

Good morning everyone. My name is Samuel McIlreavy. And I'm really glad that you could attend today. The Civil Service has now successfully launched success profiles across all government departments. Colleagues are really keen to learn and understand this new process. I've upskilled 6,000 colleagues within HM Revenue and Customs and received some fantastic feedback. The 22 staff I mentored have all been promoted. So I think I understand the significant change quite well. Colleagues within protected groups and others consistently ask me to mentor them so they can realise their potential. And that's just one of my jobs.

If we go on to the next slide.

So I mentor Kulvinder and effectively Kulvinder is a senior officer within HM Revenue and Customs. I find her like an inspirational leader and I asked her to present this overview today along with me. So you'll hear from Kulvinder later on. Currently I am an HR Business Partner within HM Revenue and Compliance. For the last six years, I had to complete a degree course on talent management, succession planning, and also the recruitment process as well as other crucial HR learning activities. I also chair our regional talent and development forum to share my expertise. A local assistant officer suggested staff keen for promotion could practice this new strength based element, one of your, basically during team meetings a bit like speed dating. Now she described it to me a little bit like, she would then ask a question, a strength based question, to her colleague. And then another colleague would ask her another strength based question. So for example, "How confident are you saying no to someone when you know that is not what they want to hear?" And then your other colleague could ask you, "What are you like when you're at your best?" And we'll go through this in a bit more detail later, but you've got roughly two minutes to give your strength based response. It's what I believe is just your gut reaction. They could then ask another one, "How do you inspire others?" and effectively, you're getting used to these quickfire strength based questions. And it's better to do that in a mock environment, rather than waiting until your dream job comes along. If we go on to the next slide.

So effectively, the Civil Service is changing and effectively as more government hubs are opened, civil servants and several government departments may be co-located in Edinburgh city centre, or other big regional centres in cities. As the Civil Service recruitment process has changed, I have noticed more staff moving throughout departments at great opportunities for career advancement, as well as private and voluntary sector people joining the Civil Service. There's many different professions and many different career paths available. So by way of preparation, you should decide your your preferred career path at a very early stage or decide to keep your options open. My hints and tips really, you know, I've been on a six hour course, so my recommendation at a very early stage, you should start preparing by writing your CV or strengthening your existing one. Do not wait until your dream job is published. Another hint or tip is that you can start writing or strengthening your behaviour examples and really consider your behaviours and strengths. Do you have the right skills for the role? So, Kulvinder is being mentored by me and I had a look at her behaviour examples. They were very strong, but I thought it'd be good to maybe add a couple of additional questions, and literally see how we go from there. So, another hint or tip, you should consider getting a suitable Civil Service mentor or coach to have a second opinion on your personal statement and CV. It's always better to get someone else having a look at it and maybe say that is just too complex from not understanding the language you're using.

And a second bit of advice is always welcome. Another hint or tip would be trial the strength based responses within your team or appropriate colleagues to get used to that new approach. I mentioned that on the strength based one where you could get asked six to eight very strength based questions and literally then you can give your answers and get used to that. And another hint of tip is do a mock interview using the new video recruitment process, as more and more civil servants are working from home. And there is very few face to face interviews, the virtual interview is something that some people are very comfortable with, others may not be. So, I would always suggest in hints or tips if you're going for a video interview, and I would say check the bandwidth reception is okay. And effectively then on that, you would be able to make sure that they're hearing all your voice, everything you're saying, you're actually able to observe them. Ask if you're allowed to use pre prepared notes. Sometimes it's really good just to have those, you wouldn't be allowed to read them verbatim, but effectively, it's quite good to have those there just to help you. Use your time wisely. So for behaviours, it's usually five to seven minutes and your response for the strength it's roughly about two minutes. And if you're asked to do a presentation, sometimes they might say you've got five minutes to deliver your presentation. You should know that roughly in advance. Have some pre-prepared questions to ask the panel, so for example, Kulvindor suggested, maybe asking about the particulars of the job, maybe asking about the size of the team, the responsibilities. I like virtual interviews as I am really comfortable in my home environment, and a benefit of this, so when I've led these 89 success profile presentations with talented colleagues across the HM Revenue and Customs, the feedback is when they've done the scoring system using this new approach, it's much more consistent than the old competency based approach. So effectively, I quite like that because I had heard feedback from others before where they were scoring, maybe a six out of seven on the old system. And then using the same examples would be scoring a two out of seven with another panel for a very similar job. So what I found using this new approach, it actually is giving a lot more consistent scores. So really when I've fed this out and we rolled this out across Scotland, effectively then what you had was that I shared this with other regional centres. So what you had was centres in London, Belfast, Birmingham, Edinburgh, Manchester, Newcastle, Cardiff all asked for updates and I was able then to do that. So I then passed on this best practice to the Scottish based civil servants in Ofgem, DWP, MOD, DfID, etc. And they all said it's really good just to share our experiences on this. So when we look at behaviours, so let's look at that in a bit more detail. So, behaviours.

