

EMPLOYEE PERFORMANCE REVIEW - MANAGER GUIDANCE

Table of Contents

Page 2: Introduction

Page 2: Manger Responsibilities

Page 2: Holding Regular 121 Meetings

Page 4: How to Hold an effective 121 Meetings

Page 5: What to expect from your employee at a 121 meeting

Page 6: Frequently Asked Questions – 121 Meetings

Page 7: Preparing for annual and mid-year performance review meetings

Page 8: Conducting annual and mid-year performance review meetings

Page 10: Closing the annual and mid-year performance review meeting

Page 10: Documenting Completed Review Meetings and 121 Meetings

Page 10: Continuous Improvement and Support

Page 11: The Hanover Competency Framework: Core – Employee

Page 13: The Hanover Competency Framework: Manager

Page 15: The Hanover Competency Framework: Strategic

1. Introduction

This document aims to assist managers in understanding the process and achieving successful performance reviews. It should be used in conjunction with Hanover's Employee Performance Management Process Policy and Procedure.

The guidelines are intended to support you throughout the process, but it is also recommended that HR & OD advice is sought where appropriate.

2. Manager Responsibilities

At Hanover, we recognise that we can only achieve our organisational objectives by ensuring our employees are productive and engaged whilst at work.

As a manager, you play an integral role in managing employee performance and promoting professional development in the workplace. The policy advises that you hold an array of responsibilities as the direct manager, including the monitoring of performance and development within your team. It is crucial that employee performance review process is conducted fairly and consistently, not only across their own team, but across the wider business to ensure equality.

To achieve such consistency, we have a policy and procedure in place to support managers and employees. It is therefore recommended that you encourage your employees to get familiar with the procedure to ensure they also understand their responsibilities within the employee performance management process.

The following sections explore responsibilities in greater detail and provide you with guidance on how to deal with each stage of the process.

3. Holding Regular 121 Meetings

All Hanover managers are encouraged to create an open and honest communication culture within their teams throughout the year. Holding regular 121 meetings also help you to prepare for annual and mid-year employee performance review meetings.

The 121 Meeting template can be located on [HAPI](#). If you have any challenges accessing the appropriate template, please contact a member of the HR & OD Team.

You want to be in a position where feedback at an annual employee performance review meetings does not come as a surprise and that any issues or concerns are known prior to employee performance review meeting. Meeting with your individual employees on a regular basis helps you manage your team effectively.

An open culture is crucial when it comes to employees feeling supported. Holding regular 121 meetings with your employee has many benefits, some of which are listed below towards helping you consistently live Hanover’s values:



RESPECT – 121 meetings help employees feel supported and is an opportunity for you to demonstrate empathy and treat everyone fairly, with equity.

Employees view 121 meetings as a chance to build their relationship with you. By holding regular 121 meetings with all your employees: you are creating a safe space for individual conversations.



ACCOUNTABILITY – Employees view their 121 as a way of getting clarity around their role and what their responsibilities are. This helps build mutual understanding so they can actively take responsibility. 121 meetings can boost productivity and is a worthwhile investment of time.

Employees view this time with their manager as valuable to ask questions they might not feel comfortable asking on a day-to-day basis.

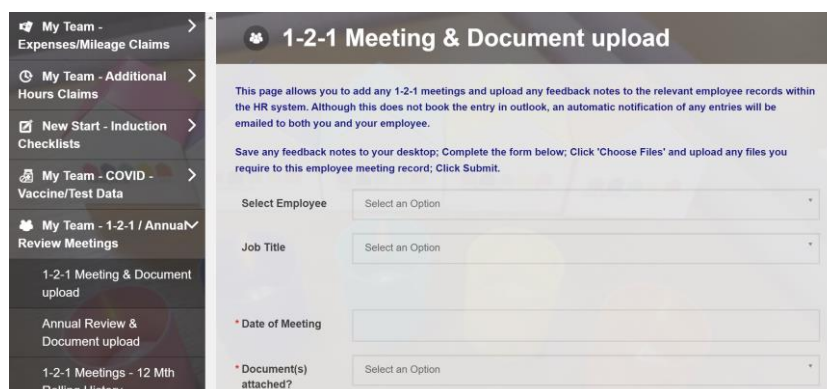


COLLABORATION – 121 meetings facilitate two-way feedback for better, more collaborative working that helps your employee understand our shared vision and journey towards excellence.



