



Civil Service HR

HR Success Profile Guides

HR Deputy Director





Civil Service HR

HR Success Profile Guides

HR Deputy Director - Contents



HR Success Profile Guide

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 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 HR Deputy Director roles in HR Business Partnering (HRBP).

HR Success Profile Guide

HR Deputy Director, HR Business Partner

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 Framework](#).

HR Success Profile Guide

HR Deputy Director, HR Business Partner

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	Purple	Purple	Purple	Grey
E	Blue	Blue	Blue	Blue	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 Deputy Director roles will test the following elements: technical, experience, behaviours, strengths and ability.

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.

HR Success Profile Guide

HR Deputy Director, HR Business Partner

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** - Chartered Fellow/fully qualified member (Level 7) of the Chartered Institute of Personnel and Development (CIPD) or equivalent professional qualification or HR knowledge.

HR Success Profile Guide

HR Deputy Director, HR Business Partner

Ability

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

At Senior Civil Service level ability will be tested via a Leadership Assessment(s), the results of which will feed into the final assessment stage. The assessments will typically be in the form of either:

- The Individual Leadership Assessment
- The staff engagement exercise

HR Success Profile Guide

HR Deputy Director, HR Business Partner

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** - 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.
- **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.

HR Success Profile Guide

HR Deputy Director, HR Business Partner

Behaviours (continued)

- **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 are unacceptable. Encourage and establish mechanisms to share knowledge and resources across boundaries to support the business. Encourage teams to engage with a variety of delivery partners and stakeholders, listen to and act on their feedback.
- **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.
- **Developing Self and Others** - provide a range of experiences to encourage development, talent and career management for all individuals. Role-model continuous self-learning and development, evaluate effectiveness and plan next steps. Ensure colleagues take responsibility for their own learning and development. Provide colleagues with opportunities to share their knowledge and skills with others to build organisational effectiveness. Share own expertise through coaching and mentoring to support teams to succeed. Create an inclusive environment from which all individuals can develop regardless of their needs or background. Deliver strategies to grow sustainable capability across all groups, including those with high potential and ensuring that the strategies tackle the imbalance in diversity.

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

HR Success Profile Guide

HR Deputy Director, HR Business Partner

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 Senior Leadership 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

HR Deputy Director, HR Business Partner

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:

- **Building and managing relationships and partnerships** - influencing, consulting and negotiating at a strategic level, securing the confidence of both internal and external senior stakeholders. Providing challenge and influence at executive/board/committee level to deliver on strategic objectives.
- **Using data and evidence to make decisions and influence** - interpreting complex data at a strategic level to create and present evidence based insight. Using data to highlight risks to customers and to drive excellence in HR systems and practice. Encouraging others to do the same.
- **Capability building** - effectively coaching and mentoring, both on an individual and team level, to drive high performance. Enhancing the capability of a workforce, taking into consideration the needs of different groups, to raise standards and drive delivery.
- **Leading transformation and change** - 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.
- **Workforce planning and OD principles** - a proven understanding of the ultimate aims of the business and the corresponding impact on workforce planning and organisational design.
- **Driving change through digital technology** - advocating and implementing leading-edge technology and HR systems to transform ways of working and deliver value for money and an efficient service to customers.

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



HR Success Profile Guide

HR Deputy Director, 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 HR Deputy Director roles in HR Casework.

HR Success Profile Guide

HR Deputy Director, Casework

The overall responsibilities of this role will typically include accountability for strategic leadership, partnering and business delivery. The postholder will be part of business and organisational leadership teams across departments and accountable for developing and deploying people strategies and end-to-end HR systems. These systems will transform organisations. Examples include: strategic workforce planning; building capability; Diversity & Inclusion; reward; and change (organisational and cultural). The postholder may also lead and/or act as sponsors for HR or business related projects or priorities.

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

HR Deputy Director, 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		Leadership assessment(s)		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 Deputy Director roles will test the following elements: technical, experience, behaviours, strengths and ability.

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.

HR Success Profile Guide

HR Deputy Director, 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** - Chartered Fellow/fully qualified member (Level 7) of the Chartered Institute of Personnel and Development (CIPD) or equivalent professional qualification or HR knowledge.

