

acas working
for everyone

Guidance

Starting staff: induction

September 2015



Starting staff: induction

About Acas – What we do

Acas provides information, advice, training, conciliation and other services for employers and employees to help prevent or resolve workplace problems. Go to www.acas.org.uk for more details.

'Must' and 'should'

Throughout the guide, a legal requirement is indicated by the word 'must' – for example, the employer must outline any health and safety precautions the employee must take to protect them from harm.

The word 'should' indicates what Acas considers to be good employment practice.

September 2015

Information in this guide has been revised up to the date of publishing. For more information, go to the Acas website at www.acas.org.uk. Legal information is provided for guidance only and should not be regarded as an authoritative statement of the law, which can only be made by reference to the particular circumstances which apply. It may, therefore, be wise to seek legal advice.

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About this guide

Many employers understand the value of settling a new employee into their role in a well-organised induction programme. Induction is a vital part of taking on a new employee. A lot of hard work goes into filling the vacancy or a new role, so it is worth working just as hard to make the new recruit feel welcome, ready to contribute fully and want to stay.

This guide goes through the stages of settling in a new employee once they have accepted the job offer. The companion Acas guide, *Recruiting staff*, covers the stages of hiring a new employee up until their first day.

This guide is aimed at employers planning to handle or be involved in the induction themselves - whether they are the owner of a small firm, the head of a department in a larger organisation, part of a human resources team, or a line manager/supervisor.

Job applicants may also find the guide useful in understanding their role in the induction process and the employer's perspective.

Starting new staff

New staff should be inducted following recruitment, but internal staff changing roles or returning to work can also need to go through an induction process. Business resources and the type of job involved can determine how much an organisation invests in the process. But, it is good practice - and likely to provide the best long-term benefit - to invest as much time and effort in an induction as the role requires.

Once the best candidate has accepted the employer's job offer, it is important that the organisation prepares thoroughly for their arrival and how they will be settled in, so they become effective quickly. Failure to do this well can create a poor impression and undo much of the good work which attracted and secured the new recruit. They will turn up on their first day excited and eager to impress, but the kind of start they get off to is the key to shaping their attitude to the organisation and the job.

This is best achieved through a planned programme agreed in consultation with everyone involved. In addition to getting the most out of any new recruit, consistently effective inductions are likely to improve workplace relations between employees, and between employees and their managers. The induction does not have to be limited to the new employee's first day - it depends on how much there is for the new employee to learn as they progress towards becoming fully effective in their role.

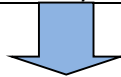
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Good inductions also address wider implications for an organisation by providing a set period to deal with essential requirements such as tax and health and safety – along with being a useful point to check if anything has changed.

At-a-glance chart

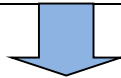
STEP 1: Before the new employee starts

- Send the employee useful information about the organisation
- Plan the employee's induction, including who will meet them on their first day, who will mentor them, and get their workspace ready



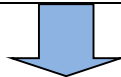
STEP 2: First day

- Show them around, introducing colleagues, managers and mentors
- Deal with important documents, but don't make day 1 overwhelming
- Health and safety must be outlined



STEP 3: First week

- Explain a full who's who, how the organisation works, its rules, how any facilities work, the new employee's role and how they fit in
- Explain how performance is assessed and let them try some tasks



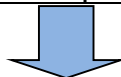
STEP 4: First month

- Informally establish how the employee is settling in, if any further training or coaching is needed, and if there are any other concerns
- Give reassuring but realistic feedback on how they are doing



STEP 5: Three months

- Check the employee's performance. What's good? What must improve?
- Agree any further support as a programme with timed goals



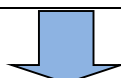
STEP 6: Six months and/or end of probation

- Decide if a probationary employee is to be kept on, fairly dismissed or offered extended probation where the contract permits
- Review their performance and establish goals for the next six months



STEP 7: Twelve months

- Hold a full performance management review or appraisal
- Ask the employee for feedback on the effectiveness of their induction



STEP 8: What happens next?

