

Kilmac Board of Directors' Department Review Policy

Department Directors are responsible for delivering the objectives set for their department by the Board.

The Board are responsible for issuing the objectives to each Department Director. The Department Director will produce a quarterly report analysing the Departments performance in relation to the objectives set. The report and performance of the department in reaching the objectives will be reviewed at quarterly meetings with the Board Directors. The report should update the progress in reaching the departments goals. The department director will have reviewed the quarterly NCR & Audit reports submitted by the Operations Manager. The department director will produce corrective action plan to deal with the Operation Manager's report. The Board should review this corrective action plan and approve/amend or reject the plan.

The Department Directors are responsible for the performance of their staff. They have the power to make day to day decisions as they see fit to deliver the goals of their department. They have the power to choose their staff within the agreed budget for the department. Should they require to formally discipline their staff, they must firstly meet with the HR officer to ensure compliance with Kilmac's employment and disciplinary procedures. Department Directors are required to approve holidays in their department. Department Directors should propose any salary changes for staff in their department to the Board for Board approval.

Should a Department Director wish a change their department's strategy or a major change to their operating procedure, this proposal should be detailed and issued to the Board at the quarterly meeting. If an urgent change is required that cannot wait until the quarterly meeting, they must meet with the Board and make the proposal. The proposal will be reviewed at the Boards monthly meeting, or if the change is required immediately the Board can call an emergency board meeting.

Where a Department Director finds unsatisfactory performance in any other Department, whether this is a specific incident or an individual's performance, they should contact the Departments Director to discuss the issue to explore solutions to rectify the situation. They should not take direct action. If a solution cannot be found or there is disagreement between the Department Directors, the Board should be contacted to decide what actions/if any, are required.

The department Director must take responsibility for the overall performance of their department. To monitor this, the Board of Directors will meet the department Director / Head every quarter. At this meeting, the Board of Directors will produce a relevant statement updating the Director of the commercial performance during the last quarter, and any other relevant information, or future strategic plans. The Board of Directors will set the goals, medium & long term, for the department Director to achieve. These goals will be updated quarterly.

The department Director shall update the Board of Directors with a quarterly department report, which will include the following:

1. An update on the progress of any outstanding goals set by the Board of Directors.
2. A corrective action plan to resolve audit failures.
3. A corrective action plan to resolve NCRs.
4. A review of any outstanding OFIs.
5. Current & future staffing issues / requirements.
6. Review of skills matrix.
7. Any other business.

The Board of Directors must satisfy themselves that the Department Director / Head is reaching the required level of performance by;

- achieving the goals set by the Board of Directors,
- rectifying NCRs and audit failures,
- producing improvements to their department,
- managing and training their employees to adequately deliver the department workload.

A handwritten signature in black ink, appearing to read 'Richard Kilcullen', with a horizontal line underneath.

Richard Kilcullen

Kilmac Director

Date: 11.12.23