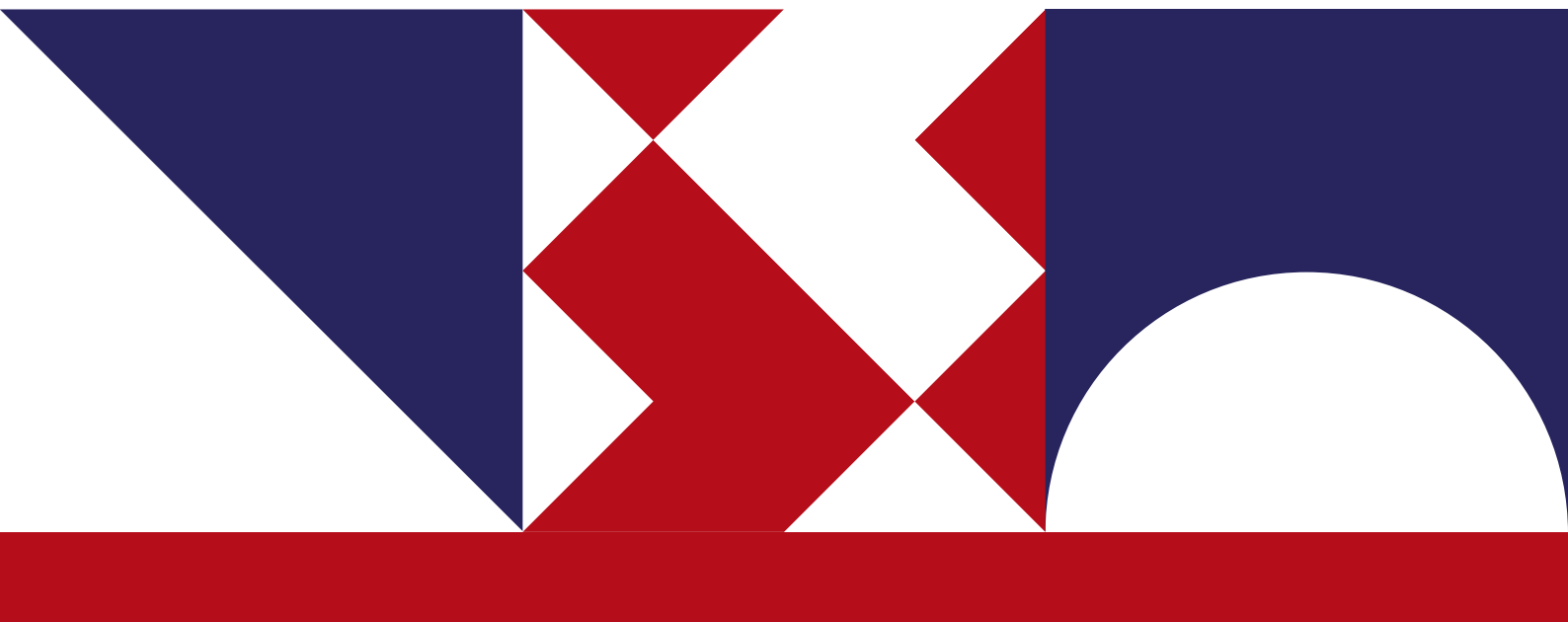




HM Government

Government Functional Standard



GovS 003: Human Resources

Version: 2.0
Date issued: July 2021

Approved



This functional standard is part of a suite of management standards that promotes consistent and coherent ways of working across government, and provides a stable basis for assurance, risk management and capability improvement.

The suite of standards, and associated guidance, can be found at **GOV.UK government functional standards**.

Functional standards cross-refer to each other where needed, so can be confidently used together.

They contain both mandatory and advisory elements, described in consistent language (see the table below).

| Term | Intention |
|--------|--|
| shall | denotes a requirement: a mandatory element. |
| should | denotes a recommendation: an advisory element. |
| may | denotes approval. |
| might | denotes a possibility. |
| can | denotes both capability and possibility. |
| is/are | denotes a description. |

The meaning of words is as defined in the Shorter Oxford English Dictionary, except where defined in the Glossary in **Annex B**.

It is assumed that legal and regulatory requirements are always met.

Version 2.0 of GovS 003 replaces version 1.0 and has the same purpose, scope and intent. The main changes relate to general enhancements derived from feedback, use and changes to other standards. Diversity and inclusion have been reflected throughout the document.

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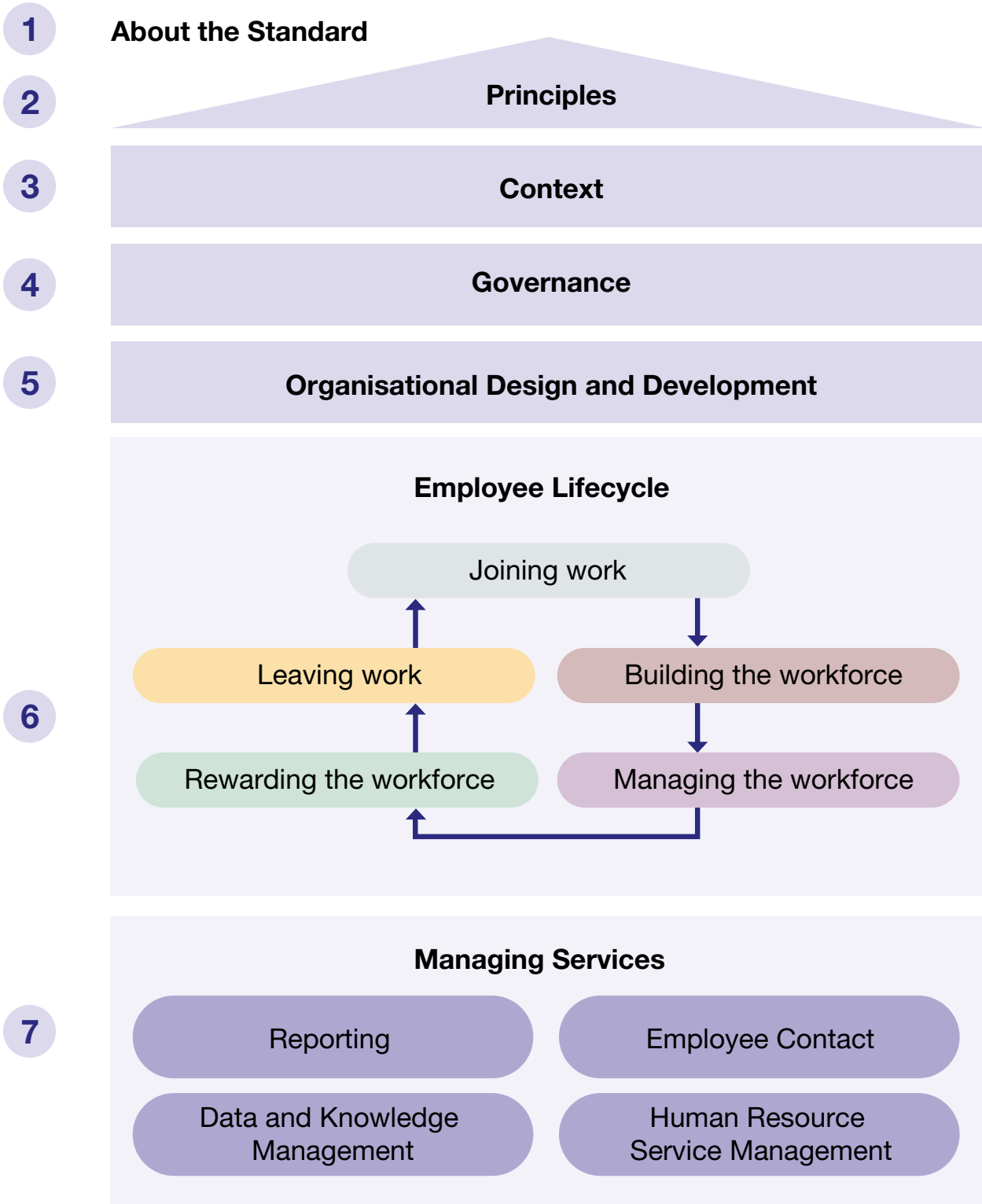


Figure 1 Scope and structure of the standard

1. About this government functional standard

1.1 Purpose of this standard

The purpose of this government functional standard is to set expectations for the leadership and management of human resources across government, ensuring people are recruited, developed and deployed to meet the government's needs.