- Continue to support development of employee in ways that benefit the organisation and increase their ability and loyalty

Step 1: Before the new employee starts

Taking some action before the employee arrives is likely to get everyone prepared and ready for a smoother induction process that gets the employee delivering results as quickly and productively as possible.

- **Provide a welcome pack:** Send the new employee a more detailed pack of information in hard copy or electronic format as appropriate. This will give them a fuller understanding of the organisation. This will answer many questions that may otherwise distract from induction or never end up being asked. Welcome packs are particularly helpful for a new recruit preparing for a technical job. The pack should also include their Written Statement of Terms and Conditions of Employment (if it was not sent with the job offer letter) and any organisation handbook.
- **Decide what approach to take:** Induction need not be a formal process, as long as it is structured, well organised and managed, and completed. In many organisations, it will be carried out informally by the new starter's manager or supervisor on a day-to-day basis.
- **Make an induction plan:** Planning the new recruit's induction by working out what, when and who in the organisation will get involved will help maintain the positive attitude recruits have displayed during their selection. Crucially, it should identify who will greet the new employee on their first day. It is common for different parts of the induction to be handled by different staff with relevant expertise.
- **Create a simple checklist:** Writing a checklist of what should be covered is particularly helpful, especially one that can be shared with the employee to give them some ownership in managing their induction. A job induction checklist template is available at www.acas.org.uk/templates.
- **Tailor the induction to everyone's advantage:** Someone fresh out of university is likely to need a different induction to a new employee who has extensive experience with other companies, or someone returning to the world of work after a long absence. Some recruits might grasp certain ideas quickly while others may need more time. Adapting the plans, and building in some flexibility, can help speed up or improve the induction.
- **Be mindful of working patterns:** Take into account that if the new employee is a shift worker, their hours may need to be renegotiated on some days to fit in with the induction. However, there might also be

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some circumstances for other flexibility depending on the induction work required. For example, it might be suitable for a new recruit who needs to spend a considerable amount of time reading up on company products or procedures to do so working from home.

- **Check for additional considerations:** In many cases, new recruits will work as flexibly as they can during their induction, including temporary changes to working patterns, locations, duties etc. Inductions may not always match the usual working hours and this should be made clear when a job offer is made. Sometimes, they might not be able to make all the adjustments – for example, they might have another part-time job, or have a disability that requires regular short breaks, or have responsibilities as a parent or carer. There are often simple ways to work around these situations and discussing them with the recruit ahead of time can help.
- **Allocate a mentor:** Ask one of the new recruit's colleagues to be their 'buddy' or mentor for a period of time- a friendly face they can talk with about working in the organisation, and who can help with any day-to-day questions. This also develops the mentor – for example, by helping to develop their training and supervisory skills.
- **Prepare the working space:** Make sure the new employee's work station or space is ready and working with all the equipment they need and cleared of anything they won't – and that's even if they are unlikely to use it much on their first day. Sorting out other practicalities like security passes, photo IDs, clock cards, computer network accounts, telephone numbers or locker spaces will also help.
- **Make sure everything is up to date:** Include the latest relevant company information such as working practices, duties, policies and procedures. Check for any recent changes on employment law and rights (go to www.acas.org.uk), tax and national insurance (go to www.gov.uk/hmrc) and health and safety (go to www.hse.gov.uk). If there have been changes, apply them to the induction process.

Planning an induction for a group

Recruits may arrive individually, but sometimes join an organisation in numbers, especially in larger employers. Depending on the size of the group, and the individuals and roles involved, it can often be beneficial to co-ordinate sessions so recruits can be trained together wherever possible – this also makes best use of trainers' time.

Where reasonable, try to:

1. Induct employees on the same date
2. Make sure employees in the same roles follow the same timetable
3. Make sure employees in different roles join up for the same training where relevant
4. Build in some flexibility so minor absences don't disrupt plans
5. Have contingencies in mind to handle longer-term absences.

In group sessions, discussion, videos and slides can add to the effectiveness of a presentation.

