Appraisal and Development Review **(ADR)**

1 Process Overview

Appraisal and Development Review (ADR)

Introduction

The value and benefit that come from having a fully skilled, engaged and motivated workforce remain critical to our continuing success as a leading council with a strong performance-driven and customer-focused culture.

The Appraisal and Development Review Framework (ADR) sets out the council's overall approach to the systematic review of employee performance and development and supports outcomes 1-2 of the council's People Strategy:

❯ Effective people management & engagement

❯ Developing workforce skills & capacity

The Framework explains how performance is defined for appraisal and review purposes at different levels in the council and how development needs should be assessed against the performance needs of the job and the individual.

Overview

ADR supports the delivery of the council's outcomes and priorities and creates a 'golden thread' that connects an individual's work plans with the objectives and strategic plans of the council:

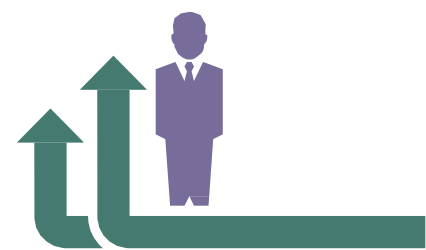| Single Outcome Agreement	West Lothian Council Corporate Plan	Service Management Plans	ADR Framework
10 year strategic outcomes for West Lothian	4 year plan identifying the objectives and priorities for the council	An annual plan for each service to plan activities and resources to deliver outcomes and priorities	An annual review of employee performance and progress, aligning employee work plans for the year

ADR is a core framework to complement good day-to-day leadership and management practice and is a focal point for drawing together any performance and development issues discussed during the year.

Although the process itself is important, the underlying purpose of ADR is to encourage people to focus on what's important to the business of the council and how their job contributes to achieving required outcomes. This means using assessment criteria for each job that fully support the council's aims and objectives and constantly reinforcing what people need to do to perform well.

To assist with this, the council has developed a competency framework that sets out the core behaviours associated with effective performance for jobs at all levels in the council.

Effective Performance

ADR is all about ensuring you are clear about what's expected of you, how you're expected to do it and how well you're doing it.

It also ensures that all aspects of your job are considered in giving you feedback and agreeing any performance development action required.

ADR explains that there are two parts to your job – what you do and how you do it. Both parts are important and effective performance means doing each part equally well.

Defining performance in this way ensures that all aspects of each job are considered in giving individual and team/group feedback and assessing any performance development needs.
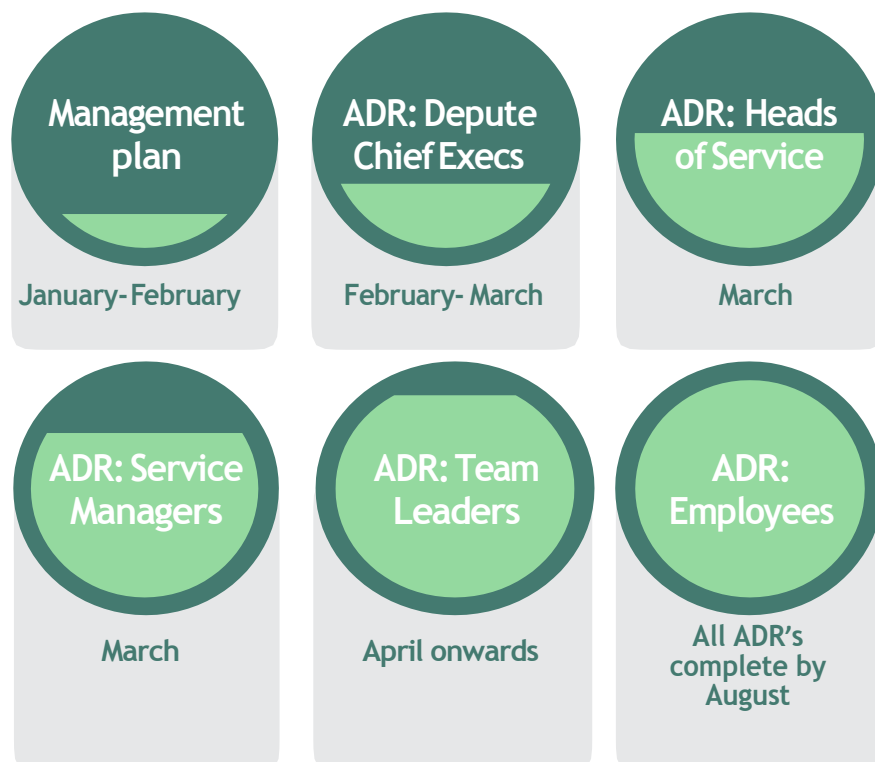
We know we're doing a good job when we:

❯ Focus on our customers
❯ Work as a team
❯ Deliver what we say we'll do
❯ Do it well
❯ Continuously improve our performance

It's important that we achieve this in ways consistent with the council's culture and values. ADR helps us to do this by setting out the key result areas and core behaviours regarded by the council as essential to get the right things done the way we want for jobs at all levels in the council.

