



Success Profiles

HR Deputy Director, Learning and Talent

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.



This is a guide for vacancy holders and specialist recruitment teams using Success Profiles in recruitment for HR Deputy Director roles for Learning and/or Talent.

Success Profiles

HR Deputy Director, Learning and Talent

The overall responsibilities of this role will typically include developing and driving capability strategy, leading the Learning and Talent function across the Civil Service and being accountable for major cross-cutting learning and talent programmes. The postholder will work with other senior HR and business leaders to shape organisational capability-building to support current and future business priorities, championing the role of learning within organisational change. The postholder may also support leadership development as an expert facilitator or executive coach.

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 the role is available in the [HR Career Pathways](#).

Success Profiles

HR Deputy Director, Learning and Talent

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	Grey	Grey	Purple	Grey
E	Blue	Blue	Blue	Blue	Blue	Blue

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 within six months of performing in the role this should not be listed as a core criteria to be assessed at the recruitment stage.

As a guide, it is recommended that no more than **four behaviours** and **four strengths** 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 experience.

Most HR Deputy Director roles will test the following elements: Technical, Experience, Behaviours, and Strengths. The Ability element does not feature in the HR Deputy Director Success Profiles templates as it is assumed the candidate would have already demonstrated this element at this level.

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 Service recruitment already operates in a way that follows the Success Profile methodology for blended and role-centred testing.

Success Profiles

HR Deputy Director, Learning and Talent

Technical

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

Core professional knowledge or qualification:

- **Relevant professional qualification or knowledge** - Chartered Fellow/fully qualified member of the Chartered Institute of Personnel and Development (CIPD) or equivalent professional qualification or HR knowledge.

Success Profiles

HR Deputy Director, Learning and Talent

Behaviours

Specific behaviours expected that will result in effective performance in a job. More information is available [here](#).

There are five overall core behaviours. Depending on the scope of the role the vacancy holder should determine the specific core behaviours required plus further optional ones that could be desirable.

Core behaviours:

- **Seeing the big picture** - anticipate the long-term impact on the Department of economic, political, environmental, social and technological developments, at both national and international levels. Create joined up strategies that put into practice and support the Government's vision for the future. Identify and shape how your work area fits within and supports the priorities of the organisation. Develop an in-depth insight into customers, services, communities and markets affected by your work areas and the wider public sector context. Ensure work is in the national interest whilst meeting the diverse needs of all end users.
- **Developing Self and Others** - provide a range of experiences to encourage development, talent and career management for all individuals. Role-model continuous self-learning and development, evaluate effectiveness and plan next steps. Ensure colleagues take responsibility for their own learning and development. Provide colleagues with opportunities to share their knowledge and skills with others to build organisational effectiveness. Share own expertise through coaching and mentoring to support teams to succeed. Create an inclusive environment from which all individuals can develop regardless of their needs or background. Deliver strategies to grow sustainable capability across all groups, including those with high potential and ensuring that the strategies tackle the imbalance in diversity.
- **Leadership** - remain visible and approachable to all colleagues and stakeholders. Actively promote the reputation of the organisation with pride, both internally and externally. Display passion and enthusiasm for the work, helping to inspire colleagues and stakeholders to fully engage with the aims and long term vision. Embed a culture of inclusion and equal opportunity for all, where the diversity of individuals' backgrounds and experiences are valued and respected. Work to influence the strategy, direction and culture to increase effectiveness.

Success Profiles

HR Deputy Director, Learning and Talent

Behaviours (continued)

- **Working Together** - proactively create, maintain and promote a strong network of contacts across the organisation and externally. Embed an inclusive culture of creating positive and supportive teams who consider the diverse needs and feelings of other colleagues. Ensure consideration and support for the wellbeing of all individuals across the organisation. Set out clear expectations that bullying, harassment, and discrimination are unacceptable. Encourage and establish mechanisms to share knowledge and resources across boundaries to support the business. Encourage teams to engage with a variety of delivery partners and stakeholders, listen to and act on their feedback.
- **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.

Success Profiles

HR Deputy Director, Learning and Talent

Strengths

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 information below provides further context specific to the role. More information and a copy of the strengths dictionary, which details the behaviour each strength maps to, is available [here](#).

There are five overall core example strengths. The vacancy holder should select the strengths for a particular role in accordance with the scope of the role and the composition of the Senior Leadership Team.

Core strengths:

- **Relationship Builder** - build relationships that are both collaborative and strategic with an ability to maintain strong partnerships even when views and requirements are not compatible.
- **Visionary** - set future direction, map out how to get there and communicate to others in a straightforward manner.
- **Strategic** - act in an agile manner during times of ambiguity and understand the wider implications when short term tactical decisions are being considered.
- **Learner** - act as an enabler and developer of talent and display your own commitment to learning and development for all levels. Be a sophisticated learner, have a strong reflective practice, seek feedback and model being an effective learner.
- **Enabler** - create pipelines of high potential with a commitment to creating equal learning and professional development opportunities for all.

Success Profiles

HR Deputy Director, Learning and Talent

Experience

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

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

Core experience:

- **Learning and/or Talent management experience** - adding value through talent management practices such as workforce and succession planning, organisational performance, or the creation of diverse talent pools and/or experience in shaping learning strategy including digital technology, governance and legislation and developing a learning culture.
- **Deployment and succession planning** - demonstrating deployment of people to meet business needs and how they have influenced the implementation of longer term workforce planning.
- **Building relationships and partnerships** - building relationships with a wide range of stakeholders demonstrating where collaboration and partnerships have enabled the delivery of business objectives.
- **Using data and evidence to make decisions** - developing strategies using data to inform workforce plans and subsequent recruitment and investment in learning and development activity.
- **Employment law/ relations experience** - an understanding of how employment laws impact on attraction, recruitment, diversity and inclusion and deployment.

Success Profiles

HR Deputy Director, Learning and Talent

Experience element

Desirable experience:

- **Commercial awareness** - working knowledge and understanding of commercial services including procuring for public value and managing third party contracts successfully. This could include procuring learning solutions through suppliers and the impact of these contracts on strategies and finances.
- **Wider HR experience** – working as part of a wider HR function, understanding of HR business partner model, shared services and HR operations and utilising this effectively.
- **Coaching and mentoring** - coaching to their peers and above. Supporting progression through sharing experiences and offering advice as a mentor.
- **Implementation and development of inclusive talent and learning strategies** - developing strategies to attract a diverse pipeline of talented individuals and structuring individuals' career pathways to ensure organisational continuous improvement.
- **Supporting content creation** - defining strategy, policy, governance and legal requirements for content creation to support organisation learning and strategic goals.
- **Learning culture** - experience of embedding a coaching and mentoring culture to deliver organisational learning strategy.