INCLUSION – it is an opportunity to embrace your employee as an individual, for them to ask questions or raise the need for support so they have equal access to opportunities at work.

Hanover aspires to be an employer of choice. It is therefore important that managers complete and record 121-meetings via the [HRPortal](#) to demonstrate our commitment to creating an environment where employees want to work, which ultimately benefits our customers.



Above Image: ‘My Team – 121 Meeting and Document upload’ section on [HRPortal](#).

4. How to hold an effective 121-meetings

As a manager, you will be able to work through the 121-meeting template however there are some important actions that help you as a manager and your employee get the most out of the meetings.

Show **RESPECT**

1. **Schedule the meetings** – this establishes a routine, avoids meetings being forgotten and assures the employee that meetings will continue.
2. **Prepare in advance** – know what you want to discuss and if there is anything you would like to focus on, whilst allowing time to listen.
3. **Recognise** – recognise great work and achievement. Let them know!

Be **ACCOUNTABLE**

4. **Meeting goals** – know the goal of the meeting for a collaborative and productive discussion. E.g., updates, resource issues, work priorities.
5. **Raise concerns** – having difficult conversations is sometimes part of the feedback process where you can coach and find solutions together.
6. **Speak in facts** – sometimes conducting research before discussing matters at the meeting enables meaningful and productive conversation.

Support **COLLABORATION**

7. **Asking the right questions** – if you see there is a barrier to something being completed, asking thoughtful questions shows that you are genuinely interested in getting to the root of the issue and looking for ways to support the employee in their role.
8. **Gain commitment** – actions should be clear and agreed. It is important to use the 121-meeting template to ensure that any agreed actions are specific in their description, achievable, measured and timebound. It is important that the employee understands the work involved and feels safe to express why something might not be possible to avoid potentially agreeing to actions that are not possible or misunderstood. E.g., conflicting priorities, quality expectations, annual leave booked.

Promote **INCLUSION**

9. **Show commitment** – embracing your employee's well-being, their differences and actively working to offer equal access and opportunity as a follow up to any discussion helps strengthen the relationship with your employee.

5. What to expect from your employee at a 121 meeting?

It is important to remember that 121 meetings are about having a two-way conversation on a regular basis and that employees are encouraged to engage with the process.

Show **RESPECT**

Meeting attendance – at the end of each meeting, you will agree the date of the next meeting and the employee is expected to attend. Where they cannot attend, they would be expected to provide notice if they need to reschedule.

Where a scheduled meeting falls on an employee's scheduled leave, the employee would expect you to reschedule for shortly afterwards.

Be **ACCOUNTABLE**

Positivity – employees are expected to view the meeting positively as an opportunity to improve professionally and enhance their relationship with you.

Support **COLLABORATION**

Preparation – employees are encouraged to exercise some self-reflection so to actively contribute to discussion and work together in support of our shared vision and journey towards excellence. Noting any resources or support they might need.

Seeking feedback – employees are encouraged to be curious about where they can be recognised for great work and what is expected of them moving forward.

Promote **INCLUSION**

Staying connected - employees are encouraged to discuss:

- Feedback on relationships at work and understanding of Hanover's values and team commitments.
- How their work is important to Hanover's goals and values
- Learning opportunities
- Their wellbeing and available provisions and benefits at Hanover.

6. Frequently Asked Questions – 121 Meetings

How long should a meeting last?

If you haven't had a meeting in a while, it may run longer than 30 minutes. If the meetings are regular, generally – approx. 30 minutes.

How often should I schedule meetings?

As often as necessary though generally, a maximum of once a week and a minimum of once a month. In some instances, quarterly may be appropriate. The aim is to ensure that you keep in touch with your individual team members, monitor work progress and that meetings remain regular.

Can I use audits, inspections, and customer service information as part of the meeting?

Yes. This forms part of the Manager's preparation, communicating priorities and recognising great work.

Is there are different 121-meeting template for Managers?

No. However the focus of targets, KPIs, Projects and / or programs will reflect a different level of responsibility.