This standard provides direction and guidance for:

- permanent secretaries, directors general, Chief Executive Officers of arm's length bodies
- devolved administrations, where the context permits
- practitioners in the Civil Service human resources profession
- civil servants involved in the delivery of human resource management, including business leaders and line managers
- third party suppliers of human resource expertise and services to government

1.2 Scope of this standard

This standard applies to the planning, delivery and management of human resource activity in government departments and their arm's length bodies, where civil servants are employed.

The standard may be used entirely or in part by other public sector organisations, devolved or local, according to their needs and particular terms and conditions of employment. Such use may be limited in scope to cover just benchmarking and continuous improvement. In these circumstances, and when the standard is

used in this way, mandatory elements in this standard may be treated as advisory.

Note: an organisation, in the context of government functional standards, is the generic term used to describe a government department, arm's length body, or any other entity that is identified as being within scope of a functional standard.

The structure of this standard is shown in Figure 1.

1.3 Government standards references

The following standards are directly necessary for the use of this standard:

- GovS 002, Project delivery
- GovS 005, Digital, data and technology
- GovS 006, Finance
- GovS 007, Security
- GovS 008, Commercial
- GovS 010, Analysis
- GovS 011, Communication
- GovS 014, Debt

A functional standard supports achievement of the outcomes sought by an organisation. It sets expectations for what needs to be done and why relating to the functional work within its scope, in order to achieve those organisational outcomes.

Note: for expectations relating to management of a function across government, and management of functional standards, please see GovS 001, Government functions.



2. Principles

Those engaged in human resource management shall ensure:

1. human resource objectives align to UK and/ or devolved government policy and organisational objectives
2. governance and management frameworks are proportionate and appropriate to the work and levels of prevailing risk
3. they recognise the intrinsic value of people working on behalf of the organisation
4. accountabilities and responsibilities are defined, mutually consistent and traceable across all levels of management
5. they act in the best interests of the public and the public purse
6. work is undertaken in multi-disciplinary teams, where beneficial and is assigned to people who have the required capability and capacity
7. continuous improvement is promoted through capturing, sharing and using experience and lessons learned
8. they act as role models for the Civil Service's values
9. they promote diversity, inclusion and fairness through human resources policies, processes and practices
10. public service codes of conduct and ethics and those of associated professions are upheld

3. Context

3.1 Introduction

This section provides essential background information for the use of this functional standard.

3.2 Human Resources in government

All cross-government human resource activity is governed in accordance with an agreed Civil Service human resource governance framework, which involves representatives from a wide range of government organisations.

The Minister for the Civil Service – typically the Prime Minister of the United Kingdom – has the authority to manage the Civil Service, including agreeing remuneration for civil servants and the conditions on which a civil servant may retire.

The Cabinet Office, on behalf of the Minister for the Civil Service, oversees the Civil Service Management Code [2], which sets out regulations and instructions for the terms and conditions of service for civil servants. The management code also sets out delegations that have been made by the Minister for the Civil Service to Ministers or office holders in charge of departments and their arm's length bodies. The latter includes delegations to devolved administrations.

The independent Civil Service Commission upholds the Civil Service Code [3] and regulates recruitment to the Civil Service, providing assurance that appointments are made on merit following fair and open competition. Commissioners chair open recruitment competitions for the most senior posts in the Civil Service.

Devolved administrations have their own dedicated codes of conduct, delegated terms and conditions and delegated decision making.

The centre of government (predominantly the Cabinet Office) influences decision-making and activity related to human resource management through governance, controls and the publication of standards, strategies and guidance.

Much of human resource administration, including managing payroll, is typically outsourced to third party suppliers. These arrangements are overseen through Government Business Services and in accordance with its governance, policies and processes.

3.3 Compensation

The Cabinet Office oversees the statutory Civil Service Compensation Scheme [4] on behalf of all organisations, outlining the terms and parameters of what departments and arm's length bodies may pay their employees in compensation for loss of office for example in the event of redundancy.

3.4 Pensions

The Cabinet Office, on behalf of the Minister for the Civil Service, manages the Civil Service Pension Scheme arrangements so that benefits are provided to employees when they retire and to their dependants in the event of their death.

4. Governance

4.1 Governance and management framework

Governance comprises authorising, directing, empowering and overseeing management, and assuring and reviewing performance, and should be undertaken:

- across government
- within each organisation

A human resources governance and management framework shall be defined and established for government as a whole, and within each organisation, which should include:

- human resources management policies and design principles
- authority limits, decision making roles and rules, degrees of autonomy, assurance needs, and roles and accountabilities
- appropriate management practices, support systems, delivery standards and processes, and reporting structures
- the guidance and other documentation needed to meet this standard

The governance of human resource management should be an integrated part of an organisation's overall governance.

4.2 People strategy and planning

4.2.1 Cross-government people strategy

The senior officer accountable for cross-government human resource management (see 4.5.2) should define and maintain a mid- and long-term human resources strategy, aligned to cross-government strategic people priorities.

Note: people strategy is often called 'human resources strategy'.

The human resources strategy should:

- be developed in collaboration with human resource specialists across government
- take account of the needs, objectives and priorities of departments and their arm's length bodies
- consider external best practice, as well as previous learning from within the Civil Service
- consider user research conducted internally and externally, and address user needs
- be communicated to organisations in order that it can be successfully implemented
- be maintained for relevance and its implementation monitored and measured

The strategy should set out the ambition and, where applicable, requirements, for human resource management and employee initiatives across the Civil Service, and be taken into account in decision making by all organisations (see 4.2.2).

4.2.2 Human resources strategy in organisations

Human resources strategy in an organisation should support wider government priorities, strategy and direction and should be aligned to cross government strategic people priorities (see 4.2.1).

This strategy should cover governance, objectives, operating model, services and delivery plans.

The human resource strategy in an organisation may be divided into discrete policy and delivery areas, and may also cover the roles of technology, communications, change management and delivery methodologies.

4.2.3 Planning for human resources in organisations

Human resource experts should provide input to the development of organisational business strategies and plans and should seek and adapt to business insight across all strategies and workforce plans (see also 5.1.2).

Operational human resource management should be delivered by dedicated teams, who are accountable to the senior officer accountable for human resources within an organisation (see 4.5.6) for providing support to business leaders (see 4.5.9), line managers (see 4.5.10) and employees (see 4.5.11) .

Support may be tiered to reflect different levels of service, for example:

- tier 0 for self-service through online systems and automated workflow
- tier 1 for support with routine enquiries and transactions
- tier 2 for more specialist and complex casework

Operational human resource services may be provided by a combination of in-house, cross-government and outsourced teams and should be delivered with a focus on customer service, inclusion, employee experience, operational excellence and continuous improvement.

Those providing human resource services shall comply with the relevant HR processes and data standards, as directed by the Government Business Services.

Note: direction for operational human resource services (which are often called ‘shared services’) is provided by Government Business Services.

4.3 Assurance

4.3.1 Overview

The purpose of assurance is to provide, through a systematic set of actions, confidence to senior leaders and stakeholders that work is controlled and supports safe and successful delivery of policy, strategy and objectives.

Organisations shall have a defined and established approach to assurance, which should be applied proportionately to the risk and value of the activity, and integrated with the organisation’s overall assurance framework.

