

Guidance for the adoption of Success Profiles across the GSS

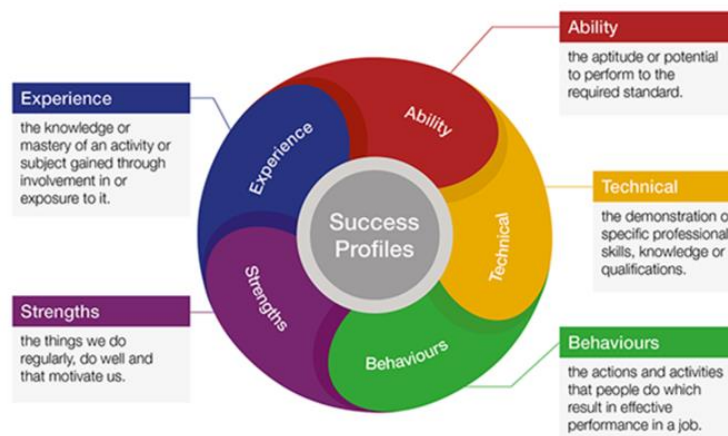
Background

The Civil Service is changing the way it recruits through the introduction of Success Profiles. This guidance sets out the process for external recruitment, internal Civil Service recruitment and badging for StO, HStO and SStO's in the Statistics Profession. The principles can also be applied in Grade 6 and Grade 7 exercises.

The aim is to enable a fairer more inclusive method through the assessment of a range of experiences, abilities, strengths, behaviours and technical or professional skills required for different roles.

What is changing?

- The Success Profile framework moves away from a purely competency based system of assessment. It introduces a more flexible framework which assesses candidates against a range of elements using a variety of selection methods.
- Five elements form part of the framework;



- Civil Service competencies are now [behaviours](#) which are simplified and fewer in number.
- The other elements are [strengths](#), [experience](#), [ability](#) and [technical](#).
- Success Profiles should be viewed as a toolkit to enable more dynamic, role specific interviewing. They should also enable candidates to give a more rounded, authentic overview of themselves

For further information on each aspect of the Success Profile we recommend you refer to published guidance <https://www.gov.uk/government/publications/success-profiles>.

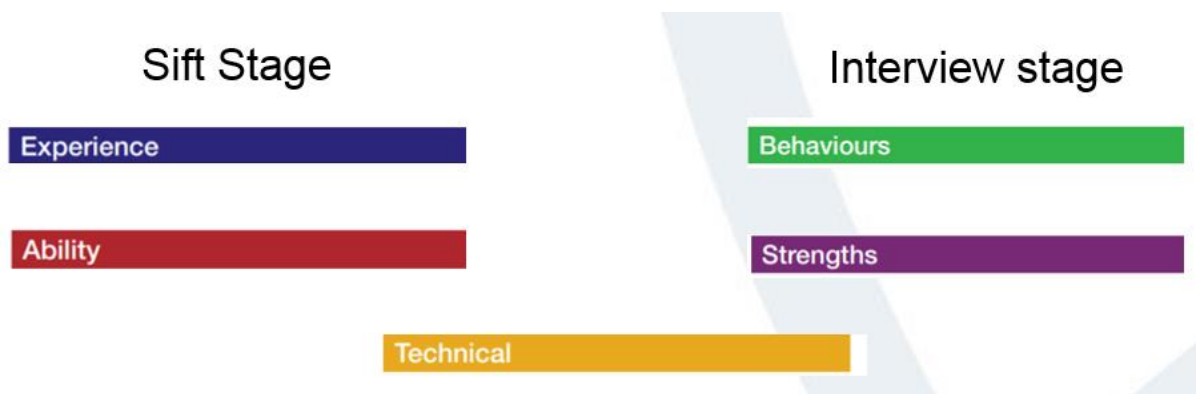
GSS Recruitment and Success Profiles

The introduction of Success Profiles does not impact the [GSS competency framework](#) which aligns to the “[technical](#)” element of Success Profiles.

