



Civil Service HR

HR Success Profile Guides

Executive Officer (EO)





Civil Service HR

HR Success Profile Guides

EO - Contents



HR Success Profile Guide

EO, Casework

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 and Civil Service HR has implemented a range of guides to further support individuals when applying Success Profiles.



This is a guide for vacancy holders and specialist recruitment teams using Success Profiles in recruitment for EO or equivalent roles in HR Casework.

HR Success Profile Guide

EO, Casework

The overall responsibilities of the role will include providing support and acting as a focal point within the team. The post holder will work with a wide range of people at all levels. The Casework Support officer role is varied, they will need to be flexible, work closely with the team and manage their time effectively. The post holder may also be responsible for collecting and analysing management information for reporting and researching HR Policy to respond to email enquiries. The role may include secretariat support, sharing communications, allocating and prioritising incoming work. The post holder will also need to handle highly confidential information with integrity. Being part of the casework team will give the post holder a great opportunity to develop a good level of experience covering all aspects of HR.

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 Framework](#).

HR Success Profile Guide

EO, Casework

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				Decision making assessment	
	CV/Statement of Suitability	Expression of Interest	Aptitude Tests	Civil Service Judgement Test	Interview	Presentation
T	Yellow	Yellow	Grey	Grey	Yellow	Yellow
B	Green	Green	Grey	Green	Green	Green
S	Grey	Grey	Grey	Grey	Purple	Grey
E	Blue	Blue	Grey	Grey	Blue	Blue
A	Grey	Grey	Red	Red	Grey	Grey

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 on the job within six months this should not be assessed at the recruitment stage.

As a guide, it is recommended that no more than **four behaviours** are prioritised as critical to the role. This will allow the panel to sufficiently test the behaviours at interview stage, along with the selected strengths and a candidate's experience.

Most HR EO or equivalent roles will test the following elements: technical, experience, behaviours and strengths. For some roles the vacancy holder may also wish to test ability.

HR Success Profile Guide

EO, Casework

Technical

Specific professional skills, knowledge or qualifications required to be successful in a professional role. More information is available in the [Success Profiles Technical](#) document.

The recommended professional knowledge or qualifications are:

- **Relevant professional qualification or knowledge** - full or part-qualified member (Level 3) of the Chartered Institute of Personnel and Development (CIPD) or willing to work towards this, or equivalent professional qualification or HR knowledge.

HR Success Profile Guide

EO, Casework

Ability

The aptitude or potential to perform to the required standard. More information is available in the [Success Profiles Civil Service Ability](#) document.

Ability can be assessed at various stages of the recruitment process but is often done at the beginning. The most common tests which are used in the Civil Service are:

- Verbal Reasoning Test (VRT) - to assess your verbal capabilities
- Numerical Reasoning Test (NRT) - to assess your numerical capabilities

Vacancy holders can use their own discretion when deciding on methods of assessing ability at this level.

HR Success Profile Guide

EO, Casework

Behaviours

Specific behaviours expected that will result in effective performance in a job. More information is available in the [Success Profiles Civil Service Behaviours](#) document.

The recommended behaviours for this role are:

- **Communicating and Influencing** - communicate clearly and concisely both orally and in writing. Take time to consider the best communication channel to use for the audience, including making the best of digital resources and considering value for money. Interact with others in an enthusiastic way. Express ideas clearly and with respect for others. Listen to and value different ideas, views and ways of working. Respond constructively and objectively to comments and questions. Handle challenging conversations with confidence and sensitivity.
- **Managing a Quality Service** - work with customers to understand their needs and expectations. Create clear plans and set priorities which meet the needs of both the customer and the business. Clearly explain to customers what can be done. Keep colleagues and stakeholders fully informed of plans, possibilities and progress. Identify common problems that affect service, report them and find possible solutions. Deliver good customer service which balances quality and cost effectiveness.
- **Working Together** - develop a range of contacts outside own team and identify opportunities to share knowledge, information and learning. Show genuine interest when listening to others. Contribute to an inclusive working environment where all opinions and challenges are listened to and all individual needs are taken into account. Ensure it is clear that bullying, harassment and discrimination are unacceptable. Offer support and help to colleagues when in need, including consideration of your own and their wellbeing. Change ways of working to aid cooperation within and between teams in order to achieve results.