Typically, assurance should be on at least three separate and defined levels including:

- first by human resource managers, operating within established frameworks to the organisation’s risk threshold
- second by risk, quality and compliance professionals within the organisation
- third by cross-government audit experts

The work of internal and external assurance providers should be planned to minimise disruption to other work, avoiding overlaps with other assurance activities and duplication of effort, whilst remaining rigorous and meeting the needs of stakeholders. Where assurance includes formal review activity, the customer for the review should be clearly identified.

The requirements of the Orange Book: management of risk – principles and concepts [19] shall be met.

GovS 009, Internal Audit shall be followed.

4.3.2 Annual assessment against process design standards

The senior officer accountable for human resources within an organisation (see 4.5.6) should assess organisations against the prevailing Global HR Design standards [1] to a schedule agreed by the human resources management bodies. Organisations



should assess the extent to which cross-government human resource policies and processes have been implemented and established within their organisations, reporting into the cross-government human resource management bodies (see 4.5.3).

4.3.3 Risk assessment and mitigation

Senior officers with accountability for human resources within their organisation (see 4.5.6) shall regularly assess workforce and human resource related risks, and should define each risk as either:

- lower level, to be managed and mitigated within the organisation. Lower level risks might include but are not limited to managing organisational operating models or modernisation
- higher level, to be managed and mitigated through cross-government management bodies (see 4.5.3). Higher level risk might include but is not limited to recruitment and retention of specialist skills across the Civil Service, workforce resilience and wellbeing or risks to delivering interoperability

4.4 Decision Making

Decisions relating to human resource management should be made and approvals given in a timely manner, in accordance with the organisation's human resource governance and management framework.

Decisions should be made by evaluating evidence, assessing options against defined criteria and in consultation with stakeholders, and subject matter experts.

GovS 010, Analysis shall be followed.

Decisions should relate to:

- approving human resource strategy
- approving human resource policies
- approving organisation design

- approving changes to human resource structures
- approving escalation of disputes to higher authority (such as a tribunal or court)
- hiring employees
- setting rewards and compensation
- contracting for consultants, professional services or contingent workers

Government policy and the associated human resources strategy, HM Treasury approvals and the Cabinet Office controls for external recruitment, use of external consultants and contingent labour, redundancy and compensation payments and learning and development expenditure [5] should be complied with.

For decisions relating to security, GovS 007, Security shall be followed.

Note: Cabinet Office expenditure controls require central government bodies to obtain expenditure approval from Cabinet Office ministers, based on professional advice from relevant functions, before certain expenditure is made or committed, see expenditure controls guidance [5].

4.5 Roles and accountabilities

4.5.1 Overview

Roles and accountabilities shall be defined in the relevant governance and management frameworks and assigned to people with appropriate seniority, skills and experience. This should include, but is not limited to, the activities, outputs or outcomes they are responsible for, and the person they are accountable to.

Roles may be allocated to more than one individual and be supported by a team of specialists as appropriate.

4.5.2 Senior officer accountable for cross-government human resource management

The senior officer accountable for cross-government human resource management is accountable to the Chief Operating Officer of the Civil Service for:

- setting the cross-government human resource governance and management framework (see 4.1)
- defining, communicating and implementing the cross-government human resource vision, strategy and policy (see 4.2)
- managing strategic relationships with professional associations and internal and external service providers with a focus on human resource management

Note: this role is known as the Government Chief People Officer, who also leads the HR function (see GovS 001, Government functions).

4.5.3 Human resources management bodies

The People Board is the most senior Civil Service board with responsibility for HR issues, and is responsible for ensuring that key cross-cutting people priorities are addressed through the development and implementation of appropriate strategies, policies and programmes.

The human resources management bodies comprise the Human Resources Function Board and HR Profession Board, chaired by the Government Chief People Officer and their sub-boards. The HR Function Board and HR Profession Board report directly into the Civil Service People Board.

The management bodies, as a collective, are accountable for contributing to and assuring the design, development, implementation and on-going improvement of the human resources governance and management framework (see 4.1).

4.5.4 Communities of expertise

Communities of expertise, covering human resource specialisms, should be established and operate across-government.

Communities of expertise provide specialist advice, policy and decisions on human resource management and related services required by stakeholders.

Specific roles in the communities of expertise are accountable for delivery of strategic cross-government work in their specialist area. They are accountable to the cross-government human resources management bodies, and should additionally determine appropriate local governance as required.

Larger organisations may have their own communities of expertise working across the breadth of their organisation, working in alignment with the cross-government communities of expertise.

Note: communities of expertise can cover any defined human resource related topic, such as pay and reward, diversity and inclusion, learning and development, employee relations and staff debt.

Note: communities of expertise can include those who are professional experts outside of human resources but who contribute to the management of human resources (e.g., finance, commercial, debt, project delivery).

Note: the human resources Career [7] includes the professional standards for a range of human resource management roles operating at different levels.

4.5.5 Accounting Officer

The permanent head of a government department is usually its Principal Accounting Officer.

An organisation's Accounting Officer is accountable (via a Principal Accounting Officer where appropriate) to Parliament and the public for the stewardship of public resources, ensuring they are used effectively



and to high standards of probity for governance, decision-making and financial management in accordance with the law and Managing Public Money.

The Accounting Officer is accountable for human resource activities in their organisation.

The Principal Accounting Officer generally appoints the most senior executive in the arm's length bodies within the department's ambit as an Accounting Officer.

4.5.6 Senior officer accountable for human resources within an organisation

The senior officer accountable for human resources within an organisation is accountable to the organisation's Accounting Officer (or equivalent in an arm's length body) for people issues, including:

- defining and delivering the organisation's overall human resources strategy and objectives, aligned to business strategy (see 4.2)
- defining and implementing the organisation's human resources governance and management framework (see 4.1)
- overseeing delivery of human resource services to employees, line managers and business leaders in line with quality standards defined by the management framework
- the compliance with this standard by entities for which the organisation is the sponsor or for which the organisation's accounting officer is accountable

The person undertaking this role shall have the appropriate skills and experience, as set out in the relevant role profile and the advertised job description. They should normally be a human resource professional, with exceptions agreed by the senior officer accountable for cross-government human resource management or through an exceptions process established by the Head of Function.

The person undertaking the role of senior officer accountable for human resources within an organisation may additionally be accountable for other corporate services activity not within the scope of human resources, for example, estates, health and safety, information technology. The responsibilities outside of the scope of human resources should be explicitly defined and the person undertaking such a role should ensure that sufficient time and resources are being spent on human resources.

Note: the role might be called an HR Director or Director General, Chief People Officer, People Director or Organisation Development Director.

Note: this role is usually combined with the role of a senior officer accountable for managing the human resources function in an organisation (see GovS 001, Government functions).

4.5.7 Human resource business partners

Human resource business partners are accountable to the senior officer accountable for human resources within an organisation (see 4.5.6) for supporting business leaders (see 4.5.9) and line managers (see 4.5.10) in:

- identifying, developing and delivering employee-focused interventions to meet business challenges and deliver business objectives
- implementing people strategies and solutions that support business objectives
- mitigating people-related risk and increasing HR policy and process adherence, championing the human resource service delivery model
- providing insight and challenge to business leaders on all strategic people-related subjects

Human resource business partners should have both business and human resource management expertise.

4.5.8 Specialist human resource management roles

Specialist human resource management roles should be defined to meet the needs of the activity being undertaken. This can be for managing a variety of human resource practices in accordance with this standard and the organisation's human resource governance and management framework. Such roles may be advisory, part of a team, or taking a leadership or executive role, with accountability assigned.

Note: examples of a specialist practice would be conducting policy development and employee relations activity, or providing horizon scanning and advisory activities on organisation design and development, learning and talent, workforce planning, diversity and inclusion, and reward.

4.5.9 Business leader

Business leaders are accountable to their organisation's accounting officer and ultimately to the Cabinet Secretary for the management of the organisation's workforce.

Note: business leaders include the Accounting Officer (or equivalent in an arm's length body) and their reports, such as directors general and their senior teams. These roles vary depending on the scale of the organisation.

