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| **Appraisal and Development Review** |
| **Service Manager** |

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| **Employee:**  |  |
| **Line Manager:** |  |
| **Date:**  |  |

**⮹ Review Process**

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

The process has three parts:

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

**⮹ Work Review**

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

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| **Main Actions** | **Progress made against targets and comments/issues arising** | **Review Notes/ Comments** |
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**Management Plan Actions 2 (Next Review Period)**

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

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| **Main Actions** | **Target Outcomes** | **Timeline** |
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**Key Objectives and Results**

Key objectives and result areas describe the essential leadership and management performance outcomes required - what you need to do consistently well in 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. The last 3 years employee survey results and the outcome of the last 2 WLAM reviews should form part of this review:

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| **Employee Survey Results** | **20\_ Response %** | **20\_****Response %** | **20­\_ Response %** |
| Workforce Planning |  |  |  |
| Reward and Recognition |  |  |  |
| Leadership and Management |  |  |  |
| Involvement and Empowerment |  |  |  |
| Teamwork |  |  |  |
| Learning and Development |  |  |  |
| Equality and Diversity |  |  |  |
| **Return Rate** |  |  |  |
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| **WLAM Scores (last 2)** **(review Improvement Plan)** | **20\_** | **20\_** |  |
| Total score |  |  |  |
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| Key Objectives and Results | Brief comments on related actions/outcomes | Comments and actions agreed |
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| Managing PerformanceHave key objectives, targets and outcomes been achieved and is performance being effectively managed?  |
| * Achievement of targets and outcomes in accordance with council values and expected behaviours.
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| * 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.
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| * Effective implementation and monitoring of governance and efficiency measures.
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| Key Objectives and Results | Brief comments on related actions/outcomes | Comments and actions agreed |
| --- | --- | --- |
| Developing Service and Workforce CapacityWhat has been done to improve and develop management and leadership capacity in your service area? |
| * Systematically improving the abilities of managers, team leaders and employees to achieve optimal outcomes through effective, leadership, collaboration and team working.
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| * Enabling teams and individuals to successfully cope with change and to take responsibility for problem solving and continuous improvement.
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| * Looking ahead at the kinds of results that will typically be required of managers and teams and ensuring that development activity is targeted appropriately.
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| Key Objectives and Results | Brief comments on related actions/outcomes | Comments and actions agreed |
| --- | --- | --- |
| Budget ManagementHave financial objectives and targets been met and is effective monitoring in place? |
| * Achievement of agreed budgets and financial targets as a core service management responsibility.
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| * Effective communication, monitoring and management of financial procedures and controls.
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| * Clear individual accountability for achieving cost outcomes at all levels.
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| Key Objectives and Results | Brief comments on related actions/outcomes | Comments and actions agreed |
| --- | --- | --- |
| Working TogetherWhat outcomes have been achieved through the development of collaboration and partnership working? |
| * Effective collaboration with external and internal partners/customers and the benefits for customer service and performance/effectiveness.
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| * Systematic development of partnership and collaborative working to foster team and cross service collaboration.
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| Key Objectives and Results | Brief comments on related actions/outcomes | Comments and actions agreed |
| --- | --- | --- |
| Emergency and Business Continuity PlanningWhat has been done to ensure that effective contingency provisions are in place? |
| * Service emergency contingency plans align with overall council contingency plan.
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| * Contingency plans regularly rehearsed and effectively communicated to the workforce as appropriate.
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**⮹ Competency Evaluation Framework**

Each of the following six competencies describes a number of 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:

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| 5 | Evidence CONSISTENTLY EXCEEDS competency requirement | 4 | Evidence MEETS AND SOMETIMES EXCEEDS the competency requirement | 3 | Evidence MEETS the competency requirement | 2 | SOME evidence of competency but GAPS or development required | 1 | NO evidence or evidence fails to meet competency requirement |
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| 1. LeadingActively 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. |
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| Core Behaviours* 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 clear leadership and direction which is improving the competency and performance capacity of employees
 | **Practical examples** | **Development Notes** |
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| 2. Motivating and supporting peopleBuilding 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.  |
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| Core Behaviours* 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 service
* Create opportunities to develop management and leadership capacity at all levels in the service
* 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
 | **Practical examples** | **Development Notes** |
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| 3. Communicating and influencingActing 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.  |
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| Core Behaviours* 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
 | **Practical examples** | **Development Notes** |
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| 4. Working togetherActively 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.  |
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| Core Behaviours* 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

  | **Practical examples** | **Development Notes** |
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| 5. Managing change and problem solving 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* 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
 | **Practical examples** | **Development Notes** |
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| 6. Delivering effective outcomes 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.  |
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| Core Behaviours* 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
 | **Practical examples** | **Development Notes** |
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**⮹ Essential Knowledge/Skills Checklist**

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|  | Knowledge and Skills | 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 core 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, you should consider what is needed for effective performance in relation your job role e.g. you do not need to have an “expert” level of IT skills if your role does not require this.

However, you should aim for levels of competence in all categories to ensure you meet all of the job needs.

**⮹ Performance Development Plan**

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|  | **Development Need** | **Action** | **Timescale** | **Desired Outcome** | **Evidenced by** |
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**⮹ Process Sign Off**

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|  | **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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|  | **Employee’s Comments** |
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