Appraisal and Development Review (ADR)

6 Depute Chief Executive

Name:

Line manager:

Date:

Review Process

The review process is designed to ensure that managers are achieving agreed targets and outcomes and are developing the necessary knowledge, capabilities and leadership/management skills.

The process has three parts:

1
> Reviewing performance and achievements over the review period
> Setting performance targets for the next review period

2
> Reviewing performance against the job's key result areas and associated core competencies including any job specific vocational/ professional/technical competencies required

3
> Agreeing a Performance Development Plan
> Process sign-off with line manager

Depute Chief Executives should complete the process with the Chief Executive using the documentation provided in accordance with the accompanying guidance notes.

Work review

The Work Review Section is in two parts:

❯ Corporate/Management Plan Actions for the current and the next review period.

❯ Key Result Areas.

Corporate/Management Plan Actions 1 (Current Review Period)

This section should be completed based on the main corporate/management plan actions assigned in the current review period and should summarise progress against targets and achievements to date.

Main Actions	Progress made against targets and comments/issues arising	Review Notes/Comments

Corporate/Management Plan Action Actions 2 (Next Review Period)

This section should be completed based on actions and targets planned for the coming review period as discussed and confirmed with the Chief Executive and should relate to proposed Corporate/Management Plan actions.

Main Actions	Target Outcomes	Review Notes/Comments

Key Result Areas

Key result areas set out the essential leadership and management performance outcomes required – what you need to do consistently well to perform effectively.

Along with core competencies and behaviours, they bring together both aspects of your job – what is expected of you and how you are expected to do it. Both parts are important and effective performance means doing each part equally well.

Discussion should focus on the overall impact and performance of the postholder across these areas in addition to the achievement of specific Corporate/Management Plan outcomes.

Information provided should relate to actions and outcomes/progress in each of the areas and any actions proposed/agreed looking forward.

Key Result Area	Brief comments on related actions/outcomes	Comments and actions proposed/agreed
Managing Performance Are key targets and outcomes being achieved and is performance being effectively managed? Focuses on: ❯ Achievement of strategic targets and outcomes in accordance with council values and expected behaviours.		❯ Regular reviews of performance with appropriate feedback, and a drive for continuous improvement. ❯ Systematic monitoring and review of customer service, performance measures and indicators. ❯ Effective implementation and monitoring of governance and efficiency measures.

Key Result Area	Brief comments on related actions/outcomes	Comments and actions proposed/agreed
Developing Service and Workforce Capacity What is being done to continuously improve the quality and effectiveness of service provision to develop management and leadership capacity. **Focuses on:** ❯ Continuous improvement, customer service quality, assessing customer requirements, responding to customer feedback, ensuring	constant customer focus. ❯ Systematic review and monitoring of performance related to strategic outcomes. ❯ Planned approach to senior manager development and workforce/succession planning. ❯ Enabling senior managers to successfully cope with change and to take responsibility for problem solving and continuous improvement	

Key Result Area	Brief comments on related actions/outcomes	Comments and actions proposed/agreed
Budget Management Are financial targets being met and is effective monitoring in place? **Focuses on:** ❯ Achievement of agreed budgets and financial targets as a core strategic management responsibility.	❯ Effective governance, communication, monitoring and management of financial procedures and controls. ❯ Clear individual accountability for financial/budgetary outcomes at all levels.	

Key Result Area	Brief comments on related actions/ outcomes	Comments and actions proposed/agreed
Working Together What outcomes have been achieved through the development of collaborative and partnership working? **Focuses on:**		› Effective collaboration with external and internal partners/customers to deliver benefits for customer service and performance/effectiveness. › Systematic development of partnership and collaborative working to foster cross-council and service collaboration.

Key Result Area	Brief comments on related actions/ outcomes	Comments and actions proposed/agreed
Emergency and Business Continuity Planning What has been done to ensure that effective contingency provisions are in place? **Focuses on:**		› Effective integration and co-ordination of corporate and service emergency contingency plans. › Contingency plans regularly rehearsed and effectively communicated to all levels of the workforce.