4.5.10 Line manager

Line managers are accountable to their respective business leader (see 4.5.9) for the human resource management activities that are delegated to them within their organisation and should:

- follow their organisation's human resource policy and procedures fairly and inclusively

- make use of business intelligence and analytics
- comply with requests for data and approvals on online systems
- make sure that they have agreed a clear development plan with their employees and allow time for the employees to complete development activities (see 6.2.4)

Where capability gaps exist, line managers should seek human resources expert advice and support as needed to develop the required capability.

Note: line managers typically use centrally provided self-service, human resource management systems to action their human resource related transactions.

4.5.11 Employee

Employees are accountable to their respective line managers (see 4.5.10) for:

- their personal and professional data
- their development
- raising and seeking resolution to employment and career-related issues
- proactively seeking the necessary information to meet their own responsibilities relating to human resource management.

Employees should:

- comply with all reasonable requests made to them by management to conduct human resource activities, such as in the areas of performance and attendance
- keep their personal and professional data updated, and understand the implications of non-compliance
- make sure they have a development plan in place and are actively pursuing this as part of on-going performance management activity and continuous professional development (see 6.2.4)



Note: employees normally use centrally provided self-service, human resource management systems to action their human resource related transactions.

4.6 External governance

Those engaged in human resource management shall ensure that they comply, and guide their organisations to comply, with:

- prevailing employment law
- the Civil Service Commission [3] [8]
- the human capital standards developed by the British Standards Institute (BSI) [51]

Human resource management professionals should comply with the Chartered Institute for Personnel and Development's Code of Professional Conduct [52].

Differences between the statutory obligations of the United Kingdom, devolved administrations, and other jurisdictions should be considered.

5. Organisation design and development

5.1 People and workforce

5.1.1 Organisation design

The senior officer accountable for human resources in an organisation shall ensure the organisation's operating design enables the work necessary to effectively and efficiently achieve business purpose and strategy while delivering high quality customer and employee experience.

Structures should comprise formal reporting lines in addition to other less traditional working models such as matrices or networked organisations. Organisation design should include the arrangement of work, roles, structures, tools, inclusive processes, diversity and culture to manage and maintain the operating model (see 5.3).

5.1.2 Workforce planning

Future workforce requirements in terms of size, shape, composition, locations, capabilities and skills shall be determined. A workforce plan shall be developed with an understanding of its financial implications, in accordance with the organisation's defined workforce planning and skills framework included in the human resources governance and management framework (see 4.1).

The workforce plan shall be aligned with, and cover the same time periods as, the organisation's business plans. It should follow the guidance provided in the public value framework [16].

Size, shape, locations, composition, capabilities and skills should be tracked and analysed regularly alongside strategic business objectives to ensure the workforce plan remains aligned to the organisation's business strategy and plan.

5.1.3 Business supply and demand

The supply and demand for human resources shall be assessed over the time period of the organisation's business plan and constraints and associated risks understood.

A comprehensive view of future human resource needs shall be developed and maintained, with possible shortfalls identified and addressed, in addition to identifying critical roles. Resources should be acquired or developed to meet planned needs, and solutions developed in consultation with business and human resource specialists across government, in order to support the organisation's objectives and government requirements.

Resources may be sourced from existing supply within government, through recruitment activity or from contingent labour. Where human resources are not available, alternative strategies should be explored.

5.1.4 Analysis and insight

The relevant management information, together with external research, should be gathered to build an evidence base, informing workforce strategy and planning at all levels, so that the appropriate workforce shape, diversity, size and capabilities needed across the Civil Service can be leveraged. This information should be used to model different scenarios and outcomes against the long term strategy of the organisation, in order to determine the optimum workforce needed.

Relevant management information should be used to regularly track and monitor progress against the agreed workforce plan.

Analysis shall be conducted in accordance with GovS 010, Analysis.



5.2 Organisational development

5.2.1 Continuous improvement

The organisation's governance and management framework (see 4.1) should include the organisation's approach to continuous improvement, including to:

- manage and measure the organisation's effectiveness in fulfilling its business objectives
- measure the organisation's efficiency in achieving its objectives
- manage and facilitate change across the organisation

The organisation should strengthen its effectiveness by paying attention to human and organisational needs and working with behaviours at team, group and whole system levels.

5.2.2 Business change

The purpose of managing business change is to support people experiencing the change so that they are prepared, involved, and equipped to change their approach and, where appropriate, their behaviours.

Human resource specialists shall work alongside business leaders (see 4.5.9) to ensure that business change activity is people-centred, including:

- fostering a productive culture in which change can happen
- supporting participation in the design and implementation of change
- developing a vision and plan for the future state of their transformed organisation
- assessing the readiness for change of affected people within their organisation and stakeholders
- using appropriate techniques to design and manage the required changes

- working with affected groups to enable acceptance and change
- tracking progress towards achieving the future state
- evaluating the future state as to its continued fit for purpose

GovS 002, Project delivery shall be followed.

Organisation culture is integral to both its design and its effectiveness. Organisations should use the prevailing Civil Service culture model [13] as the basis for cultural interventions. Human resource specialists should work alongside business leaders to ensure cultural work is meaningful and sustainable. Activity may include:

- growing cultural awareness through the use of relevant methodologies
- using appropriate techniques to design and manage cultural intervention
- tracking cultural patterns over time

Once a transformed operating approach has been implemented, the effectiveness and efficiency of the transformed organisation should be monitored to ensure objectives are being met and that behaviours and practices are positively embedded.

5.3 Organisational structures and positions

Organisations should adopt a position management approach to structuring their workforce, by creating and maintaining a consistent organisational hierarchy within their human resource management system [14]. Changes to the structure should be subject to an approval process defined in the organisation's human resource management framework.

Attributes shall be associated with each position to enable reporting and analysis for workforce management and planning. Attributes should include:

- job
- skills
- profession
- location
- work schedule
- manager
- organisation
- approval level
- level of security clearance

When considering the level of security clearance required, GovS 007, Security shall be followed.

6. The employee life cycle

6.1 Joining work

6.1.1 Recruitment overview

An organisation's recruitment activity should ensure:

- transparency, fairness, data-led and a merit-based approach
- the organisation is established as a competitive, attractive and inclusive place of work
- organisations can secure the necessary knowledge, skills, expertise and qualifications from a broad range of protected characteristics in their people resource
- candidates' strengths and values are aligned with the needs of the organisation
- that practice on diversity and inclusion is applied throughout

Note: attention is drawn to the Equality Act 2010, and its equivalent in other jurisdictions [53].

6.1.2 Preparing for recruitment

Recruitment shall be on merit on the basis of fair and open competition. The Civil Service Commission Recruitment Principles [8] shall be adhered to in all recruitment activity. Recruitment panels should be diverse, as defined in the cross government and organisational policy on diversity and inclusion.

Note: in organisations, diverse recruitment panels are normally gender and ethnically diverse as a minimum.

Recruitment campaigns shall be designed using the Success Profile Framework [6] to attract the appropriate candidates, using

transparent, inclusive and fair screening and selection methods to test relevant skills, strengths, behaviours and experience.

Where an arm's length body is exempt from using the Success Profile Framework, they may use an alternative defined framework to design their recruitment campaigns

Reasonable adjustments should be implemented in accordance with prevailing legislation and the recommended practice in prevailing government disability employer schemes.

Note: attention is drawn to the Equality Act 2010 and its equivalent in other jurisdictions [53].

6.1.3 Undertaking recruitment

Human resource specialists, business leaders (see 4.5.9) and line managers (see 4.5.10) should work in collaboration to ensure the required organisational outcome is met and that the cost of recruiting is proportionate to the value the successful candidate brings to the organisation.

Recruiters should be sensitive to the high pressure nature of recruitment activity on candidates, particularly groups that are evidenced to be under-represented, and should maintain contact and engagement throughout to facilitate a positive experience.

