



Striving for excellence and developing our employees

# Appraisal and Development Review (ADR)



## Core Competency Framework

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## Core Competency Framework

### Using the Framework

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

The competencies have target outcomes related to the council's key business and service objectives and sit alongside any specific vocational/professional/technical competencies and standards required of the postholder.

Where a job specifies a qualification of any kind, the council expects the postholder to display the standards and levels of skill and expertise established by the qualification. This is an essential part of doing the job to the overall standards required by the council and should be reviewed along with the core behavioural competencies set out in the competency framework.

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

***However, 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.***

## Core Competencies – Level Definitions and Behaviours - Depute Chief Executive

<b>Core Competencies</b> <i>What's expected of you</i>	<b>Core Behaviours</b> <i>How you're expected to do it</i>	<b>Target Outcomes/Impact</b> <i>Why it's important</i>
<b>Leading</b> <b>Means:</b> Taking corporate responsibility for setting the direction of travel for the council; directing, guiding and inspiring others to achieve success for the council; creating a shared sense of direction; delivering outcomes in ways consistent with the council's values and strategies.	<ul style="list-style-type: none"> <li>✓ Display a clear and positive vision for the future and get other people's committed involvement and support</li> <li>✓ Build the council's capacity to improve through innovation, strategic planning and integration</li> <li>✓ Act in ways that reflect the values of the council and encourage others to do the same</li> <li>✓ Champion a culture of high performance and improvement</li> <li>✓ Champion healthy working lives</li> </ul>	<ul style="list-style-type: none"> <li>✓ The council has effective and clear leadership which is improving the competency and performance capacity of managers at all levels.</li> </ul>
<b>Motivating and Supporting People</b> <b>Means:</b> Building supportive and productive relationships with managers and employees to achieve council business outcomes; focussing on achieving results through others; making the best use of the skills, knowledge and capabilities of others	<ul style="list-style-type: none"> <li>✓ Delegate effectively and enable and empower others to broaden their experience and capacity</li> <li>✓ Work corporately to improve and maintain employee morale and relations across the council</li> <li>✓ Create opportunities to develop management and leadership capacity at all levels</li> <li>✓ Recognise success and ensure positive individual and team feedback</li> <li>✓ Promote the benefits of diversity and challenge discrimination, prejudice and bias</li> </ul>	<ul style="list-style-type: none"> <li>✓ Employee morale and productivity is improving</li> <li>✓ Organisational performance capacity is improving</li> <li>✓ The council has retained IIP status and is improving compliance against the model</li> </ul>
