



Resource Links to ACAS' guidance, training and advisory services

About ACAS

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.

General resources

Helpline – free and impartial advice for employers, workers and representatives **0300 123 1100**

Helpline Online - straightforward answers to your employment relations questions

Website, includes:

- [Advice](#)
- [Template letters, forms and HR documents](#)
- [Research and commentary, including case studies](#)

E-learning - sign-up for our free e-learning to update your HR knowledge or learn new skills

Webinars - free webinars on employment law topics and employment relations

Acas Productivity tool – free and easy to use self-diagnosis tool

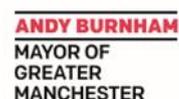
- Helps you to understand your organisation's strengths and weaknesses and identify simple practical steps you can take to get the best out of your staff. The tool produces a report for you with links to relevant Acas guidance and services.

Acas Model Workplace tool – free and easy to use self-diagnosis tool

- Helps you to check how good your organisation is at people management. Presented in short modules, complete as few or as many sections as you want to. After completing a module, you'll be given a rating, along with useful advice and links to resources.

Training events and courses – 'open access' training providing practical solutions to employment problems

Tailored support for your workplace - in-company training and in-depth advisory services



- Our specialists can work with you to provide tailored support and practical solutions to address challenges at your workplace.

The Acas Employee Feedback Survey

- We work closely with you to identify and measure the critical people issues that are affecting your organisation's performance.

Further resources

Acas e-newsletter – the essential guide to employment relations; brings you the latest news, explains the key issues and covers training and events in your area.

LinkedIn - the **Acas Employee Relations and HR Networking forum** – provides the latest news, developments and policy updates on a range of workplace issues. As a member you may also want to discuss general employment relations issues or pose questions to other members of the group.

Greater Manchester Good Employment Charter - Links to ACAS' guidance, training and advisory services

i. Secure work	Acas online guidance	Open access training	In-company training	In-depth advisory work
	<ul style="list-style-type: none"> • Employment contracts (includes guidance on what must be included in a written statement of employment particulars and how a contract can be varied) • Contracts and written statements - e-learning module • Template letters, forms and HR documents • Checking your employment rights • Zero-hours contracts • Agency workers • Self-employed • Piece work • Performance management • Managing performance for small firms • Managing change • Redundancy • Transfer of undertakings (TUPE) 	<ul style="list-style-type: none"> • Contracts of employment – how to get it right • Contracts, written statements and pay • Agency Workers - What employers need to know • Performance management - how to get it right • Managing performance and staff appraisals • Change management • Redundancy and restructuring - Managing the change and understanding the options • Simplifying TUPE in a day: understand the rules and avoid the pitfalls • TUPE - A practical guide to business transfers • HR management for beginners <p>All available at: https://obs.acas.org.uk/</p>	<p><u>Contracts and hours</u></p> <p>We can provide training on:</p> <ul style="list-style-type: none"> • understanding written statements of terms and conditions of employment • recruiting new staff • induction • implementing probationary periods • working time directive • holidays and holiday pay • migrant workers • TUPE • flexible working <p>• and the OA courses in column 2 can all be tailored to specific company needs. Find out more here.</p>	<p><u>Contracts and hours</u></p> <p>We can work with you to:</p> <ul style="list-style-type: none"> • develop terms and conditions of employment • minimise potential for disputes where changes to terms and conditions are proposed • help you reach agreement if a dispute has arisen • implement bonus, and specify other similar, systems • introduce shift systems, flexible working, annualised hours • effectively manage HR implications of acquisitions or mergers • develop a recruitment strategy • develop a probationary policy <p>Acas case studies include 'Acas work in SMEs: establishing employment contracts and policies'.</p>
ii. Flexible work	Acas online guidance	Open access training	In-company training	In-depth advisory work
	<ul style="list-style-type: none"> • Responding to a flexible working request • Acas Code of Practice on flexible working requests • Flexible working – e-learning module • Part-time workers 	<ul style="list-style-type: none"> • Flexible working – how to handle requests • Getting the best from your workplace - engaging with staff • Understanding maternity, paternity and adoption rights • Managing an ageing workforce 	<p><u>Parents and carers</u></p> <p>We can provide training on:</p> <ul style="list-style-type: none"> • understanding and working with the law as it relates to: maternity leave, paternity leave, adoption leave, parental leave, shared parental leave, time off for 	<p><u>Parents and carers</u></p> <p>We can work with you to:</p> <ul style="list-style-type: none"> • develop and implement flexible working policies • mediate in flexible working disputes