Depending on the scope of the role the vacancy holder should determine the specific behaviours required.

HR Success Profile Guide

EO, Casework

Strengths

Specific strengths have not been recommended as part of this Success Profile Guide as they will vary in accordance with the scope of the role and the composition of the wider team.

The vacancy holder should select 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 vacancy holder should refer to the [Success Profiles Civil Service strengths Dictionary](#) when determining the appropriate strengths for the role, considering the strengths that map to their selected behaviours. It is also acceptable to select strengths which align to behaviours not selected for the Success Profile.

Please note, strengths should not be explicitly referenced in recruitment materials such as: adverts, candidate information packs and interview letters.

HR Success Profile Guide

EO, Casework

Experience

Knowledge or mastery of an activity or subject gained through involvement in or exposure to it. More information is available in the [Success Profiles Experience](#) document.

The recommended experience for this role is:

- **Communication and interpersonal skills to deliver key projects** - using a variety of communication methods and adapting styles to engage effectively with team members and stakeholders to deliver key projects.
- **Digital proficiency** - effectively using digital technology to deliver services and value for money.

Specific experience should be chosen based on the role description and specific responsibilities.



HR Success Profile Guide

EO, 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 and Civil Service HR has implemented a range of guides to further support individuals when applying Success Profiles.



This is a guide for vacancy holders and specialist recruitment teams using Success Profiles in recruitment for EO or equivalent roles HR in Policy and Employee Relations.

HR Success Profile Guide

EO, Policy and Employee Relations

The overall responsibilities of the role typically include providing project management, research and organisational skills. The post holder will deal with highly sensitive and confidential information a lot of the time. This means they will need to have a lot of integrity and handle this information carefully. The post holder will possess an awareness level of HR knowledge and have the skills required to carry out research tasks and/or to draft papers and documents needed for research and benchmarking activities. They also demonstrate great people skills and communicate well across the team as well as with senior managers and stakeholders.

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 Framework](#).

HR Success Profile Guide

EO, 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				Decision making assessment	
	CV/Statement of Suitability	Expression of Interest	Aptitude Tests	Civil Service Judgement Test	Interview	Presentation
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S	Grey	Grey	Grey	Grey	Purple	Grey
E	Blue	Blue	Grey	Grey	Blue	Blue
A	Grey	Grey	Red	Red	Grey	Grey

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 on the job within six months this should not be assessed at the recruitment stage.

As a guide, it is recommended that no more than **four behaviours** are prioritised as critical to the role. This will allow the panel to sufficiently test the behaviours at interview stage, along with the selected strengths and a candidate's experience.

Most HR EO or equivalent roles will test the following elements: technical, experience, behaviours and strengths. For some roles the vacancy holder may also wish to test ability.

HR Success Profile Guide

EO, Policy and Employee Relations

Technical

Specific professional skills, knowledge or qualifications required to be successful in a professional role. More information is available in the [Success Profiles Technical](#) document.

The recommended professional knowledge or qualifications are:

- **Relevant professional qualification or knowledge** - Full or part-qualified member (Level 3) of the Chartered Institute of Personnel and Development (CIPD) or willing to work towards this, or equivalent professional qualification or HR knowledge.

HR Success Profile Guide

EO, Policy and Employee Relations

Ability

The aptitude or potential to perform to the required standard. More information is available in the [Success Profiles Civil Service Ability](#) document.

Ability can be assessed at various stages of the recruitment process but is often done at the beginning. The most common tests which are used in the Civil Service are:

- Verbal Reasoning Test (VRT) - to assess your verbal capabilities
- Numerical Reasoning Test (NRT) - to assess your numerical capabilities

Vacancy holders can use their own discretion when deciding on methods of assessing ability at this level.

