

HEIDRICK & STRUGGLES

Company, Position & Person Profile



Ministry
of Defence

Director General, Nuclear

October 2016



Heidrick & Struggles advises client companies on the basis of an exclusive consulting assignment. The following details are for personal review and should be kept confidential.



Welcome message from Stephen Lovegrove

Thank you for expressing an interest in the role of Director General, Nuclear at the Ministry of Defence (MoD).

The UK's independent nuclear deterrent is essential to our nation's security. Since 1969, the Royal Navy has maintained Continuous At Sea Deterrence (CASD), with at least one nuclear-armed submarine on patrol at all times. Sustaining that critical capability is the most significant and wide-ranging of all the major defence tasks. We are now seeking an exceptional individual to become the first Director General, Nuclear in the MoD and lead a new team that will deliver a step-change in the performance of the defence nuclear enterprise.

The new Director General will be the single sponsor for all aspects of the defence nuclear enterprise, with responsibility for nuclear-powered submarines and nuclear warheads across the full cycle - from procurement to disposal - the associated specialist skills and related infrastructure needs. This involves managing an annual programme budget of over £3bn and a forward programme of around £40bn over the coming decade, including building a new class of four Successor submarines, the on-going Astute attack submarine programme, and investing in significant infrastructure upgrades.

The Director General, Nuclear is expected to become the Senior Responsible Owner (SRO) for at least one of the main nuclear programmes, as well as manage the SROs for the other programmes. The defence nuclear portfolio is overseen by the Defence Nuclear Enterprise Board,

which is co-chaired by the MOD Permanent Secretary and the Vice-Chief of the Defence Staff.

A key task will be building up the new multi-disciplinary organisation, strengthening and broadening the existing capacity as the team moves towards full operating capability in April 2017. An essential part of this will be leading the business and culture change needed to undertake the sponsor and intelligent customer roles successfully in a complex stakeholder environment, including establishing confidence in the new arrangements with Ministers, senior military and corporate colleagues, and international allies.

Alongside this, the Director General, Nuclear will be a key member of the senior team supporting the board in making the wider changes needed across the MoD and with industry to deliver the Successor programme, including the establishment of a new delivery body with responsibility for the procurement and in-service support of nuclear submarines.

The successful candidate will have an excellent track record in delivering high-value programmes and considerable experience of handling complex commercial issues. You will need to inspire your new team to make the step-change necessary for the future, have the personal resilience to work on very high-profile issues, and the personal integrity to deal with highly sensitive information.

If you find the challenge set out here an exciting one, and have the skills and experience we are looking for, we hope you will follow up this unique opportunity.

Stephen Lovegrove

Permanent Secretary, MOD

Ministry of Defence

Background

The Ministry of Defence protects the security, independence and interests of our country at home and abroad. We work with our allies and partners whenever possible. Our aim is to ensure that the armed forces have the training, equipment and support necessary for their work, and that we keep within budget.

We have seven military tasks:

- Providing strategic intelligence;
- Providing nuclear deterrence;
- Defending the UK and its overseas territories;
- Supporting civil emergency organisations in times of crisis;
- Providing a defence contribution to UK influence;
- Defending our interests by projecting power strategically and through expeditionary interventions;
- Providing security for stabilisation.

Defence Vision: Defence in a Changing World

Our mission is to protect our country and provide the ultimate guarantee of its security and independence, as well as helping to project its values and interests abroad. To do this we must meet a complex range of threats and challenges in a rapidly changing world. We will always use our influence to reduce the risk of conflict but we must be ready to fight and win on difficult and dangerous operations against determined opposition.

We must adapt to stay ahead, configure our capability to address tomorrow's threats, not yesterday's, build more versatile and agile forces for the future, and ensure our people have what they need to do what we ask of them. We cannot do everything on our own, so we must work effectively with our Allies and partners. And we must spend our budget wisely.

We will continue to ask for a lot from our people, regulars, reserves and civilians, whose privilege and duty it is to defend the nation. We will need the best, proud of what we do together, fairly recognised and rewarded for what they achieve.

