Appraisal and Development Review **(ADR)**

9 Manager/Team Leader (A)

Name:

Line manager:

Date:

Review Process

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

Managers/Team Leaders should complete the process with their line manager 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 line manager.

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.

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

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.

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 targets and outcomes in accordance with council values and expected behaviours.		❯ Regular review of employee performance with appropriate feedback, and a drive for continuous improvement. ❯ Systematic monitoring and review of customer service, performance measures and indicators.

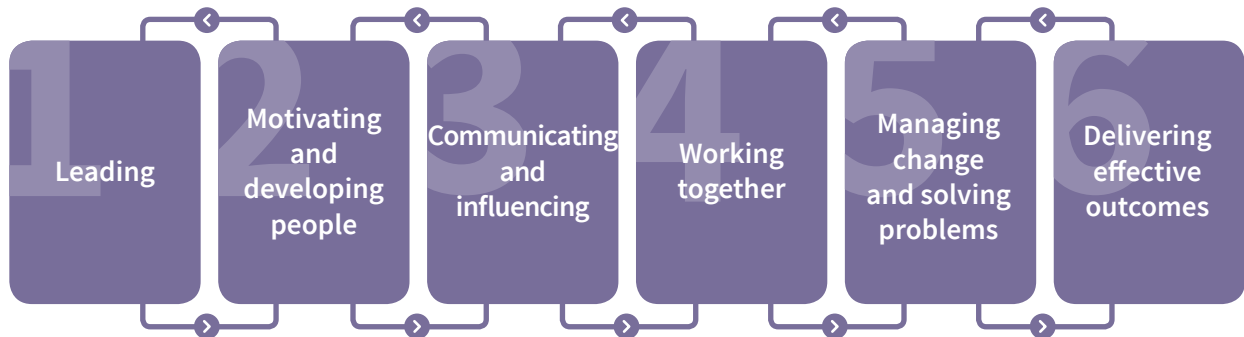| Key Result Area	Brief comments on related actions/ outcomes	Comments and actions proposed/agreed
Developing Team Capacity What is being done to improve the quality and effectiveness of service delivery, and developing team and individual capacity and capability ? Focuses on: ❯ Continuous improvement, customer service quality, assessing customer requirements, responding to customer feedback, ensuring constant customer focus.		❯ Systematic review and monitoring employee performance related to service outcomes and standards. ❯ Planned approach to employee development and succession planning. ❯ Enabling teams and individuals to successfully cope with change and to take responsibility for operational problem solving and continuous improvement.

Key Result Area	Brief comments on related actions/ outcomes	Comments and actions proposed/agreed
Cost Monitoring Are cost targets being met and are processes and procedures in place to monitor and manage agreed targets? Focuses on:		❯ Achievement of agreed budgets and cost targets as a core management responsibility. ❯ Effective communication, monitoring and management of financial procedures and controls. ❯ Clear individual accountability for cost/budget outcomes.

Key Result Area	Brief comments on related actions/ outcomes	Comments and actions proposed/agreed
Working Together What outcomes are being achieved through effective team and collaborative working? Focuses on: ❯ Working with other service teams and internal/	external customers to deliver benefits for customer service and performance effectiveness. ❯ Development of collaborative working to foster inter-team and cross service co-operation and joined up working.	

Key Result Area	Brief comments on related actions/ outcomes	Comments and actions proposed/agreed
Emergency and Business Continuity Planning Are teams and individuals fully aware of the service contingency provisions in place as part of the council's emergency and business continuity plan? Focuses on:	❯ Awareness of all team members of how service emergency contingency plans align with overall service contingency plan. ❯ Contingency plans regularly rehearsed with all team members.	

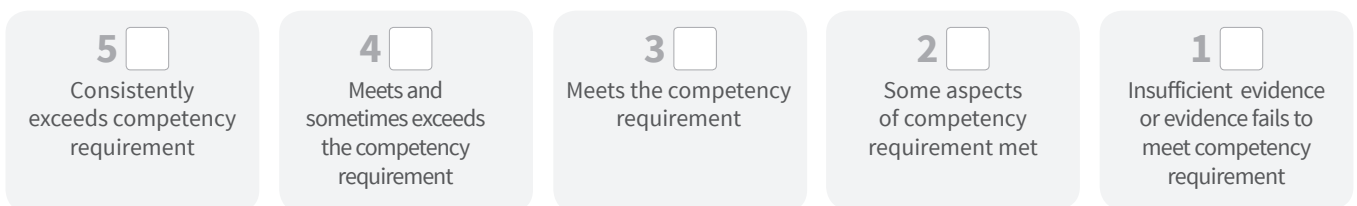# Leadership Evaluation Framework

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 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:

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

1 Leading

Means: Actively contributing to service work planning; providing management and leadership direction to the team; guiding and inspiring the team to achieve success for the service and the council; creating a shared sense of direction for the team; 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 team and get team members' committed involvement and support		
❯ Build the team's capacity to improve 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 clear leadership and direction which is improving the competency and performance capacity of employees		

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 a supportive and productive relationship with team members to achieve the service'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 team members to broaden their experience and capacity		
❯ Work actively to improve and maintain team morale and relations		
❯ Create opportunities to develop individual/team capacity		
❯ 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		
❯ Team performance capacity is improving		

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: Actively promoting and encouraging team development and improvement; building productive working relationships to support buy-in for team and service objectives; actively contributing to service 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 team 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 effectively with the team		
❯ Establish a strong rapport with team leaders/team members and help them to understand the bigger picture context of priority setting and policy decisions		
❯ Regularly review effectiveness of communication channels		
Target Outcomes/Impact		
❯ Information is exchanged effectively through regular two way communication		
❯ The team and individual team members have a positive and productive relationship with customers		
❯ Engagement feedback from team members and customers 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: Actively seeking to break down barriers to cross functional team working; encouraging people to work towards shared outcomes and aims; building on team interdependencies to achieve common goals; utilising the different skills and expertise from across teams and the service.

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 idea		
❯ Build partnerships/ collaborations that add value and improve service provision		
❯ Encourage and develop team spirit across the service		
Target Outcomes/Impact		
❯ The team uses available resources effectively to achieve outcomes and performance standards		
❯ Team effort is focussed on delivering customer value and achieve service and council objectives		

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 team outcomes and performance and taking appropriate preventative action; taking action to resolve problems and dealing fairly and effectively with conflict; developing innovative and alternative approaches to achieve customer outcomes.

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		
❯ 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 ☐	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 the team on service delivery and customer outcomes; delivering, measuring and improving service quality and effectiveness for customers; 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 team to support the service's business priorities		
❯ Effectively integrate team plans with service objectives		
❯ Ensure that the team links with the service's priorities and these are communicated and understood		
❯ Seek customer views and use feedback to improve service quality and effectiveness		
❯ Develop flexible team structures and roles with a clear line of sight to the customer		
Target Outcomes/Impact		
❯ The team has delivered key outcomes and priorities		
❯ Team resources are managed effectively and efficiently		
❯ The standard of customer service is improving		
❯ The service has retained the Customer Service Excellence standard and has improved compliance against the standards		

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 Managing performance	☐	☐	
2 Developing team capacity	☐	☐	
3 Cost/budget monitoring	☐	☐	
4 Change management	☐	☐	
5 Delegation	☐	☐	
6 Workforce management and planning	☐	☐	
7 IT literacy	☐	☐	
8 Data and performance analysis	☐	☐	
9 Customer orientation	☐	☐	
10 Presentation and communication	☐	☐	

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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