acas

Personnel data and record keeping

booklet

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Contents

Introduction

All organisations, however large or small, need to keep certain records, some because the law requires them, and some for internal purposes. For instance, keeping records of hours worked by most workers (for the purposes of the implementation of the Working Time Regulations), and pay rates (for the Minimum Wage Act 1998, tax and national insurance obligations) will enable employers to monitor legislation compliance. Every employer also needs records of workers joining them, their job title, pay and so on.

In this booklet we explain why accurate personnel records are important. We also give an outline of the key areas for employers, and give basic information on the setting up of a personnel records system. Samples of common records are shown in Appendix 1.

Why personnel records

are important

Planning ahead can help all organisations to remain competitive and provide good service to their customers. Planning often depends on having accurate, up-to-date information. Personnel records are particularly important when it comes to getting the best out of your employees. Effective recruitment, training and staff development play a key part in achieving organisational goals.

Good records can help managers:

• make decisions based on fact rather than guesswork

• know what staff resources are available to meet production/ service requirements

• more accurately assess levels of performance and productivity

• know what is happening with absence levels, employee turnover, sickness, accidents, lateness, discipline etc, and take appropriate and timely action[1].

Personnel records are necessary for the formulation and implementation of employment policies and procedures for recruitment, training, promotion, dismissal etc[2]. Some of these are required by law and others enable personnel to monitor other processes. For instance, personnel records, and the statistics they provide, are important in helping to develop policies free from any bias on grounds of sex, sexual orientation, religion or belief, race, age or disability.

Accurate records help ensure that workers receive their correct pay[3], holidays, pension and other entitlements and benefits. They can be used to monitor fair and consistent treatment of staff, for example in relation to promotion and discipline, and for worker development purposes.

Many national published statistics, for instance on earnings, employee turnover, overtime and so on, are gathered from employers via such records. Employers' associations, individual organisations, trade unions and many other bodies use such

information to help formulate their own strategies and policies. Good record keeping helps organisations to respond readily to requests for this type of information, subject to the constraints of the Data Protection Act 1998 and individual anonymity within the statistics.

Care must be taken over access to personnel records, as described more fully in the Data Protection Act 1998 information in Appendix 2. The Information Commissioner's Codes of Practice give guidance on how to comply with the Act and the Code dealing with employment records is particularly useful in helping employers to distinguish between absence and sickness records (see p45 for contact details).

What records
are needed

Every organisation should keep information about individual workers – for example:

- personal details – name, address, emergency contact, date of birth, sex, education and qualifications, tax code, national insurance number, details of any known work-relevant disability, work experience

- employment history with the organisation – date employment began, promotions, present job, job title

- details of terms and conditions – pay[3], hours of work, holiday entitlement, any other benefits, eg car, private health insurance. A copy of the written main terms and conditions of employment, or the employment contract must be kept to avoid any future query on the terms and conditions agreed on starting[4]. Copies of any changes to the contract and, if appropriate, a copy of the worker's agreement to exceed the Working Time Regulations limits must also be kept

- absence details – lateness, sickness, any other authorised or unauthorised absence eg annual holiday, maternity/paternity/dependents leave, compassionate leave

- details of any accidents connected with work, including on way to and from work. Certain accidents must be reported to relevant authorities for health and safety purposes[5], but it is a good idea to record any level of accident including the administration of first aid

- details of training/further education undertaken with the organisation, whether internal or external. Any worker on a Modern Apprenticeship with the organisation is normally entitled to a written agreement setting out the terms of the apprenticeship

- details of any disciplinary action[6]

- details of termination of employment.

Many organisations will also want their record systems to provide data for wider analysis, for instance, total wage/salary costs, overall time-keeping/absence levels, staffing levels needed for optimum production/service provision. Computerised staffing record systems allow easy analysis of much personnel data, but organisations must be aware of the need to keep only those records that are relevant. All personnel and personal records and files must be kept safely and securely.

Human Resource Planning

Successful Human Resource Plans attempt to relate the organisation's current and future requirements to the suitability of the available workforce. Known or forecast changes in technology may mean different or additional skills need to be found, either by training/retraining existing staff or recruitment of new staff. Legislative changes, such as the Working Time Regulations, may trigger organisational changes. Whatever the impetus for change, good personnel records are key, providing the data for analysing what needs to be put into place[7].

Key areas
that need records

Statutory records

This section covers the main areas that anyone dealing with personnel matters will need for record keeping. Good records help managers. Records required by law include:

• tax and national insurance

• for most workers it is advisable to keep records of individual hours worked to enable averaging over a period to meet the requirements of the Working Time Regulations 1998[8]

• holidays, again for the Working Time Regulations 1998

• pay, to ensure the requirements of the Minimum Wage Act 1998 are being met, and to meet the statutory requirement that workers are issued with pay statements[9]

• paid sickness (more than four days) and Statutory Sick Pay

• accidents, injuries, diseases and dangerous occurrences. The Health and Safety Executive (HSE) can advise organisations on particular requirements and

necessary assessments[10], for instance the requirement that staff using computer equipment should have a workstation assessment.