Where can I access the 121-meeting template?

The 121 Meeting template can be located on HAPI.

What do I do at the well-being section of the 121 meeting?

This is an open discussion. It is important that you are aware of any unconscious bias that you may have, and that each person is treated with dignity and respect. You are there to listen and signpost our wellbeing resources. If you have any concerns about your employee after the 121 – please do contact a member of the HR&OD team and they will be happy to support you.

What kind of questions can I ask at the well-being section of the 121 meeting?

If you're looking to get the conversation started, you can ask questions like:

- Are there any challenges or pressures at work that you'd like to talk about, or any resources you need to help you feel more supported in your role?
- How have you been managing your overall wellness? Is there anything you would like to discuss or any accommodations we can provide to help you maintain a healthy lifestyle?
- Do you have any financial concerns that you would like to talk about or programs / information that you like to access?
- Is there anything on your mind or challenges that you'd like to seek support for?
- Is there anything related to your work relationships or team relationships that you would like to discuss or improve? It is important to remember **our values and behaviours framework** when conducting any 121-meeting discussion.

6. Preparing for annual and mid-year performance review meetings

The key to holding a successful performance review meeting is in how you communicate expectations of employee development and alignment with organisational goals.

To do this effectively, it helps that both the employee and manager are prepared for the meeting. It helps to give employees time to reflect on their achievements, challenges, and development needs ahead of the scheduled meeting by providing them with the appropriate employee performance review template. Equally, it helps where you as the manager review the employee's performance throughout the entire review period and gather specific examples and data to support your feedback. Preparing adequately can help you to:

- Schedule individual review meetings.
- Encourage open and honest discussion during the meeting
- Recognise achievements and prepare constructive feedback
- Set clear targets
- Identify training opportunities

The procedure states that the HR & OD Team will notify managers of the employee performance review process cycle at the start of each annual cycle, typically beginning in April. It is important that managers plan, schedule and prepare for individual employee performance review meetings so that all employee review meetings are scheduled in a timely manner.

As a manager, scheduling and completing all employee reviews ensures that quality conversations are possible and last minute, or re-scheduling are avoided which may affect your ability to conduct individual employee performance review meetings effectively.

As a manager, you are also responsible for conducting meetings professionally and being prepared. This includes reflecting on any unconscious bias that you may hold and ensuring that every employee is treated equally. Types of bias that you as a manager need to be aware of include:

- **Assumptions** – it is helpful to reflect on current performance rather than performance from more than 12 months ago. Constructive feedback from the last review period is fairer for all and helps the employee perform.
- **Compatibility** – As a manager, it is helpful to remain objective and only focus on actual performance rather than rating employees based on how they might be compatible with you.
- **Time** – It is important to focus on the entire review period rather than only focusing short time leading up to the review meeting.
- **Generalisation** – it is important to communicate all the possible areas for recognition and development and growth rather than generalising performance based on one negative or positive aspect.

It is important that your employees are respected and that meetings are held in a location where the employee feels safe and in-line with your team charter.

7. Conducting the annual and mid-year performance review

The employee annual and mid-year performance review template can be completed on screen or printed and typed up after the meeting. It is at the discretion of the manager what they feel would best facilitate a great conversation.

The employee performance review template contains six sections. The procedure states which sections are to be completed at the annual and mid-year performance review. When covering any of the sections, there are some important actions that you as a manager should consider.

Section 1: How are you

It is important to set the right tone that reflects Hanover's values by putting the employee at ease and create a welcoming atmosphere when opening the meeting. It is the managers responsibility to make the employee feel comfortable and encourage open conversation. Equally, clearly communicating that the purpose of the meeting is to provide constructive feedback and development, not just an evaluation.

During this stage of the conversation, it is helpful to invite the employee's perspective on what has been achieved and what the biggest challenges were in the last 6 months. It is helpful to discuss this as there might be information you may be unaware of, and it offers the opportunity for employees to feel recognised. Equally, any challenges that have been encountered can be discussed and matters raised at the beginning so that the rest of the conversation can focus on meaningful feedback around performance and future development.

Section 2: Performance

Each performance is based on the Hanover leadership competency framework. During this section, the manager and employee can discuss each performance item and agree a rating. It is important that evidence-based examples are provided where a rating of requires focus or above expectations is offered.

