Civil Service HR

Success Profiles

HR Success Profile Guide
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Background

Success Profile Guides for the range of Human Resources roles have been developed, covering a combination of elements that can be assessed to find the best candidate. The documents have been designed as a framework to assist you in developing a successful recruitment process for Human Resources roles, including expressions of interest for temporary roles.

The summary matrix in section 1 provides an overview of the most common core criteria by grade. To view the complete behavioural and experience elements please see section 2, which allows you to view the criteria through both a grade and job family lense. Alongside guiding recruitment processes, the document is designed to be used alongside the HR Career Framework and the CIPD Profession Map to aid career and succession planning, providing a consistent set of standards.

For further details, please view the Success Profile Guides and accompanying recruitment guidance documents.

Section 1

Summary Matrix

	Changing and Improving		Developing Self and Others		Managing a Quality Service
	Communicating and Influencing		Leadership		Seeing the Big Picture
	Delivering at Pace		Making Effective Decisions		Working Together

Success Profile	Technical	Behaviours	Experience
HR Director - Level 7 (Fellow)	CIPD Qualification - Fellow	Communicating and Influencing Making Effective Decisions Leadership Seeing the Big Picture	Building resilience Leading transformational change Programme/Portfolio management
HR Deputy Director - Level 7 (Fellow)	CIPD Qualification - Fellow	Communicating and Influencing Making Effective Decisions Leadership Seeing the Big Picture Developing Self and Others	Applying complex employment law or employee relations principles Building and managing relationships and partnerships Capability building Driving change through digital technology Using data and evidence to make decisions and influence
Grade 6/7 - Level 5	CIPD Qualification - Level 5	Communicating and Influencing Making Effective Decisions Leadership Seeing the Big Picture Managing a Quality Service	Applying employment law or employee relations principles Building and managing relationships and partnerships Capability building Driving change through digital technology Using data and evidence to make decisions and influence
SEO/HEO - Level 5	CIPD Qualification- Level 5 (willingness to obtain)	Communicating and Influencing Making effective decisions Managing a Quality Service Seeing the Big Picture Working together	Building and managing relationships and partnerships Digital proficiency Using data and evidence to make decisions and influence
EO	Functional skills	Communicating and Influencing Managing a Quality Service Working Together	Using communication and interpersonal skills to deliver key projects Digital proficiency

Section 2

Behaviours Matrix

Legend:
- Changing and Improving
- Communicating and Influencing
- Delivering at Pace
- Developing Self and Others
- Leadership
- Making Effective Decisions
- Managing a Quality Service
- Seeing the Big Picture
- Working Together

	EO	HEO/SEO	Grade 6/7	HR Deputy Director
Casework	Communicating and Influencing Managing a Quality Service Working Together	Communicating and Influencing Managing a Quality Service Delivering at Pace Making Effective Decisions	Communicating and Influencing Managing a Quality Service Seeing the Big Picture Leadership Changing and Improving Making Effective Decisions	Communicating and Influencing Seeing the Big Picture Leadership Changing and Improving Making Effective Decisions Developing Self and Others
Diversity and Inclusion (D&I)	Communicating and Influencing Working Together	Communicating and Influencing Working Together Developing Self and Others Making Effective Decisions	Communicating and Influencing Seeing the Big Picture Leadership Changing and Improving Making Effective Decisions	Communicating and Influencing Seeing the Big Picture Leadership Changing and Improving Making Effective Decisions Developing Self and Others
Learning and Talent	Communicating and Influencing Managing a Quality Service Working Together	Communicating and Influencing Managing a Quality Service Working Together Developing Self and Others	Communicating and Influencing Managing a Quality Service Seeing the Big Picture Leadership Making Effective Decisions Working Together	Communicating and Influencing Seeing the Big Picture Leadership Making Effective Decisions Developing Self and Others

