



Civil Service HR

HR Success Profile Guides

HR Director





Civil Service HR

HR Success Profile Guides

HR Director - Contents



HR Success Profile Guide

HR Director, Chief Operating Officer or HR Operations

Background

[Success Profiles](#) were introduced across the Civil Service in January 2019 to attract and retain people of talent and experience from a range of sectors and all walks of life. This is in line with the commitment in the [Civil Service Workforce Plan](#) to support our ambition to become the most inclusive employer in the UK by 2020. This approach supports Civil Service HR in its commitment to strengthening expertise, making Civil Service recruitment clearer and more accessible to a range of candidates. For HR practitioners, the new framework is an opportunity to drive professional standards and Civil Service HR has implemented a range of guides to further support individuals when applying Success Profiles.



This is a guide for vacancy holders and specialist recruitment teams using the Success Profile in recruitment to HR Director roles for Chief Operating Officer or leading an HR Operations team.

The exact criteria for each role will vary depending on the organisational context and specific requirements of the role. More information on the responsibilities and key skills required for HR Director roles is available in the [HR Career Pathways](#).

HR Success Profile Guide

HR Director, Chief Operating Officer or HR Operations

Application of Success Profiles during recruitment

The below matrix indicates a potential approach to assessment. The exact requirements can vary depending on the specifics of the role.

Success Profile element	Sift		Leadership assessment(s)		Decision making assessment	
	CV/Statement of Suitability	Expression of Interest	Individual Leadership Assessment	Staff Engagement Exercise	Interview	Presentation
T	Yellow	Yellow	Grey	Grey	Yellow	Yellow
B	Green	Green	Green	Green	Green	Green
S	Grey	Grey	Purple	Purple	Purple	Grey
E	Blue	Blue	Blue	Blue	Blue	Blue
A	Grey	Grey	Red	Red	Grey	Grey

When designing the recruitment process for each role it is crucial that the vacancy holder limits the number of core criteria they list under each element to reduce the risk of narrowing the candidate pool. As a benchmark, if an aspect of the role can be learnt on the job within six months this should not be assessed at the recruitment stage.

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 behaviours at interview stage, along with the selected strengths and a candidate's experience.

Most HR Director roles will test the following elements; technical, experience, behaviours, strengths and ability.

Candidates at this level should be able to demonstrate their professional authority and this may be better tested with an experience based assessment. Senior Civil Servant recruitment already operates in a way that follows the Success Profiles methodology for blended and role-centred testing.

HR Success Profile Guide

HR Director, Chief Operating Officer or HR Operations

Technical

Specific professional skills, knowledge or qualifications required to be successful in a professional role. More information is available in the [Success Profiles Technical](#) document.

The recommended professional knowledge or qualifications are:

- **Relevant professional qualification or knowledge** - Chartered Fellow/fully qualified member (Level 7) of the Chartered Institute of Personnel and Development (CIPD) or equivalent professional qualification or HR knowledge.
- **Finance qualification** - there are several finance qualifications, for example CIMA accreditation or CIPFA accreditation that could be underway, or part qualification, to ensure understanding of accountancy and finance.
- **Project and programme management qualification or knowledge** - a PPM management qualification, e.g. PRINCE 2 or equivalent relevant knowledge.

HR Success Profile Guide

HR Director, Chief Operating Officer or HR Operations

Ability

The aptitude or potential to perform to the required standard. More information is available in the [Success Profiles Civil Service Ability](#) document.

At Senior Civil Service level ability will be tested via a Leadership Assessment(s), the results of which will feed into the final assessment stage. The assessments will typically be in the form of either:

- The Individual Leadership Assessment
- The staff engagement exercise

HR Success Profile Guide

HR Director, Chief Operating Officer or HR Operations

Behaviours

Specific behaviours expected that will result in effective performance in a job. More information is available in the [Success Profiles Civil Service Behaviours](#) document.