HR Success Profile Guide

HR Deputy Director, Casework

Ability

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

At Senior Civil Service level ability will be tested via a Leadership Assessment(s), the results of which will feed into the final assessment stage. The assessments will typically be in the form of either:

- The Individual Leadership Assessment
- The staff engagement exercise

HR Success Profile Guide

HR Deputy Director, 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** - 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.
- **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.

HR Success Profile Guide

HR Deputy Director, Casework

Behaviours (continued)

- **Changing and Improving** - challenge the way things have always been done and suggest improvements, learning from experience. Seek, encourage and recognise initiative and imaginative ideas from a wide range of people. Promote an environment where all colleagues feel safe to challenge. Encourage measured risk taking and innovation to deliver better approaches and services. Implement changes that transform flexibility, responsiveness and quality of service. Ensure changes add value to the business and express clearly how and why changes are necessary. Lead the transformation towards using digital technologies ensuring full consideration of accessibility needs and the diverse range of end users. Manage change effectively and respond promptly to critical events. Constructively challenge changes which are unhelpful.
- **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.
- **Developing Self and Others** - provide a range of experiences to encourage development, talent and career management for all individuals. Role-model continuous self-learning and development, evaluate effectiveness and plan next steps. Ensure colleagues take responsibility for their own learning and development. Provide colleagues with opportunities to share their knowledge and skills with others to build organisational effectiveness. Share own expertise through coaching and mentoring to support teams to succeed. Create an inclusive environment from which all individuals can develop regardless of their needs or background. Deliver strategies to grow sustainable capability across all groups, including those with high potential and ensuring that the strategies tackle the imbalance in diversity.

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

HR Success Profile Guide

HR Deputy Director, 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 Senior Leadership 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

HR Deputy Director, 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:

- **Building and managing relationships and partnerships** - influencing, consulting and negotiating at a strategic level with very senior stakeholders on HR issues. Collaborating with a wide range of diverse partners to achieve objectives, including experience of navigating conflicting views and priorities.
- **Using data and evidence to make decisions and influence** - interpreting complex data to create and present evidence based insight and recommendations. Using data to effectively drive recommendations, understand and highlight risks to customers, and add value to the business. Encouraging others to do the same.
- **Driving change through digital technology** - advocating and implementing leading-edge technology and HR systems to transform ways of working and deliver efficiencies and value for money.
- **Capability building** - effectively coaching and mentoring, on an individual, team and organisational level, to drive high performance. Enhancing the capability of a workforce, taking into consideration the needs of different groups, to raise standards and drive delivery.
- **Applying complex employment law or employee relations principles** - commissioning expert legal advice and applying complex employment law or employee relations principles using a risk-based approach.
- **Financial literacy** - considering financial information when supplying an HR service to clients. Confidence in seeking out and creating solutions which achieve the best value for money.
- **Operational Delivery** - a proven understanding of business delivery and how Casework can best deliver services to managers and other customers.
- **Working in a large/complex organisation** - an understanding and experience of creating and delivering a quality HR service in the face of complexities, including diverse customer needs.

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



HR Success Profile Guide

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 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 HR Deputy Director roles in Policy and Employee Relations.

HR Success Profile Guide

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 Framework](#).

HR Success Profile Guide

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	
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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 Deputy Director roles will test the following elements: technical, experience, behaviours, strengths and ability.

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.

HR Success Profile Guide

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 in the [Success Profiles Technical](#) document.

The recommended professional knowledge or qualifications are:

- **Relevant professional qualification or knowledge** - Chartered Fellow/fully qualified member (Level 7) of the Chartered Institute of Personnel and Development (CIPD) or equivalent professional qualification or HR knowledge.

HR Success Profile Guide

HR Deputy Director, 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.

At Senior Civil Service level ability will be tested via a Leadership Assessment(s), the results of which will feed into the final assessment stage. The assessments will typically be in the form of either:

- The Individual Leadership Assessment
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HR Success Profile Guide

HR Deputy Director, 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** - 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.
- **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.

