

## Role Title

**Regional Head of Talent & Development**

## Role Information

Role Type	Pay Grade	Duration	Reports to:
HR Centre of expertise	Band 8- Locally appointed	Indefinite	HR Director Global Talent & Development with a dotted line to Regional HR Director

## Location and salary

**Singapore**

## Role purpose

The Head of Talent & Development is responsible for leading the implementation of the global talent and development strategy in region. This includes managing the end to end regional talent management process, engaging with key senior business and HR stakeholders to develop a culture of managing talent underpinned by strong performance management and learning and development. Identifying L&D requirements and providing local insight to ensure global learning and development initiatives are appropriate for local markets, managing the performance management process in region and contributing to the global performance management review. The role holder will be expected to work as part of a global team, proactively participating in the design, development and delivery of global initiatives and needs to operate on both a strategic policy and tactical implementation level.

## About us

The British Council is the UK's international organisation for cultural relations and educational opportunities. We create friendly knowledge and understanding between the people of the UK and other countries. We do this by making a positive contribution to the UK and the countries we work with – changing lives by creating opportunities, building connections and engendering trust. We work with over 100 countries across the world in the fields of arts and culture, English language, education and civil society. Each year we reach over 20 million people face-to-face and more than 500 million people online, via broadcasts and publications. Founded in 1934, we are a UK charity governed by Royal Charter and a UK public body.

## Geopolitical overview

### **British Council in East Asia region**

East Asia, with a population of around two billion people, is one of the most diverse and dynamic parts of the world and is characterized by continuing economic growth. There is a strong demand for recognised education and English language skills, and an interest in many countries in exploring how creative, open and transparent societies can lead to greater prosperity.

We have operations in high-growth developing economies of China, Indonesia, Vietnam, Thailand, Malaysia, Philippines and Burma, and the major developed economies of Japan, South Korea, Hong Kong, Singapore, Taiwan, Australia and New Zealand. Our annual turnover across these 14 markets is

more than £321 million and our employee population is approximately 2600. We have 18 country offices, each headed up by a Country Director, and supported by shared functions for human resources, finance and marketing which support all businesses.

In this dynamically diversifying region and in the context of a changing Government funding environment, our challenge is to maintain and develop the UK's cultural, educational relationships and influence. Central to this is our commitment to supporting links between East Asia and the UK, and the development of strong bilateral relationships for the UK with countries in East Asia. We do this by connecting people at Government, institutional, community and individual level.

We are funded through a mix of Government grant and earned income, which enables us scale our impact and best serve our UK stakeholders and those we engage with. Our business model is to lead surplus generating business in English and our multi-million dollar Exams business, and growing self-sustaining and partnership-driven programmes in Education, Society and Arts fields. We are increasingly focused on generating maximum impact with our audiences with minimum draw on UK government funds. The balance of programmes, products and services that we offer, and the scale of businesses that we operate in each country, varies in response to the specific markets of this diverse region. Increasingly, we are working across countries and business fields, to maximise impact and the return on investment.

Priority for our strategy in East Asia to 2020:

We will continue to focus on promoting English language because it is both a key enabler of cultural relations and a source of opportunity for our customers and stakeholders. Given our lead position in this field, we will build English language capability across the region, whether supporting learners, teachers or governments, through training, assessment and policy development. Our work in this field in East Asia is dominated by our English teaching business in 14 teaching centre operations involving 95,000 students across 11 countries, and our Exams business which operates in 16 countries delivering one million UK exams every year. Both businesses make a major contribution to our overall cultural relations impact and to securing our financial sustainability globally. Our focus will be on an ambitious strategy for diversification and growth of these businesses over the next three years.

## Function overview

Our Human Resources teams work to meet the needs of both the organisation and employees through successfully aligning British Council objectives and our people management strategy. Central to our operation is delivering the capacity to have the right talent, at the right place, at the right time, at the right costs. We aim to do this through making available the appropriate services and support that allows the organisation to get the best from our staff.