Requirements

1. Leadership at every level of Defence, making the right decisions at the right time for the right reasons – and learning from the things that go wrong;
2. Strong Armed Services with a war-fighting ethos and a willingness to adapt, and an effective Ministry of Defence, working together to make Defence as a whole stronger;
3. Modern, innovative ways of doing business, where individuals accept responsibility for decisions and we weed out duplication, red-tape, waste and delay.

We will make all this happen through the Transforming Defence programme to deliver:

- Battle-winning Armed Forces, smaller than before but able to reach across the world and operate across the spectrum - from high-intensity combat to enduring stabilisation activity, who work with each other and with allies, equipped and trained for their task, their families well supported, trusted to shape their own future and manage their own resources within Defence;
- A smaller, more professional Ministry of Defence that supports Ministers in setting clear priorities for the outputs required of the Armed Forces and the Department, and holding them to account for meeting them; supports the Armed Forces to deliver what they are tasked to do; and reports honestly and openly to Parliament and the public;
- A hard-headed approach to what we can afford, now and in the future, getting the most value we can from each pound of taxpayers' money.

In this way we can all be proud to be a part of our great enterprise: defending our nation in a changing world.

The Position

Position Title	Director General, Nuclear
Location	London
Salary	Up to £200,000 per annum, dependent on skills and experience
Key Relationships	<p>Ministers</p> <p>Senior colleagues in MOD and other government departments, especially Cabinet Office and HM Treasury</p> <p>Relevant senior US government civilian and military officials from the Department of Defense and Department of Energy</p> <p>Senior industry representatives</p>
Background	<p>The defence nuclear enterprise provides the strategic nuclear deterrent and nuclear-powered submarines vital for the defence of the UK and its allies and is a central contribution to the NATO alliance.</p> <p>The renewal of the UK's strategic nuclear deterrent is one of the largest projects in Government and the nuclear enterprise required to deliver deterrence is a complex mix of public and private sector entities. The Director General, Nuclear is a new post which will be responsible for overseeing the delivery of a successful defence nuclear enterprise. The role is vital to co-ordinating all the delivery activities across the nuclear enterprise, sponsorship of new and existing delivery bodies and advising Ministers, the Permanent Secretary and the senior military on the delivery of the nuclear programme.</p> <p>The Director General, Nuclear will need to ensure the necessary legislative, regulatory and funding permissions are in place and maintained for the nuclear enterprise and ensure that it delivers in the best possible way, seeking to drive value for money, and in accordance with wider Government aims, such as</p>

apprenticeships, working with SMEs and the wider supply chain.

The Director General, Nuclear reports to the Permanent Secretary. The post holder should expect to engage regularly with Ministers across Government, as well as senior military personnel and officials of HM Treasury and Cabinet Office. They will lead around 150 people in a new structure which is being developed to meet the strategic need for this sponsorship and delivery function.

The Director General, Nuclear currently acts as a Higher Level Budget holder, with an annual budget oversight in excess of £3bn and longer term programme measured in the tens of billions. The Director General, Nuclear will become a Top Level Budget holder in their own right from April 2017.

Specific Responsibilities

The main responsibilities of the Director General, Nuclear are:

- Maintain an overarching coherent strategy for the long-term sustainment of an affordable defence nuclear enterprise to underpin the continued delivery of Continuous At Sea Deterrence. This includes acting as sponsor for the enterprise and allocating and managing budgets across the DG Nuclear portfolio to deliver the UK nuclear deterrence policy set by the Prime Minister.
- Being the Senior Responsible Owner responsible for one or more of the enduring nuclear programme key projects and managing the SROs for the other programmes. The programmes include the Astute submarine programme, the Successor submarine programme and the Nuclear Weapons Capability Sustainment Programme, which controls the Atomic Weapons Establishment at Aldermaston.
- Creating, and then taking sponsorship responsibilities for, the delivery bodies needed for these programmes, initially the Atomic Weapons Establishment, and, subsequently a new delivery body to manage submarine production, in-service support and disposal, as announced in the Strategic Defence and Security Review. It is expected the post holder will establish these bodies during 2017/2018.
- Supporting national-level decision making on nuclear related matters, in the MOD and across Whitehall.
- Supporting Ministers and leading official-level engagement with Parliament, the public and the media on the nuclear deterrent and wider nuclear enterprise.
- Engaging US Government bodies and agencies under the auspices of the 1958 Mutual Defence

Agreement (for which the DG Nuclear will act as UK Principal) and 1963 Polaris Sales Agreement.

