and other stakeholders, and views the active promotion of equality and diversity as an integral part of the successful delivery of its core function and services. As part of this commitment the Bòrd will continuously strive to provide a working environment in which employees are able to realise their full potential and to contribute to business success. Our aim is for our workforce to be truly representative of all sections of society, and for each employee to feel respected and able to give their best, as well as eliminating unlawful discrimination.

This policy applies to all employees, agency workers and contractors delivering services on behalf of the Bòrd and those accessing the Bòrd's services.

2. Policy Statement

2.1 Summary of Duties

The Bòrd is required to comply with the Equality Act 2010 which lays down the public sector equality duty (PSED), also known as the general duty. The general duty requires the Bòrd to eliminate unlawful discrimination and, with regard to those who share a protected characteristic, advance equality of opportunity and foster good relations. The protected characteristics defined by the legislation are:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity

- cinneadh (a' gabhail a-steach dath, nàiseantachd, agus tùs cinneachail no nàiseanta)
- creideamh no creideamh
- gnè
- claonadh gnèitheasach

Tha sinn dealasach a bhith a' cur an aghaidh agus a' seachnadh gach seòrsa leth-bhreith mì-laghail. Tha seo a' gabhail a-steach ann an:

- pàigheadh agus sochairean
- teirmichean is cumhaichean cosnaidh
- dèiligeadh ri casaidean agus smachd
- cur às a dhreuchd
- call dreuchd
- fàgail do phàrantan
- iarrtasan airson obrachadh sùbailte
- taghadh airson cosnadh, àrdachadh, trèanadh no cothroman leasachaidh eile.

Feumaidh am Bòrd cuideachd cumail ri sia de na h-ochd dleastanasan sònraichte a tha air an cur sìos ann an reachdas co-ionannachd àrd-sgoile, Riaghailtean Achd Co-ionannachd 2010 (Dleastanasan Sònraichte) (Alba) 2012.

2.2 Co-ionannachd ann an Cleachdadh

Le bhith a' cur an gnìomh reachdas co-ionannachd gu soirbheachail feumaidh adhartas co-ionannachd chothroman a bhith air a phrìomh-shruthadh a-steach do gach taobh de ghnothaichean làitheil a' Bhùird.

Bidh ceumannan agus an dleastanas co-ionannachd a phrìomh-shruthadh a' gabhail a-steach, ach chan eil iad cuingealaichte gu:

- A' stèidheachadh Measaidhean Buaidh Co-ionannachd no innealan coltach ris ann an gnìomhan gnìomhachais iomchaidh;
- A' suidheachadh bhuilean co-ionannachd a tha ag amas air

- race (including colour, nationality, and ethnic or national origin)
- religion or belief
- sex
- sexual orientation

We are committed to oppose and avoid all forms of unlawful discrimination. This includes in:

- pay and benefits
- terms and conditions of employment
- dealing with grievances and discipline
- dismissal
- redundancy
- leave for parents
- requests for flexible working
- selection for employment, promotion, training or other developmental opportunities.

The Bòrd is also required to comply with six of the eight specific duties laid down by secondary equalities legislation, the [Equality Act 2010 \(Specific Duties\) \(Scotland\) Regulations 2012](#).

2.2 Equality in Practice

Successful implementation of equalities legislation requires the advancement of equality of opportunity to be mainstreamed into all aspects of the Bòrd's day-to-day business.

Measures to mainstream the equality duty will include but are not limited to:

- Embedding Equality Impact Assessments or similar tools into appropriate business functions;
- Setting equality outcomes that focus upon improvements in the advancement of equalities;

leasachaidhean ann an adhartachadh co-ionannachd;

- A' cruinneachadh fianais a sheallas adhartas a dh'ionnsaigh coileanadh builean co-ionannachd agus prìomh-shruthadh, agus comharrachadh far am faodadh gnìomh dearbhach a bhith iomchaidh;
- A' feuchainn gu for-ghnìomhach ri dàimhean a thogail leis an fheadhainn le feartan dìonta, no an fheadhainn a tha a' riochdachadh dhaoine le feart dìonta, agus luchd-obrach a bhrosnachadh gus an luchd-aithne sin a chur an sàs ann an co-chomhairlean iomchaidh.

