

Talent Management Toolkit

Development options available in
the NICS

PAST

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PROGRESS



Contents

1.1	Introduction	5
2.1	Learning and Development	6
3.1	Assistance to Study	7
4.1	Temporary Promotion and Deputising	8
5.1	Elective Transfers, Lateral Transfers and Interest Circulars	9
6.1	Interchange and Secondments	10
7.1	Promotion, Trawl and Recruitment Opportunities	11
8.1	Useful Links	12

Introduction

Development takes place via a number of informal and formal mechanisms. When planning development with your people, remember where learning happens. The 70:20:10 adult development principle says that:

- 70% happens on-the-job. This is sometimes referred to as “experiential learning”.
- 20% comes through others. This could include informal conversations, sharing ideas, coaching, mentoring and feedback.
- 10% comes from formal learning. This could include workshops, courses, seminars, conferences and tutorials.

Your people can use a variety of approaches to grow their capability. Some suggestions include:

Workshops, courses and programmes	Self-paced individual study	Asking for feedback
Conferences and seminars	Web searches	Personal reflection to examine root cause of any underperformance
Team building and planning days, including Corporate Social Responsibility (CSR) volunteering	Assistance to study	Transferring learning to others
Networking and attending meetings, including educational site visits.	Shadowing and observing	Reflecting with a different person
eLearning and online resources	Stretch assignments	Mentoring and coaching

To supplement the myriad of informal development options, the NICS also provides a number of formal development options available to NICS staff. This guide provides an overview of the formal development options and signposts to further sources of information that may be useful when considering your or your people’s development.

2.1 Learning and Development

NICS HR Learning and Development provides a wide range of generic learning and development options for NICS staff via a range of mechanisms including face-to-face courses, masterclasses, eLearning, online resources and dedicated topic learning pathways.

All NICS HR learning and development products are available on the LInKS learning management system. You can access LInKS via your desktop icon or via www.nical.gov.uk.

Your Department, Profession or business area may also offer formal learning and development opportunities for line of business training requirements.



3.1 Assistance to Study

The Assistance to Study policy is designed to help you complete formal courses leading to recognised qualifications. You may be able to access help with course fees and time off in certain circumstances. The policy is divided into two sections:

Adult Further Education

NICS HR will assist you to undertake, in your own time, formal courses of academic and/or vocational study related to your work and leading to recognised academic and/or vocational qualifications.

Essential Qualifications

The Essential Qualification policy relates to formal education activities, which lead to the acquisition of recognised qualifications which are regarded by the Department/Agency as essential to make a person competent in a particular post. Due to the essential nature of such qualifications, these will usually be specified as mandatory requirements in trawls/interest circulars or direct recruitment exercises.

More information about Assistance to Study can be found in the policy:

[Assistance to Study – Adult Further Education Policy.](#)

4.1 Temporary Promotion and Deputising

Deputising and temporary promotion opportunities are designed primarily to meet business needs, for example to cover the short or long term absence of a colleague or to fill a temporary project post. These temporary arrangements can also provide valuable and stretching development opportunities for staff to work temporarily at a higher grade.

Deputising

Deputising is a short-term arrangement of less than one month where a staff member provides temporary service at a higher grade, for example, to cover sick absence or annual leave.

Temporary Promotion

Temporary promotion is a longer-term arrangement, for more than one month, where a staff member provides temporary service at a higher grade to cover, for example, maternity leave or a specific project.

You can find more information about the Deputising and Temporary Promotion policy in [Chapter 1.05.17 of the HR Handbook](#).

5.1 Elective Transfers, Lateral Transfers and Interest Circulars

Often the change of role at the same grade can support the development of a new skill set.

Elective Transfer

Elective transfer is the term given to the filling of a post with someone at the same grade and discipline i.e. it does not involve a promotion. The elective transfer process is a quick, simple and transparent system of filling vacancies that do not require any additional specialist skills or experience. It allows you to put yourself forward for posts that interest you. Opportunities are normally advertised in the Weekly Opportunities Bulletin. More details about the elective transfer process can be found in [Chapter 1.03 of the HR Handbook](#).

Lateral Transfer

Lateral movement is the transfer of staff from one discipline to another. You can find out more details about the lateral movement process in [Chapter 1.05.15 of the HR Handbook](#).

