

Employment Guide Letters and Templates

Disciplinary

Letter 1: Suspension

Dear [EMPLOYEE]

Suspension

I write to confirm the decision to suspend you from work, with effect from [DATE].

The reason for your suspension is to allow us to investigate allegation(s) made against you, we will contact you shortly regarding the nature of the allegation(s).

I would like to make it clear that suspension should not be seen as a disciplinary sanction or an indication that the matter will progress beyond our investigating the allegation(s) made against you. We will endeavour to keep the suspension as brief as possible and will regularly review the suspension.

During your suspension:

- Your employment will continue and you must comply with your terms and conditions of employment.
- You will continue to receive your normal salary and benefits.
- You must not attend the workplace unless specifically invited to do so by me.
- You must not contact any other employees unless specifically authorised by me.
- You must co-operate fully with our investigation and attend any investigatory or disciplinary meetings arranged.

If you are aware of any documents, witnesses or information relevant to the investigation or allegation(s) please let me know as soon as possible.

Yours sincerely

Letter 2: Invite to disciplinary hearing (misconduct)

Dear [EMPLOYEE]

Disciplinary hearing

I am writing to inform you that you are required to attend a disciplinary hearing at [TIME] on [DATE] at [LOCATION]. The hearing is to consider the following allegation(s):

[LIST FULL ALLEGATIONS]

If the allegation(s) are founded, you may be issued with a verbal, written or final warning that could remain on your file for up to 12 months.

Please find enclosed copies of all evidence, including witness statements and other documentation that will be used at the disciplinary hearing.

The hearing will be conducted by [NAME] and [NAME(S)] will also be present. You have the right to be accompanied at the hearing by a work colleague or a trade union representative. If you wish to exercise this right, please provide me with details of your companion as soon as possible.

Yours sincerely

Letter 3: Invite to disciplinary hearing (gross misconduct)

Dear [EMPLOYEE]

Disciplinary hearing

I am writing to inform you that you are required to attend a disciplinary hearing at [TIME] on [DATE] at [LOCATION]. The hearing is to consider the following allegation(s):

[LIST FULL ALLEGATIONS]

The allegation(s) are considered to amount to gross misconduct and if founded, you may be dismissed with immediate effect.

Please find enclosed copies of all evidence, including witness statements and other documentation that will be used at the disciplinary hearing.

The hearing will be conducted by [NAME] and [NAME(S)] will also be present. You have the right to be accompanied at the hearing by a work colleague or a trade union representative. If you wish to exercise this right, please provide me with details of your companion as soon as possible.

Yours sincerely

Letter 4: Disciplinary outcome (misconduct)

Dear [EMPLOYEE]

Disciplinary outcome

On the [DATE] you were invited to attend a disciplinary hearing. A hearing, conducted by [NAME] was held on the [DATE].

The meeting was held to discuss the following allegation(s):

[LIST FULL ALLEGATIONS]

The conclusion is that the allegation(s) are founded and therefore you have been issued with a *[verbal/written/final warning (delete as appropriate)]*.

This warning will remain on file indefinitely but will be disregarded for disciplinary purposes after [NUMBER MONTHS]. Any further misconduct in the next [NUMBER MONTHS (as above)] may lead to further disciplinary action that could include *[a written warning/ a final warning/ dismissal] (delete as appropriate)*.

You have the right to appeal against this decision. If you wish to exercise your right of appeal you should inform [NAME] by [DATE] and a meeting will be arranged.

Yours sincerely

Letter 5: Disciplinary outcome (gross misconduct)

Dear [EMPLOYEE]

Disciplinary outcome

On the [DATE] you were invited to attend a disciplinary hearing. A hearing, conducted by [NAME] was held on the [DATE].

The meeting was held to discuss the following allegation(s):

[LIST FULL ALLEGATIONS]

The conclusion is that the allegation(s) of gross misconduct are founded and therefore you have been dismissed with immediate effect. Your effective date of termination (*last day of employment*) was [DATE].

You have the right to appeal against this decision. If you wish to exercise your right of appeal you should inform [NAME] by [DATE] and a meeting will be arranged.

Yours sincerely

Letter 6: Appeal invite

Dear [EMPLOYEE]

Appeal hearing

I understand you wish to appeal against the decision made following the disciplinary hearing held on [DATE]. You are invited to an appeal hearing at [TIME] on [DATE] at [LOCATION], where your appeal will be considered.