The recommended behaviours for this role are:

- **Leadership** - actively develop and protect the reputation of the Civil Service, creating a sense of pride and passion for public service. Present a clear and focused strategy with direction for the future. Act in ways that are highly visible, inspirational and credible at the most senior levels across and outside of the Civil Service. Create an inclusive environment where diversity is valued and there is equality of opportunity for all. Engage positively in debate and resolve ambiguities, gaining the best possible outcomes for the department. Ability to coach and mentor.
- **Managing a Quality Service** - work across government to ensure delivery of professional excellence and expertise to customers. Ensure the department has an in-depth and evolving understanding of the broad range of customers' requirements. Establish and negotiate service levels and deliverables with delivery partners at a broad strategic level. Promote delivering value for money, emphasising a good return on taxpayers money. Ensure all parts of the delivery chain fully understand the required outcomes for the customer. Ensure all colleagues and stakeholders involved in delivery are clear about the impacts of poor service and communication on the customer.
- **Seeing the Big Picture** - develop an in-depth insight into the dynamics and issues surrounding the department and Government. Understand political, economic, social, environmental and technological impacts at both national and international levels. Establish where the department sits within and aligns across the Civil Service. Ensure teams understand their role within the wider business. Shape the department's role and purpose in delivering civil service priorities which are in the national interest and meet the diverse needs of all stakeholders. Create clear long-term strategies focused on adding value to the nation and making real, lasting change beyond the Civil Service. Fully engage with senior leaders from across government to support strategic decision making structures.

HR Success Profile Guide

HR Director, Chief Operating Officer or HR Operations

Behaviours (continued)

- **Changing and Improving** - constructively challenge bureaucratic decision making, resourcing structures and processes across the Civil Service. Strive to simplify approaches to create an effective organisation using digital technologies ensuring full consideration of accessibility needs and the diverse range of end users. Proactively champion and lead change, seeking innovative new approaches, policies and systems that add value to the organisation. Create a culture of innovation, flexibility and responsiveness enabling departments to swiftly respond to change. Have the confidence to take calculated risks to change how things are done. Establish an environment where all colleagues feel safe to challenge without fear. Consider the full impact of change on the organisational culture and wider government structures.

Depending on the scope of the role the vacancy holder should determine the specific behaviours required.

HR Success Profile Guide

HR Director, Chief Operating Officer or HR Operations

Strengths

Specific strengths have not been recommended as part of this Success Profile Guide as they will vary in accordance with the scope of the role and the composition of the Senior Leadership team.

The vacancy holder should select specific strengths expected of the post holder to validate that the role is the right fit for them and ensure that they enjoy it and perform well. Strengths may be assessed alongside behavioural elements of the Success Profile to get a more rounded picture of suitability for the role. The vacancy holder should refer to the [Success Profiles Civil Service strengths Dictionary](#) when determining the appropriate strengths for the role, considering the strengths that map to their selected behaviours. It is also acceptable to select strengths which align to behaviours not selected for the Success Profile.

Please note, strengths should not be explicitly referenced in recruitment materials such as: adverts, candidate information packs and interview letters.

HR Success Profile Guide

HR Director, Chief Operating Officer or HR Operations

Experience

Knowledge or mastery of an activity or subject gained through involvement in or exposure to it. More information is available in the [Success Profiles Experience](#) document.

The recommended experience for this role is:

- **Leading transformation and change** - shaping and delivering transformation and significant performance improvements within a complex environment. Ensuring this transformation is IT enabled.
- **Building relationships and partnerships** - leading outsourced services and working with third party suppliers through contract bid, negotiation, grant and delivery phases and creating positive, client focussed partnerships.
- **Business delivery focus** - strong operational delivery focus, able to interpret data to create and present evidence-based insight. Effectively running programmes of performance improvement that deliver impact to our users and drive excellence in our HR systems and practices.
- **Commercial awareness** - working knowledge and understanding of commercial services including procuring for public value and managing contracts successfully. Ability to understand resourcing and the ultimate aims of the business.
- **Employment law/relations experience** - a strong working knowledge of employment law issues, best practice processes for disciplinaries, redundancies and payroll is required, as well as experience of employee relations.
- **Application of programme/ project management** - endorsing use of appropriate standards and recognised good practice in programme and project management and learning from the experience of others.
- **Cross sector experience** - working with or across different sectors or organisations.

Specific experience should be chosen based on the role description and specific responsibilities.



HR Success Profile Guide

HR Director, Centre of Excellence 1: Talent, Organisational Development, Diversity and Inclusion

Background

[Success Profiles](#) were introduced across the Civil Service in January 2019 to attract and retain people of talent and experience from a range of sectors and all walks of life. This is in line with the commitment in the [Civil Service Workforce Plan](#) to support our ambition to become the most inclusive employer in the UK by 2020. This approach supports Civil Service HR in its commitment to strengthening expertise, making Civil Service recruitment clearer and more accessible to a range of candidates. For HR practitioners, the new framework is an opportunity to drive professional standards and Civil Service HR has implemented a range of guides to further support individuals when applying Success Profiles.