The purpose here is to align work activity and give constructive feedback that highlight the expectations that the Hanover leadership competency framework sets out. Examples do not need to be in detail, though the quality of examples and the explanation and guidance provided by you as a manager during the conversation is what is the most important.

Where regular 121 meetings and feedback have occurred, this typically reduces the length of time of the discussion. Where regular 121 meetings have not occurred, it can be helpful to spend additional time building understanding.

This is your opportunity as a manager to recognise where an employee's performance is above expectations or build understanding where an aspect of their performance requires focus. Clear communication of expectations empowers employees to know what they should focus on and what to keep doing well.

If there is a challenge in reaching agreement, then a note should be made in the next section (Summary), and the meeting can continue in a constructive and professional manner.

Section 3: Summary

This section is the opportunity for you as a manager to summarise your agreement with your employee. This summary agreement focuses on their performance, our values and behaviours, and the level of support or recognition that is required.

The procedure states the appropriate steps that can be taken where agreement is not reached in the summary section. This includes documenting the disagreement and continuing with all remaining sections. You can then schedule a follow up to address the disagreement in line with procedure.

Section 4. My Development

Managers can discuss future focused development opportunities. During this section of the conversation, managers would highlight opportunities for skills enhancement and career growth. It is important to explain the resources and training available to help the employee succeed.

- **Skills and knowledge development:** This might include identifying technical skills training, soft skills workshops such as communication, certificates and degrees, cross-training with other teams within Hanover, mentoring and coaching.
- **Behaviour development:** this might include the identifying leadership training programs, establishing ways of employees receiving regular feedback to identify behaviour and work habits, diversity and inclusion training, conflict resolution training.
- **Ideas and networking development:** this might include workshops, networking events, professional conferences, internal idea sharing forums and any community engagement events.

It is important for managers to tailor development opportunities to individual needs and ensure that they are aligned with Hanover's goals. It is also important that you as a manager can regularly assess the impact of any development initiative to ensure that they are contributing to the growth and success of both the employee and Hanover.

Section 5. My Targets

As a manager, you are responsible for collaboratively setting specific, measurable targets that are achievable, relevant and time bound for the upcoming period. It is essential that any targets set align with Hanover's objectives.

Section 6. My Career

During this section, you as the manager can ask open ended questions to encourage employees to share their career aspirations and goals. Examples might include:

- "Where you see yourself in your career in the next few years?"
- "What are your long-term career goals?"
- "How can we support your career development within Hanover?"

As a manager, you are responsible for highlighting any potential training and other learning and development opportunities that can your employees enhance skills and competencies. It is important for managers to tailor any training opportunities to individual needs and ensure that they are aligned with Hanover’s goals.

8. Closing the review meeting

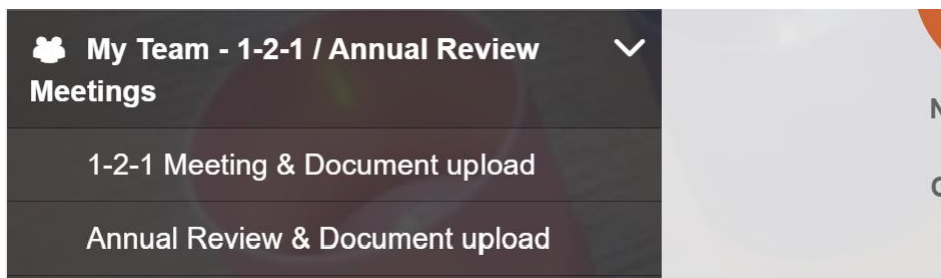
It is helpful to invite any additional feedback and communication whilst ensuring that any concerns or questions that the employee has have been addressed. Equally, providing a summary of the discussion, offering gratitude, and scheduling a date for the next 121 meeting.

As a manager, it is important that you recognise progress by celebrating achievements and milestones and offer motivation and encouragement.

By ending on a positive note, you can express your confidence in your employee’s ability to develop and contribute positively and reiterate the ongoing support available to them through you and how to access any resources they might need.