- Gathering evidence to demonstrate progress towards meeting equalities outcomes and mainstreaming, and to identify where positive action may be appropriate;
- Proactively seeking to build relationships with those with protected characteristics, or those representing people with a protected characteristic, and encourage staff to involve these contacts in appropriate consultations.

3. Dreuchdan agus Dleastanasan

3.1 A' Bhòrd

Tha uallach air a' Bhòrd airson a' phoileasaidh seo agus a chur an gnìomh, agus dealasach a bhith a' comharrachadh agus a' cur às do chleachdaidhean, modhan-obrach agus beachdan lethbhreith. Tha rùn aig a' Bhòrd a bhith a' brosnachadh co-ionannachd, iomadachd agus in-ghabhail san àite-obrach agus cuideachd den bheachd gu bheil còir aig gach neach-obrach a bhith air a làimhseachadh le urram agus spèis fhad 's a tha iad ag obair agus nuair a bhios iad a' riochdachadh na buidhne ann an dreuchd sam bith taobh a-muigh na h-obrach.

Tha am Bòrd ag amas air dèanamh cinnteach nach tèid leth-bhreith a dhèanamh an aghaidh neach-obrach, tagraiche obrach, no neach no buidheann sam bith a tha a' faighinn inntigeadh air seirbheisean a' Bhùird, gu dìreach no gu neo-dhìreach, air sgàth feart dìonta sam bith. Gus an dealas a choileanadh agus cumail ri reachdas co-ionannachd nì am Bòrd:

- Cinnteach gu bheil ceumannan air an cur an gnìomh gus gèilleadh ri dleastanasan coitcheann agus sònraichte a choileanadh. Gabhaidh na ceumannan seo an aire gur ann as motha a tha iomchaidheachd agus a'

3. Roles and Responsibilities

3.1 The Bòrd

The Bòrd is responsible for this policy and its implementation, and is committed to identifying and eliminating discriminatory practices, procedures and attitudes. The Bòrd is committed to encouraging equality, diversity and inclusion in the workplace and also believes that all employees are entitled to be treated with dignity and respect while at work and when representing the organisation in any capacity outside of work.

The Bòrd aims to ensure that no employee, job applicant, or individual or group accessing the Bòrd's services is discriminated against, either directly or indirectly, on the grounds of any protected characteristic. To meet its commitment and comply with equalities legislation the Bòrd will:

- Ensure measures are implemented to meet compliance with both general and specific duties. These measures will take into account that the greater the relevance and potential impact of decisions being made, the higher the regard required by the general duty.

bhuaidh a dh' fhaodadh a bhith aig co-dhùnaidhean gan dèanamh, is ann as àirde am meas a dh' fheumas an dleastanas coitcheann.

