



NATIONAL GALLERY

CAYMAN
ISLANDS



2018

EMPLOYEE HANDBOOK

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1. INTRODUCTION

1.1 Welcome Note

Welcome to the National Gallery of the Cayman Islands (NGCI), we are delighted that you have decided to join us.

NGCI's objective is to provide all employees with a working environment that is constructive and fosters both personal and professional growth. With this in mind, the Employee Handbook ("Handbook") is designed to provide employees with a comprehensive overview of the policies and procedures that govern their employment and set out what is expected from them.

It is the responsibility of all employees to ensure that they read and understand the information contained within this Handbook. The Handbook should be reviewed by new employees at the beginning of their employment and should be referred to throughout their time with NGCI. Employees with questions regarding the information contained within this document should contact their manager as soon as possible.

NGCI's published mission statement also helps to guide employees through their daily activities at work. This mission statement details the philosophy of NGCI and serves to guide the team's daily actions and long-term aspirations, so please keep it in mind throughout your time with us.

The National Gallery of the Cayman Islands serves to promote the appreciation and practice of the visual arts, of and in the Cayman Islands, and to encourage dialogue in relation to cultural heritage, national identity, Caymanian history, and the history of art.

Best wishes,

A handwritten signature in blue ink, appearing to read 'Natalie Urquhart', with a stylized, cursive script.

Natalie Urquhart – Director
National Gallery of the Cayman Islands

1.2 Applicable Legislation

- The National Gallery Law (1999)
- The Freedom of Information Law (2007) of the Cayman Islands as amended, replaced or restated
- The Confidential Relationships (Preservation) Law (2009 Revision) of the Cayman Islands as amended, replaced or restated
- The Health Insurance Law (2011 Revision) of the Cayman Islands as amended, replaced or restated
- The Immigration Law (2011 Revision) of the Cayman Islands as amended, replaced or restated
- Information and Communications Technology Authority Law (2011 Revision) of the Cayman Islands as amended, replaced or restated
- The Labour Law (2011 Revision) of the Cayman Islands as amended, replaced or restated
- National Pension Law: The National Pension Law (2012 Revision) of the Cayman Islands as amended, replaced or restated
- Public Services Management Law (2013)
- The Public Authorities Law (2017)

1.3 Defined Terms

- Appraisal: Employee Review and Development Process
- Board: NGCI Management Board
- Contract of Employment: statement of terms and conditions of employment
- Government: Cayman Islands Government
- Handbook: NGCI Employee Handbook
- ICOM: International Council of Museums
- Immigration Board: Immigration Board of the Cayman Islands Government
- Manager: a member of management, line manager, or direct supervisor
- NGCI: National Gallery of the Cayman Islands
- Office Manager: employee holding the job title or completing the duties of the role
- Policies: employee policies, practices and procedures
- SAGC: Statutory Authority of Grand Cayman
- TOIL: Time off in lieu

1.4 Handbook Acknowledgement

The employee policies, practices and procedures (“Policies”) described within this Handbook and all accompanying appendices detail important information about NGCI, and I understand that I should consult my manager, Director or his/her designate regarding any questions that are not answered in this document.

I have entered into my employment relationship with NGCI voluntarily and I understand that NGCI or I can terminate the relationship in accordance with my Contract of Employment and the Labour Law of the Cayman Islands.

This Handbook, and the Policies contained herein, supersedes any and all prior documents, oral or written representations, or statements regarding such. Where any conflict exists between any Contract of Employment and the policies contained within the Handbook or appendices, I understand that the details contained in my Contract of Employment will prevail. Only the Director or his/her designate, is empowered to adopt any revisions to the Policies contained within this Handbook.

I understand that this Handbook is not intended to cover every situation which may arise during my employment, but is simply a guide to the goals, policies, practices, benefits and expectations of NGCI.

I confirm that I have read this Handbook and I understand that it is my responsibility to comply with the Policies contained within, and also to familiarise myself and comply with any revisions properly adopted hereafter. Should I not comply with the Policies contained herein I understand that I may be subject to disciplinary action, which may lead to dismissal.

My signature below demonstrates that I acknowledge, understand, accept and agree to comply with the information contained within this Handbook made available to me by NGCI.

Employee Name (Print)

Employee Signature

Date

1.5 Legislation and Governance

NGCI is a Statutory Authority (SAGC) part-funded by the Cayman Islands Government (“Government”) via the Ministry, currently of Health, Environment, Culture and Housing. As an SAGC, NGCI carries out functions on behalf of the Government but is administered independently.

NGCI is governed by a Management Board (“Board”). The establishment, constitution, functions, and property etc. of the Board can be found in Section 1 of the National Gallery Law (1999) (“NGCI Law”) and the general functions of the Board can be found in Section 2.

The Director of NGCI is selected by the Board and officially appointed by the Governor of the Cayman Islands, with the support of the Ministry.

NGCI supplements the grant it receives from the Government through other sources, including trading, sponsorship, and selected fee-paying programming. NGCI has charitable status pursuant to Section 9 of the NGCI Law.

1.6 Organisational Overview

1.6.1 Mission

The mission of the National Gallery of the Cayman Islands is to promote the appreciation and practice of the visual arts of and in the Cayman Islands.

1.6.2 Vision Statement

The National Gallery of the Cayman Islands is an inclusive gathering place which honours our artistic heritage, celebrates art and seeks to provide inspiring learning experiences for all our diverse public.

Accordingly, we envision that our National Gallery will be:

- the country’s leading public arts organisation;
- an enriching, inclusive environment;
- committed to collecting and exhibiting works of art;
- a provider of innovative and creative educational programmes; and
- an environment that places Caymanian culture at the forefront, whilst embracing the diverse cultures and traditions of our global community.

1.6.3 Core Values

The values listed below are what NGCI aims to embody as we carry out our daily tasks and long-term management of our organisation:

Innovation

To express our unique brand through building a creative and dynamic environment.

Engagement

To strive to inspire our community by providing opportunities for growth and discovery.

Sustainability

To commit to the stewardship of our environment, our culture, our finances, and our organisation.

Integrity

To ensure accountability, transparency, and responsibility in all our actions.

Inclusivity

To seek to create an accessible experience for the public by being welcoming and responsive to all.

Excellence

To pursue consistently high standards in all that we do.

1.6.4 Organisational Overview

Established in 1996, NGCI is a vibrant arts organisation that seeks to fulfil its mission through collections, exhibitions, education/outreach programmes, events, and research projects. For further information regarding the organisation please visit www.nationalgallery.org.ky and thoroughly read the documents provided to you through Bamboo and the onboarding process, including the NGCI Overview document.

1.6.5 Public Servants Code of Conduct

NGCI is a public authority and employees of a public authority are required to comply with the Public Servants Code of Conduct, as detailed in the Public Service Management Law (2013) (see Bamboo documents file for a copy).

Disciplinary action may be taken against an employee who fails to comply with the Public Servants Code of Conduct in a significant way, was determined by the Director.

1.6.6 The International Council of Museums

NGCI is a member of The International Council of Museums (ICOM) and aims to work within the parameters of the Code of Ethics for museums as set by ICOM. These standards of self-regulation include basic principles for museum governance and the rules for professional conduct within a museum setting.

