



Civil Service HR

Success Profiles

HR Deputy Director/Strategic Consultant, Organisational Development and Design

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 Organisational Development and Design (OD&D).

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The overall responsibilities of this role will typically include both leading OD&D operations and shaping the overall OD&D activity in a complex organisation. At this level, there is still considerable variation between the types of OD&D roles available and the areas of the Civil Service a postholder could be working in. As such, there is still significant scope to build and develop a postholder's practice. For example, the development of an OD&D strategy at departmental level will be different to developing a cross-departmental strategy. The fields of OD&D are constantly evolving therefore in order to maintain subject matter expertise and provide useful advice to senior stakeholders, it is critical for the postholder to stay up to date with developments in their field and to pay attention to their development needs. Postholders will also play a key role in providing thought leadership and coaching, developing and supporting all other levels.

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.

Desirable technical skills, knowledge or qualifications for this role are:

- **Relevant academic/ technical qualifications** - advanced programmes in specialist areas of OD&D, such as systems thinking, psychodynamics, gestalt, dynamics at board level, dialogue, constellations, human systems dynamics, action research, business process mapping, value chain assessment, customer journey mapping, target operating model development, agile and lean approaches etc.
- **Coaching and mentoring qualification** - accredited coaching and/or mentoring qualification.

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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.
- **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.
- **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)

- **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.
- **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.

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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:

- **Strategic** - you look at the big picture and consider the wider factors and long term implications of decisions, including issues that clients may not have considered. As a consultant and OD practitioner you draw on theory to ask 'how come' and 'why not' and work with your clients to explore the art of the possible and create new futures.
- **Challenger** - you seek and analyse information to inform decisions based on the best available evidence. You see other people's views and can appreciate there are many different angles to consider.
- **Change Agent** - you are positive and inspirational in leading and supporting others through change. You look for better ways of doing things and enjoy coming up with new and original ideas in service. Clients trust you and are willing to take risks with you.
- **Relationship Builder** - you quickly establish mutual respect and trust, building long lasting relationships with others. You demonstrate an interest in and care for others.

Desirable strengths:

- **Enabler** - you see the potential in everybody and encourage them to learn, progress and develop. You ensure the clients and organisations you work with learn from their experience and you leave them stronger and more capable than they were before you worked with them. You reflect on your practice and seek to work at the edge of your current learning, stretching yourself and role-modelling this to others.

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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:

- **Organisational development and design** - shaping and leading system-wide organisation development and design initiatives design within complex organisations. Ensuring ethical considerations are taken into account.
- **Consultancy experience** - working as a strategic OD consultant or equivalent.

Desirable experience:

- **Cross sector experience** - breadth of experience working with and across different sectors.
- **Leading teams** - managing a portfolio of work and leading people to deliver key objectives.
- **Leading work with very senior teams** - working with groups of senior leaders on their collective leadership and team dynamics.