The hearing will be conducted by [NAME] and [NAME(S)] will also be present. You have the right to be accompanied at the hearing by a work colleague or a trade union representative. If you wish to exercise this right, please provide me with details of your companion as soon as possible.

I must make you aware that the decision made at this hearing will be final and there will be no further right of appeal.

Yours sincerely

Letter 7: Appeal outcome

Dear [EMPLOYEE]

Appeal outcome

You appealed against the outcome of a decision made at a disciplinary hearing held on [DATE]. An appeal meeting was held on [DATE].

[NAME (chair)] has concluded the decision made at the disciplinary hearing to [ISSUE A VERBAL WARNING/ ISSUE A WRITTEN WARNING/ISSUE A FINAL WARNING/TERMINATE YOUR EMPLOYMENT (delete as appropriate)] should [[stand] [be revoked]].

This decision is final and you have no further right of appeal.

Yours sincerely

Absence

Letter 8: Absence without leave (AWOL)

Dear [EMPLOYEE]

Unauthorised absence

I write with regards to your recent absence from work. You have not attended work since [DATE] and you have failed to provide an explanation for your absence. [As our sickness policy explains, you should contact us by [TIME] on your first day of absence; you are currently in breach of this procedure.] I have attempted to contact you by telephone.

Please contact me as soon as possible, or at the very latest by 4pm on [DATE]. My telephone number is [NUMBER]. If I do not hear from you by the above mentioned time your absence will be considered unauthorised and we may invoke our formal disciplinary procedure. Unauthorised absence is considered a matter of gross misconduct.

Yours sincerely

Letter 9: Consent to approach GP

Dear [EMPLOYEE]

Consent to approach GP

We write in relation to your current absence from work.

You have been absent since [DATE] and as you have not yet returned to work we would like to obtain a written report regarding your fitness to work from your GP or consultant. In order to obtain a report, we need your written consent under the Access to Medical Reports Act 1988.

You are not obliged to give your consent, but doing so will help us understand the nature of your illness and if there is anything we can do to assist you in returning to work. It will also help us make decisions about your future employment, which, if you refuse to give consent, will have to be made on the basis of information available to us.

A report should help us understand:

- The impact your illness has on your day to day activities
- How long the illness is likely to last
- The impact your illness has on your ability to carry out your duties
- If there is anything we can do to assist with a return to work

We enclose the following:

- A summary of your rights under the Access to Medical Reports Act 1988
- A consent form
- A stamped envelope for you to return the consent form to us

You should read the explanation of your statutory rights carefully before deciding which option to choose. Please then complete and return the enclosed consent form using the envelope provided within the next 7 days.

Once we receive a report from your GP or consultant we will invite you to a meeting to discuss the reports contents.

Yours sincerely

A summary of your rights under the Access to Medical Reports Act 1988

The Access to Medical Reports Act 1988 sets out the procedure for obtaining medical reports for employment or insurance purposes from a doctor (this is usually your General Practitioner (GP) or a specialist consultant responsible for your care).

We are seeking your consent to apply to your GP or consultant, [NAME], for a report on your current health and its effect on the work we employ you to undertake.

You have three options:

Option 1

You may consent to the application for the report and indicate that you do not wish to see a copy before it is supplied to us.

If you change your mind after the application has been made, you will still be able to contact your GP or consultant in writing to see a copy of the report. If the report has not already been sent to us, your GP or consultant must delay sending it for 21 days, to allow time for you to arrange to see it.

Whether or not you decide to see the report before it is sent, you still have the right to ask your GP or consultant for a copy of the report at any time up to six months after the report has been supplied to us. Your GP or consultant is entitled to make a reasonable charge for this.

Option 2

You may consent to the application, but indicate that you wish to see the report before it is supplied to us. If you choose this option, you must contact your GP or consultant directly to request the report, as it will not be sent to you automatically.

Once we receive the consent from, we will inform your GP or consultant in writing that you wish to see the report, and will forward a copy of the letter to you. The GP or consultant will allow 21 days for you to see the report before it is sent to us. If you have chosen this option, you should contact your GP or consultant directly to make arrangements to see the report after you return the enclosed forms to us.

Your GP or consultant is entitled to make a reasonable charge for giving you the opportunity to see the report before it is sent to us.

If the GP or consultant has not heard from you in writing within 21 days after we have asked them to prepare the report, they will assume you do not wish to see the report and that you consent to it being supplied directly to us.

