



Striving for excellence and developing our employees

# Appraisal and Development Review (ADR)



## Employee (A)

To be completed by the employee prior to annual review meeting.

**Employee:**

**Line manager:**

**Date:**



## Review Process

This process is about ensuring employees are clear on what is expected of them, how they are expected to do it and how well they are doing it. It also ensures that all aspects of the job are considered in giving you feedback and agreeing any performance development action required.

**The process has three parts:**

1

- Review of performance for the review period to date
- Setting performance targets for the next review period

2

- Assessment of performance against key result areas and core competencies/behaviours including any professional or/and technical competencies and standards required of the postholder

3

- Agree a Performance Development Plan and Sign-Off with Line Manager

Employees should complete the process with their line manager using the documentation provided in accordance with the accompanying guidance notes.

# Work review

## Workplan Actions 1

This section should be completed based on main actions set out in workplans for the review period to date and should summarise progress against targets and objectives

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

## Workplan Actions 2

This section should be completed based on main actions planned over the next review period based on agreed service/workplan targets as discussed with the line manager.

Main Actions Planned	Target Outcomes	Timeline

# Key Result Areas

Key Result Areas and behaviours/competencies are the essential performance outcomes of your job – what you need to be doing well to perform effectively.



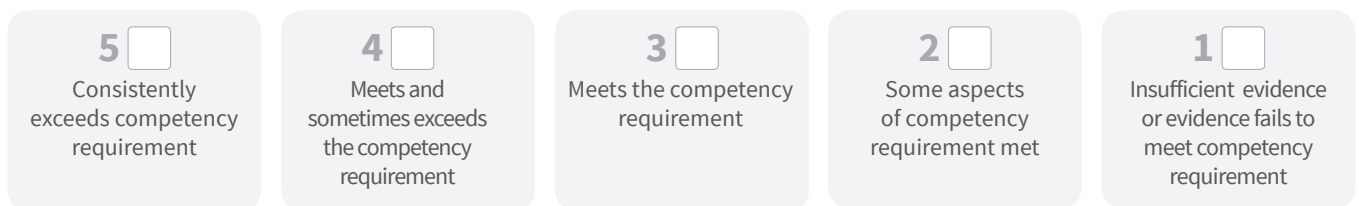
They bring together both aspects of your job – what is expected of you and how you are expected to do it. Both parts are important and effective performance means doing each part equally well.

This section requires the job holder to provide relevant examples of actions relating to each of the key result areas and associated behaviours.

Line Managers should use their judgement to incorporate additional competencies and behaviours as appropriate, based on the council's core competency framework and any job specific competencies and standards required, using language that is familiar and appropriate to the employee/employee group concerned.

Care should be taken to ensure that all competencies and behaviours attributed to a job are relevant and necessary for the job to be performed to the required standards. Any additions should be discussed with HR in the first instance to ensure consistency with expected council competencies and behaviours.

The following levels should be used for an assessment of standards reached in each key result area, following discussion with the line manager:



This information will be used to agree your performance development plan.

## Job Knowledge and Skills

**A consistent demonstration and application of required levels of job competency and skill.  
Developing knowledge and skills related to customer/client requirements.**

Core Behaviours and Competencies	Practical examples	Line Manager Comments
<ul style="list-style-type: none"> <li>Displays effective levels of required job knowledge and skill when performing role</li> </ul>		
<ul style="list-style-type: none"> <li>Actively promotes and applies good practice and standards as an example to others</li> </ul>		
<ul style="list-style-type: none"> <li>Willingly learns, develops and shares where the opportunity arises, learning from their mistakes and useful feedback.</li> </ul>		
<ul style="list-style-type: none"> <li>Uses knowledge and expertise to take the initiative in suggesting service improvements</li> </ul>		
<ul style="list-style-type: none"> <li>Follows work instructions and asks for explanations where needed to finish work within specific quality guidelines and timescales.</li> </ul>		