The definition is "behaviours are actions and activities that people do, which result in effective performance in a job. The behaviour based assessment considers whether an individual is capable of demonstrating a particular behaviour, and to what degree they are proficient in that behaviour." The Civil Service behaviours are specific to the grade of the job role. So when we look at a particular example later, we'll look at a senior officer type role. And we'll maybe go through that. Now, when you're looking at this, if I was to sift, through the best way to maybe explain this is to say that on a sifting panel, you could be have a short sift. And you would be able to actually look at that and maybe do whatever the lead behaviour is. So say it's a management job, and it's leadership. That would be a minimum score set for that, and whoever passes that minimum score would be able to move on to the next level. Also, then when you go to the full sift, we'll just say under this new approach, we're using the experience element, which is maybe 20% of the overall score, and there's four behaviours, so they would all be roughly 20% each. Now the panel will agree all those scoring system, you as an individual won't know that beforehand and really you don't need to, you just need to answer the questions or

deliver the presentation, whatever is being asked. At interview then, the panel might decide, well, we're going to ask for a presentation, it might be 15% of the overall score, the four behaviours might also be 15% at that interview stage, and then the other 25% for the strength based questions. But effectively, the maximum score on behaviour is seven. And literally, you can go on to the Civil Service Learning, you can see the scoring mechanism and Kulvinder and I would really recommend that you go in and look at the scoring mechanisms, see what they're really looking for. So on really strong examples I've seen, you will literally see a lot of really good stuff on that. And I think effectively, behaviours are highlighted on your personal statement or in a separate field. You could provide detailed hints and tips on writing strong behaviours using STAR, so situation, task, action, result, very similar to the competency based approach. Do not be tempted to use the old competency examples you've used previously, as behaviours have been updated. Really read the new job description, and think what the selectors and vacancy holders will be looking for. So, on the behaviours that you can see on the screen, there's actually some really good stuff there. And if we move on just to the next slide. And effectively, if you were looking at a typical job description, you have to read that in detail and decide is that the career, the job that you're gonna go for. And if it's a senior officer job, you might have the lead behaviour as I mentioned before leadership, you might also then ask to have three other behaviours in there. Usually I pick 'seeing the big picture', 'managing a quality service' and 'delivering at pace'. So on these behaviours, and if we look just at the last slide on that one. Literally, we go then moving on to the experience element. And on that, what you're basically doing is you're considering the key skills required for the role and ensure that you fully highlight them on the application. For example, I would state on my CV "I'm a competent and confident presenter, across a range of media," so to strengthen your CV, you would really add your own personal analysis. Be objective, honesty's the best policy. Be realistic, which skills are you lacking? I would focus on your strengths, but recognise your development areas. Now when you look at the experience, it's "the knowledge or mastery of an activity or subject gained through involvement in or exposure to it." It's used explicitly related to the job role and could be transferable from another related context. And again on that, this is a really new element and I like it because again on this, and I have seen this, where if it says on the job description, if they're going to do a short sift it might be on the experience level. And I've seen that recently in a lot of job applications where they're really looking at the person's experience, and really identifying a minimum score, and only the people with the relevant experience, the highest experience will get through then to the next stage. If we look on the next slide.