Competency Evaluation Framework

Each of the following six competencies describes a range of core behaviours and outcomes relating to your role:

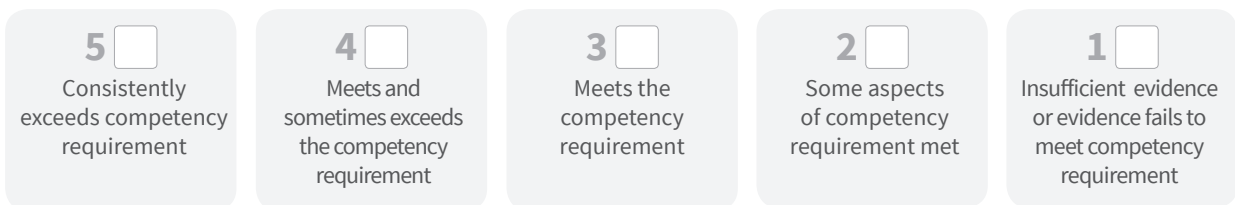| 1 Leading	2 Motivating and developing people	3 Communicating and influencing	4 Working together	5 Managing change and solving problems	6 Delivering effective outcomes

The competency evaluation framework below sets this out in greater detail and you are required to provide practical examples as evidence of how you have been able to demonstrate these behaviours in your day to day management and leadership role.

You should describe relevant and meaningful specific actions/events under each competency heading wherever possible rather than attempt to list general examples against every core behaviour.

You should assess yourself on the following five point scale in respect of each of the core competencies as a basis for discussion with your manager:

5	4	3	2	1
Consistently exceeds competency requirement	Meets and sometimes exceeds the competency requirement	Meets the competency requirement	Some aspects of competency requirement met	Insufficient evidence or evidence fails to meet competency requirement

1 Leading

Means: Taking corporate responsibility for setting the direction of travel for the council; directing, guiding and inspiring others to achieve success for the council; creating a shared sense of direction; delivering outcomes in ways consistent with the council's values and strategies.

Core Behaviours	Practical examples	Development Notes/Comments
› Display a clear and positive vision for the future and get other people's committed involvement and support		
› Build the council's capacity to improve through innovation, strategic planning and integration.		
› Act in ways that reflect the values of the council and encourage others to do the same		
› Champion a culture of high performance and improvement		
› Champion healthy working lives		
Target Outcomes/ Impact		
› The council has effective and clear leadership which is improving the competency and performance capacity of managers at all levels		

5 ☐	4 ☐	3 ☐	2 ☐	1 ☐
Consistently exceeds competency requirement	Meets and sometimes exceeds the competency requirement	Meets the competency requirement	Some aspects of competency requirement met	Insufficient evidence or evidence fails to meet competency requirement

2 Motivating and supporting people

Means: Building supportive and productive relationships with managers and employees to achieve council business outcomes; focussing on achieving results through others; making the best use of the skills, knowledge and capabilities of others.

Core Behaviours	Practical examples	Development Notes/Comments
Delegate effectively and enable and empower others to broaden their experience and capacity		
Work corporately to improve and maintain employee morale and relations across the council		
Create opportunities to develop management and leadership capacity at all levels		
Recognise success and ensure positive individual and team feedback		
Promote the benefits of diversity and challenge discrimination, prejudice and bias		
Target Outcomes/Impact		
Employee morale and productivity is improving		
Organisational performance capacity is improving		
The council has retained IIP status and is improving compliance against the model		

5 ☐	4 ☐	3 ☐	2 ☐	1 ☐
Consistently exceeds competency requirement	Meets and sometimes exceeds the competency requirement	Meets the competency requirement	Some aspects of competency requirement met	Insufficient evidence or evidence fails to meet competency requirement

3   Communicating and influencing

Means: Acting as a visible and positive driver for change and improvement; building productive internal and external relationships to gain support and buy-in for the council's objectives; actively contributing to corporate decision making; championing the goals and values of the council.

Core Behaviours	Practical examples	Development Notes/Comments
❯ Use persuasion and long-term relationship building to win support for the council's objectives		
❯ Develop trust and earn the respect of others through supportive, fair and consistent behaviour		
❯ Promote a culture that encourages two- way discussion where information is shared at all levels		
❯ Engage effectively with customers and stakeholders at all levels		
❯ Manage the political interface positively and effectively		
Target Outcomes/Impact		
❯ The council manages two-way communication effectively		
❯ The council has a positive and productive dynamic between elected members and officers		
❯ Engagement feedback from employees and stakeholders is positive		

5 ☐	4 ☐	3 ☐	2 ☐	1 ☐
Consistently exceeds competency requirement	Meets and sometimes exceeds the competency requirement	Meets the competency requirement	Some aspects of competency requirement met	Insufficient evidence or evidence fails to meet competency requirement

4 Working together

Means: Encouraging people to work towards shared outcomes and aims; building on interdependencies to achieve common goals; actively seeking to break down barriers to cross functional service and team working; utilising the different skills and expertise from across the council.