Organisational records

In addition to these statutory requirements, the organisation will want to keep other records including:

• recruitment and selection procedures and results

• induction

• training and career development for individuals

• sick pay/sick absence

• other absence, lateness and employee turnover

• discipline, including dismissals, and grievance

• termination of employment

• equal opportunities issues (gender, sexual orientation, religion or belief, race, age, disabilities).

All these records will help with the overall planning of human resource needs for the organisation. Monitoring these records enables personnel to amend or reformulate policies and procedures. Be aware however, that changes to organisational policy and procedure may have a knock on effect on individual workers' contracts of employment. Such changes should only be introduced after consultation with the workers or their representatives. Changing the contract of employment requires consent, any unilateral action may be open to legal challenge.

Recruitment and selection

Most organisations will have a basic record of workers from their original application form. A well designed form can provide not only the necessary information to aid shortlisting, but also a guide for the interview. Only questions directly relevant to the job requirements should be asked, as to do otherwise may be potentially discriminatory[11]; for instance, questions relating to trade union membership and marital status should not be included on any application form as they may be construed as evidence of intention to discriminate.

Examples of application forms are in Figures 1 and 2 (pp21-24).

Some organisations may use CVs (curricula vitae) to provide a record of basic personal and work history information, without the need for the individual to complete an application form.

Information about criminal convictions may be asked if relevant to the job, but be aware of the right of individuals to withhold information[12]. The Police Act 1997 has provision for certificates of criminal records to be made available via the Criminal Records Bureau. Registered employers can request that prospective workers for particular types of work (for instance working with children or vulnerable people) provide such certificates.

Information may be requested about any disability that might affect someone's application – for instance if there are any reasonable adjustments that the organisation may make to assist in the application process or in the job itself (see Fig 1 'Additional Information' section, p22).

Other records useful in the recruitment and selection process are:

• job descriptions, setting out the purpose, duties and responsibilities of each job. A simple framework is given in Figure 3 (p25), which can be extended as required for the specific job

- person specification, setting out the characteristics and competencies necessary in the person who is best suited to perform each job – for instance, skill, qualifications, particular experience. A sample specification is in Figure 4 (p25)

Recruitment records should be kept for a period of time, perhaps six months, in case of any discrimination challenge, or if a vacancy occurs and the organisation believe that any previous applicants may be suitable – it can provide a short cut in the recruitment process.

Induction
Proper induction helps the new starter to settle in quickly and is the start of their continuing training and development. A simple record of the induction process should be kept. This ensures that the new recruit receives the appropriate information at the right time. Some of the induction areas will be covered by Personnel, others by local management, health and safety representatives and so on. A sample checklist is in Figure 5 (p26).

The new starter and their manager should each have a copy of the checklist, and the manager's copy can be returned to Personnel for safe keeping when all aspects of induction have been covered and signed off by the new starter. This method also allows managers to tell Personnel about any changes/additions that may be necessary to the checklist.

Training and career development for individuals
A progressive employment history record should be a basic element in the organisation's overall training and human resource plans. A record for each worker, giving details of experience, skills, qualifications gained before and since joining the organisation, will provide the basis for assessing the individual training, promotion or transfer needs and suitability. Figure 6 (p28) is an example of an employment history record.

Individual appraisal reports will help in performance assessment. A simple grading scheme may be adopted to highlight the aspects of the job that are particularly relevant, and the worker can be graded against these tasks. This is common practice in assessing previous work, ie the year before, and is useful for highlighting those areas that might need further attention in the coming period. Figure 7 (p30) gives examples of some qualities an employer may identify as important when considering worker performance.

An appraisal provides the opportunity to consider whether there are needs for training, or a move to different work. It also enables feedback by the worker to their manager about their work and the way the individual may wish to progress[13].

Sick pay

Employers are responsible for the payment of Statutory Sick Pay (SSP) for periods of four days or more up to a total of 28 weeks absence in any one period of incapacity for work. Employers faced with exceptionally high levels of sickness at any one time may be able to claim financial assistance under the Percentage Threshold Scheme operated by the Department for Work and Pensions[14].

Employers can choose whether to operate SSP, but only if contractual pay is equal to or more than SSP. They should still keep the basic records necessary to enable the worker to transfer to incapacity benefit at the end of the 28 weeks if appropriate.

Absence, lateness and employee turnover

By keeping individual records of absence (whether sickness or other) and lateness, the organisation can monitor individual performance. Figure 8 gives an example of such a record. Individual records can then be combined to provide summary statistics on levels of absence or lateness, which should enable the organisation to spot problem areas and take necessary remedial action. Figure 9 shows an example of such a summary.

Employee turnover, like absence, is expensive for the organisation. A employee turnover record, combined with periodic labour analysis, offer the simplest and most basic way of monitoring these costs (see Figures 10 and 11, pp34-35 for examples of these records). Completing a employee turnover record also gives the organisation the means to calculate its stability index, ie how successful it is in retaining experienced workers.

Looking at the figures for different sections of the workforce can help pinpoint areas that may need attention. They may indicate different standards of recruitment, induction, training or supervision in the department concerned, or point to environmental or organisational influences[15].

