

## KEY EMPLOYMENT POLICIES

### EMPLOYEE INFORMATION BRIEFING

JUNE 2016



NEW POLICY



POLICY REVIEW



REGULAR REMINDER

#### POLICY ON APPRAISAL and DEVELOPMENT REVIEW (ADR)

##### POLICY OVERVIEW

The value and benefits that come from having a fully skilled, engaged and motivated workforce remain key to our continuing success as a leading council with a strong performance-driven and customer-focussed 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 1-3 of the council's People Strategy:

- Engaging and motivating our employees
- Recognised as a good employer
- Helping our employees to succeed

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.

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.

##### KEY INFORMATION FOR EMPLOYEES

- 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.
- The important thing to remember is that ADR is very much a two-way process and is there to help both you and your line manager discuss and agree how best to support your development needs and performance requirements.
- The format of your review meeting will vary according to the type of job you do. Your line manager will confirm how the process will apply to you and what you should expect at your review meeting. They will also inform you of the timescales and if are required to complete a review template in advance of the review meeting.
- To get the most out of the meeting, you should be prepared to engage positively with your line manager and ensure that you deal honestly and openly with any feedback you receive or choose to give.
- There should be no “surprises” for either you or your line manager at the meeting – any ongoing issues arising should have been raised and dealt with as part of regular one-to-one and team meetings/briefings throughout the working year.
- Your Performance Development Plan sets out the key development needs agreed and should be specific, quantifiable and time based, with clear accountability for implementing the agreed actions.
- The written content will be retained as a record and will reflect the key points discussed during the review meeting and any actions agreed.
- Both you and your line manager should sign the form and keep individual copies, referring to the development plan on a regular basis to ensure that identified actions are being completed.
- Your line manager should schedule regular one-to-one meetings as indicated in the council's Employee Engagement Framework to ensure a joined-up approach and continuity with ADR.

### **ROLL OUT ARRANGEMENTS**

- Services should ensure that records are kept of the date that employee briefings were conducted and the employees who attended. Those records may be subject to internal audit at any given time to ensure that council employment policies are being properly disseminated throughout services.
- If there are any other queries on the process contact HR on 01506 282222 or email them to [learn2develop@westlothian.gcsx.gov.uk](mailto:learn2develop@westlothian.gcsx.gov.uk)
- All ADR documentation is in MyToolkit:

<http://www.westlothian.gov.uk/article/11181/Appraisal-and-Development-Review-ADR>

HR Workforce Management  
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