If you arrange to see the report before it is sent to us and there is anything in the report you consider to be incorrect or misleading, you can write to your GP or consultant and ask them to amend the report. If they refuse to amend it, you may:

- A. Withdraw your consent for the report to be issued to us
- B. Ask the GP or consultant to attach to the report a statement setting out your objections/views, or
- C. Agree to the report being issued to us unchanged.

You must be aware your GP or consultant is not obliged to show you any parts of the report that they believe might cause serious harm to your physical or mental health or that of others. Neither do they have to show you information about other people without their permission. If your GP or consultant limits your access to the report for any of these reasons, they will tell you.

Option 3

You may refuse your consent to our application for a report from your GP or consultant.

Please complete and return the enclosed consent form indicating your decision. You should keep this summary for future reference.

Consent Form

To: *[DOCTOR OR CONSULTANTS NAME]*

I have been informed of my statutory rights under the Access to Medical Reports Act 1988 and;

- 1. I consent for my employer *[EMPLOYER NAME]*, applying to my GP or consultant with responsibility for my care *[NAME]*, for a written medical report (and any verbal or written updates subsequently required). I also consent to my employer processing sensitive personal data about me for these purposes, and:
 - I do not wish to see a copy of the report before it is sent by my GP or consultant to my employer.
 - I wish to see a copy of the medical report before it is supplied to my employer. I understand that I must contact my GP or the consultant within 21 days of the date of my employer's application for the report to make arrangements to see it.

OR

- 2. I do not consent for my employer, *[NAME]*, applying to my GP or the consultant with responsibility for my care, *[NAME]*, for a medical report.

**delete as applicable*

I understand a copy of this consent form will be sent to my GP or the consultant with responsibility for my care, *[NAME]*.

Name:

Signed:

Dated:

Letter 10: Request for a medical report

Dear *[GP, DOCTOR, CONSULTANT NAME]*

[EMPLOYEE NAME]; Request for medical report

I write to request a medical report in relation to the above named employee of ours. As you are aware *[EMPLOYEE NAME]* has been absent from work since *[DATE]*.

We require a report to understand what impact the illness has on; *[EMPLOYEE NAME]*'s ability to carry out day to day activities, their ability to carry out the role they are employed by us to do, how long the illness is likely to last and if there is anything we can do or implement to assist a return to work.

Please find enclosed a copy of their written consent to access such a report under the Access to Medical Reports Act 1988. We have informed *[EMPLOYEE NAME]* of their statutory rights.

[[EMPLOYEE NAME] has indicated that they wish to see the medical report before it is sent to us. We have explained to them that they need to contact you within 21 days to view the report. We have copied this letter to them.]

OR

[EMPLOYEE NAME] has indicated that they do not wish to see the medical report before it is supplied to us. We have explained that they have the right to change their mind within 21 days of this request.]

To assist you in completing your report we enclose details of *[EMPLOYEE NAME]*'s role and their sickness record for the past year.

[NOTE: ROLE DETAILS SHOULD INCULDE ANY MANAGEMENT RESPONSIBILITY, EFFORT REQUIRED/IS IT HEAVY MANUAL WORK/, ARE THEY REQUIRED TO SIT OR STAND FOR LONG PERIODS, DETAILS OF SHIFT WORK, DETAILS OF NORMAL DAY TO DAY ACTIVITIES. YOU SHOULD PROVIDE AS MUCH INFORMATION AS POSSIBLE ABOUT THE JOB AND DUTIES]

I have *[EMPLOYEE NAME]*'s permission to enquire:

1. What is the likely date of return to work?
2. Do you consider the illness amounts to a disability under the Equality Act 2010?
3. How long is the illness likely to last?
4. Is the illness temporary or permanent?
5. Is *[EMPLOYEE NAME]* likely to be able to fulfil the full duties set out in our attachment in the foreseeable future?
6. Do you consider *[EMPLOYEE NAME]* would be able to fulfil any of the duties set out in our attachment?
7. Is *[EMPLOYEE NAME]* capable of carrying out any work now or in the foreseeable future?
8. Are there any specific recommendations you could make that would help us accommodate a return to work?
9. Are there any recommendations you could make which would help us find alternative employment?
10. Is *[EMPLOYEE NAME]* on any medication that could have an impact on the role and how long is *[EMPLOYEE NAME]* likely to require that medication?
11. Do you have any further comments?

Please notify us of the likely fees for the preparation of your report. Please would you also provide an estimate of the likely timescale for the preparation of the report.

Please contact me if you require any further information or clarification of this request.