The Global Talent and Development team develops global policy, guidance and tools or toolkits in the areas of performance management, learning and development, career management and development and talent and succession management.

This role will lead on talent and development for all countries in the region by working closely with global, regional, cluster and country HR and Business leads.

## Main opportunities/challenges for this role

With the global changes facing the HR function in general, including increased competition for talent, the impact of the economy, data driven HR practices, and new developments in technology, combined with the region-specific environment and complexities, the role is expected to make a major contribution to the successful management of HR as well as providing vital support to all operational team members. They will contribute to the development of the HR function and modelling the values and principles of a collaborative, integrated and mutually supportive team.

In conjunction with the Regional HR Director, the Head of Talent & Development role is key to ensuring that talent, performance management, learning & development in SA is consistent with global centre of expertise strategies, guiding principles, policies and procedures, processes and practices, and where necessary, adapting them to reflect local market needs and conditions, e.g. legal, regulatory, social and culture frameworks.

The other global Centres of Expertise (CoE) include Reward, Resourcing, Employee Relations and Leadership and Policy.

## Main Accountabilities

### **Leadership, influencing and strategy**

- Work closely with global T&D colleagues, proactively contributing thoughts, ideas and insight as part of the global T&D leadership team
- Work closely with other CoE leaders in region to contribute to HR strategy and to implement and deliver services in line with HR strategic priorities, ensuring global consistency and regional policy alignment.
- Drive continuous improvement in the British Council's delivery of talent management, learning & development (processes, policies, guidance and advice) including in-house and outsourced providers.
- Take a lead on maintaining key relationships at both country and regional level whilst working in partnership with recognised external networks in terms of the talent, learning & development agenda and strategy.

### **Talent Management**

- Work with the regional leadership and HR teams to implement the global Talent management framework in region, providing coaching and guidance where necessary to ensure alignment, and effective embedding of all talent management initiatives.
- Work with line managers, regional leadership and the global Talent Manager to support the development and deployment of identified talent across the organisation
- Manage the talent review process in region, preparing data, analysis and reports both before and after the meeting for further discussion with global colleagues and senior regional leadership
- Manage the regional budget for talent management and learning and development activities, monitor, report and provide insights on all activities, including spend and ROI to the global HRD T&D, regional management team and Centres of Expertise.
- Lead on building and embedding talent management capability in the region by up skilling Business Leaders and HR colleagues in key talent areas including succession planning, performance management, learning and development and leadership development
- Ensure policies and practices meet British Council Equality, Diversity and Inclusion standards.

### **Learning & Development**

- Lead on conducting learning needs analysis in the region, working with Business Leads to understand changing business needs and defining how learning and development initiatives can support those needs.
- Embed the British Council core skills framework to underpin and drive related skills development activity and enable accurate assessment of development needs and capability gaps across the business
- To own the regional people development plan and coordinate resources from the central L&D team and regional HR teams to deliver on plan commitments.
- To develop, in partnership with Global L&D/Talent, a broad, accessible curriculum of on and off the job learning and development opportunities for all employees including, but not limited to, face-to-face workshops, e-learning, virtual sessions, leader led activities, business awareness events, mentoring, work placements and stretch projects.
- Ensure that all learning and development activities are underpinned by the British Council values and promote equal opportunities and diversity within the organization

### Leadership Development

- Work in partnership with Global L&D on the delivery of a development curriculum for leaders in the region which embeds consistent values-led leadership behaviours, builds capability and aligns leaders to deliver the regional strategy/corporate plan.
- To facilitate on-going development and provide coaching support for our senior leadership teams
- To work in partnership with Global Talent Management colleagues and external parties to design and coordinate a schedule of events for senior leaders and high potential staff to develop leadership capability and enable effective matrix working.