A copy of the ICOM Code of Ethics can be found on Bamboo HR and on the O Drive, and all employees are required to adhere to these principles.

1.7 Handbook Application

This Handbook applies to all Employees of NGCI. An Employee is categorised as an individual who enters into or works under a Contract of Employment.

1.8 Policy Changes

NGCI reserves the right to interpret, change, suspend, cancel or dispute, with or without notice, any or all non-contractual policies and benefits at any time. Employees will be notified of these changes and changes will be effective on a date determined by NGCI, after which time all superseded Policies will be null. Only the Director or his/her designate has the authority to change Policies.

2. OFFICE PROTOCOLS

2.1 Working Environment

NGCI is dedicated to providing a comfortable working environment that supports efficiency and is conducive to maintaining confidentiality and professionalism.

The measures outlined within this section are designed to ensure that the business areas of NGCI present the professional image valued in other areas of the organisation. They are also in keeping with good business practices and protect the confidentiality and security of NGCI information.

2.1.1 Clean and Tidy Workspace

All employees shall ensure that their desk is tidied each evening. All files are to be removed from the floor and put into cabinets or onto shelves if they do not contain sensitive information. All work surfaces, including tops of cupboards and desks are to be kept tidy. All cabinets shall be closed and locked where appropriate. Employees should use their best efforts to sort loose correspondence or documents into folders and store these in their desk drawer or in/on other allocated spaces. These precautions are essential to minimise the loss of information in the event of a fire or water damage and to protect information from being seen by visitors, cleaners, and contractors etc. who come into, or pass through the office.

2.1.2 Lunch at Desk

Employees shall not to eat hot meals at their desks, as the aroma from such meals may be distracting or offensive to others. The staff kitchen is available for consuming such meals and the door should be closed to contain the odour. When the door cannot be closed, e.g. when no other office cover is available, discretion will be used and any lingering odour must be neutralised after the meal is consumed. Under no circumstances should meals or snacks be consumed at the reception desk: NGCI mugs with hot or cold beverages are permitted. In all areas the utmost care must be taken to ensure that nothing is spilled onto documents or equipment.

2.1.3 Music and Cell Phones

No personal music of any kind shall be played in any public-facing areas (e.g. NGCI exhibition hall, office reception, special events, etc.) during normal working hours, including through in-ear devices. In other areas personal music may be played through in-ear devices at a low volume at the discretion of managers. NGCI exhibitions and events may frequently play mood music to enhance visitor experiences and this is not included in this exclusion. After normal working hours light music can be played providing it does not disrupt others in the vicinity or include offensive lyrics.

Employees are expected to exercise discretion in using personal cell phones during the workday and all devices must be placed on silent or vibrate to avoid disruption. Personal calls during the work hours, regardless of the phone used, can interfere with employee productivity and may be distracting to others. Employees are encouraged to make personal calls during breaks and lunch and to ensure that friends and family members are aware of NGCI's policy in this area. NGCI will not be liable for the loss of personal cell phones brought into the workplace.

Employees are prohibited from using their cell phones in illegal, illicit, or offensive ways, including using cell phones to defraud, abuse, annoy, threaten, or harass any other persons, per the Information and Communications Technology Authority Law (2011 Revision).

Disciplinary action will be taken against anyone found contravening these rules.

2.2 Dress Code

Appropriate standards of personal appearance are an important part of NGCI's professional presentation.

All employees must be presentable in smart/casual attire and the following rules apply:

- No spaghetti straps unless covered by a cardigan/jacket.
- No flip-flops (thongs), sandals without back straps or beach shoes.
- No ripped, distressed or light blue jeans (dark blue or black jeans are permitted).
- No low-cut tops.
- No shorts (Capri pants below the knee are permitted).
- Skirts must not be above the mid-thigh level.

When engaged in work or activities that necessitate casual clothing, such as teaching and mounting exhibitions, employees are encouraged to wear NGCI polo shirts when available.

NGCI will endeavour to provide each employee with a polo shirt at the start of their employment and employees are expected to keep these presentable. These polo shirts must be returned to NGCI at the end of an employee's employment.

For exhibition openings, employees are asked to be smart wearing, black where possible or, clothing that is appropriate for such an event.

2.3 Office Facilities

2.3.1 Telephone Use

Telephones are intended for the use of serving NGCI customers and conducting official business.

Personal usage during business hours is not acceptable, except in an emergency. If an employee
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must make a personal telephone call it should be kept brief to avoid congestion on the telephone line. Lengthy or regular personal telephone calls, both incoming and outgoing, are prohibited.

Employees are responsible for informing family members and friends of this policy.

When making international calls in the normal course of NGCI business employees should ensure they use their own personal international code so that calls can be monitored. Anyone found to be making excessive international calls will need to account for them and may be asked to reimburse NGCI for any personal calls, if applicable.

2.3.2 Internet Use

Employees are allowed to use the internet and e-mail to serve customers and conduct NGCI business. Employees may use the internet for personal reasons during their lunch hour, or before or after work. Use of the internet must not disrupt the operation of NGCI's computer network.

The downloading of programmes, videos or other files for personal use from the internet using the NGCI network is prohibited.

Employees are responsible for using the internet in a manner that is ethical and lawful. Internet messages are public, not private and NGCI reserves the right to access and monitor all files and messages on its systems.

2.3.3 Equipment and Supplies

The equipment and supplies of NGCI are intended solely for the purpose of conducting official business.

NGCI letterhead must only be used for matters that are related to the work and business of NGCI.

2.4 Office Hours

Normal office hours are 8:30 AM to 5:00 PM Monday to Friday. The Exhibition Hall is open from 10:00 AM to 5:00 PM Monday to Saturday. The phones must be answered from 8:30 AM to 5:00 PM. Assistance with answering external calls outside of normal office hours, if an employee is present in the office, is expected.

2.5 Internal Communication

NGCI is a fast-paced, evolving organisation where operations are subject to change on a regular basis. To help ensure all employees are kept abreast of these changes, the following internal communication methods have been adopted. The validity of these communication methods relies on employees engaging

with them and using them to their full effect, taking personal responsibility to ensure they participate, use and review the information provided.

2.5.1 Employee Meetings

Team meetings will be held for employees on a weekly basis. These informative meetings allow employees to be informed of the weekly schedule, recent activities, changes in the workplace and employee recognition. Attendance is mandatory unless a leave of absence has been granted. Minutes of the meetings will be taken and should be reviewed by all employees who were unable to attend.

2.5.2 Shared Calendars

NGCI has a large number of shared calendars (available through the desktop e-mail service provider) which contain important information; it is an employee's responsibility to ensure they have access to these sources of information and review them as appropriate.

2.6 Media Contact

NGCI may at times be contacted for a formal statement by the media and all requests of this nature should be forwarded to the Director or a manager. Employees should advise the reporter/caller that all media enquiries must be referred to the correct person. Employees should not say that they are not allowed to talk to them or let a reporter compel them to answer their questions.

Employees must not discuss any NGCI business externally with anyone other than those they are specifically authorised to do so.

Employees may express personal views not authorised by NGCI but must make it very clear that the views being expressed are their own and not those of NGCI. Where the view is based on confidential information, employees shall decline to make any statement or disclosures except where specifically authorised to do so by NGCI.