So experience is not the same as time served. You might have someone who is only in for two or three years into the role, and they actually might be a lot better experienced than someone who's been there even for a longer timeframe. So you wouldn't want to discriminate against someone and go on "Oh, you can only apply if you've been in the role for a set amount of time." You need to be aware of the diversity and inclusion aspects. During the recent Learning at Work Week within HM Revenue and Customs, the Head of Recruitment did an upskilling event on CV writing and really stated that you should have your personal details if required. So within the civil service, really it's a no names policy, so you don't know the name of the individual. Literally, you shouldn't have any unconscious or conscious bias from the panel members. You will also list your key skills, employment history, your qualifications, education, personal development, and references if required. So, another one of the key elements is ability. I highly recommend that you complete the trial test before attempting the actual psychometric test for your dream job. I did a trial before I completed my Grade 7 level assessment. I'm really quite a decisive

person. I'm very focused during the allotted time and I was successful. So I must have done really quite well. I was selected for an HR business partner role across the wider Civil Service. And when you look at this, so the ability is the aptitude or potential to perform the required standard. It's usually assessed using that psychometric test and can be used as part of an assessment centre. So I had to go to a one day assessment centre where I had to do an interview with also the psychometric tests, there was a lot of other sort of activities during the day to see if I was suitable for the role. If we move on to the next slide. Your ability may be assessed alongside other elements of the success profile to get a more rounded picture of your suitability for the role. The ability can be assessed at various stages of the recruitment process, but it's often done at the beginning. I would speak to colleagues who've maybe already been assessed using sort of a similar type test again, a little bit of insight into the process. My advice is keep relaxed, keep as calm as possible during those tests. And remember, mostly all of us will be nervous during those psychometric tests. We move on to the last slide on this one. So the psychometric tests, there's three of them. There's a verbal reasoning test, VRT. There's also the situational judgement test. And there's the numeric reasoning test. And I would probably say, I've had accountancy roles within my part of the business, and again on that we would be doing the numeric reasoning test. I've had other middle manager type roles and I've been doing the verbal reasoning test, sometimes the situational judgement test, just follow the advice that you're given. Now when we look at the technical element, this again is one of those five key elements. And you've got to ensure that you have the required technical knowledge or qualification that's specified. So for example, if you're applying for a project type job, they might ask you for a Prince2 qualification or Agile skills. Within my profession, it was a CIPD qualification. And they said, or a willingness to work towards that in your first two years of taking up post. And again, I'd mentioned that on my CV and I actually highlighted that I'd actually shadowed an HR Business Partner in Coca Cola Enterprises, and within the private sector to understand the HRBP role. And I was told during my interview that that was actually a plus, or they actually thought that was really good where it showed a keenness and a willingness to learn as much about the role as possible. So, if there's technical qualifications, just really follow those and they're defined by each profession.

If we move on to the strengths.

So this is the one where a lot of staff are saying this is the one that we would really like a little bit more help. And again, that assistant officer in my bit of the business who came up with the idea to do those tests, I thought that was an absolutely great idea, I went back to our managers and said, that's brilliant. So, strengths are things that we do regularly, do well and motivate us. So for example, confident strength is defined as "you take charge of situations, people and decisions, you communicate confidently and give direction." So if the leadership behaviour's included on the job description, you can usually ask two connected strength based questions from those suitable for that role. So if we look at, so the strengths or things that we do regularly and do well, and that motivate us. You consider the potential of the candidates and you do the job role that fits with the individual. So again, it's really your your gut reaction. And I would say just on that, they would ask you a warm up question first, so during the the interview stage, and they can only ask strength based questions at interview, they would maybe ask you the behaviour type question first. And they will specify that as behaviour type question. And then we'll say, "Sam, we're maybe gonna ask you connected strength based question." And you know that, but before they do that, asking the strength based question that's gonna be scored, they would

