

# THE NATIONAL GALLERY

## HUMAN RESOURCES RISK MANAGEMENT STATEMENT

## HUMAN RESOURCES 2011

### Introduction

The Gallery's ability to serve its public depends on the calibre of staff and their effective management. The Gallery aims to ensure that:

- staff are selected on merit, are well managed to ensure that they contribute as effectively as possible to the work of the Gallery, and have access to the necessary training.
- unfair discrimination is avoided, such that no decisions on recruitment, promotion, selection for training or any other aspects of staff management will discriminate unfairly on grounds of gender (including gender reassignment), sexual orientation, marital or family status, civil partnership status, race, colour, nationality, ethnic or national origins, religion or similar belief, disability, age or trade union membership or any other condition or requirement which cannot be shown to be justifiable.
- a positive and constructive climate of relations with staff, staff representatives and unions is fostered.
- pay and related systems make due payments on time without fraud. The Gallery maintains or contracts out robust payroll and pension systems and has in place procedures to manage the risks of error or fraud.

### Risks

The risks of failing to comply with policies and procedures outlined here include:

- fraud
- poor performance leading to failure to achieve organisational objectives
- poor staff relations resulting in industrial action and business disruption
- financial loss arising from grievances and disputes with staff
- failure to comply with relevant legislation
- reputational damage arising from any of the above

### Policies and Procedures

Within the HR Department, there is a set of technical notes and instructions on key separate activities for day-to-day guidance, to guide anyone covering for another's absence, and to train new members of staff.

Key policies and procedures, and advice and support provided include: performance management which includes the management of probationary periods for new starters, individual annual performance review (setting performance objectives, assessing performance and personal development planning); and where there is cause for concern performance improvement and disciplinary matters; sickness absence management including long term ill health and incapability; recruitment and selection, learning and development; pay; pensions; working hours; flexible working; leave including maternity, paternity and family leave; equal opportunities; bullying and harassment, and grievance matters.

## Human Resources Risk Management Statement

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HR policies are approved by the Gallery's Executive Committee as appropriate. Every new post in the Gallery is approved by the Executive Committee. No appointment is made without the approval of the HR department, which issues each new member of staff with a statement of main terms and conditions of employment.

Policies and procedures are issued to all heads of department and updated as appropriate. The relevant parts of the terms and conditions of employment, and appropriate policies and procedures, are included in a Staff Handbook and issued to individual members of staff and is accessible on the intra net . The relevant section of the Staff Handbook forms part of each individual's contract of employment.

Changes to pay and conditions, and many policies and procedures are consulted on or negotiated as appropriate with the trade unions. The Gallery maintains a Negotiating Committee for the negotiation of the annual pay settlement and a Consultative Committee for other matters.

### **Responsibilities**

The HR Department is responsible for the development of policies and practices to deliver these aims and, together with the Gallery's managers, works to ensure their effective implementation.

The HR Department is responsible for developing and maintaining appropriate terms and conditions of employment, along with policies and procedures, that are up-to-date, comply with relevant legislation, and for working with managers to ensure they get the best from their staff.

Managers are responsible, working with HR, for the proper implementation of policies and procedures within their areas. They are responsible for the selection of staff with the skills most likely to provide good performance and for the effective management of their staff, ensuring that staff members are making their best possible contribution to the work of the Gallery.