



SUCCESS PROFILES ACROSS THE CIVIL SERVICE – Q&A	
Question	Answer
Why is it that someone who is brilliant at their job but cannot write a good CV is left behind. Is this really getting the best people into jobs?	I have seen large numbers of colleagues promoted under this system. However, if large numbers of people apply, then competition is tough. Please keep trying as everyone is talented. Ask you manager to assist you.
Is experience not enough for someone to get promotion? Why do we have to be able to 'embellish' an application form in order to get ahead.?	This is the current recruitment process and it looks at behaviours which result in effective performance in a job. Recruiting managers will choose a selection of elements which are best suited for the specific job role. Keep applying.
Why is there such inconsistency over marking applications? Feedback is not given in lots of cases to enable improvement to the application	Vacancy holders must follow guidance for sifts and feedback. My experience is there is a much more consistent marking of applications under this new process.
What evidence do we have to confirm that using success profiles is a fairer process for all candidates and is an effective method for recruitment?	Early evidence after reviewing data for 13,000 colleagues using new process is very encouraging.
Can we make feedback compulsory (decline or successful applications) in a recruitment campaign (not just a rating number/no feedback)? Even just a sentence?	The guidance on feedback is clear. However, I will forward your suggestion onto central recruitment teams.
The current interview system based on your 'instant reaction' favours those with the 'gift of the gab', not necessarily those who are best for the job!	The new process can ask for experience to be highlighted during presentation or asking you new strengths questions to emphasise things you do regularly, do well and that motivate you
How are you supposed to move up a grade, if you've never had the opportunity to demonstrate those abilities of higher-grade skills profiles?	Ask your manager to let you deputise for them or take on new project/s. you may have transferrable skills to demonstrate abilities.
Why is there so much variation in the interpretation of success profiles between departments. I can score Delivering at Pace 6 for one role, 2 for another!?	There should be consistency as it is the same process across Civil Service. However, vacancy holders can look for different elements within job descriptions.

What is the real difference in the move from Competencies to Success Profiles? Am I the only one who thinks that this is just a re-branding of the same thing.	Deliberate move away from competency-based system of assessment. More flexible framework which assesses candidates against a range of elements using variety of selection methods. This will give the best possible chance of finding the best person for job.
Many roles now ask for behavior, technical and personal statements - which is a lot of words and a lot of effort. Wasn't it supposed to be a simplified process?	Different jobs can ask for different elements like experience, technical etc. I have seen job descriptions looking for two behaviours only and interview only if required.
From my own experience, it is evident that success profiles are being used inconsistently throughout the Civil Service. Is anything being done to look at this?	Human Resources teams constantly review this new process e.g. Audits.
It takes a huge amount of time and effort to apply for another role. Surely, after all of that effort full feedback should be given, not just a mark	There are no plans to change feedback process, but I have asked central HR to consider this idea.
I feel it's unfair for those who are not good at expressing/selling themselves but good at doing actual job.	Ask your manager or a mentor to assist you to realise your potential fully.
How is it fair that you can apply for a job you're already doing (well), fail at interview due to nerves, ignoring experience & ability!?! It's disheartening	Please keep trying and ask manager for support with mock interview etc. most people I know get very nervous at interviews.
I had to leave my last job/department/sector that I loved of 10yrs because I couldn't pass the online test for CS behaviours for a promotion. Is this fair?	I fully understand and hopefully you did some practice tests but please keep trying. Lots of people are applying for jobs currently.
One of the most frustrating things in the civil service is having to move around to get a promotion / pay rise. How are do we ensure viable progression-in-post?	In the private sector I had to move roles and I have 3-year plan to keep developing whilst staying in current role. Most people I mentor stayed in same job and have been successful in gaining promotion.
I think we need more support for those wanting to go from SEO to Grade 7, as there is a significant change in mentality that is being sifted for - leadership.	Ask your manager or a mentor to assist you to realise your potential fully. I found moving from SO to G7 a welcome challenge and big step up. Relish the challenge and go for it.
Under the current working from home arrangements, what do you recommend as an alternative to job shadowing where colleagues want to further their careers?	I invite colleagues to shadow me virtually on senior leadership events. Colleagues have shadowed me on Regional Centre virtual meetings and provided positive feedback.
Feedback is often only given if you attend an interview. Could we also make it compulsory for the written stages?	This is very difficult with numbers involved but I will forward on your suggestion.
The system is still wildly inconsistent. I have used examples for identical and similar jobs and have had score ranges from 2 to 7. Thoughts?	Guidance and sifting processes are in place to help ensure consistency with scores. My experience is the scoring is much more consistent now.

