



Civil Service HR

Success Profiles

HR Deputy Director, HR Business Partner

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 leading and shaping the HR Business Partner (HRBP).

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The overall responsibilities of the role will typically include accountability for strategic leadership, partnering and business delivery, being part of the business leadership team and also forming part of organisational leadership teams across Departments. The postholder will also be accountable for the development and deployment of people strategies and end-to-end HR systems/ services to develop and transform organisations, including strategic workforce planning, building capability, diversity, inclusion and talent management, reward, organisational and cultural change. The role will also typically include developing strategies relating to the HR function itself, including building HR capability and developing talent. The postholder may also lead and/or act as a sponsor for HR or business related projects or priorities and lead HR teams/functions.

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 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:

- **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.
- **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

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Behaviours (continued)

- **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.
- **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 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:

- **Adaptable** – adaptable to variations and flux in work, environment and the needs of those you partner with. You are flexible and versatile in the face of changing priorities of those you partner with and act as an agent for change, facilitating the implementation of HR policies and cultural change.
- **Change Agent** – positive and inspirational in leading and supporting your business area and wider colleagues through change, and actively support and endorse HR and departmental policies.
- **Influencer** - ability to 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.
- **Resilient** - have inner composure, recover quickly from setbacks and learn from them as part of your ongoing professional development. You are able to work effectively with other professions, finding common ground which also honours your expertise as an HR professional.

Desirable strengths:

- **Analytical** - seek and analyse information to inform decisions and make decisions based on the best available evidence. You propose options and recommendations on people-related changes that are driven by data.
- **Visionary** - create and share a clear vision of the future with those you partner with and your wider team, endorsing the objectives of HR.

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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:

- **Building relationships and partnerships** - influencing, consulting and negotiating at a strategic level with key stakeholders, including experience of navigating conflicting views and priorities.
- **Using data and evidence to make decisions** - leading and driving a shift to data-focussed approaches to effectively monitor and assure performance on diversity and inclusion priorities.
- **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.
- **Workforce planning organisational design principles** - being able to understand the ultimate aims of the business and the corresponding impact on workforce planning and organisational design.
- **Leading transformation/change** - successfully leading delivery of people focused transformational change management programmes, managing significant and successful cultural change through the use of organisational development and behavioural insight techniques, all on time and to budget, in a complex environment.

Desirable experience:

- **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 delivered impact to users and drove excellence in HR systems and practices.
- **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.