9. Documenting Completed Review Meetings and 121 Meetings

It is the managers responsibility to upload all completed 121 meetings, annual and mid-year performance reviews to the HR Portal in a timely manner. Ensuring that data protection and GDPR laws are adhered with respect given to all employee information contained within their review and 121 meeting documents.



If you encounter any technical issues uploading, please contact hrenquiries@hanover.scot

10. Continuous Improvement and Support

For any comments, suggestions, more information, or support – please contact our Organisational Development Manager – Daniel Garton, on dgarton@hanover.scot who is happy to help.

11. The Hanover Competency Framework: Core – Employee

Area	Definition
Taking initiative	I act to prevent problems, reporting issues where necessary
Using information well	I actively seek information to understand the needs and expectations and manage information appropriately
Following policy and procedure	I gain knowledge needed for the role including legislation, policies and procedures that apply to the role
Acting in the best interest of the customer	I take ownership of issues, focus on providing the right solutions
Communicating clearly	I communicate in clear and simple language so that I can be easily understood by others
Respecting others	I acknowledge the different points of view expressed by colleagues and respect individual differences
Professional behaviour	I address issues, conflicts or misunderstandings between self and others
Take care of myself	I recognise personal stress and seek help to maintain personal well-being
Reflecting on my practice	I identify my own skills, knowledge, and behaviour gaps to inform my own development plan and discuss these with my line manager
Attention to detail	I take ownership of my work, paying attention to detail and producing work of a high standard
Meeting my learning requirements	I recognise and take time to achieve my own learning and development objectives
Using feedback positively	I improve my performance by taking on board any feedback given and react constructively to developmental feedback that supports me to make positive changes.
Embracing new ideas	I demonstrate an openness to changing ideas, perceptions, and ways of working to improve our services

Help to improve service	I am a consistent and effective contributor to discussing and implementing changes and improvements within my area of work
Open to feedback	I learn from my experiences and admit if I have made a mistake; I am open and objective to feedback without being defensive
Acquiring and using knowledge	I take responsibility for improving and maintaining my knowledge and skills and view learning and development as a continuous process and strive to put my learning into practice
Contribute to the team	I proactively contribute to the work of the whole team
Listening to others	I encourage others to contribute ideas and listen without interruption
Seeking help from others	I seek help when needed to complete work effectively
Understanding others	I see issues from others' perspectives and check understanding
Understanding customer needs	I actively seek information from customers and service users to understand their needs and expectations.
Taking ownership	I take ownership of issues, focus on providing the right solution for customers and service users
Understanding diversity	I understand the importance of equality, diversity and inclusion when working with customers and service users
Professional conduct	I communicate in a manner that gives a favourable impression of Hanover

12. The Hanover Competency Framework: Manager

Area	Definition
Managing priorities and objectives	I work with my team to set priorities, goals, objectives, and timescales and monitor progress
Planning and managing projects	I make clear and manageable plans for service delivery using project management principles
Engaging and improving services	I create regular opportunities for employees and customers to help improve the quality of the service provided and demonstrate visible involvement and engagement as well as developing and implementing recommendations.
Responding to external change	I keep track of changes in the external environment, anticipating and explaining any implications for my area of work and making changes as required
Communicating effectively	I communicate using appropriate styles, methods, and timing, including digital channels, to maximize understanding and impact
Communicating clear goals	I continually communicate with employees, helping to clarify goals and activities, showing the links between these and the overall strategy
Professional behaviour	I challenge and deal with inappropriate behaviours in alignment with the values
Setting example and recognizing others	I role model enthusiasm and energy about work and encourage others to do the same. And I recognize, respect, and reward the contribution and achievements of others, valuing difference.
Communicating standards and expectations	I clearly communicate my expectations, standards, and results with my team
Giving constructive feedback	I regularly discuss performance with my team, giving timely, honest, and constructive feedback I identify barriers that inhibit performance and take steps to resolve these thereby enabling others to perform
Enabling others to perform	I identify barriers that inhibit performance and take steps to resolve these thereby enabling others to perform
Meeting team learning requirements	I ensure that I undertake learning needs analysis with my team to ensure that my team can enhance organisational capability. I role model workplace learning and encourage development, along with continuous self-learning