<b>Communicating and Influencing</b> <b>Means:</b> 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 decision-making; championing the goals and values of the council.	<ul style="list-style-type: none"> <li>✓ Use persuasion and long-term relationship building to win support for the council's objectives</li> <li>✓ Develop trust and earn the respect of others through supportive, fair and consistent behaviour</li> <li>✓ Promote a culture that encourages two-way discussion where information is shared at all levels</li> <li>✓ Engage effectively with customers and stakeholders at all levels</li> <li>✓ Manage the political interface positively and effectively</li> </ul>	<ul style="list-style-type: none"> <li>✓ The council manages two-way communication effectively</li> <li>✓ The council has a positive and productive dynamic between elected members and officers</li> <li>✓ Engagement feedback from employees and stakeholders is positive</li> </ul>
<b>Working Together</b> <b>Means:</b> Encouraging people to work towards shared outcomes and aims; building on interdependencies to achieve common goals; actively seeking to break down barriers to cross functional service and team working; utilising the different skills and expertise from across the council	<ul style="list-style-type: none"> <li>✓ Anticipate and create opportunities for collaborative working</li> <li>✓ Use cross service/team discussion and dialogue to develop new ideas</li> <li>✓ Create opportunities for value-added partnership/ collaborative working with external agencies/ organisations</li> <li>✓ Use diversity within services/teams to maximise effectiveness and collaboration</li> <li>✓ Promote a culture that values quality improvement, effort and initiative</li> </ul>	<ul style="list-style-type: none"> <li>✓ Effort is integrated at all levels to deliver customer value and achieve the council's objectives</li> <li>✓ The council's strategic partnerships have a measurable and positive impact on performance</li> </ul>
<b>Managing Change and Problem Solving</b> <b>Means:</b> Anticipating potential challenges that may impact on strategic service/council outcomes and performance; taking action to resolve problems and potential conflict; developing business focussed strategies and innovative approaches.	<ul style="list-style-type: none"> <li>✓ Plan change programmes well in advance and communicate and consult effectively with all relevant stakeholders</li> <li>✓ Anticipate the likely impact of change and develop contingency plans</li> <li>✓ Encourage an open atmosphere and exchange of ideas when formulating change programmes</li> <li>✓ Monitor the progress and outcomes of major change programmes and review their effectiveness</li> <li>✓ Anticipate possible political reactions to change and manage expectations accordingly</li> </ul>	<ul style="list-style-type: none"> <li>✓ Major change programmes are effectively managed and implemented</li> <li>✓ Solutions are found which effectively meet customer and business needs</li> </ul>
<b>Delivering Effective Outcomes</b> <b>Means:</b> Focussing on strategic planning to achieve the council's business objectives; 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.	<ul style="list-style-type: none"> <li>✓ Set clear directorate strategy to support council priorities and achieve corporate outcomes</li> <li>✓ Integrate council strategic objectives with directorate/ service plans</li> <li>✓ Ensure that service links with council priorities are communicated and understood at all levels</li> <li>✓ Seek customer and stakeholder views and use feedback to improve service quality and effectiveness</li> <li>✓ Develop flexible structures and roles with a clear line of sight to the customer</li> </ul>	<ul style="list-style-type: none"> <li>✓ The council's modernisation and continuous improvement programmes are on track to deliver projected business outcomes</li> <li>✓ The standard of customer service is improving</li> <li>✓ The council retains the Customer Service Excellence standard and is continuing to achieve improved compliance levels</li> </ul>

