

Employee Performance Review Policy

Version Number	1
Revision Date	26 September 2023
Department	Business Support and Transformation
Author	Organisational Development Manager
Reason for Policy Creation/Revision	New approach to the employee performance review process.
Data Protection	This policy complies with our Data Protection Policy and Procedures.
Equalities	This policy ensure that we have equal protection in place for employees.
Sustainability	N/A
Proofread By	Business Support Manager
Date Approved	26 October 2023
Approved By	SMT
Next Review Due	26 October 2026 (3 years after approval or should any legislation change)
Audience – Training and Awareness Approach	Manager training Guidance document
Effective Date	11 December 2023
Internal References – Policies & Procedures (Located on The Hub)	Employee Performance Review Procedure
External References	Care Inspectorate Employee Performance Review Procedure

EMPLOYEE PERFORMANCE REVIEW POLICY

1. Policy Purpose

- 1.1 Hanover is committed to supporting the continuous development and success of all its employees. Employee performance reviews play a crucial role in this commitment by providing a structured framework for assessing performance, acknowledging achievements, identifying areas for improvement, and setting goals for your ongoing professional growth.

2. Policy Scope, Explanations or Requirements

- 2.1 Who this policy applies to: This policy applies to all Hanover employees, including full-time, part-time, and temporary employees who are required to participate in the employee performance review meetings to ensure your work aligns with Hanover's current strategic priorities.
- 2.2 Ongoing feedback: Hanover encourages ongoing and regular feedback throughout the year through regular 1-2-1 meetings between managers and employees. These meetings help to monitor performance and support your development. Regular 1-2-1 meetings occur between annual and mid-year review meetings.
- 2.3 The annual performance review: this meeting is a two-way performance and development discussion that is conducted annually where objectives will be set for the year. It should align with Hanover's delivery plan for the upcoming year.
- 2.4 The mid-year review: this meeting is a discussion held six months after the annual performance review to provide open and supportive feedback on progress towards your objectives.
- 2.5 Confidentiality: Hanover acknowledges the importance of maintaining confidentiality throughout the review process. Hanover understands the sensitivity of the information shared during these reviews and the importance of keeping it confidential.

3. Employee Responsibility

- 3.1 Employees have a responsibility to actively engage in the performance review process. You can do this by preparing for your review meeting, reflecting on your performance. This would include progress updates on previous objectives, including unmet objectives and any reasons for not meeting them.
- 3.2 Employees are expected to attend review meetings when requested and maintain a professional relationship with your manager in line with Hanover's values.

4. Manager Responsibility:

- 4.1 Managers have a responsibility to ensure that regular 121 meetings are held outside the annual performance review cycle to foster ongoing feedback and communication. The frequency of regular 121 meetings should meet Care Inspectorate (every 12 weeks) or other external requirements.
- 4.2 Scheduling the annual employee performance review meeting at the start of the review cycle ensures that all employees receive timely performance reviews.

EMPLOYEE PERFORMANCE REVIEW POLICY

- 4.3 In line with Hanover's values, a suitable venue for review meetings should be arranged to respect their privacy and ensure employees get the full attention of their manager.
- 4.4 Providing meaningful and constructive feedback throughout the review meeting is key for the positive development of employees. Enabling this requires pre-meeting preparation and consideration of the entire review period to recognise improvements and achievements. This includes holding pre-meetings if necessary to collect information and minimise bias where a team leader or supervisor may have more direct contact with the employee daily.
- 4.5 Setting specific, measurable, attainable, realistic, and time-bound objectives in line with our values means we aim to collaborate through inviting feedback and offering opportunity for employees to discuss objectives for the upcoming review period.
- 4.6 Ensuring employees receive the appropriate support and development requires the accurate completion of all administrative tasks and document submissions in a timely manner. This includes uploading completed forms to the HR portal in a timely manner and following up on agreed training and development opportunities.