2.7 Conflicts of Interest

2.7.1 Gifts, Favours or Other Benefits

Employees must not accept gifts, favours, loans or other benefits that may be offered to them in connection with their duties in NGCI. Occasionally professional courtesy may include the giving or receiving of gifts, but this must always be done in the name of the organisation and not for an individual. Should you have any questions regarding this, please speak to a member of the senior management team.

2.7.2 Conflicts of Interests and Disclosure

All employees at the commencement of their employment must disclose any conflicts of interest (real or perceived) immediately, this includes business interests, relationships (including with Board Members, employees, businesses contracted by NGCI, artists or suppliers), if they are arts collectors and any other possible conflicts.

2.7.3 Private Business and Outside Employment

Employees may occasionally wish to take up a second job outside of NGCI or seek to pursue separate outside business interests. NGCI does not wish to restrict such activities unnecessarily but is required to protect its interests, therefore:

- Employees will not be permitted to undertake other work or business activities that are deemed by the Director to be incompatible, or in conflict, with NGCI operations;
- Employees requiring a work permit may not pursue outside work whilst remaining in NGCI's employment without written agreement by NGCI and formal amendment to their work permit by the Immigration Board;
- NGCI's office space, equipment, and materials must not be used for outside employment;
- If an employee's external activities are having an adverse effect on their employment, permission may be withdrawn; and
- Unless an alternative work schedule has been approved, employees will be subject to NGCI's scheduling demands, regardless of any existing outside work assignments.

Employees wishing to request permission to undertake external activities such as part-time work must first write to their manager for approval. If approved an employee's manager will seek the Director's approval and the employee will be notified of the decision in writing.

Disciplinary action may be taken should outside employment not be fully disclosed to management. Full disclosure will enable an accurate review to take place to assess if a direct conflict exists.

2.8 Government and Political Involvement

Employees of NGCI, as employees of an SAGC, must not undertake any activities that may call into question their political impartiality.

The Public Servants Code of Conduct as contained in the Public Service Management Law (2007) sets out the obligations of all public servants, including those employed by an SAGC, on their involvement in political activities.

Section 5 (2) (c) A public servant must be politically neutral in his work and serve the government of the day in a way that ensures he maintains the confidence of the government, whilst also ensuring that he is able to establish the same professional and impartial relationship with future governments.

2.9 Information Security and Confidentiality

Information in all its forms - written, spoken, recorded electronically or printed – will be protected from accidental or intentional unauthorised modification, destruction or disclosure throughout its life cycle.

All employees are required to sign a confidentiality statement at the start of their employment to ensure that they are aware of their duties and restrictions in this area. This confidentiality undertaking survives the termination of employment (regardless of the basis of that termination).

Unauthorised disclosure of confidential information may, in certain circumstances¹, constitute a criminal offence in the Cayman Islands. NGCI may, in addition to instituting civil proceedings (which may include seeking injunctive relief), also make a criminal complaint. Breach of this confidentiality undertaking will result in disciplinary action which may lead to termination of employment.

2.10 Building Security

All employees who are issued keys to the office are responsible for their safekeeping. The last employee, or designated, who leaves the office at the end of the business day assumes the responsibility to ensure that all doors are securely locked, the alarm system is armed, thermostats are set on appropriate evening and/or weekend setting, and all appliances and lights are turned off with exception of the lights normally left on for security purposes.

2.11 Personal Effects

Employees should ensure that their own personal property is kept safe and stored out of sight during the work day and taken home with them when they leave. Valuable items should not be brought into the office if possible; if bringing them into the office is unavoidable then they should not be left unattended.

Employees should ensure that they have adequate insurance to cover the loss of anything brought on site, as NGCI will assume no risk for any loss or damage to personal property.

2.12 Personal Vehicle for NGCI Errands

¹ Certain types of information are considered exempt from FOI Law, such as personal details, company trade secrets and information of commercial value, and should be protected as such. Circumstances of unauthorized disclosure of confidential information which may constitute a criminal offence can be found in the Confidential Relationships (Preservation) Law.

Employees will, on occasion, be required to use their personal vehicle for NGCI errands. It is an employee's responsibility to ensure that the vehicle is adequately insured and maintained for this purpose. Where personal vehicle use becomes more frequent or multiple errands are conducted in a short space of time, or cover longer distances, reimbursement will be offered in accordance with the NGCI Expense Policy.

2.13 Expense Reimbursement

Expenses incurred by an employee must have prior approval from their manager. Reimbursement requests must be submitted within 30 days of the expense date and be accompanied by a receipt and management approval before being submitted to the Accounts Department. See the NGCI Expense Policy for further information.

2.14 Supplies and Expenditures

Only authorised employees may purchase supplies in the name of NGCI. Employees whose regular duties do not include purchasing must not incur expenses on behalf of NGCI or bind NGCI through promise or representation without first gaining written approval from their manager.

All expenditure, where costs exceed CI\$1,000 and are not in the normal course of business e.g. routine maintenance, must be authorised by the Director before NGCI is committed to payment of the goods or services.

3. RECRUITMENT AND CAREER DEVELOPMENT

3.1 Recruitment

NGCI is committed to employing, in its best judgement, the most suitable and qualified candidates for approved positions, while engaging in recruitment and selection practices that are in compliance with all applicable Labour, Immigration and Public Authority Laws of the Cayman Islands. All recruitment and career development decisions will be made without favouritism or consideration of political factors and will ensure a fair and open process exists in regards to appointments, promotions and remunerations, along with any other personnel management decisions.

NGCI relies upon the accuracy of information contained in the employment application and other data presented throughout the hiring process and employment. Any misrepresentations, falsifications, or material omissions may result in exclusion of the individual from further consideration for employment or, if the person has been hired, termination of their employment.

3.1.1 Role Authorisation

Roles which increase headcount must first be authorised by the Board before any recruitment activity is undertaken. To gain Board agreement managers must submit a proposal to the Director in the first instance. To replace leavers from existing posts, Director's approval must first be sought.

Prior to all recruitment the current job description must be reviewed to ensure it is fit for purpose, or one developed if not available, and the salary determined.

3.1.2 Advertising

All roles will, at a minimum, be advertised on the NGCI website for two consecutive weeks, and remain open for a minimum of 14 days, and be sent to the National Workforce Development Agency (Cayman Islands Government). If necessary, an advert may be placed in local and/or international media, e.g. Cayman Compass or LinkedIn, to encourage the application of suitably qualified individuals.

Recruiting managers should also consult the current Immigration Law to ensure that the recruitment and advertising process satisfies the requirements of the legislation where there is, or may be, difficulties in filling the position and a work permit may be required.

Before advertising commences, a standard NGCI job description which includes duties, responsibilities, attributes, skills and salary range will be prepared.

3.1.3 Applicant Screening and Interview

All applicants will be sent an automated acknowledgment upon applying for a position. Applicants will be screened using the minimum requirements of the role (as outlined in the job description). Caymanians will be given preference where they are found to rank at broadly the same level as a non-Caymanian.

For all roles, an interview panel shall consist of no less than three people who understand the role, have no conflict of interest and are able to act in an independent and unbiased manner. Decisions will be made solely on the basis of merit e.g. best mix of qualification, skills, knowledge and experience for the position. Before confirming an appointment, all prospective employees will be subject to appropriate due diligence checks.