HR Success Profile Guide

EO, Policy and Employee Relations

Behaviours

Specific behaviours expected that will result in effective performance in a job. More information is available in the [Success Profiles Civil Service Behaviours](#) document.

The recommended behaviours for this role are:

- **Communicating and Influencing** - communicate clearly and concisely both orally and in writing. Take time to consider the best communication channel to use for the audience, including making the best of digital resources and considering value for money. Interact with others in an enthusiastic way. Express ideas clearly and with respect for others. Listen to and value different ideas, views and ways of working. Respond constructively and objectively to comments and questions. Handle challenging conversations with confidence and sensitivity.
- **Managing a Quality Service** - work with customers to understand their needs and expectations. Create clear plans and set priorities which meet the needs of both the customer and the business. Clearly explain to customers what can be done. Keep colleagues and stakeholders fully informed of plans, possibilities and progress. Identify common problems that affect service, report them and find possible solutions. Deliver good customer service which balances quality and cost effectiveness.
- **Making Effective Decisions** - take responsibility for making effective and fair decisions, in a timely manner. Analyse and research further information to support decisions. Talk to relevant people to get advice and information when unsure how to proceed. Explain how decisions have been reached in a clear and concise way, both verbally and in writing. Demonstrate the consideration of all options, costs, risks and wider implications, including the diverse needs of end users and any accessibility requirements.

Depending on the scope of the role the vacancy holder should determine the specific behaviours required.

HR Success Profile Guide

EO, Policy and Employee Relations

Strengths

Specific strengths have not been recommended as part of this Success Profile Guide as they will vary in accordance with the scope of the role and the composition of the wider team.

The vacancy holder should select 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 vacancy holder should refer to the [Success Profiles Civil Service strengths Dictionary](#) when determining the appropriate strengths for the role, considering the strengths that map to their selected behaviours. It is also acceptable to select strengths which align to behaviours not selected for the Success Profile.

Please note, strengths should not be explicitly referenced in recruitment materials such as: adverts, candidate information packs and interview letters.

HR Success Profile Guide

EO, Policy and Employee Relations

Experience

Knowledge or mastery of an activity or subject gained through involvement in or exposure to it. More information is available in the [Success Profiles Experience](#) document.

The recommended experience for this role is:

- **Data analysis** - interpreting, analysing and gathering information from data sources to clearly present data and insight, including highlighting trends and issues, to the organisation.
- **Understanding employment law or employee relations principles** - understanding and interpreting basic employment law and employee relations principles in an organisation context.
- **Digital proficiency** - effectively using digital technology to deliver services and value for money.

Specific experience should be chosen based on the role description and specific responsibilities.



HR Success Profile Guide

EO, Learning and Talent

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 and Civil Service HR has implemented a range of guides to further support individuals when applying Success Profiles.



This is a guide for vacancy holders and specialist recruitment teams using Success Profiles in recruitment for EO or equivalent roles HR in Learning and/or Talent.

HR Success Profile Guide

EO, Learning and Talent

The overall responsibilities of the role typically include working as part of a team to provide confident and seamless logistical, administrative and business support to L&D, talent and capability functions across the organisation. The post holder may also be involved in coordinating the delivery of learning and development activities or handling confidential management information relating to learning and talent programmes.

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 Framework](#).

HR Success Profile Guide

EO, Learning and Talent

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				Decision making assessment	
	CV/Statement of Suitability	Expression of Interest	Aptitude Tests	Civil Service Judgement Test	Interview	Presentation
T	Yellow	Yellow	Grey	Grey	Yellow	Yellow
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S	Grey	Grey	Grey	Grey	Purple	Grey
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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 on the job within six months this should not be assessed at the recruitment stage.

As a guide, it is recommended that no more than **four behaviours** are prioritised as critical to the role. This will allow the panel to sufficiently test the behaviours at interview stage, along with the selected strengths and a candidate's experience.