The necessary materials, systems, frameworks and training should be provided for line managers to attract and retain talent and experience through the method most appropriate for the role. This may include sourcing candidates through external search or wider advertising.

Recruitment should take into account the future needs and diversity of the organisation, identifying individuals with potential for development. Recruitment and resourcing professionals should be aware of, and take account of, organisational strategy and the implications this has for resourcing. Current policy shall be consulted with regard to anonymising applications.

Senior civil service roles shall be advertised externally by default. External hires shall be vetted pre-appointment in line with the assessed security requirements of their role and location, meeting the Baseline Personnel Security Standard (BPSS) at a minimum. GovS 007, Security shall be followed.

Job offers should be managed by the hiring manager in accordance with the organisation's management processes, including offer confirmation (with draft contract of employment), generation of offer, issue, withdrawal (where necessary) and reserve lists, with data managed and updated appropriately.

6.1.4 Recruitment data

Organisations should make live recruitment data available for diversity analysis, monitoring and to inform improvements for future recruitment campaigns on the comparative success rates of job applicants at each stage of the recruitment process.

Recruitment data should include information on protected characteristics, geographic, social and career background. Data should be made available for analysis, for example for the Government Recruitment Information Database.

Data shall be collected, stored and handled in line with current data protection legislation (see 7.4).

Requirements about personally identifiable information should be followed.

6.1.5 Onboarding

Onboarding should include, but not be limited to, ensuring the necessary facilities are made available, including reasonable adjustments required, a briefing on the work, the role being undertaken, behavioural norms, services available to employees, necessary policies and processes to be followed and training required (see 6.2.4), as well as granting appropriate security and

systems access. GovS 007, Security shall be followed.

Note: attention is drawn to the Equality Act 2010, which contains provision about making reasonable adjustments [53]

Where contractual probation is applicable, the new hire shall be monitored and any shortcomings in performance managed appropriately. The new hire shall be formally notified of the outcome of the probation period.

Once in post, induction activity - from Civil Service induction to organisation and profession-led activity - should ensure employees are working effectively as soon as possible through being briefed on the organisational context and their work. A mentor, buddy or other support, including information on available employee networks should be offered to those new to a role.

6.2 Building the workforce

6.2.1 Overview

Investing in the workforce through resourcing, talent management and learning development interventions helps to develop and engage individuals in their own career journeys as well as prepare the business for long-term success. Resourcing activities might include but are not limited to recruitment (see 6.1.2, 6.1.3), flexible, managed moves of employees within or between organisations, offering developmental roles on a temporary basis or via expressions of interest.

Resourcing activities should be conducted with the best interests of employees and the organisation in mind, thereby facilitating better outcomes.

6.2.2 Aligning with business needs

Career frameworks and structured learning and development, aligned to Government and organisational objectives, should be designed and provided in a way that



develops breadth, and depth where required, of experience cross-government and within organisations.

Employees should be supported in developing their professional capability, managing their careers and identifying development opportunities across organisations and functions.

6.2.3 Talent and Succession

The purpose of talent and succession management is to drive development at all organisational levels to build, sustain and improve Civil Service capability and to help employees achieve their potential.

Cross-government and organisational human resource teams should ensure that talent planning and talent management strategies draw from a range of protected characteristics and geographical, social and career backgrounds across professions and functions.

Appropriate guidance, tools and support should be in place to achieve talent strategy aspirations for the benefit of the organisation and individuals' development, including succession plans, assessment of potential, and development programmes.

Roles that are critical to the organisation's operations should be identified. The most senior roles, and identified critical roles should have effective succession plans in place, drawing on both organisational and cross-government talent pools.

Initiatives should be developed to grow and diversify the talent pool and network. These might include activities such as mentoring, internships and outreach.

The delivery and effectiveness of talent interventions should be monitored and analysed in order to continuously improve activities and monitor return on investment.

6.2.4 Learning and Development

The purpose of learning and development is to build knowledge and capability,

both across government (for example, in professions and for functions) and within organisations, particularly in agreed priority skill areas.

Learning and development activity shall be conducted in line with the results of capability, learning needs, and talent and diversity analysis, as well as according to organisational objectives to ensure learning and development opportunities and spend are offered fairly.

Where applicable, employees shall complete, and maintain a record of completing, statutory training required by their role.

Employees (see 4.5.11) should have a development plan agreed with their line manager (see 4.5.10) that is actively pursued as part of on-going performance management activity and continuous professional development.

Development plans should include mandatory training, leadership and management development, professional and domain-based learning. The plans should reflect both formal training and learning that happens in the workplace, to improve or assure the individual's performance in their role. Line managers and organisations should ensure employees have time to complete the mandatory and developmental learning activity.

Learning and development offers should be cost-effective, high quality and delivered to meet an identified current or future capability need. Content and mode of delivery should be inclusive, accessible and effective for the target audience.

There should be continuous evaluation and improvement of learning and development interventions to ensure that desired overall deliverables are being achieved, and that the intervention is supporting individuals as intended. An assessment of return on investment should be made periodically,

to confirm whether the intervention remains appropriate.

Opportunities should be created to develop leaders at every level and location of the Civil Service, including encouraging individuals to participate in secondment schemes.

A government curriculum of training and development shall be defined and established by the relevant cross-government community of expertise (see 4.5.4), to support:

- universal skills of public administration
- knowledge of working in a unique context of government
- effective managers and leaders
- specialist expertise
- specific contextual domain knowledge

Learning content and programmes should be aligned to a cross-government curriculum framework and organisational and professional career frameworks. Content should be maintained to be relevant and up to date.

Note: the government curriculum is part of the ‘government campus’ initiative [18].

Duplication of effort and spend in relation to the development and provision of learning interventions should be avoided. External providers of learning content and delivery should be managed to ensure value for money and to facilitate adoption of new learning methods and technologies.

For contracts with third party suppliers, GovS 008, Commercial shall be followed, alongside current standards and processes set by the Civil Service Human Resources.

The success of learning initiatives should be measured and evaluated from a value for money and customer satisfaction perspective to measure the effectiveness and impact of the learning curriculum and initiatives, using recommended methodologies.

6.3 Managing the workforce

6.3.1 Overview

The purpose of managing the workforce is to manage employees in a sustainable and secure manner that promotes the health and wellbeing of individuals, a healthy ‘work-life balance’, and a positive performance culture.

The senior officer accountable for cross-government human resource management (see 4.5.2) should enable business leaders (see 4.5.9) and line managers (see 4.5.10) to manage the workforce through the development and implementation of model policies. The risks associated with non-compliance with the law should be minimised and mitigated, and cross-government consistency maximised.

The senior officer accountable for human resources within an organisation (see 4.5.6) shall adhere to the Civil Service Human Resources Expert Services model policy unless exceptions have been agreed with the senior officer accountable for cross-government human resources management.

Where relevant, the Advisory, Conciliation and Arbitration Service codes of practice shall be followed [54].

6.3.2 Performance management

The purpose of performance management is to maintain and improve employee performance in line with an organisation’s objectives, to ensure that employees contribute positively to achieving organisational outcomes. Effective performance management activity can highlight individuals’ learning needs (see 6.2.4) or opportunities and potential for career advancement (see 6.2.2).

Performance management policies and procedures, together with associated systems, should be designed to take account of evidence about effectiveness. Human resources specialists should support



line managers to implement performance management fairly. Current policy and recommended practice on equality, diversity and inclusion shall be complied with.

Line managers (see 4.5.10), supported by human resource specialists, shall comply with organisational policy and guidance and assess an employee's progress throughout the year against the performance objectives and measures agreed at the beginning of the year. Consideration should be given to the effectiveness of workplace adjustments that might further support performance and progress. In organisations where it is mandatory to do so, line managers shall complete relevant training before conducting performance management activity.

Data shall be collected on performance management outcomes and poor performance measures, analysed by protected and other diversity characteristics as appropriate to generate insight for further improvement.