- Cinnteach gu bheil a' beachdachadh gu h-ìomchaidh air adhartachadh co-ionannachd chothroman nuair a thathar a' leasachadh ro-innleachd, poileasaidh no modh-obrach sam bith.
- Cruthaich àrainneachd obrach far nach eil burraidheachd, sàrachadh, fulangas agus leth-bhreith mì-laghail, a' brosnachadh urram agus spèis do na h-uile, agus far a bheil a' aithneachadh agus a' cur luach air eadar-dhealachaidhean fa leth agus tabhartasan an luchd-obrach air fad.
- Cur an gnìomh sgrùdadh co-ionannachd airson gach taobh de chosnadh a' gabhail a-steach:
 - Fastadh agus taghadh, a' gabhail a-steach sanasan, tuairisgeulan obrach, modhan agallaimh agus taghaidh;
 - Trèanadh;
 - Cothroman adhartachaidh agus leasachadh dreuchd;
 - Teirmichean is cumhaichean cosnaidh, agus cothrom air sochairan agus goireasan co-cheangailte ri cosnadh;
 - Làimhseachadh ghearanan agus cur an gnìomh modhan smachdachaidh;
 - Taghadh airson call dreuchd, cur às a dhreuchd agus adhbharan eile airson fàgail;
 - Dèanamh cinnteach gu bheil co-dhùnaidhean co-cheangailte ri luchd-obrach stèidhichte air airdheachd (ach a-mhàin ann an saoraidhean is eisgeachdan cuibhrichte is cuingealaichte a tha ceadaichte fo Achd na Co-ionannachd).
- Ensure that advancement of equality of opportunity is appropriately considered when developing any strategy, policy or procedure.
- Create a working environment free of bullying, harassment, victimisation and unlawful discrimination, promoting dignity and respect for all, and where individual differences and the contributions of all staff are recognised and valued.
- Implement equalities monitoring for all aspects of employment including:
 - Recruitment and selection, including advertisements, job descriptions, interview and selection procedures;
 - Training;
 - Promotion and career development opportunities;
 - Terms and conditions of employment, and access to employment related benefits and facilities;
 - Grievance handling and the application of disciplinary procedures;
 - Selection for redundancy, dismissal and other reasons for leaving;
 - Ensuring decisions concerning staff are based on merit (apart from in any necessary and limited exemptions and exceptions allowed under the Equality Act).

- Innealan a chur an gnìomh gus dèanamh cinnteach gu bheil solar seirbheis cothromach agus gu bheil cothrom co-ionann ann dha na h-uile le bhith:
 - o A' cruinneachadh fianais gus co-dhùnidhean fiosraichte a dhèanamh a thaobh ruigsinneachd, solar cothromach de sheirbheisean agus feum air gnìomh dearbhach;
 - A' cleachdadh an fhianais a chaidh a chruinneachadh, obair gus co-ionannachd chothroman adhartachadh gu leantainneach;
 - Dèanamh cinnteach gu bheil a' dèiligeadh ri luchd-ùidh uile le urram agus spèis, agus ceumannan a ghabhail gus com-pàirt agus co-chomhairle a dhèanamh le buidhnean a' riochdachadh an fheadhainn le feartan dìonta gus am faigh am Bòrd làn luach, aithneachadh agus luach a chur air eadar-dhealachaidhean dhaoine;
 - Ag innse mu phoileasaidh a' Bhùird do luchd-ceannachd, solaraichean, agus cunnradairan a' libhrigeadh sheirbheisean às leth a' Bhùird.
 - Thoir aire do fheartan co-ionannachd, iomadachd agus in-ghabhail nuair a thathar a' buileachadh agus a' cumail sùil air cùmhnantan agus a' solarachadh sheirbheisean.
- Implement mechanisms to ensure service provision is fair and there is equal access for all by:
 - Gathering evidence to make informed decisions about accessibility, fair provision of services and need for positive action;
 - Using the evidence gathered, work to continually advance equality of opportunity;
 - Ensuring all stakeholders are treated with dignity and respect, and take steps to involve and consult with groups representing those with protected characteristics to enable the Bòrd to fully appreciate, recognise and value people's differences;
 - Communicating the Bòrd's policy to customers, suppliers, and contractors delivering services on the Bòrd's behalf.
 - Take account of equality, diversity and inclusion factors when awarding and monitoring contracts and procuring services.

