



**Post:** Learning and Development Manager  
**Reference:** TG2020  
**Band:** 2L  
**Department:** Human Resources  
**Contract:** Permanent  
**Hours:** Full-time  
**Reporting to:** Human Resources Director  
**Responsible for:** Learning and Development Consultant, Learning and Development Assistant  
**Location:** Millbank, London

## Background

Tate aims to be the most artistically adventurous and culturally inclusive global art museum. We deliver this aim through activities in our four galleries across the UK (Tate Liverpool, Tate St Ives, Tate Britain and Tate Modern), our digital platforms and collaborations with our national and international partners. At the heart of Tate is our collection of art, which includes British art from the 16th century to the present day, and international modern and contemporary art from 1900.

This is an exciting time to be joining Tate. Following the appointment of a new Director a year ago, the organisation is moving into a new stage of its where focussing on audiences and people is the priority. To achieve this increasing the diversity of Tate's audiences and workforce and creating an inclusive culture is a priority.

Tate relies on the commitment and efforts of a large, diverse team, working across five sites, which includes not just those people directly employed by Tate (through its Tate Gallery, Tate Enterprises and Tate Catering divisions) but also volunteers, freelancers, casual workers, and those working for Tate's outsourced contract providers in security, housekeeping and facilities management. Strengthening leadership and creating a sense of "one Tate" where everyone feels welcome and connected to our overall vision and objectives is, therefore, critical to our continued success.

## Tate's People and Culture Priorities

To support the organisation to respond to these opportunities and challenges our current People and Culture strategy is currently focused on four areas:

- **Diversifying our workforce** – increasing the diversity of our workforce through changing our attraction and selection processes and how we develop and retain talent.
- **Developing skills and people** – providing career and personal development opportunities and developing the capability of our current and future workforce to meet organisational needs.

- **Culture and change** - leading and supporting organisational and cultural change to ensure the future sustainability of our business model, support the creation of “one Tate” and an inclusive and great place to work for everyone.

In working with colleagues our Human Resources team are:

- Trusted partners whose specialist expertise, insight and experience is valued and respected
- Closely connected and aligned to Tate objectives and needs.
- Compassionate and empathetic
- Evidence based and outcome focused
- Inclusive and transparent
- Collaborative and flexible in our approach
- Open to new ideas and prioritise continuously refreshing our knowledge, skills and thinking

You can find further information about Tate on our website: [www.tate.org.uk](http://www.tate.org.uk)

## **Purpose of the Job**

To lead a small professional team delivering specialist learning and development expertise to the organisation. Working closely with the Human Resources team and senior leaders to ensure that Tate is constantly developing individual and organisational capability to meet strategic needs.

## **Main Activities/Responsibilities**

### **Strategy and Leadership**

Working collaboratively with the Human Resources Director and other senior members of the HR team:

- Shape, drive and lead people and culture change across Tate.
- Develop and implement a plan to deliver the people development strand of Tate’s People and Culture strategy.
- Be an advocate for the Human Resources team, role modelling great personal and team leadership.

### **Delivery**

- Lead on the development of Tate’s leadership and management programmes to increase the capability of leaders and managers in line with the requirements of Tate’s strategic objectives.
- Ensure the effective delivery of Tate’s in-house learning and development programme (including e-learning provision) ensuring this is regularly reviewed and aligned to the delivery of organisational objectives.

- Work closely with the Diversity and Inclusion Manager to ensure that effective training and awareness programmes are in place to support the achievement of Tate’s aim to create an inclusive culture.
- Working closely with the Head of Resourcing and Operations ensure that effective onboarding and induction programmes are in place to ensure that those joining Tate feel welcome and have the information they need to become effective in their roles as quickly as possible.
- Lead on the development of career development programmes and succession planning.
- Lead on the development of an Apprenticeship Programme for Tate, ensuring that Tate’s investment in the apprenticeship levy is maximised, and this programme is aligned with workforce development and diversity and inclusion objectives.
- Ensure that effective frameworks are in place for performance management including regularly reviewing Tate’s performance management process to ensure it is aligned to overall organisational needs.
- Manage the Learning and Development team and ensure that the work of the team is aligned to meeting agreed priorities and objectives and effective systems and processes are in place to ensure the effective delivery of these objectives.
- Manage relationships with external consultants working alongside the team to deliver programmes, ensuring consultants are engaged in line with Tate’s procurement procedures.
- Manage the Learning and Development budget continuously reviewing organisational priorities to ensure efficient and effective spend and that investment is appropriately targeted to achieve the organisational objectives.
- Ensure that evaluation processes are in place for all activities undertaken and that learning from these processes is communicated and inform the development of future programmes.
- Make effective use of data and analytics and encourage an evidence-based approach to people management decisions and outcomes.
- Work collaboratively with the Senior HR Business Partners to ensure the delivery of appropriate solutions to meet individual and team learning and organisational development needs.
- Work collaboratively with senior colleague across all Tate sites and HR colleagues in Tate’s subsidiaries, Tate Enterprises and Tate Catering and with those managing volunteers and external contractors providing services to Tate (security, housekeeping, facilities management) to join up initiatives where appropriate to support the achievement of our goal to create “one Tate”.

- Keep up-to-date with external trends and best practice in learning and organisational development. Be proactive in sharing knowledge and expertise to build capability across the HR team.