Some organisations may choose to keep separate records of overtime worked, as this additional cost, particularly if regular, may indicate the need for recruitment rather than paying higher rates for overtime.

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Discipline and grievance

Accurate records of disciplinary action are important. They enable management to take a worker's past record fully into account when deciding what action to take when any breach of the rules has occurred, and they help management to apply disciplinary rules fairly and consistently. Disciplinary records may also provide important evidence if a worker makes a claim to an employment tribunal that they have been unfairly or wrongfully dismissed.

Most disciplinary action taken against a worker should be recorded, apart from informal verbal admonishments. Figure 12 (p36) is an example of an individual discipline record. Most warnings should be disregarded for disciplinary purposes after a specific period (eg 12 months for a first written warning) subject to satisfactory conduct and performance.

Some organisations have a 'wipe-clean' policy, whereby any warnings are removed from the worker's record after a certain period of satisfactory conduct and performance. In these cases the records need to be in a format easily altered. This is often done by simply removing the sheet containing the record, or deleting it from any computer record, and making sure there is no reference to it anywhere

else in any files referring to that worker.

A copy of any record of disciplinary action should be given to the worker, their line manager and their worker representative if appropriate. If such copies are provided, and a 'wipe-clean' provision comes into effect, then those in receipt must be told to destroy their copies too.

Whilst grievances are often dealt with informally, or by line management intervention, it is good practice to keep a record of any grievance raised and the manner by which it has been resolved. This is particularly important if grievances need to go beyond the 'informal' and a worker raising the grievance considers invoking their right to be accompanied at any hearing. Clearly, accurate records of such meetings are necessary so that all parties understand the issues and any action decisions[16].

The Acas *Code of Practice on Disciplinary and grievance procedures* sets out principles for handling disciplinary and grievance situations in the workplace. These include:

• informing the employee of the problem

• holding a meeting to discuss the problem

- allowing the employee to be accompanied

- deciding on the appropriate action

- providing employees with an opportunity to appeal

- employment tribunals are legally required to take the Code into account when considering relevant cases. Tribunals will also be able to adjust any compensatory awards made in these cases by up to 25 per cent for unreasonable failure to comply with any provision of the Code.

Termination of employment

Any termination of employment, whatever the reason, should be properly documented. Requests for references (and copies of those given), should be kept as, subject to the Data Protection Act 1998, ex-workers may ask for details. Any employment tribunal would also expect the organisation to hold some record of any termination – at the very least to show what monies may have been paid (eg redundancy pay, notice pay, outstanding holiday pay, pension entitlements etc). Documentation about dismissal is essential to answer any question of unfair procedure or discrimination.

It is a good idea to keep a record of exit interviews. These can provide useful information, and analysis can help employers address problems of high turnover of staff, effectiveness of recruitment and induction, equal opportunities issues and supervision. A sample leaver's analysis form is at Figure 13 (p37). An exit interview also gives the opportunity to remind the person leaving of any obligations such as confidentiality and the return of equipment belonging to the organisation.

Equal opportunities issues

All organisations should be free from discrimination in employment. Good personnel records help in this by providing the information necessary both to monitor compliance with legislation and develop equal opportunity policies. Workers and prospective workers can be asked to provide voluntary information on sex, ethnic origin and disability. This is often done in the form of a separate sheet or 'tear-off' section on application forms, or perhaps on applications for promotion or transfer. This enables the information to be used only to monitor equality of selection/development. Workers must be told why the information is sought and for what reason.

An example of such a monitoring form is in Figure 14 (p38) – this can easily be adapted to attach to an application form, or be used for existing workers. Further information

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on monitoring is available in the Acas
guide *Delivering equality and diversity*
at www.acas.org.uk/publications.

It is good practice to involve and
consult worker representatives in
any monitoring of this type, so that
workers understand the need for
and purpose of the information
requested. It is vital that all such
information is treated as confidential.

Monitoring such information provides
the opportunity to assess progress
in implementing equal opportunities
policies and checking whether
related objectives have been met.

Setting up and running a
personnel records system

What do you want the system to do?
In setting up from scratch you need to decide what you want the system to do for the organisation. Ask all potential users of personnel information:

- what information they need to operate effectively

- what information they currently receive, from whom and why it is necessary

- what information they currently supply and to whom

- what information they would like the system to provide and why.

Answers to these questions may demonstrate that too much or too little information is being kept, or that some is irrelevant to the needs of the organisation, out of date or not in keeping with best practice. The answers should also show up whether available information is getting to those who actually need it in their work.

Involving staff
It is a good idea to involve the staff who are to operate the system from an early stage[17]. Most potential operating difficulties can be ironed out in this way, and the staff will be more in tune with the system as it develops. The organisation should also recognise that all workers have rights and interests in:

- the type of records kept, and the uses to which they are put

- the confidentiality of personnel and personal records

- the contribution such records can make to individual training and development.

All workers (including management) should be involved in communications and discussions about these aspects of record keeping. This is often done through trade union or other worker representatives, works committees or staff associations. Records of meetings with staff and/or their representatives should be kept, perhaps in the form of brief minutes, or as action points.