3.2 Manaidsearan

Tha e an urra ri manaidsearan am poileasaidh seo agus a phrionnsabalan a bhrosnachadh taobh a-staigh nan raointean dleistanais aca. Tha co-ionannachd chothroman mar phàirt den uallach riaghlaidh nas motha airson dèanamh cinnteach gu bheil an àrainneachd obrach a' toirt brosnachadh do luchd-obrach obair mhath a dhèanamh. Bidh seo do-dhèanta a

3.2 Management

Managers are responsible for promoting this policy and its principles within their areas of responsibility. Equality of opportunity is part of the larger management responsibility of ensuring that the employment environment provides employees with motivation to do a good job. This will be impossible to achieve if individuals feel they are being treated unfairly.

choileanadh ma tha daoine fa-leth a' faireachdainn gu bheil a' dèiligeadh riutha gu mì-chothromach.

Mar phàirt den uallach aca, bu chòir do mhanaidsearan luchd-obrach a bhrosnachadh gu for-ghnìomhach gus cùisean co-cheangailte ri co-ionannachd a thogail, a' cruthachadh àrainneachd anns am bi luchd-obrach a' faireachdainn gun urrainn dhaibh cùisean a tha nan adhbhar dragh a thogail gu fosgailte agus beachdachadh orra. Bithear a' toirt aire dha-rìribh do ghearanan mu bhurraidheachd, sàrachadh, fulangas agus leth-bhreith mì-laghail le co-luchd-obrach, luchd-ceannach, solaraichean, luchd-tadhail, am poball agus daoine eile rè obair na buidhne.

Thèid dèiligeadh ri leithid de ghnìomhan mar mhì-ghìùlan fo mhodhan smachdachaidh na buidhne, agus thèid ceumannan iomchaidh a ghabhail. Dh' fhaodadh gearanan sònraichte trom a bhith mar mhì-ghìùlan mòr agus leantainn gu briseadh às aonais fios.

A bharrachd air an sin, faodaidh sàrachadh gnèitheach a bhith an dà chuid na chùis chòraichean cosnaidh agus na chùis eucoireach, leithid casaidean ionnsaigh feise. A bharrachd air an sin, tha sàrachadh fo Achd Dìon bho Sàrachadh 1997 – nach eil cuingealaichte ri suidheachaidhean far a bheil sàrachadh co-cheangailte ri feart dìonta – na eucoir.

3.3 Luchd-obrach

Tha am Bòrd an dùil gun cuir luchd-obrach taic ris an dealas aca agus gun cuidich iad le bhith ga thoirt gu buil anns a h-uile dòigh comasach. Tha dleastanas pearsanta aig luchd-obrach airson a bhith a' cur an gnìomh a h-uile taobh den phoileasaidh seo gu practaigeach a thaobh gach cuid luchd-obrach eile agus an fheadhainn a tha a' faighinn cothrom air seirbheisean a' Bhùird. Bu chòir don luchd-obrach air fad a thuigsinn gum faod iad fhèin, agus am fastaiche, a bhith cunntachail airson gnìomhan

As part of their responsibility, managers should proactively encourage staff to raise issues relating to equalities, creating an environment in which staff feel they are able to openly raise and discuss matters that are of concern. Complaints of bullying, harassment, victimisation and unlawful discrimination by fellow employees, customers, suppliers, visitors, the public and any others during the organisation's work activities will be taken seriously.

Such acts will be dealt with as misconduct under the organisation's disciplinary procedures, and appropriate action will be taken. Particularly serious complaints could amount to gross misconduct and lead to dismissal without notice.

Further, sexual harassment may amount to both an employment rights matter and a criminal matter, such as in sexual assault allegations. In addition, harassment under the Protection from Harassment Act 1997 – which is not limited to circumstances where harassment relates to a protected characteristic – is a criminal offence.

3.3 Employees

The Bòrd expects employees to support their commitment and to assist in its realisation in all possible ways. Employees have a personal responsibility for the practical application of all aspects of this policy with regards to both other employees and those accessing the Bòrd's services. All staff should understand they, as well as their employer, can be held liable for acts of bullying, harassment, victimisation and unlawful discrimination, in the course of their employment, against fellow employees, customers, suppliers and the public.

burraidheachd, sàrachadh, fulangas agus leth-bhreith mì-laghail, fhad 's a tha iad ag obair, an aghaidh co-luchd-obrach, luchd-ceannach, solaraichean agus am poball.