How are those who struggle with severe anxiety able to pass interviews when often questions are unrelated to application form? More than capable but miss out!?	I have suffered with severe anxiety and I worked hard to just do my best. Please keep trying and practice with mock interview. Strength questions if required are designed to allow you to highlight things you do regularly, do well and that motivate us.
Can you give us some more examples of strength questions? This would be really useful to hear how they're phrased.	Confident - How confident are you at saying no, when you know that is not what they want to hear? How do you inspire others? Explainer – can you give an example of a time when you had to change your communication style to aid someone understanding?
Tried to ask for sift feedback from OGD. Some point-blank refuse saying against policy/procedure! So how can we ask panels for help/improve?	Lots of people asking for more feedback so I will ask central HR on your behalf.
As a long serving manager, I feel we have over complicated the approach.	Thanks for your feedback. Selectors can really simplify recruitment process by just including two behaviours & interview if required.
I put a lot of effort into my applications, checked by a 'sifter' Still failed. Marked as a 3 on each of them. No feedback. Why should I even bother in future	Please keep trying, if 90 apply for one post you want strong examples that stand out and get you to interview if required.
How do we know what to include in the CV and what to include in the Personal Statement please? How do they score your background and CV? Is CV compulsory?	Help and support available on Civil Service learning on CV and Personal Statement writing including how these are scored as part of the application process. CV usually required if experience element within job description.
Is there anywhere you can obtain examples of typical strength questions in order to start preparing	I listed several within my presentation. The slides have been made available. Typical examples include influencer – can you tell me about a time when you implemented change? Authentic – What do you like least about your job?
Success Profiles are just another name for Competencies.	Incorrect as there are five different elements - experience, technical, behaviours, strengths and ability.
Can you explain why when applying for the same role I do now at the grade above, I'm told I don't score highly enough - even though I do the job very well now!	It would be good to look at the scores the selectors gave you so that we can improve your personal statement examples and strengthen your CV if required.
Very poor connection spoiling the event	Unfortunately, due to high numbers participating in Civil Service Live, some people have experienced connectivity issues.
Will this session be available anywhere after today?	PowerPoint slides have been made available.
Regarding education, for those of us who perhaps left school 30+ years ago what is the relevance/importance of education that finished so many years ago?	I left school thirty years ago and still am learning so please prepare development / learning plans.

How are individuals supposed to progress when adverts state that they will only consider people that hold the substantive grade? Frustrating for aspiring people	That is not always the case so keep looking out for promotion opportunities.
What are the marking criteria in success profile mode of recruitment? Is it shared with applicants at the outset to assist in writing the profile? If not, why not?	It is prepared by selection panel before sifting and interviewing. This is not shared beforehand as per due process.
Why is it allowed that the recruiting departments are still not being inclusive - IE writing job descriptions for a specific person and not being open and fair?	It should be open and fair competition - you should highlight transferrable skills. I have seen DWP investigators and police officers applying for HMRC Fraud teams.
Too often an overall score is given without specific scores for behaviours. For someone looking to progress their career, this is essentially useless.	I would phone the vacancy holder to see if they will share some additional feedback.
Will this talk be available to listen to at a later stage?	Yes, this has now been made available.
This system sounds just like competency-based recruitment. Someone who can 'talk the talk' progresses, but those who can 'walk the walk' often get left behind.	The process has changed as behaviours are modernised and updated. Strengths added if appropriate to emphasise things you do regularly, and experience is knowledge of activity or subject.
Good session but would have liked to have seen some examples of good and bad answers	Thanks for your feedback. Time for the specific presentation was restricted, I will be taken into account for future presentations.
Why have we changed from competencies to behaviours/success profiles	The Civil Service has changed the way it recruits to make it modern, fairer and more inclusive.
There is disparity between Civil Service Departments (and within internally) in applying the success profiles process. What plans are there to address this?	The Civil Service process is exactly the same for all recruitment now and human resources will conduct audit reviews to ensure consistency.
So many jobs applications have essential criteria? This stops people applying who would like to move into that area. Training is rarely offered? Very unfair	As a HR Business Partner, I critically review if essential criteria are required or not. More often than not, it is not required.
Sam is presenting as a "real people person" - responsive, lots of empathy and sharing his experience.	Thank you for the positive feedback.
Managers have not been given the training to professionally sift or interview. This will undermine the appointment process	It is crucial all vacancy holders and selectors complete required learning before sifting / interviewing.
I keep losing the live stream, will the videos be uploaded to review later?	Apologies, video now available.