- As a member of the MOD's Executive Committee, assisting the Permanent Secretary with the corporate leadership of the Ministry of Defence as a whole. Demonstrating commitment to the principles which this entails and working across Whitehall to influence and shape strategic agendas and contribute to the wider needs of Government.

All of our Directors General are members of the Department's senior leadership team and are expected to play an active role in the corporate management and development of the organisation. We expect all our senior leaders to be:

- **Inspiring** – about our work and its future
- **Confident** – in our engagement with others
- **Empowering** – to allow our teams to deliver

[Civil Service Leadership Statement - Gov.UK](#)

The Person

Essential Skills, Competences and Experience

Candidates will need to be highly credible leaders able to form positive, effective and trusted relationships with people at a very high level in the associated nuclear and defence communities, as well as very senior Ministers, including, if necessary, the Prime Minister. They will need to be able to navigate the various Whitehall institutions as well as design and populate new ones. In addition they will need the requisite style and experience to be effective with select committees.

Specific requirements:

- Exceptional leadership skills with the ability to focus on results, forging a strong team from diverse backgrounds to achieve strategic objectives.
- Proven communication skills with an exceptional ability to influence both strategically and operationally in a complex organisation with senior stakeholders across Government and internationally.
- The ability to set top level direction/vision and manage conflicting priorities.
- A track record of effective international relations, particularly of interest is experience in the USA.
- Excellent commercial acumen, specifically an understanding of major projects and contracts (likely with values measured in multiple billions of pounds).

In addition to the above, whilst not essential it is desirable that the successful applicant also has:

- A strong understanding of the UK's security and nuclear policy context.
- Experience of successful delivery within a rapidly changing environment.
- Experience working closely in/with government institutions where they have helped drive/influence an effective change agenda.

How to apply

Your application should include the following:

- a) A **full CV** with details of relevant qualifications and full employment history. Please include in your CV details of budgets and staff managed as well as achievements relevant to the candidate specification above and your latest remuneration.
- b) A **covering letter** briefly describing your suitability for this position - clearly covering the criteria as outlined in the candidate specification. Please note that an initial sift of applications is made against these criteria and a failure to address any or all may affect your application.
- c) A completed **diversity monitoring questionnaire**. All information will be treated confidentially and will not affect your application in any way.

Applications should be sent, preferably by e-mail, to:

MOD@heidrick.com

Further Information

If after reading the material you do have further questions about any aspect of this appointment please call:

Helena Muir on +44 20 7075 4032

If we cannot answer the question we will identify someone who can and put you in touch, as appropriate.

For further information about the MOD please visit www.mod.uk

Closing Date

Closing Date for applications is **5pm Friday 25 November 2016.**

Process

Heidrick & Struggles will acknowledge your application and advise you of the outcome of the sift meeting. Depending on the number of applications received there may be a second stage sift.

Applications will be sifted to select those demonstrating the best fit with the post. Full details of the final stages of the selection process will be made available to shortlisted candidates after the shortlist has been completed but is likely to involve assessments before a final panel interview.

Heidrick & Struggles will utilise a survey instrument called the Executive Culture Profile™. The Executive Culture Profile™ survey is designed to provide an objective view of the MODs operating culture (attitudes, beliefs and behaviours) and cultural propensities. Through using this benchmark, Heidrick & Struggles are then able to help evaluate the leadership style and cultural fit of potential candidates for this position.

Shortlisted candidates will also have the opportunity to meet with the Permanent Secretary and one of MOD's Ministers before the final selection panel interview to learn more about the role and the organisation. You will be given further details about this after the shortlist meeting.

The final selection panel interview will be held at Main Building, Ministry of Defence, Whitehall, London. You will be advised of the format in advance.

