



Civil Service HR

# Guidance: Application of Success Profiles during HR Deputy Director recruitment

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# HR Deputy Director Success Profiles

Success Profiles for the range of Human Resources Deputy Director (HRDD) roles have been developed, covering a combination of elements that can be assessed to find the best candidate.

The profiles have been designed as a framework to assist you in developing a successful recruitment process for these roles, including expressions of interest for temporary roles.

## **The HR Deputy Director roles are:**

- HR Deputy Director, HR Business Partner
- HR Deputy Director, Casework
- HR Deputy Director, Strategic Workforce Planning and Resourcing
- HR Deputy Director, Pay and Reward
- HR Deputy Director, Diversity and Inclusion
- HR Deputy Director, Policy and Employee Relations
- HR Deputy Director, Learning and Talent
- HR Deputy Director/ Strategic Consultant, Organisational Development and Design
- HR Deputy Director, HR Operations

Success Profile templates are not designed to be used prescriptively, they have been produced as a starting guide.

Similarly, not all HR Deputy Director roles will align with only one of the above roles and therefore we advise that vacancy holders may wish to use more than one of the Success Profile templates as a starting guide depending on the scope and requirements of the role.

# HR Deputy Director Success Profiles

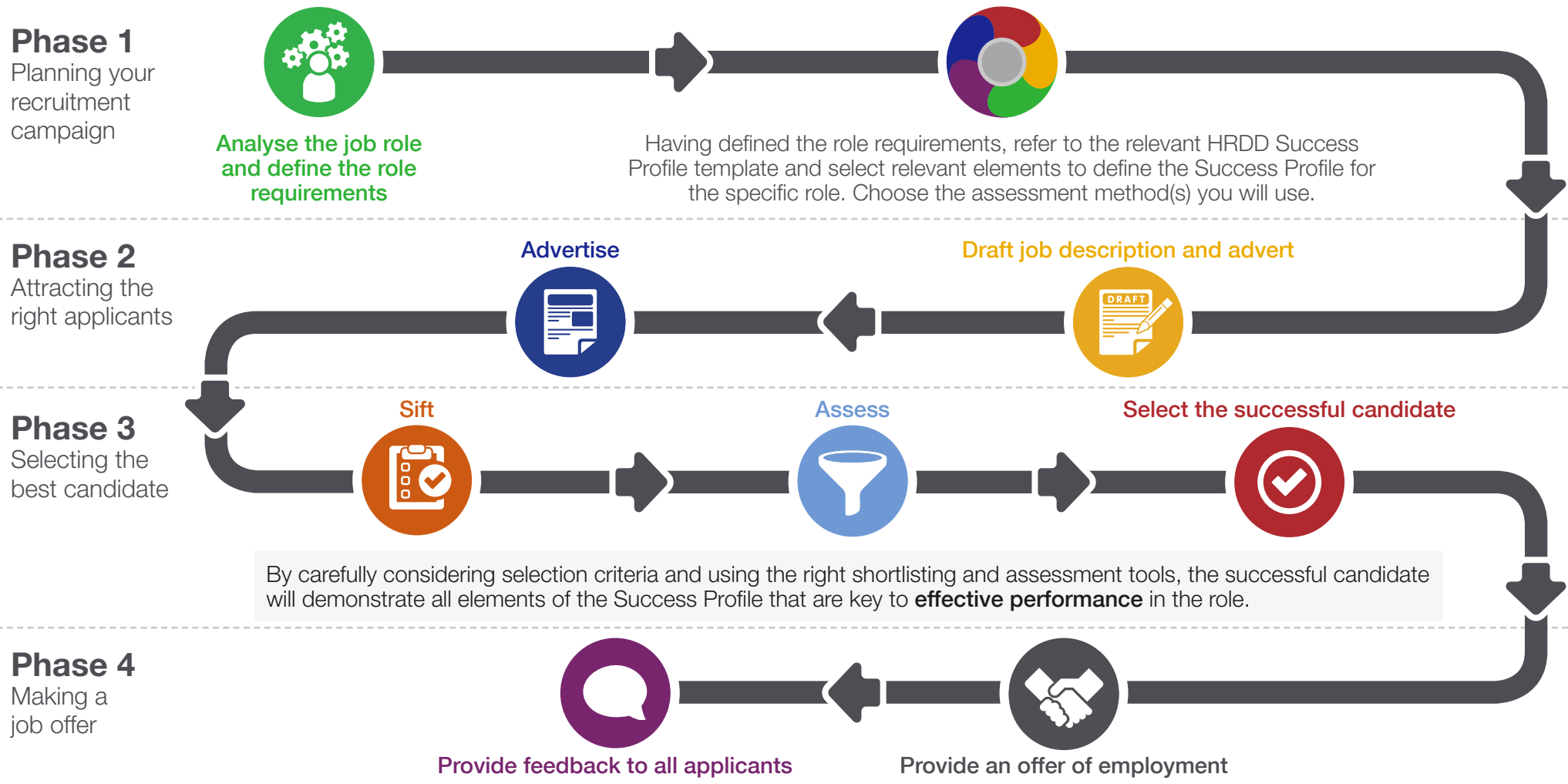
When designing the recruitment process for your vacancy it is crucial that you limit the number of core criteria you list under each element to reduce the risk of narrowing your candidate pool.

