



Striving for excellence and
developing our employees

Appraisal and Development Review **(ADR)**



Employee Guidance – Questions and Answers

Appraisal and Development Review (ADR)

Overview

The following information should be read as part of the council's ADR Framework.

The ADR Framework sets out guidance on how effective performance is defined for appraisal and review purposes at different levels in the council and how the review process applies to different groups.

The questions and answers below are designed to highlight the main aspects of ADR – more detailed information is available in the guidance documentation provided online in MyToolkit and from HR Services on request.

Questions and Answers

Q1 What does the council mean by “appraisal” - and why is it important?

A Appraisal means looking at both “what” you do - targets and outcomes - and “how” you do it - the core competencies (behaviours, skills and abilities) needed to do the job effectively. The core competencies are set out in the council's competency framework for jobs at all levels across the council.

Setting aside time for a formal review meeting helps to ensure that you are clear about what's expected of you. It gives you and your line

manager the opportunity to discuss how things have gone over the review period and to focus on any specific performance and development issues that need to be addressed.

The important thing to remember is that ADR is very much a two-way process and the information from the review is there to help both you and your line manager achieve agreed outcomes.

Q2 How will my review information be recorded?

A The contents and outcome of your review will be discussed with you and you will receive a copy of the comments/agreed actions from your manager/team leader.

Your manager will also retain a copy for reference purposes to assist in monitoring and reviewing progress against any agreed actions and outcomes.

Q3 How will the information from my review be used?

A Both you and your manager will retain a copy for reference purposes to assist in monitoring and reviewing progress against agreed actions and outcomes.

It's important to remember that information from ADR forms part of the overall record of your ongoing work performance with the council.

As such, it can be referred to along with any other information and feedback received throughout the year relating to your overall work performance.

The council will also analyse the various performance development needs that arise across the council and will use this information on an anonymous basis to assist with the planning and co-ordination of learning and development.

Q4 Will there be development opportunities for me through ADR?

A Agreeing an appropriate performance development plan is an essential part of ADR.

This is closely linked to what's defined as effective performance for your particular job and involves an

assessment of your ability to achieve the outcomes set for your job in ways consistent with the standards set by the council.

Q5 How often will I have a formal review meeting with my manager?

A In addition to your annual review, you should have at least one interim review each year.

ADR sets out an overall timetable for reviews over the year and your line manager will advise you when

your meetings are to take place.

Remember that formal review meetings are part of the regular communication and contact you should be having with your line manager.

Q6 Does my review involve having to complete a lot of paperwork?

A ADR has been designed to be completed online wherever possible to minimise the amount of paperwork required.

The amount of written information, if any, you will need to prepare in advance for your review meeting will depend on on the type of job you do,

and whether or not you have people management responsibilities.

Your line manager will confirm how your review will be conducted and whether or not you need to provide any written information in advance.

Q7 What happens if I disagree with my manager's comments and feedback?

A The review discussion should be an open and frank assessment of work performance and development needs based on the job's key result areas and relevant competencies and behaviours.

If there are genuine differences of opinion, the manager and the employee should always seek

to resolve these through discussion at the review meeting and agree a way forward with appropriate review timescales.

The sign-off process provides an opportunity for both parties to record their comments and should reflect any points that arise at the review meeting.

Q8 My job qualification requires me to comply with certain standards and codes – how does ADR fit in with this?

A Where your job specifies a qualification of any kind, the council expects you to display the standards and levels of skill and expertise set by the qualification. It's an essential part of doing your job to the overall standards required by the council.

In considering all aspects of performance, ADR takes account of any professional/vocational/trade/technical development needs and requirements that may arise as part of the process.

Q9 Will the information/comments shared at my review meeting be confidential?

A Yes. The information gathered and discussed at the review meeting will be confidential to you and your line manager, but as explained above, any

performance development needs will be collated on an anonymous basis to assist with learning and development planning across the council.

Q10 What happens if my line manager is off long-term sick or is unable to do my review?

A The ADR process is mandatory and arrangements will be made to have your review conducted by another manager.

You will be informed of any alternative arrangements put in place in the absence of your line manager.

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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

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