Encouraging and supporting new ideas	I encourage my team to share ideas and try out new approaches and actively support them in further developing a culture of innovation, creativity and learning
Delegate, coach, and mentor my team	I support career development opportunities for colleagues by delegating, coaching, and mentoring to build confidence to achieve personal and career goals
Challenging constraints to creativity	I constructively and appropriately challenge assumptions, people by and organisational constraints which hinder new and creative ways of working
Making evidence-based changes	I actively evaluate changes to new ways of working making changes based on evidence and feedback
Seeking employee input on decisions	I seek the input of employees involving them in decisions that affect them
Encouraging collaboration and clear roles	I encourage collaboration within my team ensuring that roles and responsibilities are clear
Creating time for team to share info and ideas	I am proactive in creating time and space (including virtually) for my team to engage, share information and build relationships
Encouraging collaboration with other teams	I engage and encourage proactive collaboration with other teams and external networks to work on shared interests
Seek and respond to customer feedback	I establish systems to seek out and respond to feedback from customers about service provided
Measuring and managing service KPIs	I regularly measure and manage performance against of a variety key performance indicator
Using data to improve service quality	I develop improvements to improve the quality of service based on data and with involvement from a diverse range of stakeholders
Considering equality, diversity, and inclusion	I consider Equality, Diversity and Inclusion when considering improvements to service delivery

13. The Hanover Competency Framework: Strategic

Area	Definition
Shaping strategic direction	I shape strategies and plans which put into practice Hanover's vision and long-term direction
Thinking strategically	I demonstrate long-term strategic thinking considering how Hanover's operates in the broader societal and economic environment
Preparing for the future	I anticipate and prepare for the future by scanning for ideas, best practice and emerging trends that will have an impact on our organisation's outcomes
Translating strategy into action	I work with teams to translate strategic plans into actions, so people clearly understand requirements and compellingly explain the rationale behind these
Visible to employees and stakeholders	I ensure I am visible to staff and stakeholders and regularly undertake activities to engage and build trust with people involved in area of work
Debating positively & seeking solutions	I engage positively in debate and seek to resolve issues with peers both externally and across the organisation
Considering other perspectives	I can see things from a variety of perspectives, and I use this to challenge thinking, values, and decisions
Creating a values-based culture	I actively create an organisational culture that recognises and values diversity and wellbeing and challenges behaviours that do not align with the values
Champion career development	I champion development, talent, and career management for all staff, making learning a reality, encouraging both work based and self-directed learning.
Providing stability under pressure	I provide stability when facing conflicting or difficult external pressures
Enabling achievement of Org. goals	I anticipate and identify organisational barriers that stop the organisation from meeting its goals, by putting in place contingencies or removing these
Recognising & developing performance	I use evidence-based analysis to monitor, improve and recognise the performance of my teams, devote time to empowering the teams through coaching and mentoring, sharing my expertise and knowledge
Evaluating and supporting change	I can critically evaluate different perspectives, using research and evidence from a variety of sources to support change and innovation and achieve outcomes

Seeking opportunity for innovation	I seek out opportunities for innovation and have the courage to take risks and make step changes to how things are done.
Building Team Responsiveness	I create and encourage a culture of initiative, flexibility, and responsiveness so that we can respond swiftly and confidently to changing priorities.
Transform customer service delivery	I lead the transformation of services to our customers, moving to a digital approach whenever possible
Promote team diversity and inclusion	I promote the creation of inclusive teams reflective of the diverse nature of our customers and workforce
Promote collaboration and participation	I promote a collaborative working culture based on participatory approaches to eliminate silos
Building an environment of partnerships	I create an environment where partnership working is promoted and creates tangible benefits
Confront issues & challenge assumptions	I confront issues and challenge assumption in an assertive yet constructive way
Understand & embed customer needs	I ensure that I have an in-depth and evolving understanding of our customers' requirements and that there are embedded
Driving customer satisfaction	I determine and drive customer satisfaction at a strategic level and ensure that professional excellence is delivered
Maximize resource efficiency	I maintain a clear focus on maximising resource efficiency, questioning the value of activities against value for money of our customers and service users
Put in place positive actions for EDI	I consider Equalities monitoring ensuring positive actions are in place to improve our service delivery