ask you a warm up question. And they might just say, "Sam, what did you get up to it the weekend?" Something that, you know, they can just see your your normal, like behaviours, you know, you're quite positive. "No, I was watching a bit of the golf at the weekend and then went and played some golf, hadn't been able to for a long time. I also went out, some of my neighbours are very elderly, and I've been getting their shopping for them during the COVID crisis, and just helping some colleagues and friends just with some other issues." So again on that if we look at the next strength based question. They don't include the strengths in the advert. And that's deliberate because they want to test you what you like at interview, and really just see how you are. They're best blended with other assessments so usually you would get the behaviours asked, the strengths, and possibly also test your experience at that interview stage. Now, if I was asked a question, say for example,

"How confident are you at saying no to someone when you know that's not what they want to hear?" My answer might be "A lot of the managers that I currently work with weren't that keen on doing face to face events for when we delivered the new Civil Service success profiles update. I did a presentation with 60 of them that actually showed them a 20 minute high level overview that I could share with their teams that I could get some of their talented individuals to be trained up along with me and I persuaded those managers that although they were initially resistant, that it was actually in the change arena, a lot of the staff engagement reports were that we did not upskill our people when there was a major Civil Service change. So literally, I got them on board. I got some other key staff trained up and we delivered those 89 presentations to thousands upon thousands of staff. The feedback was excellent. So we'd actually listened to what staff were saying, we then did something about that. We shared that as best practice with other regional centre teams. I think seven of them took that on board and said, we're going to use this, that's a great idea. And other Civil Service departments also said, we're very keen to hear more because HM Revenue and Customs trialled this new approach. So effectively what I did then I shared that idea. I got a Director's bonus for actually assisting in changing the environment and also on our engagement report when it came out. And we actually increased our engagement score for change by 7%." So, if we look then at the strengths, if I was scoring that, and we'll say Kulvinder was also on the panel scoring me, the strengths are scored out of four. And effectively a four would be higher engagement, higher capability, higher use, and it's a strength, it's a combination of what someone enjoys doing, and what they're doing really good at. Candidates demonstrating strength do so naturally and consistently. They are us at our peak and are easy to spot. And again, three is potential strength, higher engagement, some capability, some use, and again, I would probably have scored myself there, maybe three for that one, where there was something that was, performance wise, there was something going wrong, where you came up with a solution to fix that. On the engagement side, you did engage with a lot of people and on the use side, you did share that with a lot of other teams. So again, it's just to really go through and what I want to do, if we go on to the next slide now, what I'm just going to go through here is, my best advice to you is that when you mentor or you work with someone, so Kulvinder for me is inspirational. She's a fantastic manager. And when I look at her CV and her personal statement, and I put a lot of those hints and tips and give her some advice, but it's also maybe seeing if everyone applying for Grade 7, they're using very similar type examples, you maybe want to try and do some other couple of projects that would really make you stand out. So I'm going to ask Kulvinder, just introduce yourself now, and maybe just explain, you know, in about five minutes, just really some of the benefits of this and some of the additional things you took on to really stand out from other colleagues.

Hello I'm Kulvinder, I work as a Senior Officer, and I'm a frontline manager in Customs and International Trade. As part of this, I also run a talent group in my business unit and with this, I was introduced to Sam McIlreavy, so I have started a CIPD HR apprenticeship. And with that, I've now just passed the accreditation version of that part of the apprenticeship, and I have an endpoint assessment to complete with that, then I will be HR apprentice completed. Sam has given me some opportunities and those have been invaluable. So I've presented at Canary Wharf with the success profiles with these similar types of presentations. I also presented at the Grade 6 and 7 presentations at the West Midlands talent event. And more recently, I've created presentations to share with people in Glasgow for the Race Network. And that's been invaluable and I've had some really great feedback for that. What I've understood is that I need to be able to do other things other than just my operational role to be able to demonstrate national impact and the types of things that will be acquired or required at the next level.