5. HR and OD Team responsibilities:

- 5.1 The HR and OD team will assist employees and managers in the employee performance review process by providing templates that should be used to document performance reviews. These templates ensure consistency and help streamline the process.
- 5.2 The HR and OD team will notify managers of the employee performance review process cycle and work to ensure this policy is being applied consistently across Hanover. This includes reviewing the quality of completion and arranging additional support if needed.
- 5.3 Maintain copies of all review forms on employees' records to identify Hanover wide training needs and monitoring the quality of employee performance review completion.

6. Senior Manager Responsibilities:

- 6.1 Senior Managers are responsible for ensuring that all employees in their teams undergo the employee performance review process within the relevant annual cycle and enabling the implementation of all agreed training and development needs within the agreed timeframe whenever feasible.

7. Frequency and Timing

- 7.1 The employee performance review is completed twice a year, with Hanover's delivery plan being the start of the annual process. The annual cycle is outlined below:
 - **April – May:** Annual performance review period.
 - **Jun – Sep:** Regular 121 Meeting period

- **Oct - Nov:** Mid-year performance review period.
- **Dec – Mar:** Regular 121 Meeting period

8. Annual Performance Review

- 8.1 The annual employee performance review is structured so that the conversation covers all six sections: 1. How are you; 2. Performance; 3. Summary; 4. My Development; 5. My Targets; 6. My Career.
- 8.2 The six mandatory sections allows the conversation to flow from past achievements and challenges, to current performance status, and establishes future targets and career development opportunities for the period ahead to comprehensive review of employee performance and development.

9. 121 Meetings

- 9.1 The 121 meeting aims to promote better communication and feedback between the manager and employee. The conversation covers a general check-in, challenges, focuses on employee well-being, target progress updates, and how the employee can be connected to the wider organisation.
- 9.2 The frequency of the meeting is typically a minimum of once per month and the Care Inspectorate requires a minimum of every 12 weeks.

10. Mid-year Performance Review

- 10.1 The mid-year employee performance review meeting is structured so that progress from the annual review meeting is captured and covers only four of the sections, as mandatory. The mandatory sections are: 1. How are you; 3. Summary; 4. My Development; 5. My Targets. The other sections are optional.
- 10.2 This allows the conversation to focus on past achievements and challenges, summary overview of performance, and progress towards development goals and targets.

11. Criteria and Evaluation

- 11.1 The criteria and standards in which an employee's performance is evaluated is based on Hanover's Leadership Competency Framework and our values and behaviour framework. Employees will fall under one of three categories 'Strategic', 'Manager', or 'Core' which details the appropriate level of competency in which an employee is evaluated against.

12. Objective Setting

- 12.1 Objectives should align with Hanover's strategic delivery plan or directorate / team goals so that all employees are able to contribute to the success of Hanover over the upcoming period.

13. Challenges

- 13.1 At Hanover, we understand there may be instances where employees face challenges or express reluctance to participate in the employee performance review

EMPLOYEE PERFORMANCE REVIEW POLICY

process. In such cases, our approach is to foster a supportive and constructive environment where we aim to address these challenges collaboratively. We believe in open communication and offer resources and assistance to help employees overcome any barriers to engagement. This includes a commitment to making any reasonable adjustments to accommodate employees with disabilities to ensure everyone can fully participate.

14. Data Protection (Where Applicable)

- 14.1 Hanover is committed to safeguarding personal data during the employee performance review process and adhere to all applicable data protection laws and regulations.
- 14.2 Hanover recognises the confidentiality of employee performance review documents and discussions. Access to this information is limited to their manager, their senior manager, and the HR & OD team and will be stored securely on a secure HR System.

15. Monitoring & Evaluation

- 15.1 The HR & OD team conduct periodic internal audits within the HR System to ensure that the policy is being followed across Hanover.
- 15.2 The HR & OD Team will report completion rates through monthly Key Performance Indicators (KPIs) to the Senior Management Team (SMT).

16. Review

- 16.1 Hanover undertakes to review this policy regularly, at least every three years, with regard to:
 - Applicable legislation, rules, regulations and guidance
 - Changes in Hanover
 - Continued best practice