The selection panel will consist of Stephen Lovegrove Permanent Secretary, Ministry of Defence and Isabel Doerty, Civil Service Commissioner who will chair the

process. Additional panel members will be confirmed at a later date to those candidates selected for final interview.

The Civil Service Commission has two primary functions:

- Providing assurance that selection for appointment to the Civil Service is on merit on the basis of fair and open competition. For the most senior posts in the Civil Service, the Commission discharges its responsibilities directly by overseeing the recruitment process and by a Commissioner chairing the selection panel.
- Helping to promote the Civil Service values of Honesty, Integrity, Objectivity and Impartiality, and hearing complaints under the Civil Service Code.

More detailed information can be found at on the Civil Service Commission website:

<http://civilservicecommission.independent.gov.uk>

Indicative Timeline

Please note that these dates are only indicative at this stage and could be subject to change. If you are unable to meet these timeframes, please let us know in your application letter.

The anticipated timetable is as follows:

Advert Closing Date	5pm Friday 25 November 2016
Long List meeting	w/c 28 November 2016
Preliminary interviews with Heidrick & Struggles	From w/c 28 November 2016
Short List meeting	Early December 2016
Assessments	Mid December 2016
Meeting with an MOD Minister	Mid December 2016 – early January 2017
Meeting with Permanent Secretary	Mid December 2016 – early January 2017
Final interviews	Early January 2017

Arrangements for interview

Expenses incurred by candidates during the recruitment process will not be reimbursed by the Department except in exceptional circumstances and only when agreed in advance. If candidates are required to prepare a presentation for their interview, they will be given at least one week's notice of the subject.

Reserve Lists

If we receive applications from more suitable candidates than we have vacancies for at this time, we may hold suitable applicants on a reserve list for 12 months, and future vacancies in the Civil Service requiring the same

skills and experience could be offered to candidates on the reserve list without a new competition.

Equal Opportunities

The MOD is an Equal Opportunity employer aiming for the widest possible diversity in its workforce drawing recruits from every part of the community. Our policy is to provide Equal Opportunity for employment, career development and promotion to all eligible personnel, on the basis of ability, qualifications and fitness for work.

Candidates with Disabilities

The Department is committed to providing equal opportunities for all candidates during the selection process, to enable us to select staff from a diverse pool of talent.

Guaranteed Interview Scheme

As part of that commitment, we will offer an interview to all applicants with a disability, as defined by the Equality Act 2010, who provide evidence of meeting the minimum (essential) criteria necessary for the post, as set out in this information pack.

The Equality Act 2010 defines a person as being disabled if they have a physical or mental impairment which has a substantial and long-term effect on their ability to carry out normal day to day activities.

Should you consider yourself eligible to apply for this post under the Guaranteed Interview Scheme, please complete and submit the appropriate form with your application. .

Alternative Formats

If you wish to receive a hard copy of the information, or in an alternative format e.g. Audio, Braille or large font then please contact: MOD@heidrick.com

If you cannot apply online, please post applications to:

Helena Muir, Heidrick & Struggles, 40 Argyll Street,
London W1F 7EB

Civil Service Recruitment Principles

The Department's recruitment processes are underpinned by the principle of selection for appointment on merit on the basis of fair and open competition, as described in the [Civil Service Commission's Recruitment Principles](#).

If you feel your application has not been treated in accordance with the Recruitment Principles, and you wish to make a complaint, you should contact Angela Pope (at People-CivHR-StratSCSMgmtDHd@mod.uk) in the first instance.

If you are not satisfied with the response you receive, you can contact the Civil Service Commission at:

<http://civilservicecommission.independent.gov.uk/civil-service-recruitment/complaints/>

Terms, Conditions and Benefits

The information offered in this document is supplied in good faith but does not in itself form any part of the contract of employment.

Eligibility

The post is advertised to suitably qualified people in the external market, and on level transfer or promotion to existing Civil Servants and those in accredited Non Departmental Public Bodies.

Please be aware that this post is reserved for UK Nationals only.

Appointment Term

Permanent

Working Arrangements

This role is available for full-time, part-time or flexible working arrangements (including job share arrangements).

