Candidate Information Pack

MINISTRY OF DEFENCE

SUBMARINE DELIVERY AGENCY

APPOINTMENT OF COMMERCIAL DIRECTOR

Reference: 1703-016L

Closing date: 10am Wednesday 19 July 2017

Private and Confidential
Welcome message from Rob Holden, Chair Submarine Delivery Agency

Thank you for expressing an interest in the role of Commercial Director at the Submarine Delivery Agency (SDA). It is my privilege to be Chair of this new organisation.

The Submarine Delivery Agency is central to the UK Government’s £178 billion equipment plan for the British Armed Forces, and will be responsible for the commissioning, building and in-service support of the new “Dreadnought” class of submarines that will carry the UK’s nuclear deterrent, Trident. It will also provide in-service support to current and future classes. This is a national endeavour and one of the largest UK investment programmes in existence, of critical strategic importance.

We are now seeking to appoint an exceptional Commercial Director to lead the commercial organisation, which is being created from existing expertise within the MoD’s Defence Equipment & Support organisation, and to establish its ways of working. You will be responsible for leading all aspects of the contract and procurement strategy and execution to support the procurement of new submarines and for in-service support. This is a hugely exciting, challenging and rewarding position in which your decisions over the coming years will potentially carry weight for the next 50 and beyond.

We are interested to hear from applicants with strong commercial leadership and management experience and a track record of the successful delivery of major projects, gained in a commercial environment. The Commercial Director will work closely with their ultimate customers, in the MoD and the Royal Navy, and managing the interests of government more broadly, along with a wide range of strategic industry partners and suppliers. We are seeking an outstanding individual, with a robust, commercial and dynamic approach, to drive high levels of performance in an organisation of paramount importance to the future security of this country.

I look forward to receiving your application.

Rob Holden
Chair, Submarine Delivery Agency
Welcome message from Stephen Lovegrove, Permanent Secretary
Ministry of Defence

Thank you for expressing an interest in joining the senior leadership team of the Submarine Delivery Agency (SDA).

The UK’s independent nuclear deterrent is essential to our nation’s security. Since 1969, the Royal Navy has maintained Continuous At Sea Deterrence 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. The 2015 Strategic Defence and Security Review concluded that we should establish a new agency – the SDA – to strengthen our arrangements for the procurement and in-service support of nuclear submarines.

Having recently recruited the Agency’s first Chief Executive – an appointment to be announced shortly - we are now seeking exceptional individuals to play key roles in the senior leadership team to help ensure the SDA is a world-class client delivery organisation - establishing structure, shaping the team to deliver and transforming its capabilities for the long-term. The Commercial Director will play a key role in leading the business and culture change needed in the delivery of submarine programmes in a complex stakeholder environment and negotiating with industry to deliver value for money for Defence and the taxpayer. Successful candidates are expected to have excellent track records in delivering high-value programmes and considerable experience of handling complex commercial issues.

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 opportunity

Stephen Lovegrove

Permanent Secretary, Ministry of Defence
Background
A national investment of comparable scale to Crossrail or HS2, the Submarine Delivery Agency is being created to design, shape, procure and support in-service nuclear submarines in the UK. This is work of unparalleled strategic importance nationally and internationally, ensuring the security of the UK’s continuous at-sea nuclear deterrent.

A standalone entity within the Ministry of Defence (MOD), the new Submarine Delivery Agency will be a high-performing organisation, bringing together existing expertise with heightened managerial, commercial and procurement capability to ensure the excellence and cost-efficient delivery of the UK’s nuclear submarine assets for decades to come. In addition to procuring the replacement of the current Vanguard class with its successor, Dreadnought, the organisation will also manage the bringing in to service of the Astute class submarines, in-service support, and the decommissioning of submarines taken out of service.

The 2015 Strategic Defence and Security Review, which outlines the context for the creation of the Submarine Delivery Agency, can be read here:

As the organisation responsible for this substantial and wide-ranging programme of work, the Submarine Delivery Agency will be accountable to the MOD for the procurement of new submarines and to the Royal Navy for in-service support provision. This organisation will shape, and advise on, the scope, terms and commercial parameters of the programme, manage the procurement approach, and both place and manage contracts with industry partners, working with them to ensure successful, timely, cost-effective delivery. The Submarine Delivery Agency will also represent the MoD in any future arrangements with industry.