Section 2

Behaviours Matrix

Changing and Improving	Developing Self and Others	Managing a Quality Service	
Communicating and Influencing	Leadership	Seeing the Big Picture	
Delivering at Pace	Making Effective Decisions	Working Together	

	EO	HEO/SEO	Grade 6/7	HR Deputy Director
Organisational Development & Design (OD&D)		Communicating and Influencing Changing and Improving Seeing the Big Picture Working Together	Communicating and Influencing Changing and Improving Seeing the Big Picture Leadership Working Together	Communicating and Influencing Changing and Improving Seeing the Big Picture Leadership Making Effective Decisions Developing Self and Others
Pay and Reward	Communicating and Influencing Managing a Quality Service Working Together	Communicating and Influencing Seeing the Big Picture Delivering at Pace Working Together	Communicating and Influencing Seeing the Big Picture Leadership Making Effective Decisions Managing a Quality Service	Communicating and Influencing Seeing the Big Picture Leadership Making Effective Decisions Developing Self and Others
Policy & Employee Relations	Communicating and Influencing Making Effective Decisions Managing a Quality Service	Communicating and Influencing Making Effective Decisions Managing a Quality Service Seeing the Big Picture	Communicating and Influencing Making Effective Decisions Seeing the Big Picture Leadership Working Together Managing a Quality Service	Communicating and Influencing Making Effective Decisions Seeing the Big Picture Leadership Changing and Improving Developing Self and Others

Section 2

Behaviours Matrix

Changing and Improving	Developing Self and Others	Managing a Quality Service
Communicating and Influencing	Leadership	Seeing the Big Picture
Delivering at Pace	Making Effective Decisions	Working Together

	EO	HEO/SEO	Grade 6/7	HR Deputy Director
Strategic Workforce Planning (SWP) & Resourcing	Communicating and Influencing Managing a Quality Service Delivering at Pace	Communicating and Influencing Making Effective Decisions Seeing the Big Picture Working Together	Communicating and Influencing Making Effective Decisions Seeing the Big Picture Leadership Working Together	Communicating and Influencing Making Effective Decisions Seeing the Big Picture Leadership Changing and Improving Developing Self and Others
HR Business Partner (HRBP)		Communicating and Influencing Seeing the Big Picture Leadership Working Together	Communicating and Influencing Seeing the Big Picture Leadership Working Together Making Effective Decisions	Communicating and Influencing Seeing the Big Picture Leadership Working together Developing Self and Others Making Effective Decisions
HR Operations	Communicating and Influencing Working Together Managing a Quality Service	Communicating and Influencing Working Together Making Effective Decisions Managing a Quality Service	Communicating and Influencing Working Together Making Effective Decisions Managing a Quality Service Seeing the Big Picture Leadership	Communicating and Influencing Working together Seeing the Big Picture Changing and Improving Developing Self and Others Leadership

Section 2

Experience Matrix

	EO	HEO/SEO	Grade 6/7	HR Deputy Director
Casework	Using communication and interpersonal skills to deliver key projects Digital proficiency	Digital proficiency Building and managing relationships and partnerships Using data and evidence to make decisions and influence	Building and managing relationships and partnerships Using data and evidence to make decisions and influence Capability building Applying employment law or employee relations principles Driving change through digital technology	Building and managing relationships and partnerships Using data and evidence to make decisions and influence Capability building Applying complex employment law or employee relations principles Driving change through digital technology Financial literacy Operational Delivery Working in a large/ complex organisation
Diversity and Inclusion (D&I)	Using communication and interpersonal skills to deliver key projects Digital proficiency Data analysis	Digital proficiency Building and managing relationships and partnerships Using data and evidence to make decisions and influence	Building and managing relationships and partnerships Using data and evidence to make decisions and influence Developing and implementing D&I strategies Applying employment law or employee relations principles Capability building Driving change through digital technology	Building and managing relationships and partnerships Using data and evidence to make decisions and influence Applying complex employment law or employee relations principles Capability building Driving change through digital technology Leading on D&I strategies Attracting and retaining/ building teams

