

Employment law and practice derives from a number of sources, namely the Irish Constitution, custom and practice, and legislation (domestic and EU based decisions of the Employment Appeals Tribunal and the courts).

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Employment law has become increasingly complex over the past number of years and there are over 30 pieces of major employment legislation in Ireland. The need for organisations to ensure compliance with legislation is greater than ever, as the level of claims, inspections and fines are increasing each year.

Few areas of business have become as complex as human resource management and employee relations and the professional management of these is of central importance to the development of a business.

Contained within this section is an overview of some of the significant sections of employment laws in Ireland today. In looking at the current legislation, we look at the different phases of employment

Starting Employment
During Employment
Ending employment

Starting Employment

In this section we take a look at the following detail;

Contracts of Employment
Working in Ireland from Overseas
Recruitment and Selection Process

Contracts of Employment;

All employer/employee relationships involve a contract of employment. Such a contract is essential to the relationship between the employer and the employee. The contract which an employer offers and an employee accepts will govern many aspects of their future relationship. Normally the agreed terms of a contract – be they explicit or implicit – are of paramount importance in determining the rights and duties of both parties, and will prove crucial in the event of disagreement between the parties.

Principles Governing Contracts of Employment

Two principles govern the formation of a contract;

Offer

There must be a clear and specific offer of employment by the employer to the prospective employee. It is advisable from the employer's point of view that all conditions attached to a job offer are clarified with and understood by the prospective employee before a firm offer is made, ideally in writing.

Acceptance

A contract of employment comes into existence once acceptance is formally indicated. It is important to note the time of acceptance as the offer may be withdrawn at any time before it is accepted, but not after that time except where both parties agree.

The benefit of requiring a clear acceptance by the employee is that this establishes a firm and documented basis for the contractual relationship.

Legal Requirements

There are a number of statutory requirements which employers should incorporate into a written contract of employment

Unfair Dismissals Act 1977 – 2001

Section 14 of the Unfair Dismissals Act, 1977 provides that an employer must give each new employee a written statement of the procedure which the employer will observe if at any time he should wish to dismiss that employee.

This must be done within 28 days of the date on which the employee commences work. It is advisable therefore, when a written contract is being issued that this procedure is incorporated into it. Any amendment of the dismissal procedure should also be notified within 28 days of its coming into effect.

Terms of Employment (Information) Act, 1994 – 2001

Under the Terms of Employment (Information) Act, 1994 – 2001, an employer must provide all new employees with a written statement of terms and conditions governing his/her employment.

The act applies to any person:

- Working under a contract of employment or apprenticeship;
- Employed through an employment agency. In the case of agency workers, the party who pays the wages is the employer for the purpose of the Act. It is essential, therefore, that users of agency temporary workers ensure that it is the agency who pays the worker;
- In the service of the state.

Payment of Wages Act 1991

The Payment of Wages Act, 1991, gives every employee the right to a written statement every pay day of the gross wages or salary payable and the nature and amount of any deductions.

Termination of Contract

Any contract may be terminated by either party giving the required notice or reasonable notice where none is specified, subject to the Minimum Notice and Terms of Employment Act, 1973 – 2001 which sets out minimum periods of notice to be given.

Termination of employment is a particularly complex issue, fraught with industrial relations and legal complications. The following is an outline of the ways in which a contract may be terminated.

By Mutual Agreement

A contract is made by agreement and can be ended by agreement between the parties.

By Circumstance

An example of termination by circumstance is where a 'fixed term' contract expires.

Another is a 'specified purpose' contract whereby an individual undertakes to perform one, or a number of specific tasks, and on completion of such tasks, the contract will end automatically.

Breach of Contract

A contract of employment may be terminated without notice, by either party, where a serious breach of the contract occurs. Termination by reason of breach of contract can be divided into summary dismissal and constructive dismissal.

Summary Dismissal

An employer is entitled to dismiss an employee without notice for an act of misconduct which involves an unacceptable breach of contract such as dishonesty or assault. However, the employer must apply fair procedures and act reasonably, as failure to do so may result in a successful claim of unfair dismissal by the employee.