HR Success Profile Guide

HR Deputy Director, Policy and Employee Relations

Behaviours (continued)

- **Changing and Improving** - challenge the way things have always been done and suggest improvements, learning from experience. Seek, encourage and recognise initiative and imaginative ideas from a wide range of people. Promote an environment where all colleagues feel safe to challenge. Encourage measured risk taking and innovation to deliver better approaches and services. Implement changes that transform flexibility, responsiveness and quality of service. Ensure changes add value to the business and express clearly how and why changes are necessary. Lead the transformation towards using digital technologies ensuring full consideration of accessibility needs and the diverse range of end users. Manage change effectively and respond promptly to critical events. Constructively challenge changes which are unhelpful.
- **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.
- **Developing Self and Others** - provide a range of experiences to encourage development, talent and career management for all individuals. Role-model continuous self-learning and development, evaluate effectiveness and plan next steps. Ensure colleagues take responsibility for their own learning and development. Provide colleagues with opportunities to share their knowledge and skills with others to build organisational effectiveness. Share own expertise through coaching and mentoring to support teams to succeed. Create an inclusive environment from which all individuals can develop regardless of their needs or background. Deliver strategies to grow sustainable capability across all groups, including those with high potential and ensuring that the strategies tackle the imbalance in diversity.

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

HR Success Profile Guide

HR Deputy Director, 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 Senior Leadership 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

HR Deputy Director, 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:

- **Using data and evidence to make decisions and influence** - interpreting complex data to create and present evidence based insight and recommendations. Leading and driving a shift to a more data focussed approach, including using data to effectively drive, monitor and evaluate the impacts of policy.
- **Building and managing relationships and partnerships** - influencing, consulting and negotiating at a strategic level with very senior stakeholders on policy and ER issues. Collaborating with partners to achieve objectives, including experience of navigating conflicting views and priorities
- **Applying complex employment law or employee relations principles** - significant experience of interpreting and applying complex employment law, including the commissioning of expert legal advice, to a range of organisational issues. Ensuring organisational policy and procedures reflect best practice for disciplinaries, redundancies and employee relations. Working with trade unions to drive change.
- **Leading transformation and change** - managing transformation and change programmes alongside a focus on continuous improvement of Business As Usual.
- **Capability building** - effectively coaching and mentoring, on an individual, team and organisational level, to drive high performance. Enhancing the capability of a workforce, taking into consideration the needs of different groups, to raise standards and drive delivery.
- **Applying commercial principles** - working knowledge and understanding of commercial services, including procuring for public value and managing third party contracts successfully.
- **Driving change through digital technology** - advocating and implementing leading-edge technology and HR systems to transform ways of working and deliver efficiencies and value for money.

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



HR Success Profile Guide

HR Deputy Director/Strategic Consultant, Organisational Development and Design

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 HR Deputy Director roles in Organisational Development and Design (OD&D).

HR Success Profile Guide

HR Deputy Director/Strategic Consultant, Organisational Development and Design

The overall responsibilities of this role will typically include both leading OD&D operations and shaping the overall OD&D activity in a complex organisation. At this level, there is still considerable variation between the types of OD&D roles available and the areas of the Civil Service a postholder could be working in. As such, there is still significant scope to build and develop a postholder's practice. For example, the development of an OD&D strategy at departmental level will be different to developing a cross-departmental strategy. The fields of OD&D are constantly evolving therefore in order to maintain subject matter expertise and provide useful advice to senior stakeholders, it is critical for the postholder to stay up to date with developments in their field and to pay attention to their development needs. Postholders will also play a key role in providing thought leadership and coaching, developing and supporting all other 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 Framework](#).

HR Success Profile Guide

HR Deputy Director/Strategic Consultant, Organisational Development and Design

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	
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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 Deputy Director roles will test the following elements: technical, experience, behaviours, strengths and ability.

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.

HR Success Profile Guide

HR Deputy Director/Strategic Consultant, Organisational Development and Design

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** - Chartered Fellow/fully qualified member (Level 7) of the Chartered Institute of Personnel and Development (CIPD) or equivalent professional qualification or HR knowledge.

HR Success Profile Guide

HR Deputy Director/Strategic Consultant, Organisational Development and Design

Ability

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

At Senior Civil Service level ability will be tested via a Leadership Assessment(s), the results of which will feed into the final assessment stage. The assessments will typically be in the form of either:

- The Individual Leadership Assessment
- The staff engagement exercise

HR Success Profile Guide

HR Deputy Director/Strategic Consultant, Organisational Development and Design

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** - 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.
- **Changing and Improving** - challenge the way things have always been done and suggest improvements, learning from experience. Seek, encourage and recognise initiative and imaginative ideas from a wide range of people. Promote an environment where all colleagues feel safe to challenge. Encourage measured risk taking and innovation to deliver better approaches and services. Implement changes that transform flexibility, responsiveness and quality of service. Ensure changes add value to the business and express clearly how and why changes are necessary. Lead the transformation towards using digital technologies ensuring full consideration of accessibility needs and the diverse range of end users. Manage change effectively and respond promptly to critical events. Constructively challenge changes which are unhelpful.
- **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.