Note: attention is drawn to the Equalities Act 2010 which contains provisions on protected characteristics

Line managers should ensure that standards of expected performance are set and clearly articulated for all employees and that regular performance conversations take place, taking appropriate, prompt action to address performance when necessary.

New employees should be monitored during their probationary period (see 6.1.5).

6.3.3 Bullying, harassment and discrimination

The Civil Service has a zero tolerance of bullying, harassment and discrimination.

Organisations shall use appropriate methodologies to understand their culture and cultural norms that enable or inhibit their approach to bullying, harassment and discrimination. The organisation's human

resources governance and management framework should be used to target remedial action needed.

Organisations should ensure their staff are aware of signs of bullying, harassment and discrimination.

Appropriate policies, guidance, learning and communication should be in place to enable staff to recognise and report bullying, harassment and discrimination.

Reporting arrangements should include a variety of means and channels, to give individuals choice about how to safely (and without fear of reprisal) report bullying, harassment and discrimination and other perceived wrongdoings. Senior managers should ensure that concerns can be raised, heard, addressed and resolved appropriately, with due care for all parties involved.

See also 6.3.11 Conduct and discipline.

6.3.4 Health and wellbeing

Organisations shall establish arrangements to improve health (physical and mental) and wellbeing in the workplace by:

- developing, implementing and communicating a health and wellbeing at work plan, which considers inclusivity and access for all
- establishing and promoting support for staff through occupational health and employee assistance programmes and other key bodies
- considering the impact of these arrangements on the health and wellbeing of employees and monitoring the effectiveness of initiatives

The effectiveness of employee wellbeing initiatives shall be monitored and should be managed to secure improvement.

Note: wellbeing initiatives might include employee assistance programmes and employee occupational health.

6.3.5 Attendance

Organisations should consider the effectiveness of attendance management processes, including supporting attendance, flexible working, special leave and annual leave by:

- regularly reviewing the impact of policies in relation to protected groups and diversity characteristics
- consulting stakeholders on the application of policies, and assessing the concerns raised
- identifying and taking corrective action where needed

Note: stakeholders might include trades unions and employee networks.

Line managers (see 4.5.10) shall comply with organisational policy and procedures relating to attendance management.

Line managers should create an inclusive environment that promotes positive wellbeing and diversity in the workplace. They should consider the wellbeing and specific needs of the individual when making decisions about attendance management, including requests for leave or flexible working to support a healthy work-life balance or returns to work.

Line managers should ensure both short and long term sickness absences are recorded accurately and promptly. If there is concern over the employee's wellbeing, the line manager should make an occupational health referral and/or consult human resource specialists for advice. The line manager should manage an employee's return to work sensitively so that they can resume their duties within an appropriate timescale.

6.3.6 Managing employee information

A secure, online system should be provided for human resource specialists, line managers and employees to submit,

maintain and extract employee information. Data should include personal information, work schedules, promotions, demotions and lateral moves, personnel files and employment status.

6.3.7 Global mobility

Systems, policies and processes for line managers' use should be provided to enable them to manage staff loans and secondments, reservist commitments, relocations, transfers between Civil Service organisations [9] [55].

Where employee movement involves more than one Civil Service organisation, common policies and processes should be adhered to, in order to ensure a consistent and efficient experience for employees, including management of staff debt.

For staff debt, GovS 014, Debt shall be followed.

6.3.8 Contingent workforce management

Line managers should manage the contingent workforce in accordance with their organisation's recommended practice for managing the contract workforce.

Note: contingent workforce includes secondees, armed forces reservists, and fee-paid and seasonal workers.

Business leaders and line managers should consult commercial and financial colleagues about what is required with respect to the management of contingent workers, such as contractors, interims and consultants.

Note: attention is drawn to IR35 [17] which gives rules and guidance to off-payroll workers and intermediaries working in the public sector.

6.3.9 Employee engagement

Initiatives and activities should be designed and implemented to encourage civil servants to be engaged and committed to delivering public services. Employee



engagement should be considered holistically and systemically in conjunction with initiatives on health and wellbeing, estates and locations, and talent and succession.

Communication initiatives aimed at employees shall follow, GovS 011, Communication

Note: engagement activities can include pulse surveys and other types of feedback mechanisms, and engaging with employee councils or networks.

6.3.10 Employee Relations

Constructive and mutually beneficial working relationships should be built and maintained with trade union colleagues and relevant legal requirements must be fulfilled.

Where collective bargaining arrangements are in place, trade union engagement activity should be undertaken on matters affecting the workforce, whether through information sharing, consultation or negotiation.

The legal and regulatory environment should be understood, including monitoring and analysing intelligence to resolve or pre-empt complex issues which pose risks to the organisation.

Note: attention is drawn to the Trade Union and Labour Relations (Consolidation) Act (TULRcA) 1992 or any subsequent, relevant legislation, and equivalent in other jurisdictions.

6.3.11 Conduct and discipline

Business leaders and line managers should facilitate, encourage and promote an organisational culture where speaking up about an issue is considered normal and it is safe to do so. Business leaders should define and uphold expectations that concerns will be addressed sensitively, appropriately and proportionately and should ensure such expectations are met.

Line managers should monitor and manage employee conduct consistently, fairly and sensitively. Line managers should address disputes, grievances or appeals, and take prompt action when required. Organisational policy and procedures shall be followed (see also 6.3.3).

In cases of workplace dispute, the line manager or responsible officer should first try to resolve the matter informally.

Note: an example of informal action is mediation.

Human resource experts should be consulted where informal advice and action has not resolved the issue or dispute, and in particular where the situation is complex or contentious.

Referrals to employment tribunal should be escalated to complex casework specialists. Human resource specialists should oversee formal investigations, to ensure the investigation is conducted in a timely and professional manner by trained individuals.

Civil Service organisations shall uphold the Civil Service Code's core values [3] through clearly setting out the organisation's policy on political activity and business appointments. Employees shall adhere to their organisation's policy in these matters.

6.3.12 Managing time

Employees' working time should be recorded, including overtime periods. Employees should record time spent on authorised activities in accordance with the organisation's policy and procedures.

Line managers should address employees' issues around working time and ensure records are accurate and comply with policy and legislation.

Flexibility in working time that has been agreed as a workplace adjustment for disability, health, caring responsibilities or faith observance should be supported and reviewed in accordance with the relevant cross-Civil Service policy.

6.4 Rewarding the workforce

6.4.1 Overview

Pay and benefits offered by organisations should be transparent to employees and designed to attract, retain and motivate staff.

Reward packages should align with the organisation's and employees' needs and reflect the organisation's purpose. Reward packages may include non-monetary benefits.

The aims of each element of the reward package should be communicated within each organisation, and be accessible to all employees. Changes should be communicated in a timely manner.

6.4.2 Reward

Organisational pay and reward packages should align with Civil Service reward principles, organisational objectives and wider industry comparisons and trends. Human resource professionals should prepare and distribute allowances, salary increases and adjustments, and bonuses to employees according to organisational policy.

Those evaluating the appropriate compensation level for a particular job should use the assessment tools provided as a part of the cross-government management framework (see 4.1).

Senior civil service pay policy shall be set across-government, overseen by the senior officer accountable for human resources management across government (see 4.5.2).

Pay policies for employees below the senior civil service grades should be set at an organisational level; these shall align with HM Treasury requirements of public sector pay and approval shall be sought for any novel or contentious spend.

Pay and reward for the protected characteristic of gender (and other diversity

characteristics deemed appropriate) should be monitored and published by the organisation. Disparities identified by monitoring should be addressed.

Pay review bodies, where applicable, and trade unions shall be consulted before making changes to employee pay.

When developing reward strategy and policies the wider employee value proposition should be considered, including but not limited to employee benefits (see 6.4.3), talent development offer and pension.

6.4.3 Employee benefits

Benefit packages should be based on benchmarking current benefits against industry standards. These should be reviewed and updated, where appropriate, at both an organisational and cross-government level.