Constructive Dismissal

Likewise, an employee may resign if the employer commits a serious breach of contract. For example, the employer fails to pay wages in accordance with the contract, or the employee feels that the actions of the employer towards him are so unacceptable that there is no alternative but to leave the employment. Such an employee can seek redress under the Unfair Dismissals Act, 1977 – 2001.

Resignation

A contract may be terminated by an employee when she/he tenders her/his resignation and the employer accepts it. No action may be taken subsequently on foot of the contract by either side except where the resignation is tantamount to constructive dismissal (see above). A resignation by an employee at the instigation of the employer may be held by the Employment Appeals Tribunal to be a constructive dismissal. Once a resignation has been tendered by an employee to an employer and accepted, it may not be unilaterally withdrawn.

Terms of Contract of Employment

The terms which an employer may seek to include in the contract of employment will depend on the type of contract itself, the position being offered, whether it is manual/hourly paid, managerial, etc and the circumstances of the individual firm.

Under the Terms of Employment (Information) Act, 1994 – 2001, an employer is obliged to give an employee a written statement of certain conditions of employment. Other terms that could be incorporated into a standard contract include:

- Probationary period
- Flexibility/interchange ability;
- Requirements regarding 'shiftwork/overtime'
- Lay-off/redundancy/short time;
- Right to search;
- Grievance procedure;
- Disciplinary procedure;
- Dismissal procedure;
- Company rules;
- Confidentiality
- Restrictive covenant clause

Checklist For Action

Employers should ensure that:

- Supervisors and line managers are made aware of the terms of the contracts of employees under their supervision;
- Employees are given a written statement containing their terms and conditions;
- Employees also receive a written statement outlining the dismissal procedure which may be applicable;
- Where these issues are covered by an agreement between the company and the employee representatives, each employee covered receives a copy;
- Periodic reviews of the contracts of employment should be undertaken to ensure that they confirm to actual conditions in the employment;
- Where changes occur in the contract of employment, the written contract itself should be amended accordingly.

Working in Ireland from Overseas

Irish immigration law (principally the Aliens Act 1935) governs the position of persons other than Irish citizens wishing to enter and remain in Ireland. The following distinct categories exist:

- Persons born in the United Kingdom are effectively treated as Irish citizens, they do not require work permits and have no restrictions imposed on their movement.
- Nationals of European Economic Area (EEA) Member States will not (subject to fulfilling very general conditions) be refused entry into Ireland and are entitled to residence permits entitling them to work in Ireland without further formality;
- All non-EEA nationals intending to work in Ireland must obtain work permits or another form of permission to work except in limited circumstances and also register with the Irish authorities as soon as possible on entry to the State if the intention is to stay longer than three months. Annually renewable registration certificates (usually containing the principal condition that the person remains in employment) will then issue. Corresponding certificates should also issue for the person's dependants (over 16 years).

Green Cards;

The Employment Permits Acts 2003 and 2006 allow for the establishment, for the first time in Ireland, of a "Green Card" Scheme for occupations where high level strategic skills shortages exist. This new Green Card Scheme replaces the Work Visa/Work Authorisation Scheme which has been discontinued.

The Green Card Permit is an employment permit issued to the employee and allows his or her employment in the State by the named employer in the occupation specified on the permit. It will be issued for an initial period of two years and will thereafter normally be renewed indefinitely.

The new arrangements allow the employee to apply for immediate family re-unification and will normally allow a pathway to permanent residency after two years.

Work Permits:

The Employment Permits Acts 2003 and 2006 allow for the issuing of a Work Permit for those occupations with a the salary of €30,000 or more where Green Card Permits are not available and, in very limited circumstances, in the salary range below €30,000.

Either the employee or the employer can apply for a Work Permit.

From June 1st 2009, The Department of Enterprise Trade and Employment (DETE) has announced changes to the employment permit system (Green Cards and Work Permits).

Work Permits:

- increasing the ineligible job category listing for new work permit applications (work riders, domestic workers and HGV drivers now ineligible), and an ongoing assessment of other occupational categories regarding their continued eligibility
- no new work permits for jobs paying under €30,000 per annum.
- strengthening of the labour market needs test by doubling EURES/PAS advertisement of the job vacancy to eight weeks, and national press advertisement to six days.
- spouses and dependants of future principal work permit holders have to apply for permits in their own right subject to the standard eligibility criteria and fees for Work Permits (currently spousal/dependant work permits are open to all job categories with no labour market needs test applied or fee charged)

Green card list – salaries paying €30,000–€60,000

Certain categories were previously removed from the €30,000–€60,000 list (i.e. quantity surveyors, building managers, and some categories of engineers and architects.).