Salary

This is a Senior Civil Service Payband 3 role.

The starting salary will be up to £200,000 per annum dependent on skills and experience.

There is also the possibility of earning up to 30% as a non-consolidated, non-pensionable performance-related bonus.

Terms and Conditions

New entrants to the Civil Service and Civil Servants taking up appointment on promotion will adopt the current Senior Civil Service terms and conditions, which came in to effect on 1 July 2013.

Existing Civil Servants appointed on level transfer will retain their existing terms and conditions.

Location

Main Building Ministry of Defence, Whitehall, London

Relocation costs will not be reimbursed.

Travel Required

Regular travel to other locations will be required. All work related travel and subsistence costs will be reimbursed in line with departmental policy.

Reserved for UK Nationals

Certain posts, notably those concerned with security and intelligence, might be reserved for British citizens.

This post is reserved for UK Nationals.

Security Clearance

Before the appointment of the successful candidate can be confirmed, the Department will undertake background security checks. As part of this, we will need to confirm your identity, employment history over the past three years (or course details if you were in education), nationality and immigration status, and criminal record (unspent convictions only).

The successful candidate must hold or be willing to obtain security clearance to **Developed Vetting (DV)** clearance level before taking up post. Further details of the vetting process are available on request.

Conflicts of Interest

Candidates must note the requirement to declare any interests they may have that might cause questions to be raised about their approach to the business of the Department. They are required to declare any relevant business interests, share holdings, positions of authority, retainers, consultancy arrangements or other connections with commercial, public or voluntary bodies, both for themselves and for their spouses/partners.

The successful candidate will be required to give up any conflicting interests and his/her other business and financial interests may be published.

If you believe you may have a conflict of interest, please contact Helena Muir on +44 20 7075 4032 before submitting your application.

Leave Allowance

The successful candidate will be entitled to 25 days leave increasing on a sliding scale to 30 days after 5 years' service.

In addition to this they are entitled to 8 public/bank holidays plus an additional day for the Queen's Birthday. The leave allowance is pro-rated for part-time staff.

Equality and Diversity

The Ministry of Defence is committed to ensuring equality of opportunity and that all our systems and processes are fair, open and objective.

As an equal opportunities employer we will not tolerate harassment or other unfair discrimination on grounds of sex, marital status, race, colour, nationality, ethnic origin, disability, age, religion or sexual orientation. We will promote and support the use of a range of flexible working patterns to enable staff to balance home and work responsibilities; and we will treat people fairly irrespective of their working arrangements

Under the terms of the Equality Act 2010, we are legally required to consider making reasonable adjustments to ensure that disabled people are not disadvantaged in the recruitment and selection process. We are therefore committed to meeting, wherever possible, any needs you specify in your application. We will also consider any reasonable adjustments under the terms of the Act to enable any applicant with a disability (as defined under the Act) to meet the requirements of the post.

The Department uses the 'two ticks' Disability Symbol, showing it is an employer which has a positive attitude towards applications from disabled people. The Department also offers a Guaranteed Interview Scheme

(GIS) for all disabled applicants. We are committed to interviewing all applicants with a disability who provide evidence of meeting the minimum requirements necessary for the post, as set out in this applicant pack.

To be eligible, your disability must be within the definition laid down in the Equality Act 2010. A disabled person is defined by the Equality Act 2010 as someone who has a physical or mental impairment, which has a substantial and long-term adverse effect on their ability to perform normal day-to-day activities. For the purposes of this policy, these words have the following meanings:

- ‘Substantial’ means more than minor or trivial
- ‘Long-term’ means that the effect of the impairment has lasted, or is likely to last, 12 months (there are special rules covering recurring or fluctuating conditions)
- ‘Normal day-to-day activities’ include everyday things like eating, washing, walking and going shopping.

Should you consider yourself eligible to apply for this post under the GIS, please complete the appropriate form.

Civil Service Code

All civil servants are subject to the provisions of the Civil Service Code that details the Civil Service values, standards of behaviour and rights and responsibilities. For further information visit [Civil Service Code - Gov.UK](#)

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