Step 2: First day

The employer should use the first day to handle any essential matters and then focus on fuelling the new starter's enthusiasm by giving them a real feel for the organisation, its brand, workplace culture and values.

- **Make introductions:** Show new recruits around the organisation. First and foremost, make sure to introduce them to their line manager or supervisor and the team they will be working with. Then, introduce them to managers and colleagues in other teams or departments they need to know. It may also help to introduce them to senior managers. Try to explain what other staff are responsible for and how the new recruit would usually expect to work with them. Be careful not to introduce too many people too quickly, and, where an employee will regularly need to work with a wide range of colleagues, giving them a staff list can help.
- **Arrange a meeting with the manager or supervisor:** Sometimes the manager or supervisor who has been involved in the recruitment will handle the induction. But where this isn't the case, a short, informal sit-down meeting will help the recruit gain some understanding of their manager's expectations, and for the manager to familiarise themselves with the recruit.
- **Arrange a meeting with the mentor:** Introduce the recruit to their 'buddy' and give them a short time to talk together – the mentor can make it clear how they can best help out, and establish if the recruit

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has any initial concerns that they may not have wanted to ask others about.

- **Offer some company during breaks:** Depending on the recruit, they may want some private time during breaks or at lunchtime on the first day – or they might need to check in with friends or family curious to hear about their first day. However, it can be a welcoming and reassuring gesture for the mentor or new team mates to invite the recruit to join them for a cup of tea, or something to eat.
- **Give them the tour:** Showing the employee around the workplace will be helpful. In any event, let them know where they can find practical facilities like the toilets, washing and first aid facilities, and drinking water. This is a small part of looking after their health and safety and must happen on day one.
- **Handle vital documentation:** Don't overdo the red tape on the first day, but deal with important documentation, such as National Insurance details, bank account information and their P45. Handle less time-sensitive documentation as the induction progresses – for example, timesheets are unlikely to be important straightaway if the employee is working set hours during their induction. Some of this documentation may also be processed before the job starts.
- **Health and Safety musts:** The employer must...
 - outline any health and safety precautions the employee must take to protect them from harm
 - outline any training they will need to do their job safely, and without endangering other workers, and any equipment and protective clothing the employer will provide
 - ensure they know what to do if there is a fire, accident or another emergency
 - outline its insurance policy, in case they get hurt or ill through work.For more information, visit the Health and Safety Executive website at www.hse.gov.uk.

Get day one right...	
Avoid - bombarding a new employee with too much new information, paperwork and too many new people.	Instead – work out what is essential for day one and spread the rest of the information and introductions across the induction.
Avoid – leaving a new employee to a lonely break or extended periods of time with nothing to do.	Instead – make sure there’s company available at breaks if it’s wanted, and plan so any downtime can be used productively.
Avoid – throwing a new employee straight into the job without the confidence and understanding an induction will give them.	Instead – gradually introduce the job through the induction, making time for the new employee to try tasks in a supportive environment.
Avoid – delaying the induction for even a few days, as new employees may start to pick up bits of information –possibly mis-information – but then not listen properly to the knowledge they should be retaining at the induction.	Instead – see if other less time-sensitive tasks can be shuffled around. Or, see if the induction day’s start and finish times can be adjusted.
Avoid – skipping any type of induction altogether.	Instead – find the type of induction that fits in best for the business and the new employee; it’s important to begin promptly, but it might then be split into manageable portions.

Where the employee has to start tasks from day one

A previous departure, urgent task or other matter might mean an employee is needed to carry out their duties as soon as they start.

Where that is the case, be open with the employee about why they are needed urgently. But, also, make it clear that they will start their induction as soon as possible, so they can better understand their role and feel a part of the business. In addition, find ways to help the employee until the induction, such as arranging a short daily ‘check-in session’ with a colleague.

Make sure that legal necessities such as health and safety obligations, National Insurance information and bank details are still handled right away. Also, commit to a future date to start the induction.

Step 3: First week

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On day two, the induction should continue, with a focus on telling the new recruit about the organisation and their job.