Brilliant, thank you so much for that Kulvinder. And again, it's literally speak to your manager about your own performance and developing conversations. Speak to, you know, other colleagues and where if you think it would be really good to get a mentor. For the people that I've been working with they really do benefit but I also benefit as well. So there's things where I need to develop on. And a lot of the people I would call it reverse mentoring, where they would then actually use a lot of their really good strengths, their really good skills to improve some of my areas for improvement. Now I know when we look at the next slide, we're going to go on to questions in just a couple of minutes, but would you mind Kulvinder just going on to the slide just after that?

So could you just go on to the next slide?

So for me, there'll be a lot of information I've tried to share with you so a six hour training session for me I've condensed down to just 20 minutes. But for me, it's reading those success profiles, the Civil Service booklets on behaviours, on strengths. There's also searching Civil Service Learning for these other further resources, so Civil Service behaviours, Civil Service ability, going through each of those. And literally working with your manager, you can really have a personal development plan. That probably for me is the thing where, when I've worked with a lot of people, they don't have a plan, so Kulvinder and I were agreeing like a three year and a five year plan. Literally on that, then we're adding on some additional projects, where you can really have a look at strengthening your examples. And literally then also doing some mock interviews. Also, then just having that second fresh pair of eyes, looking at your examples, and just to really strengthen them. Now, if you're okay, what we'll do now, we'll go on to answering some questions. I'm sure there's lots of questions coming in. So does anybody want to let me know what the first question is?

Just while we're waiting on somebody letting me know, I know pretty much, let me just see, so let me just see.

"How should an unsuccessful applicant use their feedback score to improve?" Really, really good question. So if you've been unsuccessful, I'm really sorry about that. But really, it's best to keep trying. I would be asking the vacancy holder, can they give you some specific feedback? I know I have done that before. And that is really quite useful. Sometimes they can't give you any more feedback. But I

know even if people have said to me, "Look I've had a score of four out of seven on the behaviour, and maybe a two for some of the strengths," and I would say well, on the behaviour ones, let's use that STAR. So you're really explaining the situation, going through the task, and I would actually strengthen the outcomes. So I really say if I can strengthen the results, that really does make a big difference. When you look at other stuff, let me just see some of the other questions coming in. There was a question in and around the consistency of this new process. So again on that, as I said, when I did those 89 recruitment panels, and when 6,000 people attended, we actually did use the scoring system, and I've seen, on the majority of cases that I've seen, it is much more consistent now, whereas people maybe applied for three manager type jobs, and in each one, they were scoring maybe five out of seven. So when you're looking at the behaviours themselves, have a look at the scoring mechanism in a lot of detail. And that's literally one where what you're trying to do is think "are my examples at the suitable grade?" So a lot of people are maybe using examples, I've seen some for applying for manager type roles where they're using examples on leadership where they dealt with a difficult customer, they felt was for say a Grade 7 type role. I would probably be suggesting it depends on the actual criteria, but that might not be suitable. You know, you might want to give, I've even seen people using transferable skills where a lady was in charge of Girl Guides, and she organised a summer camp for thousands of Girl Guides. And I've seen an example where that was used in leadership. I thought that was really quite strong. Now could you.

