

Information Service Personal Development Review  
For Leadership Team

Leadership Team Member		Line Manager	
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Designation	
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Date and Time of initial meeting		Date and time of 6 month review		Date and time of final review	
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Assessment ( to be completed at 12 months)	Not currently meeting expectations	Meeting expectations	Exceeding expectations	Outstanding
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## **Section 1 – Service Objectives**

### **Information Service**

- Ensure the service is aligned with customer requirements – PCC Staff have the technical tools and service they require to do their jobs effectively.
- Maximise the potential of Information Service workforce.
- Leveraging investment in strategic applications, infrastructure and information management.
- Keep the Council's technical infrastructure secure and protected.
- Provide the tools that enable the Council to transform its business.

When developing the individual objectives you should consider the objectives in the IS Service plan, however not all individual objectives will clearly map back to one specific service objective.

**Section 2 – Personal objectives**

Objective outcome	Time scale	6 month review		12 month review		Personal Improvement Plan
		Self-assessment	Manager's comments	Self-assessment	Manager's comments	

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**Section 3 – Personal behaviours**

Behaviour	6 month review		12 month review		Personal Improvement Plan
	Self-assessment	Manager's comments	Self-assessment	Manager's comments	
Setting direction					
Inspiring commitment, pace and drive					
Taking responsibility for leading & innovating					
Building Capability					
Focusing on outcomes					
Basing decisions on evidence					
Building common purpose					
Planning, resourcing & prioritising					

Managing performance					
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*Details of behaviours for Leaders are in Appendix 1.*

**Section 4 – Support and development**

<b><u>Area</u></b>	<b><u>Comments</u></b>	<b><u>Actions agreed with Line Manager</u></b>
Aspirations		
Support (What could your Line Manager do to support you and remove barriers)		
Development (What activities could be undertaken as part of the personal development plan to build skills and improve performance)		



Signed.....	Signed.....
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## Appendix 1 Summary of Leaders Behaviours

### Setting direction

- ◆ Creates and communicates a vision of the future, the reasons for change and associated benefits and challenges to everyone involved.
- ◆ Identifies strategies required to achieve the vision.
- ◆ Translates vision/broad strategies into specific targets and tasks.
- ◆ Knowledgeable about exemplars and competitors and applies or develops these as appropriate for own organisation.

### Inspiring commitment, pace and drive

- ◆ Articulates a vision that generates excitement, enthusiasm and commitment.
- ◆ Understands team members and how to get the best from them.
- ◆ Visible and approachable, walks the job, asks questions, listens.

### Taking responsibility for leading & innovating

- ◆ Takes personal accountability for making things happen.
- ◆ Prepared to try something different. Embraces imaginative and innovative solutions. Takes measured risks.
- ◆ Sets clear objectives and expectations and ensures staff members understand their responsibilities.
- ◆ Takes and implements difficult and/or unpopular decisions if necessary.

### **Building Capability**

- ◆ Identifies potential and provides opportunities to others to make the best use of their abilities.
- ◆ Objective and balanced in assessing performance.
- ◆ Delegates effectively – empowering and supporting staff to solve problems and take decisions autonomously.
- ◆ Encourages team/others to review and learn from recent performance (and failure), and identify and action development areas. Doesn't blame.

### **Focusing on outcomes**

- ◆ Identifies and deals with obstacles to success. Not deterred by setbacks.
- ◆ Anticipates/recognises changes in circumstances or recurring problems promptly and adjusts work arrangements accordingly.
- ◆ Clearly agrees what is expected of others and holds them to account. Does not do others' jobs.
- ◆ Monitors/optimises resources and quality of work against time to deliver projects successfully.

## **Appendix 1 Summary of Leaders Behaviours (cont)**

### **Basing decisions on evidence**

- ◆ Develops/uses systems to track progress.
- ◆ Takes fact-based decisions, if necessary in uncertain situations or based on incomplete information.
- ◆ Articulates the assumptions made and risks involved in understanding a situation.
- ◆ Breaks down complex situations into simpler or more comprehensible issues.

### **Building common purpose**

- ◆ Negotiates win-win solutions by working with others to overcome barriers.
- ◆ Shows sensitivity to stakeholders' needs and interests and manages these effectively. Involves stakeholders on a timely basis.
- ◆ Focuses on what is right for the organisation rather than on departmental or functional allegiances. Strategies align with organisation's.
- ◆ Supports collective decisions.
- ◆ Can see things from the customer's perspective.

### **Planning, resourcing & prioritising**

- ◆ Prioritises objectives and plans work.
- ◆ Evaluates requests for assistance. Identifies and communicates on what can and cannot be delivered.



## Appendix 3b

- ◆ Create rolling strategies and plans that align to the Corporate Plan and flex to take account of changes.

### **Managing performance**

- ◆ Constantly seeks to improve performance.
- ◆ Regularly gives and requests feedback. Recognises/rewards achievement. Confronts performance issues and sorts them out directly with the people involved.
- ◆ Sets demanding but achievable objectives for self