## Core Competencies – Level Definitions and Behaviours - Head of Service

<b>Core Competencies</b> <i>What's expected of you</i>	<b>Core Behaviours</b> <i>How you're expected to do it</i>	<b>Target Outcomes/Impact</b> <i>Why it's important</i>
<b>Leading</b> <b>Means:</b> 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.	<ul style="list-style-type: none"> <li>✓ Communicate a clear and positive vision for the service and get other people's committed involvement and support</li> <li>✓ Build service capacity through integrated working, effective delegation and performance management</li> <li>✓ Act in ways that reflect the values of the council and encourage others to do the same</li> <li>✓ Champion a culture of high performance and improvement within the service</li> <li>✓ Champion healthy working lives</li> </ul>	<ul style="list-style-type: none"> <li>✓ The service has effective and clear leadership which is improving the competency and performance capacity of managers at all levels</li> </ul>
<b>Motivating and Supporting People</b> <b>Means:</b> Building a supportive and productive 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	<ul style="list-style-type: none"> <li>✓ Delegate effectively and enable and empower others to broaden their experience and capacity</li> <li>✓ Work actively to improve and maintain employee morale and relations across the service</li> <li>✓ Create opportunities to develop management and leadership capacity at all levels in the service</li> <li>✓ Recognise success and ensure positive individual and team feedback</li> <li>✓ Promote the benefits of diversity and challenge discrimination, prejudice and bias</li> </ul>	<ul style="list-style-type: none"> <li>✓ Employee moral and productivity is improving</li> <li>✓ Service performance capacity is improving</li> <li>✓ The council has retained IIP status and is improving compliance against the model</li> </ul>
<b>Communicating and Influencing</b> <b>Means:</b> Acting as a visible and positive driver for change and improvement; building productive internal and external relationships to gain support and buy-in for service and council objectives; actively contributing to corporate and strategic decision-making; championing the goals and values of the council.	<ul style="list-style-type: none"> <li>✓ Use persuasion and long-term relationship building to win support for service and council objectives</li> <li>✓ Earn the respect and confidence of others through supportive, fair and consistent behaviour</li> <li>✓ Promote a culture that encourages two-way discussion where information is shared at all levels</li> <li>✓ Focus on employee engagement at all levels in the service</li> <li>✓ Manage the political interface positively and effectively</li> </ul>	<ul style="list-style-type: none"> <li>✓ The service manages two-way communication effectively</li> <li>✓ The service has a positive and productive relationship with customers and stakeholders</li> <li>✓ Engagement feedback from employees and stakeholders is positive</li> </ul>
<b>Working Together</b> <b>Means:</b> Actively 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.	<ul style="list-style-type: none"> <li>✓ Create opportunities for collaborative working</li> <li>✓ Use cross service/team discussion and dialogue to develop new ideas</li> <li>✓ Use partnership working to maximise added value</li> <li>✓ Use the diversity within services/teams to optimise customer outcomes</li> <li>✓ Promote a culture that values quality improvement, effort and initiative</li> </ul>	<ul style="list-style-type: none"> <li>✓ Effort is integrated at all levels to deliver customer value and achieve service and council objectives</li> <li>✓ The service's strategic partnerships have a measurable and positive impact on performance</li> </ul>
<b>Managing Change and Problem Solving</b> <b>Means:</b> 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.	<ul style="list-style-type: none"> <li>✓ Plan change programmes well in advance and communicate and consult effectively with all relevant stakeholders</li> <li>✓ Anticipate the likely impact of change and develop contingency plans</li> <li>✓ Encourage an open atmosphere and exchange of ideas when formulating change programmes and looking for solutions</li> <li>✓ Monitor the progress and outcomes of change programmes and review their effectiveness</li> <li>✓ Anticipate possible political reactions to change and manage expectations accordingly</li> </ul>	<ul style="list-style-type: none"> <li>✓ Change programmes are effectively managed and implemented</li> <li>✓ Solutions are found which effectively meet customer and business needs</li> </ul>
<b>Delivering Effective Outcomes</b> <b>Means:</b> Focussing 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	<ul style="list-style-type: none"> <li>✓ Set clear direction for services to support council priorities and achieve corporate outcomes</li> <li>✓ Integrate service planning with council strategic objectives</li> <li>✓ Ensure that service links with council priorities are communicated and understood at all levels</li> <li>✓ Seek customer and stakeholder views and use feedback to improve service quality and effectiveness</li> <li>✓ Develop flexible structures and roles with a clear line of sight to the customer</li> </ul>	<ul style="list-style-type: none"> <li>✓ Service and council modernisation and continuous improvement programmes deliver projected business outcomes</li> <li>✓ The standard of customer service is improving</li> <li>✓ The council retains the Customer Service Excellence standard and is continuing to achieve improved compliance levels</li> </ul>

