



Striving for excellence and developing our employees

Appraisal and Development Review (ADR)



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Role Profile:
Manager/Team Leader (B)

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Managers and Team Leaders have a key role to play in helping to ensure that team outcomes comply with service objectives and standards.

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)

The role profile sets out the key result areas and defines the essential leadership and management performance outcomes required and are the basis on which performance and related development needs are assessed.

Key Result Areas

Managing Performance

Are team work targets and outcomes being achieved and is performance being effectively managed?

Focuses on:

- Achievement of targets and outcomes in accordance with council values and expected behaviours.
- Regular review of employee performance with appropriate feedback, and a drive for continuous improvement.
- Monitoring and review of customer service, performance measures and indicators.

Developing Team Capacity

What is being done to improve and develop team and individual capability and capacity?

Focuses on:

- Reviewing and monitoring employee performance related to service outcomes and standards.
- Planned approach to employee development and succession planning.
- Improving the ability of team members through effective task sharing, delegation and team working.
- Enabling teams and individuals to deal effectively with change and to take responsibility for operational problem solving and continuous improvement.

Cost Monitoring

Are cost targets being met and effectively monitored?

Focuses on:

- Achievement of cost targets as a core management responsibility.
- Ensuring that everyone understands their accountability for meeting cost targets

Working Together

What outcomes are being achieved through effective team and collaborative working?

Focuses on:

- Working with other teams as well as internal and external partners to deliver benefits for customer service and performance.
- Encouraging collaborative working to foster team and cross service co-operation.

Emergency and Business Continuity Planning

Are teams and individuals fully aware of the service contingency provisions in place as part of the council's emergency and business continuity plan?

Focuses on:

- Team emergency contingency plans align with overall service and council contingency plan.
- Contingency plans regularly rehearsed and effectively communicated to all team members.

Core Competencies and Behaviours

(What's expected of you and how you're expected to do it)

Leading

Means: 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.

Core Behaviours:

- Take a clear and positive approach and work with the full support and involvement of the team.
- Build the team's capacity to improve through working effectively together and sharing tasks.
- Act in ways that reflect the values of the council and encourage others to do the same.
- Encourage and promote a culture of high performance and improvement.
- Champion healthy working lives.

Motivating and Supporting People

Means: 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.

Core Behaviours:

- Delegate wherever possible and enable team members to broaden their experience and capacity.
- Work actively to improve and maintain team morale and relations.
- Look for opportunities to develop individual and team capacity.
- Recognise success and ensure positive individual and team feedback.
- Promote the benefits of diversity and challenge discrimination, prejudice and bias.

Communicating and Influencing

Means: 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.

Core Behaviours:

- Engage effectively with customers and actively encourage the team to do the same.
- Earn the respect and confidence of others through supportive, fair and consistent behaviour.
- Build a culture that encourages two-way discussion and information sharing.
- Help team members to understand the bigger picture context of priority setting and policy decisions.
- Regularly review the effectiveness of communication channels.

Working Together

Means: Actively encouraging team members to work towards shared outcomes and aims; fostering team co-operation to achieve common goals; utilising the different skills and expertise within the team to achieve optimum customer service.

Core Behaviours:

- Encourage the team to work effectively with others
- Use the diversity within teams to optimise customer outcomes
- Use team/cross team discussion and dialogue to develop new ideas
- Work and collaborate with others to build relationships that improve service provision and customer outcomes
- Encourage and develop team awareness of wider service issues

Managing Change and Problem Solving

Means: 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.

Core Behaviours:

- Ensure that teams are kept aware of planned changes
- Anticipate the likely impact of change and plan accordingly
- Encourage an open atmosphere and exchange of ideas when looking for solutions to problems
- Gather and distribute information to support team decision making and problem solving
- Monitor the progress and outcomes of change

Delivering Effective Outcomes

Means: 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.

Core Behaviours:

- Give the team clear direction on delivery of service objectives
- Make sure that team plans tie in effectively with service objectives
- Ensure that team links with service priorities are communicated and understood
- Use customer feedback to improve service quality and effectiveness
- Develop flexible team structures that enhance customer service

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



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