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

## Service and Customer Focus

**Using skills and expertise effectively for the benefit of customers/clients, taking account of customer feedback.**

Core Behaviours and Competencies	Practical examples	Line Manager Comments
<ul style="list-style-type: none"> <li>➤ Engage effectively with customers/clients, prioritising their needs when delivering a service</li> </ul>		
<ul style="list-style-type: none"> <li>➤ Apply knowledge, skill and expertise in the best interest of customers/clients</li> </ul>		
<ul style="list-style-type: none"> <li>➤ Respond effectively to operational problems ensuring the service meets quality and consistency standards</li> </ul>		
<ul style="list-style-type: none"> <li>➤ Show respect and courtesy to customers and clients at all times, listening to their views</li> </ul>		
<ul style="list-style-type: none"> <li>➤ Demonstrate a willingness to embrace change and new ways of working</li> </ul>		

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1

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## Communicating and influencing

### Building and maintaining productive working relationships to support a collaborative approach to effective service delivery

Core Behaviours and Competencies	Practical examples	Line Manager Comments
<ul style="list-style-type: none"> <li>Engage effectively with customers and actively encouraging other team members to do the same</li> </ul>		
<ul style="list-style-type: none"> <li>Earn the respect and confidence of colleagues through supportive and positive behaviour</li> </ul>		
<ul style="list-style-type: none"> <li>Share information readily and willingly in the best interests of service delivery and customers</li> </ul>		
<ul style="list-style-type: none"> <li>Provide information that is accurate and use language that is relevant and appropriate</li> </ul>		
<ul style="list-style-type: none"> <li>Actively contribute to team decision-making</li> </ul>		

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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

## Working Together

**Working effectively as part of a team to deliver service outcomes and a “one service” approach to meet customer needs. Showing consideration and respect to others, complying with workplace health and safety standards.**

Core Behaviours and Competencies	Practical examples	Line Manager Comments
<ul style="list-style-type: none"> <li>➤ Work supportively with colleagues to ensure a “one service” approach</li> </ul>		
<ul style="list-style-type: none"> <li>➤ Participate actively in team/cross team discussion to develop new ideas</li> </ul>		
<ul style="list-style-type: none"> <li>➤ Keep colleagues informed on relevant issues in a timely manner</li> </ul>		
<ul style="list-style-type: none"> <li>➤ Comply with health and safety standards and practices at all times, taking personal responsibility</li> </ul>		
<ul style="list-style-type: none"> <li>➤ Respects the views of others treating everyone with dignity, encouraging others to do the same</li> </ul>		

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Some aspects of competency requirement met

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Insufficient evidence or evidence fails to meet competency requirement



# Delivering Effective Outcomes

**Achieving performance targets and outcomes in accordance with council values, standards and expected behaviours. Delivering agreed outcomes to time and quality standards.**

Core Behaviours and Competencies	Practical examples	Line Manager Comments
<ul style="list-style-type: none"> <li>➤ Achieves work targets and delivers agreed outcomes</li> </ul>		
<ul style="list-style-type: none"> <li>➤ Works consistently to performance standards and service requirements</li> </ul>		
<ul style="list-style-type: none"> <li>➤ Responds effectively to operational problems managing customer expectations and needs</li> </ul>		
<ul style="list-style-type: none"> <li>➤ Meets all job-related performance standards and encourages others to do the same.</li> </ul>		
<ul style="list-style-type: none"> <li>➤ Acts in ways that reflect the values of the council and encourages others to do the same</li> </ul>		

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**1**

Insufficient evidence or evidence fails to meet competency requirement

Use this section for any additional Competencies/Behaviours not covered by above

Core Behaviours and Competencies	Practical examples	Line Manager Comments

<p><b>5</b> <input type="checkbox"/></p> <p>Consistently exceeds competency requirement</p>	<p><b>4</b> <input type="checkbox"/></p> <p>Meets and sometimes exceeds the competency requirement</p>	<p><b>3</b> <input type="checkbox"/></p> <p>Meets the competency requirement</p>	<p><b>2</b> <input type="checkbox"/></p> <p>Some aspects of competency requirement met</p>	<p><b>1</b> <input type="checkbox"/></p> <p>Insufficient evidence or evidence fails to meet competency requirement</p>
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### Performance Development Plan

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

# 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)

 [www.westlothian.gov.uk](http://www.westlothian.gov.uk)

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