## Core Competencies – Level Definitions and Behaviours - Service Manager

<b>Core Competencies</b> <i>What's expected of you</i>	<b>Core Behaviours</b> <i>How you're expected to do it</i>	<b>Target Outcomes/Impact</b> <i>Why it's important</i>
<b>Leading</b> <b>Means:</b> Actively 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.	<ul style="list-style-type: none"> <li>✓ Display a clear and positive vision for the service and get other people's committed involvement and support</li> <li>✓ Build service capacity through integrated working, effective delegation and performance management</li> <li>✓ Act in ways that reflect the values of the council and encourage others to do the same</li> <li>✓ Champion a culture of high performance and improvement</li> <li>✓ Champion healthy working lives</li> </ul>	<ul style="list-style-type: none"> <li>✓ The service has effective and clear leadership which is improving the competency and performance capacity of managers at all levels</li> </ul>
<b>Motivating and Supporting People</b> <b>Means:</b> Building a supportive and productive 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.	<ul style="list-style-type: none"> <li>✓ Delegate effectively and enable and empower others to broaden their experience and capacity</li> <li>✓ Work actively to improve and maintain employee morale and relations across the service</li> <li>✓ Create opportunities to develop management and leadership capacity at all levels in the service</li> <li>✓ Recognise success and ensure positive individual and team feedback</li> <li>✓ Promote the benefits of diversity and challenge discrimination, prejudice and bias</li> </ul>	<ul style="list-style-type: none"> <li>✓ ADR outcomes are positive/ showing improvement</li> <li>✓ Service performance capacity is improving</li> </ul>
<b>Communicating and Influencing</b> <b>Means:</b> Acting 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.	<ul style="list-style-type: none"> <li>✓ Engage effectively with customers and put their needs at the heart of service planning</li> <li>✓ Earn the respect and confidence of others through supportive, fair and consistent behaviour</li> <li>✓ Promote a culture that encourages two-way discussion where information is shared at all levels</li> <li>✓ Establish a strong rapport with managers and team leaders and help them to understand the bigger picture context of priority setting and policy decisions</li> <li>✓ Regularly review the effectiveness of communication channels</li> </ul>	<ul style="list-style-type: none"> <li>✓ The service manages two-way communication effectively</li> <li>✓ The service has a positive and productive relationship with customers</li> <li>✓ Engagement feedback from employees and stakeholders is positive</li> </ul>
<b>Working Together</b> <b>Means:</b> Actively 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.	<ul style="list-style-type: none"> <li>✓ Promote a "one service" culture and drive forward cross-team collaboration</li> <li>✓ Use the diversity within teams creatively to optimise customer outcomes</li> <li>✓ Use cross-team discussion and dialogue to develop new ideas</li> <li>✓ Build partnerships/collaborations that add value and improve service provision</li> <li>✓ Encourage and develop team spirit across the service</li> </ul>	<ul style="list-style-type: none"> <li>✓ The service uses available resources effectively to achieve a measurable and positive impact on performance</li> <li>✓ Effort is integrated across teams to deliver customer value and achieve service and council objectives</li> </ul>
<b>Managing Change and Problem Solving</b> <b>Means:</b> 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.	<ul style="list-style-type: none"> <li>✓ Plan change initiatives well in advance and communicate and consult effectively with all relevant stakeholders</li> <li>✓ Anticipate the likely impact of change and develop contingency plans</li> <li>✓ Encourage an open atmosphere and exchange of ideas when looking for solutions to problems</li> <li>✓ Set up systems to gather and distribute information to support decision making and problem solving</li> <li>✓ Monitor the progress and outcomes of change programmes</li> </ul>	<ul style="list-style-type: none"> <li>✓ Change programmes are effectively managed and implemented</li> <li>✓ Solutions are found which effectively meet customer and business needs</li> </ul>
<b>Delivering Effective Outcomes</b> <b>Means:</b> 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.	<ul style="list-style-type: none"> <li>✓ Set clear direction for the service to support the council's business priorities</li> <li>✓ Integrate service plans with council corporate objectives</li> <li>✓ Ensure that service links with council priorities are communicated and understood at all levels</li> <li>✓ Seek customer and stakeholder views and use feedback to improve service quality and effectiveness</li> <li>✓ Develop flexible structures and roles with a clear line of sight to the customer</li> </ul>	<ul style="list-style-type: none"> <li>✓ The council has achieved positive progress in the key outcomes and priorities</li> <li>✓ The service manages resources effectively</li> <li>✓ The standard of customer service is improving</li> <li>✓ The council retained the Customer Service Excellence standard and has improved compliance against the standard</li> </ul>

