



Success Profiles

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 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 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.

Success Profiles

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	
	CV/Statement of Suitability	Expression of Interest	Individual Leadership Assessment	Staff Engagement Exercise	Interview	Presentation
T						
B						
S						
E						

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 qualification or HR knowledge .
- **Project and programme management qualification or knowledge** - a PPM management qualification, e.g. PRINCE 2 or equivalent relevant experience.

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:

- **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.

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 four 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:

- **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.
- **Visionary** - ability to create and share a clear vision of the future.
- **Strategic** - highly developed strategic thinking ability, deliver strategy at pace, resilience to sustain the strategy, often through high levels of ambiguity and organisational change.
- **Analytical** - ability to seek and analyse information to inform decisions based on the best available evidence. Balance both strategic thinking and horizon scanning with the pragmatism and programme savvy, to deliver and embed people transformation and culture change.

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:

- **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.

Desirable experience:

- **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.