"In a personal statement, should you use STAR model?" I would say yes, you should use the personal statement using STAR. And again on that, it's literally one where a lot of people are good at that, but again on this, it's much wider now so when people get the interview now, it's not just using that STAR, you're then also asked those strength based questions as well. But it's literally for me, using that STAR model, it's having that second person, probably a mentor or a coach, having another look at it. And using that, it usually works. And I do find now, if you get thousands of people applying, usually using this new approach that talented staff should adapt to the new system. So I've been working with a lot of people where maybe English is not their first language. And when I've worked with them, it's actually been really good to maybe go through that and maybe just say look, you might need to change the wording ever so slightly. And that, for me does work. So a recent example was an AO colleague who was on phone helplines. He had a law degree, literally looking to be advanced. And again, some of the words that he was using were slightly changed. And what I had to do then was emphasise this bit, a situation, maybe the top 10%, the 250 words, then going through the actions, and really taking out things that weren't maybe adding any value, and things that maybe where he actually influenced a lot of trainees, and actually adding things on were added to the actual overall statement. And on that, that really, really worked well. And I think what I found on that was that he got through the interview, I did the mock interview with him, which for an HO post, so he actually went from AO to HO and I kept a track on his progress on his career. He's doing really, really well at that grade. And again on that, it was literally were just someone needed a little bit of help, maybe a little bit of confidence, and then they realise their own potential and they're doing absolutely excellent. So they use that STAR situation whenever they're training all their new staff now, and I know that person is again like Kulvinder, quite a inspirational manager, and they're doing really, really well.

Any other questions?

I know there were a lot of questions about the the sifting panels, and I would probably recommend, it might be really, really good, if you've never been involved in the recruitment process, to get yourself on the sifting panels. A lot of the people that I've worked with, literally you can just see, you know, there's really good stuff in there where I would probably be saying, if you can go in and you can see that from the sifting what the selectors are looking for, that probably gives you a really good insight. So another one, "I have experience but don't interview well or confidently. Any tip?" So, again, I'm a bit like that, I was really nervous about today. I wasn't sure how I would get on with over 10,000 people, you know, listening in. So if you're experienced and you don't interview well, I would probably just pretend, no, I would look at one of the vacancy holders. Maybe someone that you just want to concentrate on and literally focus on a lot of taking, how can I put this - one colleague I know he was very good at his job, but he'd been to 30 interviews and hadn't done well at all. And what I did to him, I said "Right, things during the interview might not go the way you plan. It's a little bit where you've just got to expect the unexpected and just keep on." So he actually said during the virtual interview, somebody walked into the room, interrupted him, I think it was somebody was doing a bit of cleaning and what they'd actually stated into the panel was, "Oh, they've told me to clean up my act." And he just continued on. And literally, for me, I thought, when I had interviewed him at first, you know, I threw a really difficult question at him to make him get all flustered, and doing that mock interview. He said, my mock interview was a lot tougher than the real one. And even when he got interrupted during this new virtual one, he literally was able to just to continue on, and they did actually mention that at the end of the interview, they were really impressed by how he just didn't let that interrupt his flow. And he just made a really good witty remark and literally just continued on. So let me just see, what else have we got?

"Most applications I've attempted have not been CV but statements. So how do I write the statement?"

"How do I write the statement to show my success profile?" So the CV is usually about your experience. But on the personal statement, you would really be using that using the STAR, so it's really looking at the interview, well at the sifting stage, they're looking at your behaviours. So effectively on that, what they're doing is, you're using that STAR again, to really detail if there was, say, four behaviours. And if they were looking like, I'll say it's 1,500 words, roughly, you can work out roughly how much that is each and I've seen different ways of doing this. So for four behaviours, I've seen some people using three examples, but they're hitting every one of the behaviours in every one of their examples that they've put on their personal statement. Others would actually do that differently. And they might maybe say, a quarter of the word count, they would use for each of the four behaviours. So again on that there's a skill to it. And literally, it's good to maybe chat to your manager, really to have a look at that personal statement, and make sure that it is exactly what's on the job description. The next question, "Is there any striking difference between the competence and the success profile?" So that the question really is is there any striking difference between the old competencies and the new behaviours? And I do think there is when I've looked at them in detail, and you can actually go through them. And it's worth doing that so it depends on the grade that you're going for. And it really is good to have a look at those current behaviours because they've been modernised, they've been really brought up to date. So there was things that used to be listed and even the title has totally changed. So if you've got any old competencies that you keep using, I would probably say you need to really refresh them and really look at the current behaviours. "What is the best way to build your profile? How do I capture what I achieve, as it's done? And how do I know, and how do I know it's a profile skill? Is there a best