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Employers who recognise trade unions should also keep records of what 'facility' time off is allowed for representatives[18].

What type of system?

Any record keeping system, whether developed within the organisation or 'bought in', needs to fulfil certain criteria. It must be:

• accurate, reliable and consistent

• confidential with regard to personal details

• adaptable, so that it can cater for future developments and changes

• economical in its introduction, use and maintenance.

Before deciding on the type of system the organisation must also have considered:

• whether the records will be kept manually, computerised, or in some combination of systems

• where the records are going to be located (how much space will be required for secure storage)

• how the design of documents affects the type of system, and vice versa

• which staff should have access to which records

• procedures to comply both with organisational security and data protection requirements.

Computer or manual?

Computerised record keeping has now become the norm in many organisations, and there is a range of commercial personnel systems available. However smaller organisations may only need to keep a card index system, perhaps with simple forms to keep absence or sickness details. Such forms can be kept in envelopes filed to match the card index.

Location

Alongside staff information held on computer or in an index, many organisations maintain personnel files, which might hold the individual's application form, any particular career or training notes, references received and so on. These files can become bulky, and may take up a lot of space. Storage must be secure but accessible to authorised users. Organisations also need suitable secure storage for those records kept long term, for instance tax records need to be kept for six years.

As the workforce grows, different demands are made of personnel

systems that manual systems might find difficult to meet – for instance from personnel, training, wages, pensions or production control. Duplication of records can lead to breakdowns in security, difficulties in keeping up-to-date, and problems with accuracy. A centrally administered computerised system should avoid these problems, and access by different users can be better controlled.

Document design

Whether using a computerised or manual system it is best to keep documents simple, and where possible, designed so that the important information on each topic is visible on one screen or one side of the card/file sheet. This makes updating and extraction of information much easier than if a lot of detail has to be looked through to find what is relevant. For instance there might be a card/screen for personal information, one for training and development, one for pay and benefits information etc.

The lay-out should provide an easy to read and logical sequence. There should be adequate space for each entry, including allowing for changes. Staff using the forms should have clear instructions on what information to record, where and in what form. Using a computerised system may mean formal training has to be

made available for staff, and even people used to computers will need specific training in the organisation's particular system.

Designing 'in-house' allows the organisation to tailor a system exactly to its needs. 'Buying in' may mean that adjustments have to be made to the system to make it right for the organisation.

Using a computerised system

The commonplace use of computers in business generally means that those responsible for keeping personnel records are likely to have access to one, even if not solely for personnel use.

If the organisation has no computer but is considering buying one, then attention has to be given to:

• capital outlay and any ongoing maintenance costs

• security (of equipment and access)

• costs of staff training

• any site specific needs, for instance portability.

Computerisation of records can help management by:

• increasing the flexibility of the information available – for instance,

monitoring equal opportunity issues becomes easier when personnel records can be sorted by age, sex, job, grade, pay rates and so on

- speeding up the provision of information

- producing cost benefits through administrative savings – staff time can be reduced on routine tasks

- increasing efficiency, particularly with changes to records, routine forms and letters, print-outs for checking and so on.

However, computerisation of records should not mean that there is no longer any direct contact between personnel and staff. For example, whilst a computerised system can provide details of an worker's sickness absence, it may not reveal the underlying reasons for that absence – but talking to the worker might.

Computer record systems set up after 24 October 1998 are fully covered by the requirements of the Data Protection Act 1998 (see Appendix 2 for details).

Reviewing the system

As with any system, personnel records should be reviewed from time to time to check their effectiveness. Include the users and operators of the system in the review as they will know the strengths and weaknesses of the system, for instance a new manager may be unaware of the job descriptions for the workers in their area of responsibility. The main questions to ask in any review might include:

- is it providing the answers required and providing them quickly and accurately?

- is the organisation making effective use of the information that is available?

- is all the information useful and necessary?

- is there any unnecessary duplication of records?

- is it proving easy to keep the records up-to-date?

- what improvements might be made to the system?

Conclusion

Accurate personnel records will help the organisation in many ways – increasing the efficiency of recruitment, training and development, and promotion. They can also provide the raw data to monitor equal opportunities issues and the legal requirements placed on all organisations.

Keeping records of individual skills and competencies should help the organisation pinpoint any particular opportunities to improve skills to match requirements. For instance, if the organisation needs staff with computer skills, then scrutiny of records of current staff competencies may well show that there are staff available who have some previous computer experience and can be readily trained to fill the new vacancies.

Personnel records are about people, and it is therefore in everybody's interests that the records are accurate and secure. Knowledge of this will contribute to better working relationships – workers and their representatives will know what information is kept and why. It should promote fair and consistent treatment.

In developing, installing and maintaining a personnel records system the requirements of the organisation and its workforce are paramount. Consultation with the staff and their representatives, who are both to use the system and figure in it, will help the organisation to work towards the best system for their needs.

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Appendix 1

Examples of some personnel records

The following pages offer examples of the content and layout of common personnel forms, some of which might be held in the form of computer records. Each can be adapted to suit particular organisations. For example, two versions of an application form are given, one of which might suit more senior jobs, or where academic achievements are important, the other might better suit less skilled or lower level jobs. Similarly the categories of workers itemised in the first column of the labour analysis form in Figure 9 (p33) are appropriate mainly in manufacturing context; different categories might apply in other sectors of the economy.