- **Clarify who's who:** Build on the day one introductions and make sure anyone who wasn't around on day one is introduced. Remind the new employee of who does what, why and how they need to work with different staff, and the preferred methods for communicating.
- **Profile the organisation:** Very briefly outline how it works, and its aims and plans.
- **Focus on the job role:** Explain the new employee's role fully, how it fits in with their team and the organisation as a whole, the expected performance, how it will be assessed, possible opportunities for development and training, and routes for promotion in the future.
- **Start doing the job:** Build in time for the new employee to do some tasks as part of their new role – it will give them a break from the flow of information, and help them relate to what they are being told and what they will be doing in their role.
- **Discuss relevant employment terms and conditions:** Run through the key terms and conditions, especially in regard to what is required during any probationary periods. Answer questions and make sure the employee understands what the terms and conditions mean in practice.
- **Explain the rules:** Make sure the employee knows about key...
 - work practices
 - policies
 - expected behaviour, unacceptable behaviour and procedures if rules are brokenNew employees should understand how problems concerning performance, discipline and absence, and serious complaints against staff, are handled.
- **Provide further Health and Safety information:** Flesh out the earlier Health and Safety information so the new employee gains a full understanding. Include any considerations regarding pregnant employees, disabled employees with 'reasonable adjustments' the new recruit needs to know about, who the trained first aiders are, and who is the Health and Safety champion.
- **Fill in the gaps:** There are always small, but significant details that need communicating to a new employee. Examples include dress codes, car parking arrangements and canteen facilities.

Employees moving from another part of the organisation

Employees who transfer from one part of the organisation to another will benefit from an induction into their new section and role. But, they are only likely to require limited information about the way the organisation functions, their terms and conditions, and will already be set up for many health and safety and pay-related purposes. This individually-tailored approach will usually speed up an induction – for example, the employee may already know some but not all of their new colleagues.

Step 4: First month

In the first month, the focus should be to help the new employee gain a reasonable grasp of the organisation and their role.

- **Arrange more specific support:** It should become clearer if a new employee needs further training or coaching in a particular area. While the specific requirements will depend on the individual, the need for support is common with most new recruits and will help them progress towards becoming fully effective as soon as possible.
- **Keep doing more of the job:** By now, a new employee will have been introduced to quite a few (if not all) of their tasks and the focus should be on giving them practical experience of tackling them. At this stage, shadowing a more experienced colleague performing the role will help.
- **Keep giving regular feedback:** Depending on the need, a new employee should be getting daily or weekly on-the-job feedback on how they are getting on at this stage. Avoid giving feedback in a haphazard manner as they may associate this with being picked up for doing something wrong, or not effectively enough. Feedback should always be kept positive and constructive. Where there is a performance concern, be clear where the issues are and how the new employee can handle things differently.
- **Arrange another meeting with the manager or supervisor:** The meeting should give the new employee realistic feedback on how they are doing (but keeping in mind it is very early days and that the new recruit is still feeling their way). The meeting should be relaxed and informal, gauging how the new employee feels about:
 - how they are settling in, and adjusting to the role and organisation
 - aspects of the role where they feel they need training or coaching
 - any other concerns

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If the new employee raises reasonable and justifiable points which should help improve their performance, the supervisor/line manager should act on them.

Step 5: Three months

This is a crucial milestone – if employer, line manager and the new employee are all happy with the settling in and performance, the recruit is likely to stay. It's also crucial if things are not going so well.

Either way, the new employee is unlikely to be the finished article, so in both cases employer and line manager will need to look at where the recruit is doing well and where they need to improve or develop. Also, employer and line manager need to address whether the recruit is meeting targets and deadlines, and re-affirm or adjust them if circumstances are changing.

This is the time for employer, line manager and the new employee to work together to pinpoint any further training, coaching or development needs. These should now become part of an agreed programme with timed goals. Depending on how the employer assesses employees' work, this three-month review could be part of the performance management/appraisal process. To find out more, see the Acas guide [How to manage performance at www.acas.org.uk/performance](http://www.acas.org.uk/performance).

