



Striving for excellence and developing our employees

Appraisal and Development Review (ADR)



10 Manager/Team Leader (B)

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
<p>Managing Performance Are key targets and outcomes being achieved and is performance being effectively managed? Focuses on:</p> <ul style="list-style-type: none"> ➤ Achievement of targets and outcomes in accordance with council values and expected behaviours. 		<ul style="list-style-type: none"> ➤ Regular review of employee performance with appropriate feedback, and a drive for continuous improvement. ➤ Monitoring and reviewing of customer service, performance measures and indicators.

Key Result Area	Brief comments on related actions/ outcomes	Comments and actions proposed/agreed
<p>Developing Team Capacity What is being done to improve and develop team and individual capability and capacity? Focuses on:</p> <ul style="list-style-type: none"> ➤ Reviewing and monitoring of employee performance related to service outcomes and standards. ➤ Planned approach to employee development and 	<p>succession planning.</p> <ul style="list-style-type: none"> ➤ Improving the ability of team members through effective task sharing, delegation and team working. ➤ Enabling teams and individuals to deal effectively 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
<p>Cost Monitoring Are cost targets being met and effectively monitored? Focuses on:</p> <ul style="list-style-type: none"> ➤ Achieving cost targets as a core management responsibility. 	<ul style="list-style-type: none"> ➤ Ensuring that everyone understands their accountability for meeting cost targets. 	

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:		<ul style="list-style-type: none"> ➤ Working with other teams as well as internal/ external partners to deliver benefits for customer service and performance. ➤ Encouraging collaborative working to foster team and cross service co-operation.

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:		<ul style="list-style-type: none"> ➤ Team emergency contingency plans align with overall service and council contingency plan. ➤ Contingency plans regularly rehearsed and effectively communicated to all team members.

Leadership Evaluation Framework

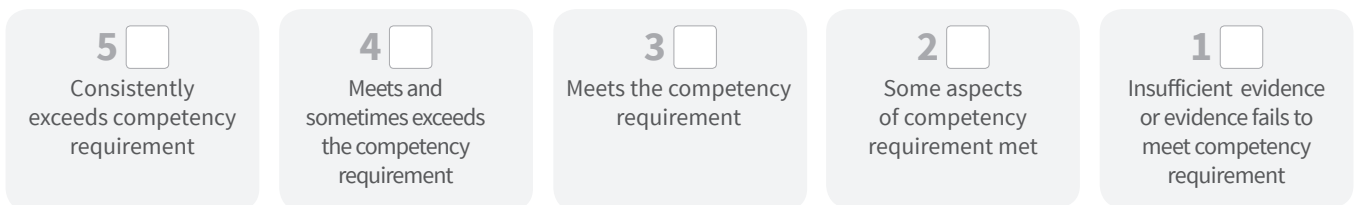
Each of the following six competencies describes a range of core behaviours and outcomes relating to your role:



The competency evaluation framework below sets this out in greater detail and you are required to provide practical examples 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:



1 Leading

Means: Guiding and supporting the team to achieve agreed outcomes; creating a shared sense of common purpose for the team; delivering outcomes in ways consistent with the council's values and guiding principles.

Core Behaviours	Practical examples	Development Notes/Comments
➤ Take a clear and positive approach and work with the full support and involvement of the team		
➤ Build the team's capacity to improve through working effectively together and sharing tasks		
➤ Act in ways that reflect the values of the council and encourage others to do the same		
➤ Encourage and promote a culture of high performance and improvement		
➤ Champion healthy working lives		
Target Outcomes/Impact		
➤ The team has clear leadership and 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 relationship with team members to achieve team/service 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		
➤ Look for 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 <input type="checkbox"/> Consistently exceeds competency requirement	4 <input type="checkbox"/> Meets and sometimes exceeds the competency requirement	3 <input type="checkbox"/> Meets the competency requirement	2 <input type="checkbox"/> Some aspects of competency requirement met	1 <input type="checkbox"/> Insufficient evidence or evidence fails to meet competency requirement
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3 Communicating and influencing

Means: Communicating clearly and concisely ensuring that information is understandable and relevant; 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 actively encourage the team to do the same		
➤ Earn the respect and confidence of others through supportive, fair and consistent behaviour		
➤ Build a culture that encourages two-way discussion and information sharing		
➤ Help team members to understand the bigger picture context of priority setting and policy decisions		
➤ Regularly review the 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

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 encouraging team members to work towards shared outcomes and aims; fostering team co-operation to achieve common goals; utilising the different skills and expertise within the team to achieve optimum customer service.

Core Behaviours	Practical examples	Development Notes/Comments
➤ Encourage the team to work effectively with others		
➤ Use the diversity within teams to optimise customer outcomes		
➤ Use team/cross team discussion and dialogue to develop new ideas		
➤ Work and collaborate with others to build relationships that improve service provision and customer outcomes		
➤ Encourage and develop team awareness of wider service issues		
Target Outcomes/Impact		
➤ The team uses available resources effectively to achieve outcomes and performance standards		
➤ Team effort is focussed on delivering customer value and achieving service and council objectives		

5

Consistently exceeds competency requirement

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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: Reacting positively to workplace change and supporting individuals through the change process; anticipating problems that may affect performance and customer service and taking appropriate preventative/corrective action; implementing alternative approaches to improve customer service outcomes.

Core Behaviours	Practical examples	Development Notes/Comments
➤ Ensure that teams are kept aware of planned changes		
➤ Anticipate the likely impact of change and plan accordingly		
➤ Encourage an open atmosphere and exchange of ideas when looking for solutions to problems		
➤ Gather and distribute information to support team decision making and problem solving		
➤ Monitor the progress and outcomes of change		
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 team outcomes and customer service delivery; contributing effectively to overall service delivery; improving team service quality and effectiveness for customers; ensuring that the team delivers in ways consistent with the council's values and strategies.

Core Behaviours	Practical examples	Development Notes/Comments
➤ Give the team clear direction on delivery of service objectives		
➤ Make sure that team plans tie in effectively with service objectives		
➤ Ensure that team links with service priorities are communicated and understood		
➤ Use customer feedback to improve service quality and effectiveness		
➤ Develop flexible team structures that enhance customer service		
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

Consistently exceeds competency requirement

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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
1 Managing performance	<input type="checkbox"/>	<input type="checkbox"/>	
2 Developing team capacity	<input type="checkbox"/>	<input type="checkbox"/>	
3 Cost/budget monitoring	<input type="checkbox"/>	<input type="checkbox"/>	
4 Change management	<input type="checkbox"/>	<input type="checkbox"/>	
5 Delegation	<input type="checkbox"/>	<input type="checkbox"/>	
6 Workforce management and planning	<input type="checkbox"/>	<input type="checkbox"/>	
7 IT literacy	<input type="checkbox"/>	<input type="checkbox"/>	
8 Data and performance analysis	<input type="checkbox"/>	<input type="checkbox"/>	
9 Customer orientation	<input type="checkbox"/>	<input type="checkbox"/>	
10 Presentation and communication	<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

 www.westlothian.gov.uk

 www.facebook.com/westlothiancouncil

 twitter.com/lovewestlothian