



Civil Service HR

# HR Success Profile Guides

Grade 6/Grade 7





Civil Service HR

# HR Success Profile Guides

## Grade 6/Grade 7 - Contents



# HR Success Profile Guide

## Grade 6/Grade 7, 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 Grade 6 and 7 or equivalent in HR Business Partner and Senior HR Business Partner roles.

# HR Success Profile Guide

## Grade 6/Grade 7, HR Business Partner

The overall responsibilities of these roles will typically involve being the face of HR. Postholders will influence and challenge the size, shape, capability and location of a workforce. Using Organisational Design and Development and Strategic Workforce Planning, they will ensure the business is set up to deliver. HRBPs will operate at a strategic level as HR Leaders and also form part of business leadership teams across Departments. HRBPs will provide an objective view and challenge, helping shape business direction and achieving business outcomes. On behalf of the business they will act as an intelligent customer into the wider HR Function. HRBPs work as part of a wider HRBP team providing strategic partnering support, challenge and HR advice. They will act as a 'critical friend' and coach to an allocated Leadership team and their business area, and/or lead specific projects on HR topics. HRBPs may also take on a portfolio role across their HRBP team e.g. developing strategies to improve people engagement or resourcing. A Senior HRBP role will be similar to that of a HRBP but operating at a broader and more senior level shaping wider organisational strategies and transformational change. SHRBP's may manage a HRBP team and/or take on a portfolio role across their HRBP team. HRBPs and Senior HRBPs work closely with HR 'centres of expertise' sharing views and insight from their business areas. This insight will inform Departmental wide People strategies (such as informing the requirements for Leadership Development Programmes).

The exact criteria for each role will vary depending on the organisational context and specific requirements of the role. More information on the responsibilities and key skills required for the role is available in the [HR Career Framework](#).

# HR Success Profile Guide

## Grade 6/Grade 7, 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				Decision making assessment	
	CV/Statement of Suitability	Expression of Interest	Aptitude Tests	Civil Service Judgement Test	Interview	Presentation
T	Yellow	Yellow	Grey	Grey	Yellow	Yellow
B	Green	Green	Grey	Green	Green	Green
S	Grey	Grey	Grey	Grey	Purple	Grey
E	Blue	Blue	Grey	Grey	Blue	Blue
A	Grey	Grey	Red	Red	Grey	Grey

When designing the recruitment process for each role it is crucial that the vacancy holder limits the number of core criteria they list under each element to reduce the risk of narrowing the candidate pool. As a benchmark, if an aspect of the role can be learnt on the job within six months this should not be assessed at the recruitment stage.

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

Most Grade 7 and 6 or equivalent roles will test the following elements: technical, experience, behaviours and strengths. For some roles the vacancy holder may also wish to test ability.

# HR Success Profile Guide

## Grade 6/Grade 7, 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 is:

- **Relevant professional qualification or knowledge** - full or part-qualified member (Level 5) of the Chartered Institute of Personnel and Development (CIPD) or willing to work towards this, or equivalent professional qualification or HR knowledge.

# HR Success Profile Guide

## Grade 6/Grade 7, 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.

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

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

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

# HR Success Profile Guide

## Grade 6/Grade 7, 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** - communicate with others in a clear, honest and enthusiastic way in order to build trust. Explain complex issues in a way that is easy to understand. Take into account people's individual needs. Deliver difficult messages with clarity and sensitivity, being persuasive when required. Consider the impact of the language used. Remain open-minded and impartial in discussions, whilst respecting the diverse interests and opinions of others. Introduce different methods for communication, including making the most of digital resources whilst getting value for money. Monitor the effectiveness of own and team communications and take action to improve where necessary.
- **Seeing the Big Picture** - develop and maintain an understanding of economic, social, political, environmental and technological developments to ensure activity is relevant. Ensure plans and activities in your area of work reflect wider strategic priorities and communicate effectively with senior leaders to influence future strategies. Adopt a governmentwide perspective to ensure alignment of activity and policy. Bring together views, perspectives and diverse needs of stakeholders to gain a broader understanding of the issues surrounding policies and activities.
- **Leadership** - promote diversity, inclusion and equality of opportunity, respecting difference and external experience. Welcome and respond to views and challenges from others, despite any conflicting pressures to ignore or give in to them. Stand by, promote or defend own and team's actions and decisions where needed. Seek out shared interests beyond own area of responsibility, understanding the extent of the impact actions have on the organisation. Inspire and motivate teams to be fully engaged in their work and dedicated to their role.



# HR Success Profile Guide

## Grade 6/Grade 7, HR Business Partner

### Behaviours (continued)

- **Working Together** - actively build and maintain a network of colleagues and contacts to achieve progress on shared objectives. Challenge assumptions while being willing to compromise if beneficial to progress. Build strong interpersonal relationships and show genuine care for colleagues. Ensure consideration and support for the wellbeing of yourself and individuals throughout the team. Understand the varying needs of the team to ensure they are supported and their experiences are utilised. Create an inclusive working environment where all opinions and challenges are taken into account and bullying, harassment and discrimination are unacceptable. Remain available and approachable to all colleagues and be receptive to new ideas.
- **Making Effective Decisions** - clarify your own understanding and stakeholder needs and expectations, before making decisions. Ensure decision making happens at the right level, not allowing unnecessary bureaucracy to hinder delivery. Encourage both innovative suggestions and challenge from others, to inform decision making. Analyse and accurately interpret data from various sources to support decisions. Find the best option by identifying positives, negatives, risks and implications. Present reasonable conclusions from a wide range of complex and sometimes incomplete evidence. Make decisions confidently even when details are unclear or if they prove to be unpopular.

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

# HR Success Profile Guide

## Grade 6/Grade 7, 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

## Grade 6/Grade 7, 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, negotiating and securing the confidence of both internal and external stakeholders. Providing challenge and influence at executive/ board/committee level to deliver objectives.
- **Using data and evidence to make decisions and influence** - interpreting complex data at an operational and 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.
- **Capability building** - effectively coaching and mentoring, both on an individual and team level, to drive high performance. Enhancing the capability of others, 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, and managing cultural change.
- **Applying employment law or employee relations principles** - applying and interpreting employment law issues, facilitating best practice processes for disciplinaries, redundancies and payroll as well as experience of employee relations principles.
- **Driving change through digital technology** - implementing and working with 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.



