

Performance Management

1. The Purpose

This policy sets out the Forestry Commission's (FC's) approach to managing performance and development. This policy applies to all FC employees, from PB7 to PB1, including those on fixed term appointments.

2. The Principles

The principles of the policy are to:

- pro-actively manage the current and future performance of FC employees to support the effective and efficient delivery of objectives;
- ensure performance management is undertaken in a fair and consistent way, in line with [FC values](#) and the [Civil Service Code](#);
- comply with relevant legislation, best practice and the Civil Service Management Code, ensuring that management actions are objective, non-discriminatory and can be justified; and
- manage any areas of poor performance in line with [HR Policy and HR Procedure – Performance Improvement](#).

3. The Policy

Performance management involves a shared understanding of what success looks like and how it can be delivered and maintained. Performance will be evaluated against both outcomes and targets (the 'What') and effective behaviours (the 'How'). These are given equal weighting and recorded in your [Forward Job Plan](#).

The FC's performance year runs from 1 April to 31 March and is a continuous process with four key stages:

Stage	Timing
• Performance and development planning	• April
• Performance and development monitoring	• Ongoing through the year
• Mid-year review	• September / October
• End-of-year review	• March / April

Your manager may wish to combine your end-of-year review and setting your objectives for the coming year into one meeting.

Standards meetings take place to ensure consistency, fairness and a shared understanding of expectations.

3.1 Your responsibilities as an employee

You are expected to:

- make yourself aware of and understand this policy and the associated procedure;
- take personal responsibility for your performance and work to the best of your ability;
- pro-actively seek and act upon regular constructive feedback, promptly raising any issues or concerns you have in achieving your objectives;
- take an active and positive interest in your development;
- participate in regular performance discussions, including preparation of any supporting documentation, and providing constructive feedback for others, as requested;
- understand that performance problems will be addressed, in line with [HR Policy and HR Procedure- Performance Improvement](#); and
- support and promote the [FC values](#) and the [Civil Service Code](#).

3.2 Your responsibilities as a manager

You are expected to:

- ensure that you and your team are aware of and understand this policy and the associated procedure;
- participate in standards meetings to ensure consistency, fairness and a shared understanding of expectations;
- ensure your employees have up-to-date SMART objectives and are clear about their role, responsibilities and the link to their unit's business, operations or corporate plan;
- undertake performance reviews, providing constructive feedback on your employees' performance and support their development;
- communicate and explain mid and end of year ratings;
- ensuring good work is appropriately recognised and any performance problems are managed under [HR Policy and HR Procedure – Performance Improvement](#); and
- support and promote the [FC values](#) and the [Civil Service Code](#).

3.3 Human Resources responsibilities

Human Resources have responsibility for:

- providing training for managers and employees to support performance management in the FC;
- providing guidance and support to managers dealing with performance problems;
- collecting data on performance management ratings across the FC;

- monitoring and reviewing this policy, and the associated procedure, keeping the FCTU informed; and
- support and promote the [FC values](#) and the [Civil Service Code](#).