The spaces in the different categories of the forms are for illustration only, and will need adjustment for particular jobs and organisations.

Figure 1 Application form

Application for employment as _____

Surname (Block letters) _____

Other names _____

Address _____

_____

_____

Telephone _____

Education and Training

_____

_____

_____

_____

_____

Details and results of any examinations taken

_____

_____

_____

Further education (eg technical college, evening classes)

_____

_____

_____

Any craft or other training

_____

_____

_____

Figure 1 (cont.)
Employment History

1. Present employer _____

Address _____

Job title _____

Duties _____

Rate of pay _____

Date employed from _____

                to _____

Reason for leaving _____

No approach will be made to your present employer before an offer of employment is made to you.

Please tell us about other jobs you have done and about the skills you used and/or learned in those jobs. _____

_____

Please tell us why you applied for this job and why you think you are the best person for the job. _____

_____

Have you ever been convicted of a criminal offence   YES / NO
(declaration subject to the Rehabilitation of Offenders Act 1974)

If you have a disability please tell us about any adjustments we may need to make to assist you at interview _____

_____

Please tell us if there are any dates when you will not be available for interview

_____

I can confirm that to the best of my knowledge the above information is correct. I accept that providing deliberately false information could result in my dismissal.

Signature _____   Date _____

Figure 2 Employment application form (simple)

Application for employment as _____

Surname _____ Other names _____

Address _____

_____

_____

Tel   (home) _____

Tel   (work) _____

Education and Training

_____

_____

_____

Information in support of your application

Please include any skills and experience you have acquired that can support
this application whether within the working environment or outside.

_____

_____

_____

Have you ever been convicted of a criminal offence   YES / NO
(declaration subject to the Rehabilitation of Offenders Act 1974)

Do you have any disabilities that might affect your application?   YES / NO

Please tell us if:

a. there are any reasonable adjustments we can make to assist you in your
    application

b. there are any reasonable adjustments we can make to the job itself to help
    you carry it out

_____

_____

Figure 2 (cont.)

Do you need a work permit to work in the UK?   YES / NO

When can you start work for us? _____

References

Please give the names and addresses of two persons as referees, other than your present employer or relatives who we can approach now for references. No approach will be made to your present or previous employers before an offer of employment is made.

1   2

_____

_____

_____

I can confirm that to the best of my knowledge the above information is correct.

Signature _____   Date _____

Figure 3 A framework for a job description

1 Job title

2 Department/Section

3 Main purpose of job

4 Key result areas/key tasks/main duties
   a
   b
   c
   etc

5 Responsible for staff/equipment

6 Responsible to (reporting relationship)

Figure 4 Person specification

Company name _____

Job title _____

Criteria	Essential	Desirable
Qualifications		
Attainments/competencies (list as required)		
Previous experience		
Number of years experience required		
Special aptitudes* (eg oral or written skills, manual dexterity etc)		

* Physical abilities, circumstances, interests, but only if a justifiable requirement for the job.

Figure 5 Induction checklist

It is good practice to let the new starter have a copy of this list – this enables them to follow what is happening and will act as a reminder of anything missed or that needs particular attention. It should be the responsibility of both management and new starter to ensure that all relevant items are properly covered during the induction period.

Name _____ date of starting _____

Induction completed (signature of new starter) _____

	Date	Carried out by	Comments
Reception • Received by • Personnel documentation and checks completed: • P45 • NI number • Swipe/security card			
Introduction to the company • Who's who • History • Products/services/markets • Future plans and developments			
Terms and conditions of employment • Written terms and conditions issued • Contract of employment issued • Hours, breaks, method of payment • Holidays • Clocking on/flexitime/reporting procedures • Probationary period • Period of notice • Sickness provisions • Pension provisions			
Equal opportunities policy and worker development • Training provision • Further education/training policies • Performance appraisal • Promotion avenues Worker/employer relations • Trade union membership • Other worker representation • Worker communications and consultation • Grievance and disciplinary procedure • Appeals procedure			

Figure 5 (cont.)

	Date	Carried out by	Comments
Organisation rules • Smoking policy • General behaviour/dress code: • Telephone calls • Canteen/break facilities • Cloakroom/toilets/lockers			
Health and safety • Awareness of hazards – any particular to type of work • Safety rules • Emergency procedures • Clear gangways, exits • Location of exits • Dangerous substances or processes • Reporting of accidents • First aid • Personal hygiene • Introduction to safety representative			
Welfare and worker benefits/facilities • Sports facilities • Protective clothing – supply, laundry, replacement • Medical services • Savings schemes (including share options) • Transport/parking arrangements • Company discounts			
The job • Introduction to manager/supervisor • Requirements of new job • Standards expected • Co-workers • Supervision and work performance appraisals			

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Figure 6 Employment history record

Employee/Clock no.
Nat. Ins. No

Surname ————————————— Other names —————————————

Address ————————————— Date of birth —————————————

————————————— Telephone no —————————————

————————————— Name and address of next of kin —————————————

Change of address ————————————— Name and address of emergency contact —————————————

————————————— —————————————

Written statement of terms of employment issued ————————————— /200 —————————————

TU membership   YES/NO   Name of union —————————————
(if subscription is payed through payroll)

Nature of any disability —————————————

Pension scheme ————————————— Date joined —————————————

Please start with your present or most recent employment and work backwards; include any service with HM forces

Job title	Department	Dates of		F/T	P/T	Hours of work	Rates of pay
		Starting/transfer in	Leaving/transfer out				

Figure 6 (cont.)