Cha ghabh am Bòrd ri cleachdaidhean lethbhreith, fòirneart no sàrachadh neach-obrach sam bith le neach-obrach eile, no le treas phàrtaidh sam bith ris am faod neach-obrach conaltradh fhad 's a tha iad a' coileanadh an dleastanasan co-cheangailte ri obair. Anns a' chiad dol a-mach bu chòir do luchd-obrach cùisean a tha a' dèanamh dragh dhaibh a thogail leis a' mhanaidsear aca sa bhad, a' gabhail ris gun urrainn dhaibh. Far nach urrainn do luchd-obrach a' chùis a thogail leis a' mhanaidsear aca, bu chòir dhaibh fios a chur gu Ceannard Ionmhais is Ghnothaichean Corporra. Airson tuilleadh stiùiridh air modhan-obrach, faic ar Poileasaidh Gearain agus Poileasaidh Smachdachaidh.

Chan eil cleachdadh modhan gearain no smachdachaidh na buidhne a' toirt buaidh air còir neach-obrach tagradh a dhèanamh gu mòd-ceartais cosnadh taobh a-staigh trì mìosan bhon leth-bhreith a tha fo chasaid.

Tha feum air co-obrachadh bhon luchd-obrach air fad gus am bi am Bòrd a' dèanamh fìor adhartas san raon seo agus thathas gu gnìomhach a' brosnachadh luchd-obrach fios air ais a thoirt seachad air mar a ghabhas an àrainneachd obrach a leasachadh gus cur ri co-ionannachd chothroman.

3.4 Treas Pàrtaidh sam bith ach Neach-obrach

Bu chòir neach sam bith nach eil air fhadadh gu dìreach leis a' Bhòrd, a dh' fhaodadh a bhith a' gabhail a-steach luchd-ceannach, cunnradairean, buidhnean com-pàirteachais no treas phàrtaidh sam bith a tha a' dèiligeadh ris a' Bhòrd, a thogas cùis co-ionannachd a chur gu Ceannard an Ionmhais

The Bòrd will not tolerate discriminatory practices, victimisation or harassment of any employee by another employee, or by any third party an employee may come into contact with while carrying out their work-related responsibilities. In the first instance staff should raise any matters of concern with their immediate line manager, assuming they are able to. Where staff are unable to raise the matter with their line manager, they should contact the Head of Finance and Corporate Affairs. For further guidance on procedures, see our [Grievance Policy](#) and [Disciplinary Policy](#).

Use of the organisation's grievance or disciplinary procedures does not affect an employee's right to make a claim to an employment tribunal within three months of the alleged discrimination.

The co-operation of all employees is needed for the Bòrd to make real progress in this area and staff are actively encouraged to provide feedback about how the working environment can be improved to enhance the equality of opportunities.

3.4 Any Third Party other than an Employee

Any person not directly employed by the Bòrd, which may include customers, contractors, partner organisations or any third party dealing with the Bòrd, that raises an equalities matter should be referred to the Head of Finance and Corporate Affairs and provided with the [Bòrd's complaints procedure](#).

agus Gnothaichean Corporra agus modh gearain a' Bhùird a thoirt seachad.

4. Riaghladh Fiosrachaidh

Tha rùn aig a' Bhòrd a bhith a' toirt air falbh leth-bhreith mì-laghail agus a' dèanamh cinnteach gun tèid dèiligeadh gu cothromach ri luchd-obrach, agus gus an dealas seo a choileanadh cruinnichidh e fianais gus sùil a chumail air co-ionannachd. Tha luchd-obrach air am brosnachadh gu mòr a bhith an sàs nuair a thèid iarraidh orra leis gu bheil an tabhartas aca deatamach do shoirbheachas a' phoileasaidh seo.

