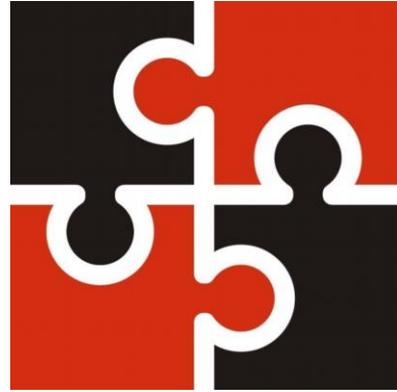


DURING EMPLOYMENT

These notes are intended to provide general guidance only. For advice relating to specific matters you should always contact Hailwood Advisory Services Ltd for advice.



Induction Framework

Following your successful recruitment campaign, you will now want to ensure that your new employee(s) settle into their new job(s) quickly and effectively. This section of the Personnel System starts by looking at the Induction process. A proper induction ensures that all new starters understand what is expected of them and understanding the procedures that should be followed by both Employer and Employee. Notes contained within this section are intended to assist in the development of such systems.

The Induction process begins during recruitment and selection, when the Job applicant first begins to learn about the Company, its products or services and form their first impression of the people who work for the Company.

A good reception on the first day of work is also important in making your new employee(s) to feel welcome and valued from day one. Draw up a list of what the induction should cover, such as, Health and safety and working arrangements. It is good practice to allocate different topics to different members of existing staff, this way the recruit gets to know various people in your organisation.

Studies of labour and turnover often show that new employees leave within three months of starting a new job, if they feel unsettled, therefore a good introduction is the key to ensuring that new employees settle into their new job in the shortest period.

High staff turnover can be costly due to loss of production and the cost of recruitment.

Absence Control

Another significant cost to any business is absence. Over one million people are estimated to be absent from work every day either because of sickness or for some other reason.

Costs can be loss of productivity, high levels of overtime, reduced service and low morale (which can lead to staff leaving the business and the subsequent cost of recruitment)

High absence levels affect everyone in the organisation.

What should you do?

There is only one way to save these costs and improve morale and that is by reducing absenteeism and you will need to consider several factors:

- Management responsibility and commitment to addressing absenteeism.
- Simple and straightforward records which are easy to complete.
- Fair but clearly defined standards
- Sound and straightforward procedures

Employee Absence/Lateness Record

All absence should be recorded. In the event of any disciplinary action, especially if the result is dismissal, such records will be vital in defending the employer's position.

The Self-Certification Form

This form should be completed by an employee, returning from sickness absence, who has not been issued with a doctor's certificate. The contents of the form or indeed the information on a doctor's certificate should be discussed at a return to work interview,

Return to Work Interview

Hailwood Advisory Services Ltd recommends that it is good practice to perform a return to work interview whenever an employee returns to work after absence other than absence for an agreed holiday.

The interview is not part of the disciplinary process but may be evidence that an employer has acted fairly when dismissing an employee because of their attendance record.

The initial purposes of the interview are: -

- 1) To send a message that absence from work is treated seriously and is being monitored.
- 2) Where the attendance record is poor to warn an employee if it does not improve disciplinary action may follow,
- 3) To ensure an employee is fit to return to work.
- 4) To guard against personal injury claims against you as the employer, for example a claim of stress specifically related to the work situation.
- 5) Where an employee has several short absences from work for related reasons, to reach an agreement that they seek medical advice.
- 6) To show you are interested in the people who work for the Company and their well-being

Personal Information

All organisations, whether large or small, must by Law keep some records of employees in respect of taxes, National Insurance, Statutory Sick Pay and Accidents. You must also keep records of hours worked (for the purposes of implementing the working time regulations).

In addition, personal details, such as full name, address and date of birth of each employee, are universally regarded as essential. Most Personnel and Personal files that are held by employers are covered by the Data Protection Act. They also enable Managers to know more about their workforce and the knowledge and skills available and reduce reliance on personal impressions, which may not be supported by the facts. The recording of personal information, if used correctly, can thus contribute to the effective operation of the organisation.

Accurate personnel records ensure that employees receive their correct pay, holidays, pensions and other entitlements. They contribute to their fair and consistent treatment, for example in relation to promotion and discipline, and can assist in placing employees in suitable jobs.

Holidays and Holiday Request Form

All workers have the right to the minimum of 28 days paid holiday per year. Paid public holidays (of which there are eight in the UK) can be counted as part of the statutory 28 days holiday entitlement. Some employers provide more generous contractual holiday entitlement than the statutory minimum.

Part-time workers are entitled to the same holidays as full-time workers, calculated on a pro-rata basis.

The legislation does not entitle workers to carry leave over into the following leave year. Nor may they receive payment in lieu of unused leave, except where the employment is terminated. It is not uncommon for contracts of employment to allow some holiday to be carried over or to attract payment in lieu. This is acceptable provided it is holiday that exceeds the statutory minimum of 28 days including Public Holidays.

It is, therefore, advisable to set out how a worker should apply for leave paid or unpaid, and to seek approval before leave can be taken.

Holiday Request Form

These should be used for all holiday requests, it allows management control of holidays booked by each worker, and holiday entitlement remaining. These forms should be retained in the worker's personnel file.

Probationary Period

Most employees normally undergo a probationary period of say three months on joining the Company. This should be set out in your offer letter and the Statement of Terms and Conditions of Employment. You should build into the probationary period a procedure for monitoring performance, conduct and suitability.

You should arrange to review the individual's performance, conduct and suitability, formally with them at least once before the end of the probationary period. You should also have informal reviews at regular intervals, if the worker does not progress as rapidly as you had anticipated try to find out why. Do you need to extend the probationary period? Have you underestimated the training gap? If so, it may be a lot quicker and cost effective to reassess and meet the training needs, than to dismiss and start the whole recruitment and selection process again.

Only when you are certain that there is little likelihood of the worker reaching the required standard of performance, conduct or suitability within the probationary period or extended probationary period, should you terminate the workers employment, giving due statutory or contractual notice of your intention to do so.

Family Friendly Rights

Employees have some important statutory rights in relation to their family responsibilities, in some circumstances subject to them satisfying certain qualifying conditions. This aims to strike a balance between their work and home commitments.

You should refer to your Employee Handbook or Leave Policies Document for guidance to Employees Rights on Family Friendly Policies.

If you require further assistance in developing any of the systems above or require templates of any of the documents referred, please do not hesitate to contact Hailwood Advisory Services Ltd.