### Performance Management

- Work with Global T&D Centre of Expertise to develop and implement a performance management system that encourages & recognises good performance and creates measures that effectively address poor performance
- Promote a focus on quality of performance management conversations including continuous feedback
- To provide support and coaching to leadership teams in region
- Participate in other aspects of HR as agreed from time to time on a project basis.
- Be a visible role model for the British Council's values and behaviours.

### Key Relationships:

#### Internal

- Global Talent & Development Centre of Expertise
- Regional HR team members
- Country and Regional leadership teams
- Strategic Business Unit/Corporate Functions teams
- Country HR Business Partners

#### External

- Professional services partners and consultants

### Role Requirements:

Threshold requirements:	Assessment stage
<b>Passport requirements/ Right to work in country</b> You must have the right to live and work in the country in which the role is based. Ability to work in the region without restrictions	

### Role Specific Knowledge, Experience & Skills

Minimum / essential	Desirable	Assessment Stage
<ul style="list-style-type: none"> <li>▪ A relevant professional qualification such as a diploma or degree level in HR or Talent Management, Learning &amp; Development or equivalent experience</li> </ul>	<ul style="list-style-type: none"> <li>▪ CIPD qualified or equivalent</li> </ul>	Shortlisting
<ul style="list-style-type: none"> <li>▪ Experience of working in a multinational and multi-cultural organisation. Experience of working across multiple lines of business/divisions,</li> <li>▪ Proven skills in influencing stakeholders at all levels, getting their buy-in</li> <li>▪ Strong analytical and strategic thinking skills</li> <li>▪ Commercial acumen and business</li> </ul>	<ul style="list-style-type: none"> <li>▪ Experience of Talent, learning &amp; development in a variety of sectors, ideally private, public and not for profit.</li> <li>▪ Skills and knowledge of other areas of HR</li> </ul>	Shortlisting and interview
		Shortlisting and

<p>understanding</p> <ul style="list-style-type: none"> <li>▪ Knowledge and understanding of talent management trends and processes</li> <li>▪ Experience of balancing requirements from global policies versus regional or local need. commercial acumen and understanding of business strategy and practices</li> <li>▪ Experience of developing and implementing talent management initiatives in a complex matrix environment across multiple geographical locations</li> <li>▪ Experience within the learning and development team in an international setting</li> </ul>	<p>management e.g. recruitment, staff engagement</p>	<p><i>interview</i></p>
British Council Core Skills	Assessment Stage	
<p><b>Managing Projects L3 Leads smaller projects:</b> Analyses requirements with the sponsor/stakeholders, defining the specification with awareness of equality and diversity impact, planning, revising, implementing and evaluating on small-to-medium scale and/or low risk projects.</p> <p><b>Manages a team</b> - Provides full line management to a team where all members are working in a similar area of expertise or business. Scope includes planning, setting objectives, role modeling an inclusive culture, recruitment, development and performance management</p> <p><b>Communicating &amp; Influencing (level 4) Uses influencing techniques</b> - Uses formal and informal negotiating and motivation techniques to influence others' behaviour and persuade them to think and act differently, while respecting difference of view and culture.</p> <p><b>Analysing Data and Problems L3 Analyses patterns:</b> Seeks out and examines a range of information to identify patterns, trends and options, to solve multifaceted and complex problems.</p> <p><b>Managing Risk L3 Develops the culture:</b> Has track record of analysing potential risks, promoting risk awareness, and holding others to account for their practices.</p>	<p><i>Shortlisting and Interview</i></p>	
British Council Behaviours	Assessment Stage	
<p><b>Creating shared purpose (more demanding):</b> Inspiring others to want to take a specific role as part of a shared purpose</p> <p><b>Connecting with others (more demanding):</b> Building trust and understanding with people who have very different views</p> <p><b>Shaping the future (most demanding):</b> Changing the nature of what we do and the benefits we gain by thinking and planning with creativity</p> <p><b>Working Together (most demanding):</b> working with others to achieve shared benefits/common goals</p>	<p><i>Interview</i></p>	