



Striving for excellence and developing our employees

# Appraisal and Development Review **(ADR)**



## Guidance for Managers as Reviewers

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## Introduction

This guide describes the manager's role as a reviewer in the employee appraisal and development review process. It should be used in conjunction with the Process Overview and Employee Guidance documents.

The ADR Framework refers to review processes for employees at all levels, with different processes for managerial and non-managerial posts.

When reviewing your direct reports, it's important to ensure that you identify the appropriate review template for the post and the individual concerned.

The ADR Process Map on page 5 gives an overview of the various steps involved.

The review documentation is located online in MyToolkit. Hard copies can be printed off for individual use as required.

## Purpose

To provide managers with a clear understanding of their role as reviewers and what they need to do to ensure that ADR is applied effectively.

It's important to remember that ADR is not just about assessing past performance - it's also about driving behaviour that will sustain future performance. Carried out well, it can significantly enhance working relationships and improve motivation and performance.



# The Process Step By Step

## Inform Employee of Review Process

Step 1

You should inform the employee when their review meeting is to take place, what the process will be and what they need to do to prepare.

The format of the review meeting will vary according to job type and you should identify the appropriate review template for the employee.

There are different review templates for different types of job as identified in the Process Overview document and these can be found in MyToolkit.

Where it has been determined there is no requirement for the employee to submit written information, the review template provided for employees should be completed by the line manager.

The posts where this applies should be agreed through service management teams and ratified by Heads of Service taking advice from HR as required.

Step 2

## Arrange Review Meeting with Employee

Employee review meetings should be undertaken within the timescale agreed for the relevant reporting level. For reference consult the ADR overview document.

Depending on the level of post involved, the employee should be given appropriate time to complete the review documentation. The date for the review meeting will normally be set at least four weeks in advance.

Where the employee(s) concerned are not required to complete documentation in advance, review meetings should be organised to ensure that they have reasonable notice e.g. 2/3 weeks before the review is due take place. Employees should also be issued with appropriate information on the review criteria to be used at this time. The length of review meetings will vary depending on the type of post involved so

you should ensure that you allow sufficient time in each case.

For information on what is expected of them and how they should prepare for the review meeting, direct the employee to the appropriate template and General Guidance for Employees on MyToolkit.

Where employees do not have online access to MyToolkit, line managers must ensure that copies of the Employee Guide and relevant templates are readily available.

ADR is a mandatory process and if for any reason you are unable to have a review meeting with the employee e.g. due to long-term sickness, suitable alternative arrangements will be made and the employee informed accordingly. Advice can be taken from HR if required.

### Step 3

## Prepare for Review meeting

Both parties should prepare for the review meeting, completing any necessary documentation beforehand.

Points for line managers to consider include:

- how well the individual has performed since the last meeting and what they have achieved, with examples or other evidence
- how successfully objectives and development plans from the last meeting have been implemented
- factors that may have helped or hindered performance
- how the employee has responded to any challenges

- learning and development needs met and any that are outstanding and other support provided or needed
- potential actions that could be taken by either party to develop or improve performance
- objectives and activities for the next review period.

The amount of preparation required by the employee(s) being reviewed will depend on the level of employee involved and the complexity of the job.

## Conduct Review Meeting

### Step 4

The review meeting has three parts:

1. Review of personal performance and achievements.
2. Evaluation against the council's core competencies and any specific vocational/professional/technical competencies and standards required of the postholder.
3. Agreeing a Performance Development Plan.

Review formats will vary according to job type and service structure but will focus on the job's key result areas and the following core principles:

- Communicate and agree work outcomes and performance standards
- Give and receive feedback on all aspects of performance
- Identify development needs based on core and job specific competencies
- Implement and monitor performance improvement and development plans.

The templates provided give appropriate guidance on each part of the review process. More detailed advice and guidance on conducting review meetings can be found in MyToolkit.

### Step 5

## Agree Development Plan

### Performance Development Plan

This pulls together the overall outcome of the review process and any development action agreed.

Actions should be reviewed on a regular basis

at one-to-ones and interim reviews as part of mainstream management activity.

The detail required will vary according to job type but Development Plan actions should be specific, quantifiable and time based, with clear accountability for implementation.

## Step 6

### Process Sign Off

This section of the template should be used to summarise the key points discussed as part of the review and any additional comments that there may be.

The information supplied in preparation for the review meeting may require some updating/amendment in the light of discussion prior to final sign-off.

Both manager and employee should sign the form and each keep a copy for their own records, referring to the development plan on a regular basis to ensure that identified actions are being completed.