# Success Profiles

## Grade 6/Grade 7, 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 Grade 7 and 6 or equivalent roles HR in Casework.

# HR Success Profile Guide

## Grade 6/Grade 7, Casework

The overall responsibilities of the role will typically include responsibility for the overall management of the live casework service. This may be to single or multiple clients. The postholder will manage the team to maintain a quality service within defined budgets, and to meet Service Level Agreements (SLAs). The postholder will likely act as either a Head of Casework or Service Manager. Heads of Casework operate strategically and with Civil Service HR casework, departmental and Civil Service colleagues. They will brief senior leaders on casework issues as part of a wider HR and business context. Heads of Casework will also manage customer relations making infrastructure improvements to improve efficiency. Service Managers will be responsible for defined areas of the Casework Service, for instance onboarding new clients or managing projects, such as casework systems. They will achieve best value and make efficiencies where possible

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

## Grade 6/Grade 7, Casework

### Application of Success Profiles during recruitment

The below matrix indicates a potential approach to assessment. The exact requirements can vary depending on the specifics of the role.

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

When designing the recruitment process for each role it is crucial that the vacancy holder limits the number of core criteria they list under each element to reduce the risk of narrowing the candidate pool. As a benchmark, if an aspect of the role can be learnt on the job within six months this should not be assessed at the recruitment stage.

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

Most Grade 7 and 6 or equivalent roles will test the following elements: technical, experience, behaviours and strengths. For some roles the vacancy holder may also wish to test ability.

# HR Success Profile Guide

## Grade 6/Grade 7, 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 is:

- **Relevant professional qualification or knowledge** - full or part-qualified member (Level 5) of the Chartered Institute of Personnel and Development (CIPD) or willing to work towards this, or equivalent professional qualification or HR knowledge.

# HR Success Profile Guide

## Grade 6/Grade 7, Casework

### Ability

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

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

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

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



# HR Success Profile Guide

## Grade 6/Grade 7, 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:

- **Changing and Improving** - encourage, recognise and share innovative ideas from a diverse range of colleagues and stakeholders. Give people space to take initiative and praise them for their creativity. Create an environment where people feel safe to challenge and know their voice will be heard. Make changes which add value and clearly articulate how changes will benefit the business. Understand and identify the role of technology in public service delivery and policy implementation. Consider the full impact of implementing changes on culture, structure, morale and the impacts on the diverse range of end users, including accessibility needs. Identify early signs that things are going wrong and respond promptly. Provide constructive challenge to senior management on change proposals.
- **Managing a Quality Service** - demonstrate positive customer service by understanding the complexity and diversity of customer needs and expectations. Deliver a high quality, efficient and cost effective service by considering a broad range of methods for delivery. Ensure full consideration of new technologies, accessibility and costings. Make clear, practical and manageable plans for service delivery. Ensure adherence to legal, regulatory and security requirements in service delivery. Proactively manage risks and identify solutions. Establish how the business area compares to industry best practice. Create regular opportunities for colleagues, stakeholders, delivery partners and customers to help improve the quality of service.
- **Seeing the Big Picture** - develop and maintain an understanding of economic, social, political, environmental and technological developments to ensure activity is relevant. Ensure plans and activities in your area of work reflect wider strategic priorities and communicate effectively with senior leaders to influence future strategies. Adopt a governmentwide perspective to ensure alignment of activity and policy. Bring together views, perspectives and diverse needs of stakeholders to gain a broader understanding of the issues surrounding policies and activities.

# HR Success Profile Guide

## Grade 6/Grade 7, Casework

### Behaviours (continued)

- **Leadership** - promote diversity, inclusion and equality of opportunity, respecting difference and external experience. Welcome and respond to views and challenges from others, despite any conflicting pressures to ignore or give in to them. Stand by, promote or defend own and team's actions and decisions where needed. Seek out shared interests beyond own area of responsibility, understanding the extent of the impact actions have on the organisation. Inspire and motivate teams to be fully engaged in their work and dedicated to their role.
- **Communicating and Influencing** - communicate with others in a clear, honest and enthusiastic way in order to build trust. Explain complex issues in a way that is easy to understand. Take into account people's individual needs. Deliver difficult messages with clarity and sensitivity, being persuasive when required. Consider the impact of the language used. Remain open-minded and impartial in discussions, whilst respecting the diverse interests and opinions of others. Introduce different methods for communication, including making the most of digital resources whilst getting value for money. Monitor the effectiveness of own and team communications and take action to improve where necessary.
- **Making Effective Decisions** - clarify your own understanding and stakeholder needs and expectations, before making decisions. Ensure decision making happens at the right level, not allowing unnecessary bureaucracy to hinder delivery. Encourage both innovative suggestions and challenge from others, to inform decision making. Analyse and accurately interpret data from various sources to support decisions. Find the best option by identifying positives, negatives, risks and implications. Present reasonable conclusions from a wide range of complex and sometimes incomplete evidence. Make decisions confidently even when details are unclear or if they prove to be unpopular.

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

# HR Success Profile Guide

## Grade 6/Grade 7, 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

## Grade 6/Grade 7, 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 both an operational and strategic level with key stakeholders on HR 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 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.
- **Driving change through digital technology** - implementing and working with leading-edge technology and HR systems to transform ways of working and deliver efficiencies and value for money.
- **Capability building** - effectively coaching and mentoring, both on an individual and team level, to drive high performance. Enhancing the capability of teams, taking into consideration the needs of different groups, to raise standards and drive delivery.
- **Applying employment law or employee relations principles** - commissioning expert legal advice and applying employment law or employee relations principles using a risk-based approach.

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



# Success Profiles

## Grade 6/Grade 7, 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 Grade 7 and 6 or equivalent roles in Policy and Employee Relations.