Tha am Bòrd a' tuigsinn gum faodadh cuid den fiosrachadh a dh' iarras luchd-obrach a bhith air a mheas mothachail agus a' toirt làn ghealltanais:

- Cha tèid fiosrachadh a chruinneachadh ach nuair a chuireas e gu feum ri sgrùdadh co-ionannachd;
- Thèid fiosrachadh a chleachdadh airson adhbharan staitistigeil a-mhàin. Cha tèid fiosrachadh a thèid a chruinneachadh airson sgrùdadh co-ionannachd a chleachdadh ann an suidheachadh sam bith gus co-dhùnidhean a dhèanamh mu dhaoine fa-leth;
- Cha tèid daoine fa leth a chomharrachadh ann an aithris air staitistig;
- Cumaidh am Bòrd an-còmhnaidh ri ullachaidhean Achd Dìon Dàta (2018), a tha a' riaghladh an dòigh sa bheilear a' làimhseachadh dàta pearsanta.

5. Sgrùdadh

Tha riatanasan aithris laghail aig mòran de na dleastanasan sònraichte a gheibhear ann an Riaghailtean Achd Co-ionannachd 2010 (Dleastanasan Sònraichte) 2011. Bidh Bòrd na Gàidhlig a' cumail sùil air mar a tha an luchd-obrach a' dèanamh a thaobh fiosrachadh leithid aois, gnè, cùl-cinnidh,

4. Information Governance

The Bòrd is committed to removing unlawful discrimination and ensure fair treatment for staff, and to meet this commitment will gather evidence to monitor equalities. Staff are strongly encouraged to participate where requested as their contribution is vital to the success of implementing this policy.

The Bòrd appreciates that some information requested from staff may be considered sensitive and provides absolute assurances that:

- Information will only be gathered where it can usefully contribute towards monitoring equalities;
- Information will be used for statistical purposes only. Under no circumstances will information gathered for the purposes of monitoring equality be used to make decisions about individuals;
- No individuals will be identified in the reporting of statistics;
- The Bòrd will comply at all times with the provisions of the Data Protection Act (2018), which governs the way in which personal data is processed.

5. Monitoring

Many of the specific duties have legal reporting requirements which can be found in [Equality Act 2010 \(Specific Duties\) Regulations 2011](#). Bòrd na Gàidhlig will monitor the make-up of the workforce regarding information such as age, sex, ethnic background, sexual orientation, religion or belief, and disability in encouraging equality, diversity and inclusion, and in

taobhadh feise, creideamh no creideamh, agus ciorram ann a bhith a' brosnachadh co-ionannachd, iomadachd agus in-ghabhail, agus ann a bhith a' coileanadh nan amasan agus na geallaidhean a tha air am mìneachadh sa phoileasaidh co-ionannachd, iomadachd agus in-ghabhail.

Bidh sgrùdadh cuideachd a' gabhail a-steach measadh mar a tha am poileasaidh co-ionannachd, iomadachd agus in-ghabhail, agus sgrìobhainnean taice sam bith, ag obair ann an cleachdadh, gan ath-sgrùdadh gach bliadhna, agus a' beachdachadh agus a' dol an gnìomh gus dèiligeadh ri cùisean sam bith.

6. Ath-sgrùdadh

Bithear ag ath-sgrùdadh a' phoileasaidh seo co-dhiù gach bliadhna, nuair a gheibhear casaid no gearan a' buntainn ri cùis co-ionannachd, no air atharrachaidhean sam bith air reachdas no còdan cleachdaidh reachdail co-cheangailte.

7. Smachd Sgrìobhainn

meeting the aims and commitments set out in the equality, diversity and inclusion policy.

Monitoring will also include assessing how the equality, diversity and inclusion policy, and any supporting documentation, are working in practice, reviewing them annually, and considering and taking action to address any issues.