ADR Cycle

The ADR process is structured around the following annual cycle:

Management plan	ADR: Depute Chief Execs	ADR: Heads of Service
January- February	February- March	March

ADR: Service Managers	ADR: Team Leaders	ADR: Employees
March	April onwards	All ADR's complete by August

Review meetings should take place using this schedule as a guide, supplemented by interim progress reviews at six monthly intervals or more frequently as necessary.
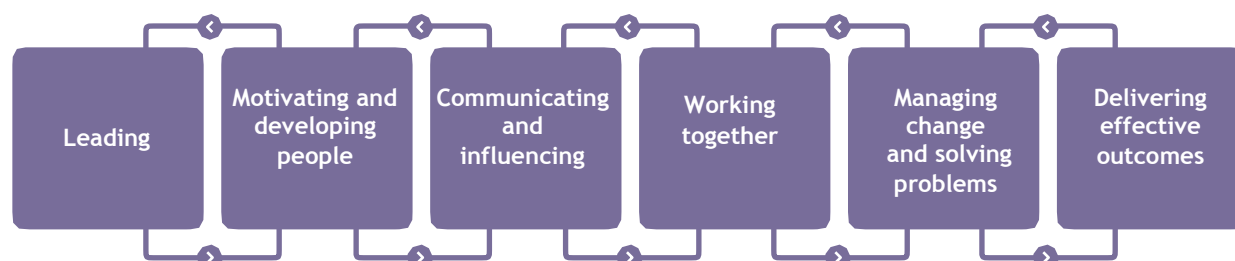
Review Structure

Appraisal and development review at all levels is based on assessing performance against the council's business and service objectives and overall competencies for the job.

Work Review

Review of personal performance and achievements

Competency Evaluation Framework

Evaluation against the council's core competencies and any specific vocational/professional/technical competencies and standards required of the postholder.

Performance Development Plan

Agreeing a Performance Development Plan

The council's competency framework is aligned to the council's values and guiding principles and is structured around the following core competencies:

Management competencies

| Leading | Motivating and developing people | Communicating and influencing | Working together | Managing change and solving problems | Delivering effective outcomes |

The competency framework sets out these behaviours in more detail under each of the following management categories:

1 Depute Chief Executive
Postholders work with and support the Chief Executive in providing the necessary vision, leadership and strategic direction to enable the council to formulate and implement relevant and effective policies.

2 Head of Service
Postholders work with and support Depute Chief Executives and Chief Executive in providing the necessary vision, leadership and strategic direction to enable services to formulate and implement relevant and effective policies.

3 Service Manager
Postholders are responsible to a Head of Service for the management and leadership of a complex organisational and/or specialist support service.
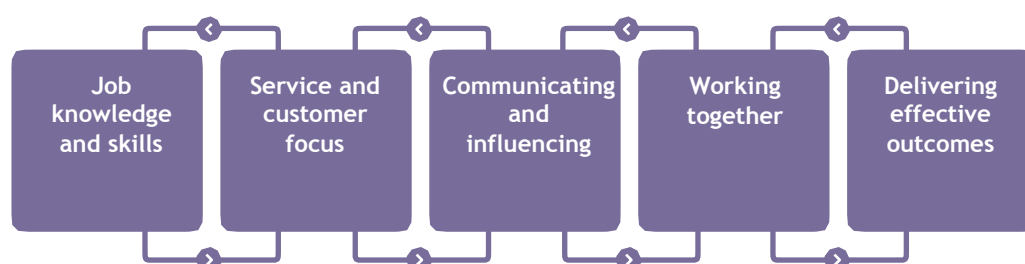
4 Managers and Team Leaders Type A
Post holders typically responsible for the management and leadership of teams/workforces covering professional/specialist/larger scale operational services where the role requires the planning, co-ordination and management of employees or groups of employees. (Indicative Pay Bands I to L)

5 Managers and Team Leaders Type B
Post holders typically responsible for managing teams/work units for aspects of service provision at operational and/or support level, interfacing directly with customers and directing skilled employees in administrative, technical, operational or care processes. (Indicative Pay Bands E to H)

Employee competencies

| Job knowledge and skills | Service and customer focus | Communicating and influencing | Working together | Delivering effective outcomes |

Review Processes

Review processes will vary according to job type and service structure but in all cases will focus on the job's key result areas and the following core principles:

- ◆ Communicate and agree work outcomes and performance standards
- ◆ Give and receive feedback on all aspects of performance
- ◆ Identify development needs based on core and job specific competencies
- ◆ implement and monitor performance improvement and development plans

The ADR Framework is designed to provide managers with a pragmatic and flexible approach to apply the above core principles consistently at all levels.

The processes that apply to Depute Chief Executives, Heads of Service and Service Managers and Team Leaders are structured to deal with the leadership and people management responsibilities of these roles.

The framework review processes for employees recognises that different approaches may be needed to deal with the variety of job types and service delivery models across the council.

However, the above core principles should be applied consistently across all jobs, regardless of function and location.

Use of the Competency Framework

The competency framework is a key part of ADR and sets out core competencies and behaviours associated with effective performance for jobs at all levels in the council.

To take account of the significant differences in the nature of work undertaken, the competency framework refers to a number of different job categories.

Each category has core behaviours related to the required outcomes and nature of the post(s) concerned and is designed to raise employee awareness of what is expected in terms of overall performance.

Where a job specifies a qualification of any kind, the performance standards and levels of skill and expertise established by the qualification are an integral part of overall job requirements. They should therefore be reviewed along with the core behavioural competencies as appropriate.

The list is not exhaustive and managers should use their judgement to incorporate additional examples as appropriate, based on the core behaviours, using language that is familiar and appropriate to the employee/employee group concerned.

However, care should be taken to ensure that all 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.

Appraisal and Development Review (ADR)

Advice and Guidance

ADR is a core framework to complement good day-to-day leadership and management practice and provides a focal point for drawing together any performance and development issues discussed during the year.

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Employee performance and related development issues arising in the course of employment should continue to be dealt with as part of normal day-to-day management activity e.g. at regular one-to-ones, supervision meetings, team meetings and performance feedback sessions.

Further guidance and training on conducting and participating in review meetings is available from HR Services on request. Contact HR on 01506 282222 or email learn2develop@westlothian.gcsx.gov.uk