



Success Profiles

HR Deputy Director, Casework

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 Casework.

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The overall responsibilities of this role will typically include accountability for strategic leadership, partnering and business delivery. The postholder will be part of business and organisational leadership teams across departments and accountable for developing and deploying people strategies and end-to-end HR systems. These systems will transform organisations. Examples include: strategic workforce planning; building capability; Diversity & Inclusion; reward; and change (organisational and cultural). The postholder may also lead and/or act as sponsors for HR or business related projects or priorities.

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:

- **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.
- **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.

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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.
- **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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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:

- **Inclusive** - recognise everyone as an individual, accepting people for who they are and treating everyone fairly and ensuring this is reflected in the people strategies you deploy. You actively encourage and provide opportunities for others to share ideas and contributions and work with a diverse range of colleagues across regional locations.
- **Networker** - proactively create and maintain positive, professional and trusting working relationships with a wide range of senior colleagues and key customers. You demonstrate the ability to maintain these working relationships with colleagues who may work across business units and in different regional locations.
- **Strategic** - look at the big picture and consider wider factors and long-term implications of employment law and casework decisions. You identify opportunities to improve existing models and identify potential risks that may arise.
- **Visionary** - create and share a clear vision for the future within a continually evolving context.

Desirable strengths:

- **Service Focussed** - look for ways to serve customers putting their needs at the heart of everything you do. You ensure others retain a customer focus in their work.

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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:

- **Financial literacy** - considering financial information when supplying an HR service to clients. Confidence in seeking out and creating solutions which achieve the best value for money.
- **Building relationships and partnerships** - communicating with very senior colleagues on HR issues and collaborating with partners to achieve objectives.
- **Employment law/relations experience** - a strong knowledge and experience of applying employment law to high risk and contentious cases and embedding learning into organisational policy.
- **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.

Desirable experience:

- **Using data and evidence to make decisions** - using data at a strategic level to develop a quality HR service and add value to the business.
- **Business delivery focus** - a proven understanding of business delivery and how Casework can best deliver services to managers and other customers.
- **Working in a complex environment** - an understanding and experience of creating and delivering a quality HR service in the face of complexities.
- **Budget Management** - managing budgets and making cost effective decisions.