The following occupations are being removed, with immediate effect, from the green card eligible list where the salary payable for the job is in the range €30,000–€59,999 per annum:

- Healthcare: registered midwives; physiotherapists; psychologists; social workers; medical physicists; and speech and language therapists.
- Financial services: economists; statisticians; underwriters; claims assessors and analysts; securities specialists; fund and investment management specialists; common law jurisdiction lawyers; investment fund professionals; fund accountants; fund valuations professionals; fund administrators; custody specialists; transfer agents; and hedge fund specialists.
- Industry/services: marketing managers.

These occupations continue to be eligible for green cards where the salary payable to the jobholder is €60,000 or more per annum.

Recruitment & Selection Process

Hiring the right person for the job is an important process for any employer, and one of the primary functions of the human resources function. Regardless of the seniority of the position, recruitment can be expensive in terms of cost and time, particularly when mistakes are made. Recruitment involves attracting a sufficient number of suitable potential candidates to allow the organisation to select and employ.

Deciding on a recruitment strategy

Recruitment and selection procedures should be based on the job description and the objective requirements of the job, without bias on the grounds of the candidate's sex, marital or family status, age, disability, religion, sexual orientation, race, or membership of the traveller community. However, the objective of any recruitment and selection policy is to obtain the right person for the job. Equally legislation should not change this policy.

It is not discriminatory to refuse to recruit, or retain in employment, any person who will not undertake duties attaching to the post or accept conditions under which those duties must be done. The law requires that the person be available to do the work and be fully capable of undertaking that work.

It is also legitimate to require qualifications generally accepted in the State for particular posts – for example, proficiency in the Irish language for teachers.

Besides being legally required, experience shows that providing equal opportunities for all candidates in recruitment and promotion gives the widest choice of candidates, helps to overcome skills shortages, improves job satisfaction and lifts employee morale generally. In short, it is good employment practice.

An effective recruitment strategy, which is flexible enough to adapt to labour market fluctuations, should be formulated as follows:

- Define the needs of the organisation;
- Perform job analysis;
- Formulate a job description;
- Write a person specification;
- Decide on the recruitment methods;
- Select candidates for interview;
- Carry out interviews;
- Select a suitable candidate;

During Employment

This section covers some of the main areas when it comes to managing employees during their employment. The complexity of the requirements of human resource management and the need for compliance with employment legislation create numerous obligations on employers. They must ensure that statutory minimums are provided to their employees, for example rates of pay, rest breaks and annual leave. Employee's rights are also outlined in this section including protective leave, information and consultation, and the right to work in an environment free from bullying and harassment. Employers should be aware of best practice procedures during disciplinary and grievance meetings so as to reduce their exposure to claims from employees.

We look into more detail here at

Absence & Sick Leave
Grievance and Disputes Procedures
Organisation of Work and Time
Leave

Absence and Sick Leave

The purpose of a company sick pay scheme is to alleviate hardship as a result of unavoidable absence from work through genuine illness. The underlying assumption of a sick pay scheme is that a company needs a healthy workforce. Loss of earnings while off sick may prevent an employee from taking proper care of his or her health.

Legal Position

There is no legal obligation on employers to provide an occupational sick pay scheme for employees. However, where an employee's contract of employment includes a reference to sick pay entitlement from the employers as part of the terms of employment, a right to sick pay exists under contract law. In a company where no formal sick pay scheme exists, but it is the norm for employees to be paid when absent through illness, a right to such sick pay entitlements may be established through custom and practice.

In employment's covered by a registered agreement (i.e. an agreement registered by the Labour Court under section 27 of the Industrial Relations Act, 1946) which provides for sick pay benefits, employers concerned are legally bound to pay the required benefits.