Why is there not better training? Plenty competent colleagues who could change role/dept not having the chance due to criteria being so specific	The Civil Service Learning is really good in my view and selectors should be looking for transferrable skills to give everyone a fair chance.
I am sorry but the inconsistencies are rife. More work needed to look at it. Different scores on same examples for the same job. Massive differences.	I have found this new process much more consistent and the majority of feedback I have received is that staff like this new process.
What advice would you give to someone seeking development to strengthen behaviours and skills, but their manager says no development opportunities are available	Seek a mentor and ask them for suitable development opportunities as well as to continue to ask your manager for support.
What's the difference between personal statement and behaviours? given that you are putting the same information twice.	I would use the information to highlight as many different behaviour examples to show strength and depth.
SO you agreed the success profile gives favour to those who are clever enough to play with words but one with skills is ignored.	I disagree as experience is a crucial element that can be considered by the selection panel as well as behaviours, strengths, ability and technical.
I think the whole system is over complicated and off putting	The vacancy holder can actually really simplify the whole process by just maybe having two behaviours at sifting stage and no interview required.
A bit too generic - need more detail on how to write a personal statement - and to see some examples.	Add Civil Service Success Profiles to your development plan and ask your manager to see some examples.
Would have been more useful to show how to get examples from a 3 or 4 to 5 or 6 rather than just reading through the success profile pack that's already online	Aim was to give a basic introduction as this is a new process just rolled out across the Civil Service.
I'm glad it's not just my ineptitude with IT not being able to see a poll!	Apologies
How do we stop a recruitment culture in some departments where it is immediately difficult to get into without prior experience?	Highlight your transferrable skills and ask the vacancy holder for their views. For example, I have seen police officers applying for fraud investigator jobs in HMRC.
How is cross government consistency achieved with success profiles? Is there any moderation as the training is exceedingly patchy.	There are regular audits to ensure consistency.
Why are questions asked at interview sometimes so irrelevant to the role? Can spend hours on CV/Comps then fail at interview even when fully capable??	They should not be irrelevant questions as the selectors should be looking for behavior or strength-based responses etc.
Feedback Scores should be given even if not successful to allow for tweaking and improvement for next time.	Feedback Scores should be given even if not successful to allow for tweaking and improvement for next time.

How do we gain access to the 6 hour training session?	Full training session available on Civil Service Learning.
How should a personal statement be structured? i.e. should you bullet point each essential criteria point and use STAR under this	I tend to write paragraphs highlighting behaviours using STAR and other appropriate information e.g. essential criteria
Can there be a course helping us to write the behaviours? It's all very well saying 'follow STAR' but actually doing it is another matter. Not all LMs are good.	Seek a mentor for their advice as well as speak to your manager.
Please explain at what mark you get an interview - It seems to vary with every application?	Every sifting or interview panel set their own minimum score or benchmark that each applicant must reach to allow them to progress to the next stage.
Competencies is very subjective. One civil service so should be same grades and same approach for jobs. One dept does tests, one dept wants 2 years of par	Competencies have been replaced by behaviours and there is now an improved Civil Service process. Vacancy holders can decide which key elements are in different jobs.
I'm an interviewer and we don't have enough direction on scoring consistently.	Thanks for your feedback. I will take this forward.
Don't think ability is measured by psychometric tests - I would have failed at jobs I am fully capable of	It highlights the strongest candidates with aptitude or potential to perform to the required standard.
Where are the training videos you referred to available?	These are on Civil Service Learning.
Sorry but the advice to "get yourself on a sifting panel" if you have no experience is totally unrealistic	Everyone is having to learn new process & I then volunteered for panels
Is there a list of practice strength-based questions to help prepare for interviews?	Please see help and support available through CS Learning
My manager does not help me, she only helps others - it depends if your manager wants to see you in a higher role, if she doesn't see you as her equal	Please see help and support available through CS Learning. You can chat to managers manager to seek other support options.
Why do some Job specs appear to be written for someone who is already filling perhaps on Temp promotion	That should not happen as we need to ensure open and fair competition.
A lot of adverts ask for essential experience, how can you move into another area if you can't get the experience in the first place.	Highlight transferrable skills or a willingness to work towards gaining essential experience.
I think it is difficult as some people generally do not do well with writing CV'Ss, doing interviews etc but are highly competent in doing the job	If you are highly competent in doing the job you will have strong behaviours and strengths as well as experience to write a strong CV and personal statement.
At the AO/EO level there isn't the management support that there is at G7 upwards	There should be the same support across all grades.

