



Success Profiles

HR Deputy Director, 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.



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

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The overall responsibilities of the role will typically include leading on effective operational deliver across government and collaborating across the supply chain to improve efficiency and effectiveness. The postholder will have complete exposure to complex cross-government operations and will therefore be expected to draw upon both HR and commercial knowledge when making decisions and engaging in conversations at an executive level. They will also need to have a strong affinity with digital solutions, technology and finance. Other responsibilities will include driving high levels of customer service, providing visible and engaging leadership across the service and using a combination of leadership, creativity and analytical skills to build capability. The postholder will also be responsible for driving cultural change, empowering teams and managers to promote continuous improvement at all levels, encouraging observation, feedback and coaching within the service whilst being considerate of diversity issues, acting in an inclusive way and valuing people's strengths.

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](#).

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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

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

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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.

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Behaviours

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

There are three 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:

- **Communicating and Influencing** - implement communication strategies which ensure effective communications are embedded and take account of people's individual needs. Embed a culture where there is a wide ranging use of the infrastructure in place to support varied communication methods which deliver value for money. Communicate in a straightforward, honest and truthful way with consideration for the impact of the method used. Communicate with conviction and clarity in the face of tough negotiations or challenges. Respect and consider the diversity of the audience when giving messages and deliver these appropriately. Influence external partners, stakeholders and customers successfully securing mutually beneficial outcomes.
- **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.
- **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.

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Behaviours (continued)

Desirable behaviours:

- **Changing and Improving** - challenge the way things have always been done and suggest improvements, learning from experience. Seek, encourage and recognise initiative and imaginative ideas from a wide range of people. Promote an environment where all colleagues feel safe to challenge. Encourage measured risk taking and innovation to deliver better approaches and services. Implement changes that transform flexibility, responsiveness and quality of service. Ensure changes add value to the business and express clearly how and why changes are necessary. Lead the transformation towards using digital technologies ensuring full consideration of accessibility needs and the diverse range of end users. Manage change effectively and respond promptly to critical events. Constructively challenge changes which are unhelpful.
- **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.

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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:

- **Analytical** - make decisions based on consultation, expertise and sound analysis to produce reasoned recommendations.
- **Strategic** - develop a comprehensive understanding of HR and strategic workforce planning within an organisational context. You build a strong operational understanding of the organisation, as well as the broader sector in which it operates.
- **Influencer** - influence others and articulate the rationale to gain their agreement. Confront issues and challenge assumptions at the highest levels, no matter how uncomfortable, in an assertive yet constructive way.
- **Networker** - proactively create, build and maintain positive professional and trusting working relationships with a wide range of people both within and outside the organisation. You identify connections and reach out to bring people together.
- **Service-focussed** - look for ways to serve customers putting their needs at the heart of everything you do.

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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:

- **Leading transformation and change** - successfully leading the delivery of people-focused transformational change management programmes within a complex environment, with a cross-cutting focus.
- **Financial literacy**- financial accountability and managing supply chains and service offers. 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.
- **Knowledge of shared services/ HR Operations** - knowledge of complex service delivery environments with an awareness of the HR operations or shared services context.
- **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.

Desirable experience:

- **Using data and evidence to make decisions** - the commissioning and understanding of critical data to support confident and coherent decision making.
- **Commercial awareness** - working knowledge and understanding of commercial services including procuring for public value and managing third party contracts successfully.
- **Programme/portfolio management** - endorsing the use of appropriate standards and recognised good practice in programme and portfolio management and learning from the experience of others.
- **Employment law/relations experience** - significant experience of employment law issues, best practice processes for disciplinaries, redundancies, employee relations and payroll.