	<ul style="list-style-type: none"> • Homeworking • Peripatetic workers - workers with no fixed work base • Maternity, paternity and adoption leave and pay • Parental Leave • Shared parental leave and pay • Taking time off work to settle children into school • Workplace support for parents with premature or sick babies • Working hours • Working time and holidays – e-learning module • Religious festivals, holy days and observances 	<ul style="list-style-type: none"> • Managing holidays <p>All available at: https://obs.acas.org.uk/</p>	<p>dependents, the right to request flexible working, and the rights of carers</p> <ul style="list-style-type: none"> • and the OA courses in column 2 can all be tailored to specific company needs. Find out more here. 	<ul style="list-style-type: none"> • ensure bonus schemes and performance management does not disadvantage part time workers • introduce shift systems, annualised hours and/or term-time working
iii. Real living wage	Acas online guidance	Open access training	In-company training	In-depth advisory work
[Links cover general pay]	<ul style="list-style-type: none"> • Pay and wages • Pay and reward - e-learning module • Payslips • Overtime • Checking holiday entitlement • Equal pay • Job evaluation • Gender pay gap reporting • Maternity, paternity and adoption leave and pay • Shared parental leave and pay • Automatic pension enrolment 	<ul style="list-style-type: none"> • Contracts, written statements and pay • Pay and wages: getting it right • HR management for beginners <p>All available at: https://obs.acas.org.uk/</p>	<p>Pay and reward</p> <p>We can provide training on:</p> <ul style="list-style-type: none"> • evaluating different pay systems • effectively implementing a new pay and rewards system • avoiding discriminatory pay systems <ul style="list-style-type: none"> • and the OA courses in column 2 can all be tailored to specific company needs. Find out more here. 	<p>Pay and reward</p> <p>We can work with you to:</p> <ul style="list-style-type: none"> • review the effectiveness of your pay system • implement a new pay and reward system • devise new incentive schemes including profit share/share options • develop competency, appraisal-related or skills-based pay • undertake an equal pay audit / gender equality impact assessment of pay systems • ensure meaningful employee and/or trade union involvement.

iv. Engagement & Voice	Acas online guidance	Open access training	In-company training	In-depth advisory work
	<ul style="list-style-type: none"> • Employee communications and consultation • Consulting with staff • Information and consultation of employees (ICE) • Representation • Advisory booklet - Representation at work • Trade Union Representation in the Workplace • Non-Union Representation in the Workplace • Working with representatives – e-learning module • Collective bargaining • Acas Codes of Practice (on disclosure of information to trade unions for collective bargaining purposes and time off for trade union duties and activities) • Employee engagement • Managing change • Social media in the workplace • How to raise a problem at work • Challenging conversations and how to manage them • Whistle-blowing - Public Interest Disclosure 	<ul style="list-style-type: none"> • Getting the best from your workplace - engaging with staff • The route to successful employee engagement • Working effectively with trade unions • Setting up and running a staff forum or consultative group • The Acas framework for effective leadership • Top Tips for Managers • Essential Skills for Line Managers/Supervisors • Management skills workshop • Change management • Having difficult conversations <p>All available at: https://obs.acas.org.uk/</p>	<p>Representation at work We can provide training on:</p> <ul style="list-style-type: none"> • employee representative roles and skills • committee effectiveness • negotiating skills <p>• and the OA courses in column 2 can all be tailored to specific company needs. Find out more here.</p>	<p>The Acas Employee Feedback Survey Identify and measure the critical people issues that are affecting your organisation's performance and find out if you are seen as an employer of choice. We work closely with you and, where applicable, your workforce representatives throughout.</p> <p>Representation at work We can work with you to:</p> <ul style="list-style-type: none"> • help establish new consultative, health and safety, or collective bargaining forums • review the effectiveness of existing employee forums • implement or improve partnership working between employee representatives and management • set up and facilitate problem-solving groups • conciliate in trade union recognition claims • help set up an employee feedback survey and joint action planning <p>Acas case studies include 'Seeking the views of employees to take the business forward', 'Building relationships between trade union officers and HR', and 'Improving consultation, negotiation, and workplace relations'.</p>

