## Role Profile

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| **Job Title** | **Head of Learning & Development** | |
| **Business Unit / Group Function** | HR | |
| **BU Team / Sub-Function** | Learning & Development | |
| **Location** | Arete | |
| **Leader** | Chief People Officer (CPO) | |
| **People Leadership** | Yes | |
| **Job Level** | 3A | |
| **Role Purpose**  Develop strong development programmes to support all employee personal development and ensure that the Company has the required competencies and capacity available to maximize performance. Support the HRDs and the business to ensure development programs are implemented effectively and efficiently, with particular focus on leadership development. Ensure all Company-wide L&D needs are appropriately resourced and high standards are maintained across development programmes | | |
| **Accountabilities**   * Develop L&D policies and principles to develop all employees, improve their performance, and realise to the maximum extent possible their ability to carry out their roles productively in line with the Company Objectives * Develop standardised processes to deliver L&D programmes, including tools and templates, that define the WGW and support the Company’s development as well as the ongoing operations most effectively and efficiently. Ensure the deployment of these processes across the business * Ensure the maintenance and further development of the competency framework in relation to the Company’s requirements for basic key skills, and where possible, to create competitive advantage. Monitor closely new skill requirements in cooperation with team leaders and HRDs across the business * Coordinate the assessment of the organisation capability against the required competency levels on a structured and periodic basis, and ensure that appropriate L&D interventions are being taken to address any competency and skill gaps * Maintain and develop a strong L&D framework that defines the most effective set of vehicles to enable the development of all employees and build the required competencies, with the optimal balance of internal and external delivery * Create and source practical and tailored development programmes to address the critical competency gaps and to support all employee development, with specific talent development focus on relevant leadership and functional requirements, to ensure that the Company has the right skill sets available in the necessary quantities to optimise performance * Coordinate the implementation of all development programmes across the business, with the right balance of external courses and internal courses using a train-the trainer approach where appropriate, to maximise value for money * Work with the HRDs and team leaders across the business proactively to ensure development programs are used, implemented and followed up on in order to build the strength of people resources and accelerate the internal talent pipeline, with particular focus on leadership development * Ensure all Company-wide L&D needs are appropriately resourced, budgeted and prioritised, with an optimal allocation of financial and other resources. Manage the overall L&D cost to ensure maximum value for money * Monitor the effectiveness and efficiency of L&D programmes and processes across the Company and ensure that high standards are maintained. Take action to continuously improve the Company’s development programmes and eliminate programmes that are no longer needed * Advise and support the Family Development Group as requested * Work closely with central Talent, the HRDs and their respective teams to coordinate and manage key L&D matters, with particular focus on practical advice * Support the EB, team leaders and the CPO in developing a high-performing organisation with an employee-oriented open and collaborative culture, that emphasises empowerment | | |
| Created by: | Chief People Officer |
| Date: | July 2021 |
| HRBP: |  |
| Date of last revision: | 24 February 2022 |

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| **Core Competencies:**   |  |  | | --- | --- | | **Deciding & Initiating Action**   * Makes prompt, clear decisions which may involve tough choices or considered risks * Takes responsibility for actions, projects and people * Takes initiative, acts with confidence and works, * Initiates and generates activity | **Applying Expertise & Technology**   * Applies specialist and detailed technical expertise * Develops job knowledge and expertise through continual professional development * Shares expertise and knowledge with others * Uses technology to achieve work objectives * Demonstrates appropriate physical co-ordination and endurance, manual skill, spatial awareness and dexterity * Demonstrates an understanding of different organisational departments and functions | | **Persuading & Influencing**   * Makes a strong personal impression on others * Gains clear agreement and commitment from others by persuading, convincing and negotiating * Promotes ideas on behalf of self or others * Makes effective use of political processes to influence and persuade others | **Creating and Innovating**   * Produces new ideas, approaches, or insights * Creates innovative products or designs * Produces a range of solutions to problems. * Seeks opportunities for organisational improvement. * Devises effective change initiatives. | | **Planning and Organising**   * Sets clearly defined objectives * Plans activities and projects well in advance and takes account of possible changing circumstances * Identifies and organises resources needed to accomplish tasks * Manages time effectively * Monitors performance against deadlines and milestones | **Adapting and Responding to Change**   * Adapts to changing circumstances * Accepts new ideas and change initiatives * Adapts interpersonal style to suit different people or situations * Shows respect and sensitivity towards cultural and religious differences * Deals with ambiguity, making positive use of the opportunities it presents | |
| **Skills and Qualifications:**   * Previous experience and proven track record in a strategic Learning & Development Leadership role across broad functional areas. * Experience of developing and implementing strategic approaches, processes and systems for Learning & Development as part of a senior HR Leadership Team. * A degree or equivalent professional qualification/experience in Human Resources or other relevant field. * Coaching skills/qualifications and psychometric testing qualifications desirable * Experience within a FMCG or Manufacturing environment is desirable * Ability to partner on business issues with clients, effective influencing and consulting skills |