If the new employee is on six months' probation, then an assessment at this stage would likely be a mid-probation review. But whether the new employee is on probation or not, assessment at this point should be formal, structured and constructive.

Step 6: Six months and/or end of probation

If the new employee is on six months' probation under their contract, then it is decision time – are they going to stay or leave? If the employer is still unsure whether the employee is suitable for the job, it could extend the probationary period if the contract permits and/or the employee agrees.

If the employee is staying, the employer should:

- review their performance, the difference training or coaching is making, and give feedback
- look ahead at the next six months, reviewing the employee's work objectives and possibly set some new ones in line with their role.
- assess whether the employee will need any further experience, training or coaching in new areas

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- hold another performance management or appraisal meeting before the 12 month end-of-year review – ideally around the nine-month mark.

If the employer wants to dismiss the employee, it must handle the dismissal correctly and include:

- giving the correct notice - which must be at least the statutory minimum or any more favourable period set out in their employment contract
- paying any outstanding wages
- paying holiday pay for accrued annual leave that hasn't been taken
- dismissing the employee fairly in line with the Acas code of practice on disciplinary and grievance procedures if they are a transferring employee has at least two years' continuous employment with the employer
- dismissing the employee in line with any relevant contractual dismissal procedures.

Dismissal is a very important process to get right, for more information see www.acas.org.uk/dismissal

Step 7: Twelve months

This should be the time for the first full performance management review or appraisal by the line manager of the employee since they joined. It should involve swapping feedback, including checking how the employee is feeling about their new role, directing the employee and agreeing the way forward over the next 12 months.

This is often called an end-of-year review, but different employers may integrate this into their performance management systems differently. For example, annual reviews might be held at the same time of year for all staff, no matter when they joined the business. Or, in another organisation, they may not be held at the same time of year for all staff.

The appraisal should cover how well the employee has achieved their objectives, any areas where improvements are needed, what actions should be taken to achieve these targets and highlight any training needs at their current stage of development. They should also discuss the employee's potential, aspirations and, broadly, possible options for their development in the longer-term, depending on their performance and progress.

Now is also a good time for the manager to ask the employee for feedback on their induction – what worked well, what they think could be

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improved or if they have any ideas for how new employees could be better settled in.

Step 8: What happens next?

The induction should now have been completed. However, the new employee will still want and need the employer's on-going support.

The full annual appraisal in Step 7 should have included working out how the new employee can be further developed to both benefit the organisation and so they don't look to progress their career elsewhere. An employer should keep in mind that it is its brightest talent who are most likely to leave and be able to leave.

It is therefore important for the new employee to feel that:

- there will be job development opportunities to fulfil their potential within the organisation
- they can perform at their best - this requires a working environment with the necessary resources, where colleagues pull together and managers are supportive
- they are encouraged to suggest ideas
- their contribution is recognised and fairly rewarded.

Other considerations

School, college and university leavers

This may be their first job, or the first time they are seeking a certain type of job, or employment in a specific industry. They are likely to be excited, slightly apprehensive and possibly unsure what to expect in the workplace. It will help if the induction makes it clear:

- what is expected of new employees at work
- where they fit into the organisation
- where there are opportunities to train and develop their skills
- that the employer understands new recruits may be nervous and that it will work with them to allay any worries

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- about existing and potential hazards in the workplace. Research has found that young people often have little awareness of health and safety risks, making them more likely to have an accident. An employer should take into consideration young employees' probable inexperience, and in particular assess risks to under-18s before they start work. To find out more, go to the Young people at work section on the Health and Safety Executive website at www.hse.gov.uk.

For more information, see the www.acas.org.uk/firstjob and www.acas.org.uk/apprentices.