This is a guide for vacancy holders and specialist recruitment teams using Success Profiles in recruitment for HR Director roles leading a Centre of Excellence in Talent, Organisational Development, Diversity and Inclusion.

The exact criteria for each role will vary depending on the organisational context and specific requirements of the role. More information on the responsibilities and key skills required for HR Director roles is available in the [HR Career Pathways](#).

HR Success Profile Guide

HR Director, Centre of Excellence 1: Talent, Organisational Development, Diversity and Inclusion

Application of Success Profiles during recruitment

The below matrix indicates a potential approach to assessment. The exact requirements can vary depending on the specifics of the role.

Success Profile element	Sift		Leadership assessment(s)		Decision making assessment	
	CV/Statement of Suitability	Expression of Interest	Individual Leadership Assessment	Staff Engagement Exercise	Interview	Presentation
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B						
S						
E						
A						

When designing the recruitment process for each role it is crucial that the vacancy holder limits the number of core criteria they list under each element to reduce the risk of narrowing the candidate pool. As a benchmark, if an aspect of the role can be learnt on the job within six months this should not be assessed at the recruitment stage.

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 behaviours at interview stage, along with the selected strengths and a candidate's experience.

Most HR Director roles will test the following elements; technical, experience, behaviours, strengths and ability.

Candidates at this level should be able to demonstrate their professional authority and this may be better tested with an experience based assessment. Senior Civil Servant recruitment already operates in a way that follows the Success Profiles methodology for blended and role-centred testing.

HR Success Profile Guide

HR Director, Centre of Excellence 1: Talent, Organisational Development, Diversity and Inclusion

Technical

Specific professional skills, knowledge or qualifications required to be successful in a professional role. More information is available in the [Success Profiles Technical](#) document.

The recommended professional knowledge or qualifications are:

- **Relevant professional qualification or knowledge** - Chartered Fellow/fully qualified member (Level 7) of the Chartered Institute of Personnel and Development (CIPD) or equivalent professional qualification or HR knowledge.
- **Coaching and mentoring qualification** - accredited coaching and mentoring qualification.
- **Relevant academic qualification** - advanced programmes in specialist areas of Organisational Design & Development/ Talent/ Diversity & Inclusion - or equivalent experience.

HR Success Profile Guide

HR Director, Centre of Excellence 1: Talent, Organisational Development, Diversity and Inclusion

Ability

The aptitude or potential to perform to the required standard. More information is available in the [Success Profiles Civil Service Ability](#) document.

At Senior Civil Service level ability will be tested via a Leadership Assessment(s), the results of which will feed into the final assessment stage. The assessments will typically be in the form of either:

- The Individual Leadership Assessment
- The staff engagement exercise

HR Success Profile Guide

HR Director, Centre of Excellence 1: Talent, Organisational Development, Diversity and Inclusion

Behaviours

Specific behaviours expected that will result in effective performance in a job. More information is available in the [Success Profiles Civil Service Behaviours](#) document.

The recommended behaviours for this role are:

- **Leadership** - actively develop and protect the reputation of the Civil Service, creating a sense of pride and passion for public service. Present a clear and focused strategy with direction for the future. Act in ways that are highly visible, inspirational and credible at the most senior levels across and outside of the Civil Service. Create an inclusive environment where diversity is valued and there is equality of opportunity for all. Engage positively in debate and resolve ambiguities, gaining the best possible outcomes for the department. Ability to coach and mentor.
- **Seeing the Big Picture** - develop an in-depth insight into the dynamics and issues surrounding the department and government. Understand political, economic, social, environmental and technological impact at both national and international levels. Establish where the department sits within and aligns across the Civil Service. Ensure teams understand their role within the wider business. Shape the department's role and purpose in delivering civil service priorities which are in the national interest and meet the diverse needs of all stakeholders. Create clear long-term strategies focused on adding value to the nation and making real, lasting change beyond the Civil Service. Fully engage with senior leaders from across government to support strategic decision making.
- **Working Together** - drive an inclusive and collaborative working culture which values diversity and encourages, openness, approachability and sensitivity. Ensure the wellbeing of all individuals is valued across the organisation. Confront issues and challenge assumptions at the highest levels, no matter how uncomfortable, in an assertive yet constructive way. Create a culture where bullying, harassment and discrimination are unacceptable. Build a strong diverse network of professional relationships across the highest levels of government and with Non-Executive Directors. Act for the wider good of the Civil Service by improving governance at board level to meet Civil Service objectives.