Interest Circular

An interest circular is used to fill a specific post and operates along similar lines to a trawl except that the process advertises a same grade transfer. More details about interest circulars can be found in [Chapter 1.05.11 of the HR Handbook](#).

6.1 Interchange and Secondments

Secondment

You are encouraged to consider the opportunities available to develop your skills, experience and career through participating in a secondment. This means that you remain an employee of your NICS Department while having the opportunity to work for a period in a different field or role.

A list of secondment opportunities and details of how to apply can be obtained by registering on the Internal Opportunities and Secondments Page of the NICS recruitment website at: www.nicsrecruitment.org.uk or directly from HRConnect. HRConnect can be contacted by email at secondments@hrconnect.nigov.net or by telephone on 0800 1 300 400.

Details of all EU Secondment opportunities available can be obtained by accessing the Civil Service Jobs website at: www.civilservicejobs.service.gov.uk. You will be required to create an account on the website in order to access these opportunities on the 'overseas' section of the website.

Interchange

NICS staff can apply for interchange opportunities. The interchange scheme is a collaborative initiative designed to promote and encourage an increase in the interchanging of people, information, ideas and good practice between the public, private, voluntary and social economy sectors in Northern Ireland.

Its aim is to facilitate the acquisition and application of new knowledge and skills through a business opportunity and improve mutual understanding and enhance the effectiveness of organisations and individuals taking part in the interchange scheme.

Further information about Interchange and details on how to apply for opportunities is available on the Interchange website at: www.interchangenigov.org.uk.

Interchange and secondments are also advertised on the Weekly Opportunities Bulletin.

7.1 Promotion, Trawl and Recruitment Opportunities

Promotions & Trawls

Promotion and trawl opportunities are open to staff who are already employed by the advertising organisation, e.g. the NICS. Promotion and trawl opportunities are advertised on the Weekly Opportunities Bulletin and on the Internal Opportunities and Secondments Page of the NICS recruitment website at: www.nicsrecruitment.org.uk.

Recruitment

Recruitment opportunities are open to everyone regardless of your employing organisation. Recruitment opportunities appear on the Weekly Opportunities Bulletin and are also advertised publicly on the NICS recruitment website at: www.nicsrecruitment.org.uk.

Specific eligibility and selection criteria apply to most opportunities. These are generally described in detail in the relevant Candidate Information Booklet which includes all the information you need to decide if the job is for you and how to apply for it.



8.1 Mentoring

As part of the implementation of the NICS People Strategy priorities NICS HR Learning and Development team are evolving processes to support the overall provision of mentoring to colleagues as well as progressing a number of the more specific mentoring options. The options NICS HR are adopting are One-to-One (or buddying) Mentoring and Mentoring Circles

8.2 What is Mentoring?

Mentoring is a personal development tool. It is relationship oriented and is the broadest approach to encouraging the professional personal development of staff with an experienced member of an organisation (mentor) acting as a guide and support to a less experienced member of an organisation (mentee). The mentor is usually someone outside of the mentee's immediate business area, at a higher grade and is normally a longer-term arrangement. For mentees, the process can improve self-confidence and self-esteem, increase motivation and broaden experience, leading to improved performance.

8.3 What is a Mentoring Circle?

A mentoring circle is a small group of people who get together regularly to learn and grow through sharing their collective experiences and insights. Within NICS HR Mentoring Circles have been developed using 2 Mentors who bring a range of experience to their circle and up to 10 Mentees. The circles meet for 9 sessions of 1 and a half hours over a 9 month period to discuss a series of themes relevant to the Mentees personal and professional development and ability to enhance their contribution to the NICS. These themes include “building confidence”, “personal resilience” and “leading to deliver outcomes”.

To date there has already been 2 successful NICS wide roll-outs of Women’s Mentoring Circles for Grade 6/7 and analogous and 1 roll-out at DP level. These circles were mentored by mixed gender Mentors from SCS.

8.4 More information.

- The majority of Departments are now commencing their own Mentoring Circles with help and support from NICS HR Learning and Development.
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- NICS HR Learning and Development have created a Mentoring Toolkit which will be launching on the intranet in the coming weeks.

9.1 Useful Links

[HR Handbook](#)

Weekly Opportunities Bulletin (also published on [HR Connect Home Screen](#)).

[NICS Recruitment Website](#)

[NICS HR Learning and Development](#)

Please ensure that you open LInkS before clicking below:

[Talent Management Learning Bundle](#)