Do you have a recommended CV template?	No as Civil Service did not want to be prescriptive
What suggestions do you have for frontline staff with limited work autonomy or opportunities (example driving examiners) to gain strong, interesting examples?	Ask manager or mentor for an additional project to be taken on.
Can you provide guidance personal statement, it seems very vague as to what I should be writing in there	Personal statement is usually highlighting Civil Service Behaviours required.
The application system and the art of writing them is complex and time consuming. Would it not be more efficient to simplify them?	No plans to change new process and talented staff can adapt quickly.
Is there anywhere to look for learning more about how to pass the Civil Service Situation Judgement Test? I keep failing this stage...	Practice on the different tests available on Civil Service Learning
Is there anywhere we can see a breakdown of what they're looking for at grade level? Like the old competencies had?	The detail is in the Civil Service Behaviours for all the different grades.
Who do we go to for mock interviews from people who know how to sift on Success Profiles	Your manager or mentor is a good starting point.
How are you meant to write a personal statement using STAR for words counts of (250 - not enough) or 1200 words (an essay!)?	If the personal statement is looking for 1200 words, it is usually looking for several behaviour examples; for example, 3 behaviours at 400 words roughly each.
Interviews/tests make me very anxious how do we overcome this?	Practice and do some mock interviews with your manager or a mentor.
Are there any other examples you can give of strength-based questions that may come up on the interview?	Confident - How confident are you at saying no, when you know that is not what they want to hear? How do you inspire others?
If there is a personal statement, behaviours and previous skills what should I put in each? Can be a bit repetitive?	Use all the space and words available to highlight required behaviours & experience - showing typical strong behaviours etc.
Feedback from an interview for SO stated I should have rung them for more information on the role first. I thought it was supposed to be anonymous?	I usually advise candidates to phone vacancy holder beforehand, but this is not essential. You can ask questions at virtual interview.
How many examples do you need in your personal statements please?	Depends on job description and number of behaviours required. I have seen three examples for three behaviours as well as three examples for four behaviours - each example hitting every-one.
I always find it easier to read through someone else's examples and help them write their application than my own! I struggle to think of my own examples	I find it helps me to write down my three key strengths on day one. Then write down a further 27 on day two. On the third day I wrote strong behaviours for strongest three & got mentor reviews

I find I have to waste words explaining non-CS context as that's where my experience is. Any tips?	Think the independent person on panel may need to understand more complex examples but as experienced selector trust them.
Do you think there's enough consistency across government when it comes to the sifting process?	It is still a new process, but my experience is telling me after reviewing data from 13K applicants that this is improved process.
How do I access the best mentors to help with application forms	There is an HMRC mentoring scheme which can be accessed via the personal page/profile on the intranet (Org Chart).
What is the process of getting a mentor.	As above and ask manager for mentor schemes in your dept.
A 10 day turn around to write a specific cv/statement/competencies all while working full time isn't easy!	Agreed but you have to make time for your career progression, and you can do a lot of the preparation beforehand e.g. write CVs etc.
Poor signal disrupted presentation and key elements were lost.	Apologies. Slides have been made available.
Are the Staff that are marking the applications experienced? Do they have any training?	Yes, and I completed six hours training and it was excellent.
Most applications I've attempted have not been CV but statements. How do I write the statement to show my success profile?	Personal statement is usually highlighting Civil Service Behaviours required
I have had an interview that was on success profiles, however there was no difference to an interview with competences, it was still ...tell me when you	Usually in my sifting panels we have three behaviour examples and two connected strength-based questions for each behaviour. I also sometimes test experience via presentation on their experience.
There is no more consistency now that there ever was.	During my 89 workshops thousands scored examples same score.
You have mentioned support and training available in applying for jobs and developing ones-self. How do we get access to this and projects	Ask your manager as staff I mentor as valued and rewarded in current roles but took on a couple of projects to really stand out.
On a couple of occasions I have received a 4 for the lead competency but have not got an interview. There seems to be no consistency	Sometimes short sift on lead behaviour or experience is carried out with a min score set. If you do not meet min score then you are sifted out at that stage (usually large number of candidates apply)
You suggested getting a mentor, how can we go about and do this?	There is an HMRC mentoring scheme which can be accessed via the personal page/profile on the intranet (Org Chart).
How can I get on the sifting panels?	Let your manager know that you are interested in being on sifting panels.
What would you recommend for someone trying to get into the HR field within Civil Service but has no prior experience?	Shadow HR colleague or you can complete specialist HR qualifications like CIPD so that you have the required technical knowledge to apply.
Would you still use STAR if personal statement is only 500 words?	Yes, as you are highlighting strong behaviours.