HR Success Profile Guide

HR Director, Centre of Excellence 1: Talent, Organisational Development, Diversity and Inclusion

Behaviours (continued)

- **Changing and Improving** - constructively challenge bureaucratic decision making, resourcing structures and processes across the Civil Service. Strive to simplify approaches to create an effective organisation using digital technologies ensuring full consideration of accessibility needs and the diverse range of end users. Proactively champion and lead change, seeking innovative new approaches, policies and systems that add value to the organisation. Create a culture of innovation, flexibility and responsiveness enabling departments to swiftly respond to change. Have the confidence to take calculated risks to change how things are done. Establish an environment where all colleagues feel safe to challenge without fear. Consider the full impact of change on the organisational culture and wider government structures.

Depending on the scope of the role the vacancy holder should determine the specific behaviours required.

HR Success Profile Guide

HR Director, Centre of Excellence 1: Talent, Organisational Development, Diversity and Inclusion

Strengths

Specific strengths have not been recommended as part of this Success Profile Guide as they will vary in accordance with the scope of the role and the composition of the Senior Leadership team.

The vacancy holder should select specific strengths expected of the post holder to validate that the role is the right fit for them and ensure that they enjoy it and perform well. Strengths may be assessed alongside behavioural elements of the Success Profile to get a more rounded picture of suitability for the role. The vacancy holder should refer to the [Success Profiles Civil Service strengths Dictionary](#) when determining the appropriate strengths for the role, considering the strengths that map to their selected behaviours. It is also acceptable to select strengths which align to behaviours not selected for the Success Profile.

Please note, strengths should not be explicitly referenced in recruitment materials such as: adverts, candidate information packs and interview letters.

HR Success Profile Guide

HR Director, Centre of Excellence 1: Talent, Organisational Development, Diversity and Inclusion

Experience

Knowledge or mastery of an activity or subject gained through involvement in or exposure to it. More information is available in the [Success Profiles Experience](#) document.

The recommended experience for this role is:

- **Organisational design/delivery** - commissioning design, development and implementation of learning and appropriate forms of accreditation such as apprenticeships. Record of success of organisation design and development application to deliver enhanced business performance in complex organisations.
- **Attracting and retaining / building effective teams** - building commitment and culture; harnessing talents of individuals; creating an environment of ambition, enjoyment, professionalism and impact; building diverse current and future organisational capability through talent, development and employee experience; taking an active role in developing and mentoring at all levels; leading and developing resourcing and capability building strategies within complex organisations. Attracting, retaining and developing a diverse, talented, productive, engaged and high performing workforce at all levels.
- **Building relationships and partnerships** - experience of leading outsourced services and working with third party suppliers through contract bid, negotiation, grant and delivery phases and creating positive, client focussed partnerships.
- **Cross sector experience** - working with or across different sectors or organisations.

Specific experience should be chosen based on the role description and specific responsibilities.



HR Success Profile Guide

HR Director, Centre of Excellence 2: Policy, Employee Relations, Workforce Strategy

Background

[Success Profiles](#) were introduced across the Civil Service in January 2019 to attract and retain people of talent and experience from a range of sectors and all walks of life. This is in line with the commitment in the [Civil Service Workforce Plan](#) to support our ambition to become the most inclusive employer in the UK by 2020. This approach supports Civil Service HR in its commitment to strengthening expertise, making Civil Service recruitment clearer and more accessible to a range of candidates. For HR practitioners, the new framework is an opportunity to drive professional standards and Civil Service HR has implemented a range of guides to further support individuals when applying Success Profiles.



This is a guide for vacancy holders and specialist recruitment teams using Success Profiles in recruitment for HR Director roles leading an HR Centre of Excellence in Policy, Employee Relations or Workforce Strategy.

The exact criteria for each role will vary depending on the organisational context and specific requirements of the role. More information on the responsibilities and key skills required for HR Director roles is available in the [HR Career Pathways](#).

HR Success Profile Guide

HR Director, Centre of Excellence 2: Policy, Employee Relations, Workforce Strategy

Application of Success Profiles during recruitment

The below matrix indicates a potential approach to assessment. The exact requirements can vary depending on the specifics of the role.