For all positions and in all instances, the recruitment process will consist of two interviews and for administrative positions this may include a work simulation test.

3.1.4 Employment of Relatives

NGCI may permit qualified relatives of existing employees to join the team provided that sound business judgement is exercised in their placement.

The employment of family members (by blood or marriage) or those with a close personal relationship must be exercised with caution to ensure that conflicts and perceived favouritism is avoided. To support this goal NGCI prohibits situations where an employee is subject to the review or direct supervision of a family member or someone with whom they have a close personal relationship.

3.1.5 Immigration Law Compliance

As per the laws of the Cayman Islands, preferential treatment will be given in accordance with the current Immigration Law. Candidates requiring work permits will only be considered if no other suitable applicants are available to fulfil the advertised position.

3.1.6 Internal Transfers

Employees interested in a post that is being advertised should first discuss the opportunity with the Director. Internal transfers are subject to work permit considerations as non-Caymanians are not eligible to change roles without applying for and being granted approval by the Immigration Board of the Cayman Islands Government (“Immigration Board”).

3.1.7 Equal Opportunities

NGCI is committed to equal opportunities for all its employees and potential employees. All individuals will be treated or considered for advancement on the basis of their merits, abilities, and qualifications pursuant to the laws of the Cayman Islands.

For further information please see appendix 7.1.1 for the Equality and Diversity Policy (NB: under development).

3.2 New Employee Induction

NGCI recognises that its employees are fundamental to its success. To enable new employees to become effective and efficient in their roles as quickly as possible, it is essential that all new employees receive a timely induction to help them feel welcome, valued, and settled in their new role.

Employees are expected to be proactive in their own induction and ensure that they receive, from appropriate sources, the relevant information and support to enable them to apply themselves to their new role and fully contribute to the success of NGCI.

There is a wealth of information available within NGCI to help new employees get acquainted with their role and the organisation. These documents have been loaded on to the HR system Bamboo where they can be located in the file/document tab at any time, along with commonly used forms and useful information. New employees will also be guided through an automated onboarding process where they will be expected to confirm that they have read the supplied documents with the specified timeframe.

NGCI's induction process will address three main areas:

- Organisation overview, HR requirements expectations and available resources;
- Orientation and introductions; and
- Department and role overview and training.

All new employees are expected to participate fully in the induction process and are responsible for returning all completed paperwork to the Office Manager, including pension and healthcare enrolment forms.

3.3 Feedback and Salary Review

NGCI encourages a culture of regular feedback in the workplace to help to support career development, job satisfaction, success, and the achievement of organisational goals through its employees.

To facilitate this feedback, employee performance is reviewed periodically, including in a mid-cycle (July) and end of cycle (January) review meeting. Employees are also encouraged to speak directly to their line manager outside of these scheduled meetings if needed.

3.3.1 Regular Contact/Catch Up Meetings (One on One)

Employees should also expect regular catch up meetings with their line manager to discuss workload, priorities and upcoming work: these meetings can also be used to address any areas of concern (on the employee or employer side) in the first instances or have discussions about an employee's role and progress more generally. If an employee is not getting this contact time with their direct supervisor, they should be proactive send a diary request to their manager to schedule the time and ensure they get the support and direction they need.

3.3.2 Employee Review and Development Process

The Employee Review and Development ("Appraisal") cycle/period runs from 1 January to 31 December and an employee's performance will be reviewed against agreed objectives and role job description at the end of this period.

It is the responsibility of every employee to participate fully in the Appraisal process and to familiarise themselves with what is expected and all associated documents, which can be found on Bamboo HR in the Files section.

The Appraisal discussion will provide open and honest feedback about an employee's progress in their job and also provide a forum for employees to feedback their experiences, comments, and aspirations. The Appraisal process is also designed to help employees to develop their skills and abilities by considering their education and training needs.

An employee's performance over the preceding 12 months will be graded using the scale: significantly above target, above target, on target, below target, and significantly below target.

The factors used to determine this grade include the contents of the completed Appraisal form and the below considerations.

The extent to which an employee has:

- Improved or extended their skills required to do the job;
- Learnt new skills which are relevant to the job;
- Improved the quality of their work, or maintained an outstanding level of excellence;
- Demonstrated a willingness to help others, flexibility and enthusiasm;
- Demonstrated a high level of commitment;
- Taken initiative to add value and achieve results;
- An excellent attendance record; and
- Shown themselves to be highly effective in a team.

New employees will be reviewed at the end of their probationary periods (see Section 4.3) and will be assimilated onto the annual review schedule.

3.3.3 Salary Review

The salaries of current employees are reviewed in June each year during the end of year Appraisal process. Any adjustments are made at the discretion of NGCI based upon factors such as performance, position, duties, responsibilities, experience, Government salary scales, and labour market conditions.

Employees should prepare for the Appraisal process so that they can participate fully as their performance review will have a direct effect on any changes in their compensation.

Following the performance and salary review process any salary changes will be made effective from 1 January. Salaries will not be changed at other times of the year, save in exceptional circumstances.

3.4 Professional and Career Development

NGCI is committed to equality of opportunity for its employees, and to developing work practices and Policies that support continuous professional development.

NGCI recognises the benefits of employee development for individuals, and for NGCI as a whole, and aims to provide and/or support a wide range of opportunities for employees to undertake personal and professional development.

3.4.1 Supported Training

The training and development provided by NGCI is designed to ensure the maintenance of an employee's skills and enable employees to carry out their current role effectively. NGCI also encourages and supports, financially or via study leave, employees to pursue educational opportunities for career development that links to their role and career aspirations.

Upon completion of a supported training programme or course, an employee must present a written or verbal report to the Director detailing the outcomes and how they may benefit NGCI.

3.4.2 Professional Qualifications

NGCI recognises the need and benefits of primary professional qualifications and tertiary education, which is relevant to an employee's role other NGCI department.

Relevant qualifications or professional certifications include, but are not limited to:

- Associates, Bachelor's or Master's Degree in fields such as Business, Arts and Museum Administration, Marketing, and Communications.
- Accounting designation – CPA, CA, ACCA etc.
- Diplomas in – Education, Operations, Events, Facilities or Human Resources

Professional qualifications may be supported in a variety of ways, including through financial support, study leave and/or course support e.g. application of classroom theory to NGCI.

As a non-profit organisation the level of direct financial support available to an employee for such qualifications is limited and fund allocation will be determined by the level of relevance to an employee's current role, career aspirations, benefits to NGCI, and budgetary constraints.

Employees wishing to undertake a professional qualification requiring NGCI support must first speak to their manager and submit a proposal to the Director for review. If authorised, progress will be reviewed periodically until completion. If financial support is granted, an employee will be required to sign an agreement to repay all monies should they leave NGCI employment within six months of completing the qualification.

3.4.3 Short Courses and Seminars

Throughout the year short courses and seminars are run by various organisations, such as UCCI, ICCI or the Chamber of Commerce, which may be considered by NGCI to be of benefit to all or some employees. In such situations NGCI will encourage attendance by appropriate employees and cover attendance fees.

Employees wishing to attend a course or seminar, that they feel would benefit them in their current role and/or their development, should first speak with their manager to gain their agreement and then submit a proposal to the Director for authorisation.