Yours sincerely

Letter 11: Invite to consultation meeting following receipt of a medical report

Dear *[EMPLOYEE]*

Review of medical report dated *[DATE]*

I write further to previous correspondence in relation to your absence. I have now received a report from *[GP OR CONSULTANT'S NAME]*.

Before any decisions are made about your employment we would like to discuss the report with you and consider if we can make any adjustments to assist your return to work. You are invited to attend a meeting at *[TIME]* on *[DATE]* at *[LOCATION]*. The meeting will be conducted by *[NAME]*.

You may be accompanied at the meeting by a work colleague or trade union representative.

If you are unable to attend or would prefer for the meeting to be dealt with by telephone or at your home, please let me know as soon as possible.

Yours sincerely

Letter 12: Invite to capability hearing

Dear *[EMPLOYEE]*

Capability hearing

I write further to a consultation meeting that took place on *[DATE]*. We have now had the opportunity to review your ongoing absence.

We understand from the consultation meeting that you agree with the contents of the medical report dated *[DATE]* and you have told us you have difficulties undertaking *[JOB DUTIES]*. You have agreed that there are no further adjustments that could be made to assist your return to work.

We have heard what you have to say and now we have to consider your future employment with the organisation. Before making any decision, you are invited to attend a hearing which will take place at *[TIME]* on *[DATE]* at *[LOCATION]*. At the meeting your ongoing absence will be discussed in full.

The hearing will be conducted by *[NAME]*. If you are unable to attend or would prefer the meeting to be dealt with in a different format, please let us know as soon as possible.

While we are prepared to listen to and consider any further views you may have, we must warn you that the hearing may result in your dismissal.

You have the right to be accompanied at the hearing by a work colleague or trade union representative.

Yours sincerely

Grievances

Letter 13: Invite to grievance meeting

Dear *[EMPLOYEE]*

Grievance meeting

Further to your letter dated *[DATE]* I would like to invite you to a meeting to discuss the concerns you have raised in relation to your employment.

To summarise, in the above-mentioned letter, you raised the following:

[SET OUT DETAILS OF THE GRIEVANCE]

In order to discuss these concerns, I would like you to attend a meeting at *[PLACE]* on *[DATE]* at *[TIME]*. The meeting will be held in accordance with our grievance procedure, which I attach for your attention.

The meeting will be conducted by me and the following people will also be in attendance *[PROVIDE DETAILS]*. The meeting will help me establish the full details of your concerns before I undertake a thorough investigation.

You are entitled to bring a fellow employee or a trade union representative to the meeting in accordance with our procedures. I would be grateful if you could confirm the details of your companion to me prior to the meeting.

Please confirm receipt of this letter and that you are able to attend the meeting at the time stated above. If you or your companion are unable to attend for any reason, please let me know as soon as possible.

If you have any questions in the meantime, please don't hesitate to contact me.

Yours sincerely

Letter 14: Grievance outcome

Dear *[EMPLOYEE]*

Grievance findings

I write further to our meeting on *[DATE]*.

At the meeting we discussed your concerns about:

[PROVIDE FULL DETAILS OF THE GRIEVANCE]

I have now undertaken a full investigation and given full consideration to your concerns, my findings are:

[SET OUT FINDINGS]

I hope the above will resolve the matter, but if you are not satisfied with my conclusions, you have the right to appeal. Any appeal must be submitted to *[NAME]* within 5 working days.

Yours sincerely

Flexible working

Letter 15: Flexible working meeting

Dear [EMPLOYEE]

Flexible working request

Thank you for your letter [DATED], requesting to change your work pattern.

I would like to invite you to a meeting at [PLACE] on [DATE] at [TIME]. You are entitled to be accompanied at the meeting by a work colleague or a trade union representative.

I would be grateful if you could confirm if you will be able to attend the above-mentioned meeting and provide me with details of your companion as soon as possible.

If you have any questions in the meantime, please don't hesitate to contact me.

Yours sincerely

Letter 16: Flexible working outcome

Dear [EMPLOYEE]

Flexible working request

I write further to our meeting on [DATE] where we discussed your request to change your work pattern.

EITHER

[I am pleased to confirm that we are able to accommodate your requested working pattern of:

[PROVIDE FULL DETAILS – SPECIFY ANY CHANGES IN HOURS, PLACE AND/OR TIME OF WORK. ALSO SPECIFY ANY CHANGES TO REMUNERATION, PENSIONS OR BENEFITS IN KIND THAT WILL BE IMPACTED AS A RESULT]

Your new working arrangements will begin from [DATE] and these changes will constitute a permanent change to your employment contract. The remainder of your terms and conditions will remain the same.]