Section 2

Experience Matrix

	EO	HEO/SEO	Grade 6/7	HR Deputy Director
Learning and Talent	Using communication and interpersonal skills to deliver key projects Digital proficiency Administration support	Building and managing relationships and partnerships Using data and evidence to make decisions and influence	Building and managing relationships and partnerships Using data and evidence to make decisions and influence Applying commercial principles Capability building Developing and evaluating learning and talent strategies Deployment and succession planning Driving change through digital technology	Building and managing relationships and partnerships Using data and evidence to make decisions and influence Applying commercial principles Capability building Leading on Learning and/or Talent strategies Driving change through digital technology
Organisational Development & Design (OD&D)		Using data and evidence to make decisions and influence Digital proficiency Leading change	Using data and evidence to make decisions and influence Capability building Leading transformation and change Working in a large/ complex organisation Driving change through digital technology	Using data and evidence to make decisions and influence Capability building Leading transformation and change Working in a large/ complex organisation Leading work with board-level stakeholders OD&D consultancy experience Driving change through digital technology

Section 2

Experience Matrix

	EO	HEO/SEO	Grade 6/7	HR Deputy Director
Pay and Reward	Data analysis and applying numerical skills Digital proficiency Using communication and interpersonal skills to deliver key projects	Digital proficiency Using data and evidence to make decisions and influence Building and managing relationships and partnerships	Using data and evidence to make decisions and influence Applying employment law or employee relations principles Building and managing relationships and partnerships Capability building Driving change through digital technology Applying Project Management tools	Using data and evidence to make decisions and influence Applying complex employment law or employee relations principles Building and managing relationships and partnerships Capability building Driving change through digital technology Business Planning
Policy & Employee Relations	Data analysis Understanding employment law or employee relations principles Digital proficiency	Using data and evidence to make decisions and influence Building and managing relationships and partnerships Applying employment law or employee relations principles Applying Project Management tools Digital proficiency	Using data and evidence to make decisions and influence Building and managing relationships and partnerships Applying employment law or employee relations principles Applying Project Management tools Leading transformation and change Capability building Driving change through digital technology	Using data and evidence to make decisions and influence Building and managing relationships and partnerships Applying complex employment law or employee relations principles Leading transformation and change Capability building Applying commercial principles Driving change through digital technology

Section 2

Experience Matrix

	EO	HEO/SEO	Grade 6/7	HR Deputy Director
Strategic Workforce Planning (SWP) & Resourcing	Using communication and interpersonal skills to deliver key projects Digital proficiency	Building and managing relationships and partnerships Using data and evidence to make decisions and influence Digital proficiency	Building and managing relationships and partnerships Using data and evidence to make decisions and influence Capability building Applying expert SWFP or resourcing principles Driving change through digital technology	Building and managing relationships and partnerships Using data and evidence to make decisions and influence Capability building Working in a large/ complex organisation Financial literacy Driving change through digital technology
HR Business Partner (HRBP)		Building and managing relationships and partnerships Using data and evidence to make decisions and influence Digital proficiency Applying employment law or employee relations principles	Building and managing relationships and partnerships Using data and evidence to make decisions and influence Capability building Leading transformation and change Applying employment law or employee relations principles Driving change through digital technology	Building and managing relationships and partnerships Using data and evidence to make decisions and influence Capability building Leading transformation and change Workforce planning and OD principles Driving change through digital technology

Section 2

Experience Matrix

	EO	HEO/SEO	Grade 6/7	HR Deputy Director
HR Operations	Using communication and interpersonal skills to deliver key projects Digital proficiency	Building and managing relationships and partnerships Using data and evidence to make decisions and influence Applying employment law or employee relations principles Digital proficiency	Building and managing relationships and partnerships Using data and evidence to make decisions and influence Driving change through digital technology Capability building	Capability building Leading transformation and change Business delivery focus Financial Literacy Understanding of HR Operations Driving change through digital technology