The written content of the completed review template should be retained as a record in accordance with record management guidance.

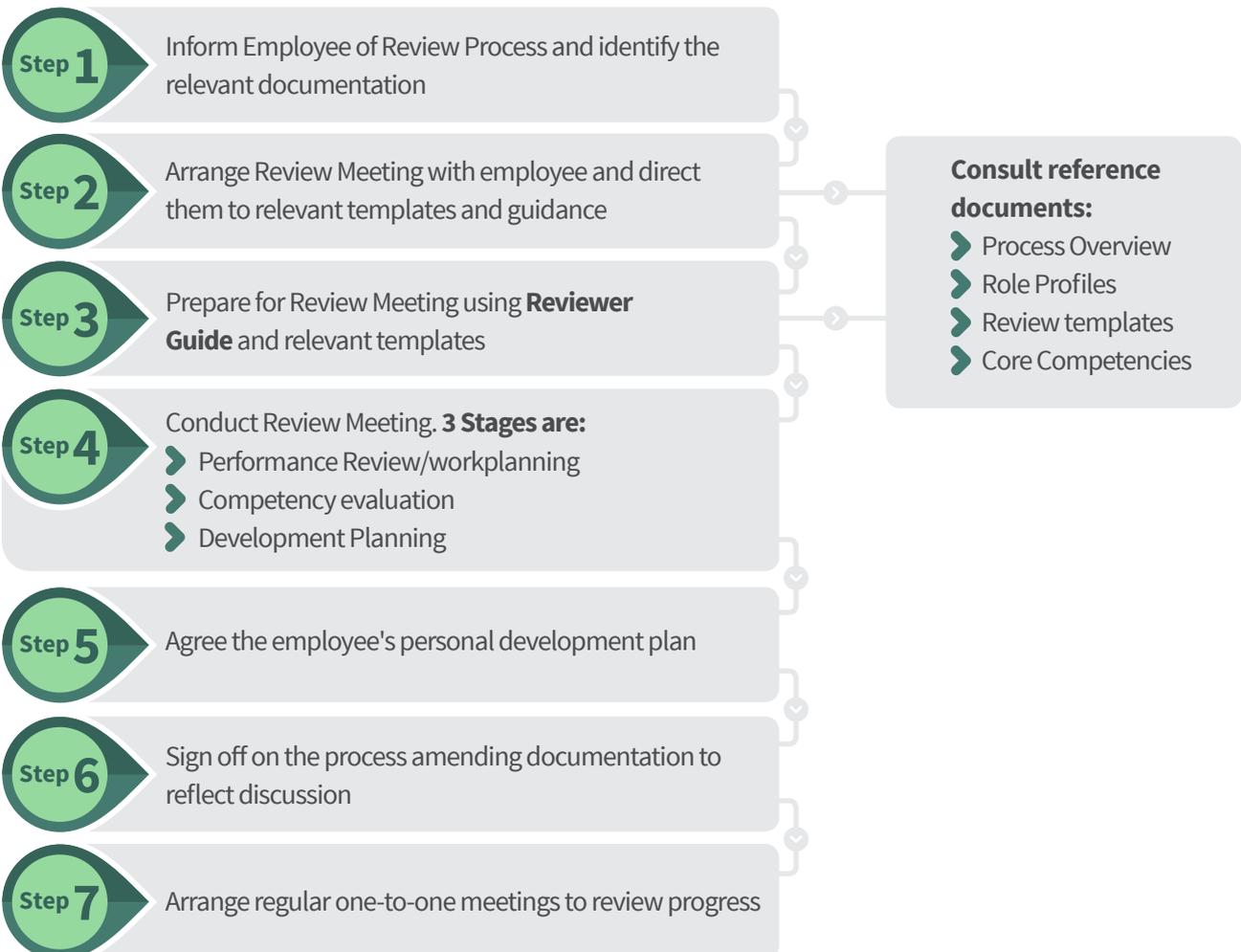
### Regular One-to-One Meetings

## Step 7

The council's Employee Engagement Framework stresses the importance of regular one-to-one meetings as part of good day-to-day leadership and management practice.

Regular one-to-one meetings provide the necessary continuity to progress agreed ADR actions and address any performance and development issues arising over the working year.

## ADR Process Map (7 Steps)



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## Further guidance and support

As referenced above all ADR documentation is in MyToolkit. If there are any other queries on the process contact HR on 01506 282222 or email [learn2develop@westlothian.gcsx.gov.uk](mailto:learn2develop@westlothian.gcsx.gov.uk)



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