## Core Competencies – Level Definitions and Behaviours - Manager/Team Leader (A)

<b>Core Competencies</b> <i>What's expected of you</i>	<b>Core Behaviours</b> <i>How you're expected to do it</i>	<b>Target Outcomes/Impact</b> <i>Why it's important</i>
<b>Leading</b> <b>Means:</b> Actively contributing to service work planning; providing management and leadership direction to the team; guiding and inspiring the team to achieve success for the service and the council; creating a shared sense of direction for the team; delivering outcomes in ways consistent with the council's values and strategies.	<ul style="list-style-type: none"> <li>✓ Display a clear and positive vision for the team and get team members' committed involvement and support</li> <li>✓ Build the team's capacity to improve through integrated working, effective delegation and performance management</li> <li>✓ Act in ways that reflect the values of the council and encourage others to do the same</li> <li>✓ Champion a culture of high performance and improvement</li> <li>✓ Champion healthy working lives</li> </ul>	<ul style="list-style-type: none"> <li>✓ The team has clear leadership and direction resulting in improved performance capacity and competency of team members</li> </ul>
<b>Motivating and Supporting People</b> <b>Means:</b> Building a supportive and productive relationship with team members to achieve the service's business outcomes; focussing on achieving results through others; making the best use of the skills, knowledge and capabilities of others.	<ul style="list-style-type: none"> <li>✓ Delegate effectively and enable team members to broaden their experience and capacity</li> <li>✓ Work actively to improve and maintain team morale and relations</li> <li>✓ Create opportunities to develop individual/team capacity</li> <li>✓ Recognise success and ensure positive individual and team feedback</li> <li>✓ Promote the benefits of diversity and challenge discrimination, prejudice and bias</li> </ul>	<ul style="list-style-type: none"> <li>✓ ADR outcomes are positive/ showing improvement</li> <li>✓ Team performance capacity is improving</li> </ul>
<b>Communicating and Influencing</b> <b>Means:</b> Actively promoting and encouraging team development and improvement; building productive working relationships to support buy-in for team and service objectives; actively contributing to service decision-making; championing the goals and values of the council	<ul style="list-style-type: none"> <li>✓ Engage effectively with customers and put their needs at the heart of team planning</li> <li>✓ Earn the respect and confidence of others through supportive, fair and consistent behaviour</li> <li>✓ Promote a culture that encourages two-way discussion where information is shared effectively with the team</li> <li>✓ Establish a strong rapport with team leaders/team members and help them to understand the bigger picture context of priority setting and policy decisions</li> <li>✓ Regularly review the effectiveness of communication channels</li> </ul>	<ul style="list-style-type: none"> <li>✓ Information is exchanged effectively through regular two way communication</li> <li>✓ The team and individual team members have a positive and productive relationship with customers</li> <li>✓ Engagement feedback from team members and customers is positive</li> </ul>
<b>Working Together</b> <b>Means:</b> Actively seeking to break down barriers to cross functional team working; encouraging people to work towards shared outcomes and aims; building on team interdependencies to achieve common goals; utilising the different skills and expertise from across teams and the service.	<ul style="list-style-type: none"> <li>✓ Promote a "one service" culture and drive forward team and cross team collaboration</li> <li>✓ Use the diversity within teams creatively to optimise customer outcomes</li> <li>✓ Use team/cross team discussion and dialogue to develop new ideas</li> <li>✓ Build partnerships/collaborations that add value and improve service provision</li> <li>✓ Encourage and develop team spirit across the service</li> </ul>	<ul style="list-style-type: none"> <li>✓ The team uses available resources effectively to achieve outcomes and performance standards</li> <li>✓ Team effort is focussed on delivering customer value and achieving service and council objectives</li> </ul>
<b>Managing Change and Problem Solving</b> <b>Means:</b> Anticipating potential challenges that may impact on team outcomes and performance and taking appropriate preventative action; taking action to resolve problems and dealing fairly and effectively with conflict; developing innovative and alternative approaches to achieve customer outcomes.	<ul style="list-style-type: none"> <li>✓ Plan change well in advance and communicate and consult effectively with all relevant stakeholders</li> <li>✓ Anticipate the likely impact of change and plan accordingly</li> <li>✓ Encourage an open atmosphere and exchange of ideas when looking for solutions to problems</li> <li>✓ Gather and distribute information to support team decision making and problem solving</li> <li>✓ Monitor the progress and outcomes of change programmes</li> </ul>	<ul style="list-style-type: none"> <li>✓ Change programmes are effectively managed and implemented</li> <li>✓ Solutions are found which effectively meet customer and business needs</li> </ul>
<b>Delivering Effective Outcomes</b> <b>Means:</b> Focussing the team on service delivery and customer outcomes; delivering, measuring and improving service quality and effectiveness for customers; ensuring that services are delivered in ways consistent with the council's values and strategies.	<ul style="list-style-type: none"> <li>✓ Set clear direction for the team to support the service's business priorities</li> <li>✓ Effectively integrate team plans with service objectives</li> <li>✓ Ensure that team links with service priorities are communicated and understood</li> <li>✓ Seek customer views and use feedback to improve service quality and effectiveness</li> <li>✓ Develop flexible team structures and roles with a clear line of sight to the customer</li> </ul>	<ul style="list-style-type: none"> <li>✓ The team has delivered key outcomes and priorities</li> <li>✓ Team resources are managed effectively and efficiently</li> <li>✓ The standard of customer service is improving</li> <li>✓ The service has retained the Customer Service Excellence standard and has improved compliance against the standard</li> </ul>