Employee benefits should be offered to help the Civil Service be an attractive and competitive employer. Organisations may develop a bespoke employee benefits package, taking into account the cross-government offer. Benefits might be offered as a tax efficient method of remuneration, and for promoting health and wellbeing.

A workplace pension shall be offered to employees. Organisations are responsible for automatically enrolling employees in line with relevant legislation.

Employees should be offered the Civil Service Pension Scheme arrangements, unless:

- there are good business reasons to put in place an alternative arrangement, for example people who are employed overseas, or people whose terms of employment exclude them from membership of the scheme, and
- approval for an alternative arrangement has been obtained from the Cabinet Office



Organisations participating in the Civil Service Pension Scheme shall comply with the responsibilities set out in the Civil Service Pension Scheme Stakeholder Charter [15].

Organisations should promote the value of the scheme to employees, and shall undertake their responsibilities relating to the administration of the scheme.

6.4.4 Payroll

Each government organisation is accountable for collecting and managing payroll data, and administering end-to-end payroll processing and exception payments. Where a third-party payroll provider is engaged, the senior accountable officer for human resources in organisation (see 4.5.6) shall closely manage this supplier through effective contract management to carry out the above responsibilities.

For the management of the Payroll, GovS 006, Finance shall be followed.

For contracts with third party suppliers, GovS 008, Commercial shall be followed.

For staff debt, GovS 014, Debt shall be followed.

6.5 Leaving work

Employees exiting the organisation should be treated fairly and with respect and dignity, regardless of whether the exit is voluntary or otherwise. An employee's service may end due to resignation, retirement, redundancy, dismissal, redeployment or death in service.

Line managers and employees should comply with all policies and procedures relating to an employee moving on to another government department or leaving the Civil Service. This may include payroll, security, resolving outstanding staff debt, workplace adjustment and information technology procedures.

Exit schemes and voluntary and compulsory redundancy initiatives should be defined and conducted in accordance with the Cabinet Office 2016 Protocol: Civil Service Redundancy Principles [10], and the accompanying guidance. Exit schemes and redundancy exercises should be supported by a communication strategy that prioritises clear and regular communications.

The Civil Service Compensation Scheme [4] shall be adhered to when organisations determine the level of compensation to pay their employees when leaving under voluntary or compulsory redundancy.

Pre-retirement learning should be provided and offered to employees preparing to leave the organisation through retirement exit schemes.

Employees shall follow the rules on accepting business appointments, as set out in the Civil Service Management Code [2], and comply with conditions or restrictions imposed by the organisation. Permanent secretaries and directors general shall apply to the Advisory Committee on Business Appointments (ACOBA) for advice [11].

In the case of senior civil servant resignations, exit interviews shall be conducted to collect data on the reasons for leaving. These interviews should be conducted using centrally provided Civil Service Human Resources forms, and resulting data should be disaggregated by protected and other relevant diversity characteristics for analysis. Government organisations should conduct exit interviews for other civil service grades.

Workforce plans should be consulted to ensure the skills and knowledge needed for current and future business delivery are maintained, so that capacity and/or capability gaps do not result from employee exits.

7. Managing services

7.1 Introduction

The purpose of managing human resource services is to drive positive employee experience through appropriate service provision together with reporting and analytics on human resource activity. These services are overseen and managed by human resource management bodies within organisations and cross-government.

7.2 Reporting

Reporting ensures that business leaders, line managers and other stakeholders are informed of human resource activities in order that corrective or preventive action can be taken and to fulfil statutory reporting requirements.

A reporting framework, including a report catalogue, schedule and reporting system, shall be in place to meet the needs of stakeholders, including for statutory and Parliamentary reporting, regulatory compliance, cross-government and organisational management reporting and for ad-hoc report requests.

Reporting shall be undertaken in accordance with the reporting framework. Reports should be timely and address the organisation's needs for analysis and insight against organisational objectives. Reporting processes and systems should be able to update available reports and visualise data in real time.

7.3 Employee contact

Employees should be able to raise human resource queries, and complaints, through clear and straightforward contact channels that are closely managed and confidential. All employee contact channels, which may include digital, telephony and in

person services, should be accessible and performance managed. Customer satisfaction levels should be defined and monitored, to support continuous improvement. (see also 6.3.3).

7.4 Data and knowledge management

Accurate and up to date quantitative and qualitative people data builds evidence to support sound decision-making and understanding of the workforce.

Cross-government data standards for reporting should be adhered to in order to support streamlined cross-government reporting, linked to the Civil Service Global HR Design [1].

Data and management information should be used by business leaders, line managers and human resource professionals to inform proportionate human resource management activity. Organisations should encourage the declaration, monitoring and analysis of data relating to diversity and inclusion to inform policies and processes across the whole employee lifecycle.

GovS 005, Digital data and technology, and GovS 007, Security shall be followed.

The Equality and Human Rights Commission Statutory Code of Practice guidance shall be followed [56].

Note: Attention is drawn to the General Data Protection Regulation.

7.5 Human resource service management

Human resource management and administration should increasingly adopt technological advancements to derive the benefits of modern user interfaces, process automation and artificial intelligence. Human resource activity may be automated in order to drive consistency across government, provide more accurate people data for



sound analysis and decision-making and to manage the workforce, so that more investment can be made in higher value areas of the human resource operating model.

For the definition, design and management of human resource management systems, GovS 005, Digital data and technology shall be followed.

Organisations should procure human resource solutions at market competitive rates through government commercial frameworks and adhere to the Global HR Design [1] when implementing new systems. Further development of the technology solution for organisational purposes should refer to user research within the organisation, with the aim of creating a quality and intuitive employee experience. GovS 008, Commercial shall be followed

Where the senior officer accountable for human resource management in organisations (see 4.5.6) has determined to outsource human resource administration, organisations shall follow the Government Shared Services Strategy [12] with respect to outsourcing. GovS 008, Commercial shall be followed.

Performance of all outsourced, in-house and cross-government human resource activity should be measured through defined key performance indicators (KPIs) and the adoption of service level agreements (SLAs), aimed at realising value for money, exemplary inclusive practice and improved customer service. Services should be monitored end-to-end, from conception to resolution, in order to maintain a focus on user experience and achieving the desired business outcomes.

A. References

All references are correct at the time of publication, user should check for updated versions.

| ID | Description |
|------------------------------|---|
| Government references | |
| 1 | Civil Service, <i>Civil Service Global HR Design Principles and Process Taxonomy</i> (2019) |
| 2 | Civil Service, <i>Civil Service Management Code</i> (2016) |
| 3 | Civil Service, <i>The Civil Service Code</i> (2015) |
| 4 | Civil Service, <i>The Civil Service Compensation Scheme, 2010</i> |
| 5 | Cabinet Office, <i>Cabinet Office Controls</i> (2021) |
| 6 | Cabinet Office, <i>Success Profile Framework</i> (2019) |
| 7 | Civil Service HR, <i>Civil Service Human Resources Career Framework</i> (2020) |
| 8 | Civil Service Commission, <i>The Civil Service Commission Recruitment Principles</i> (2018) |
| 9 | Civil Service, <i>Statement of Practice</i> (2014) |
| 10 | Cabinet Office, <i>2016 Protocol: Civil Service Redundancy Principles</i> (2016) |
| 11 | Advisory Committee on Business Appointments (organisation) |
| 12 | Cabinet Office, <i>Government Shared Services Strategy</i> (2021) |
| 13 | Civil Service HR, <i>Civil Service Culture model, 2020</i> (available internally) |
| 14 | Cabinet Office, <i>Global HR Design, Organisation and Position Management</i> (2018) |
| 15 | Civil Service Pensions, <i>Civil Service Pension Scheme Stakeholder Charter</i> (2019) |
| 16 | HM treasury, <i>Public Value Framework</i> (2019) |
| 17 | HM Revenue & Customs and HM Treasury, <i>Off-payroll working (IR35)</i> (2021) |
| 18 | Civil Service HR, <i>Better Training, Knowledge and Networks: the New Curriculum and Campus for Government Skills, 2021</i> |
| 19 | Government Finance function, <i>Orange Book</i> (2020) |
| External sources | |
| 51 | British Standards Institute, <i>Human capital standards</i> (collection) |
| 52 | Chartered Institute for Personnel and Development, <i>Code of Professional Conduct</i> (2020) |
| 53 | Government Equalities Office and Equality and Human Rights Commission, <i>Equality Act 2010</i> (2015) |
| 54 | Advisory, Conciliation and Arbitration Service, <i>Code of Practice</i> (2015) |
| 55 | <i>Transfer of Undertakings (Protection of Employment)</i> (2006) |
| 56 | Equality and Human Rights Commission, <i>Statutory Code of Practice</i> (2011) |