Education

Name of school, college etc	Dates		Certificate etc obtained	
	From	To	Examinations passed	Subjects	Level/Grade

Training

Nature of training or course   Dates

_____

_____

Termination of employment

Date of termination _____

Reason for termination

Exit interview carried out   YES/NO   By whom?

Date written reasons for dismissal by employee _____ Date sent _____

Whether suitable for re-engagement   YES/NO

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Figure 7 Assessing employee performance

Examples of key areas in job*	Outstanding	Very good	Good	Fair	Unsatisfactory
Judgement					
Oral ability					
Written ability					
Numerical ability					
Technical ability					
Relations with colleagues					
Relations with public					
Management of staff					
Management of resources					
Acceptance of responsibility					
Drive and determination					
Reaction to pressure					
Overall performance					

*not all these aspects will be contained in every job.

Figure 8 Individual absence and lateness record sheet.

Name _____

Employee/clock no _____

Department _____

Shift crew _____

Agreed qualifying days (tick)

S	M	T	W	T	F	S	Date

Maximum SSP liability	Days			
	Money	£	£	£

Issue SSP1(T) (Transfer form) alter:	Days			
	Money	£	£	£

Week no.	Late or absent						
	S	M	T	W	T	F	S
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							
21							
22							
50							
51							
52							
Total							

7

Key:

Unauthorised absence	U	Uncertified sickness	U/S
Authorised absence	A	Self-certified sickness	S/S
Lateness (no. of minutes)	L	Medically certified sickness	M/S
Holidays	H	Maternity/Paternity leave	M/P

Figure 8 (cont.)

Week no.	Late or absent							SSP due in week/month	SSP running total	Remarks
	S	M	T	W	T	F	S			
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										
11										
12										
13										
14										
15										
16										
17										
18										
19										
20										
21										
22										
50										
51										
52										
Total										

Waiting days .... W
Non-qualified days ....N
Transferred.. T

Excluded*..E
Sickness in doubt or late notification*............X
*give reasons in remarks column

Figure 9 Monthly summary of absence etc.

Department _____ Month _____

Employee/ Clock no	Name	1	2	3	4	5	6	7	8	9	10	11	12	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31

Totals

Authorised absence (A) ....
Unauthorised absence (U) ....
Certified sickness (S) ....
Uncertified sickness (US) ....
Holidays (H) ....
Lateness (L) ....
Maternity/Paternity leave (M/P) ....

7

Figure 10 Labour analysis

Department _____ Month ended _____

Type of employee	Total at start of month	Starters			Leavers			Increase or decrease		Total at end of month
		Recruits	Transfers In	Total Starters	Terminations	Transfers Out	Total Leavers	+	–	
Direct labour										
Skilled										
Semi-skilled										
Unskilled										
Under 18										
Part-time (included in above)										
Total direct labour										
Indirect labour (contract/agency etc)										
Skilled										
Semi-skilled										
Unskilled										
Under 18										
Part-time (included in above)										
Total indirect labour										
Monthly paid										
Full-time										
Part-time										
Total monthly paid										
Total employees										

Figure 11 Analysis of employee turnover

Department ──────────────── Period ────────────────

Length of service	Sex	Left voluntarily	Dismissed	Redundant	Total
Less than 1 month	M				
	F				
1-3 months	M				
	F				
4-12 months	M				
	F				
1-5 years	M				
	F				
Over 5 years	M				
	F				
Total	M				
	F				

	M	F	Total
(a) Total employed at beginning of period			
(b) Total number of leavers during period			
(c) Total starters during period			
(d) Total employed at end of period			
(e) Average number employed during period = $\frac{(a) + (d)}{2}$			

Employee turnover (%)

$$\frac{\text{No. of leavers during period}}{\text{Average employed during period}} \qquad \frac{(b) \times 100}{(e)}$$

Employee Stability Index (%)

$$\frac{\text{No. currently employed with 1 year's service or more} \times 100}{\text{Total number of employees 1 year ago}}$$

7

Figure 12 Record of disciplinary action

Department _____

Surname _____ Other names _____

Employee/Clock No

Date action taken	Type of action (first warning, final warning etc)	Expiry date	Reason for disciplinary action (absence, lateness etc)	Details of appeal (if any) and other remarks

Figure 13 Leaver's analysis form (monthly or annual as appropriate)

Name	Dept/ Section	Job title	Full-time/ part-time/shift	Permanent/ casual	Date of employment	Age*	Sex*	Ethinic orign*	Reason for leaving*	Comments

*Codes can be used in these columns eg:

Age

under 18.........................A
18-21............................B
22-30............................C
31-40............................D
41-50.............................E
51-60.............................F
over 61 ....G

Figure 14 Sex and ethnic origin

This organisation strives to operate a policy of equal opportunity and not discriminate against any person because of age, gender, race or national origin, disability, sexual orientation or religion or belief.