Success Profile element	Sift		Leadership assessment(s)		Decision making assessment	
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When designing the recruitment process for each role it is crucial that the vacancy holder limits the number of core criteria they list under each element to reduce the risk of narrowing the candidate pool. As a benchmark, if an aspect of the role can be learnt on the job within six months this should not be assessed at the recruitment stage.

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 behaviours at interview stage, along with the selected strengths and a candidate's experience.

Most HR Director roles will test the following elements; technical, experience, behaviours, strengths and ability.

Candidates at this level should be able to demonstrate their professional authority and this may be better tested with an experience based assessment. Senior Civil Servant recruitment already operates in a way that follows the Success Profiles methodology for blended and role-centred testing.

HR Success Profile Guide

HR Director, Centre of Excellence 2: Policy, Employee Relations, Workforce Strategy

Technical

Specific professional skills, knowledge or qualifications required to be successful in a professional role. More information is available in the [Success Profiles Technical](#) document.

The recommended professional knowledge or qualifications are:

- **Relevant professional qualification or knowledge** - Chartered Fellow/fully qualified member (Level 7) of the Chartered Institute of Personnel and Development (CIPD) or equivalent professional qualification or HR knowledge.
- **Project and programme management qualification or knowledge** - a PPM management qualification, e.g. PRINCE 2 or equivalent relevant experience.

HR Success Profile Guide

HR Director, Centre of Excellence 2: Policy, Employee Relations, Workforce Strategy

Ability

The aptitude or potential to perform to the required standard. More information is available in the [Success Profiles Civil Service Ability](#) document.

At Senior Civil Service level ability will be tested via a Leadership Assessment(s), the results of which will feed into the final assessment stage. The assessments will typically be in the form of either:

- The Individual Leadership Assessment
- The staff engagement exercise

HR Success Profile Guide

HR Director, Centre of Excellence 2: Policy, Employee Relations, Workforce Strategy

Behaviours

Specific behaviours expected that will result in effective performance in a job. More information is available in the [Success Profiles Civil Service Behaviours](#) document.

The recommended behaviours for this role are:

- **Leadership** - actively develop and protect the reputation of the Civil Service, creating a sense of pride and passion for public service. Present a clear and focused strategy with direction for the future. Act in ways that are highly visible, inspirational and credible at the most senior levels across and outside of the Civil Service. Create an inclusive environment where diversity is valued and there is equality of opportunity for all. Engage positively in debate and resolve ambiguities, gaining the best possible outcomes for the department. Ability to coach and mentor.
- **Communicating and Influencing** - demonstrate and promote communicating with honesty, integrity, impartiality and objectivity. Ensure there is the infrastructure to support varied communication methods which are cost effective and keep up with advances in digital technology. Develop a culture where colleagues consider the individual needs of people when deciding how to communicate and understand the impacts of the chosen methods. Communicate purpose and direction with respect, clarity and enthusiasm. Overcome objections to gain acceptance of the vision and purpose of the department. Use your influence to make a positive difference across the Civil Service and externally.
- **Working Together** - drive an inclusive and collaborative working culture which values diversity and encourages, openness, approachability and sensitivity. Ensure the wellbeing of all individuals is valued across the organisation. Confront issues and challenge assumptions at the highest levels, no matter how uncomfortable, in an assertive yet constructive way. Create a culture where bullying, harassment and discrimination are unacceptable. Build a strong diverse network of professional relationships across the highest levels of government and with Non-Executive Directors. Act for the wider good of the Civil Service by improving governance at board level to meet Civil Service objectives.

Depending on the scope of the role the vacancy holder should determine the specific behaviours required.

HR Success Profile Guide

HR Director, Centre of Excellence 2: Policy, Employee Relations, Workforce Strategy

Strengths

Specific strengths have not been recommended as part of this Success Profile Guide as they will vary in accordance with the scope of the role and the composition of the Senior Leadership team.

The vacancy holder should select specific strengths expected of the post holder to validate that the role is the right fit for them and ensure that they enjoy it and perform well. Strengths may be assessed alongside behavioural elements of the Success Profile to get a more rounded picture of suitability for the role. The vacancy holder should refer to the [Success Profiles Civil Service strengths Dictionary](#) when determining the appropriate strengths for the role, considering the strengths that map to their selected behaviours. It is also acceptable to select strengths which align to behaviours not selected for the Success Profile.