# HR Success Profile Guide

## Grade 6/Grade 7, Policy and Employee Relations

The overall responsibilities of the role will typically include briefing senior leaders on wider Policy and Employee Relations matters and having an intuitive and broad awareness of wider HR Policy and Employee Relations matters, both internal to the Civil Service and within the external environment. The post holder will be influencing change and setting the strategic direction by challenging assumptions, and making confident and evidence based decisions. In addition, they will be developing Policy and ER strategy to support departments to meet Civil Service HR priorities. The post holder will have a high degree of interaction with senior stakeholders, Employee Relations and or Policy colleagues across the Civil Service. and key to the role will be ensuring that teams deliver HR policy and Employee Relations solutions, meeting customer needs.

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

## Grade 6/Grade 7, Policy and Employee Relations

### Application of Success Profiles during recruitment

The below matrix indicates a potential approach to assessment. The exact requirements can vary depending on the specifics of the role.

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

When designing the recruitment process for each role it is crucial that the vacancy holder limits the number of core criteria they list under each element to reduce the risk of narrowing the candidate pool. As a benchmark, if an aspect of the role can be learnt on the job within six months this should not be assessed at the recruitment stage.

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

Most Grade 7 and 6 or equivalent roles will test the following elements: technical, experience, behaviours and strengths. For some roles the vacancy holder may also wish to test ability.

# HR Success Profile Guide

## Grade 6/Grade 7, 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 is:

- **Relevant professional qualification or knowledge** - full or part-qualified member (Level 5) of the Chartered Institute of Personnel and Development (CIPD) or willing to work towards this, or equivalent professional qualification or HR knowledge.



# HR Success Profile Guide

## Grade 6/Grade 7, Policy and Employee Relations

### Ability

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

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

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

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

# HR Success Profile Guide

## Grade 6/Grade 7, Policy and Employee Relations

### Behaviours

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

The recommended behaviours for this role are:

- **Communicating and Influencing** - communicate with others in a clear, honest and enthusiastic way in order to build trust. Explain complex issues in a way that is easy to understand. Take into account people's individual needs. Deliver difficult messages with clarity and sensitivity, being persuasive when required. Consider the impact of the language used. Remain open-minded and impartial in discussions, whilst respecting the diverse interests and opinions of others. Introduce different methods for communication, including making the most of digital resources whilst getting value for money. Monitor the effectiveness of own and team communications and take action to improve where necessary.
- **Making Effective Decisions** - clarify your own understanding and stakeholder needs and expectations, before making decisions. Ensure decision making happens at the right level, not allowing unnecessary bureaucracy to hinder delivery. Encourage both innovative suggestions and challenge from others, to inform decision making. Analyse and accurately interpret data from various sources to support decisions. Find the best option by identifying positives, negatives, risks and implications. Present reasonable conclusions from a wide range of complex and sometimes incomplete evidence. Make decisions confidently even when details are unclear or if they prove to be unpopular.
- **Seeing the Big Picture** - develop and maintain an understanding of economic, social, political, environmental and technological developments to ensure activity is relevant. Ensure plans and activities in your area of work reflect wider strategic priorities and communicate effectively with senior leaders to influence future strategies. Adopt a governmentwide perspective to ensure alignment of activity and policy. Bring together views, perspectives and diverse needs of stakeholders to gain a broader understanding of the issues surrounding policies and activities.

# HR Success Profile Guide

## Grade 6/Grade 7, Policy and Employee Relations

### Behaviours (continued)

- **Leadership** - promote diversity, inclusion and equality of opportunity, respecting difference and external experience. Welcome and respond to views and challenges from others, despite any conflicting pressures to ignore or give in to them. Stand by, promote or defend own and team's actions and decisions where needed. Seek out shared interests beyond own area of responsibility, understanding the extent of the impact actions have on the organisation. Inspire and motivate teams to be fully engaged in their work and dedicated to their role.
- **Working Together** - actively build and maintain a network of colleagues and contacts to achieve progress on shared objectives. Challenge assumptions while being willing to compromise if beneficial to progress. Build strong interpersonal relationships and show genuine care for colleagues. Ensure consideration and support for the wellbeing of yourself and individuals throughout the team. Understand the varying needs of the team to ensure they are supported and their experiences are utilised. Create an inclusive working environment where all opinions and challenges are taken into account and bullying, harassment and discrimination are unacceptable. Remain available and approachable to all colleagues and be receptive to new ideas.
- **Managing a Quality Service** - demonstrate positive customer service by understanding the complexity and diversity of customer needs and expectations. Deliver a high quality, efficient and cost effective service by considering a broad range of methods for delivery. Ensure full consideration of new technologies, accessibility and costings. Make clear, practical and manageable plans for service delivery. Ensure adherence to legal, regulatory and security requirements in service delivery. Proactively manage risks and identify solutions. Establish how the business area compares to industry best practice. Create regular opportunities for colleagues, stakeholders, delivery partners and customers to help improve the quality of service.

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

# HR Success Profile Guide

## Grade 6/Grade 7, 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

## Grade 6/Grade 7, 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 that drove excellence in HR systems and practice, including monitoring and evaluating the impacts of policy.
- **Building and managing relationships and partnerships** - influencing, consulting and negotiating at a strategic level with key stakeholders. Collaborating with partners to achieve objectives, including experience of navigating conflicting views and priorities and tailoring communications effectively to manage challenging stakeholders and situations.
- **Applying employment law or employee relations principles** - interpreting and applying employee law or employee relations knowledge to ensure HR policy and ER solutions meet customer needs.
- **Applying Project Management tools** - applying project management principles to manage and deliver complex, high profile projects.
- **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, both on an individual and team level, to drive high performance. Enhancing the capability of others, taking into consideration the needs of different groups, to raise standards and drive delivery.
- **Driving change through digital technology** - implementing and working with 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.



# Success Profiles

## Grade 6/Grade 7, 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 Grade 7 and 6 or equivalent roles in Organisational Development and Design (OD&D).

