



Civil Service HR

Success Profiles

HR Deputy Director, Pay and Reward

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 Pay and Reward.

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The overall responsibilities of the role will typically include responsibility for the department's reward strategy. The postholder will have a comprehensive understanding of reward, and drive and influence reward strategy that will support key departmental objectives taking into account diversity and inclusion. The postholder will champion reward to the wider HR community and organisation, lead change management and set direction. At this level the postholder will be enhancing their credibility amongst the HR community and will act as a key communicator with stakeholders including HM Treasury, Cabinet Office and Director Generals, as well as providing a link with other business areas such as Employee Relations, Operations and Finance. The role at this level is generally also 50% corporate cross government and draws on skills, understanding and considering the wider cross government perspective.

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 criteria 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 Profiles 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.
- **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.
- **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.

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Behaviours (continued)

Desirable behaviours:

- **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 two 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** - highly developed strategic thinking ability, able to deliver strategy at pace, resilience to sustain the strategy, often through high levels of ambiguity and organisational change.
- **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, influence and persuade at executive board/committee level.

Desirable strengths:

- **Visionary** - ability to create and articulate a clear vision of the future of pay and reward within the immediate team, senior colleagues and the wider organisation as a whole.
- **Analytical** - gather and analyse a wide range of evidence to inform decisions and options based on the best available evidence. You use data as part of your story-telling and to influence 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:

- **Programme/ Portfolio management** – delivering projects and programmes successfully on time and to budget.
- **Business planning** - budget management, financial literacy and contract management.
- **Building Reward capability** – building capability and leadership of HR expert partner professionals to a high standard driving high performance.
- **Employment law/relations experience** - a strong working knowledge of employment law issues, best practice processes for disciplinaries, redundancies and payroll is required, as well as experience of employee relations and working with trade unions.
- **Building relationships and partnerships** - influencing, consulting and negotiating at a strategic level with key stakeholders, including experience of navigating conflicting views and priorities.

Desirable experience:

- **Using data and evidence to make decisions** - able to correctly interpret analysis, challenge where necessary, and interpret conclusions.
- **Working within a complex organisation** - delivery of HR strategy within a complex and demanding business environment.
- **HR operational understanding** - working within an HR function and a strong understanding of how Reward contributes to a business strategy and communicating that to customers.