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| **Appraisal and Development Review** |
| **Head of Service** |

Data label: OFFICIAL- Sensitive



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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:

Heads of Service should complete the process with the Depute Chief Executive using the documentation provided in accordance with the accompanying guidance notes.

**⮹ Work Review**

**Management Plan Actions 1 (Current Review Period)**

This section should be completed based on the mainmanagement 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 should form part of this review:

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| **Employee Survey Results** | **2015 Response %** | **2016 Response %** | **2017 Response %** |
| Workforce Planning |  |  |  |
| Reward and Recognition |  |  |  |
| Leadership and Management |  |  |  |
| Involvement and Empowerment |  |  |  |
| Teamwork |  |  |  |
| Learning and Development |  |  |  |
| Equality and Diversity |  |  |  |
| **Return Rate** |  |  |  |

| Key Objectives and Results | Brief comments on related actions/outcomes | Comments and actions agreed |
| --- | --- | --- |
| Managing PerformanceAre key objectives, targets and outcomes being achieved and is performance being effectively managed? |
| * Regular reviews of performance with appropriate feedback, and a drive for continuous improvement
 |  |  |
| * Systematic monitoring and review of customer service, performance measures and indicators.
 |  |  |
| * Effective implementation and monitoring of governance and efficiency measures.
 |  |  |
| * Systematic review and monitoring of performance related to service and corporate outcomes.
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| Key Objectives and Results | Brief comments on related actions/outcomes | Comments and actions agreed |
| --- | --- | --- |
| Developing Service and Workforce CapacityWhat is being done to continuously improve the quality and effectiveness of service provision and to ensure that managers and employees are fully trained and capable? |
| * Continuous improvement, customer service quality, assessing customer requirements, responding to customer feedback, ensuring constant customer focus.
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| * Enabling managers and teams to successfully cope with change and to take responsibility for problem solving and continuous improvement.
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| * Planned approach to employee development and succession planning.
 |  |  |
| * 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 ManagementAre financial objectives and targets being met and is effective monitoring in place? |
| * Achievement of agreed budgets and financial targets as a core senior management responsibility.
 |  |  |
| * Effective governance, communication, monitoring and management of financial procedures and controls.
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| * Clear individual accountability for financial/budgetary outcomes at all levels.
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| Key Objectives and Results | Brief comments on related actions/outcomes | Comments and actions agreed |
| --- | --- | --- |
| Working TogetherWhat customer service outcomes and improvements are being been achieved through collaborative and partnership working? |
| * Effective collaboration with external and internal partners/customers to deliver benefits for customer service and performance/effectiveness.
 |  |  |
| * Development of partnership and collaborative working to foster cross-council and service collaboration.
 |  |  |

| Key Objectives and Results | Brief comments on related actions/outcomes | Comments and actions agreed |
| --- | --- | --- |
| Emergency and Business Continuity PlanningAre effective contingency provisions are in place in accordance with corporate requirements? |
| * Effective integration and co-ordination of service emergency contingency plans.
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| * Contingency plans regularly rehearsed and effectively communicated to all levels of the workforce.
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**⮹ 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 as evidence of how you have been able to demonstrate these behaviours in your day to day role.

*You should describe relevant and meaningful specific 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 core competencies as a basis for discussion with your manager:

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| 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 |
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| 1. LeadingTaking 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* Communicate a clear and positive vision for the service and get other people’s committed involvement and support
* Build 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 within the service
* Champion healthy working lives

Target Outcomes/Impact* The service has effective and clear leadership which is improving the competency and performance capacity of managers at all levels
 | **Practical examples** | **Development Notes** |
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| 2. Motivating and supporting peopleBuilding a supportive and productive leadership relationship with managers and employees to achieve 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* Employee morale and productivity is improving
* Service performance capacity is improving
* The council has retained IIP status and is improving compliance against the model
 | **Practical examples** | **Development Notes** |
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| 3. Communicating and influencing Acting as a visible and positive driver for change and improvement; building productive internal and external relationships to gain support and buy-in for the council’s objectives; actively contributing to corporate and strategic decision-making; championing the goals and values of the council.  |
|  |
| Core Behaviours* Use persuasion and long-term relationship building to win support for service and council objectives
* 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
* Focus on employee engagement at all levels in the service
* Manage the political interface positively and effectively

Target Outcomes/Impact* The service manages two-way communication effectively
* The service has a positive and productive relationship with customers and stakeholders
* 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 service and team working; encouraging people to work towards shared outcomes and aims; building on service interdependencies to achieve common goals; utilising the different skills and expertise from across the service and the council.  |
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| Core Behaviours* Create opportunities for collaborative working
* Use cross service/team discussion and dialogue to develop new ideas
* Use partnership working to maximise added value
* Use the diversity within services/teams to optimise customer outcomes
* Promote a culture that values quality improvement, effort and initiative

Target Outcomes/Impact* Effort is integrated at all levels to deliver customer value and achieve service and council objectives
* The service’s strategic partnerships have a measurable and positive impact on performance
 | **Practical examples** | **Development Notes** |
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| 5. Managing change and problem solving Anticipating potential challenges that may impact on service/council outcomes and performance; taking action to resolve problems and potential conflict; developing business focussed strategies and innovative approaches.   |
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| Core Behaviours* Plan change programmes 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 formulating change programmes and looking for solutions
* Monitor the progress and outcomes of change programmes and review their effectiveness
* Anticipate possible political reactions to change and manage expectations accordingly

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 outcomesFocussing on strategic service planning and business outcomes; delivering, measuring and improving service quality and effectiveness for customers and stakeholders; ensuring that services are designed and delivered to have a lasting and sustainable positive impact on the quality of life of people living in West Lothian.   |
|  |
| Core Behaviours* Set clear direction for services to support council priorities and achieve corporate outcomes
* Integrate service planning with council strategic 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 service’s and the council’s modernisation and continuous improvement programmes deliver projected business outcomes
* 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/Abilities Checklist**

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| --- | --- | --- | --- | --- |
|  | Knowledge and Skills | Meets all 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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