Most HR EO or equivalent roles will test the following elements: technical, experience, behaviours and strengths. For some roles the vacancy holder may also wish to test ability.

HR Success Profile Guide

EO, Learning and Talent

Technical

Specific professional skills, knowledge or qualifications required to be successful in a professional role. More information is available in the [Success Profiles Technical](#) document.

The recommended professional knowledge or qualifications are:

- **Relevant professional qualification or knowledge** - Full or part-qualified member (Level 3) of the Chartered Institute of Personnel and Development (CIPD) or willing to work towards this, or equivalent professional qualification or HR knowledge.

HR Success Profile Guide

EO, Learning and Talent

Ability

The aptitude or potential to perform to the required standard. More information is available in the [Success Profiles Civil Service Ability](#) document.

Ability can be assessed at various stages of the recruitment process but is often done at the beginning. The most common tests which are used in the Civil Service are:

- Verbal Reasoning Test (VRT) - to assess your verbal capabilities
- Numerical Reasoning Test (NRT) - to assess your numerical capabilities

Vacancy holders can use their own discretion when deciding on methods of assessing ability at this level.

HR Success Profile Guide

EO, Learning and Talent

Behaviours

Specific behaviours expected that will result in effective performance in a job. More information is available in the [Success Profiles Civil Service Behaviours](#) document.

The recommended behaviours for this role are:

- **Communicating and Influencing** - communicate clearly and concisely both orally and in writing. Take time to consider the best communication channel to use for the audience, including making the best of digital resources and considering value for money. Interact with others in an enthusiastic way. Express ideas clearly and with respect for others. Listen to and value different ideas, views and ways of working. Respond constructively and objectively to comments and questions. Handle challenging conversations with confidence and sensitivity.
- **Managing a Quality Service** - work with customers to understand their needs and expectations. Create clear plans and set priorities which meet the needs of both the customer and the business. Clearly explain to customers what can be done. Keep colleagues and stakeholders fully informed of plans, possibilities and progress. Identify common problems that affect service, report them and find possible solutions. Deliver good customer service which balances quality and cost effectiveness.
- **Working Together** - develop a range of contacts outside own team and identify opportunities to share knowledge, information and learning. Show genuine interest when listening to others. Contribute to an inclusive working environment where all opinions and challenges are listened to and all individual needs are taken into account. Ensure it is clear that bullying, harassment and discrimination are unacceptable. Offer support and help to colleagues when in need, including consideration of your own and their wellbeing. Change ways of working to aid cooperation within and between teams in order to achieve results.

Depending on the scope of the role the vacancy holder should determine the specific behaviours required.

HR Success Profile Guide

EO, Learning and Talent

Strengths

Specific strengths have not been recommended as part of this Success Profile Guide as they will vary in accordance with the scope of the role and the composition of the wider team.

The vacancy holder should select 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 vacancy holder should refer to the [Success Profiles Civil Service strengths Dictionary](#) when determining the appropriate strengths for the role, considering the strengths that map to their selected behaviours. It is also acceptable to select strengths which align to behaviours not selected for the Success Profile.

Please note, strengths should not be explicitly referenced in recruitment materials such as: adverts, candidate information packs and interview letters.

HR Success Profile Guide

EO, Learning and Talent

Experience

Knowledge or mastery of an activity or subject gained through involvement in or exposure to it. More information is available in the [Success Profiles Experience](#) document.

The recommended experience for this role is:

- **Communication and interpersonal skills to deliver key projects** - using a variety of communication methods and adapting styles to engage effectively with team members and stakeholders to deliver key projects.
- **Digital proficiency** - effectively using digital technology to deliver services and value for money.
- **Administration support** - providing general office management support using effective organisational skills.

Specific experience should be chosen based on the role description and specific responsibilities.



HR Success Profile Guide

EO, Strategic Workforce Planning and Resourcing

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 and Civil Service HR has implemented a range of guides to further support individuals when applying Success Profiles.



This is a guide for vacancy holders and specialist recruitment teams using Success Profiles in recruitment for EO or equivalent roles in resourcing or strategic workforce planning.