Please note, strengths should not be explicitly referenced in recruitment materials such as: adverts, candidate information packs and interview letters.

HR Success Profile Guide

HR Director, Centre of Excellence 2: Policy, Employee Relations, Workforce Strategy

Experience

Knowledge or mastery of an activity or subject gained through involvement in or exposure to it. More information is available in the [Success Profiles Experience](#) document.

The recommended experience for this role is:

- **Generalist experience** - solid HR generalist experience gained through leadership in complex organisations.
- **Leading transformation and change** - leading transformation and change programmes whilst maintaining a continuous focus on the improvement of business as usual.
- **Application of programme/ project management** - endorsing use of appropriate standards and recognised good practice in programme and project management and learning from the experience of others.
- **Shared services/HR operations** - delivering shared services and an understanding of HR systems.
- **Cross sector experience** - working with or across different sectors or organisations.
- **Commercial awareness** - being able to understand resourcing and the ultimate aims of the business is important.
- **Employment law/relations experience** - significant experience of employment law issues, best practice processes for disciplinaries, redundancies, employee relations and payroll is required.
- **Financial literacy** - experience in managing a significant budget (£x million+) within agreed limits and experience of corporate budgeting and financial processes including delivery of cost reduction/efficiency programmes.

Specific experience should be chosen based on the role description and specific responsibilities.



HR Success Profile Guide

HR Director, Leading an HR Function

Background

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This is a guide for vacancy holders and specialist recruitment teams using Success Profiles in recruitment for HR Director roles leading a HR function.

The exact criteria for each role will vary depending on the organisational context and specific requirements of the role. More information on the responsibilities and key skills required for HR Director roles is available in the [HR Career Pathways](#).

HR Success Profile Guide

HR Director, Leading an HR Function

Application of Success Profiles during recruitment

The below matrix indicates a potential approach to assessment. The exact requirements can vary depending on the specifics of the role.

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When designing the recruitment process for each role it is crucial that the vacancy holder limits the number of core criteria they list under each element to reduce the risk of narrowing the candidate pool. As a benchmark, if an aspect of the role can be learnt on the job within six months this should not be assessed at the recruitment stage.

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 behaviours at interview stage, along with the selected strengths and a candidate's experience.

Most HR Director roles will test the following elements; technical, experience, behaviours, strengths and ability.

Candidates at this level should be able to demonstrate their professional authority and this may be better tested with an experience based assessment. Senior Civil Servant recruitment already operates in a way that follows the Success Profiles methodology for blended and role-centred testing.

HR Success Profile Guide

HR Director, Leading an HR Function

Technical

Specific professional skills, knowledge or qualifications required to be successful in a professional role. More information is available in the [Success Profiles Technical](#) document.

The recommended professional knowledge or qualifications are:

- **Relevant professional qualification or knowledge** - Chartered Fellow/fully qualified member (Level 7) of the Chartered Institute of Personnel and Development (CIPD) or equivalent professional qualification or HR knowledge.
- **Financial literacy** - knowledge in managing a significant budget (£x million+) within agreed limits and knowledge of corporate budgeting and financial processes including delivery of cost reduction/ efficiency programmes.

HR Success Profile Guide

HR Director, Leading an HR Function

Ability

The aptitude or potential to perform to the required standard. More information is available in the [Success Profiles Civil Service Ability](#) document.

At Senior Civil Service level ability will be tested via a Leadership Assessment(s), the results of which will feed into the final assessment stage. The assessments will typically be in the form of either:

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HR Success Profile Guide

HR Director, Leading an HR Function

Behaviours

Specific behaviours expected that will result in effective performance in a job. More information is available in the [Success Profiles Civil Service Behaviours](#) document.

