



Striving for excellence and developing our employees

# Appraisal and Development Review (ADR)



## Service Manager

**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

Service Managers should complete the process with their Head of Service using the documentation provided in accordance with the accompanying guidance notes.

# Work review

**The Work Review Section is in two parts:**

- Management Plan Actions for the current and the next review period
- Key Result Areas.

## Management Plan Actions 1 (Current Review Period)

This section should be completed based on the main 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

**Management Plan 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 Head of Service and should relate to proposed Management Plan actions.

Main Actions	Target Outcomes	Review Notes/Comments

# Key Result Areas

Key result areas describe 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 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
<p><b>Managing Performance</b>            Are key targets and outcomes being achieved and is performance being effectively managed?            Focuses on:</p> <ul style="list-style-type: none"> <li>➤ Achievement of targets and outcomes in accordance with council values and expected behaviours.</li> </ul>		<ul style="list-style-type: none"> <li>➤ Regular review of employee performance with appropriate feedback, and a drive for continuous improvement.</li> <li>➤ Systematic monitoring and review of customer service, performance measures and indicators.</li> <li>➤ Effective implementation and monitoring of governance and efficiency measures.</li> </ul>

Key Result Area	Brief comments on related actions/ outcomes	Comments and actions proposed/agreed
<p><b>Developing Service and Workforce Capacity</b>            What is being done to improve the quality and effectiveness of service delivery and to ensure that employees are fully trained and capable?            Focuses on:</p> <ul style="list-style-type: none"> <li>▶ Continuous improvement, customer service quality, assessing customer requirements, responding to customer feedback, ensuring constant customer focus.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Systematic review and monitoring of performance related to service outcomes and standards.</li> <li>▶ Enabling managers and teams to successfully cope with change and to take responsibility for problem solving and continuous improvement through effective delegation and team working.</li> <li>▶ Structured approach to workforce planning, employee development and succession planning.</li> </ul>	

Key Result Area	Brief comments on related actions/ outcomes	Comments and actions proposed/agreed
<p><b>Budget Management</b>            Are financial targets being met and is effective monitoring in place?            Focuses on:</p> <ul style="list-style-type: none"> <li>▶ Achievement of agreed budgets and financial targets as a core strategic management responsibility.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Effective governance, communication, monitoring and management of financial procedures and controls.</li> <li>▶ Clear individual accountability for financial/ budgetary outcomes at all levels.</li> </ul>	

Key Result Area	Brief comments on related actions/ outcomes	Comments and actions proposed/agreed
<b>Working Together</b> What outcomes are being achieved through collaborative and team working? Focuses on:		<ul style="list-style-type: none"> <li>➤ Effective collaboration with external and internal partners/customers to deliver benefits for customer service and performance/effectiveness.</li> <li>➤ Systematic development of collaborative working to foster team and cross service co-operation.</li> </ul>

Key Result Area	Brief comments on related actions/ outcomes	Comments and actions proposed/agreed
<b>Emergency and Business Continuity Planning</b> What is being done to ensure that effective contingency provisions are in place? Focuses on:		<ul style="list-style-type: none"> <li>➤ Service emergency contingency plans align with overall council contingency plan.</li> <li>➤ Contingency plans regularly rehearsed and effectively communicated to the workforce as appropriate.</li> </ul>

# Competency Evaluation Framework

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

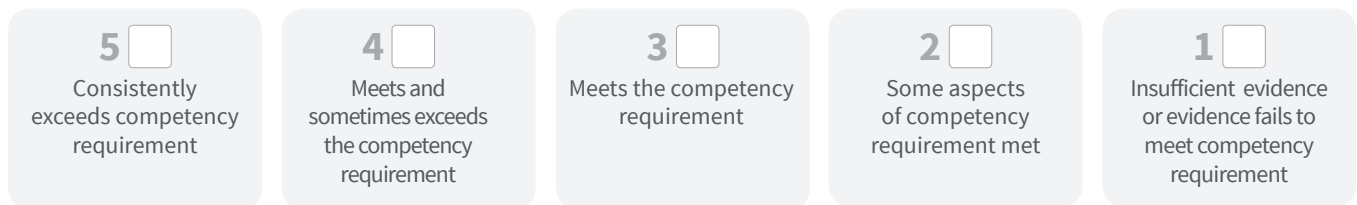


The competency evaluation framework below sets this out in greater detail and you are required to provide practical examples of how you have been able to demonstrate these behaviours in your day to day role.

You should concentrate on relevant and meaningful key actions/events under each

competency heading rather than attempt to list general examples against each of the core behaviours.