Authorisation will be granted based on time off to attend the course or seminar and/or payment of fees at the discretion of the Director.

3.4.4 Self-development

The most important contribution towards improving an employee's performance at work will come from their own wish to do the most effective job they are capable of. Employees who feel they are capable of taking on more responsibility should raise this with their manager.

3.4.5 Study and/or Training Leave

NGCI has a responsibility to maintain services in order to meet organisational needs and there is no automatic right to time off for study or training, however, managers are encouraged to try and accommodate an employee's study leave needs where possible. Any leave granted, whether paid or unpaid, is subject to the operational requirements of NGCI.

3.4.5.1 Basic Entitlement (Unpaid Leave)

All employees are able to request unpaid time off for study or training and there is no limit on the length of time that can be requested. All requests submitted must be supported by evidence showing how the study or training will:

- Improve the employee's effectiveness at work; and
- Support the performance of NGCI.

3.4.5.2 Enhanced Entitlement (Paid Leave)

In addition to the basic entitlement above, employees with at least 26 weeks' continuous service, who are undertaking a related course or programme, will be eligible to up to five days paid time off for study or training per year. Part-time employees will be entitled to paid study leave prorated for the hours they work.

3.4.5.3 Guidelines for Enhanced Leave

Employees studying for a professional or vocational qualification are entitled to a *maximum* of five days paid study leave per Fiscal year. The number of days granted will be assessed on a case-by-case basis taking the following factors taken into consideration:

- The extent to which the course of study is work related, e.g. is the qualification:
 - Identified as a development requirement in the employee's Appraisal;
 - Intended to improve the employee's effectiveness in the NGCI business or the performance of NGCI's business;
 - Aspirational e.g. likely to benefit the employee in their personal career development; or
 - Purely for personal interest.
- The level of qualification; and
- What impact the study leave will have on the daily operations of NGCI.

Employees wishing to attend a training course, seminar or short course that is directly related to their role within NGCI will be granted time off to attend such programmes within the maximum enhanced allowance limits.

3.4.5.4 Requesting Study and/or Training Leave

The majority of study and training requests, and corresponding entitlements for time off, should normally be agreed as development requirements during the Appraisal process.

In addition, employees can request time off for study or training where they can reasonably demonstrate that it is likely to lead to an improvement in their effectiveness at work, and consequently an improvement in the performance of NGCI. Requests can be made either in relation to an accredited programme leading to the award of a recognised qualification, or in relation to unaccredited training that will help the employee to develop specific skills relevant to his/her job.

Any employees who are requesting study leave (paid or unpaid) additional to that agreed as part of the Appraisal process should give as much notice as possible (at least six weeks)

and use the Study Leave form (see appendix 7.2.1) which should be passed to their manager.

The final decision on whether leave will be granted rests with the Director and is subject to operational requirements. If a request for unpaid study leave is refused clear business or operational reasons for the decision will be provided.

Any leave granted must be recorded centrally on Bamboo HR.

4. CONDITIONS OF EMPLOYMENT

4.1 Terms and Conditions of Employment

An employee's terms and conditions of employment are set out in the Contract of Employment given to them prior to their start date, or any subsequent variations, and these are contractually binding (see section 4.4).

4.2 Pre-employment Screening

NGCI will conduct pre-employment checks for all prospective employees prior to their start date as part of the due diligence process. These checks include:

- Establishing an employee's identity, nationality and the right to work in the Cayman Islands, documents requested may include:
 - Passport;
 - Birth certificate;
 - Birth certificate of parent(s);
 - Documents or certificates evidencing Caymanian Status or the Right to be Caymanian; and/or
 - Residency and Employment Rights Certificate.
- Two reference checks, including one from an employee's most recent or current employer;
- Police clearance check using a certificate dated within the last six months; and
- Education level confirmation, using an employee's highest educational certificates as evidence to support details stated on the original employment application.

4.3 Probationary Period

A new employee's continued employment will be subject to an initial probationary period, details of which can be found in Schedule A of the Contract of Employment. During this probationary period employees shall be given reasonable training in the duties of the position for which they were hired and shall be kept informed of their progress. A probationary period may be extended if considered necessary and upon agreement from both parties.

Upon completion of the probationary period an employee's performance will be reviewed and the outcome will be confirmed in writing. If formal notification is not received by the end date of the probationary period, the employee will have deemed to have passed. All employees, regardless of classification or length of service, are expected to meet and maintain NGCI standards for job performance and behaviour. Employees failing to meet these standards who have passed their probationary period will be dealt with in line with the Disciplinary Policy (see appendix 7.1.3 for details).

4.4 Contract of Employment and Subsequent Variations

All employees, other than those deemed by the Labour Law to be casual, will be issued with a Contract of Employment prior to their start date, or within 10 days of commencing their employment. This Contract of Employment will include job title, hours of work, salary, pay period, length of contract, probationary period, holiday entitlement, sick leave and notice period. Employees will also be furnished with a full job description detailing their role and responsibilities at this time.

During the course of employment NGCI or an employee may seek to vary or amend the terms and conditions of employment. These changes will be set out in a new Contract of Employment, or a variation letter if deemed appropriate, and submitted to the employee for review and agreement.

4.5 Payroll

Salaries are paid on the 15th and 30th day of each month, in arrears, through direct deposits to an employee's bank account. If the scheduled payday falls on a weekend or public holiday, payment will be made the working day before.

Payroll is in accordance with an employee's contractual terms, as outlined in their Contract of Employment.

The policy for calculating a day's pay is derived by dividing an employee's basic annual salary by the number of working days in the current fiscal year (e.g. 365 days per year less 104 weekend days equals 261 working days). The hourly rate is determined by dividing the day rate by an employee's standard work hours per day, as set out in Schedule A of their Contract of Employment.

4.6 Personnel Information

4.6.1 Personnel Files

Personnel files are maintained to ensure NGCI is legally compliant and holds accurate and relevant information about each employee and their employment. Personnel files are the property of NGCI and access to the information contained within is restricted.

Employees may, with reasonable advanced notice, request to review their own file in the office and in the presence of the Director or Office Manager.

4.6.2 Personal Data Changes

It is the responsibility of each employee to promptly notify NGCI, via Bamboo HR, of any changes in personal data such as:

- Mailing address;

- Telephone number;
- Name and number of dependants; and
- Individuals to be contacted in the event of an emergency.

An employee's personal data should be accurate and current at all times.

4.6.3 Confirmation of Employment Letter

An employment confirmation letter containing basic salary and job title information can be provided to confirm employment if requested by an employee. Employees should ensure all requests are made to enable a reasonable turnaround timeframe is available and provide details of whom the letter should be addressed to. An example of the letter that will be supplied is detailed below:

[Name] is an employee in good standing with the National Gallery of the Cayman Islands (NGCI). [He/She] has worked for NGCI since [date] and is currently in the position of [job title] with an annual salary of [CI\$xxxx]. [This is a permanent position with no scheduled end date] OR [This position is for a fixed period and is due to end on [date]].

4.7 Working Hours

NGCI's standard working week is Monday to Friday, 8:30 AM to 5:00 PM with some requirements for evening and weekend cover. An employee's contracted working hours are detailed in Schedule A of their Contract of Employment, or any subsequent variations, and may be changed in accordance with section 4.4 of this Handbook.

