

NAVIGATING COMMON PEOPLE MANAGEMENT LINGO

Acceptance	When it comes to employment contracts, “acceptance” of a role from the candidate can be either verbal or in writing. This is one of four pillars to a legal contract.
Appraisal	A formal process for reviewing a person’s performance against objectives or criteria, and a time to set future objectives
Attrition	How many people are leaving an organisation (turnover)
Best practice	A set/benchmark of widely recognised industry/profession guidance for people management practices. This is often in the form of Codes of Practice (eg; ACAS) and demonstrated by successful organisations.
Capability	A person’s ability to fulfil their role with the skills and knowledge needed
Coaching	Usually on-the-job, one to one personal development by a trained or more senior person, to guide someone and improve their performance. Coaching is typically used in the short-term to focus on a specific need or task and is initiated by the coach and/or employer.
Consideration	This is a key part of a legal contract (e.g. contracts of employment): the contract element that passes between both parties (e.g. the agreed salary)
Constructive dismissal	This is where a person resigns because of a repudiatory (serious) breach of contract by the employer, as a result of the employer’s behaviour
Data protection	The area of law covering manual and digital data and its processing. Data protection law aims to protect the rights of citizens, including in the workplace, in relation to the processing of their personal data.
Disciplinary	The name of the formal process for managing a person’s under performance, typically around misconduct or level of capability.
Discrimination	Unlawful less favourable treatment of a person or group, which can be broken down into different types: <ul style="list-style-type: none"> • Direct - usually conscious less favourable treatment (although it can be an unconscious, ingrained belief driving behaviour) • Indirect - usually the unconscious application of a provision or practice in employment that indirectly puts a person/group of people at a disadvantage • Harassment - when the behaviour of an individual/group has the purpose or effect of violating another person/group’s dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual/group • Victimisation - when an employer treats an employee less favourably after the employee has taken action against the employer • Positive - the opposite of direct discrimination, when a person/group consciously treats a person/group too favourably • Associative - when treating a person less favourably because of their association with another person due to that person’s sex, race, religion/belief, disability, sexual orientation or age

	<ul style="list-style-type: none"> Perceived - less favourable treatment of a person/group because of the discriminating person's perception (even if untrue in reality) of the targeted person/group's sex, race, religion/belief, disability, sexual orientation or age
Dismissal	When an employer terminates a person's employment for a fair reason e.g. redundancy, retirement, conduct, capability, statutory ban
Employee	A person who's entered into, or works under, an employment contract
Employee engagement	A conscious approach and/or policy for motivating and engaging people in the workplace
Employee Life Cycle	A person's period of employment from start to finish
Employee relations	Positively reconciling employer and employee interests and successfully managing common interests
Employment status	'Employee', 'Worker' or self-employment
Exit interview	When an employer interviews a leaver to understand their reasons for leaving the organisation
Flexible working	When an employer offers flexibility in working hours, duties etc
Grievance	A formal written complaint by a person about their employer's action, or an action their employer's considering taking
Induction	Introducing new people to an organisation, how it works and key information they need to know
Job analysis	Collecting and analysing information about the tasks, responsibilities and content of job role. This usually shapes job descriptions, role profiles and person specifications.
Job description	A description of the tasks, responsibilities and expectations of a job role. Job descriptions usually also have some information on the organisation too!
Management	The "conventional" definition of management is getting work done through people, but management is really about developing people through work, so that they can do their jobs well
Mentoring	Usually an ongoing, longer term and less structured relationship with a more senior person to provide a sounding board, advice and guidance. Mentoring activity is started by the mentee and mentors can be internal or external to the organisation where the mentee works.
Misconduct	Inappropriate behaviour that breaches an organisation's behaviours and values
Offer	An offer, when it comes to recruiting, is the employment proposal made by an employer to a candidate. This is an important constituent (or part) of a legal contract of employment.
On-the-job training	Learning and development activities that are done in the workplace as a person does their usual job

Off-the-job training	Learning and development activities that are done in or out of the workplace, but away from a person’s usual job
Organisational culture	An expression used to describe the values that people in an organisation show in the way they work. A common phrase for organisational culture might be: “the way things are done around here”.
Person specification	Details the necessary and desired characteristics for a person to be suitable for a particular job
Performance management	Whatever style of performance management your organisation uses, it’s a way to direct, monitor and refine the performance of people and/or teams
Probationary period	The period, usually three months long, where a new employee’s performance in a job is reviewed and evaluated, to decide whether the person is suitable for the job and whether their employment should continue
Psychological contract	A set of implied, unspoken terms of employment between an employer and an employee
Selection	A stage in the recruitment process, where an employer selects candidates for a job through a variety of methods
Termination	In relation to employment, the ending of employment and instigated by either the employer (dismissal), the employee (resignation) or through unforeseen circumstances at the fault of neither party (‘frustration’)
Total reward	A reward strategy that brings other benefits into a person’s reward package. This could include things such as learning and development and the working environment. “Total reward” goes further than the usual reward package by embracing the company culture. It’s aimed at giving all employees a voice in the reward strategy and in return, the organisation could see a more engaged team.
Unfair dismissal	This is the unfair termination of an person’s employment contract, where the employer has acted unreasonably. This may be treating a reason for dismissal as sufficient when it isn’t, or where the reason itself isn’t a fair one.
Worker	A person who’s entered into, or works under, (1) a contract of employment or (2) any other contract where the person undertakes any work or services for another party to a contract. This also covers contracts that are express or implied, and (if express) oral and/or in writing. You can find more information on workers here .
Working time	An area of law setting the maximum working hours in a week, rest periods and annual leave entitlements for employees and workers in the UK
Wrongful dismissal	The breach of contract by an employer, where terms and conditions haven’t been met, when the termination of employment happens (e.g. not paying the person for untaken holiday, or giving enough statutory or contractual notice)