HR Success Profile Guide

HR Deputy Director/Strategic Consultant, Organisational Development and Design

Behaviours (continued)

- **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.
- **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.
- **Developing Self and Others** - provide a range of experiences to encourage development, talent and career management for all individuals. Role-model continuous self-learning and development, evaluate effectiveness and plan next steps. Ensure colleagues take responsibility for their own learning and development. Provide colleagues with opportunities to share their knowledge and skills with others to build organisational effectiveness. Share own expertise through coaching and mentoring to support teams to succeed. Create an inclusive environment from which all individuals can develop regardless of their needs or background. Deliver strategies to grow sustainable capability across all groups, including those with high potential and ensuring that the strategies tackle the imbalance in diversity.

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

HR Success Profile Guide

HR Deputy Director/Strategic Consultant, Organisational Development and Design

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 Senior Leadership 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

HR Deputy Director/Strategic Consultant, Organisational Development and Design

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:

- **Using data and evidence to make decisions and influence** - interpreting complex data to create and present evidence based insight and recommendations. Using data to effectively drive recommendations, understand and highlight risks to customers, and add value to the business. Leading and driving a shift to data focused approaches to effectively monitor and assure performance on diversity and inclusion priorities. Encouraging others to do the same
- **Capability building** - effectively coaching and mentoring, on an individual, team and organisational level, to drive high performance. Enhancing the capability of a workforce, taking into consideration the needs of different groups, to raise standards and drive delivery.
- **Leading transformation and change** - successfully leading design and 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.
- **Working in a large/complex organisation** - working in a large or multi-unit organisation with a range of employee cultures.
- **Leading work with board-level stakeholders** - working with groups of senior leaders on their collective leadership and team dynamics.
- **OD&D consultancy experience** - working as a strategic OD consultant or equivalent.
- **Driving change through digital technology** - maximising collaboration of leading-edge technology and HR systems to transform ways of working and deliver efficiencies and value for money.

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



HR Success Profile Guide

HR Deputy Director, 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 HR Deputy Director roles in Learning and/or Talent.

HR Success Profile Guide

HR Deputy Director, Learning and Talent

The overall responsibilities of this role will typically include developing and driving capability strategy, leading the Learning and Talent function across the Civil Service and being accountable for major cross-cutting learning and talent programmes. The postholder will work with other senior HR and business leaders to shape organisational capability-building to support current and future business priorities, championing the role of learning within organisational change. The postholder may also support leadership development as an expert facilitator or executive coach.

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

HR Deputy Director, 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		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						
A						

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 Deputy Director roles will test the following elements: technical, experience, behaviours, strengths and ability.

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.

HR Success Profile Guide

HR Deputy Director, 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** - Chartered Fellow/fully qualified member (Level 7) of the Chartered Institute of Personnel and Development (CIPD) or equivalent professional qualification or HR knowledge.

HR Success Profile Guide

HR Deputy Director, 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.

At Senior Civil Service level ability will be tested via a Leadership Assessment(s), the results of which will feed into the final assessment stage. The assessments will typically be in the form of either:

- The Individual Leadership Assessment
- The staff engagement exercise

HR Success Profile Guide

HR Deputy Director, 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** - 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.
- **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.

HR Success Profile Guide

HR Deputy Director, Learning and Talent

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.
- **Developing Self and Others** - provide a range of experiences to encourage development, talent and career management for all individuals. Role-model continuous self-learning and development, evaluate effectiveness and plan next steps. Ensure colleagues take responsibility for their own learning and development. Provide colleagues with opportunities to share their knowledge and skills with others to build organisational effectiveness. Share own expertise through coaching and mentoring to support teams to succeed. Create an inclusive environment from which all individuals can develop regardless of their needs or background. Deliver strategies to grow sustainable capability across all groups, including those with high potential and ensuring that the strategies tackle the imbalance in diversity.