The Submarine Delivery Agency was formed on 3rd April 2017 from the Submarine Operating Centre within the MOD’s Defence Equipment & Support (DE&S) organisation in Bristol. It will be created formally as an Executive Agency of the MOD alongside DE&S no later than April 2018. It includes c.1,200 highly qualified colleagues with significant subject matter expertise and total annual spend of c.£3 billion.

The Nuclear Submarine Programme comprises submarines in service, in production and future submarines as well as the nuclear propulsion, nuclear warhead (which will not be managed by the SDA) and Trident missile programmes. It is extremely complex and involved covering the entire lifecycle from concept and design of submarine platforms to their decommissioning and final disposal. This is in addition to supporting related infrastructure activity in base ports with significant safety requirements. The programme stretches out to 2070 and beyond. It is a very challenging environment and the finance function plays a vital part in supporting this programme of work.
Government Commercial Function (GCF)

The Government Commercial Function (GCF) is a cross-government network of around 4,000 civil servants procuring (or supporting the procurement of) goods and services for the government. It also consists of commercial experts who support departments in managing key commercial contracts, and planning for future commercial needs.

There is no doubt that the commercial environment worldwide and especially in government has got much harsher and more demanding in the last few years. We need to rise to that challenge by making sure we have a cadre of true specialists that can thrive in this environment, and who command the respect, not only of our suppliers and partners, but also of our colleagues internally.

Whether working in defence, transport, health, education, culture, business, justice, or other department or centralised service, collectively, we work together to drive better value procurement, make significant savings for the taxpayer and improve the delivery of public services.

Our ambition is to make the GCF the best commercial function in the UK. We will do this by having the right people, with the right skills in the right organisational structure and we support the network to develop the knowledge and skills needed to compete successfully in commercial environments on behalf of the government.

The new Commercial Director for the Submarine Delivery Agency will be expected to participate fully in Government Commercial Function activities and will have a functional reporting line to the Government Chief Commercial Officer, Gareth Rhys Williams, as the Head of the Profession.
Position Specification

Ref: Commercial Director, MOD Submarine Delivery Agency

The Role

The Commercial Director will report directly to the CEO and will be a member of the CEO's Senior Leadership Team and the SDA Executive Committee. You will be responsible for procurement and contract management strategies and processes to enable the procurement and support of nuclear submarines. The Agency intends to implement procurement and strategic sourcing strategies and practices to effectively reap maximum value across the entire supply chain.

The role will be based in Abbey Wood, Bristol but will involve regular travel to London along with occasional travel to other locations.

Given the strategic importance of this project, and the long-term nature of the contracts being managed, we are ideally looking for a candidate who will want to commit to this organisation for several years.
### Position Specification

**Key accountabilities**

| Leadership | • Lead the Commercial function within the Agency  
|           | • Lead and develop a high performing Commercial team to support the delivery of high quality business outcomes  
|           | • Provide leadership and direction to commercial team and project colleagues |

| Contract Management | • Responsible for effective contract and supplier management  
|                     | • Managing complex contracts with multiple supply chains  
|                     | • Develop and implement effective contract and supplier management strategies for maximum value from contracts to motivate performance and drive innovation  
|                     | • Proactive monitoring and contract management to deliver enduring, thorough and value for money solutions  
|                     | • Establish effective contract management information systems and contract manage, in close collaboration with the programme management and project controls functions. |

| Sourcing | • Provide relevant and up to date commercial and market insights to shape commercial outcomes  
|         | • Develop initiatives for tender and negotiation processes, on business cases, commercial strategies and contracting approaches  
|         | • Lead complex, business critical or strategically important negotiations  
|         | • Exercise innovation to reach successful outcomes to complex and contentious contract negotiations with suppliers |

| Corporate Management | • Review, refine and be accountable for the Agency's commercial strategy, policy and associated procedures to ensure projects are delivered on time and within budget  
|                      | • Ensure the implementation of, and compliance with, commercial policy  
|                      | • Act as a role model for the Agency's vision and values  
|                      | • Review, refine and operate effective commercial governance arrangements  
|                      | • Examine risk to project commercial success and implement appropriate mitigation  
|                      | • Implement strategies to mitigate commercial, political and reputational risk |

| Stakeholder Management | • Manage relationships with key external and internal commercial stakeholders  
|                       | • Develop supplier management strategies in order to maximise commercial leverage  
|                       | • Build and maintain effective key and senior stakeholder relationships in the Nuclear environment  
|                       | • Provide the main interface with MOD Head Office commercial function and MOD customers e.g. DG Nuclear and Navy Command  
|                       | • Ensure close working relationships are maintained with DE&S and other interface owners |
Person Specification

Drawing on outstanding commercial senior leadership credentials developed in large scale, complex and successful major infrastructure or other mega-project environments, the in-coming Commercial Director will have a track record of driving continuous improvement in the management of effective commercial relations across a complex supply chain environment.