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





# 1 Leading

**Means:** Actively contributing to service planning and design; taking responsibility for setting the direction of travel for the service; directing, guiding and inspiring others to achieve success for the service and 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 service and get other people's committed involvement and support		
➤ Build service capacity through integrated working, effective delegation and performance management		
➤ Act in ways that reflect the values of the council and inspire others to do the same		
➤ Champion a culture of high performance and improvement		
➤ Champion healthy working lives		
Target Outcomes/Impact		
➤ The service has effective and clear leadership providing a direction which is improving the competency and performance capacity of employees		

5   
Consistently exceeds competency requirement

4   
Meets and sometimes exceeds the competency requirement

3   
Meets the competency requirement

2   
Some aspects of competency requirement met

1   
Insufficient evidence or evidence fails to meet competency requirement

## 2 Motivating and supporting people

**Means:** Building a supportive and productive leadership relationship with managers and team leaders to achieve the council’s 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 actively 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		
➤ ADR outcomes are positive/ showing improvement		
➤ Service performance capacity is improving		

**5**

Consistently exceeds competency requirement

**4**

Meets and sometimes exceeds the competency requirement

**3**

Meets the competency requirement

**2**

Some aspects of competency requirement met

**1**

Insufficient evidence or evidence fails to meet competency requirement

### 3 Communicating and influencing

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

Core Behaviours	Practical examples	Development Notes/Comments
➤ Engage effectively with customers and put their needs at the heart of service planning		
➤ Earn the respect and confidence of others through supportive, fair and consistent behaviour		
➤ Promote a culture that encourages two-way discussion where information is shared at all levels		
➤ Establish a strong rapport with managers and team leaders and help them to understand the bigger picture context of priority setting and policy decisions		
➤ Regularly review the effectiveness of communication channels		
Target Outcomes/Impact		
➤ The service manages two-way communication effectively		
➤ The service has a positive and productive relationship with customers		
➤ Engagement feedback from employees and stakeholders is positive		

5

Consistently exceeds competency requirement

4

Meets and sometimes exceeds the competency requirement

3

Meets the competency requirement

2

Some aspects of competency requirement met

1

Insufficient evidence or evidence fails to meet competency requirement

## 4 Working together

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

Core Behaviours	Practical examples	Development Notes/Comments
➤ Promote a “one service” culture and drive forward cross-team collaboration		
➤ Use the diversity within teams creatively to optimise customer outcomes		
➤ Use cross- team discussion and dialogue to develop new ideas		
➤ Build partnerships/ collaborations that add value and improve service provision		
➤ Encourage and develop team spirit across the service		
Target Outcomes/Impact		
➤ The service uses available resources effectively to achieve a measurable and positive impact on performance		
➤ Effort is integrated across teams to deliver customer value and achieve service and council objectives		

5

Consistently exceeds competency requirement

4

Meets and sometimes exceeds the competency requirement

3

Meets the competency requirement

2

Some aspects of competency requirement met

1

Insufficient evidence or evidence fails to meet competency requirement

## 5 Managing change and problem solving

**Means:** Anticipating potential challenges that may impact on service outcomes and performance and taking appropriate preventative action; acting decisively to resolve problems and potential conflict; developing business-focussed strategies and innovative approaches.

Core Behaviours	Practical examples	Development Notes/Comments
➤ Plan change initiatives 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 looking for solutions to problems		
➤ Set up systems to gather and distribute information to support decision making and problem solving		
➤ Monitor the progress and outcomes of change programmes		
Target Outcomes/Impact		
➤ Change programmes are effectively managed and implemented		
➤ Solutions are found which effectively meet customer and business needs		

**5**   
Consistently exceeds competency requirement

**4**   
Meets and sometimes exceeds the competency requirement

**3**   
Meets the competency requirement

**2**   
Some aspects of competency requirement met

**1**   
Insufficient evidence or evidence fails to meet competency requirement

## 6 Delivering effective outcomes

**Means:** Focussing on service delivery and council business outcomes; contributing effectively to the delivery of high quality services to the local community; delivering, measuring and improving service quality and effectiveness for customers and stakeholders; ensuring that services are delivered in ways consistent with the council's values and strategies.

Core Behaviours	Practical examples	Development Notes/Comments
➤ Set clear direction for the service to support the council's business priorities.		
➤ Integrate service plans with council corporate objectives		
➤ 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 has achieved positive progress in the key outcomes and priorities		
➤ The service manages resources effectively		
➤ The standard of customer service is improving		
➤ The council retains the Customer Services Excellence standard and is continuing to achieve improved compliance levels		

5

Consistently exceeds competency requirement

4

Meets and sometimes exceeds the competency requirement

3

Meets the competency requirement

2

Some aspects of competency requirement met

1

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
<b>1</b> Professional knowledge	<input type="checkbox"/>	<input type="checkbox"/>	
<b>2</b> Organisational knowledge	<input type="checkbox"/>	<input type="checkbox"/>	
<b>3</b> Time management	<input type="checkbox"/>	<input type="checkbox"/>	
<b>4</b> Delegation	<input type="checkbox"/>	<input type="checkbox"/>	
<b>5</b> Ability under pressure	<input type="checkbox"/>	<input type="checkbox"/>	
<b>6</b> IT and systems knowledge and skills	<input type="checkbox"/>	<input type="checkbox"/>	
<b>7</b> Data and performance analysis	<input type="checkbox"/>	<input type="checkbox"/>	
<b>8</b> Financial management and planning	<input type="checkbox"/>	<input type="checkbox"/>	
<b>9</b> Workforce management and planning	<input type="checkbox"/>	<input type="checkbox"/>	
<b>10</b> Presentation skills	<input type="checkbox"/>	<input type="checkbox"/>	

### 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:

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Specific Action Points:

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Summary and Concluding Comments:

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**Signature:**

**Date:**

## Employee's Comments

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**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](mailto:learn2develop@westlothian.gcsx.gov.uk)



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