# HR Success Profile Guide

## Grade 6/Grade 7, Organisational Development and Design

The overall responsibilities of this role will typically include supporting OD&D projects and contributing to individual OD&D interventions. At this level, there is 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 significant scope to build and develop a postholder's practice. The fields of OD&D are constantly evolving and it is vital for the postholder to develop their expertise and to get solid grounding across a broad range of OD&D specialisms. Postholders are likely to also be involved with coaching, mentoring and contributing to the development of colleagues.

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

## Grade 6/Grade 7, 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				Decision making assessment	
	CV/Statement of Suitability	Expression of Interest	Aptitude Tests	Civil Service Judgement Test	Interview	Presentation
T	Yellow	Yellow	Grey	Grey	Yellow	Yellow
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S	Grey	Grey	Grey	Grey	Purple	Grey
E	Blue	Blue	Grey	Grey	Blue	Blue
A	Grey	Grey	Red	Red	Grey	Grey

When designing the recruitment process for each role it is crucial that the vacancy holder limits the number of core criteria they list under each element to reduce the risk of narrowing the candidate pool. As a benchmark, if an aspect of the role can be learnt on the job within six months this should not be assessed at the recruitment stage.

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

Most Grade 7 and 6 or equivalent roles will test the following elements: technical, experience, behaviours and strengths. For some roles the vacancy holder may also wish to test ability.



# HR Success Profile Guide

## Grade 6/Grade 7, 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 is:

- **Relevant professional qualification or knowledge** - full or part-qualified member (Level 5) of the Chartered Institute of Personnel and Development (CIPD) or willing to work towards this, or equivalent professional qualification or HR knowledge.

# HR Success Profile Guide

## Grade 6/Grade 7, 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.

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

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

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

# HR Success Profile Guide

## Grade 6/Grade 7, 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** - communicate with others in a clear, honest and enthusiastic way in order to build trust. Explain complex issues in a way that is easy to understand. Take into account people's individual needs. Deliver difficult messages with clarity and sensitivity, being persuasive when required. Consider the impact of the language used. Remain open-minded and impartial in discussions, whilst respecting the diverse interests and opinions of others. Introduce different methods for communication, including making the most of digital resources whilst getting value for money. Monitor the effectiveness of own and team communications and take action to improve where necessary.
- **Changing and Improving** - encourage, recognise and share innovative ideas from a diverse range of colleagues and stakeholders. Give people space to take initiative and praise them for their creativity. Create an environment where people feel safe to challenge and know their voice will be heard. Make changes which add value and clearly articulate how changes will benefit the business. Understand and identify the role of technology in public service delivery and policy implementation. Consider the full impact of implementing changes on culture, structure, morale and the impacts on the diverse range of end users, including accessibility needs. Identify early signs that things are going wrong and respond promptly. Provide constructive challenge to senior management on change proposals.
- **Seeing the Big Picture** - develop and maintain an understanding of economic, social, political, environmental and technological developments to ensure activity is relevant. Ensure plans and activities in your area of work reflect wider strategic priorities and communicate effectively with senior leaders to influence future strategies. Adopt a governmentwide perspective to ensure alignment of activity and policy. Bring together views, perspectives and diverse needs of stakeholders to gain a broader understanding of the issues surrounding policies and activities.

# HR Success Profile Guide

## Grade 6/Grade 7, Organisational Development and Design

### Behaviours (continued)

- **Leadership** - promote diversity, inclusion and equality of opportunity, respecting difference and external experience. Welcome and respond to views and challenges from others, despite any conflicting pressures to ignore or give in to them. Stand by, promote or defend own and team's actions and decisions where needed. Seek out shared interests beyond own area of responsibility, understanding the extent of the impact actions have on the organisation. Inspire and motivate teams to be fully engaged in their work and dedicated to their role.
- **Working Together** - actively build and maintain a network of colleagues and contacts to achieve progress on shared objectives. Challenge assumptions while being willing to compromise if beneficial to progress. Build strong interpersonal relationships and show genuine care for colleagues. Ensure consideration and support for the wellbeing of yourself and individuals throughout the team. Understand the varying needs of the team to ensure they are supported and their experiences are utilised. Create an inclusive working environment where all opinions and challenges are taken into account and bullying, harassment and discrimination are unacceptable. Remain available and approachable to all colleagues and be receptive to new ideas.

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

# HR Success Profile Guide

## Grade 6/Grade 7, 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

## Grade 6/Grade 7, 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. Evaluating the effectiveness of interventions and providing recommendations. Using evidence and customer insight to identify strategic OD&D priorities and shape effective interventions, highlighting risks to customers and adding value to the organisation.
- **Capability building** - effectively coaching and mentoring at an individual and team level, and of managers and leaders to support and lead teams 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 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.
- **Driving change through digital technology** - implementing and working with 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.



# Success Profiles

## Grade 6/Grade 7, 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 Grade 7 and 6 or equivalent roles in Learning and/or Talent Development.

# HR Success Profile Guide

## Grade 6/Grade 7, Learning and Talent

The overall responsibilities of the role will typically include leading a significant portfolio of learning products and projects. The postholder may manage a team to identify, source, design and deliver key learning and talent interventions across the organisation or departments. They will provide partnering support, challenge and best practice learning advice to those responsible for capability development within the business and manage the continuous improvement of these interventions. The postholder will operate at a strategic level as a trusted advisor, providing an objective view and challenge, enabling the business to articulate their needs and helping shape capability building to achieve business outcomes. They may also act as a highly skilled facilitator or coach, or as a deep topic specialist, employing a range of advanced tools and techniques to support capability development.

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

## Grade 6/Grade 7, Learning and Talent

### Application of Success Profiles during recruitment

The below matrix indicates a potential approach to assessment. The exact requirements can vary depending on the specifics of the role.

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

When designing the recruitment process for each role it is crucial that the vacancy holder limits the number of core criteria they list under each element to reduce the risk of narrowing the candidate pool. As a benchmark, if an aspect of the role can be learnt on the job within six months this should not be assessed at the recruitment stage.

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

Most Grade 7 and 6 or equivalent roles will test the following elements: technical, experience, behaviours and strengths. For some roles the vacancy holder may also wish to test ability.