OR

After considering your request fully and carefully I regret to inform you that, on this occasion, we are unable to accommodate for the following business reasons:

**Select at least one*

- *[There would be a burden of additional costs]*
- *[There would be a detrimental effect on the ability to meet customer demand]*
- *[There would be an inability to reorganise work amongst existing staff]*
- *[There would be an inability to recruit additional staff]*
- *[There would be a detrimental impact on quality]*
- *[There would be a detrimental impact on performance]*
- *[There would be insufficient work during the periods the employee proposes to work]*
- *[There are planned structural changes]*

[PROVIDE DETAILS OF WHY THE ABOVE REASONS APPLY]

If you are unhappy with this decision you have the right to appeal. If you wish to appeal you should write to [NAME] setting out the grounds for your appeal, within 5 working days of receiving this letter.

Your sincerely

Redundancy

Letter 17: At risk of redundancy

Dear [EMPLOYEE]

Warning of possible redundancy situation

Further to our meeting [TODAY/DATE] I write to confirm the following situation facing the business.

[EXPLAIN FULLY THE CIRCUMSTANCES THAT HAVE GIVEN RISE TO THE NEED TO CONSIDER POSSIBLE REDUNDANCIES]

We have considered all options; however, in light of the above we have to inform you that your position is at risk of being made redundant.

We are continuing to explore ways to avoid having to make redundancies. We will be consulting with [the union/ representatives and] all employees who may be effected by this situation. If you have any suggestions as to how we can avoid having to make redundancies, please let me know as soon as possible.

[IF SELECTION IS REQUIRED, EXPLAIN THE PROPOSED POOL AND PROVIDE DETAILS OF THE PROPOSED SELECTION CRITERIA. We would be grateful if you could let us know if you are in agreement with the proposed pool and selection criteria by no later than [DATE].

Following further consultation, if we are unable to find ways to avoid having to make redundancies [selection will be undertaken and] we will arrange individual meetings with affected employees where we will continue to look at all possible options and explain fully how our proposals may impact them personally.

We envisage that the consultation will take [TIMESCALE], although this is only a rough estimate and may be subject to change. Should you have any questions please don't hesitate to contact [NAME] on [CONTACT DETAILS].

We would like to thank you for your continued hard work during this difficult period.

Yours sincerely

Letter 18: Requests for voluntary redundancy

Dear *[EMPLOYEE]*

Requests for voluntary redundancy

As you are aware from our previous meetings and the letter dated *[DATE]* we are considering making redundancies within the organisation.

We would like to avoid where possible having to make compulsory redundancies. We are therefore writing to all employees who undertake *[ROLE]* to ask for applications for voluntary redundancy on the following terms *[DETAILS OF PROPOSALS]*.

We must make it clear that while you can apply for voluntary redundancy we have the right not to accept applications. It may be that there are more applications than the proposed number of redundancies or it may be in the interests of the organisation to retain certain employees.

If you would like to apply for voluntary redundancy on the above basis then please confirm this in writing to *[NAME]* as soon as possible, and in any event by *[DATE]*. We will fully consider all applications and will let you know if your application is successful by date.

It is important to point out that if you apply for voluntary redundancy:

- If you not selected, the fact that you have volunteered will not affect any aspect of your future employment with the organisation.
- You can change your mind and withdraw your application at any time prior to entering into a formal written agreement relating to voluntary redundancy.

If you have any questions, please do not hesitate to contact *[NAME]* on *[CONTACT DETAILS]*.

Yours sincerely

Letter 19: Individual consultation (invite 1)

Dear [EMPLOYEE]

Provisional selection for redundancy

As you are aware from meetings on [DATE] our letter [DATED], [DETAILS OF REASONS THE ORGANISATION NEEDS TO MAKE REDUNDANCIES]. As a result, we made you aware that there was a risk the organisation may have to make redundancies.

We have taken steps to try and avoid having to make redundancies including, [INCLUDE DETAILS OF STEPS TAKES]. Unfortunately, despite our efforts, at the moment, we have been unable to avoid the need to make redundancies.

We regret to inform you that you have been provisionally selected for redundancy in accordance with the agreed selection criteria. Please find enclosed your score, together with a breakdown of how this was arrived at.