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 an overall core criteria to be assessed at the recruitment stage.

As a guide, we recommend that you prioritise no more than four behaviours and four strengths that are critical to your role. This will allow you to sufficiently test the criteria at interview stage, along with a candidate's experience.

Not all Success Profile elements will be relevant to every role, so the composition of the Success Profile should differ for different types of job to improve the chances of hiring the best person for the role. 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.

# The recruitment process

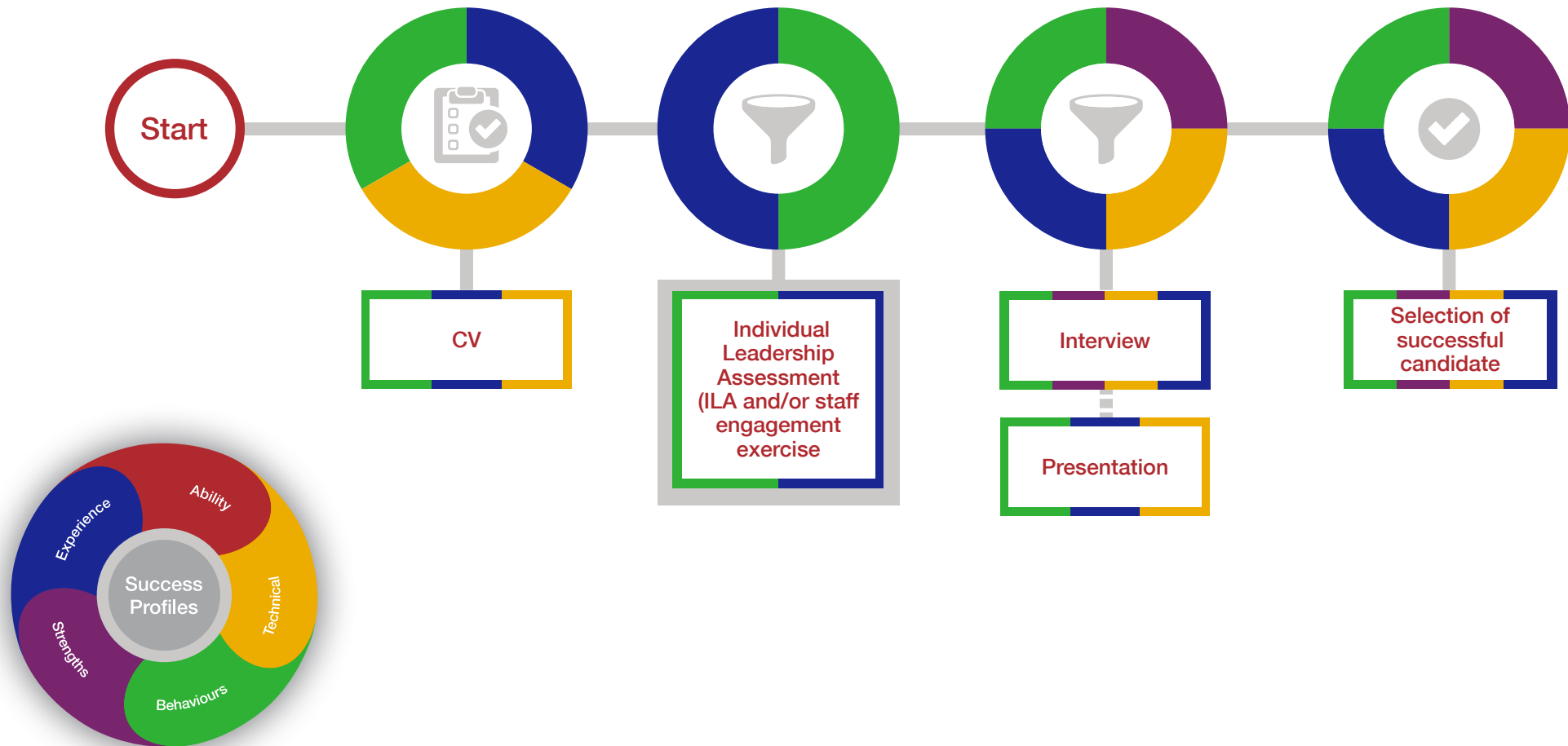


# Assessment matrix

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						

HR Deputy Director roles will test Technical, Experience, Behaviours, and Strengths elements. Leaders 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.

# Assessment options for HR Deputy Directors



Senior leadership roles (example only)

# Assessment options for HR Deputy Directors

## Sifting assessment

At sift candidates submit a CV and statement of suitability. Evidence of the candidates' **behaviours**, **technical** skills and **experience** are considered together and a single score awarded, using a three point scale of:

- A - candidate meets all the criteria
- B - borderline/candidate meets some of the criteria
- C - candidate does not meet the criteria

Those who clearly meet the criteria will progress to the next stage. Those who meet some of the criteria may progress to the next stage of assessment depending on the places available.

## Leadership assessment

The Individual Leadership Assessment (ILA) and staff engagement exercise (SEE) assess **experience** and **behaviours**.

The leadership assessment options are not scored. A feedback report is produced from each exercise which acts as a steer to the interview panel on areas to probe during the interview.

## Interview assessment

The blended interview will assess **experience**, **technical**, **behaviours** and **strengths**.

It will also include a 5-minute presentation covering a set topic related to the candidate's leadership experience.

Candidates will be assessed and an overall score agreed, informed by all the information the Panel has considered. The scoring scale for this is as follows:

- **A** - outstanding
- **B** - very good
- **B/C** - clearly above the minimum acceptable level
- **C** - acceptable
- **D** - near miss
- **E** - clearly not acceptable



# Interview process

Interview questions should be designed to allow the candidate ample opportunity to provide the required level of evidence to demonstrate their capability for the role.