# HR Success Profile Guide

## Grade 6/Grade 7, 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 is:

- **Relevant professional qualification or knowledge** - full or part-qualified member (Level 5) of the Chartered Institute of Personnel and Development (CIPD) or willing to work towards this, or equivalent professional qualification or HR knowledge.

# HR Success Profile Guide

## Grade 6/Grade 7, Learning and Talent

### Ability

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

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

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

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

# HR Success Profile Guide

## Grade 6/Grade 7, Learning and Talent

### Behaviours

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

The recommended behaviours for this role are:

- **Communicating and Influencing** - communicate with others in a clear, honest and enthusiastic way in order to build trust. Explain complex issues in a way that is easy to understand. Take into account people's individual needs. Deliver difficult messages with clarity and sensitivity, being persuasive when required. Consider the impact of the language used. Remain open-minded and impartial in discussions, whilst respecting the diverse interests and opinions of others. Introduce different methods for communication, including making the most of digital resources whilst getting value for money. Monitor the effectiveness of own and team communications and take action to improve where necessary.
- **Managing a Quality Service** - demonstrate positive customer service by understanding the complexity and diversity of customer needs and expectations. Deliver a high quality, efficient and cost effective service by considering a broad range of methods for delivery. Ensure full consideration of new technologies, accessibility and costings. Make clear, practical and manageable plans for service delivery. Ensure adherence to legal, regulatory and security requirements in service delivery. Proactively manage risks and identify solutions. Establish how the business area compares to industry best practice. Create regular opportunities for colleagues, stakeholders, delivery partners and customers to help improve the quality of service.
- **Seeing the Big Picture** - develop and maintain an understanding of economic, social, political, environmental and technological developments to ensure activity is relevant. Ensure plans and activities in your area of work reflect wider strategic priorities and communicate effectively with senior leaders to influence future strategies. Adopt a governmentwide perspective to ensure alignment of activity and policy. Bring together views, perspectives and diverse needs of stakeholders to gain a broader understanding of the issues surrounding policies and activities.
- **Leadership** - promote diversity, inclusion and equality of opportunity, respecting difference and external experience. Welcome and respond to views and challenges from others, despite any conflicting pressures to ignore or give in to them. Stand by, promote or defend own and team's actions and decisions where needed. Seek out shared interests beyond own area of responsibility, understanding the extent of the impact actions have on the organisation. Inspire and motivate teams to be fully engaged in their work and dedicated to their role.

# HR Success Profile Guide

## Grade 6/Grade 7, Learning and Talent

### Behaviours (continued)

- **Making Effective Decisions** - clarify your own understanding and stakeholder needs and expectations, before making decisions. Ensure decision making happens at the right level, not allowing unnecessary bureaucracy to hinder delivery. Encourage both innovative suggestions and challenge from others, to inform decision making. Analyse and accurately interpret data from various sources to support decisions. Find the best option by identifying positives, negatives, risks and implications. Present reasonable conclusions from a wide range of complex and sometimes incomplete evidence. Make decisions confidently even when details are unclear or if they prove to be unpopular.
- **Working Together** - actively build and maintain a network of colleagues and contacts to achieve progress on shared objectives. Challenge assumptions while being willing to compromise if beneficial to progress. Build strong interpersonal relationships and show genuine care for colleagues. Ensure consideration and support for the wellbeing of yourself and individuals throughout the team. Understand the varying needs of the team to ensure they are supported and their experiences are utilised. Create an inclusive working environment where all opinions and challenges are taken into account and bullying, harassment and discrimination are unacceptable. Remain available and approachable to all colleagues and be receptive to new ideas.

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

# HR Success Profile Guide

## Grade 6/Grade 7, 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

## Grade 6/Grade 7, 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** - influencing, negotiating and consulting with the business to understand and articulate customer needs to inform senior colleagues on L&D and Talent policies. Collaborating and confidently engaging 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. Evaluating the effectiveness of interventions and providing recommendations. Using evidence and customer insight to identify strategic L&D and Talent priorities and shape effective interventions, highlighting risks to customers, and adding value to the organisation.
- **Applying commercial principles** - using commercial awareness in decision making and delivering value for money through external partners.
- **Capability building** - effectively coaching and mentoring, both on an individual and team level, to drive high performance in the workforce. Enhancing the capability of a workforce, taking into consideration the needs of different groups, to raise standards and drive delivery.
- **Developing and evaluating learning and talent strategies** - demonstrating how learning solutions have been evaluated and experience of developing strategies to develop a pipeline of talent and organisational opportunities for all.
- **Deployment and succession planning** - deploying large numbers of people to meet business needs and influencing the importance of longer workforce planning.
- **Driving change through digital technology** - implementing and working with 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.



# Success Profiles

## Grade 6/Grade 7, 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 Grade 6 and 7 or equivalent roles in Strategic Workforce Planning and Resourcing.



# HR Success Profile Guide

## Grade 6/Grade 7, Strategic Workforce Planning and Resourcing

The overall responsibilities of the role will typically include working with the business to identify future demand and translating business priorities into a clear resourcing strategy. The postholder will undertake succession planning into business critical roles using their insight of the Civil Service's internal talent pipeline. Where the post holder has identified a significant capability gap, they will engage in designing and delivering innovative recruitment strategies which attract diverse leaders into the organisation.

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

## Grade 6/Grade 7, Strategic Workforce Planning and Resourcing

### Application of Success Profiles during recruitment

The below matrix indicates a potential approach to assessment. The exact requirements can vary depending on the specifics of the role.

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

When designing the recruitment process for each role it is crucial that the vacancy holder limits the number of core criteria they list under each element to reduce the risk of narrowing the candidate pool. As a benchmark, if an aspect of the role can be learnt on the job within six months this should not be assessed at the recruitment stage.

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

Most Grade 7 and 6 or equivalent roles will test the following elements: technical, experience, behaviours and strengths. For some roles the vacancy holder may also wish to test ability.

# HR Success Profile Guide

## Grade 6/Grade 7, 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 is:

- **Relevant professional qualification or knowledge** - full or part-qualified member (Level 5) of the Chartered Institute of Personnel and Development (CIPD) or willing to work towards this, or equivalent professional qualification or HR knowledge.