How would you deal with autistic applicants who are likely to be disadvantaged by the style of questioning during interview?	Someone who couldn't maintain eye contact during interview discussed with the panel beforehand and suitable allowances were put in place and the individual got the job.
Would you recommend using multiple examples within a personal statement or just one detailed one?	Personal choice but if selectors looking for 3 behaviours, most colleagues tend to provide 3 examples.
Would you still use STAR if personal statement is only 500 words?	Yes, as you are highlighting strong behaviours.
Where can I find strength-based questions?	Different panels use different strength-based questions. For example, Confident – How do you inspire others? Authentic – What do you like least about your job? Resilient – What would your worst critic say about you?
When asked to write behaviours and a personal statement, do you not end up repeating yourself? should the personal statement be more about you as a person?	You should concentrate on providing strong behavior examples within the personal statement.
As a modest person how can I sell my achievements/successes better?	Think about key achievements you and your manager discussed during 121's and ask manager or mentor to assist you.
Can you give more examples of behaviour examples and strength-based questions?	Strength based questions include Influencer – Can you tell me about a time when you implemented change, bringing your team on board? Explainer – Can you give me an example of when you had to change your communication style to aid someone's understanding?
Why doesn't CS include input / recommendation from current Manager as part of selection for promotion?	This used to be the case but changed as we trust candidates to highlight their own successes, strong behaviours / experience etc.
If there was a real event, there would be less questions on Slido and more time to write notes - everything is too fast,, :(Apologies but you can view presentation again and make additional notes after viewing slides as well as speaking notes.
It's a shame that new system now requires so much from candidate - CV, behaviour statements, personal statement, experience statement yet little feedback given if any	Vacancy holders can use different elements depending upon job description. You do not require to use all elements.
Many colleagues I know look at the expected word-count that will be needed for an application before deciding if they want to take the time to apply.	Thank you for sharing that useful update. If it is job I really would like to be involved in I have pre-prepared behaviours to use as appropriate but ensuring they meet job description requirements.
How long are we held on Reserve list having "met the requirements" in an interview as external candidates (within Defra)? Can we expect it to be for a year?	It depends upon the specific job and if you are on reserve list then well done and it will highlight on letter how long it will last.

What is the difference between old style competence questions and behaviours? Isn't SP the same as the old scheme but with a greater variety of assessments?	It has been modernised and old competences like working collaboratively changed to working together as well as examples of behaviours required improved etc.
Can you give an example of an ideal response for one of the success profiles, e.g. Communicating and influencing, what key points would someone need to mention?	Each example is different for example I have heard great example of changing policy briefing papers across many different government departments based on listening / acting on feedback.
How can I set up a mock virtual interview?	With a colleague like your manager or mentor
Regarding strengths, what should I use to generate the questions? Should the strength-based Q be linked to the behaviours?	Strengths questions asked are mapped to most relevant Civil Service Behaviours - I usually ask two connected strengths
How does someone with minimal work experience demonstrate suitability. What do they use for examples so they are as strong as people with work experience?	You can use transferrable skills e.g. School governor
When completing job history role and responsibilities would you bullet point your career history?	Personal choice but I bullet point my career history
Why is it if someone is working above their grade, seeks to have the job regraded and then has to apply for it - potentially losing a job they love.	We need to have open & fair competition - I have interviewed colleagues on temporary promotion (some got job / some not).
Should we use STAR when responding to strength questions?	No, you highlight three elements -performance, engagement & use
Do you have to have a career plan?	Yes, I have a three-year plan to progress to next level
Sam or K would you mind covering how best to approach strength-based answers at int. Please TY (Martin HMRC)	I use A4 size list of 20 strengths to visualise & select best example
I have had to do a numerical test before and I still don't know why since my job do not require any numerical skills. Are tests matched to the job in question?	Your vacancy holder for specific job advertised should be able to explain reasons why this success profiles element was included.
I've been on a sifting panel and it does give a more all round perspective as to how the overall job application/interview system works.	Agreed as I have been on 100+ selection panels as Independent to ensure fair and open competition.
Can you give advice on how to deal with assessment centres	I relax with coffee beforehand & focus 100% to deliver my best
Are there any plans, to give candidates an option to choose between phone interviews please? Video interviews are extremely unfair to ppl with anxiety	If there are strength-based questions required at interview you need to be able to observe candidates during virtual interview. I get anxious but concentrate on I am at home & not having to travel.
Should the skills section be bullets or paragraphs?	Your choice but I use bullet points
I have tweaked the behaviours. Still not getting anywhere. How can a person improve the behaviours? You can feel stuck	Keep trying and ask your manager or a mentor to assist you.

