
PERFORMANCE MANAGEMENT

CHAPTER 8

List of Contents

	Paragraph
<u>Performance Management</u>	<u>8000</u>
<u>Purpose of Performance Review</u>	<u>8001-8003</u>
<u>Participants of the Reporting Process</u>	<u>8004</u>
<u>Timing of Reports</u>	<u>8005</u>
<u>Procedures for Changes within the Reporting Year</u>	<u>8006</u>
<u>Probation</u>	<u>8007</u>
<u>Performance Categories</u>	<u>8008</u>
<u>Poor Performers</u>	<u>8009</u>
<u>Training</u>	<u>8010</u>
<u>Appeals</u>	<u>8011</u>
<u>Intranet Information</u>	<u>8012</u>

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8000 Departments and Agencies have authority to determine performance review arrangements for their own employees within general principles of good practice set by the Cabinet Office. The Forestry Commission's Performance Management System (PMS) is set out for all employees in the 'PMS Guidance for Job Holders & Managers', a copy of which is available on the Human Resources (HR) Intranet site in the 'Performance Management' folder (see para 8012).

The Purpose of Performance Management

8001 Performance Management is designed to be a key aid to good management. The PMS system provides information about performance to individual employees, line managers, HR managers and selection boards. Performance reviews must take place at least once during the reporting year, and at the end of the year.

8002 The appraisal system is based on a Forward Job Plan (FJP) which covers the main elements of the work for the year ahead and sets work-related targets arising from the unit's Business Plan. It provides a basis both throughout the year and formally at Progress Review time for a dialogue between the manager and the Job Holder on individual performance and development needs. Assessing skills and competencies for the role is a significant part of the process and guidance on this is contained in the 'PMS Guidance for Job Holders & Managers'. Staff are also expected to have an Individual Learning Plan, where individual development needs have been identified.

Career Management

8003 Performance Management also helps with decisions on posting and training, and it identifies people with managerial and other skills or potential. It provides essential information for decisions on promotion. It also provides the information necessary for delivering performance pay and informs decisions on reinstatement, early retirement and managing poor performance.

Participants of the Reporting Process

8004 The performance management process is required for all pay bands, except staff on very short term contracts and those in the Senior Civil Service (SCS). There are 5 main participants in the process. These are:

- The Job Holder – all staff are Job Holders;
- The Reporting Officer – the line manager of the Job Holder who should, in normal circumstances, be at least one Pay Band above the Job Holder;
- The Confirming Officer – who should, in normal circumstances, be the Reporting Officer's line manager;
- The Country Director/Chief Executive/Director;
- The HR Services Managers in Silvan House.

Roles are set out in the 'PMS Guidance Booklet'. There are separate arrangements for those in the SCS which are detailed on the HR Intranet site in the Performance Management folder (see para 8012)

Timing of Reports

8005 Apart from those on a formal trial period or probation for whom different arrangements are in place, Performance Reports and Assessments are completed annually. The Reporting Year runs from 1 April to 31 March.

Procedures for Changes within the Reporting Year

8006. Information is contained in Appendix 5 of the 'PMS Guidance for Job Holders & Managers' on completion of reports in the following circumstances:

- Transfer to another job in the same pay band.
- Promotion to a higher pay band.
- Resignation/Retirement.
- Absences on maternity leave.
- Secondments.

Probation

8007 Following the end of a probation period, the employee joins the normal PMS cycle of April – March reporting year and will receive the same feedback processes as other employees. Where the probation ends between 1 January to 31 March it **will not** be necessary to complete a fresh performance report at 31 March. Further information on the FC's probation procedures is contained in the 'Managing Probation' guidance on the HR Intranet site.

Performance Categories

8008 There are three performance categories within the performance pay system:

- Top Performer (TP)
- Good Performer (GP)
- Not Fully Effective Performer (NFE)

The definitions for each category are set out in Appendix 4 of the 'PMS Guidance for Job Holders & Managers'. Changes to the PMS system are subject to consultation with the Trade Union Side.

Poor Performers

8009 Guidance on poor performance is contained in Chapter 6 of the Staff Handbook and additional guidance for managers is set out in PM12.

Training

8010 Mandatory Performance Management System courses for all new staff are provided by Forestry Training Services in conjunction with HR.

Appeals

8011 If you disagree with the performance mark given in a PMS report and this cannot be resolved after discussion with the Reporting and Confirming Officer, a right of appeal exists. This is set out in full in section 11 (Disagreements and Appeals) of the 'PMS Guidance for Job Holders & Managers'.

Intranet Information

8012 You can find a range of information on the HR Intranet site in the '[Performance Management](#)' folder:

- PMS Guidance for Job Holders and Managers
- Standards Meeting Guidance
- PMS Form & Individual Learning Plan
- Investor in People (IIP) Checklist – Good People Management Practices
- Skills and Competencies
- PM12 – Managing Poor Performance
- Senior Staff Group Performance Management

8013-8044 Unallocated.