Core Behaviours	Practical examples	Development Notes/Comments
> Anticipate and create opportunities for collaborative working		
> Use cross service/team discussion and dialogue to develop new ideas		
> Create opportunities for value-added partnership/ collaborative working with external agencies/ organisations		
> Use diversity within services/teams to maximise effectiveness and collaboration		
> Promote a culture that values quality improvement, effort and initiative		
Target Outcomes/Impact		
> Effort is integrated at all levels to deliver customer value and achieve the council's objectives		
> The council's strategic partnerships have a measurable and positive impact on performance		

5 ☐	4 ☐	3 ☐	2 ☐	1 ☐
Consistently exceeds competency requirement	Meets and sometimes exceeds the competency requirement	Meets the competency requirement	Some aspects of competency requirement met	Insufficient evidence or evidence fails to meet competency requirement

5 Managing change and problem solving

Means: Anticipating potential challenges that may impact on strategic service /council outcomes and performance; taking action to resolve problems and potential conflict; developing business focussed strategies and innovative approaches.

Core Behaviours	Practical examples	Development Notes/Comments
❯ Plan change programmes well in advance and communicate and consult effectively with all relevant stakeholders		
❯ Anticipate the likely impact of change and develop contingency plans		
❯ Encourage an open atmosphere and exchange of ideas when formulating change programmes		
❯ Monitor the progress and outcomes of major change programmes and review their effectiveness		
❯ Anticipate possible political reactions to change and manage expectations accordingly		
Target Outcomes/Impact		
❯ Major change programmes are effectively managed and implemented		
❯ Solutions are found which effectively meet customer and business needs		

5 ☐	4 ☐	3 ☐	2 ☐	1 ☐
Consistently exceeds competency requirement	Meets and sometimes exceeds the competency requirement	Meets the competency requirement	Some aspects of competency requirement met	Insufficient evidence or evidence fails to meet competency requirement

6 Delivering effective outcomes

Means: Focussing on strategic planning to achieve the council's business objectives; improving service quality and effectiveness for customers and stakeholders; ensuring that services are designed and delivered to have a lasting and sustainable positive impact on the quality of life of people living in West Lothian.

Core Behaviours	Practical examples	Development Notes/ Comments
❯ Set clear directorate strategy to support council priorities and achieve corporate outcomes		
❯ Integrate council strategic objectives with directorate/service plans		
❯ Ensure that service links with council priorities are communicated and understood at all levels		
❯ Seek customer and stakeholder views and use feedback to improve service quality and effectiveness		
❯ Develop flexible structures and roles with a clear line of sight to the customer		
Target Outcomes/Impact		
❯ The council's modernisation and continuous improvement programmes are on track to deliver projected business outcomes		
❯ The standard of customer service is improving		
❯ The council retains the Customer Services Excellence standard and is continuing to achieve improved compliance levels		

5 ☐	4 ☐	3 ☐	2 ☐	1 ☐
Consistently exceeds competency requirement	Meets and sometimes exceeds the competency requirement	Meets the competency requirement	Some aspects of competency requirement met	Insufficient evidence or evidence fails to meet competency requirement

Essential Knowledge/Skills/Abilities Checklist

Knowledge and Skills/Abilities	Meets job needs	Requires further development	Comments
1 Professional knowledge	☐	☐	
2 Organisational knowledge	☐	☐	
3 Time management	☐	☐	
4 Delegation	☐	☐	
5 Ability under pressure	☐	☐	
6 IT and systems knowledge and skills	☐	☐	
7 Data and performance analysis	☐	☐	
8 Financial management and planning	☐	☐	
9 Workforce management and planning	☐	☐	
10 Presentation skills	☐	☐	

Note

The above categories represent the knowledge and skill sets associated with your role profile and are intended to assist in identifying any development needs for inclusion in your Performance Development Plan. In assessing your current levels of competency in respect of each category, consider what is needed for effective performance in relation to your job role. However you should aim for levels of competency in all categories to ensure you meet all of the job needs.

Performance Development Plan

	Development need	Action	Timescale	Desired Outcome	Evidenced by
1					
2					
3					
4					
5					
6					
7					
8					

Process Sign Off

Manager's Comments

Overall Review Comments:

Specific Action Points:

Summary and Concluding Comments:

Signature: **Date:**

Employee's Comments

Signature: **Date:**

Appraisal and Development Review (ADR)

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

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