## Core Competencies – Level Definitions and Behaviours - Manager/Team Leader (B)

<b>Core Competencies</b> <i>What's expected of you</i>	<b>Core Behaviours</b> <i>How you're expected to do it</i>	<b>Target Outcomes/Impact</b> <i>Why it's important</i>
<b>Leading</b> <b>Means:</b> Guiding and supporting the team to achieve agreed outcomes; creating a shared sense of common purpose for the team; delivering outcomes in ways consistent with the council's values and guiding principles	<ul style="list-style-type: none"> <li>✓ Take a clear and positive approach and work with the full support and involvement of the team</li> <li>✓ Build the team's capacity to improve through working effectively together and sharing tasks</li> <li>✓ Act in ways that reflect the values of the council and encourage others to do the same</li> <li>✓ Encourage and promote a culture of high performance and improvement</li> <li>✓ Champion healthy working lives</li> </ul>	<ul style="list-style-type: none"> <li>✓ The team has clear leadership and direction which is improving the competency and the performance capacity of employees</li> </ul>
<b>Motivating and Supporting People</b> <b>Means:</b> Building a supportive and productive relationship with team members to achieve team/service outcomes; focussing on achieving results through others; making the best use of the skills, knowledge and capabilities of others	<ul style="list-style-type: none"> <li>✓ Delegate wherever possible and enable team members to broaden their experience and capacity</li> <li>✓ Work actively to improve and maintain team morale and relations</li> <li>✓ Look for opportunities to develop individual and team capacity</li> <li>✓ Recognise success and ensure positive individual and team feedback</li> <li>✓ Promote the benefits of diversity and challenge discrimination, prejudice and bias</li> </ul>	<ul style="list-style-type: none"> <li>✓ ADR outcomes are positive/ showing improvement</li> <li>✓ Team performance capacity is improving</li> </ul>
<b>Communicating and Influencing</b> <b>Means:</b> Communicating clearly and concisely and ensuring that information is understandable and relevant; building productive working relationships to support buy-in for team and service objectives; actively contributing to team decision-making; championing the goals and values of the council.	<ul style="list-style-type: none"> <li>✓ Engage effectively with customers and actively encourage the team to do the same</li> <li>✓ Earn the respect and confidence of others through supportive, fair and consistent behaviour</li> <li>✓ Build a culture that encourages two-way discussion and information sharing</li> <li>✓ Help team members to understand the bigger picture context of priority setting and policy decisions</li> <li>✓ Regularly review the effectiveness of communication channels</li> </ul>	<ul style="list-style-type: none"> <li>✓ Information is exchanged effectively through regular two way communication</li> <li>✓ The team and individual team members have a positive and productive relationship with customers</li> <li>✓ Engagement feedback from team members and customers is positive</li> </ul>
<b>Working Together</b> <b>Means:</b> Actively encouraging team members to work towards shared outcomes and aims; fostering team cooperation to achieve common goals; utilising the different skills and expertise within the team to achieve optimum customer service.	<ul style="list-style-type: none"> <li>✓ Encourage the team to work effectively with others</li> <li>✓ Use the diversity within teams creatively to optimise customer outcomes</li> <li>✓ Use team/cross team discussion and dialogue to develop new ideas</li> <li>✓ Work and collaborate with others to build relationships that improve service provision and customer outcomes</li> <li>✓ Encourage and develop team awareness of wider service issues</li> </ul>	<ul style="list-style-type: none"> <li>✓ The team uses available resources effectively to achieve outcomes and performance standards</li> <li>✓ Team effort is focussed on delivering customer value and achieving service and council objectives</li> </ul>
<b>Managing Change and Problem Solving</b> <b>Means:</b> Reacting positively to workplace change and supporting individuals through the change process; anticipating problems that may affect performance and customer service and taking appropriate preventative/ corrective action; implementing alternative approaches to improve customer service outcomes.	<ul style="list-style-type: none"> <li>✓ Ensure that teams are kept aware of planned changes</li> <li>✓ Anticipate the likely impact of change and plan accordingly</li> <li>✓ Encourage an open atmosphere and exchange of ideas when looking for solutions to problems</li> <li>✓ Gather and distribute information to support team decision making and problem solving</li> <li>✓ Monitor the progress and outcomes of change</li> </ul>	<ul style="list-style-type: none"> <li>✓ Change is effectively managed and implemented</li> <li>✓ Solutions are found which effectively meet customer and business needs</li> </ul>
<b>Delivering Effective Outcomes</b> <b>Means:</b> Focussing on team outcomes and customer service delivery; contributing effectively to overall service delivery; improving team service quality and effectiveness for customers; ensuring that the team delivers in ways consistent with the council's values and strategies.	<ul style="list-style-type: none"> <li>✓ Give the team clear direction on delivery of service objectives</li> <li>✓ Make sure that team plans tie in effectively with service objectives</li> <li>✓ Ensure that team links with service priorities are communicated and understood</li> <li>✓ Use customer feedback to improve service quality and effectiveness</li> <li>✓ Develop flexible team structures that enhance customer service</li> </ul>	<ul style="list-style-type: none"> <li>✓ The team has delivered key outcomes and priorities</li> <li>✓ Team resources are managed effectively and efficiently</li> <li>✓ The standard of customer service is improving</li> <li>✓ The service has retained the Customer Service Excellence standard and has improved compliance against the standard</li> </ul>