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

HR Success Profile Guide

HR Deputy Director, 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 Senior Leadership 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

HR Deputy Director, 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:

- **Building and managing relationships and partnerships** - strong influencing, negotiating and consulting at a strategic level to inform senior colleagues on L&D and Talent strategies. Collaborating and confidently engaging stakeholders and partners to achieve objectives, including experience of navigating conflicting views and priorities. Supporting leadership development as an expert facilitator or executive coach.
- **Using data and evidence to make decisions and influence** - interpreting complex data to create and present evidence based insight and recommendations. Using data to effectively drive recommendations, understand and highlight risks to customers, and add value to the business. Leading and driving a shift to data focused approaches to effectively monitor and assure performance on diversity and inclusion priorities. Encouraging others to do the same.
- **Applying commercial principles** - working knowledge and understanding of commercial services including procuring for public value and managing third party contracts successfully. This could include procuring learning solutions through suppliers and the impact of these contracts on strategies and finances.
- **Capability building** - effectively coaching and mentoring, on an individual team and organisational level, to drive high performance. Enhancing the capability of a workforce, taking into consideration the needs of different groups, to raise standards and drive delivery.
- **Leading on Learning and/or Talent strategies** - experience in adding value through talent management practices such as workforce and succession planning, organisational performance, or the creation of diverse talent pools and/or experience in shaping learning strategy including digital technology, governance and legislation and developing a learning culture.
- **Driving change through digital technology** - maximising collaboration of leading-edge technology and HR systems to transform ways of working and deliver efficiencies and value for money.

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



HR Success Profile Guide

HR Deputy Director, 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 HR Deputy Director roles in Strategic Workforce Planning and/or Resourcing.

HR Success Profile Guide

HR Deputy Director, Strategic Workforce Planning and Resourcing

The overall responsibilities for this role will typically include providing expert advice to leaders on how to understand key workforce risks which may impact on the delivery of business objectives; shaping their workforce strategy; and addressing capability gaps through innovative and appropriate resourcing and talent development solutions. The postholder will have expert knowledge and a strong understanding of talent acquisition and the latest labour market trends, mitigating risks and identifying opportunities to develop the workforce to deliver business strategy.

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

HR Deputy Director, 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		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	Purple	Purple	Purple	Grey
E	Blue	Blue	Blue	Blue	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 Deputy Director roles will test the following elements: technical, experience, behaviours, strengths and ability.

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.

HR Success Profile Guide

HR Deputy Director, 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** - Chartered Fellow/fully qualified member (Level 7) of the Chartered Institute of Personnel and Development (CIPD) or equivalent professional qualification or HR knowledge.

HR Success Profile Guide

HR Deputy Director, 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.

At Senior Civil Service level ability will be tested via a Leadership Assessment(s), the results of which will feed into the final assessment stage. The assessments will typically be in the form of either:

- The Individual Leadership Assessment
- The staff engagement exercise

HR Success Profile Guide

HR Deputy Director, 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** - 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.
- **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.

HR Success Profile Guide

HR Deputy Director, Strategic Workforce Planning and Resourcing

Behaviours (continued)

- **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.
- **Changing and Improving** - challenge the way things have always been done and suggest improvements, learning from experience. Seek, encourage and recognise initiative and imaginative ideas from a wide range of people. Promote an environment where all colleagues feel safe to challenge. Encourage measured risk taking and innovation to deliver better approaches and services. Implement changes that transform flexibility, responsiveness and quality of service. Ensure changes add value to the business and express clearly how and why changes are necessary. Lead the transformation towards using digital technologies ensuring full consideration of accessibility needs and the diverse range of end users. Manage change effectively and respond promptly to critical events. Constructively challenge changes which are unhelpful.
- **Developing Self and Others** - provide a range of experiences to encourage development, talent and career management for all individuals. Role-model continuous self-learning and development, evaluate effectiveness and plan next steps. Ensure colleagues take responsibility for their own learning and development. Provide colleagues with opportunities to share their knowledge and skills with others to build organisational effectiveness. Share own expertise through coaching and mentoring to support teams to succeed. Create an inclusive environment from which all individuals can develop regardless of their needs or background. Deliver strategies to grow sustainable capability across all groups, including those with high potential and ensuring that the strategies tackle the imbalance in diversity.