v. Recruitment	Acas online guidance	Open access training	In-company training	In-depth advisory work
	<ul style="list-style-type: none"> • Job applications and hiring • Help for small firms: Settling in a new employee: A step-by-step guide • Template letters, forms and HR documents (includes template job descriptions, person specification and checklist, job application forms, equality and diversity monitoring form, recruitment checklist, job offer letters, pre-employment checklist, induction of new staff checklist) • Young workers, apprentices and work experience • First job – guidance for employees new to work • Older workers: rights at work • Time off work for training • Equality and discrimination • Unconscious bias • Neurodiversity at work • Performance management • Managing performance for small firms • Performance management: e-learning module 	<ul style="list-style-type: none"> • Recruitment, Selection, Induction and Retention • Interviewing Skills • Employing People - A Practical Introduction • Managing younger workers and apprentices • Agency Workers - What employers need to know • Managing an ageing workforce • Managing performance and appraisals • Performance management - how to get it right • Getting the best from your workplace - engaging with staff • The route to successful employee engagement • HR management for beginners • 7 ways to make your organisation more productive • Equality, diversity and discrimination: the essentials • Working with unconscious bias <p>All available at: https://obs.acas.org.uk/</p>	<p>Recruitment and Retention We can provide training on:</p> <ul style="list-style-type: none"> • interview skills • avoiding discriminatory practices in recruitment • drawing up job descriptions • contracts of employment <p>Employee appraisal We can provide training on:</p> <ul style="list-style-type: none"> • good practice in managing employment appraisals • appraisal interviewing techniques • ensuring consistency in reporting standards <p>Equality, Diversity and Inclusion We can provide training on:</p> <ul style="list-style-type: none"> • raising staff awareness of discrimination legislation and its implications • dealing effectively with bullying and harassment • raising awareness of cultural issues in the workplace • diversity and inclusion. <p>• and the OA courses in column 2 can all be tailored to specific company needs. Find out more here.</p>	<p>Recruitment and Retention We can work with you to:</p> <ul style="list-style-type: none"> • review existing recruitment procedures • develop contracts of employment • equality audit your procedures • monitor and analyse workforce data and staff turnover • use fixed term contracts <p>Employee appraisal We can work with you to:</p> <ul style="list-style-type: none"> • review any existing appraisal scheme • introduce a new appraisal scheme • link reward with appraisals • assess the implications of legal requirements. <p>Equality, Diversity and Inclusion We can work with you to:</p> <ul style="list-style-type: none"> • develop policies on equality, diversity and inclusion, bullying and harassment and dignity and respect at work • ensure your current policies are legally compliant and embrace good practice • ensure equality is mainstreamed through all your policies and procedures • audit your organisation's culture. <p>Acas case studies include ‘ Dealing with staff turnover – a case study on getting and keeping the right people’.</p>