Returning to the workplace

Not everyone comes through the door new to the world of work - most recruits have experience. But, it is likely to be a poor and high-risk decision to hold no induction for them whatsoever, or to try and force all employees to go through a rigid and identical induction. Employees might be starting or returning who have taken a break from employment, or who needed or wanted a change from their last working arrangement - and their needs will differ. Common situations could include:

- **Change in childcare responsibilities:** A new recruit or transferring employee might find the job is more suited to a changing childcare situation - which could mean they have more, less or different childcare responsibilities.
- **Change in caring responsibilities:** A new recruit or transferring employee might find the job is more suited to their responsibilities as a carer - this could mean more, less or different carer responsibilities.
- **Return from maternity, adoption or shared parental leave:** Where a considerable break of up to a year has taken place, it is highly likely that induction will support and reassure a returning employee. It is also important to avoid making assumptions that the employee is returning to the same working pattern and duties, or that they will be up to date or remember everything from before their leave. Remember that some new employees may also be starting work a year after their child's birth or being matched for adoption.
- **Return from long-term illness or surgery:** It is highly likely that induction will support and reassure a returning employee, especially if it takes into account any phased returns or other adjustments for example, switching to a job-share or going part-time. It must also take into account any disability-related 'reasonable adjustments'. It is also important to avoid making assumptions that the employee is returning to the same working pattern and duties, or that they will be up to date

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or remember everything from before their absence or leave. Remember that some new employees may have recently recovered from long-term illness or surgery, too.

- **Career break or sabbatical:** These can be breaks where an employee returns to the same job they left, where they return to a different job with the same employer, or where they have taken an intentional period of unemployment. The reasons vary from needing to spend more time with the family, developing new skills and volunteering through to travelling round the world. Induction needs will vary depending on the duration and nature of the break.
- **Return from secondment or temporary promotion:** The scale of induction here will vary according to the amount of time the returning employee has been away, and the nature of the work they have been performing while away. But, in most cases, attention should be paid to ensuring the employee feels engaged about their return and motivated.
- **Further study:** A new recruit or transferring employee may be changing roles because they wish to apply some recent learning they have completed, or because the job they are moving to accommodates or otherwise compliments a new course or qualification they are undertaking. Induction needs will vary, but the induction should be designed to be flexible, and take advantage of new skills and knowledge.
- **Redundancies:** A new recruit or transferring employee may be moving into a role after being made redundant from their last job. An induction should identify and take advantage of the often considerable skills and experience such employees bring with them, and attention should be paid to ensuring they feel engaged and motivated in their new role.
- **New job, new career, new challenges:** Sometimes a new or transferring employee will be looking for a new challenge or to develop their skills and career. Being clear about development opportunities will be an important element of a successful induction here.
- **Change of address:** A new or transferring employee may be starting the job because they have moved to a new area where they could not continue in their previous job. Individual induction needs will vary considerably here, but, in most cases, focussing on getting to know colleagues and feeling settled as quickly as possible is likely to help.

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The most important thing for an employer to be mindful of is that there will be different general considerations for each situation, and different specific considerations for each individual.

Rather than try to make assumptions, employers should talk to the employees and ask them what, if anything, ought to be taken into account when planning an induction.

Inducting a homeworker

Most employers will require new employees to be on site and face to face with their trainers and managers for the majority of the induction. In some cases, travel to a residential course or alternative venue may also be required. They will also usually require close supervision when they start to handle elements of the job. These requirements should always be made clear to any new recruit when their job offer is made.

Therefore, any option to work from home may be considerably limited during an induction, especially at the start of the process. In addition, homeworking is generally an option that should only be offered to staff who have demonstrated the level of capability and responsibility required to work under such an arrangement.

However, employers may find that some flexibility here can be a good thing – for example, if employees are commuting considerable distances to the cost of the organisation and their working time, arranging days when they can study from home is likely to benefit everyone.

More information can be found at www.acas.org.uk/homeworking.

Inducting a diverse workforce

There is a strong business case for employing a diverse workforce that is representative of the areas an organisation recruits from and also of the customers it serves.

It is important to ensure that awareness of equality and diversity is part of an induction.

In addition, new recruits and transferring employees may have certain needs and requests that should be taken into account. Some needs, like 'reasonable adjustments' to accommodate disabilities, are legal necessities. Others, such as a request for a space and/or time to pray, should also be accommodated as far as practicable.