What would be your advice on gaining experience in a difficult area to access experience, specifically fraud and investigation? Would I need to explore courses?	I interviewed for fraud investigators and candidates highlighted transferrable skills from roles as special police constable, DWP investigators looking transfers into HMRC Fraud team etc.
Could you advise me how I would find a good mentor to improve my CV etc. so I can look to move to the next level?	There is an HMRC mentoring scheme which can be accessed via the personal page/profile on the intranet (Org Chart).
I've been allocated two different mentors over time, but when I've emailed to introduce myself, they haven't replied. How do I find some who wants to mentor me?	There is an HMRC mentoring scheme which can be accessed via the personal page/profile on the intranet (Org Chart).
I score more than 90% in tests but do not pass the interview, any tips?	Keep trying and ask your manager or a mentor to assist you try the practice tests available.
Has the skills process been tested to see if it is appropriate persons who perhaps suffer from Aspergers or similar non typical neuro thought process?	Yes, and selection panel will provide appropriate support
What's a good tip if you can't think of a good detailed example of a time when x happened on the spot in the interview. Use a prepared eg and adapt to suit?	I use behaviour examples that got me to interview & have back-up example
When sifting, do interviewers actually use a CV or personal statement to score in addition to the Behaviour scores, or are these to get a 'feeling' of the person	Definitely used by selectors to score experience element if required
Do you think there are different standard of marking across the different departments? Seems to be hard to move from one dept to another	This is Civil Service success profiles process to be consistent
I agree with one of the previous comments. Success profiles are over complicated and have done nothing to address consistency.	From my experience behaviour scores are much more consistent
How can you perform well at virtual interviews?	Relax and be confident as well as answer the specific questions
Can you use old example which are stronger	Yes, but not too far back as they may ask for recent example?
Are there are any example materials that can be accessed?	Civil service learning is fantastic & you can access fab materials.
Can you give any Tips on how to prepare for spot Presentation? What Interviewer expect?	Understand the business you are trying to join & I usually ask in presentation "what will you deliver in first 100 days in post?"
How could someone find a mentor and can they be from any department?	Yes & mentoring matching scheme can match someone from another govt department. I mentor someone in Foreign office.
I recently did a virtual interview on Launchpad. While recording a question, I accidentally pressed the stop button and so missed the question. Have I failed?	Ask the vacancy holder and be honest as well as ask what options are available in this situation.

