



# Success Profiles

## 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.



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.

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### 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

Most HR Director roles will test the following elements; Technical, Experience, Behaviours, and Strengths. The Ability element does not feature in the HR Director Success Profile 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 Servant recruitment already operates in a way that follows the Success Profiles methodology for blended and role-centred testing.

## Technical

Specific 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 HR experience.

**Desirable** professional knowledge or qualifications:

- **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.

## Behaviours

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

There are four 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:

- **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.

## 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.

## 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 three overall core 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:

- **Influencer** - influence others and secure the confidence of senior internal stakeholders across government. Quickly build credibility with senior internal and external stakeholders and ministers, at a strategic level, to operate at, provide challenge at, influence and persuade at executive board/committee level.
- **Emotionally Intelligent** - ability to draw insight from your own emotions and those of others to demonstrate empathy. Confront issues and challenge assumptions at the highest levels, no matter how uncomfortable, in an assertive yet constructive way.
- **Inclusive** - ability to recognise everyone as an individual, accepting people for who they are and treating everyone fairly. You actively encourage and provide opportunities for others to share ideas and contributions.

### Desirable strengths:

- **Ethical behaviour** - building by trust, role-modelling ethical behaviour, and applying principles and values consistently in decision.
- **Passion for learning** - visibly rolemodel your own CPD and promote a learning culture.
- **Working inclusively** - working and collaborating across boundaries, effectively and inclusively, to achieve positive outcomes.

## Experience

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

The overall core experience is outlined below. Specific experience should be chosen based on the role description and specific responsibilities.

**Core** experience:

- **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.

**Desirable** experience:

- **Cross sector experience** - working with or across different sectors or organisations.