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

HR Success Profile Guide

HR Deputy Director, 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 Senior Leadership 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

HR Deputy Director, 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:

- **Building and managing relationships and partnerships** - influencing, consulting and negotiating at a strategic level with very senior stakeholders on SWFP and resourcing issues. Collaborating with partners to achieve objectives, including experience of navigating conflicting views and priorities.
- **Using data and evidence to make decisions and influence** - interpreting complex data at a strategic level to create and present evidence based insight. Using data to highlight risks and feeding them into strategic resourcing or workforce plans. Encouraging others to always take a data-driven approach.
- **Capability building** - effectively coaching and mentoring, on an individual, team and organisational level, to drive high performance. Enhancing the capability of a workforce, taking into consideration the needs of different groups, to raise standards and drive delivery.
- **Working in a large, complex organisation** - delivery of HR strategy within a complex and demanding business environment.
- **Financial literacy** - understanding resourcing requirements to meet the ultimate aims of the business and considering the financial impact of planning decisions.
- **Driving change through digital technology** - advocating and implementing leading-edge technology and HR systems to transform ways of working and deliver value for money and an efficient service to customers.

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



HR Success Profile Guide

HR Deputy Director, 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 HR Deputy Director roles in Diversity and Inclusion.

HR Success Profile Guide

HR Deputy Director, Diversity and Inclusion

The overall responsibilities for this role will typically include creating and driving forward a number of pioneering Diversity and Inclusion programmes which will feed into the delivery of the Civil Service-wide workforce plan. The postholder is likely to be a recognised expert in the Diversity and Inclusion sphere with established links to national bodies such as the Equality and Human Rights Commission, Business in the Community, Employers Network for Equality and Inclusion and Stonewall. They will have a comprehensive understanding of Diversity and Inclusion and their expertise will be sought to champion the Civil Service Diversity and Inclusion agenda across government and externally, promoting the Civil Service as an inclusive employer of choice.

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

HR Deputy Director, 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		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	Purple	Purple	Purple	Grey
E	Blue	Blue	Blue	Blue	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 Deputy Director roles will test the following elements: technical, experience, behaviours, strengths and ability.

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.

HR Success Profile Guide

HR Deputy Director, 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** - Chartered Fellow/fully qualified member (Level 7) of the Chartered Institute of Personnel and Development (CIPD) or equivalent professional qualification or HR knowledge.

HR Success Profile Guide

HR Deputy Director, 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.

At Senior Civil Service level ability will be tested via a Leadership Assessment(s), the results of which will feed into the final assessment stage. The assessments will typically be in the form of either:

- The Individual Leadership Assessment
- The staff engagement exercise

HR Success Profile Guide

HR Deputy Director, 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** - 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.
- **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.

HR Success Profile Guide

HR Deputy Director, Diversity and Inclusion

Behaviours (continued)

- **Changing and Improving** - challenge the way things have always been done and suggest improvements, learning from experience. Seek, encourage and recognise initiative and imaginative ideas from a wide range of people. Promote an environment where all colleagues feel safe to challenge. Encourage measured risk taking and innovation to deliver better approaches and services. Implement changes that transform flexibility, responsiveness and quality of service. Ensure changes add value to the business and express clearly how and why changes are necessary. Lead the transformation towards using digital technologies ensuring full consideration of accessibility needs and the diverse range of end users. Manage change effectively and respond promptly to critical events. Constructively challenge changes which are unhelpful.
- **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.
- **Developing Self and Others** - provide a range of experiences to encourage development, talent and career management for all individuals. Role-model continuous self-learning and development, evaluate effectiveness and plan next steps. Ensure colleagues take responsibility for their own learning and development. Provide colleagues with opportunities to share their knowledge and skills with others to build organisational effectiveness. Share own expertise through coaching and mentoring to support teams to succeed. Create an inclusive environment from which all individuals can develop regardless of their needs or background. Deliver strategies to grow sustainable capability across all groups, including those with high potential and ensuring that the strategies tackle the imbalance in diversity.