How can we go on the panels side? You mentioned to try the sifting?	Ask your manager and add selectors training course onto your personal development plan.
What do you write in your personal statement, if there is a separate section for behaviours?	Great question and I just take it as greater opportunity to really highlight my behaviours in much more detail than just 250 words.
Why do so many unsuccessful candidates who also happen to be on career development postings still get asked to remain in post? Either you're good enough or not.	I have worked closely with colleagues on Future Leader scheme & Senior Leader scheme. Everyone is continuously developing at different stages. As everyone is talented we develop at stages.
When you get to interview stage, should you have another example for each category, or can you re-use the ones that you talked about in your application?	Yes, I tend to use behaviour examples that got me to interview unless score was in my view not high enough when I might use another stronger example but have plan B & plan C.
Are their courses for military staff who are applying for promotion to get help with being interviewed	MOD has HR Business Partners to assist as well as managers.
How do you find the right mentor for you?	Think of your chosen career path & seek suitable mentor
What would be the five things you would make sure you have once you are ready to start writing your behaviours	Hit grade required & ensure it is not too technical (easy to understand). Get someone to proof read & act on feedback. Review.
Please are you confirming that it is bad practice to use same competency example used on the application form during the oral interview?	No, as most people tend to use same behaviour examples, but I have a plan B if interview question asked for more recent example
Does stuff you've done voluntarily add any value?	Yes, as I used example as chairperson of local residents committee
Managers are confidence to even helpful, could there be a central place of expertise in the future	Good suggestion - recommend this to your business area.
What is the best way to approach a senior manager to request them mentor you?	Openness & honesty worked for me as I phoned SCS colleague directly & explained who I was & why I wanted a mentor like them
Why does the civil service not use a points/skill or maybe even a knowledge-based system then building on capabilities for individuals? To allow development	Everyone within Civil service is talented & when I talk to new colleagues from outside Civil Service they mentioned private sector use CV's for highlighting experience & some use strengths
I'm so busy in my work doing the same types of things that there's no time to go off and do something different to get less similar competencies. What do I do?	I had to free up time by delegating some tasks to colleagues at same grade and then do my development course mostly in work time but some of my own time. After exams I took on 2 projects.
How should the content in the boxes for Personal Statement and Skills & Experience differ?	I use behaviour examples within personal statement and then highlight list of relevant skills as well as emphasise experience.
Hi there; do you have to meet every sentence in the Civil Service Behaviour with your chosen example?	It is not a tick box exercise, but I try to emphasise as much as possible within set word count using STAR.

How should we approach the skills and experience section?	I list my specific skills & highlight relevant experience in detail
What should you look to get from a mentoring relationship to help you progress?	My SCS mentor advised me to concentrate on two high profile projects so I lead an in-year reward trial/rolled out success profiles
Can you use a g7 behaviour example when applying for an seo role?	Yes, as that shows stronger behaviours
Is it essential to provide a different example at interview to what you may have used in your application	I usually find candidates use the same behaviour examples and expand information but best to have other examples ready.
Will the recruitment system be reviewed and changed?	Lots of feedback & HR continuously act on it to improve
How do i move from EO to HEO or SEO?	Prepare development plan, set a target e.g. Within 3 years + apply
Nerves get the better of me in interviews. Is this taken into account?	It should be as selectors have been interviewed before and understand what it is like. Relax and use the time very wisely.
Hi when I'm interviewed, I find it difficult to work out which competence there on about, thus I get lost, thus I cock it up, maybe its nerves. Any tips :)	Relax everyone gets nervous, the selectors are there to help. They should explain I will now ask you a behaviour question. Please can you explain a recent example of you seeing the big picture?
Do you need to use the star model when answering questions at the interview?	Use the STAR model for answering behaviour questions at interview. Strengths responses are if you are good fit for role.
If you have unsupportive managers can you seek guidance /support elsewhere?	Discuss concerns with manager firstly but my SCS mentor is fantastic
Do you have to do training to be part of a sifting panel?	I always ensure selectors have completed the new training.
Thank you for a great session. Is there any process in order to select a mentor?	Selecting the correct mentor is crucial - think about your own career path and try to seek a mentor within that profession...
Missed it but how can we address the inconsistent marking? Do OGD use different criteria? E.G 6 for comm and inf in VOA but 2 in MOJ w/o feedback mark?	Vacancy holders can set different scores for behaviours (max 7), strengths (max 4), Experience (max 7), Technical (max 7) & Ability
In strength questions, when asked how much do you agree with this statement, is referring back to behaviours/experiences useful?	No, they are looking your gut reaction to the statement.
I would like to know why you are not able to use past experiences from previous roles elsewhere but only use experience from your correct job	I have seen first-hand colleagues using past experiences from previous roles. I used my experience of running complaint team in private sector as well as public sector in complaint manager role.
Is it always safe to inform your manager about your intention to move to a higher role?	It should be as your performance and development as crucial

<p>Should the process not be attempting to redress the situation whereby long-term colleagues are being left to stagnate in their long-term role?</p>	<p>Success profiles is also used by civil servants looking sideways moves to move into new challenges. I moved twice sideways before getting my dream job as HR Business Partner.</p>
<p>Frustratingly, I cannot find a record of you as I wanted to send an email directly. Could I ask you to contact me jane.noble@dwp.gsi.gov.uk many thanks</p>	<p>Yes, contacted you directly as requested.</p>