National Agreements

The demand for the introduction of company sick pay schemes in industry has been recognised in National Wage Agreements since the 1970's. The current Partnership 2000 Agreements provides that unions are not precluded from making claims for the improvement of such schemes where these are substantially out of line with appropriate standards in comparable employment's. The agreement further states that negotiations on these matters should be governed by the capacity of the enterprise to absorb the costs and the possible implications for attendance.

Grievance and Disputes Procedure

An important element in managing staff during employment is the provision for handling grievances or disputes that may arise, whether as a result of a difference in interpretation of the terms of the agreement, or any other issues. The benefits of such a procedure are that it prevents an accumulation of minor issues and ensures that industrial action properly remains an avenue of last resort.

Sample Grievance/Disputes Procedure

The following sample is a general guideline only. Organisations may wish to modify it in line with their particular circumstances. Organisations considering amending an existing procedure, or introducing a procedure for the first time should consult an suitably qualified expert.

Introduction

The parties to this agreement accept that it is in their mutual interest to establish a clear procedure for the resolution of all issues arising between them. Grievances will occur in normal course of interaction in any organisation or workplace. It is accepted that failure to provide a procedure to deal adequately with these grievances, as they arise, may lead to disputes affecting not only the aggrieved party but all those employed in the organisation/workplace.

Full recognition is given to the significance of personal grievances and both parties are committed that all grievances and disputes will be dealt with without undue delay and at the earliest possible stage of this procedure.

Stage 1

The matter in dispute will be discussed by the employee or employees concerned, with their immediate supervisor.

If your grievance involves personal or other sensitive issues, which you would consider inappropriate to raise directly with your immediate supervisor, you should seek advice from the Human Resources Department.

Stage 2

Failing settlement the matter will be discussed between the employee, supervisor and the employee representative (shop steward, if appropriate), and a decision given within two working days.

Stage 3

Should the parties fail to agree the matter will be referred to the personnel department/senior management where a meeting will be arranged with the employee representative (trade union official, if appropriate) to discuss the matter. The meeting will be held within seven working days.

Stage 4

Should the matter remain unresolved, it will be referred to the Labour Relations Commission for conciliation or for a hearing by the Rights Commissioner. If still unresolved, it will be referred to the Labour Court for formal investigation, or, in the case of a dismissal, to the Employment Rights Tribunal.

During the period in which the above procedure is being followed no strike, lock-out, walk-out, sit-in, go-slow, or any other form of industrial action designed to bring pressure to bear on either party will take place, until all avenues as prescribed have been followed by other parties and at least 14 days have elapsed following the issues of a Labour Court Recommendation or a determination of the Employment Rights Tribunal. Any industrial action will require that two weeks written notice be given by either party.

In the event of any issues arising which cannot immediately be disposed of and which are being processed in accordance with the above disputes procedure normal working – under protest if necessary – will continue, pending a settlement.

Organisation of Work & Time Act

The Organization of Working Time Act sets out statutory rights for employees in respect of rest, maximum working time and holidays.

The maximum average working week is 48 hours when averaged over a 4 month period. (6 and 12 month reference periods may apply to different employment sectors depending on the activity)

Rest Breaks

15 minutes where 4.5 hours is worked;

30 minutes where 6 hours is worked.

Public Holidays

There are nine public holidays in Ireland as follows:-

New Year's Day – January 1st

St Patrick's Day – March 17th

Easter Monday

First Monday in May

First Monday in June

First Monday in August

Last Monday in October

Christmas Day – December 25th

St Stephen's Day – December 26th

In respect of these holidays a qualifying employee is entitled to whichever of the following the employer determines:

- a paid day off on that day;
- a paid day off within a month of that day ;
- an additional day of annual leave;
- an additional days pay.

NB; Qualifying means all full time employees and part-time employees who have worked 40 hours in the 5 weeks ending on the day before the public holiday.

Annual Leave

An employee is entitled to:

- four working weeks (20 days) where at least 1,365 hours have been worked in any leave year or;
- leave equivalent to 8% of the hours worked in any leave year (subject to a maximum of four weeks);
- leave equivalent to 1/3 of a working week where the employee works at – least 117 hours in a calendar month;

Employees are generally entitled to paid time-off in lieu or a premium payment for Sunday working. Employers are required to maintain adequate records evidencing adherence to the Act's requirements.

Leave

In this section we look at the popular types of leave which are taken in the workforce today.