How do Success Profiles align?

The table below summarises the GSS approach to the implementation of Success Profiles for departmental and GSS Recruitment led campaigns.

Previous GSS Process	Success Profiles equivalent	New GSS process	Change?
GSS Online test and technical test	Ability	Continue with existing GSS online and technical test.	No
GSS professional competencies	Technical	As current.	No
CS Competencies	Behaviours / Strengths	Adopt blended approach through assessment of strengths, ability and behaviour	Yes
Civil Service Situational Judgement test- SStO grade only	Ability	Continue with existing Situational Judgement test	No



GSS Recruitment Led Campaigns

What is tested at the application stage

Applications will be made by CV and Personal Statement.

This means that at sift stage, technical skills, experience and ability can be measured through a Personal Statement mapped to the Person Specification.

For the GSS, ability will be tested through Civil Service Sift Tools:

- GSS Online Test
- Civil Service Situational Judgement tests

What is tested at interview?

Questioning at interview will be a mixture of statistics competencies and Civil Service behaviour questions:

- Situational (future facing)
- Past Evidence
- Strength based

Behaviours Tested across Grades up to SStO

Grade	Civil Service Competency	Behaviour	Change
StO & HStO	Managing a Quality Service	Managing a Quality Service	No
StO, HStO & SStO	Seeing the Big Picture	Seeing the Big Picture	No
StO, HStO & SStO	Leading and Communicating	Leadership	Yes
SStO	Delivering at Pace	Delivering at Pace	No

Statistical Competencies Tested

Competency	Assessment method – GSS led campaigns	Change
Acquiring Data/ Understanding Customer Needs	Interview question	No
Disseminating and Presenting Information Effectively	Presentation or Interview question	Yes
Data Analysis	Interview question	No

Department led campaigns

This guidance aims to ensure standardisation for all entrants to the GSG regardless of entry route. Occasionally Departments may need to run their own recruitment campaigns. If this happens, Departments must ensure that they follow the guidance, structure and requirements for recruitment into the GSG. The process is summarised in the table below and further expanded in the Annexes attached.

Recruitment Approach	Step	Outcome
1. Internal department only exercise (lateral and promotion).	<ul style="list-style-type: none"> • Contact GSS Recruitment to discuss campaign. Receive support, guidance and training standard for GSS Success Profile process. 	Job advert aligns to Success Profiles – Ability, Technical (Statistical Competencies) and Behaviours using the existing testing methods for GSS recruitment.
2. Across Government (lateral and promotion).		
3. External (lateral and promotion)	<ul style="list-style-type: none"> • Decide to advertise role as a department or through GSS campaign. 	<p>Using the specific competencies referred to above, endorsed by GSS People Committee ensures standardisation. However, departments can use alternative competencies if they consider them to be more relevant to their post. GSS recruitment can advise on how to assess other competencies, e.g. by a competency question or presentation.</p> <p>GSS Recruitment will help departments with interview outcome moderation on their campaigns if required.</p>

Guidance

An upskilling programme for GSS, HR departments and existing assessors is being undertaken to support Success Profiles implementation across GSG. All new GSS assessor training for departments from January 2019 will be delivered as Success Profiles.

Further information and detailed guidance can be found on [Civil Service Learning](#).

If you require additional advice or would like to book on the training please contact the GSS Recruitment team gss.recruitment@ons.gov.uk.

Government Statistician Group (GSG) Recruitment Guidance

1. Who is this Guidance for?

This document sets out the recruitment processes undertaken by the central GSS Recruitment team when leading a recruitment campaign seeking new entrants to the Government Statistician Group (GSG) (Annex A). Guidance is also provided for Recruitment Managers within Departments who are leading their own campaigns to recruit new members into the GSG at all grades (Annex B). The GSS Recruitment team uses defined standards to assess a candidate's suitability for entry into the GSG, and only staff who are recruited according to this guidance are considered to be members of the Government Statistician Group.