The recommended behaviours for this role are:

- **Leadership** - actively develop and protect the reputation of the Civil Service, creating a sense of pride and passion for public service. Present a clear and focused strategy with direction for the future. Act in ways that are highly visible, inspirational and credible at the most senior levels across and outside of the Civil Service. Create an inclusive environment where diversity is valued and there is equality of opportunity for all. Engage positively in debate and resolve ambiguities, gaining the best possible outcomes for the department. Ability to coach and mentor.
- **Communicating and Influencing** - demonstrate and promote communicating with honesty, integrity, impartiality and objectivity. Ensure there is the infrastructure to support varied communication methods which are cost effective and keep up with advances in digital technology. Develop a culture where colleagues consider the individual needs of people when deciding how to communicate and understand the impacts of the chosen methods. Communicate purpose and direction with respect, clarity and enthusiasm. Overcome objections to gain acceptance of the vision and purpose of the department. Use your influence to make a positive difference across the Civil Service and externally.
- **Working Together** - drive an inclusive and collaborative working culture which values diversity and encourages, openness, approachability and sensitivity. Ensure the wellbeing of all individuals is valued across the organisation. Confront issues and challenge assumptions at the highest levels, no matter how uncomfortable, in an assertive yet constructive way. Create a culture where bullying, harassment and discrimination are unacceptable. Build a strong diverse network of professional relationships across the highest levels of government and with Non-Executive Directors. Act for the wider good of the Civil Service by improving governance at board level to meet Civil Service objectives.

HR Success Profile Guide

HR Director, Leading an HR Function

Behaviours (continued)

- **Changing and Improving** - constructively challenge bureaucratic decision making, resourcing structures and processes across the Civil Service. Strive to simplify approaches to create an effective organisation using digital technologies ensuring full consideration of accessibility needs and the diverse range of end users. Proactively champion and lead change, seeking innovative new approaches, policies and systems that add value to the organisation. Create a culture of innovation, flexibility and responsiveness enabling departments to swiftly respond to change. Have the confidence to take calculated risks to change how things are done. Establish an environment where all colleagues feel safe to challenge without fear. Consider the full impact of change on the organisational culture and wider government structures.
- **Making Effective Decisions** - act decisively and make bold, unbiased decisions at a strategic level. Make sense of a wide range of political and national pressures and influences to develop strategies which meet organisational goals. Clearly communicate the purpose and reasons for recommendations and decisions. Consult with others where necessary to ensure decisions meet the diverse needs of the end users. Accept and respond to challenge constructively. Clearly recommend the best option articulating risks and impacts on economic, environmental, political and social factors.

Depending on the scope of the role the vacancy holder should determine the specific behaviours required.

HR Success Profile Guide

HR Director, Leading an HR Function

Strengths

Specific strengths have not been recommended as part of this Success Profile Guide as they will vary in accordance with the scope of the role and the composition of the Senior Leadership team.

The vacancy holder should select specific strengths expected of the post holder to validate that the role is the right fit for them and ensure that they enjoy it and perform well. Strengths may be assessed alongside behavioural elements of the Success Profile to get a more rounded picture of suitability for the role. The vacancy holder should refer to the [Success Profiles Civil Service strengths Dictionary](#) when determining the appropriate strengths for the role, considering the strengths that map to their selected behaviours. It is also acceptable to select strengths which align to behaviours not selected for the Success Profile.

Please note, strengths should not be explicitly referenced in recruitment materials such as: adverts, candidate information packs and interview letters.

HR Success Profile Guide

HR Director, Leading an HR Function

Experience

Knowledge or mastery of an activity or subject gained through involvement in or exposure to it. More information is available in the [Success Profiles Experience](#) document.

The recommended experience for this role is:

- **Leading transformation and change** - successfully leading delivery of people focused transformational change management programmes, managing significant and successful cultural change through the use of organisational development and behavioural insight techniques, all on time and to budget, in a complex and diverse multi-stakeholder environment.
- **Building relationships and partnerships** - securing the confidence of both internal and external senior stakeholders at a strategic level and providing challenge and influence at executive/board/committee level to deliver on functional priorities.
- **Using data and evidence to make decisions** - interpreting complex data to create and present evidence based insight that drove excellence in HR systems and practice.
- **Commercial awareness** - working knowledge and understanding of commercial services including procuring for public value and managing contracts successfully. Experience of leading outsourced services and working with third party suppliers through contract bid, negotiation, grant and delivery phases and creating positive, client focused partnerships which deliver value for money.
- **Application of programme/ project management** - ability to lead on delivery of people focused transformational change management programmes and manage significant and successful cultural change through the use of organisational development and behavioural insight techniques.
- **Knowledge of shared services/HR operations** - working knowledge of delivering shared services and understanding of HR systems.
- **Employment law/relations experience** - a strong working knowledge of employment law issues, best practice processes for disciplinaries, redundancies and payroll is required, as well as experience of employee relations.

Specific experience should be chosen based on the role description and specific responsibilities.