It is important to note that this is only a provisional selection and we will consult with you to continue to identify ways in which we can avoid having to make you redundant. We will also try and identify alternative positions within the organisation that may be appropriate for you, please find enclosed a list of current vacancies within the organisation. Please let [NAME] know if you are interested in any of the current vacancies or if you think there are any ways we can avoid having to make you redundant.

In order to discuss the above fully, you are invited to attend a consultation meeting at [LOCATION] on [DATE] at [TIME]. You may bring a work colleague or trade union representative to the meeting as your companion.

We need to point out that any employees that are made redundant will be entitled to:

- The notice period as set out in their contract of employment or an equivalent payment in lieu.
- Pay in lieu of any accrued but unused holiday entitlement.
- A statutory redundancy payment, which is calculated on the basis of the employee's age, length of service and weekly salary (subject to the current maximum of £[AMOUNT]).

[Any employees who are made redundant will also be entitled to a reasonable amount of paid time off during their notice period to look for a new job or arrange training for future employment.]

We appreciate that this must be a difficult time for you and if you have any questions or issues that you would like to discuss please don't hesitate to contact [NAME] on [CONTACT DETAILS].

Yours sincerely

Letter 20: Individual consultation (invite 2)

Dear *[EMPLOYEE]*

Follow-up to individual consultation

We write to confirm the points that were discussed at the meeting on *[DATE]* in relation to your provisional selection for redundancy.

[EXPLAIN DETAILS OF THE REDUNDANCY SITUATION, THE POOL, THE SELECTION AND THE REASONS THE EMPLOYEE WAS PROVISIONALLY SELECTED FOR REDUNDANCY].

[At the meeting on you were unable to provide any suggestions as to how the redundancy situation could be avoided.

OR

[At the meeting on you suggested *[DETAILS OF SUGGESSTIONS]*. We have considered these suggestions and *[DETAILS OF RESPONSE]*].

Unfortunately, as we confirmed with you at the meeting, there are currently no appropriate alternative positions within the organisation.

We explained that if you were to be made redundant it would be on the following terms:

[PROVIDE BREAKDOWN OF REDUNDANCY CALCULATION]

We would be grateful if you could attend a further consultation meeting at *[LOCATION]* on *[DATE]* at *[TIME]*.

While we will continue to discuss all options with you at this meeting and give full consideration to any ideas you have about avoiding the redundancy or alternative employment, we must make you aware that this meeting may lead to the termination of your employment by reason of redundancy.

If you have any questions in the meantime, please do not hesitate to contact *[NAME]* on *[CONTACT DETAILS]*.

Yours sincerely

Letter 21: Redundancy dismissal letter

Dear [EMPLOYEE]

Notice of termination of employment

Further to the meeting on [DATE] we write to confirm that [ORGANISATION NAME] has decided to make you redundant.

As you know there was a meeting with all employees who could have been affected on [DATE], at which we explained why the organisation was considering making redundancies. [PROVIDE DETAILS OF THE REASONS THE REDUNDANCY WAS REQUIRED].

We then met with you individually on [DATE] and [DATE] to consult with you.

We have explored ways to avoid having to make you redundant and considered the possibility of alternative employment. Unfortunately, despite our efforts, we have been unable to identify any ways to avoid the redundancy or find any suitable alternative employment for you.

You are entitled to [WEEKS] notice under your employment contract with the organisation. As such, this letter constitutes notice of termination, by reason of redundancy, and your employment with the organisation will end on [DATE].

Following termination of your employment, you will receive:

- FULL REDUNDANCY CALCULATION, and
- HOLIDAY ENTITLEMENT, [and
- EX-GRATIA PAYMENT]

[You are entitled to a reasonable amount of paid time off during your notice period to look for a new job or arrange training for future employment. If you would like to take any time off, in accordance with this right, please contact [NAME] to arrange this].

Please ensure any expenses claims are submitted by [DATE] and return any property of the organisation to [NAME] by [DATE].

We very much regret having to make redundancies and that this has affected you. We would like to thank you for all your hard work and wish you the best for the future.

You have the right to appeal against our decision to make you redundant. If you would like to appeal, please confirm this in writing by [DATE], specifying the grounds on which you are appealing.

Yours sincerely

Templates

Template 1: Written statement of terms

[EMPLOYEE'S NAME AND ADDRESS]

[DATE]

Dear *[EMPLOYEE]*

This letter contains a statement of the applicable terms of your employment as required by section 1 of the Employment Rights Act 1996.