3. Recruitment Principles

In order to bring the right people with the right skills into the GSG and to develop the cadre of skilled professionals, it is important that members are recruited in a consistent manner. The basic premise for this is covered by five key principles:

1. Minimum entry requirements will apply, as agreed by Heads of Profession.
2. The GSG Competency Framework will be used as the basis for assessment of statistical competence.
3. The Civil Service Behaviours will be used as the basis for assessment of generic ability.
4. Consistent selection methods will apply, which consider a candidate's *potential* to develop and perform against both the GSG Competency Framework and Civil Service Behaviours.
5. An Independent Assessor (usually an external GSG member) will be present to ensure that GSG standards are met.

4. Qualification requirements

For **Statistical posts**, the accepted qualifications are:

- A first or second class honours degree in a numerate subject (2:1 minimum for Assistant Statistician; 2:2 minimum for Statistical Officer) containing at least 25% taught statistical content (e.g. Statistics, Mathematics, Economics, Sciences, Business Studies, Psychology, Geography or similar); or
- A higher degree, e.g. an MSc or PhD, in a subject containing formal statistical training (e.g. Statistics, Mathematics, Economics, Sciences, Business Studies, Psychology, Geography or similar);
- Have worked in a statistical/data science field and are able to demonstrate continuous professional development (via a CPD Log Book) in statistics/data science at the same level as a foundation degree/HND (Level 5) or

- Have achieved or on track to achieve a level 4 apprenticeship including at least 2 years in a statistical/data analysis field in **government** and are able to demonstrate continuous professional development in statistics/data analysis (via a CPD log book signed off by a manager or mentor who are members of the statistical profession).

For **Statistical Data Scientist posts**, the accepted qualifications are:

- A first or second class honours degree in a numerate discipline, computer science or IT equivalent which demonstrates core statistical skills; or
- A higher degree, e.g. an MSc or PhD, in Data Science, Mathematics, Statistics, Physics (this is not a definitive list).
- Have worked in a statistical/data science field and are able to demonstrate continuous professional development (via a CPD Log Book) in statistics/data science at the same level as a foundation degree/HND (Level 5).

Please note - *Please note - candidates may apply in their final year of study whilst they are still awaiting their qualification result, however, formal contracts can only be offered upon confirmation of the achievement of the relevant qualification. In the case of an apprenticeship, this includes completing 2 years work experience in a statistical/data analysis field in **government** as part of attaining the qualification.*

5. Independent GSG Assessors

An Independent Assessor is required to be present for the recruitment of *any non-GSG grade* into the GSG. Independent Assessors will be GSG staff at least one grade higher than the advertised post. They will normally come from another government department or organisation, and it is vital that they have a good knowledge of the GSG. If a Department is unable to source an Assessor from another government department or organisation, they should contact the Head of GSS Recruitment for approval to use an Assessor from a different business area within their department.

Independent Assessors must ensure that:

- relevant standards of the GSG Competency Framework are met;
- CPD requirements are covered, where appropriate;
- candidates are judged on their *potential* to develop and perform against the GSG Competency Framework;
- a GSG approved test is used where required by this guidance; and
- this guidance is being observed.

The GSS Recruitment team holds a list of Assessors and will offer training for new Assessors and refresher training for existing Assessors.

Independent Assessors must:

- be HEO grade or above
- have been in the GSG for at least a year;
- complete civil service Unconscious Bias and Equality and Diversity training;
- attend a GSG briefing or training session before being placed on the list (a specific Fast Stream training session is required before an Assessor can participate in the recruitment of Assistant Statisticians);
- attend a refresher briefing if requested to do so by the GSS Recruitment team following significant changes to the recruitment procedures;
- agree to their names, email addresses and telephone numbers being made available through the GSG Website for Recruiting Managers across Departments to contact;
- agree that their performance may be evaluated, in order to ensure that standards are being maintained. Note that this is already a feature of fast stream assessment;
- have a good knowledge of the GSG;
- be available to undertake sifting for GSS Recruitment campaigns
- be available for at least 5 days of interviewing a year.