Employees are entitled to take a lunch break of up to one hour, or as determined by their Contract of Employment and work pattern, usually between the hours of 11:00 AM and 2:00 PM and at a time that meets the needs of NGCI. Where an employee chooses to not take a lunch break during the course of the day it is lost and cannot be taken at the end of the day to leave work early, except in exceptional circumstances and with prior approval from their manager. If an employee is required to work through lunch by special request or due to exceptional circumstances, arrangements for recoupment may be made accordingly. Extensions to lunch breaks may be granted in exceptional circumstances, but must be pre-approved, and can be made up at the end of the working day.

4.8 Timesheets and Timekeeping

NGCI reserves the right to ask all employees to complete weekly timesheets to monitor their hours. If imposed, the accuracy of the documents produced is the responsibility of the employee.

Time worked is the time actually spent performing assigned duties. Altering, falsifying, tampering with time records (or any other document), or recording time on another team member's timesheet may result in disciplinary action.

Employees must be at their desks and working at their allocated start time, not arriving at the office, and the same is applicable at the end of the day and returning from lunch breaks. If tardiness becomes an issue it will be dealt with under the Disciplinary Policy (see appendix 7.1.3).

4.9 Flexible Working and Work-Life Balance

NGCI aims to support employees in achieving a healthy balance between work and personal life, whatever their circumstances, to support wellness and reduce stress in the workplace. To support this aim, employees may submit a request to reduce or change their working hours. When considering such requests, NGCI will take into account other employee needs, business requirements and any increased pressures such a change may have. A request may be agreed to permanently, for a fixed period of time or refused if the change is not deemed to be in the best interest of NGCI. If a request is refused, NGCI will work with the employee to find a workable solution for all parties.

Any changes to the number of hours worked will be formalised in writing which will detail all associated changes, such as salary and vacation entitlement.

Employees wishing to change their hours should submit a written request to the Director outlining:

- Change requested (number of hours per week or working times);
- Reason for change;
- Change effective date;
- Duration of change (permanently or for a fixed timeframe); and
- Perceived impact on workload and/or team members.

4.10 Equality and Diversity

NGCI is committed to developing, maintaining, and supporting a culture of equality and diversity in employment, within the parameters of Cayman Islands legislation, in which employees are treated equitably, and where they can realise their potential whatever their age, race, colour, nationality, ethnic origin, creed, disability, sexual orientation, sex, gender identity, marital or civil partnership status, parental status, religion, belief or non-belief, social or economic class, employment status, or any other criteria that cannot be shown to be properly justifiable.

For the full Equality and Diversity Policy see appendix 7.1.1.

4.11 Disciplinary Procedure

NGCI expects satisfactory standards of behaviour, conduct, and attendance from all its employees. The disciplinary procedure provides a framework for dealing with instances where employees are alleged not to have met the required standards of conduct. The aim is to ensure prompt, consistent, and fair treatment for all employees, and to assist in enabling both the employee and NGCI to be clear about the expectations of both parties.

For further information regarding the Disciplinary Policy see appendix 7.1.3.

4.12 Grievance Procedure

NGCI is committed to promoting effective working relationships and an environment in which employees feel able to raise work-related issues with their managers.

The grievance procedure provides a clear and transparent framework to deal with concerns, problems or complaints raised by employees in the course of their employment in relation to:

- matters affecting themselves as individuals; or
- matters affecting their personal dealings or relationships with other employees.

The procedure applies to all employees employed by NGCI under a Contract of Employment. The aim of this procedure is, as far as possible, to achieve a fair and prompt resolution to individual grievances.

For the full Grievance Policy please see appendix 7.1.4.

4.13 Leaving Arrangements

NGCI is committed to providing worthwhile and rewarding employment that promotes growth and excellence and recognises that employees may need to leave the employment of NGCI for a variety of reasons, such as personal development or new challenges.

4.13.1 Notice Period

The minimum notice that each employee must give to terminate their employment outside of the probationary period is detailed in Schedule A of their Contract of Employment, or any subsequent variations issued in the course of their employment.

An employee failing to give sufficient notice may be dealt with in accordance with the Labour Law and dismissed early, or forfeit all vacation leave accrued during the current period.

4.13.2 Benefits and Final Salary

Upon receipt of an employee's resignation and agreement of the employee's last day of employment, a prorated vacation entitlement, based on the number of days worked in that period, will be calculated and detailed in a leaver's letter.

If the employee has taken holiday in excess of the prorated entitlement, a deduction will be made from their final salary payment in respect of the excess. In addition, any outstanding financial obligations owed to NGCI will also be deducted.

If the employee has taken less than the prorated entitlement they may seek agreement to take these days before their final day of employment, subject to NGCI needs. Alternatively, they will receive payment for these days (at their standard rate of pay) in their final salary payment.

Employee benefits will be affected by employment termination in the following manner:

- Pension contributions will cease on an employee's final day of employment; and
- Health insurance will be cancelled at the end of the month in which the employee leaves, unless alternative arrangements are made, and any additional premium owed will be deducted from the final salary payment.

An employee's final salary payment will be paid by cheque on their last working day, unless deductions and timing allows for it to be paid via the normal payroll.

4.13.3 Equipment and Information

All materials obtained in the course of employment belong to NGCI and must be returned by a leaving employee, including books, keys, publications, passes, texts, videos, clothing, and photographs. NGCI reserves the right to withhold an employee's final pay, or a proportion thereof, until all items are returned in an appropriate condition. If deemed appropriate, the cost of replacing non-returned items may be deducted from the employee's final salary payment.

Copies of electronic information that an employee may have copied onto their own computer or storage device must be returned to NGCI and deleted from all personal storage. For further restrictions and guidelines regarding the protection of NGCI information, please see section 2.92.9.

Please note that any attempt to remove any NGCI materials or information, whether as hard copy or electronic, will be regarded as theft and will be dealt with accordingly.

In the event that a past employee wishes to use or publish any NGCI material, authorisation must first be sought to determine the basis on which it may be used and the appropriate credit to NGCI must be given.

4.13.4 Forwarding Information

Employees are responsible for leaving forwarding contact information so that any enquiries or correspondence can be redirected accordingly.

4.13.5 Employment References

It is the policy of NGCI to only provide factual references confirming job title and employment dates and this policy applies to all employees, both past and present. This policy has been adopted to protect NGCI and provide a clear framework and guidelines for managers.

All reference requests should be forwarded to the Office Manager for completion using the standard template, an example of the letter that will be supplied is detailed below. Where an employee supplies details of NGCI as a referee this will be taken as their permission for the organisation to supply an employment reference.

This letter is to confirm that [name] worked for the National Gallery of the Cayman Islands (NGCI) from [date] to [date] in a [fixed term/permanent] position. Upon leaving the employment of NGCI [name] held the position of [job title].

4.13.6 Personal Reference

In support of a NGCI factual reference, as detailed above, an individual may request a personal reference from their manager. This reference must not be completed on NGCI headed paper, or appear to come from NGCI, and must be a true, accurate, and fair representation of the individual in question.

Any manager who is unsure about giving a personal reference should seek advice from the Office Manager or Director.