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More information on discrimination, equality and diversity can be found at www.acas.org.uk/equality.

Management and professional trainees

These employees tend to be recruited for general training in their sector – for example, retailing or banking. This can sometimes mean they might be less likely during some periods of training to focus on 'real' practical tasks in the workplace. Unintentionally, this can lead to a trainee losing some sense of direction, interest and motivation.

So, if possible, an employer should include practical work tasks in the trainee's induction which genuinely contribute to the organisation and help them appreciate where their role fits in.

Reviewing if induction was effective

An employer should look back on a regular basis at how new employees have settled in. It should identify where they excel, struggle or lose interest and where improvements could be made.

Indicators of an induction's effectiveness can include:

- at the three-month and six-month stages, whether the new employee is positive about their work and the organisation, and whether the volume and quantity of their work meets targets
- at 12 months, and their first full performance review/ appraisal, whether the new employee is producing the results expected of them at that stage
- the employer asking the employee for feedback at the end of their induction - it will also help to establish if the employee is keen to stay
- whether a significant proportion of new employees are leaving within a couple of years of joining the organisation. If so, an employer should find out why. For example, it could ask them at exit interviews.

Further information

Useful tools online

Outline of a job induction checklist

Outline of a Written Statement of Terms and Conditions of Employment

All the above are available at www.acas.org.uk/templates

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Acas learning online

Acas offers free E-Learning, including courses on Contracts of employment and Written Statements, and Pay and reward.

Acas training

Our recruitment training is carried out by experienced Acas staff who work with businesses every day. Go to www.acas.org.uk/training for up-to-date information about our training and booking places on face-to-face courses.

Training can be specially designed for smaller companies and our current programme includes:

- recruitment, selection and retention
- employing people – a practical introduction
- human resource management for beginners
- contracts of employment.

Also, Acas specialists can visit an organisation, diagnose issues in its workplace, and tailor training and support to address the challenges it faces. To find out more, go to www.acas.org.uk/businesssolutions.

Acas guidance

Age and the workplace - a guide for employers and employees

Apprentices

Discipline and grievances at work

Discrimination: what to do if it happens

Equality and discrimination: understand the basics

Flexible working and work-life balance

The right to request flexible working

How to manage performance

Prevent discrimination: support equality

Recruiting staff

Younger workers

Additional help

Employers may be able to seek assistance from groups where they are members. For example, if an employer is a member of the Confederation of British Industry or the Federation of Small Businesses, it could seek its help and guidance.

If an employee is a trade union member, they can seek help and guidance from their trade union representative or equality representative.

Keep up-to-date and stay informed

Visit www.acas.org.uk for:

- Employment relations and employment law guidance – free to view, download or share
- Tools and resources including free-to-download templates, forms and checklists
- An introduction to other Acas services including mediation, conciliation, training, arbitration and the Acas Early Conciliation service
- Research and discussion papers on the UK workplace and employment practices
- Details of Acas training courses, conferences and events.

Sign up for the free Acas e-newsletter. The Acas email newsletter is a great way of keeping up to date with changes to employment law and to hear about events in your area. Find out more at:

www.acas.org.uk/subscribe

The Acas Model Workplace. This engaging and interactive tool can help an employer diagnose employment relations issues in its workplace. The tool will work with you to identify areas of improvement you can consider, and will point toward the latest guidance and best practice:

www.acas.org.uk/modelworkplace

Acas Helpline Online. Have a question? We have a database of frequently asked employment queries that has been developed to help both employees and employers. It is an automated system, designed to give you a straightforward answer to your employment questions, and also gives links to further advice and guidance on our website:

www.acas.org.uk/helplineonline

Acas Helpline. Call the Acas Helpline for free and impartial advice. We can provide employers and employees with clear and confidential guidance about any kind of dispute or relationship issue in the workplace. You may want to know about employment rights and rules, best practice or may need advice about a dispute. Whatever it is, our team are on hand. Find out more: www.acas.org.uk/helpline

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