practice method?" Right, so Fiona Wallace, who is my mentor, what Fiona said to me, is that "Sam, rather than trying to do 100 things, really concentrate on three things that you're really going to add value, that are really going to add to your profile." So, again, I was asked to lead a project on in-year rewards, making sure that it was issued out in a much better way than previously, and was out across all the protected groups, so if people were disabled, they were getting equal and fair rewards. I actually finished off and literally, we got really good feedback from the staff on that. And again, I think I added a bit of value on changing the new process. Another one was with the success profiles, Fiona stated "Sam that's really important, although you've maybe got a lot of resistance, you maybe want to bring managers on board. And this is a really good way to do that." And the other thing, I would really say if you're looking at your profile, you might need to think, "Maybe that job is just not appropriate. Maybe I don't have the right skills for that." And sometimes it's better, you know, to be real, and maybe say, "I'm not ready for that one just yet, I'll actually maybe add other strengths, and really take it from there." So when I think, let me just see,

"Is there a best practice method?" So what I would honestly say is that, if you are then going for that job, and literally, you want to do your best, so you've done your test, you've maybe got through the psychometric test, whenever you actually do the practice tests, that does really help. And literally then other thing when you are applying for the actual written part of the application, having that other second opinion, that for me, I've had people turn around to me and say my CV goes far too far back. So literally what I've done, I've just concentrated on the last several years. So when I was applying for the HR Business Partner role, I just put on the Civil Service career stuff I had done. But there was something I'd done away in the past, I was in the Prudential. And I added that into my CV where I'd actually worked in a Head Office environment, actually having a look at the complaint process within the private sector. And again, it was a while ago, but I put that in, I put the dates in. And again, I was told at the end, that was a really good thing because that showed and actually set up a complaints process in the private and the public sector. So have a think about you know, what's appropriate to go on the CV, and maybe what's not. So, "Can success profiles be used by managers when carrying out performance reviews?" I suppose the honest answer is I would need to probably just double check the fine print on that one, but really, the performance side of it is totally separate. So that would be part of your performance and developing conversation. As part of your promotion, literally, I would be saying that is separate, and should be treated as separate, but they are linked in a way, in that if you are having a conversation with your manager about performance and development, that is really a lot about your own performance and again and about your development, might even be that you want a sideways move, might want to be that you're very interested in promotion, onwards and upwards. So you probably could argue there that they are a little bit linked. But again, on that it's one where I'll probably just double check. And for all the questions that have been asked, I will actually go through them. And I will actually put a written answer so that people can actually see those and even if questions come in after this event, and you're very, very welcome to put those questions in. I will actually make sure that I put responses, and at least give you answers to all the questions that have been asked. "Any tips for personal statements? I've not often seen tips for them." So when I look at personal statements, and I'll look at those, I would usually say that I might have three different examples for like leadership. I might also have three other different examples for seeing the big picture. So I've got them in, I'll call it a portfolio, and when I see the job that I'm interested in, I would literally then decide which is the most relevant one for that job description. And that way then I'm not just following on from an example that

I've maybe used before. I'm trying out different ones, and it actually works, I think much, much better that way. Now I'm conscious of the time and what I just want to do is thank the moderators, Adam, Michelle, Becca, thank Kulvinder. Absolutely when things are very, very changed at the minute and you're trying to deal with a lot of different things, having someone like Kulvinder and that's what I will do, I will actually be sharing my examples with Kulvinder. And literally it's that two way sort of approach that'll actually help. And again on that, I want to wish you all the success for your own future. And I really want to thank you for dialing in today. Much, much appreciated.

Stay safe and take care everyone.