



Civil Service HR

# Guidance: Application of Success Profile Guides during delegated grade (EO-Grade 6) recruitment

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# Delegated Grade Success Profile Guides

Success Profile Guides have been developed to assist you in designing a successful recruitment process for HR delegated grade (EO-G6) roles, including expressions of interest for temporary roles.

There will be differences and more specific requirements for the roles depending on the organisational context and the Success Profile Guides are not designed to be used prescriptively; they have been produced as starting guides and do not replace the requirement for job analysis to be undertaken prior to recruiting. Vacancy holders should also refer to the [HR Career Pathways](#) and the [CIPD Profession Map](#) when drafting recruitment materials.

## The job-family based Success Profile Guides at delegated grades are:

- Grade 6 & 7 and HEO & SEO, HR Business Partner
- Grade 6 & 7, HEO & SEO and EO, Casework
- Grade 6 & 7, HEO & SEO and EO, Strategic Workforce Planning and Resourcing
- Grade 6 & 7, HEO & SEO and EO, Pay and Reward
- Grade 6 & 7, HEO & SEO and EO, Diversity and Inclusion
- Grade 6 & 7, HEO & SEO and EO, Policy and Employee Relations
- Grade 6 & 7, HEO & SEO and EO, Learning and Talent
- Grade 6 & 7 and HEO & SEO, Organisational Development and Design
- Grade 6 & 7, HEO & SEO and EO, HR Operations

**Not all** elements of the Success Profile Guides will be relevant to every role, the composition of the Success Profile should be different for different types of job to improve the chances of hiring the best person for the role.

Similarly, not all delegated grade roles will align with only one of the above roles and therefore we advise that vacancy holders may need to refer to more than one of the Success Profile Guides depending on the scope and requirements of the role.

# Recruitment Design

The selection for appointment to the Civil Service must continue to be undertaken on the principle of merit on the basis of fair and open competition.

After undertaking a thorough job analysis of the vacancy to define the role requirements, the vacancy holder should refer to the relevant delegated grade Success Profile Guide(s) and select relevant elements to define the Success Profile for the specific role, taking into consideration the context of the role and the composition of the wider team. Once defined, the elements will form the person specification in the recruitment materials.

As a guide, it is recommended that no more than four behaviours are prioritised as critical to the role. This will allow the panel to sufficiently test the criteria at interview stage, along with a candidate's strengths and experience.

When considering the experience required the vacancy holder should adhere to the central CSEP guidance that, where experience can be gained within six months of commencing a role it should not be considered as essential experience at the point of recruitment.

## Recruitment Design (continued)

The vacancy holder should ensure the experience being assessed is clear in its requirements and it is recommended that services such as Textio are considered to promote the use of inclusive language.

When determining the appropriate strengths for the role, vacancy holders should consider the strengths that map to their selected behaviours. It is also acceptable to select strengths which align to behaviours deemed as important for the role, but not selected as essential, as part of the Success Profile.

In addition, it is recommended that the specific strengths being assessed are not explicitly referenced in recruitment materials such as adverts, candidate information packs and interview invitation letters. A well written person specification will indicate requirements that relate to the chosen strengths without being so explicit that candidates prepare their responses prior to the interview stage.

# Assessment matrix

Success Profile element	Sift				Decision making assessment	
	Application Form or CV/Statement of suitability	Expression of Interest	Aptitude Tests	Civil Service Judgement Test	Interview	Presentation
Technical						
Behaviours						
Strengths						
Experience						
Ability						

Most HR delegated grade roles will test technical, experience, behaviours and strengths. For some roles, and for volume campaigns, the vacancy holder may also wish to test ability.

# Assessment options for delgated grades (EO-Grade 6)

## Sifting assessment

At sift, candidates submit a CV and personal statement or application form which will be considered against the person specification. Evidence of the candidates' **behaviours**, **technical** skills and **experience** are considered and scored. For single role or smaller campaigns, candidates should be scored against the numerical scoring scale for each element. For high volume campaigns, candidates can be scored using a lead criteria or can be awarded an overall rating against the 3 point scale

- A - candidate meets all the criteria
- B - borderline/candidate meets some of the criteria
- C - candidate does not meet the criteria

The benchmark of those who will progress to the next stage of the assessment process can be flexed in accordance with the quality of applications and the number of roles available.

## Sifting assessment - tests

The Civil Service Judgement Test, or a range of aptitude tests, can be used as a second sift stage either in high volume roles or to test ability in a specific area. Pass marks can be adjusted and advice should be sought from GRS by those considering this.

## Interview assessment

The blended interview will typically assess **experience**, **technical** skills, **behaviours** and **strengths**. It will also typically include a 5-minute presentation.

**Experience**, **technical** skills and **behaviours** should be scored using the 7 point scale. **Strengths** should be scored using the 4 point scale.

Panel members should observe, record, classify, evaluate and score each question independently, then calculate an overall score before jointly agreeing a merit list using the arithmetic method. Variances in scoring amongst panel members can be discussed; it may be useful to discuss evidence underlying scores when these variances are particularly marked. Panel members may decide to change their score(s) or stand by them, but ultimately individual panel scores should be reconciled by taking an arithmetic average which will serve as the final scores for the candidate.

# Interview process

Interview questions should be designed to allow the candidate ample opportunity to provide the required level of evidence to demonstrate their capability for the role.

Further learning to support with interviews can be found on Civil Service Learning / Learning Platform for Government and further resources are available via the [CSEP Hub](#) in the first instance (see Further Guidance section). Beyond this, if you require further support drafting assessment materials you can consult the Occupational Psychology Team (OPT). Please note, there will be a **cost** associated with this bespoke service and it is recommended that contact is made with OPT during the early planning stages of a recruitment campaign. For further details and to check availability, please contact [occupationalpsychologyteam@cabinetoffice.gov.uk](mailto:occupationalpsychologyteam@cabinetoffice.gov.uk).

It is recommended that all interview panels should be diverse, and all panellists should have undertaken training on interview skills prior to sitting on an interview panel.



# Video Interviewing

It is acceptable to conduct live video interviews online, where candidates and multiple panel members join the interview at a predetermined time, and this format is compatible with Strengths-based assessment.

This may be preferable in some cases, for example if panel members and the candidates are in multiple locations or you require the ability to record or view interviews live.

If choosing to undertake video interviewing, it is important that the panellists engage in a pre-discussion to agree the running of the interview and who will be leading on different questions. It is also essential that checks are made to ensure that the chosen technology is available, accessible and compatible for all panel members and candidates taking part, and the panel should consider if any reasonable adjustments are required, arising either from access to technology or a range of other conditions.

# Diversity

Diversity outcomes were analysed, for all groups, to monitor impact on protected characteristics to ensure they enabled fair outcomes for all groups in blended interviews.

Analysis indicated that, on the whole, there are no adverse impacts indicated with outcomes based on protected characteristics - as long as selection methods are delivered in a structured and consistent way, and training is provided to and/or official guidance is followed by those who are involved in delivering and assessing/making selection decisions.

# Further guidance

[Success Profiles: Overview](#)

[Success Profiles: Experience](#)

[Success Profiles: Civil Service Strengths dictionary](#)

[Success Profiles: Civil Service Behaviours](#)

[Success Profiles: Ability](#)

[Success Profiles: Technical](#)

[Success Profiles: Interview methodology](#)

[Success Profiles: Scoring case studies](#)

[Designing Strengths Questions](#)

End.