In addition to the above, you will be someone with:

- A clear track record of developing effective commercial strategies that have delivered win-win scenarios in multi-million pound procurement negotiations, particularly within a single source contract and monopoly environment
- Experience of senior leadership in managing commercial negotiations and of managing the commercial aspects of multi-million pound procurement budgets
- Demonstrable experience of successfully leading a strategic commercial and procurement function, with the ability to build and empower high performing teams and to inspire colleagues to do their very best
- Previous experience of working with a broad range of Board-level stakeholders and possessing the impact and gravitas to influence effectively in private and public sector environments
- A clear track record of delivering value for money, cost control, procurement efficiencies and driving change to deliver best in class commercial services

We expect all our senior leaders in the Civil Service 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)

In addition to the above, whilst not essential it would be helpful for the successful applicant to have:

- Experience of working in fragile and political supply chains
- Experience on working with or alongside the public sector, particularly government

Qualifications

Shortlisted candidates must have Government Commercial Function (GCF) Accreditation at Senior Commercial Specialist level in order to progress to the final stages of the assessment process. This means they must have achieved an ‘A’ at a GCF Assessment Development Centre (ADC) or be willing to attend an ADC and secure Accreditation as the first stage of the assessment process for this role.

If shortlisted candidates do not already hold or do not secure Accreditation during the assessment process for this role they will not be able to progress to the final interview.

Further information about the ADC is available on request and will be shared with shortlisted candidates.
Eligibility

This post is reserved for UK Nationals only.

The successful candidate must hold or be willing to obtain security clearance to Developed Vetting clearance level before taking up post. Further information on what this involves can be found at https://www.gov.uk/guidance/security-vetting-and-clearance

How to apply

To apply for this post you will need to submit the following documentation to us by no later than **10am on Wednesday 19 July 2017**:

1. A **CV** setting out your career history, with key responsibilities and relevant achievements, including where applicable budgets and numbers of people managed. Please ensure any gaps within the last two years are addressed.
2. A **statement of suitability** (no longer than two pages) explaining why this role interests you and how your personal skills, qualities and experience provide evidence of your suitability for the role, with particular reference to the criteria set out in the person specification above;
3. A completed **Diversity Monitoring Form**. All monitoring data will be treated in the strictest confidence and will not affect your application in any way;
4. You are also asked to provide the names of two professional referees who may be contacted at shortlist stage (i.e. before the final interview). Please be assured that no contact will be made with referees without your prior knowledge.

If relevant please also submit:

- A completed **Guaranteed Interview Scheme Form** if applying under this scheme.

Applications should be sent to **Responses@RussellReynolds.com**

- Please include the **vacancy reference number** and **job title** in the subject line.

- If you do not receive an acknowledgement of your application within 48 hours, please call Russell Reynolds Associates on 0207 830 8048.
Overview of the Process
Russell Reynolds will acknowledge your application and advise you of the outcome of the short list meeting. Depending on the number of applications received there may be a second stage sift.

Applications will be reviewed to select those demonstrating the best fit with the post against the criteria set out in the person specification. Please bear this in mind when writing your CV and supporting statement.

Full details of the selection and assessment process will be made available to shortlisted candidates once the shortlist has been completed but is likely to include:

- Online psychometric assessments designed to identify key behavioural strengths as well as any associated areas for development
- Staff engagement exercise which will involve meeting with a small group of staff from the department
- Final panel interview

Neither the psychometric assessments nor staff engagement exercise will result in a pass or fail decision. Rather they are intended to support the panel’s decision making and highlight areas of strength as well as areas for concern or development which the panel can probe further at interview.

Shortlisted candidates will have the opportunity to meet with the Chief Executive and other senior leaders within the Agency and MOD 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.

Please note the requirement to hold Government Commercial Function (GCF) Accreditation at Senior Commercial Specialist level in order to progress to the final stages of the assessment process.

The panel will be chaired by Wanda Goldwag (Civil Service Commissioner) and will include the Agency’s new Chief Executive (appointment to be announced shortly) and Rob Holden (Chair, Submarine Delivery Agency). The panel will also include a senior leader from the Government Commercial Office.