6. Civil Service (CS) Behaviours and GSG Competency Framework

Civil Service behaviours should be used in conjunction with the GSG Competency Framework to ensure that candidates meet the appropriate competencies at the required Level/grade for the post.

The number of competencies required from each framework will depend on the requirements of the exercise e.g. recruitment/promotion/badging.

See Annexes attached for more details.

7. Annexes to support this guidance

- Annex A – external GSG recruitment managed by GSS Recruitment team
- Annex B – external GSG recruitment – Managed by Departments
- Annex C – badging exercises
- Annex D – promotion exercises

Annex A - External GSG recruitment Campaigns – Managed by the GSS Recruitment team

Statistical Officer (StO), Higher Statistical Officer (HStO), Senior Statistical Officer (SStO), Statistical Data Scientist (SDS), Higher Statistical Data Scientists (HSDS) and Senior Statistical Data Scientist (SSDS)

All grades of Statistical Officers or Statistical Data Scientists up to SEO grade are mainly recruited centrally via the GSS Recruitment team on a continual basis. GSS Recruitment is responsible for running the schemes which test candidates' statistical/data science knowledge as well as their generic (core) capability. All panel members must be at least one grade higher than the advertised post. An Independent Assessor is required and the interview assessment should consist of:

- an online multiple choice statistical test
- Civil Service judgement team (SStO grade only)
- a dissemination test/presentation
- an interview.

Candidates are required to provide evidence against the criteria for the person specification contained within the advert relevant to the grade being recruited.

Evidence from across the five pillars (Helpful, Innovative, Capable, Efficient and Professional) will be pulled out during interview, e.g. evidence will be sought on a candidate's capability and/or their potential to apply statistics in an innovative way.

Assessors are looking to confirm that:

- StO and SDS candidates are demonstrating the potential to achieve Level 1 of the GSG Competency Framework within their first year; and Level 2 of the Civil Service behaviours.
- HStO, SDS, SStO & SSDS candidates are demonstrating Level 2 GSG competencies and Level 3 of the Civil Service behaviours.

All recruitment exercise must comply with this approach/guidance.

Temporary Statistical Officers (TSOs)

TSOs can be employed on a fixed-term basis for 51 weeks. There are two recruitment routes for TSOs and the GSS Recruitment team manage the pipeline on behalf of Departments. The entry routes are:

- Either- Applicants apply via a fair and open StO external exercise but fail to meet the required standard and fall short by scoring one '3' in either of the technical competencies or Civil Service behaviours
- Or- Applicants apply via an advertised TStO campaign managed by the GSS recruitment team. They undertake the GSS online test and then have a 'light touch' telephone interview undertaken by 1 HStO and 1 member of the GSS recruitment team.

Annex B – External Recruitment Campaigns– Non GSS Recruitment Managed Recruitment Schemes

Occasionally Departments may need to run their own recruitment campaigns. If this happens, Departments must ensure that they follow the guidance, structure and requirements for recruitment into the GSG. All panel members must be at least one grade higher than the advertised post. **Departments must seek sign-off of their bespoke recruitment process with the Head of GSS Recruitment before they commence to ensure that standards are being maintained.**

Departmental Recruitment of: Statistical Officers, Higher Statistical Officers, Senior Statistical Officer(SStO),Statistical Data Scientists(SDS), Higher Statistical Data Scientist(HSDS) and Senior Statistical Data Scientist(SSDS)

Departments should use the central schemes to recruit entrants. If Departments run their own recruitment campaigns for these grades, they should follow the requirements outlined in Annex A for recruiting Statistical Officers and Statistical Data Scientists from EO- SEO grade and seek sign-off of their planned procedures with the Head of GSS Recruitment before commencing.