The Occupational Psychology Team can assist with the design of assessment materials. Please note, there will be a cost associated and advanced notice is required in most cases with this service. For further details please contact:

[occupationalpsychologyteam@cabinetoffice.gov.uk](mailto:occupationalpsychologyteam@cabinetoffice.gov.uk).

All interview panels for centrally managed Senior Civil Service recruitment run by Whitehall departments, the Scottish and Welsh Governments and their associated agencies should have at least one panellist who is from an ethnic minority background and/or has a disability.

All panellists should have undertaken training on interview skills prior to sitting on an interview panel.

# Diversity and Inclusion

Success Profiles were introduced in the Civil Service to attract and retain people of talent and experience from a range of sectors and all walks of life.

Success Profiles were designed to move recruitment away from using a purely competency based system of assessment. It introduces a more flexible framework which assesses candidates against a range of elements using a variety of selection methods. This will give the best possible chance of finding the right person for the job, driving up performance and improving diversity and inclusivity.

When developing the Success Profiles, we considered academic research which examined the impact of different assessment methods on diversity and inclusion. This research found that there were no adverse impacts on candidates with protected characteristics, provided interviews are delivered in a structured and consistent way and training was undertaken by those who were involved in delivering assessments and making selection decisions. This is supported by further academic research which similarly found that increased structure in interviews effectively reduced the influence of same-race bias when judging candidates\*.

\*See the following:

1. McCarthy, J.M., Van Iddekinge, C.H., & Campion, M.A. (2010). Are highly structured job interviews resistant to demographic similarity effects? *Personnel Psychology*, 63(2), 325-359.
2. De Kock, F.S., & Hauptfleisch, D.B. (2018). Reducing racial similarity bias in interviews by increasing structure: A quasi-experiment using multilevel analysis. *International Perspectives in Psychology: Research, Practice, Consultation*, 7(3), 137.

# Further guidance

Please note, you may need to sign into your Civil Service Learning account to access some of the guidance:

[Success Profiles: Overview](#)

[Success Profiles: Experience](#)

[Success Profiles: Civil Service Strengths dictionary](#)

[Success Profiles: Civil Service Behaviours](#)

[Success Profiles: Technical](#)

[Success Profiles: Interview methodology](#)

[Success Profiles: Scoring case studies](#)

End.