# HR Success Profile Guide

## Grade 6/Grade 7, Strategic Workforce Planning and Resourcing

### Ability

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

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

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

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

# HR Success Profile Guide

## Grade 6/Grade 7, Strategic Workforce Planning and Resourcing

### Behaviours

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

The recommended behaviours for this role are:

- **Communicating and Influencing** - communicate with others in a clear, honest and enthusiastic way in order to build trust. Explain complex issues in a way that is easy to understand. Take into account people's individual needs. Deliver difficult messages with clarity and sensitivity, being persuasive when required. Consider the impact of the language used. Remain open-minded and impartial in discussions, whilst respecting the diverse interests and opinions of others. Introduce different methods for communication, including making the most of digital resources whilst getting value for money. Monitor the effectiveness of own and team communications and take action to improve where necessary.
- **Making Effective Decisions** - clarify your own understanding and stakeholder needs and expectations, before making decisions. Ensure decision making happens at the right level, not allowing unnecessary bureaucracy to hinder delivery. Encourage both innovative suggestions and challenge from others, to inform decision making. Analyse and accurately interpret data from various sources to support decisions. Find the best option by identifying positives, negatives, risks and implications. Present reasonable conclusions from a wide range of complex and sometimes incomplete evidence. Make decisions confidently even when details are unclear or if they prove to be unpopular.
- **Seeing the Big Picture** - develop and maintain an understanding of economic, social, political, environmental and technological developments to ensure activity is relevant. Ensure plans and activities in your area of work reflect wider strategic priorities and communicate effectively with senior leaders to influence future strategies. Adopt a governmentwide perspective to ensure alignment of activity and policy. Bring together views, perspectives and diverse needs of stakeholders to gain a broader understanding of the issues surrounding policies and activities.

# HR Success Profile Guide

## Grade 6/Grade 7, Strategic Workforce Planning and Resourcing

### Behaviours (continued)

- **Leadership** - promote diversity, inclusion and equality of opportunity, respecting difference and external experience. Welcome and respond to views and challenges from others, despite any conflicting pressures to ignore or give in to them. Stand by, promote or defend own and team's actions and decisions where needed. Seek out shared interests beyond own area of responsibility, understanding the extent of the impact actions have on the organisation. Inspire and motivate teams to be fully engaged in their work and dedicated to their role.
- **Working Together** - actively build and maintain a network of colleagues and contacts to achieve progress on shared objectives. Challenge assumptions while being willing to compromise if beneficial to progress. Build strong interpersonal relationships and show genuine care for colleagues. Ensure consideration and support for the wellbeing of yourself and individuals throughout the team. Understand the varying needs of the team to ensure they are supported and their experiences are utilised. Create an inclusive working environment where all opinions and challenges are taken into account and bullying, harassment and discrimination are unacceptable. Remain available and approachable to all colleagues and be receptive to new ideas.

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

# HR Success Profile Guide

## Grade 6/Grade 7, 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

## Grade 6/Grade 7, 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 an operational and strategic level with key stakeholders on HR 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 an operational and strategic level to create and present evidence based insight. Using data to highlight risks and feeding them into strategic resourcing or workforce plans
- **Capability building** - effectively coaching and mentoring, both on an individual and team level, to drive high performance. Enhancing the capability of others, taking into consideration the needs of different groups, to raise standards and drive delivery.
- **Applying expert SWFP or resourcing principles** - applying expert knowledge of workforce planning and resourcing principles, including methodologies, building an inclusive strategic workforce agenda, and current and future assessment processes. Communicating the latest thinking and innovations to stakeholders.
- **Driving change through digital technology** - implementing and working with 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.





# Success Profiles

## Grade 6/Grade 7, 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 Grade 7 and 6 or equivalent roles in Diversity and Inclusion (D&I).

# HR Success Profile Guide

## Grade 6/Grade 7, Diversity and Inclusion

The overall responsibilities of the role will typically include ensuring departmental strategic deliverables are compliant with equality legislation (Equality Act 2010). The post holder will be influencing and persuading at the most senior levels to both support and challenge, and providing pragmatic solutions where non-compliance is identified. In addition, they will be horizon scanning for pioneering D&I practices to shape the D&I strategy within their department. They will use programme and change management techniques to oversee the implementation of the strategy within their department and will be championing the D&I agenda within their department, proactively seeking opportunities to profile the business benefits of a fully inclusive culture and highlighting areas for improvement.

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

## Grade 6/Grade 7, Diversity and Inclusion

### Application of Success Profiles during recruitment

The below matrix indicates a potential approach to assessment. The exact requirements can vary depending on the specifics of the role.

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

When designing the recruitment process for each role it is crucial that the vacancy holder limits the number of core criteria they list under each element to reduce the risk of narrowing the candidate pool. As a benchmark, if an aspect of the role can be learnt on the job within six months this should not be assessed at the recruitment stage.

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

Most Grade 7 and 6 or equivalent roles will test the following elements: technical, experience, behaviours and strengths. For some roles the vacancy holder may also wish to test ability.

# HR Success Profile Guide

## Grade 6/Grade 7, 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 is:

- **Relevant professional qualification or knowledge** - full or part-qualified member (Level 5) of the Chartered Institute of Personnel and Development (CIPD) or willing to work towards this, or equivalent professional qualification or HR knowledge.