1. Your employer is *[NAME]* (the Business). Your employment with the Business began on *[DATE]*. * (if appropriate, you must confirm if any employment with a previous employer counts towards the employee's period of continuous employment with the Business)
2. You are employed as a *[JOB TITLE]* your duties involve *[INCLUDE JOB DESCRIPTION]*.
3. Your normal place of work is *[ADDRESS]* or such other place within *[AREA]* as we may reasonably determine.
4. [You will not be expected to work outside the UK for any continuous period of more than one month during your employment with the Business OR You will be required to work *[DETAILS OF WORK OUTSIDE THE UK, INCLUDING FULL DETAILS OF PAY, DURATION AND CONDITIONS RELATING TO RETURNING TO THE UK]*].
5. Your pay will be *[PROVIDE FULL DETAILS OF THE SCALE OF PAY AND THE METHOD FOR CALCULATING PAYMENTS]*.
6. You will be paid *[WEEKLY OR MONTHLY]*.
7. Your hours of work are *[FULL DETAILS OF NORMAL WORKING HOURS]*.
8. The Business's holiday year runs between *[DATE]* and *[DATE]*. If your employment starts or finishes part way through the holiday year, your holiday entitlement during that year will be calculated on a pro-rata basis.
9. You are entitled to *[NUMBER]* days' paid holiday each year or the pro rata equivalent if you work part time. This is inclusive of all public holidays.
10. If you are unable to attend work due to incapacity, you must notify *[NAME]* of the reason for your absence, by no later than *[TIME]* on the first day of absence.
11. Full details of any terms relating to incapacity for work, including details for the provision of sick pay can be found *[SET OUT WHERE THESE DETAILS CAN BE FOUND AND HOW THE EMPLOYEE CAN OBTAIN ACCESS (USUALLY A STAFF HANDBOOK)]*.
12. *[PROVIDE FULL DETAILS OF PENSIONS OR PENSION SCHEME]*.
13. The amount of notice of termination of your employment you are entitled to receive from the Business is *[PROVIDE DETAILS]*.
14. The amount of notice you are required to give to the Business to terminate your employment is *[PROVIDE DETAILS]*.
15. The Business shall be entitled to dismiss you at any time without notice if you commit a serious breach of your obligations as an employee, or if you cease to be entitled to work in the UK.
16. [Your employment is permanent (subject to clauses 13, 14 and 15 above). OR Your employment is for a fixed term and will end on *[DATE]*]. OR Your employment is temporary and is expected to continue for *[LIKELY DURATION]*].
17. [There is no collective agreement which directly affects your employment. OR Your employment is subject to the following collective agreements *[DETAILS]*].
18. The Business's disciplinary and grievance procedures can be found *[SET OUT WHERE DETAILS CAN BE FOUND]*. These procedures do not form part of your contract of employment.

Please indicate your acceptance of these terms by signing and returning to me the attached copy of this letter.

Yours sincerely

Name:

For and on behalf of *[BUSINESS]*

I agree to the above terms:

[EMPLOYEE]

Date:

Template 2: Flexible working application

[DATE]

Dear [EMPLOYER]

Request for flexible working pattern

I would like to make an application, for flexible working, under section 80F of the Employment Rights Act 1996 in order to amend the terms of my employment. I confirm that I am eligible to make this application, as:

1. I have worked continuously as an employee of the organisation for at least 26 weeks, and
2. I have not made a request to work flexibly under this right during the past 12 months.

[I have previously made applications for flexible working on the following dates:

[PROVIDE DATES IF THIS APPLIES]

[DESCRIBE CURRENT WORKING PATTERN AND THE PATTERN YOU WOULD LIKE TO WORK IN FUTURE]

I would like this working pattern to commence from [DATE].

I believe the change in my working pattern will have the following effect on the business *[PROVIDE DETAILS]*.

I think the effect, as outlined above, on my employer and colleagues can be dealt with as follows *[PROVIDE DETAILS]*.

Yours sincerely

[EMPLOYEE]

Employment Interview Form

This template is designed for conducting structured interviews with potential employees.

Prior to conducting an interview, the recruiting manager should review the job description and create a set of questions that are relevant to the role in question. In order to keep the process fair and consistent the interview questions and the people conducting the interviews should remain the same for all applicants. You should also keep notes of any additional questions asked of individual candidates.