## **Person Specification**

### **Essential**

- Substantial experience of working as a lead Learning and Development specialist in an organisation of comparable scale and complexity.
- Up-to-date knowledge of current learning and development thinking and evidence of having used this knowledge to adapt and evolve your approach and practice.
- An understanding of organisational development with the ability to apply a “systems thinking” approach to identifying needs and coming up with solutions.
- Comfortable coaching, collaborating and working with senior leaders. A track record of influencing stakeholders to get them onboard with new thinking and approaches.
- Proven experience of having successfully managed and developed people and the ability to delegate and work through others to achieve results.
- Adaptable and able to work effectively in a variety of situations. Able to understand and appreciate different and opposing perspectives on a situation and work collaboratively to develop a shared understanding and approach to solutions.
- Able to maintain personal effectiveness in the face of pressure, setbacks or when dealing with very challenging situations.
- Solutions focused - able to simplify complex problems, processes or projects, be pragmatic and break down issues into practical steps to achieve an outcome.
- Able to work with data and metrics to inform decision-making and evaluate outcomes.
- Highly effective interpersonal and influencing skills - the courage to challenge whilst remaining collaborative and build trusted working relationships with people at all levels throughout the organisation.
- The ability to communicate verbally and in writing in an engaging way and explain complex issues concisely and simply.
- A track record of having made a strategic contribution to increasing diversity and inclusion in an organisation.
- Curious, committed to your own and the development of others and able to act as a role model for great personal and team leadership.
- An interest in and commitment to Tate’s aims and objective.

## Summary of Terms and Conditions of Employment

### Type of Contract

This appointment is offered on a permanent contract.

### Working Hours

This post is offered on a full-time contract working 36 hours per week – Monday to Friday.

### Salary

This post is graded on Band 2L of the Tate pay scales. An appointment will be made at £50,000 per annum.

A review of pay is undertaken annually at Tate through negotiation with the recognised trade unions. Any increases to individual salaries, will be subject to the terms of Tate's annual pay settlement and will be applied from 1 April.

### Annual Leave and Public Holidays

Annual leave is 25 working days per annum rising to 27 working days per annum after three years' service. In addition, we offer paid time off for the 8 public holidays and 1 Tate day (on 24 December when the galleries are closed).

### Pension Benefits

An important part of the pay and reward package Tate offers employees is the option to join the Civil Service Pension arrangements. These arrangements currently offer a choice of two types of pension:

- **Alpha.** This is a defined benefit occupational pension scheme that currently has a member contribution rate which ranges from 4.6%-8.05% dependent on your salary. As your employer we meet the rest of the cost of the scheme. Further information about this can be found at [www.civilservicepensionscheme.org.uk](http://www.civilservicepensionscheme.org.uk)
- **Partnership** pension account. This is a stakeholder pension with a contribution from ourselves. How much we pay is based on your age. We pay this regardless of whether you choose to contribute anything. You do not have to contribute but, if you do, we will also match your contributions up to 3% of your pensionable earnings. The contributions are in addition to the age-related contribution mentioned above.

If you have previously worked for an employer who participated in the Civil Service Pension scheme or other Public Service pension schemes different conditions may apply.

### Other Discretionary Benefits

- Interest-free Season Ticket Loan.

- Cycle to Work scheme – enabling you to buy a bike in a tax efficient way, for travelling to and from work.
- Rental deposit scheme – an interest free advance to help towards the cost of a deposit for privately rented accommodation
- Subsidised staff catering arrangements and discounts in the Tate Restaurants and Cafes.
- Childcare Vouchers Scheme – offering savings on tax and national insurance.
- Access to Tate Benefits which offers access to discounts in high street stores.
- Access to a 24/7 Employee Assistance Programme to support you with any work, personal or family issues. This includes telephone-based support, as well as comprehensive online resources.
- Free entry to paying exhibitions at Tate Galleries. Opportunities for family and friends to visit the major exhibitions out-of-hours.
- Discounts on items purchased in the Tate shops.
- Free access to a number of other galleries and museums throughout the UK on production of a valid staff pass.

## **Safer Recruitment**

Tate is committed to providing a safe environment for all those who work at Tate and all those who come into contact with Tate as visitors to the galleries, as participants in Tate activities, and online. The safe recruitment of all those who undertake work on behalf of Tate is the first step to ensuring that we are fulfilling this commitment.

All positions at Tate are offered subject to the following conditions:

- Receipt of satisfactory references covering the last 3 years of your employment or education.
- Health clearance
- A satisfactory Disclosure Check.
- Proof that you are legally entitled to work in the UK

You can find out more information about our pre-employment checks and what they mean for you in our ‘Guidance Notes for Applicants’ document.

## **Diversity and Inclusion**

Our aim is to become a truly inclusive organisation with a workforce and audience as diverse as the communities we serve. This is fundamental to Tate’s future success and our ability to continue to contribute to culture and society in the UK.

We want our workforce to be more representative of all sections of society at all levels in the organisation. The range of perspectives and experience diversity brings is an asset to our organisation and we want to create an inclusive, welcoming environment for visitors, artists and all those who work at Tate. Tate expects all employees to contribute to this aim as part of their role. More information about diversity and inclusion at Tate can be found on our [website](#).

## How to apply

Our opportunities are open for you to apply online. Please visit: [www.tate.org.uk/about/workingattate/](http://www.tate.org.uk/about/workingattate/) to create an account by registering your details or, if you are an existing user, log into your account. For all opportunities we ask candidates to complete an online application form for the vacancy they are interested in. If you need an application form in an alternative format please call us on 020 7887 4997. Once you have submitted your application you can keep track of its progress by logging into your account.

The closing date for the submission of completed application forms is **Monday 16 July 2018 at midnight.**

*Our jobs are like our galleries, open to all.*



# Human Resources