# HR Success Profile Guide

## Grade 6/Grade 7, Diversity and Inclusion

### Ability

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

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

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

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

# HR Success Profile Guide

## Grade 6/Grade 7, Diversity and Inclusion

### Behaviours

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

The recommended behaviours for this role are:

- **Communicating and Influencing** - communicate with others in a clear, honest and enthusiastic way in order to build trust. Explain complex issues in a way that is easy to understand. Take into account people's individual needs. Deliver difficult messages with clarity and sensitivity, being persuasive when required. Consider the impact of the language used. Remain open-minded and impartial in discussions, whilst respecting the diverse interests and opinions of others. Introduce different methods for communication, including making the most of digital resources whilst getting value for money. Monitor the effectiveness of own and team communications and take action to improve where necessary.
- **Seeing the Big Picture** - develop and maintain an understanding of economic, social, political, environmental and technological developments to ensure activity is relevant. Ensure plans and activities in your area of work reflect wider strategic priorities and communicate effectively with senior leaders to influence future strategies. Adopt a governmentwide perspective to ensure alignment of activity and policy. Bring together views, perspectives and diverse needs of stakeholders to gain a broader understanding of the issues surrounding policies and activities.
- **Leadership** - promote diversity, inclusion and equality of opportunity, respecting difference and external experience. Welcome and respond to views and challenges from others, despite any conflicting pressures to ignore or give in to them. Stand by, promote or defend own and team's actions and decisions where needed. Seek out shared interests beyond own area of responsibility, understanding the extent of the impact actions have on the organisation. Inspire and motivate teams to be fully engaged in their work and dedicated to their role.

# HR Success Profile Guide

## Grade 6/Grade 7, Diversity and Inclusion

### Behaviours (continued)

- **Changing and Improving** - encourage, recognise and share innovative ideas from a diverse range of colleagues and stakeholders. Give people space to take initiative and praise them for their creativity. Create an environment where people feel safe to challenge and know their voice will be heard. Make changes which add value and clearly articulate how changes will benefit the business. Understand and identify the role of technology in public service delivery and policy implementation. Consider the full impact of implementing changes on culture, structure, morale and the impacts on the diverse range of end users, including accessibility needs. Identify early signs that things are going wrong and respond promptly. Provide constructive challenge to senior management on change proposals.
- **Making Effective Decisions** - clarify your own understanding and stakeholder needs and expectations, before making decisions. Ensure decision making happens at the right level, not allowing unnecessary bureaucracy to hinder delivery. Encourage both innovative suggestions and challenge from others, to inform decision making. Analyse and accurately interpret data from various sources to support decisions. Find the best option by identifying positives, negatives, risks and implications. Present reasonable conclusions from a wide range of complex and sometimes incomplete evidence. Make decisions confidently even when details are unclear or if they prove to be unpopular.

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

# HR Success Profile Guide

## Grade 6/Grade 7, 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

## Grade 6/Grade 7, 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, consulting and negotiating at both an operational and 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. Evaluating the effectiveness of interventions and providing recommendations. Using evidence and customer insight to identify strategic D&I priorities and shape effective interventions highlighting risks to customers, and add value to the organisation.
- **Developing and implementing D&I strategies** - providing strategic direction for the organisational D&I strategy. Managing systemic transformation / culture change by integrating diversity and inclusion approaches into the people and organisation strategy.
- **Applying employment law or employee relations principles** - commissioning expert legal advice and applying employment law or employee relations principles using a risk-based approach.
- **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.
- **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.



# Success Profiles

## Grade 6/Grade 7, 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 Grade 7 and 6 or equivalent roles in Pay and Reward.

# HR Success Profile Guide

## Grade 6/Grade 7, Pay and Reward

The overall responsibilities of this role will typically include responsibility for the development and delivery of their department's pay and reward strategy within departmental restraints and HM Treasury guidance. They will likely be Expert Leads or Heads of Reward. The postholder will act as an influencer, negotiator and consultant. At this level it is vital to have the confidence and knowledge to brief senior leaders on reward issues. In addition, they must have a high degree of experience partnering with HR colleagues and the business. Underpinning this experience should be knowledge of Employee Relations and how reward links to the overarching business strategy. In addition to leading the pay and reward team they are also an integral part of the HR community and a leader. The ability to develop direction and strategy to support the business will also be based on change management, decision making skills and resilience.

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

## Grade 6/Grade 7, Pay and Reward

### Application of Success Profiles during recruitment

The below matrix indicates a potential approach to assessment. The exact requirements can vary depending on the specifics of the role.

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

When designing the recruitment process for each role it is crucial that the vacancy holder limits the number of core criteria they list under each element to reduce the risk of narrowing the candidate pool. As a benchmark, if an aspect of the role can be learnt on the job within six months this should not be assessed at the recruitment stage.

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

Most Grade 7 and 6 or equivalent roles will test the following elements: technical, experience, behaviours and strengths. For some roles the vacancy holder may also wish to test ability.

# HR Success Profile Guide

## Grade 6/Grade 7, 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 is:

- **Relevant professional qualification or knowledge** - full or part-qualified member (Level 5) of the Chartered Institute of Personnel and Development (CIPD) or willing to work towards this, or equivalent professional qualification or HR knowledge.

# HR Success Profile Guide

## Grade 6/Grade 7, Pay and Reward

### Ability

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

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

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

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

# HR Success Profile Guide

## Grade 6/Grade 7, Pay and Reward

### Behaviours

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

The recommended behaviours for this role are:

- **Communicating and Influencing** - communicate with others in a clear, honest and enthusiastic way in order to build trust. Explain complex issues in a way that is easy to understand. Take into account people's individual needs. Deliver difficult messages with clarity and sensitivity, being persuasive when required. Consider the impact of the language used. Remain open-minded and impartial in discussions, whilst respecting the diverse interests and opinions of others. Introduce different methods for communication, including making the most of digital resources whilst getting value for money. Monitor the effectiveness of own and team communications and take action to improve where necessary.
- **Seeing the Big Picture** - develop and maintain an understanding of economic, social, political, environmental and technological developments to ensure activity is relevant. Ensure plans and activities in your area of work reflect wider strategic priorities and communicate effectively with senior leaders to influence future strategies. Adopt a governmentwide perspective to ensure alignment of activity and policy. Bring together views, perspectives and diverse needs of stakeholders to gain a broader understanding of the issues surrounding policies and activities.
- **Leadership** - promote diversity, inclusion and equality of opportunity, respecting difference and external experience. Welcome and respond to views and challenges from others, despite any conflicting pressures to ignore or give in to them. Stand by, promote or defend own and team's actions and decisions where needed. Seek out shared interests beyond own area of responsibility, understanding the extent of the impact actions have on the organisation. Inspire and motivate teams to be fully engaged in their work and dedicated to their role.