Maternity Leave;

Irrespective of length of service and subject to 4 weeks written notice being given, female employees are entitled to Maternity leave of 26 consecutive weeks paid leave, with an option to take a further 16 weeks additional unpaid maternity leave.

The employer is not obliged to pay the employee during this period as the employee may be entitled to Social Welfare Benefit during this period. There is no payment at all during the optional 16 weeks additional maternity leave.

Employees are required to provide

- 4 weeks written notice of intention to take Maternity leave;
- 4 weeks written notice of the intention to take Additional Maternity leave;
- 4 weeks written notice of the intention to return to work.

They are entitled to return to work after such leave, to have reasonable time off for ante-natal and post-natal care and to job protection during those periods.

Time Off to Attend Ante Natal Classes: An employee is now entitled to paid time off from work to attend one set of ante natal classes (other than the last three classes). An expectant father is also entitled on a once off basis to attend the last two ante natal classes before the birth.

It is also worth noting that while on Maternity leave, the following conditions must be adhered to

- during Maternity leave, the employee's statutory and contractual rights are preserved;
- an employee is entitled to return to her position following Maternity leave;
- it is unlawful to make an employee redundant while on Maternity leave;
- dismissal on the grounds of pregnancy is prohibited.
- Parental Leave and Adoptive Leave (Parental Leave Act 1998)

Both male and female employees are entitled to take 14 weeks unpaid parental leave following the birth or adoption of a child.

- the leave is distinct from maternity leave and must be taken before the child reaches 8 years of age;
- an employee must have 1 year's service to qualify;
- an employee must provide the employer with 6 weeks notice of the intention to take parental leave;
- leave is not transferable between parents;
- there is no social welfare benefit while on parental leave;
- split leave can be taken only with the agreement of the employer.
- the leave may be taken as a continuous block of 14 weeks or two separate periods of a minimum of 6 weeks each. If the leave is taken in this way, there must be at least 10 weeks between each separate period.

Carer's Leave

The purpose of the Carer's Leave Act, 2001, is to

- provide for carer's leave of up to 104 weeks for employees in order to provide full-time care and attention to a person requiring it (a relevant person), and
- to protect the employee's employment rights during the leave.
- Scope

The Act, which came into force on 2 July, 2001, covers all employees who are:

- employees under a contract of employment or a contract of apprenticeship;
- employed by an employment agency. In this case it is the person who is liable to pay wages who is deemed to be the employer for the purpose of the legislation.

Minimum service requirement

The employee must have at least one year's continuous service with the employer from whose employment he/she intends to take carer's leave.

Qualifying for carer's leave

Along with the 12 months service requirement, employees will only be entitled to carer's leave if:

- the person they wish to care for is considered a relevant person;
- the employee provides full-time care and attention to the relevant person;
- the employee does not engage in employment or self-employment during the period of the leave with the exception of;
 - attending an educational or training course or taking up voluntary or community work for up to 15 hours per week;
 - engaging in limited self-employment in the employee's home;
 - engaging in employment outside the home for up to 15 hours per week. This must be approved by the Department of Social, Community and Family Affairs (DSFA).
- The employees has provided the employer with a decision from deciding officer of the DSFA, stating that the person in respect of whom the employees proposes to take carer's leave is a relevant.

Ending Employment

The increasing intervention of legislation in the employment relationship is most evident in the level of regulation is most evident in now governing the circumstances in which contracts of employment may be terminated. A series of statutes and statutory instruments, such as the Redundancy Payments Acts 1967 to 2007 and the Protection of Employment Acts 1977 to 2007 outline the procedures which need to follow in the event of termination due to a redundancy. The unfair dismissals legislation gives an employee a right to bring a claim for an unfair dismissal. For a dismissal to be deemed fair it must satisfy the requirements of the Acts. The legislation and regulations in the area of termination of employment can be complex.

Here we look at

**Notice and Dismissal
Redundancy**

Notice and Dismissal;

Minimum Notice and Terms of Employment Acts 1973-2000)

There are minimum notice periods for termination of contracts of employment in the absence of employee misconduct.