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

HR Success Profile Guide

HR Deputy Director, 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 Senior Leadership 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

HR Deputy Director, 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:

- **Building and managing relationships and partnerships** - influencing, negotiating and consulting at a strategic level to inform senior colleagues on HR and D&I policies. Collaborating and confidently engaging with stakeholders and partners to achieve objectives, including experience of navigating conflicting views and priorities.
- **Using data and evidence to make decisions and influence** - interpreting complex data to create and present evidence based insight and recommendations. Using data to effectively drive recommendations, understand and highlight risks to customers, and add value to the business. Leading and driving a shift to data focused approaches to effectively monitor and assure performance on diversity and inclusion priorities. Encouraging others to do the same.
- **Leading on D&I strategies** - effective delivery of the organisational D&I strategy programme, including agreeing programme scope and future priorities with the most senior stakeholders.
- **Applying complex employment law or employee relations principles** - commissioning expert legal advice and applying complex employment law or employee relations principles using a risk-based approach. Interpreting and embedding equality legislation into the organisational practice.
- **Capability building** - effectively coaching and mentoring, on an individual, team and organisational level, to drive high performance. Enhancing the capability of a workforce, taking into consideration the needs of different groups, to raise standards and drive delivery.
- **Driving change through digital technology** - maximising collaboration of leading-edge technology and HR systems to transform ways of working and deliver efficiencies and value for money.
- **Attracting and retaining/ building teams** - building an inclusive, high performing and professional HR team. Delivering transformation and high performance with, and through, colleagues, demonstrating inspirational leadership, people management, and organisational design and development expertise.

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



HR Success Profile Guide

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 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 HR Deputy Director roles in Pay and Reward.

HR Success Profile Guide

HR Deputy Director, Pay and Reward

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 Framework](#).

HR Success Profile Guide

HR Deputy Director, 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		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	Purple	Purple	Purple	Grey
E	Blue	Blue	Blue	Blue	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 Deputy Director roles will test the following elements: technical, experience, behaviours, strengths and ability.

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.

HR Success Profile Guide

HR Deputy Director, 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** - Chartered Fellow/fully qualified member (Level 7) of the Chartered Institute of Personnel and Development (CIPD) or equivalent professional qualification or HR knowledge.

HR Success Profile Guide

HR Deputy Director, 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.

At Senior Civil Service level ability will be tested via a Leadership Assessment(s), the results of which will feed into the final assessment stage. The assessments will typically be in the form of either:

- The Individual Leadership Assessment
- The staff engagement exercise

HR Success Profile Guide

HR Deputy Director, 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** - 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.
- **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.

HR Success Profile Guide

HR Deputy Director, Pay and Reward

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.
- **Developing Self and Others** - provide a range of experiences to encourage development, talent and career management for all individuals. Role-model continuous self-learning and development, evaluate effectiveness and plan next steps. Ensure colleagues take responsibility for their own learning and development. Provide colleagues with opportunities to share their knowledge and skills with others to build organisational effectiveness. Share own expertise through coaching and mentoring to support teams to succeed. Create an inclusive environment from which all individuals can develop regardless of their needs or background. Deliver strategies to grow sustainable capability across all groups, including those with high potential and ensuring that the strategies tackle the imbalance in diversity.

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

HR Success Profile Guide

HR Deputy Director, 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 Senior Leadership 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

HR Deputy Director, 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:

- **Using data and evidence to make decisions and influence** - interpreting complex data to create and present evidence based insight and recommendations. Using data to effectively drive recommendations, understand and highlight risks to customers, and add value to the business. Leading and driving a shift to data focused approaches to effectively monitor and assure performance on diversity and inclusion priorities. Encouraging others to do the same
- **Applying complex employment law or employee relations principles** - commissioning expert legal advice and applying complex employment law or employee relations principles using a risk-based approach. Strong understanding of equality legislation.
- **Building and managing relationships and partnerships** - influencing, negotiating and consulting at a strategic level to inform senior colleagues on reward strategies. Collaborating and confidently engaging stakeholders and partners to achieve objectives, including experience of navigating conflicting views and priorities. Supporting leadership development as an expert facilitator or executive coach.
- **Capability building** - effectively coaching and mentoring, on an individual, team and organisational level, to drive high performance. Enhancing the capability of a workforce to design and deliver a high quality reward strategy, taking into consideration the needs of different groups, to raise standards and drive delivery.
- **Driving change through digital technology** - maximising collaboration of leading-edge technology and HR systems to transform ways of working and deliver efficiencies and value for money.
- **Business planning** - budget management, financial planning and contract management.

