



EMPLOYEE PERFORMANCE REVIEW PROCEDURE

1. Introduction

- 1.1 This procedure outlines the steps to be followed in conducting employee performance reviews in accordance with Hanover’s Employee Performance Review policy.

2. The Employee Performance Review Process Timeline

Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Annual Review Period		121 Meeting Period >				Mid-year Review Period		121 Meeting Period >			

3. Starting the employee performance review process

- 3.1 Annual Performance Review Cycle: The HR and OD Team will notify managers of the employee performance review process cycle at the start of each annual cycle, typically beginning of April. The annual performance review cycle is illustrated in appendix 1.
- 3.2 Scheduling 1-2-1 Meetings: Managers are responsible for scheduling regular 1-2-1 meetings with their employees throughout the year. These meetings should occur regularly between annual and mid-year review meetings. The template for 1-2-1 meetings is available on HAPI.
- 3.3 Templates: Hanover provides employee performance review templates that are available for access on HAPI. The templates should be used by employees and managers to help them prepare for their upcoming review meeting. Templates are based on the Hanover Leadership Competency Framework to reflect the level of competency an employee is evaluated against:
- Employee Performance Review – Core
 - Employee Performance Review – Manager
 - Employee Performance Review – Strategic

4. Preparing for the ‘Annual Employee Performance Review’

- 4.1 Employee responsibility: Employees are responsible for actively engaging in the performance review process. This includes:

- Reflecting on their performance.
- Providing progress updates on previous objectives.
- Preparing to discuss unmet objectives and reasons for not meeting them.

4.2 Manager responsibility: Managers should prepare for the annual performance review by collecting relevant information, considering the employee's performance over the review period, and scheduling a suitable venue for the review meeting.

5. **Conducting the Annual Performance Review**

5.1 The annual performance review is a structured discussion covering the following six sections of the employee performance review template:

- How are you
- Performance
- Summary
- My Development
- My Targets
- My Career

5.2 Manager responsibility: During the review meeting, managers should provide meaningful and constructive feedback. They should also set specific, measurable, attainable, realistic, and time-bound objectives for the upcoming review period, aligning them with Hanover's strategic goals.

6. **'Mid-year Performance Review'**

6.1 The mid-year performance review takes place six months after the annual review and covers the following sections in the template documents available:

- How are you
- Summary
- My Development
- My Targets

7. **Criteria and Evaluation**

7.1 Employee performance is evaluated based on Hanover's Leadership Competency Framework and Hanover's values and behaviour framework. Employees fall under one of three categories: 'Strategic', 'Manager', or 'Core', based on the level of competency for which they are accountable.

8. Objective setting

- 8.1 Objectives should align with Hanover's strategic delivery plan, directorate/ team goals, and Hanover's values, ensuring that employees contribute to Hanover's success.

9. Employee challenges or non-participation

- 9.1 In cases of non-participation or challenges, Managers should work collaboratively with the HR team and employees to address employee concerns and offer support, including reasonable adjustments, additional training and maintain open communication. This includes:

- Providing additional training and resources to employees who require clarifications or assistance in understanding the employee review process.
- Offering support and accommodations to employees facing personal challenges that may hinder their participation, while respecting their privacy and confidentiality.
- Addressing and resolving specific concerns or objections raised by employees related to the process through open and empathetic dialogue.
- Documenting all interactions and setting clear expectations for engagement, including any timelines for improvement.
- Evaluating the situation continuously and, if necessary, escalating the matter to senior management or HR for further evaluation, with the aim of resolving issues in a fair and reasonable manner.

10. Disagreement during the review

- 10.1 Where agreement is not reached during a review meeting, this is to be documented in the box provided in the 'Summary' section. The manager should continue completing all other sections including 'my development', 'my targets', and 'my career' sections of the conversation.
- 10.2 After completing the other remaining sections, the manager should schedule a follow up meeting to specifically address the areas of disagreement. During this meeting, both employee and manager should have an open and constructive discussion to better understand each other's viewpoints and work towards a resolution. If the disagreement persists after the follow-up meeting, the manager should contact their HR Business Partner to mediate the discussion to foster objectivity and a resolution.

11. Review

- 11.1 Hanover undertakes to review this policy regularly, at least every three years, regarding:
- Applicable legislation, rules, regulations, and guidance
 - Changes in Hanover

EMPLOYEE PERFORMANCE REVIEW PROCEDURE

- Continued best practice

Department	HR & OD – Business Support and Transformation
Author	Organisational Development Manager
First Approved	26 October 2023
Approved By	SMT
Next Review Due	26 October 2026

Appendix 1: Hanover Employee Performance Management Process