4.13.7 Exit Interview

All exiting employees will be invited to attend an exit interview during their final week. During this meeting we hope that employees will provide honest feedback about their employment and provide NGCI with any comments or suggestions they may have on how we can improve things in the future.

Employees will be asked to complete an exit questionnaire requesting feedback and forwarding contact details. This information will be reviewed during the exit interview. During the meeting employees will be asked to hand back all NGCI items in their possession, including keys, and confirm that they have left their workspace clear and immediately re-usable.

Participation in the exit interview meeting is not compulsory and employees can instead choose to opt out.

5. ABSENCE AND BENEFITS

5.1 Authorised Absences

5.1.1 Vacation Leave

An employee's basic holiday entitlement is outlined in their Contract of Employment. The vacation year runs from 1 January to 31 December and it is an employee's responsibility to ensure that they use their full annual entitlement within this timeframe, as no carry over will be granted.

Only two employees will be granted vacation at any one time, except in exceptional circumstances, and employees should book vacation early to avoid disappointment. Employees will not be granted vacation leave during key and/or busy periods of the year. These times will vary by department and role and employees should speak with their manager to determine how they are affected.

Vacation must be taken in a minimum of half day increments and the maximum number of consecutive weeks that will be granted is three, except in exceptional circumstances and following approval from the Director.

No payment in lieu of untaken vacation will be made except in exceptional circumstances and at the end of employment.

All vacation must be requested through Bamboo HR. Before the request is put through the employee is expected to check for other absences or events that may require a full team and detail this information on the request. The employee's manager will receive the request and will respond within 72 hours. Should you not receive a response within this time please raise this with your manager in the first instance.

Employees requiring last-minute vacation leave to attend to personal business must follow the agreed booking procedure, which will be authorised at the discretion of an employee's manager and the Director/Office Manager.

5.1.2 Vacation Entitlement

An employee's vacation leave will be determined by their scheduled hours, work pattern, and length of continuous employment. Continuous employment, for the purpose of vacation entitlement, is deemed to be when an employee has worked for NGCI without a break of more than six months.

Full-time entitlement by length of service (non-management staff – TOIL eligible):

0 – 4 years	= 15 days of paid leave per annum
5 – 9 years	= 20 days of paid leave per annum
10 + years	= 25 days of paid leave per annum

Full-time entitlement by length of service (management staff – no TOIL accruals):

0 – 4 years	= 20 days of paid leave per annum
5 – 9 years	= 20 days of paid leave per annum
10 + years	= 25 days of paid leave per annum

Vacation entitlements will increase on the anniversary of an employee's continuous employment and the anniversary years entitlement will be calculated based on both allowances, e.g. six months at 15 days and six months at 20 days equals 17.5 days.

Part-time employees will be entitled to a prorated proportion of these allocations, as determined by their working pattern and hours.

An employee's vacation entitlement is details in Schedule A of the Employment Contract, or subsequent variations.

NGCI recognises the public holidays put forth by the Government and therefore the office is normally closed on these days. TOIL on a prorated basis will be granted for part-time employees whose normal day off falls on a public holiday.

5.1.3 Christmas and New Year Bonus Leave (Discretionary)

Activity for the period between Christmas and New Year is usually minimal and therefore, at the discretion of the Director, employees may be granted additional time off during this period (usually 24th December to 1st January). These additional days' leave will not be deducted from an employee's annual vacation entitlement and are in recognition of hard work and dedication throughout the year.

Pre-booked vacation across this period can be requested in line with the normal vacation booking process and the number of days deducted from an employee's vacation entitlement will be double the number of days they would have been expected to work to provide cover across the period e.g. one day expected to be worked equals two days deducted from the employee's vacation allowance.

This doubling up of vacation days ensures that that process is manageable within the team. Employees will work on an every other year rota basis, with those who worked the previous Christmas getting first refusal for vacation the following Christmas. Should the Christmas leave

uptake be low, employee who were off the previous year will be offered the opportunity to book leave again.

Please note that this leave is discretionary. Should the needs of the National Gallery require employees to work during the festive period then this leave may not be approved or may be withdrawn.

5.1.4 Birthday Leave

Employees are granted their birthday off each year as a reward for their hard work. This is a privilege benefit, not a right, and is intended for those employees whose performance and attendance is of a high standard.

Birthday leave requests must be submitted to an employee's manager and Office Manager two weeks before their birthday. Birthday leave will not be granted in lieu if an employee's birthday falls on a weekend or public holiday.

5.1.5 Overtime –Time Off In Lieu

NGCI is a small non-profit organisation and as such is unable to offer paid overtime compensation. If overtime is necessary, in such cases as special evening and weekend events, time off may be taken in lieu of hours works (TOIL).

For further information regarding the accrual and taking of TOIL please see appendix 7.1.2.

5.1.6 Flex Time

Flex Time is where a staff member adjusts their start or finish time, or takes a longer break during the day, to keep their working hours to the length (or closer to the length) of a normal working day.

Where possible, employees should avoid accruing TOIL and instead Flex their time to avoid working a longer than usual day/week. This is both in the interest of the employee (ensuring their rest and health are considered) and to protect the organisation from employees accruing large amounts of TOIL which places a future burden on the team.

Hours should, where possible, be flexed on the same day when the later or early hours are being worked, but maybe adjusted at some other point during the working week. Hours not used during that week must be recorded at TOIL on Bamboo HR and submitted for approval.

Managers who are not entitled to TOIL may be able to flex their hours when their total working

hours exceed 55 hours that week.

5.1.7 Maternity Leave

In order to help ensure a smooth operational transition, NGCI asks that employees notify the Director that they are pregnant no later than 15 weeks before their expected date of delivery, to enable cover to be arranged and work planned.

Employees can continue to work up to their due date, but must provide a doctor's note confirming that they are fit to work if continuing past 36 weeks. Maternity leave may be taken in whatever proportions before and after actual childbirth that the employee wishes, provided that they do not work when a doctor certifies that it would be harmful for them to do so. Employees do not have to use their full allowance if not needed/wanted.

At any time during the period of maternity leave NGCI reserves the right to request a doctor's certificate to demonstrate that the leave is being taken on account of maternity.

The level of maternity leave provided by NGCI is outlined in section 11 (iii) of an employee's Contract of Employment. At the discretion of the Director, additional leave without pay may also be agreed. For employees with less than 12 months service, this allowance will be prorated based on the amount of time worked.

5.1.8 Adoption Leave

Female employees adopting a child under 3 years of age are entitled to adoption leave of up to nine calendar weeks and will be paid at their basic salary rate for a period not exceeding fifteen working days of the period of leave. Adoption leave will be granted once in any 36-calendar month period.

5.1.9 Paternity Leave

A male employee who has completed at least twelve months of continuous service is entitled to paternity leave of two working weeks surrounding the birth or adoption of a child paid at the employee's basic salary rate. An employee who has completed less than twelve months continuous service shall be entitled to paternity leave calculated on a prorated basis for the time she or he has worked. At the Director's discretion, paternity leave in excess of two working weeks may be granted once in any 36-calendar month period.

5.1.10 Sick Leave

Employees are entitled to take sick leave only when personally ill or otherwise physically incapacitated from work. Employees needing time off to care for sick children must take TOIL, vacation or make alternative arrangements with NGCI.