HR Success Profile Guide

EO, Strategic Workforce Planning and Resourcing

The overall responsibilities of the role will typically include managing all administrative activity associated with resourcing and workforce planning including processing high volumes of data and responding to day to day queries. The postholder will prioritise incoming work and ensure it is dealt with and actioned appropriately and there may be opportunities to support with project work.

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 Framework](#).

HR Success Profile Guide

EO, Strategic Workforce Planning and Resourcing

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				Decision making assessment	
	CV/Statement of Suitability	Expression of Interest	Aptitude Tests	Civil Service Judgement Test	Interview	Presentation
T	Yellow	Yellow	Grey	Grey	Yellow	Yellow
B	Green	Green	Grey	Green	Green	Green
S	Grey	Grey	Grey	Grey	Purple	Grey
E	Blue	Blue	Grey	Grey	Blue	Blue
A	Grey	Grey	Red	Red	Grey	Grey

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 on the job within six months this should not be assessed at the recruitment stage.

As a guide, it is recommended that no more than **four behaviours** are prioritised as critical to the role. This will allow the panel to sufficiently test the behaviours at interview stage, along with the selected strengths and a candidate's experience.

Most HR EO or equivalent roles will test the following elements: technical, experience, behaviours and strengths. For some roles the vacancy holder may also wish to test ability.

HR Success Profile Guide

EO, Strategic Workforce Planning and Resourcing

Technical

Specific professional skills, knowledge or qualifications required to be successful in a professional role. More information is available in the [Success Profiles Technical](#) document.

The recommended professional knowledge or qualifications are:

- **Relevant professional qualification or knowledge** - Full or part-qualified member (Level 3) of the Chartered Institute of Personnel and Development (CIPD) or willing to work towards this, or equivalent professional qualification or HR knowledge.

HR Success Profile Guide

EO, Strategic Workforce Planning and Resourcing

Ability

The aptitude or potential to perform to the required standard. More information is available in the [Success Profiles Civil Service Ability](#) document.

Ability can be assessed at various stages of the recruitment process but is often done at the beginning. The most common tests which are used in the Civil Service are:

- Verbal Reasoning Test (VRT) - to assess your verbal capabilities
- Numerical Reasoning Test (NRT) - to assess your numerical capabilities

Vacancy holders can use their own discretion when deciding on methods of assessing ability at this level.

HR Success Profile Guide

EO, Strategic Workforce Planning and Resourcing

Behaviours

Specific behaviours expected that will result in effective performance in a job. More information is available in the [Success Profiles Civil Service Behaviours](#) document.

The recommended behaviours for this role are:

- **Communicating and Influencing** - communicate clearly and concisely both orally and in writing. Take time to consider the best communication channel to use for the audience, including making the best of digital resources and considering value for money. Interact with others in an enthusiastic way. Express ideas clearly and with respect for others. Listen to and value different ideas, views and ways of working. Respond constructively and objectively to comments and questions. Handle challenging conversations with confidence and sensitivity.
- **Managing a Quality Service** - work with customers to understand their needs and expectations. Create clear plans and set priorities which meet the needs of both the customer and the business. Clearly explain to customers what can be done. Keep colleagues and stakeholders fully informed of plans, possibilities and progress. Identify common problems that affect service, report them and find possible solutions. Deliver good customer service which balances quality and cost effectiveness.
- **Delivering at Pace** - regularly review the success of activities in the team to identify barriers to progress or challenging objectives. Identify who and what is required to ensure success, set clear goals and areas of responsibility and continually assess workloads considering individual needs. Follow relevant policies, procedures and legislation to complete your work. Ensure colleagues have the correct tools and resources available to them to do their jobs. Have a positive and focused attitude to achieving outcomes, despite any setbacks. Regularly check performance against objectives, making suggestions for improvement or taking corrective action where necessary. Ensure that colleagues are supported where tasks are challenging.

Depending on the scope of the role the vacancy holder should determine the specific behaviours required.