# HR Success Profile Guide

## Grade 6/Grade 7, Pay and Reward

### Behaviours (continued)

- **Making Effective Decisions** - clarify your own understanding and stakeholder needs and expectations, before making decisions. Ensure decision making happens at the right level, not allowing unnecessary bureaucracy to hinder delivery. Encourage both innovative suggestions and challenge from others, to inform decision making. Analyse and accurately interpret data from various sources to support decisions. Find the best option by identifying positives, negatives, risks and implications. Present reasonable conclusions from a wide range of complex and sometimes incomplete evidence. Make decisions confidently even when details are unclear or if they prove to be unpopular.
- **Managing a Quality Service** - demonstrate positive customer service by understanding the complexity and diversity of customer needs and expectations. Deliver a high quality, efficient and cost effective service by considering a broad range of methods for delivery. Ensure full consideration of new technologies, accessibility and costings. Make clear, practical and manageable plans for service delivery. Ensure adherence to legal, regulatory and security requirements in service delivery. Proactively manage risks and identify solutions. Establish how the business area compares to industry best practice. Create regular opportunities for colleagues, stakeholders, delivery partners and customers to help improve the quality of service.

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



# HR Success Profile Guide

## Grade 6/Grade 7, 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

## Grade 6/Grade 7, 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. Evaluating the effectiveness of interventions and providing recommendations. Using evidence and customer insight to identify pay and reward priorities and shape effective interventions, highlighting risks to customers and adding value to the organisation.
- **Applying employment law or employee relations principles** - commissioning expert legal advice and applying employment law or employee relations principles using a risk-based approach.
- **Building and managing relationships and partnerships** - influencing, negotiating, consulting, and partnering with the business to understand and articulate customer needs to inform senior colleagues on L&D and Talent policies. Collaborating and confidently engaging stakeholders and partners to achieve objectives, including experience of navigating conflicting views and priorities.
- **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.
- **Driving change through digital technology** - implementing and working with leading-edge technology and HR systems to transform ways of working and deliver efficiencies and value for money
- **Applying Project Management tools** - applying project management tool and principles to manage complex, high profile projects

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



# Success Profiles

## Grade 6/Grade 7, HR Operations

### Background

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## Grade 6/Grade 7, HR Operations

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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

## Grade 6/Grade 7, 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.

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# HR Success Profile Guide

## Grade 6/Grade 7, HR Operations

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# HR Success Profile Guide

## Grade 6/Grade 7, HR Operations

### Ability

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# HR Success Profile Guide

## Grade 6/Grade 7, HR Operations

### Behaviours

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The recommended behaviours for this role are:

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- **Working Together** - actively build and maintain a network of colleagues and contacts to achieve progress on shared objectives. Challenge assumptions while being willing to compromise if beneficial to progress. Build strong interpersonal relationships and show genuine care for colleagues. Ensure consideration and support for the wellbeing of yourself and individuals throughout the team. Understand the varying needs of the team to ensure they are supported and their experiences are utilised. Create an inclusive working environment where all opinions and challenges are taken into account and bullying, harassment and discrimination are unacceptable. Remain available and approachable to all colleagues and be receptive to new ideas.
- **Making Effective Decisions** - clarify your own understanding and stakeholder needs and expectations, before making decisions. Ensure decision making happens at the right level, not allowing unnecessary bureaucracy to hinder delivery. Encourage both innovative suggestions and challenge from others, to inform decision making. Analyse and accurately interpret data from various sources to support decisions. Find the best option by identifying positives, negatives, risks and implications. Present reasonable conclusions from a wide range of complex and sometimes incomplete evidence. Make decisions confidently even when details are unclear or if they prove to be unpopular.



# HR Success Profile Guide

## Grade 6/Grade 7, HR Operations

### Behaviours (continued)

- **Managing a Quality Service** - demonstrate positive customer service by understanding the complexity and diversity of customer needs and expectations. Deliver a high quality, efficient and cost effective service by considering a broad range of methods for delivery. Ensure full consideration of new technologies, accessibility and costings. Make clear, practical and manageable plans for service delivery. Ensure adherence to legal, regulatory and security requirements in service delivery. Proactively manage risks and identify solutions. Establish how the business area compares to industry best practice. Create regular opportunities for colleagues, stakeholders, delivery partners and customers to help improve the quality of service.
- **Seeing the Big Picture** - develop and maintain an understanding of economic, social, political, environmental and technological developments to ensure activity is relevant. Ensure plans and activities in your area of work reflect wider strategic priorities and communicate effectively with senior leaders to influence future strategies. Adopt a governmentwide perspective to ensure alignment of activity and policy. Bring together views, perspectives and diverse needs of stakeholders to gain a broader understanding of the issues surrounding policies and activities.
- **Leadership** - promote diversity, inclusion and equality of opportunity, respecting difference and external experience. Welcome and respond to views and challenges from others, despite any conflicting pressures to ignore or give in to them. Stand by, promote or defend own and team's actions and decisions where needed. Seek out shared interests beyond own area of responsibility, understanding the extent of the impact actions have on the organisation. Inspire and motivate teams to be fully engaged in their work and dedicated to their role.

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# HR Success Profile Guide

## Grade 6/Grade 7, HR Operations

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# HR Success Profile Guide

## Grade 6/Grade 7, 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:

- **Building and managing relationships and partnerships** - influencing, consulting and collaborating with internal and external stakeholders, including service providers and community of practices. Building relationships with colleagues working across a diverse range of locations.
- **Using data and evidence to make decisions and influence** - interpreting complex data at an operational and strategic level to create and present evidence based insight. Using data to make efficiencies and drive innovation in HR systems and practice.
- **Driving change through digital technology** - implementing and working with leading-edge technology and HR systems to transform ways of working and deliver efficiencies and value for money.
- **Capability building** - effectively coaching and mentoring, both on an individual and team level, to drive high performance. Enhancing the capability of others, taking into consideration the needs of different groups, to raise standards and drive delivery.

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