Employees, who are unable to report for work for any reason, must notify their manager before their regular starting time, or as soon as reasonably practical. Employees are responsible for speaking directly with their manager about their absence. It is not acceptable to leave a message on a manager's voicemail, except in extreme emergencies. In the case of leaving a voicemail message, a follow-up call must be made later that day.

What's App, or other text messaging services, will be accepted but must be followed up with an email no later than the end of the employees first day back in the office.

Employees who become unwell while at work must inform their manager of the situation and make arrangements to leave for the day. Sick days are recorded as half days or full days only. Employees leaving mid-morning will be recorded as taking a full day sick and employees leaving in the afternoon as taking a half day sick, except in exceptional circumstances.

Employees will continue to be paid at their basic salary rate for ten days in a 12-month period which they are unable to work due to sickness. Employees who are absent due to illness for more than three days at a time must provide a doctor's certificate and complete a back to work form listing reasons for absence (although disclosure of sensitive personal information is not required).

NGCI reserves the right to require employees who are regularly absent from work to produce a detailed medical certificate in respect of any sick leave, irrespective of the length of the absence.

Prolonged and frequent periods of absence inevitably cause problems for colleagues. If such a situation arises, the issue will be raised and discussed in a meeting with the employee and manager in the first instance. Excessive absence due to ill health will be referred to the Director for careful consideration.

5.1.11 Compassionate Leave

Employees are entitled to take a maximum of five days compassionate leave, in any period of 12 consecutive months, on the occurrence of a death or serious illness in the immediate family provided that, if required, reasonable evidence of such serious illness or death is provided to NGCI. For the purpose of entitlement, immediate family means spouse, parents, siblings, and children.

If an employee is unable to return by the agreed date they should contact their manager in the first instance.

5.1.12 Medical Appointments

Employees are expected to arrange dental, medical, and other such appointments outside normal working hours. Occasionally this will not be possible and in such situations, employees are required to arrange the appointment conveniently to minimise any disruption that may be caused. Employees should notify their manager of these appointments as soon as they are known and make arrangements to make up the time. NGCI retains the right to request proof of appointments.

5.1.13 Unpaid Leave

Requests for unpaid leave will be granted at the discretion of the Director and must be submitted three months in advance of the requested dates to ensure cover can be arranged and possible conflicts avoided. No more than ten days, during each 12-month period, will be allowed for such requests and these days must not be taken during identifiable busy periods.

5.1.14 Jury Duty

Employees will be granted paid time off to serve on a jury. A copy of the jury duty summons and all other associated paperwork are required for placement on an employee's personnel file.

5.2 Unauthorised Absences

If an employee does not report for work and NGCI is not notified of their status, it will be assumed that after five consecutive working days of absence that the employee has resigned. Absences of less than five consecutive days will be dealt with in accordance with the Disciplinary Policy (see appendix 7.1.3)

5.3 Health Insurance Benefits

In accordance with the Health Insurance Law, employees will be enrolled into NGCI's health insurance plan, unless they are able to demonstrate on-going coverage with another provider when they can choose to opt out. Should an employee choose to opt out, NGCI will not make payments to another provider or reimburse them in any way. Choosing another provider is at an employee's discretion and cost.

NGCI will pay one half of the compulsory health insurance plan payments, with the remainder being borne by the employee and deducted in equal instalments through their semi-monthly salary payments.

Dependants can be added to an employee's plan at their own cost.

Please see the Intranet for further details of the current NGCI scheme.

5.4 Pension Benefits

As required under the National Pensions Law, all employees between the ages 18 and 65 are required to participate in NGCI's chosen pension plan, presently with Silver Thatch, with the exception of Caymanians under the age of 23 years old who are pursuing full time education and non-Caymanian and non-Permanent Resident "household domestics" (e.g. maid or gardener).

The minimum monthly contribution required is 5% of an employee's earnings and an employee may opt to contribute more. NGCI will also contribute to the employee's pension at a fixed rate of 5% of an employee's earnings. Pension contributions made by NGCI in excess of the annual pensionable pay cap (CI\$87,000) are discretionary.

Effective March 31, 2017, members may access their additional voluntary contributions (AVCs) prior to retirement age for either, housing; medical expenses; temporary unemployment or educational needs.

As per the National Pensions Law, Non-Caymanian employees will not be enrolled onto the pension scheme until they have completed 9 months of continuous employment on the island. All other employees will be entered onto the scheme from their first day of employment and the 5% deduction will be made directly from their semi-monthly salary payments.

Effective December 31st, 2017, in order to transfer pensions overseas, the following criteria needs to be met:

- Termination of a member's employment
- The member no longer residing in the Cayman Islands
- No pension contributions for two years or more

Effective December 31st, 2019, refunds of pension contributions or transfers overseas will no longer be allowed.

A Silver Thatch Member Handbook is available on Bamboo HR and provides full details about the pension plan provided.

6. HEALTH, SAFETY AND BUSINESS CONTINUITY

6.1 Health and Safety

All NGCI employees are expected to read and follow health, safety, and emergency policies laid out in the Emergency Handbook. In addition, workplace safety and health issues will be updated through internal communications such as:

- Training sessions;
- Team meetings;
- Emails; and
- Other written communications.

Each employee is expected to obey safety rules and exercise caution and common sense in all work activities. Employees must immediately report any unsafe conditions to their manager. Employees who violate safety standards, cause hazardous or dangerous situations, or fail to report or (where appropriate) take reasonable steps to remedy such situations, may be subject to disciplinary action including termination of employment.

6.1.1 Accidents

All workplace accidents (whether resulting in injury or not), dangerous incidents, and potentially dangerous work situations should be reported immediately to the Operations Manager, Office Manager, and/or Director and documented in the accident book.

6.1.2 Alcohol and Drug Use

NGCI shall not tolerate the use of alcohol or illegal drugs at work.

Should an employee's use of alcohol (whether at home or at work) affect their ability to perform their job, it shall be grounds for terminating their employment. Should NGCI become aware that an employee is using illegal drugs during work hours then their employment shall be terminated on the grounds of gross misconduct.

6.1.3 Health Issues

Employees who become aware of a health-related issue that may compromise their safety at work should notify their manager. If the issue is sensitive in nature they can instead speak directly to the Director. This policy has been instituted strictly to protect the employee in the workplace and all information provided will be treated in strict confidence.

6.2 Business Continuity

6.2.1 Hurricane Preparedness

All employees are to be fully familiar with NGCI Hurricane Preparedness policy, a plan which can be found on the Intranet and has been developed to allow employees ample time to secure their work place as well as sufficient time (not less than 24 hours) to see to their personal needs. All employees are expected to assist in hurricane preparedness activities and any leave will only be granted under exceptional circumstances. Between the 1st of June and the 30th of November all employees will secure their areas before going on leave.

7. APPENDICES

The following policies and forms will be made available on the Intranet.

7.1 Additional Policies

- 7.1.1 Equality and Diversity Policy (pending)
- 7.1.2 Time off in Lieu (TOIL) Policy
- 7.1.3 Disciplinary Policy
- 7.1.4 Grievance Policy
- 7.1.5 Sabbatical Policy

7.2 Forms

- 7.2.1 Study Leave Form
- 7.2.2 Agreement to Repay Money Owed