HR Success Profile Guide

EO, Strategic Workforce Planning and Resourcing

Strengths

Specific strengths have not been recommended as part of this Success Profile Guide as they will vary in accordance with the scope of the role and the composition of the wider team.

The vacancy holder should select 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 vacancy holder should refer to the [Success Profiles Civil Service strengths Dictionary](#) when determining the appropriate strengths for the role, considering the strengths that map to their selected behaviours. It is also acceptable to select strengths which align to behaviours not selected for the Success Profile.

Please note, strengths should not be explicitly referenced in recruitment materials such as: adverts, candidate information packs and interview letters.

HR Success Profile Guide

EO, Strategic Workforce Planning and Resourcing

Experience

Knowledge or mastery of an activity or subject gained through involvement in or exposure to it. More information is available in the [Success Profiles Experience](#) document.

The recommended experience for this role is:

- **Communication and interpersonal skills to deliver key projects** - using a variety of communication methods and adapting styles to engage effectively with team members and stakeholders to deliver key projects.
- **Digital proficiency** - effectively using digital technology to deliver services and value for money.

Specific experience should be chosen based on the role description and specific responsibilities.



HR Success Profile Guide

EO, Diversity and Inclusion

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 and Civil Service HR has implemented a range of guides to further support individuals when applying Success Profiles.



This is a guide for vacancy holders and specialist recruitment teams using Success Profiles in recruitment for EO or equivalent roles in Diversity and Inclusion.

HR Success Profile Guide

EO, Diversity and Inclusion

The overall responsibilities of the role will typically include drafting, research and analysis of D&I data such as the recording of personal information. The postholder will report their findings within management reports. They may also provide secretarial support, the activities are likely to include drafting minutes, following up actions and issuing agendas. The postholder may also be in a generalist HR support role with a D&I focus.

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 Framework](#).

HR Success Profile Guide

EO, Diversity and Inclusion

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				Decision making assessment	
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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 on the job within six months this should not be assessed at the recruitment stage.

As a guide, it is recommended that no more than **four behaviours** are prioritised as critical to the role. This will allow the panel to sufficiently test the behaviours at interview stage, along with the selected strengths and a candidate's experience.

Most HR EO or equivalent roles will test the following elements: technical, experience, behaviours and strengths. For some roles the vacancy holder may also wish to test ability.

HR Success Profile Guide

EO, Diversity and Inclusion

Technical

Specific professional skills, knowledge or qualifications required to be successful in a professional role. More information is available in the [Success Profiles Technical](#) document.

The recommended professional knowledge or qualifications are:

- **Relevant professional qualification or knowledge** - full or part-qualified member (Level 3) of the Chartered Institute of Personnel and Development (CIPD) or willing to work towards this, or equivalent professional qualification or HR knowledge.

HR Success Profile Guide

EO, Diversity and Inclusion

Ability

The aptitude or potential to perform to the required standard. More information is available in the [Success Profiles Civil Service Ability](#) document.

Ability can be assessed at various stages of the recruitment process but is often done at the beginning. The most common tests which are used in the Civil Service are:

- Verbal Reasoning Test (VRT) - to assess your verbal capabilities
- Numerical Reasoning Test (NRT) - to assess your numerical capabilities

Vacancy holders can use their own discretion when deciding on methods of assessing ability at this level.

HR Success Profile Guide

EO, Diversity and Inclusion

Behaviours

Specific behaviours expected that will result in effective performance in a job. More information is available in the [Success Profiles Civil Service Behaviours](#) document.

The recommended behaviours for this role are:

- **Communicating and Influencing** - communicate clearly and concisely both orally and in writing. Take time to consider the best communication channel to use for the audience, including making the best of digital resources and considering value for money. Interact with others in an enthusiastic way. Express ideas clearly and with respect for others. Listen to and value different ideas, views and ways of working. Respond constructively and objectively to comments and questions. Handle challenging conversations with confidence and sensitivity.
- **Working Together** - develop a range of contacts outside own team and identify opportunities to share knowledge, information and learning. Show genuine interest when listening to others. Contribute to an inclusive working environment where all opinions and challenges are listened to and all individual needs are taken into account. Ensure it is clear that bullying, harassment and discrimination are unacceptable. Offer support and help to colleagues when in need, including consideration of your own and their wellbeing. Change ways of working to aid cooperation within and between teams in order to achieve results.

