



Ministry
of Defence

Director General, Nuclear

March 2016

Contents Page

Welcome message	3
Background to Ministry of Defence (MOD)	5
Defence Vision: Defence in a Changing World	5
Director General, Nuclear	7
Background	7
Responsibilities	8
Candidate Specification	9
Essential Skills, Competences and Experience	9
How to Apply	10
Eligibility:	10
Further Information	10
Closing Date	10
Process	10
Indicative Timeline	11
Arrangements for interview	12
Reserve Lists	13
Equal Opportunities	13
Candidates with Disabilities	13
Alternative Formats	14
Civil Service Recruitment Principles	14
Terms, Conditions and Benefits	15

Welcome message

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, related infrastructure needs, as well as the day-to-day aspects of nuclear policy. 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. We are very flexible about what you are doing now.

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.

Background to Ministry of Defence (MOD)

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.

We require:

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.

Director General, Nuclear

Background

The defence nuclear enterprise provides the strategic nuclear deterrent and submarines vital for the defence of the UK and its allies and is a central contribution to the NATO alliance.

The renewal of the 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 delivering 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.

The Director General, Nuclear will need to ensure there is the necessary legislative, regulatory and funding permissions for the nuclear enterprise and ensure that we deliver in the best possible way, seeking to drive value for money, and in accordance with wider Government aims, such as apprenticeships, working with SMEs and the wider supply chain.

The Director General, Nuclear reports to the Vice Chief of the Defence Staff and the Permanent Secretary who jointly chair the overarching Defence Nuclear Enterprise Board and report to Ministers. The post holder should expect to regularly report to Ministers across Government, as well as senior 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 acts as the Higher Level Budget holder, with an annual budget in excess of £3bn and a longer term programme measured in the tens of billions.

Responsibilities

The main responsibilities of the Director General, Nuclear are:

- Being the Senior Responsible Owner responsible for the enduring nuclear programme key projects such as Astute, Successor 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, initially the Atomic Weapons Establishment, and, subsequently any special purpose vehicle or other commercial construct created to deliver submarine production. It is expected that the post holder will stand up these bodies during 2016. Other SRO responsibilities may be added, say for decommissioning, as further decisions are made on the overall nuclear programme.
- Working very closely with the Director General, Security Policy who leads nuclear policy, senior military colleagues, and stakeholders in the delivery chain and across Whitehall, to deliver sponsorship responsibilities given the strategic importance and impact of this strategic programme.
- Supporting the Director General, Security Policy in engaging US Government bodies and agencies in the delivery of the Mutual Defence Agreement 1958 and on mutual programme delivery projects.
- Demonstrating a commitment to the corporate leadership of the Ministry of Defence as a whole and 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

Candidate Specification

Essential Skills, Competences and Experience

Candidates will need a deep understanding, gained through significant experience, of one of the key disciplines of engineering, major project management or commercial skills. In addition, experience of the nuclear enterprise is essential.

Specific requirements:

- Strong project management and commercial experience from delivering projects at scale, with evidence of a clear understanding of the financial responsibilities associated with major programmes
- Significant experience of working with supply chains to deliver and agree appropriate commercial structures to incentivise such delivery.
- 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 corporately in a complex organisation with senior stakeholders across Government and internationally;
- The ability to set top level direction/vision and manage conflicting priorities.

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

- A strong understanding of the security policy context (although this latter requirement can be developed over time)
- Sound judgement and a good sense of competing priorities
- Experience of successful delivery within a rapidly changing environment.

Salary:

- **Circa £200,000 per annum**

How to Apply

Eligibility:

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 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 **Monday 25 April 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 recruiting line manager and Philip Dunne, Minister (Defence Procurement) prior to 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 be chaired by Kathryn Bishop, Civil Service Commissioner.

All applications will be considered on merit and in accordance with the Civil Service Commission's Recruitment Principles.

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	Monday 25 April 2016
Long List meeting	w/c 2 May 2016
Preliminary interviews with Heidrick & Struggles	From w/c 2 May 2016
Short List meeting	w/c 23 May 2016
Assessments	From w/c 23 May 2016
Meeting with the Minister Defence Procurement	w/c 23 May 2016
Final interviews	w/c 6 June 2016

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 the form found at the back of this document.

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@defence.gsi.gov.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	<p>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.</p> <p>Military candidates are advised to discuss with their appropriate personnel organisation the precise terms and conditions under which an appointment would be made before submitting an application.</p>
Appointment Term	Permanent
Working Arrangements	This role is available for full-time, part-time or flexible working arrangements (including job share arrangements).
Salary Range	<p>The starting salary will be circa £200,000 per annum. There is also the possibility of earning up to 30% as a non-consolidated, non-pensionable performance-related bonus.</p> <p>Existing Civil Servants will be appointed in line with Civil Service pay rules.</p>
Terms and Conditions	<p>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.</p> <p>Existing Civil Servants appointed on level transfer will retain their existing terms and conditions.</p>
Location	<p>Main Building Ministry of Defence, Whitehall, London.</p> <p>Relocation costs will not be reimbursed.</p>
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. <u>This post is reserved for UK Nationals.</u>
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).

	<p>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.</p>
<p>Conflicts of Interest</p>	<p>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.</p> <p>The successful candidate will be required to give up any conflicting interests and his/her other business and financial interests may be published.</p> <p>If you believe you may have a conflict of interest, please contact Helena Muir on +44 20 7075 4032 before submitting your application.</p>
<p>Leave Allowance</p>	<p>The successful candidate will be entitled to 25 days leave increasing on a sliding scale to 30 days after 5 years' service.</p> <p>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.</p>
<p>Equality and Diversity</p>	<p>The Ministry of Defence is committed to ensuring equality of opportunity and that all our systems and processes are fair, open and objective.</p> <p>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</p> <p>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.</p>

	<p>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.</p> <p>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:</p> <ul style="list-style-type: none"> • '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. <p>Should you consider yourself eligible to apply for this post under the GIS, please complete the appropriate form.</p>
<p>Civil Service Code</p>	<p>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</p>