vi. People management	Acas online guidance	Open access training	In-company training	In-depth advisory work
	<ul style="list-style-type: none"> • Leadership (includes the Acas framework for effective leadership) • Leading People • Managing People • Template letters, forms and HR documents • Managing people: e-learning module • Job applications and hiring • Performance management • Managing performance for small firms • Performance management: e-learning module • Absence from work • Managing absence: e-learning module • Acas Code of Practice on disciplinary and grievance procedures (includes accompanying guide) • Disciplinary and grievance procedures • Discipline and grievance: e-learning module • Workplace investigations: e-learning module • Dealing with workplace problems • Conflict resolution: e-learning module • Challenging conversations and how to manage them • Employee engagement • Employee communications and consultation 	<ul style="list-style-type: none"> • The Acas framework for effective leadership • Top Tips for Managers • Essential Skills for Line Managers/Supervisors • Management skills workshop • HR management for Beginners • Employment and Case Law Updates • Recruitment & Induction • Performance management - how to get it right • Managing performance and staff appraisals • Managing Absence and Return to Work Interviews • Having difficult conversations • Can't Do or Won't Do • Behaviours at work - understanding the unacceptable • Managing extreme persistent and difficult workplace behaviours • Managing the 'unmanageable' • Managing discipline and grievance • Conducting investigations • Mock disciplinary hearing • Managing conflict • An Introduction to Mediation • Mediation Skills for Managers • Mock mediation - A rare opportunity to see mediation in action • 3 Day Workplace Mediator Training • CIWM Certificate in Internal Workplace Mediation 	<p>Disputes and mediation</p> <p>We can provide training on:</p> <ul style="list-style-type: none"> • how you can use mediation in your workplace • our accredited Certificated in Internal Workplace Mediation standard (CIWM) • developing the effectiveness of employee representatives • managing discipline • managing grievances • conducting investigations • managing capacity • developing effective information and consultation with employees <p>Employee appraisal</p> <p>We can provide training on:</p> <ul style="list-style-type: none"> • good practice in managing employment appraisals • appraisal interviewing techniques • ensuring consistency in reporting standards <p>• and the OA courses in column 2 can all be tailored to specific company needs. Find out more here.</p>	<p>Disputes and mediation</p> <p>We can work with you to:</p> <ul style="list-style-type: none"> • build effective working relationships • set up information and consultation procedures including employee forums • develop communication policies and procedures • develop discipline and grievance procedures • explain how you can use mediation in your workplace • introduce an internal workplace mediation scheme • mediate in employee grievances • mediate in conflict between colleagues or teams • improve employee engagement using staff surveys. <p>Employee appraisal</p> <p>We can work with you to:</p> <ul style="list-style-type: none"> • review any existing appraisal scheme • introduce a new appraisal scheme • link reward with appraisals • assess the implications of legal requirements. <p>Acas case studies include 'Keeping a check on conflict: a case study in improving people management systems', 'A joint working approach to training line managers and supervisors' and 'Workplace training</p>

	<ul style="list-style-type: none"> • Working with representatives: e-learning module • Managing change • Managing in difficult times • Building productivity • Equality and discrimination • Unconscious bias • Neurodiversity at work 	<ul style="list-style-type: none"> • Toxic workplace cultures - how to avoid them • Bullying and harassment at work • Anti-bullying and harassment adviser training • Understanding and preventing stress in the workplace • Emotional Intelligence and Mindfulness for the Modern Workplace • Getting the best from your workplace - Engaging with staff • Working effectively with trade unions • Building resilience in the Workplace • Change management • Working with unconscious bias • Equality, diversity and discrimination: the essentials • Managing diversity in the workplace • Gender identity in the workplace <p>All available at: https://obs.acas.org.uk/</p>		on managing absence, bullying and harassment, and equality and diversity_
vii. Health and Wellbeing	Acas online guidance	Open access training	In-company training	In-depth advisory work
	<ul style="list-style-type: none"> • Building Productivity • Health and wellbeing • Supporting mental health in the workplace 	<ul style="list-style-type: none"> • 7 ways to make your organisation more productive 	Health, wellbeing and managing attendance We can provide training on: <ul style="list-style-type: none"> • the fit note 	Health, wellbeing and managing attendance We can work with you to:

	<ul style="list-style-type: none"> • Promoting positive mental health in the workplace – guidance booklet • Mental health awareness for employers – e-learning module • Disability discrimination • Reasonable adjustments in the workplace • Disability discrimination and reasonable adjustments – e-learning module • Equality and discrimination • Discrimination, bullying and harassment • Sexual harassment • Equality and diversity – e-learning module • Bullying and harassment – e-learning module • Unconscious bias • Neurodiversity at work • Menopause at work • Absence from work • Absence record template • Managing absence –e-learning module • Working hours • Working time and holidays – e-learning module • Working temperature • Making a flexible working request • Acas Code of Practice on flexible working requests • Flexible working – e-learning module • Maternity, paternity and adoption leave and pay • Time off for antenatal appointments • IVF treatment – employee rights 	<ul style="list-style-type: none"> • Mental health in the workplace: good practice and the law / skills for managers • Stress in the workplace • Building resilience in the workplace • Emotional intelligence and mindfulness for the modern workplace • Equality, diversity and discrimination: the essentials • Managing diversity in the workplace • Gender identity in the workplace • Working with unconscious bias • Bullying and harassment at work • Anti-bullying and harassment adviser training • Sexual harassment in the workplace • Behaviours at work - understanding the unacceptable • Can't Do or Won't Do • Managing absence at work • Managing long term absence • Absence management and return to work interviews • Flexible working – how to handle requests • Getting the best from your workplace - engaging with staff • Understanding Maternity, Paternity and Adoption Rights • Managing an ageing workforce • Drugs and alcohol in the workplace • Menopause and the workplace <p>All available at: https://obs.acas.org.uk/</p>	<ul style="list-style-type: none"> • return to work meetings • managing and maximising attendance (and tailor it to your policy and procedure) • understanding the cause and effect of workplace stress and how to prevent it • mediation skills (to help facilitate a return to work) • having difficult conversations • bullying and harassment • disability discrimination • tackling alcohol and drugs issues in the workplace • performance and capability management • staff retention. <p>Positive mental health in the workplace To complement our framework for positive mental health at work, we have developed a mental health training suite of four modules: Good practice and the law; Skills for managers; Creating the right environment; Building personal resilience.</p> <p>Stress We can provide training on:</p> <ul style="list-style-type: none"> • stress at work • managing stress • managing performance • maximising attendance • health, work and wellbeing • having difficult conversations • managing conflict • communications skills. 	<ul style="list-style-type: none"> • develop a new attendance management system and phased return to work policy • understand the implications of the new fit note • develop an attendance culture • develop and introduce a health, work and wellbeing policy and culture • identify the root causes of absenteeism • help identify the causes of stress in your workplace and develop a stress management policy • develop and implement an alcohol and drug policy • check out the causes of high staff turnover and how to address these • develop a bullying and harassment policy • develop or review your dignity at work policy. <p>Stress We can work with you to:</p> <ul style="list-style-type: none"> • review the effectiveness of any existing arrangements you may have in relation to workplace stress, wellbeing at work and stress related health and safety • configure and apply the Health and Safety Executive Stress Indicator Tool tailored to your organisation • place the Stress Indicator Tool results in context (for example, through discussions with key stakeholders and, commonly, focus groups facilitated by Acas with a selection of your employees)
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	<ul style="list-style-type: none"> • Workplace support for parents with premature or sick babies • Time off for bereavement • Alcohol and drugs policies • New Psychoactive Substances (formerly known as Legal Highs) 		<p><u>Bullying and harassment</u> We can provide training on:</p> <ul style="list-style-type: none"> • dealing effectively with bullying and harassment • raising awareness of cultural issues in the workplace • how you can use mediation in your workplace • managing grievances • conducting investigations • our accredited Certificated in Internal Workplace Mediation standard (CIWM). <p><u>Equality, Diversity and Inclusion</u> We can provide training on:</p> <ul style="list-style-type: none"> • raising staff awareness of discrimination legislation and its implications • dealing effectively with bullying and harassment • raising awareness of cultural issues in the workplace • diversity and inclusion. <ul style="list-style-type: none"> • and the OA courses in column 2 can all be tailored to specific company needs. Find out more here. 	<ul style="list-style-type: none"> • facilitate problem solving work groups • help produce an action plan to identify organisational stress risks and actions to be taken to prevent or manage them. <p><u>Bullying and harassment</u> We can work with you to:</p> <ul style="list-style-type: none"> • identify the boundaries of acceptable and unacceptable behaviour in the workplace • diagnose the nature and extent of the problem • create an action plan to deal with issues • raise staff awareness regarding bullying and harassment • explain how you can use mediation in your workplace • mediate in employee grievances • mediate in conflict between colleagues or teams. <p><u>Equality, Diversity and Inclusion</u> We can work with you to:</p> <ul style="list-style-type: none"> • develop policies on equality, diversity and inclusion, bullying and harassment and dignity and respect at work • ensure your current policies are legally compliant and embrace good practice • ensure equality is mainstreamed through all your policies and procedures • audit your organisation's culture. <p>Acas case studies include 'Promoting positive mental health at work by</p>
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				creating a sense of shared responsibility', 'The Management of Mental Health at Work (Brentwood Community Print)', 'The Management of Mental Health at Work (Mind, Harrow)' and 'Reducing stress in the workplace (Chichester College).
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