B. Glossary

See also the **common glossary of definitions** which includes a list of defined terms and phrases used across the suite of government standards. The glossary includes the term, definition, and which function owns the term and definition.

| Term | Definition |
|---|--|
| arm's length body | Central government bodies that carry out discrete functions on behalf of departments, but which are controlled or owned by them. They include executive agencies, non-departmental public bodies, and government-owned companies. |
| assessment framework (continuous improvement) | In the context of government standards, an assessment framework defines levels of maturity against the most important aspects of the corresponding standard, to make it easy for organisations to understand how well they are meeting the standard, and what practices they should aim to improve. |
| assurance | A general term for the confidence that can be derived from objective information over the successful conduct of activities, the efficient and effective design and operation of internal control, compliance with internal and external requirements, and the production of insightful and credible information to support decision making. Confidence diminishes when there are uncertainties around the integrity of information or of underlying processes. |
| commercial | Commonly used term in central government to define broad procurement activity, but does not include wider commercial activity including income generation for the purposes of this document. |
| contingent worker | A contingent worker is a temporary worker contracted for a particular project or period of time; they are not on the payroll but provide services to the organisation. There are different types of contingent worker, including agency worker or independent contractor, each of which have different legal rights and status. |
| control (expenditure) | Cabinet Office expenditure controls are part of HM Treasury's scheme of financial delegations. They apply to proposals to procure certain goods and services, to ensure the expertise and insight of government functions is utilised. Such proposals fall outside departments' delegated authority and require Cabinet Office approval, without which expenditure is irregular. |
| control (organisational) | Any action taken by management, the board and other parties to manage risk and increase the likelihood that established objectives and goals will be achieved. |
| defined (way of working) | In the context of standards, 'defined' denotes a documented way of working which people are expected to use. This can apply to any aspect of a governance or management framework for example processes, codes of practice, methods, templates, tools and guides. |

| Term | Definition |
|-------------------------------------|---|
| diversity | Diversity provides a focus on championing a broad range of backgrounds and opinions - including those protected by prevailing equality legislation - with the merit principle front and centre and drawing on the talents of the widest possible range of geographical, social and career backgrounds. All diversity and inclusion people policies, processes and practices should be data-driven, evidence-led and delivery-focused. |
| employee assistance programme | An employee assistance programme or EAP is an impartial service for all employees, offering counselling and other types of support. |
| employee engagement | Employee engagement activity seeks to develop and encourage a workforce that is committed, supports one another, is loyal and has job satisfaction. |
| employee experience | Employee experience is about creating a great work environment for people. It involves understanding the role that trust plays in the employment relationship and making sure people are listened to and have a voice in issues that impact them. |
| employee life cycle | The employee life cycle is a common, informal way of describing the key moments, experiences and interactions with services at different points in employees' journeys and careers with an organisation. Another way of describing this is 'hire to retire'. |
| employee relations | Employee relations focus on both individual and collective relationships in the workplace, with an emphasis on establishing trust-based relationships with employees. |
| established (way of working) | In the context of standards, 'established' denotes a way of working that is implemented and used throughout the organisation. This can apply to any aspect of a governance or management framework for example processes, codes of practice, methods, templates, tools and guides. |
| function plan | A plan detailing how a function strategy is to be implemented in practice. |
| function strategy | A strategy for developing and improving the operation of a government function. |
| governance | Governance defines relationships and the distribution of rights and responsibilities among those who work with and in the organisation. It determines the rules and procedures through which the organisational objectives are set, and provides the means of attaining those objectives and monitoring performance. Importantly, it defines where accountability lies throughout the organisation. |
| governance and management framework | A governance and management framework sets out the authority limits, decision making roles and rules, degrees of autonomy, assurance needs, reporting structure, accountabilities and roles and the appropriate management practices and associated documentation needed to meet this standard. |

| Term | Definition |
|-----------------------|---|
| government function | A grouping aligned across government, embedded into departments and arm's length bodies. For activities within its scope, each function: sets cross-government strategies, sets and assures standards, develops capability, gives expert advice, drives continuous improvement, and develops and delivers commonly required services. |
| government profession | A grouping aligned across government to increase the professionalism and engagement of people with particular skills, knowledge or expertise. A profession sets professional standards, supports professional development and career progress, and provides a consistent way to attract and retain people. |
| inclusion | Inclusion describes how we ensure that all staff feel valued, supported and have a sense of belonging to their organisation and team, supporting them to drive organisational performance through improved innovation, creativity, productivity and utilisation. All diversity and inclusion people policies, processes and practices should be data-driven, evidence-led and delivery-focused. |
| issue | A relevant event that has happened, was not planned and requires management action. It could be a problem, benefit, query, concern, change request or risk that has occurred. |
| lessons learnt | The practice of continuous improvement based upon organisational learning in a risk management context. |
| organisation | An organisation, in the context of government functional standards, is the generic term used to describe a government department, arm's length body, or any other entity that is identified as being within scope of a functional standard. |
| organisation design | Organisation design involves taking decisions about how to organise the work and people in an organisation in order to best achieve its purpose (its goals, aims or strategy). |
| outcome | The result of change, normally affecting real-world behaviour or circumstances. Outcomes are desired when a change is conceived. Outcomes are achieved as a result of the activities undertaken to effect the change; they are the manifestation of part or all of the new state conceived in the target operating model. |
| plan | A plan sets out how objectives, outcomes and outputs are to be delivered within defined constraints, in accordance with the strategy. |
| position management | A position is a specific occurrence of one job, fixed within one business unit or organisation. Position management involves maintaining all of the positions identified within the business unit or organisation, usually within a digital resource planning system. |

| Term | Definition |
|-----------------|---|
| quality | The degree to which the features and inherent or assigned characteristics of a product, person, process, service and/or system bear on its ability to show that it meets expectations or stated needs, requirements or specification. |
| risk | The effect of uncertainty on objectives. Risk is usually expressed in terms of causes, potential events, and their consequences: a cause is an element which alone or in combination has the potential to give rise to risk; an event is an occurrence or change of a set of circumstances and can be something that is expected which does not happen or something that is not expected which does happen. Events can have multiple causes and consequences and can affect multiple objectives; the consequences should the event happen- consequences are the outcome of an event affecting objectives, which can be certain or uncertain, can have positive or negative direct or indirect effects on objectives, can be expressed qualitatively or quantitatively, and can escalate through cascading and cumulative effects. |
| stakeholder | Any individual, group or organization that can affect or be affected by, or perceive itself to be affected by an initiative (programme, project, activity, risk). |
| standard | A standard is an agreed document that provides requirements, specifications, guidelines or characteristics that can be used consistently to ensure that materials, products, processes and services are fit for their purpose. |
| strategy | A strategy outlines longer term objectives, outcomes and outputs, and the means to achieve them, to inform future decisions and planning. |
| user needs | User needs are the needs that a user has of a service, and which that service must satisfy for the user to get the right outcome for them. |
| value for money | The process under which organisation's procurements, projects and processes are systematically evaluated and assessed to provide confidence about suitability, effectiveness, prudence, quality, value and avoidance of error and other waste, judged for the Exchequer as a whole. |