Length of service	Minimum Notice
Service of 13 weeks to 2 years	1 week
2 years to 5 years service	2 weeks
5 years to 10 years service	4 weeks
10 years to 15 years	6 weeks
15 years +	8 weeks

Where a contract of employment provides for a notice period that is longer than that outlined above, the longer notice period applies.

Both parties may waive the right to notice if agreed and the employee can accept payment in lieu.

In the event of gross misconduct, an employee may be dismissed without notice (summary dismissal). This process should be carried out in line with the company disciplinary procedure.

Unfair Dismissals Act 1977-2001

Employees who have been employed by an employer for more than one year are generally protected from being unfairly dismissed.

Unfair Grounds for Dismissal: age, race or colour, sexual orientation, political or religious beliefs, membership of the travelling community, taking legal proceedings against one's employer, trade union membership or activity, pregnancy, exercising maternity rights or unfair selection for redundancy.

Fair Grounds for Dismissal: Competence, capability or qualifications, conduct or redundancy where fair selection procedures were followed in respect of redundancy.

Application of the Act:

- Employees with one year service (immediate if dismissed for pregnancy or maternity related reasons, trade union membership or activity or for enforcing one's right to minimum wage)
- Employees not yet at retirement age

Employees who successfully establish that they have been unfairly dismissed can request the Employment Appeals Tribunal to reinstate the employee to his or her previous position (reinstatement) or an alternative position (re-engagement) or award the employee compensation of a maximum of 2 years remuneration. Compensation is awarded for loss of earnings and the employee has an obligation to make efforts to mitigate their loss.

Fixed term contracts are excluded from the Unfair Dismissals Act provided the fixed contract is genuine, is in writing, is signed by both parties and contains specific provision stating that the Unfair Dismissals Act shall not apply.

Redundancy

Compensation is payable to employees dismissed by reason of redundancy. Redundancy arises where:

- an employer is ceasing to carry on the business for the purposes of which the employee was employed or in the location where the employee was so employed;
- the requirements of a particular kind of work have diminished;
- an employer has decided to carry out the business with fewer employees;
- an employer has decided to carry out the business in a different manner for which the employee is not sufficiently qualified or trained.

Even where a redundancy may be justified, an employer must not unfairly select employees being made redundant and selection must be justified by objective criteria.

To qualify for redundancy payments, the employee:

- must have 104 weeks continuous service;
- must be aged 16 years old or over at the time of redundancy;
- must be employed under a contract of service;
- must be in insurable employment.

An employee whose employment is terminated because of redundancy is entitled to:

- 2 weeks pay for every year of service subject to a prevailing ceiling at the time of going to press of €600;
- a bonus week’s gross pay, subject to the prevailing statutory ceiling, in addition to the above.

For collective redundancies, 30 days before the first redundancy is due to take effect, employers are required to:

- consult with employee representatives;
- notify the Minister for Enterprise, Trade and Employment.

For Collective Redundancies you should refer to the Protection of Employment Act 1977.

Salary Levels

The following are typical annual salary levels in €’000 for selected skills across a range of sectors. Salary levels are described in terms of a range i.e., from low to high, for each job title, in each job sector (with UK salary ranges being expressed in the euro equivalent).

Shared Service/Contact Centres:

Job Category	Ireland			Germany	UK
	Dublin	Cork	Shannon		
Treasury Analyst	40-55	37-52	35-48	45-53	43-50
Finance Director	95 -120	75-90	65-90	90-120	100-130
Financial / Management Accountant	55-65	48-65	45-65	65-75	63-70
Tax Manager	75-90	60-70	60-70	80-90	70-85
Auditor	60-70	40-55	40-50	45-55	45-55
Cost Accountant	60-70	50-60	50-60	60-75	60-67
Inter-Company Accounts	30-35	27-32	27-32	35-40	34-40
Credit Control (3+yrs exp)	30-35	25-32	23-30	30-40	33-40
Business Analyst	40-55	40-45	40-50	50-57	45-55
Accounts Receivable Manager	45-65	40-50	35-45	50-70	55-70
Accounts Receivable Team Leader	35-45	33-38	32-38	40-45	38-45
Accounts Clerk (3 yrs exp)	25-35	23-28	20-25	35-40	30-40
Call Centre Manager	60-85	55-80	50-75	70-80	60-75
Customer Service Manager	45-55	40-50	40-50	40-57	45-60
Customer Service Team Leader	25-32	25-30	25-30	28-36	25-35
Customer Service Team Leader & Language	35-40	30-35	30-35	30-40	30-35
Outbound Telesales	18-25	17-21	17-20	20-27	22-30
HR Manager (1-3 yrs general exp)	40-45	40-45	40-45	42-55	45-55
Administrator (1-3 yrs exp)	20-25	18-22	18-22	23-32	23-30
Receptionist (0-3 yrs exp)	20-24	18-23	18-21	25-30	23-28
PA / Executive Assistant (1-3 yrs exp)	30-35	26-30	25-30	23-31	27-33