Departmental Recruitment of: Grade 7/6 Principal Statistician and Grade 7/6 Statistical Data Scientist and above

The GSS Recruitment team does not presently offer a central recruitment service for these grades. When directly recruiting for G7/G6, Departments should ensure there is an Independent Assessor involved and the interview assessment consists of:

- an online multiple choice statistical/numeracy test;
- a dissemination test/presentation
- an interview.

It is expected that the recruitment will focus on the three statistical strands:

- Acquiring data/understanding customer needs;
- Data analysis; and
- Presenting and disseminating data effectively
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Evidence from across the five pillars (Helpful, Innovative, Capable, Efficient and Professional) will be pulled out during interview, e.g. evidence will be sought on a candidate's capability and/or their potential to apply statistics in an innovative way.

For Grade 7 and Grade 6 recruitment, Assessors are looking to confirm that candidates are demonstrating the required level of competence as set out at Level 3 of the GSG Competency Framework.

Departmental Recruitment of: SCS Statistician/SCS Statistical Data Scientist

The GSS Recruitment team does not presently offer a central recruitment service for these grades and each exercise will require bespoke treatment. When recruiting SCS Statisticians and SCS Statistical Data Scientists departments should ensure there is an Independent Assessor involved and the interview assessment consists of:

- a presentation; and
- an interview.

For entry into the profession, at more senior grades such as this, it is expected that the recruitment will focus on the three statistical strands:

- Acquiring data/understanding customer needs;
- Data analysis; and
- Presenting and disseminating data effectively

Evidencia across the five pillars (Helpful, Innovative, Capable, Efficient and Professional). Assessors should adjust their interviews in line with the expectations of the grade as outlined in the GSG Competency Framework and Civil Service behaviours.

Any SCS Statistician and SCS Statistical Data Scientist (or equivalent) exercise must comply with this approach/guidance.

Annex C- Badging Exercises

If Departments recruit staff to statistical posts who have been recruited outside of the standards described in the GSS Recruitment process they will be required to sit a “badging board” to gain recognised membership to the GSG.

There is the requirement for staff to hold the same qualifications/experience as for external GSG entry requirements. Badging boards are run quarterly at EO- G7 levels by the GSS Recruitment Team. If Departments need to run their own exercises outside of this schedule they must contact the GSS Recruitment team to ensure the appropriate testing materials are used.

Badging follows similar principles as when recruiting directly into the GSG, i.e. the minimum qualification requirements and the requirements for the interview process are very similar.

Requirements for a badging board

- Online multiple choice test
- Dissemination test
- Presentation
- Interview
- Assessment against the appropriate level of the GSG Competency Framework

There is no requirement to assess candidates against the Civil Service behaviours. competencies.

Assessors for Badging boards

The assessment panel must consist of at least two Statisticians/Statistical Data Scientists, one of which should be independent, and at least one grade higher than the grade being assessed.

Independent GSG Assessors

An Independent Assessor will normally come from another government department or organisation, and it is vital that they have a good knowledge of the GSG. If a Department is unable to source an Assessor from another government department or organisation, they should contact the Head of GSS Recruitment for approval to use an Assessor from a different business area within their department.

Staff wishing to return to the GSG

GSG staff are free to take up posts outside of the profession for up to five years, but are required to maintain their CPD Log books during this time so as to demonstrate their continuous professional membership.

Where GSG staff have worked outside the profession for more than five years, they are required to be ‘re-badged’ on their return to the profession. This is to ensure that standards are maintained.

Annex D- Promotion Guidance

This guidance sets out the principles and processes for Departments wishing to undertake a promotion campaign for those already in the Government Statistical Group (GSG).