Guidance

- Ensure any CV and/or application has been reviewed fully prior to the interview taking place. Any additional questions relevant to the CV and/or application should be noted. In particular consideration should be given to any gaps on the CV/application and explanations provided for those gaps.
- Ensure the candidate has provided confirmation and documentary evidence of their right to work in the UK.
- The candidate should be informed of the process that will be followed and how long the interview likely to last.
- Ensure the candidate has an understanding of the role they are applying for and explain all responsibilities and key requirements of the role.
- Try to relax the candidate as much as possible prior to the formal interview taking place. Ask the candidate some straightforward social questions and give them an early opportunity to speak.
- Explain to the candidate that they will be given the opportunity to any questions they may have at the end of the interview.
- Consider any period of notice the candidate will need to provide to any current employer and if the candidate has any pre-arranged holidays.

Scoring

5 – Exceptional, 4 – Very Good, 3 – Adequate, 2 – Minor Shortfalls, 1 – Poor, 0 - Inadequate

Date of Interview:	
Candidate's Name:	
Main Interviewer:	
Other Interviewers:	

Question 1: *[INSERT APPROPRIATE QUESTION RELEVANT TO THE POSITION]?*

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Question 1 score:	
Additional notes/comments (why this score was appropriate)	

Employment Application Form

Please complete this form using block capitals.

Role details

Position:

Location:

Personal details

Title:

Full name:

Address:

Postcode:

Email address:

Home telephone:

Mobile number:

Do you have the right to work in the UK?

Yes

No

You will be required to provide original documents to prove your eligibility at any interview and/or assessment.

Do you have a current driving licence?

Yes

No

Have you been convicted of a criminal offence which is not spent under the Rehabilitation of Offenders Act 1974?
For and on behalf of [BUSINESS]

Yes

No

If yes, please provide details:

Employment history

Please provide your employment history for the last 5 years, starting with the most recent period of employment
Most recent employment:

Start date:	
End date:	
Employer name:	
Address:	
Postcode:	
Position held:	
Reason for leaving:	

Previous employment:

Start date:	
End date:	
Employer name:	
Address:	
Postcode:	
Position held:	
Reason for leaving:	

Previous employment:

Start date:	
End date:	
Employer name:	
Address:	
Postcode:	
Position held:	
Reason for leaving:	

Previous employment:

Start date:	
End date:	
Employer name:	
Address:	
Postcode:	
Position held:	
Reason for leaving:	

Previous employment:

Start date:	
End date:	
Employer name:	
Address:	
Postcode:	
Position held:	
Reason for leaving:	

Previous employment:

Start date:	
End date:	
Employer name:	
Address:	
Postcode:	
Position held:	
Reason for leaving:	

Previous employment:

Start date:	
End date:	
Employer name:	
Address:	
Postcode:	
Position held:	
Reason for leaving:	

Previous employment:

Start date:	
End date:	
Employer name:	
Address:	
Postcode:	
Position held:	
Reason for leaving:	

Membership of professional organisations

Please provide details of any professional bodies that you are a member of:

Additional information

Please use the space below for any additional information you wish to provide in support of your application:

References

Reference 1:

Full name:	
Job title:	
Company:	
Address:	
Postcode:	
Telephone:	
Email:	
Relationship to you:	

Do you consent to us contacting reference 1? Yes No

Reference 2:

Full name:	
Job title:	
Company:	
Address:	
Postcode:	
Telephone:	
Email:	
Relationship to you:	

Do you consent to us contacting reference 2? Yes No

Special requirements

Do you have any special requirements if you were invited to an interview and/or assessment?

Yes No

If yes, please provide details:

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Applicant declaration

The information provided on this Employment Application Form will be held and used by us in accordance with the provisions of the Data Protection Act 1998 and any relevant subsequent legislation.

Name: Date:

Signature:

I confirm the information provided on this form is correct and that any false information may disqualify me from employment and/or render me liable for summary dismissal.

Tick to agree:

Letter 4: Without prejudice settlement

Dear *[CUSTOMER]*

Without prejudice save as to cost

I write further to previous correspondence. As you are aware there is an outstanding fee of *[AMOUNT]* on your account and this fee has been due since *[DATE]*.

While we fully reserve our rights and maintain the amount mentioned above is due in full, in order to try and resolve this matter amicably and without the need to instigate legal proceedings we are prepared to accept a payment of *[AMOUNT]* in full and final settlement of this matter.

This offer will remain open for the next 14 days, after which the offer is withdrawn. If you decide not to accept this offer, we reserve the right to bring this letter to the attention of the Court in relation to legal costs.

Yours sincerely