Manufacturing & Logistics:

Job Category	Ireland			Germany	UK
	Dublin	Cork	Shannon		
VP, Manufacturing	110-135	100-120	95-120	130-145	130-140
General Manager	120-150	85-130	75-120	100-115	100-115
Operations Manager	75-85	60-75	60-75	80-90	85-95
Manufacturing Operative	18 - 22	17-20	17-18	20-25	20-23
Production Manager	55-65	50-60	47-53	60-68	55-60
QA Inspector	28-30	23-27	23-28	30-40	30-38
Team Leader	30-40	25-30	25-30	35-45	30-40
Distribution / Logistics Manager	55-65	50-60	45-55	50-60	45-55
Logistics Coordinator	28-38	28-35	28-35	35-45	40-45

R & D Centres:

Job Category	Ireland			Germany	UK
	Dublin	Cork	Shannon		
Applications Engineering Manager	70-80	55-70	50-70	70-90	70-90
Applications Engineer	45-60	43-52	40-50	42-65	50-70
CAD Engineer / Technician	29-35	30-35	30-35	40-50	38-45
Documentation Engineer	38-42	30-38	25-30	40-50	40-50
Automation Engineer	45-50	35-42	35-40	40-55	40-50
Mechanical Engineer	40-45	33-44	30-38	40-50	40-53
Hardware Engineer	45-50	40-45	40-45	45-55	40-55
Materials Manager	55-60	48-55	45-55	55-65	55-60
Buyer / Planner (3+yrs exp)	30-45	30-40	30-38	40-50	40-45
QA/QC Manager	50-65	55-60	58-60	60-75	60-70
QA/QC Supervisor	38-45	35-42	33-45	40-48	40-50
QA/QC Analyst (1-3 yrs exp)	28-34	23-28	23-28	32-40	30-38
Regulatory Affairs Manager	50-65	45-55	45-55	60-68	55-65
Instrumentation/ Elect Engineer	45-50	38-45	35-42	43-55	50-53
Production Engineer	42 - 45	40-45	38 - 43	40-50	38-40
R & D Engineer	40-50	40-50	40-48	40-50	40-45
R & D Technician	24-28	17-23	17-23	22-35	20-30
Process Development Manager	45-55	40-50	40-50	50-60	45-55
Compliance Manager	45-55	40-50	40-50	50-60	45-55
Compliance Officer	32-40	27-37	25-38	35-44	35-40
Validation Engineer (3+ yrs exp)	35-45	32-37	30-43	40-50	36-45

ICT Sector:

Job Category	Ireland			Germany	UK
	Dublin	Cork	Shannon		
Software Development Manager	70-90	65-85	65-75	80-95	85-105
Systems Administrator	40-48	38-45	38-45	45-50	45-50
Operations Manager	48-65	50-65	50-60	65-75	60-70
Software Engineer (3-5 yrs exp)	36-52	35-42	33-40	40-62	40-48
Software Tester (1-3 yrs exp)	25-32	23-32	23-30	22-35	25-35
IT Tech Support Supervisor (Multilingual)	33-46	30-43	30-38	38-42	45-50
IT Tech Support Engineer (multilingual)	24-29	22-27	22-27	30-40	29-35
S/ware Localization Test Engineer	30-38	27-35	28-33	40-46	30-34
Team Leader	28-40	25-38	25-38	35-40	35-42



The information contained in this publication is intended as a summary only. While care has been taken in its production, no responsibility is taken by Shannon Development or its author for any errors or omissions. Professional advice should be sought in all cases.

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