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



HR Success Profile Guide

HR Deputy Director, HR Operations

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 HR Deputy Director roles in HR Operations.

HR Success Profile Guide

HR Deputy Director, HR Operations

The overall responsibilities of the role will typically include leading on effective operational delivery across government and collaborating across the supply chain to improve efficiency and effectiveness. The postholder will have complete exposure to complex cross-government operations and will therefore be expected to draw upon both HR and commercial knowledge when making decisions and engaging in conversations at an executive level. They will also need to have a strong affinity with digital solutions, technology and finance. Other responsibilities will include driving high levels of customer service, providing visible and engaging leadership across the service and using a combination of leadership, creativity and analytical skills to build capability. The postholder will also be responsible for driving cultural change, empowering teams and managers to promote continuous improvement at all levels, encouraging observation, feedback and coaching within the service whilst being considerate of diversity issues, acting in an inclusive way and valuing people's strengths.

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

HR Deputy Director, HR Operations

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						
B						
S						
E						
A						

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 Deputy Director roles will test the following elements: technical, experience, behaviours, strengths and ability.

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.

HR Success Profile Guide

HR Deputy Director, HR Operations

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** - Chartered Fellow/fully qualified member (Level 7) of the Chartered Institute of Personnel and Development (CIPD) or equivalent professional qualification or HR knowledge.

HR Success Profile Guide

HR Deputy Director, HR Operations

Ability

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

At Senior Civil Service level ability will be tested via a Leadership Assessment(s), the results of which will feed into the final assessment stage. The assessments will typically be in the form of either:

- The Individual Leadership Assessment
- The staff engagement exercise

HR Success Profile Guide

HR Deputy Director, HR Operations

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** - 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.
- **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 are unacceptable. Encourage and establish mechanisms to share knowledge and resources across boundaries to support the business. Encourage teams to engage with a variety of delivery partners and stakeholders, listen to and act on their feedback.
- **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.

HR Success Profile Guide

HR Deputy Director, HR Operations

Behaviours (continued)

- **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.
- **Changing and Improving** - challenge the way things have always been done and suggest improvements, learning from experience. Seek, encourage and recognise initiative and imaginative ideas from a wide range of people. Promote an environment where all colleagues feel safe to challenge. Encourage measured risk taking and innovation to deliver better approaches and services. Implement changes that transform flexibility, responsiveness and quality of service. Ensure changes add value to the business and express clearly how and why changes are necessary. Lead the transformation towards using digital technologies ensuring full consideration of accessibility needs and the diverse range of end users. Manage change effectively and respond promptly to critical events. Constructively challenge changes which are unhelpful.
- **Developing Self and Others** - provide a range of experiences to encourage development, talent and career management for all individuals. Role-model continuous self-learning and development, evaluate effectiveness and plan next steps. Ensure colleagues take responsibility for their own learning and development. Provide colleagues with opportunities to share their knowledge and skills with others to build organisational effectiveness. Share own expertise through coaching and mentoring to support teams to succeed. Create an inclusive environment from which all individuals can develop regardless of their needs or background. Deliver strategies to grow sustainable capability across all groups, including those with high potential and ensuring that the strategies tackle the imbalance in diversity.

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

HR Success Profile Guide

HR Deputy Director, HR Operations

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 Senior Leadership 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

HR Deputy Director, HR Operations

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:

- **Capability building** - effectively coaching and mentoring, both on an individual and team level, to drive high performance. Enhancing the capability of a workforce, taking into consideration the needs of different groups, to raise standards and drive delivery.
- **Leading transformation and change** - successfully leading the delivery of people-focused transformational change management programmes within a complex environment, with a cross-cutting focus.
- **Business delivery focus** - strong operational delivery focus, interpreting data to create and present evidence-based insight. Effectively running programmes of performance improvement that deliver impact to users and drive excellence in HR systems and practices
- **Financial Literacy** - holding financial accountability and managing supply chains and service offers. Managing a significant budget (£x million+) within agreed limits and experience of corporate budgeting and financial processes, including delivery of cost reduction/ efficiency programmes.
- **Understanding of HR Operations** - understanding complex service delivery environments with an awareness of the HR operations or shared services context.
- **Driving change through digital technology** - advocating and implementing leading-edge technology and HR systems to transform ways of working and deliver efficiencies and value for money.

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