Depending on the scope of the role the vacancy holder should determine the specific behaviours required.

HR Success Profile Guide

EO, Diversity and Inclusion

Strengths

Specific strengths have not been recommended as part of this Success Profile Guide as they will vary in accordance with the scope of the role and the composition of the wider team.

The vacancy holder should select 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 vacancy holder should refer to the [Success Profiles Civil Service strengths Dictionary](#) when determining the appropriate strengths for the role, considering the strengths that map to their selected behaviours. It is also acceptable to select strengths which align to behaviours not selected for the Success Profile.

Please note, strengths should not be explicitly referenced in recruitment materials such as: adverts, candidate information packs and interview letters.

HR Success Profile Guide

EO, Diversity and Inclusion

Experience

Knowledge or mastery of an activity or subject gained through involvement in or exposure to it. More information is available in the [Success Profiles Experience](#) document.

The recommended experience for this role is:

- **Communication and interpersonal skills to deliver key projects** - using a variety of communication methods and adapting styles to engage effectively with team members and stakeholders to deliver key projects.
- **Digital proficiency** - effectively using digital technology to deliver services and value for money.
- **Data analysis** - interpreting, analysing and gathering information from data sources to clearly present data and insight, including highlighting trends and issues, to the organisation.

Specific experience should be chosen based on the role description and specific responsibilities.



HR Success Profile Guide

EO, 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 and Civil Service HR has implemented a range of guides to further support individuals when applying Success Profiles.



This is a guide for vacancy holders and specialist recruitment teams using Success Profiles in recruitment for EO or equivalent roles in Pay and Reward.

HR Success Profile Guide

EO, Pay and Reward

The overall responsibilities for this role will typically include working as part of the Pay and Reward team to deliver departmental reward priorities. They are likely to have drafting, numerical and research skills for activities such as benchmarking and pay modelling. To support reward priorities they will have a basic understanding of their departmental reward strategy. Post holders will also have an awareness of the impact that diversity and inclusion has on reward.

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 Framework](#).

HR Success Profile Guide

EO, Pay and Reward

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				Decision making assessment	
	CV/Statement of Suitability	Expression of Interest	Aptitude Tests	Civil Service Judgement Test	Interview	Presentation
T	Yellow	Yellow	Grey	Grey	Yellow	Yellow
B	Green	Green	Grey	Green	Green	Green
S	Grey	Grey	Grey	Grey	Purple	Grey
E	Blue	Blue	Grey	Grey	Blue	Blue
A	Grey	Grey	Red	Red	Grey	Grey

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 on the job within six months this should not be assessed at the recruitment stage.

As a guide, it is recommended that no more than **four behaviours** are prioritised as critical to the role. This will allow the panel to sufficiently test the behaviours at interview stage, along with the selected strengths and a candidate's experience.

Most HR EO or equivalent roles will test the following elements: technical, experience, behaviours and strengths. For some roles the vacancy holder may also wish to test ability.

HR Success Profile Guide

EO, Pay and Reward

Technical

Specific professional skills, knowledge or qualifications required to be successful in a professional role. More information is available in the [Success Profiles Technical](#) document.

The recommended professional knowledge or qualifications are:

- **Relevant professional qualification or knowledge** - Full or part-qualified member (Level 3) of the Chartered Institute of Personnel and Development (CIPD) or willing to work towards this, or equivalent professional qualification or HR knowledge.

HR Success Profile Guide

EO, Pay and Reward

Ability

The aptitude or potential to perform to the required standard. More information is available in the [Success Profiles Civil Service Ability](#) document.