To help us monitor this, will you please provide details as below.
This information will only be used for this purpose.

What is your ethnic group? Choose ONE section from A to E, then tick the appropriate box to indicate your cultural background?

A   White

☐ British

☐ Irish

☐ Any other White background (please specify)

....

B   Mixed

☐ White and Black Caribbean

☐ White and Black African

☐ White and Asian

☐ Any other mixed background (please specify)

....

C   Asian or Asian British

☐ Indian

☐ Pakistani

☐ Bangladeshi

☐ Any other Asian background (please specify)

....

C Black or Black British

☐ Caribbean

☐ African

☐ Any other Black background (please specify)

....

D Chinese or other ethnic group

☐ Chinese

☐ Any other (please specify)

....

E Religion (optional)

☐ None   ☐ Jewish

☐ Christian   ☐ Muslim

☐ Buddist   ☐ Sikh

☐ Hindu

☐ Any other religion (please specify)

....

Are you male/female?

Surname_____

First names(s)_____

Department/section _____(for existing workers)

Pay number _____(for existing workers)

Date_____

Please return this form in the Confidential envelope provided.

Appendix 2

Data Protection Act 1998

The Data Protection Act 1998 replaces the 1984 Data Protection Act. The particular points to note in the 1998 Act are:

• a wider definition of 'data' than in the 1984 Act, including information held in filing systems regardless of location (manual, paper-based, and computerised, including email and the Internet)

• broadening of the definition of 'processing'

• extension of the rights of 'data subjects' (workers in this case) to have access to details of data held about them, to know for what purpose information is held, and its relevance to their working life.

There are eight principles governing the processing of personal data:

• personal data shall be processed fairly and lawfully

• personal data shall be obtained only for specified and lawful purposes, and shall not be processed in any manner incompatible with those purposes

• personal data shall be adequate, relevant and not excessive in relation to the purposes for which it is processed

• personal data shall be accurate and, where necessary, kept up to date

• personal data shall be kept for no longer than is necessary for the purposes for which it is processed

• personal data shall be processed in accordance with the rights of data subjects under the Act

• personal data shall be subject to appropriate technical and organisational measures to protect against unauthorised or unlawful processing and accidental loss, destruction or damage

• personal data shall not be transferred to a country or territory outside the European Economic Area unless that country or territory ensures an adequate level of data protection.

The Information Commissioner has published guidance to help

employers identify what counts as 'personal data' under the Data Protection Act. *Determining what is personal data* can be found at www.ico.org.uk.

The 1998 Act introduces new restrictions on the holding and processing of what is termed 'sensitive personal data', such as racial or ethnic origin, political opinions, religious or other beliefs, whether a member of a trade union, physical or mental health, sexual life, and any court record, or allegations of such. In addition to being subject to the eight principles above at least one of the following conditions must be complied with – there are others, but most relevant in the context of employment are:

- the worker has given their explicit consent to the processing

- the processing is necessary for the purposes of exercising or performing any right or obligation which is conferred or imposed by law on the employer in connection with employment

- the processing is necessary in connection with any legal proceedings or for the purpose of obtaining legal advice

- the processing is necessary for the administration of justice, for the exercise of functions conferred by statute, or for the exercise of any function of the Crown

- that if the processing relates to sensitive data as to racial or ethnic origin it is necessary for the purpose of monitoring equality of opportunity or treatment between persons of different racial or ethnic origins with a view to enabling such equality to be promoted or maintained; and is carried out with appropriate safeguards for the rights and freedoms of data subjects.

The Act also covers the use of computerised decision making packages, such as those used in recruitment and sifting of applications. The uses of such packages to complement, not replace, human judgement is not in contravention of the Act – it is when they are in sole use that restrictions apply.

8

Employers should think carefully about what kind of information they ask of their workers. What is the purpose of such information? Who is to have access to it and under what conditions? Remember that the worker can access their personal records and demand rectification of errors, and can claim compensation for damage caused by any breach of the Act, and also for distress in certain circumstances.

Individuals can also see all manual files held on them, and make complaints, seek correction or claim recompense.

The Information Commissioner – responsible for enforcement of the Data Protection Act has published four codes to help employers comply with the provisions of the Act. The Employment Practices Data Protection Code Part 1 – covering recruitment and selection – Part 2 – dealing with employment records – Part 3 – on monitoring at work – and part 4 – on health at work are available from the Commissioner (see p45 for contact details).

Notes

1. See Acas Advisory booklet *Managing attendance and employee turnover.* Acas publishes a number of advisory handbooks and booklets offering guidance on personnel and employment relations topics.

2. See Acas advisory booklet *Recruitment and induction.*

3. See Acas advisory booklet *Pay systems* and advisory handbook *Employing people: a handbook for small firms.*

4. Workers employed for more than one month are entitled to be given, within the first two months of employment, a written copy of their main terms and conditions of employment. See BERR leaflet *Written statement of employment particulars* and visit www.businesslink.uk.gov.