6. Review

This policy will be reviewed at least annually, on receipt of a grievance or complaint that relates to an equalities matter, or on any changes to legislation or related statutory codes of practice.

7. Document Control

Dreach <i>Version Number</i>	Adhbhar/ Atharrachadh <i>Purpose/Change</i>	Ùghdar <i>Author</i>	Ceann-là <i>Date</i>

Coinneamh:	A' Chomataidh Poileasaidh is Ghoireasan
Ceann-là:	5 Samhain 2024
Tìotal:	Plana Obrach na Comataidh
Gnìomh a dhith:	Ri aontachadh
Àireamh pàipear:	6.1
Neach-labhairt:	Ealasaid Dhòmhnallach, Ceannard
Pàipearan-taic:	PT1 Plana Obrach 2024/25

1. Adhbhar

1.1. Gus prògram-obrach na Comataidh aontachadh

2. Cùl-fhiosrachadh

2.1. Tha prògram-obrach aig an dà Chomataidh agus aig a' Bhòrd-stiùiridh aig BnG. Tha iad feumail ann am planadh agus ann an dearbhadh gun tèid na cuspairean iomchaidh is cunbhalach air beulaibh choinneamhan.

3. Prìomh Aithris

3.1. Ri linn a' phlana chorporra ùr tha sinn a' moladh an atharrachadh a leanas air plana-obrach na comataidh.

3.2. Gun tèid aithisg às ùr air leasachadh a thoirt a-steach aig a h-uile coinneamh. Bidh seo a' toirt a-steach fiosrachadh mu phrìomh raointean obair leasachaidh a' gabhail a-steach:

- Sgeama Oifigear Gàidhlig
- Prìomh bhuidhnean lìbhrigidh
- Sgeamaichean maoineachaidh
- Lìonra Oifigearan Gàidhlig
- Prìomh iomairtean leasachaidh

3.3. Bheireadh am moladh seo air falbh an aithisg air Lìonra Oifigearan Gàidhlig mar rud seasmhach agus bhiodh e air a ghabhail a-steach san aithisg leasachaidh.

3.4. Chan eil fiosrachadh às ùr air foghlam ann an riaghailtean seasmhach na comataidh. Aig coinneamh a' Bhùird air 10 Dàmhair chaidh aontachadh gun rachadh foghlam is ionnsachadh an àite an ùrachaidh foghlaim. Mar sin bidh seo airson clàr-gnothaich a' Bhùird agus tha sin a' moladh gun tèid fiosrachadh às ùr mu iomairt leasachaidh foghlaim a thoirt a-steach don phàipear leasachaidh.

3.5. Tha sinn a' toirt air falbh Prìomhachasan Ro-innleachdail leis nach eil e tuilleadh mar phàirt de phròiseas nam planaichean.

4. Moladh

4.1. Aonta a chur ris a' phlana obrach airson 2024/25.

5. Prìomh Bhuaidhean Ro-innleachdach

- 5.1. Buaidhean air Ionmhas: Cha bhi gin ann.
- 5.2. Buaidhean air Luchd-obrach: Bidh am plana obrach a' toirt stiùir dhan sgioba air an obair a tha a dhìth airson aithisgean a chur chun na Comataidh.
- 5.3. Buaidhean air Trèanadh: Cha bhi gin ann.
- 5.4. Ceanglaichean ri Amasan Ro-innleachadh agus Corporra: Tha am pàipear seo a' cur ris an amas gun cum Bòrd na Gàidhlig air a' leasachadh nan dòighean-obrach aige.
- 5.5. Buaidhean air Cliù: Tha e cudromach do chliù na buidhne gu bheil siostaman ann a bhios a' dearbhadh gu bheil deagh riaghlaidh aig a' bhuidhinn.
- 5.6. Buaidhean air Slàinte is Sàbhailteachd: Cha bhi gin ann.
- 5.7. Buaidhean Laghail: Bidh am plana obrach a' cur ri coileanadh nan dleastanasan reachdail agus deagh riaghlaidh aig BnG.
- 5.8. Buaidhean air Co-ionannachd: Chan eil buaidh dhìreach air co-ionannas tron phlana seo ach bidh oifigearan a' Bhùird a' cumail sùil air cùisean co-ionannachd mar phàirt den phròiseas dearcnachaidh ann an co-bhonn leis an ùghdarras seo.
- 5.9. Buaidhean air an Àrainneachd: Cha bhi gin ann.