Ability can be assessed at various stages of the recruitment process but is often done at the beginning. The most common tests which are used in the Civil Service are:

- Verbal Reasoning Test (VRT) - to assess your verbal capabilities
- Numerical Reasoning Test (NRT) - to assess your numerical capabilities

Vacancy holders can use their own discretion when deciding on methods of assessing ability at this level.

HR Success Profile Guide

EO, Pay and Reward

Behaviours

Specific behaviours expected that will result in effective performance in a job. More information is available in the [Success Profiles Civil Service Behaviours](#) document.

The recommended behaviours for this role are:

- **Communicating and Influencing** - communicate clearly and concisely both orally and in writing. Take time to consider the best communication channel to use for the audience, including making the best of digital resources and considering value for money. Interact with others in an enthusiastic way. Express ideas clearly and with respect for others. Listen to and value different ideas, views and ways of working. Respond constructively and objectively to comments and questions. Handle challenging conversations with confidence and sensitivity.
- **Managing a Quality Service** - work with customers to understand their needs and expectations. Create clear plans and set priorities which meet the needs of both the customer and the business. Clearly explain to customers what can be done. Keep colleagues and stakeholders fully informed of plans, possibilities and progress. Identify common problems that affect service, report them and find possible solutions. Deliver good customer service which balances quality and cost effectiveness.
- **Working Together** - develop a range of contacts outside own team and identify opportunities to share knowledge, information and learning. Show genuine interest when listening to others. Contribute to an inclusive working environment where all opinions and challenges are listened to and all individual needs are taken into account. Ensure it is clear that bullying, harassment and discrimination are unacceptable. Offer support and help to colleagues when in need, including consideration of your own and their wellbeing. Change ways of working to aid cooperation within and between teams in order to achieve results.

Depending on the scope of the role the vacancy holder should determine the specific behaviours required.

HR Success Profile Guide

EO, Pay and Reward

Strengths

Specific strengths have not been recommended as part of this Success Profile Guide as they will vary in accordance with the scope of the role and the composition of the wider team.

The vacancy holder should select 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 vacancy holder should refer to the [Success Profiles Civil Service strengths Dictionary](#) when determining the appropriate strengths for the role, considering the strengths that map to their selected behaviours. It is also acceptable to select strengths which align to behaviours not selected for the Success Profile.

Please note, strengths should not be explicitly referenced in recruitment materials such as: adverts, candidate information packs and interview letters.

HR Success Profile Guide

EO, Pay and Reward

Experience

Knowledge or mastery of an activity or subject gained through involvement in or exposure to it. More information is available in the [Success Profiles Experience](#) document.

The recommended experience for this role is:

- **Data analysis and applying numerical skills** - interpreting, analysing and gathering information from data sources to clearly present data and insight, including highlighting trends and issues, the organisation.
- **Communication and interpersonal skills to deliver key projects** - using a variety of communication methods and adapting styles to engage effectively with team members and stakeholders to deliver key projects.
- **Digital proficiency** - effectively using digital technology to deliver services and value for money.

Specific experience should be chosen based on the role description and specific responsibilities.



HR Success Profile Guide

EO, HR Operations

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HR Success Profile Guide

EO, HR Operations

This role will typically focus on providing quality customer service and continuously improving the service offer. Post holders may work in the Government Recruitment Service (GRS), the Civil Service Pensions team, working in a departmental operations team or part of an in-house shared services team within, for example, HMRC. If working in GRS, the post holder's primary role will be to support government departments to deliver effective recruitment. This will include working with candidates, vacancy holders, third-parties (e.g. pre-employment checks) and other customer groups to enable candidates to take up roles. If the post holder works in pensions, their primary role will be to learn the rules of the different schemes and helping the team to apply these to day to day processes.

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 Framework](#).

HR Success Profile Guide

EO, HR Operations

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EO, HR Operations

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HR Success Profile Guide

EO, HR Operations

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EO, HR Operations

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HR Success Profile Guide

EO, HR Operations

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EO, HR Operations

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