5. HSE can advise on particular responsibilities and requirements. Tel: HSE Infoline 0870 154 5500.

6. See *Discipline and grievances at work – the Acas guide* (section 1 of 2).

7. Further information on Human Resource Planning is in the Acas advisory booklet *Recruitment and induction.*

8. There are specific requirements for certain categories of workers. For detail see BERR leaflet *Guide to the Working Time Regulations* and visit www.businesslink.gov.uk.

9. See BERR leaflet *Pay statement: what they must itemise* or visit Businesslink at www.businesslink.gov.uk.

10. The HSE Infoline is 0870 1502 5500

11. See Acas advisory booklet *Recruitment and induction.*

12. An ex-offender may withold details of criminal convictions when applying for a job, depending on the job, the offence, and the time since conviction. For further information see *A guide to the Rehabilitation of Offenders Act 1974,* available from The Stationery Office.

13. Acas advisory booklet *Employee appraisal* gives more information on appraisal, and examples of different types of appraisal schemes, forms and records.

14. Details of this scheme, and further information on employer's obligations for SSP are available from local social security offices.

15. See Acas advisory booklet *Managing attendance and employee turnover* for more detailed information.

16. The right to be accompanied at disciplinary and grievance hearings is set out in the Employment Rights Act 1999 and the Acas Code of Practice on *Disciplinary and grievance procedures*.

17. See Acas advisory booklet *Employee communications and consultation*.

18. See Code of Practice *Time off for trade union duties and activities*.

Further information and

suggested further reading

Equality and Human Rights Commission (EHRC)
The Equality and Human Rights Commission – formerly the Equal
Opportunities Commission, the Commission for Racial Equality, and the
Disability Rights Commission – works to eliminate discrimination, reduce
inequality, and protect human rights.
www.equalityandhumanrights.com

Disability Helpline (England)
Tel: 08457 622 633
Textphone: 08457 622 644

**Race, age, gender, sexual orientation, religion and belief and human rights
Helpline (England)**
Tel: 0845 604 6610
Textphone: 0845 604 6620

EHRC Wales
Tel: 0845 6048810
Textphone: 0845 6048820

EHRC Scotland
Tel: 0845 6045510
Textphone: 0845 6045520

Office of the Information Commissioner
For information on the Data Protection Act 1998 and the Freedom of
Information Act 2000
Wycliffe House, Water Lane, Wilmslow, Cheshire SK9 5AF
Tel 01625 545745   www.informationcommissioner.gov.uk

Department for Business, Enterprise and Regulatory Reform
Wide range of information on workplace issues
www.berr.gov.uk

Health and Safety Executive HSE
Controlling the risk to people's health and safety in the workplace
Infoline: 08701 545500   www.hse.gov.uk

HM Revenue & Customs
Helpline for new and small employers:
Tel: 0845 6070143

Chartered Institute of Personnel and Development
CIPD House, Camp Road, Wimbledon, London SW19 4UX
Tel: 020 8971 9000   www.cipd.co.uk

The Stationery Office
Ordering publications and making enquiries:
Tel: 0870 600 5522   www.tso.co.uk

Business Link
Free business advice and support service – available online or through local advisers.
www.businesslink.gov.uk

Acas Publications

Book time with your Employment specialist

Whether you need to know how to write a contract of employment, how much holiday you are entitled to or about the latest employment legislation, our range of booklets and leaflets give practical information and advice for both employers and employees on employment matters.

You can choose from our handbooks offering comprehensive guidance to the modern workplace or our *Getting it Right* pocket guides, providing vital checklists to help small firms run their business.

View and order online at **www.acas.org.uk/publications**

Other Acas material that might be of interest includes:
Advisory handbook – *The A to Z of work*
Getting it right – *Personnel records*.

Acas Training

Our training is carried out by experience Acas staff who work with businesses every day. They will show you the value to your business of following good practice in employment matters and how to avoid the common pitfalls. We also run special training sessions on new legislation.

Look at the Acas website (www.acas.org.uk/training) for up-to-date information about all our training or if you want to book a place online.

Training sessions are specially designed for smaller companies and our current programme includes:

• Managing discipline and grievances

• Managing absence at work

• Essential skills for supervisors

• Having a difficult conversation

• Contracts of employment – how to get it right

• Employment law update

We also have an online learning package to help you with discipline and grievance handling – just go to **www.acas.org.uk** and click on e-learning.

Information in this booklet has been revised up to the date of the last reprint   see date below. For more up to date information check the Acas website.

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.

Acas aims to improve organisations and working life through better employment relations. We provide up-to-date information, independent advice, high quality training and we work with employers and employees to solve problems and improve performance.

We are an independent, publicly funded organisation and many of our services are free.

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08457 47 47 47

08456 06 16 00
For minicom users

08457 38 37 36
Acas Customer Services Team
for details of services and training in your area

08456 00 34 44
For questions on managing equality in the workplace

08702 42 90 90
For ordering Acas publications

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