6. Ceanglaichean ri Frèama-obrach Coileanadh Nàiseanta

Còraichean Daonna	<input type="checkbox"/>	Clann is Òigridh	<input type="checkbox"/>
Cultar	<input type="checkbox"/>	Coimhearsnachdan	<input type="checkbox"/>
Àrainneachd	<input type="checkbox"/>	Bochdainn	<input type="checkbox"/>
Slàinte	<input type="checkbox"/>	Eadar-nàiseanta	<input type="checkbox"/>
Foghlam	<input type="checkbox"/>	Eaconamaidh	<input type="checkbox"/>
Gnothachasan soirbheachail is ùr-ghnàthach	<input checked="" type="checkbox"/>		

7. Cùrsa Riaghlachais

7.1. Dh'aontaich an Sgioba-stiùiridh ri susbaint a' phàipeir seo air 23/10/2024.

8. Dearbhadh air Cuairteachadh Sgrìobhainn

8.1. Tha am pàipear seo fosgailte don phoball.

A' Chomataidh Poileasaidh is Ghoireasan (CPG) Plana Obrach 2024/25

		Cèitean 07/05/2024	Sultain 10/09/2024	Samhain 05/11/2024	Gearran 11/02/2025
Puingean Stèidhichte	Cùisean Tòiseachaidh/Fàilte	✓	✓	✓	✓
	Geàrr-chunntas na coinneamh mu dheireadh	✓	✓	✓	✓
	Clàr gnìomhan	✓	✓	✓	✓
	Plana-obrach na Comataidh	✓	✓	✓	✓
	Lèirmheas air a' choinneamh	✓	✓	✓	✓
	Taisbeanadh	✗	✓	✓	✓
	Fios mun Lionra Oifigearan Gàidhlig	✓	✓	✓	✗
	Aithisg air Leasachaidh				✓
Deagh Riaghladh	Poileasaidhean Daonna	✓	✓	✓	✓
	Suirbhidh Luchd-obrach		✗	✓	
	Ro-innleachd ICT		✗	✓	
	Ùrachadh Bun-Riaghailtean na Comataidh	✓			
	Èifeachdas na Comataidh		✓		
	Aithisg Bhliadhnail na Comataidh	✓			
	Dàta Daonna	✓			
	Slàinte is Sàbhailteachd	✓			
	Sgrùdadh Ràitheil den PCC 24/25	✓			
	Plana Corporra				
Ionmhas	Aithisg Ràitheil air Ionmhas	✓	✓	✓	✓
	Tabhartasan eadar £50,001 agus £100,000	✓	✓	✓	✓
	Buidseat Bliadhnail agus Plana Ionmhas Meadhan-teirm				✓
	Aithisg Bliadhnail air Solarachadh	✓			
Cleachdadh	Planaichean Gàidhlig	✓	✓	✓	✓
	Prìomhachasan Ro-innleachdail	✗	✗	✗	✗
	Adhartas nam Prìomh Buidhnean Libhrigidh		✓		✓
	Molaidhean Taic-airgid nam prìomh buidhnean				✓
Ionnsachadh	Fios as ùr air Foghlam	✓	✓	✓	✗
Puingean Ad-hoc	Buaidh bho thaic BnG air obair òigridh	✓			