



Civil Service HR

# Success Profiles

## HR Deputy Director, Policy and Employee Relations

### 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 Policy and Employee Relations.

# Success Profiles

## HR Deputy Director, Policy and Employee Relations

The overall responsibilities for this role will typically include accountability for strategic leadership and expert partnering. The postholder will be part of the business leadership team and will be active in cross government networks, meetings, and leadership boards. They will also be accountable for the development and deployment of people and HR strategies including HR strategic workforce planning, building capability, diversity and inclusion, talent management, reward, Civil Service organisational and cultural change. This will typically include strategic leadership in the development of HR, Employee Relations and Policy strategies. The postholder will have a comprehensive understanding of cross government issues and act as Policy and Employee Relations Champions and/or sponsors for wider Civil Service projects, promoting best practice Policy and Employee Relations approaches. They will have responsibility for managing HR teams/ functions, lead change and set the direction for the wider business acting as a key and influential communicator at senior 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](#).

# Success Profiles

## HR Deputy Director, Policy and Employee Relations

### 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.

# Success Profiles

## HR Deputy Director, Policy and Employee Relations

### 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.

# Success Profiles

## HR Deputy Director, Policy and Employee Relations

### 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.

# Success Profiles

## HR Deputy Director, Policy and Employee Relations

### 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.

# Success Profiles

## HR Deputy Director, Policy and Employee Relations

### 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 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:

- **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.
- **Strategic** - ability to look at the big picture and consider the wider factors and long term implications of decisions. Able to deliver strategy at pace, resilience to sustain the strategy, often through high levels of ambiguity and organisational change.
- **Analytical** - ability to seek and analyse information to inform decisions based on the best available evidence. Balance both strategic thinking and horizon scanning with the pragmatism and programme savvy, to deliver and embed people transformation and culture change.
- **Networker** - ability to proactively create and maintain positive, professional and trusting working relationships with a wide range of people within and outside the organisation. You identify connections and reach out to bring people together.

# Success Profiles

## HR Deputy Director, Policy and Employee Relations

### Experience element

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:

- **Leading transformation and change** - managing transformation and change programmes alongside a focus on continuous improvement of Business As Usual.
- **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 a more data focussed approach, including using data to effectively drive and monitor and evaluate the impacts of policy.
- **Employment law/relations experience** - significant experience of employment law issues, best practice processes for disciplinaries, redundancies, employee relations, and working with trade unions is required.

**Desirable** experience:

- **Cross sector experience** - experience working across sectors.
- **Commercial awareness** - working knowledge and understanding of commercial services including procuring for public value and managing third party contracts successfully.
- **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.