Promotion Principles

In order for staff to retain their GSG membership and for the GSG to develop the cadre of skilled professionals, it is important that members are promoted in a consistent manner. Namely:

- The GSG Competency Framework will be used as the basis for assessment of statistical competence;
- The Civil Service behaviours will be used as the basis for assessment of generic capability;
- Consistent advertising and promotion methods will be applied to ensure that candidates are able to provide evidence against both the GSG Competency Framework and the Civil Service behaviours; and
- An Independent Assessor (usually an external GSG member) will be present for Grade 7, Grade 6 and SCS boards.

Independent GSG Assessors

When existing GSG members apply for promotion to Grade 7, Grade 6 and SCS an Independent Assessor is required for interview panels.

Independent Assessors will be GSG staff at least one grade higher than the advertised post. They will normally come from another government department or organisation, and it is vital that they have a good knowledge of the GSG. If a Department is unable to source an Assessor from another government department or organisation, they should contact the Head of GSS Recruitment for approval to use an Assessor from a different business area within their department.

GSG Competency Framework and Civil Service Behaviours

Civil Service behaviours should be used in conjunction with the GSG Competency Framework to ensure that candidates meet the appropriate competencies at the required level/grade for the post.

The number of GSG competencies and CS behaviours required will depend on the requirements for the post(s) and can be decided by Recruiting Managers. The recommendation is that the mix of competencies and behaviours does not exceed 6 in total.

The Promotion process – by Grade

Promotion to Higher Statistical Officer (HStO) or Higher Statistical Data Scientist (HSDS)

Requirements

- Interview – will be looking for evidence against the competencies required for the post
- Must be assessed against Level 2 of the GSG Competency Framework
- Must be assessed against the HEO grade, level 3, of the Civil Service behaviours
- CPD Log books should be provided to the recruitment interviewers to provide assurance that the candidate is maintaining their professional development
- *an Independent Assessor is not required; and*
- *a test is not required.*

Promotion to Senior Statistical Officer (SStO) or Senior Statistical Data Scientist (SSDS)

Requirements

- Interview – will be looking for evidence against the competencies required for the post.
- Must be assessed against the ‘higher level’ competencies set out in Level 2 of the GSG Competency Framework (in blue italics).
- Must be assessed against the SEO grade, level 3, of the Civil Service behaviours.
- CPD Log books should be provided to the recruitment interviewers for assurances that the candidate is maintaining their professional development.
- *an Independent Assessor is not required; and*
- *a test is not required.*

Promotion to Grade 7 Principal Statistician or Grade 7 Principal Statistical Data Scientist

Requirements

- Interview – will be looking for evidence against the competencies required for the post.
- An Independent Assessor must be present at interview (at least G6 or above).
- Must be assessed against the competencies set out in Level 3 of the GSG Competency Framework.
- Must be assessed against the G7, level 4, of the Civil Service behaviours
- CPD Log books should be provided to the recruitment interviewers/Independent Assessor for assurances that the candidate is maintaining their professional development.
- *a test is not required.*

Promotion to Grade 6 Principal Statistician or Grade 6 Principal Statistical Data Scientist

Requirements

- Interview – will be looking for evidence against the competencies required for the

post.

- An Independent Assessor must be present at interview (at least SCS1 or above).
- Must be assessed against the higher level competencies set out in Level 3 of the GSG Competency Framework (in blue italics).
- Must be assessed against the G6, level 4, Civil Service behaviours
- CPD Log books should be provided to the recruitment interviewers/Independent Assessor for assurances that the candidate is maintaining their professional development
- *a test is not required.*

Promotion to the SCS

Requirements

- Interview - will be looking for evidence against the competencies required for the post.
- An Independent Assessor must be present at interview (at least SCS2 or above)
- Must be assessed against the SCS Civil Service behaviours.
- The GSG Competency Framework does not yet set out the SCS level competencies. Advertising line managers will be required to devise their own specific competencies for the post.
- *a test is not required*