## Core Competencies – Level Definitions and Behaviours - Employee (Non-managerial)

<b>Core Competencies</b> <i>What's expected of you</i>	<b>Core Behaviours</b> <i>How you're expected to do it</i>	<b>Target Outcomes/Impact</b> <i>Why it's important</i>
<b>Job Knowledge and Skills</b> <b>Means:</b> A consistent demonstration and application of required levels of job competency and skill. Developing knowledge and skills related to customer/client requirements.	<ul style="list-style-type: none"> <li>✓ Displays effective levels of required job knowledge and skill in performing role</li> <li>✓ Actively promotes and applies good practice and standards as an example to others</li> <li>✓ Willingly learns, develops and shares where the opportunity arises, learning from their mistakes and useful feedback.</li> <li>✓ Use knowledge and expertise to take initiative in suggesting service improvements</li> <li>✓ Follows work instructions and asks for explanations where needed to finish work within specific quality guidelines and timescales.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Job knowledge and skill/ competency standards being applied effectively</li> <li>✓ Service outcomes are consistently achieved through high standards of performance.</li> </ul>
<b>Service and Customer Focus</b> <b>Means:</b> Using skills and expertise effectively for the benefit of customers/clients, taking account of customer feedback.	<ul style="list-style-type: none"> <li>✓ Engage effectively with customers/clients, prioritising their needs when delivering a service</li> <li>✓ Applies knowledge, skill and expertise in the best interest of customers/clients</li> <li>✓ Respond effectively to operational problems ensuring the service meets quality and consistency standards</li> <li>✓ Show respect and courtesy to customers and clients at all times, listening to their views</li> <li>✓ Demonstrate a willingness to embrace change and new ways of working</li> </ul>	<ul style="list-style-type: none"> <li>✓ Customer needs are at the centre of service planning and delivery.</li> <li>✓ Customer service is of a high standard</li> </ul>
<b>Communicating and Influencing</b> <b>Means:</b> Building and maintaining productive working relationships to support collaborative approach to effective service delivery	<ul style="list-style-type: none"> <li>✓ Engage effectively with customers and actively encourage other team members to do the same</li> <li>✓ Earn the respect and confidence of others through supportive and positive behaviour</li> <li>✓ Share information readily and willingly in the best interests of service delivery and customers</li> <li>✓ Provide information that is accurate and use language that is relevant and appropriate</li> <li>✓ Actively contribute to team decision-making</li> </ul>	<ul style="list-style-type: none"> <li>✓ Information is exchanged effectively through regular two way communication</li> <li>✓ Individual team members have a positive and productive relationship with customers</li> <li>✓ Communication is clear and concise, ensuring that information is understandable and relevant</li> </ul>
<b>Working Together</b> <b>Means:</b> 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.	<ul style="list-style-type: none"> <li>✓ Work supportively with colleagues to ensure a “one service” approach</li> <li>✓ Participate actively in team/cross team discussion to develop new ideas</li> <li>✓ Keep colleagues informed on relevant issues on a timely basis</li> <li>✓ Comply with health and safety standards and practices at all times, taking personal responsibility</li> <li>✓ Respect the views of others treating everyone with dignity and respect, encouraging others to do the same</li> </ul>	<ul style="list-style-type: none"> <li>✓ Individuals work effectively as a team member embracing collaborative working to deliver services</li> <li>✓ Available resources are used effectively</li> <li>✓ Compliance with health and safety is adhered to.</li> <li>✓ All employees are treated with dignity and respect</li> </ul>
<b>Delivering Effective Outcomes</b> <b>Means:</b> Achieving performance targets and outcomes in accordance with council values, standards and expected behaviours. Delivering agreed outcomes to time and quality standards.	<ul style="list-style-type: none"> <li>✓ Achieve work targets and delivers agreed outcomes</li> <li>✓ Work consistently to performance standards and service requirements</li> <li>✓ Respond effectively to operational problems ensuring the service meets quality and consistency standards</li> <li>✓ Meet all job-related performance standards and encourages other people to do the same.</li> <li>✓ Act in ways that reflect the values of the council and encourage others to do the same</li> </ul>	<ul style="list-style-type: none"> <li>✓ Key targets and outcomes been achieved</li> </ul>



# 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)

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