

Performance & Development Corporate Policy

Why this policy matters

Effective management of people performance is vital for the BBC to fulfil its public service mission.

This policy aims to help us:

- Deliver high-quality content and services to our audiences
- Foster a culture of continuous improvement and excellence
- Set clear expectations and fair evaluation of employee contributions
- Support employee development and career growth
- Address performance issues promptly and constructively

Who this policy applies to

This policy applies to you if you are:

- A BBC employee in the UK, Channel Islands and Isle of Man
- On a standard contract, either continuing or fixed-term (full or part-time)

This policy forms part of your contract of employment. It is an agreed statement between the BBC and recognised joint unions for Bands A-Fp and can only be varied by joint negotiation at the National Joint Council.

Some groups, such as Senior Leaders or freelancers, may have specific conditions. Where this is the case, it will be specified within this policy.

The essential things you must know or do

These high-level core mandatory requirements are the most important for you to understand and follow to meet the policy objectives and mitigate risks.

In addition to these essential requirements, there are detailed requirements and best practices outlined in supporting procedures and guidance, linked below. Read this information when you need to understand the detail.

We rely on you to have open discussions with your line manager, or one of the people listed in the section under 'Where to go for help' for clarification on any grey areas or conflicting priorities that make it unclear how to follow the essential requirements. Breaches may result in disciplinary action, up to and including dismissal, or termination of our relationship with you.

Performance conversations

1. If you are a manager, you must have at least two formal performance conversations per year with each of your team members.

These conversations are crucial for setting goals, reviewing feedback, and discussing career development. They ensure alignment between individual, team, and organisational objectives.

As well as the two formal conversations, managers and employees will meet informally and regularly to discuss progress towards goals and day-to-day performance.

You may read more about [the structure and expectations of performance conversations](#)

2. You must draft your goals in the context of your job description, team, divisional and BBC objectives, and discuss them with your manager for agreement.

Clear, aligned goals are essential for focusing efforts and measuring progress. For employees on Fixed Term Contracts, goals need to be set at the start of the contract.

Where there is a dispute between a manager and employee on the content of the formal conversations or goals which cannot be resolved informally, the employee may raise a formal grievance in line with the Respect at Work Policy.

You can read more about [setting effective performance goals](#).

Goal setting and review

Regular review of achievements against goals is a key part of the performance management process. This includes discussing how goals were achieved and actions to enhance performance.

You can read more about [the goal review process and how it feeds into performance management](#).

Learning and Development

3. If you wish to undertake formal training, whether internal or external, you must discuss this with your manager. For external training or time off for training, you must submit a formal request.

This helps balance learning and development activities with business needs. You must have worked for the BBC continuously for at least 26 weeks to be eligible to make a request for time off for training.

Financial assistance may be provided to employees who voluntarily take up external education courses relevant to their career development. Employees must have a minimum of one year's service to be eligible to apply for financial assistance.

Applications for assistance may be considered if a course is of benefit to the BBC because it is relevant to an employee's current role or anticipated future role.

You can read more about [how to request time off for training and the approval process](#).

Performance Management

4. If you are a manager and consider that an employee is not performing to the required level, you must first address this through regular, informal discussions before initiating any formal procedure.

This approach allows for early intervention and provides employees with the opportunity and support to improve their performance.

You can read more about [managing underperformance and providing constructive feedback](#).

5. If you are a manager initiating formal capability procedures, you must give the employee an Improvement Plan to achieve the required standard of performance. Individuals are entitled to union representation during any formal capability meetings.

The Improvement Plan takes relevant circumstances into account including the nature of the role and the degree of improvement required. The length of the Improvement Plan would not normally exceed three months and would include at least one interim review meeting.

This promotes fair treatment and gives employees the chance to address performance issues before more serious steps are taken.

6. In advance of commencing any capability or performance management procedures you must refer to guidance on supporting disabled team members.

The employee is not eligible for any pay increase due during the period of any Improvement Plan. Any pay increase is reinstated when the employee has consistently met the required performance standard.

At the end of the Improvement Plan period, a second capability meeting will be held to review the employee's performance. Possible outcomes may include no further action, extension of the improvement plan or a final written warning.

At the end of a further Improvement Plan, a meeting will be held to review the employee's performance. The manager will write to the employee in advance explaining the purpose of that meeting and that one of the possible outcomes may be dismissal or redeployment to another position.

You can read more about [the formal capability procedure and how to implement an Improvement Plan.](#)