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

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.
Further Information
If you have any questions about the role or would like to discuss the post further, please contact Russell Reynolds Associates on 0207 830 8048.

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.

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 Russell Reynolds Associates on 0207 830 8048.

If you cannot apply online, please post applications to:

Russell Reynolds Associates
c/o Chanelle Dunstan-Beasley
1703-016L
Almack House
28 King Street
London
SW1Y 6QW

Please quote the vacancy reference number on the envelope.

Civil Service Commission
Selection for appointment to the Civil Service is on merit, on the basis of fair and open competition, as outlined in the Civil Service Commission’s Recruitment Principles. The selection process will be overseen by the Civil Service Commission. 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.
- Hearing and determining appeals made by civil servants under the Civil Service Code which sets out the Civil Service values – Impartiality, Objectivity, Integrity and Honesty - and forms part of the relationship between civil servants and their employer.

More detailed information can be found at on the Civil Service Commission website: http://civilservicecommission.independent.gov.uk.
Complaints

If you feel your application has not been treated in accordance with the Civil Service Commission Recruitment Principles and you wish to make a complaint, you should email Kate Boyle: People-CivHR-StratSCSMgmtDHd@defence.gsi.gov.uk in the first instance.

If you are not satisfied with the response you receive for the Department, you can contact the Civil Service Commission at http://civilservicecommission.independent.gov.uk/civil-service-recruitment/complaints/
**Anticipated Timeline**

The anticipated timeline is as follows:

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
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<tbody>
<tr>
<td>Advert Closing Date</td>
<td>10am Wednesday 19 July 2017</td>
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<tr>
<td>Long List Meeting</td>
<td>25 July 2017</td>
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<tr>
<td>Preliminary Interviews with Russell Reynolds</td>
<td>27 July – 18 August 2017</td>
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<tr>
<td>Short List Meeting</td>
<td>30 August 2017</td>
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<tr>
<td>Government Commercial Function Assessment Development Centre</td>
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<tr>
<td><em>mandatory if Accreditation to Senior Commercial Specialist level is not already held</em></td>
<td>7 September 2017</td>
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<tr>
<td>Other assessments</td>
<td>1 – 15 September 2017</td>
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<tr>
<td>Pre-interview informal discussions with CEO and other senior leaders</td>
<td>1 – 15 September 2017</td>
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<tr>
<td>Interviews</td>
<td>15 and 19 September 2017</td>
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Please be aware that the assessment process is likely to be split between Abbey Wood and London. Travel expenses will not be reimbursed by the department.

You are asked to note the above timetable, exercising flexibility throughout the recruitment and selection process. Please note these timelines are indicative only and may be subject to change. We will keep you informed throughout the process.

If you are unable to attend these timeframes, please let us know when you submit your application.
## 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.

<table>
<thead>
<tr>
<th>Appointment Term</th>
<th>Permanent</th>
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<tbody>
<tr>
<td></td>
<td>The successful candidate will need to be prepared to commit to several years in role.</td>
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<tr>
<td>Location</td>
<td>Abbey Wood, Bristol.</td>
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<td></td>
<td>The role will require regular travel to London along with occasional travel to other locations.</td>
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<tr>
<td>Working Arrangements</td>
<td>This is a full-time role.</td>
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<td></td>
<td>Flexible working arrangements, including existing job share arrangements, equating to full-time hours, may be possible but will need to be agreed with the Department to ensure business need can be met.</td>
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<tr>
<td>Remuneration</td>
<td>This posts is at Senior Civil Service Pay Band 2 level.</td>
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<td></td>
<td>Being mindful of the scrutiny on public sector pay, external candidates should expect their salary on appointment to be up to £162,000, dependent on skills and experience. More may be available for an exceptional candidate, dependent on skills and experience. Existing Civil Servants will be appointed in line with current Civil Service Pay Policy.</td>
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<tr>
<td>Performance award</td>
<td>In addition to the basic salary, it is possible to earn a non-pensionable, non-consolidated performance related award. This award may be up to 50% of base salary and is reviewed on an annual basis.</td>
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<tr>
<td>Pension</td>
<td>As a Civil Servant your employment with the Submarine Delivery Agency will entitle you to membership of the Civil Service Pension Scheme. In accordance with current pensions legislation you will, on entry, be automatically enrolled into a defined benefit (career average) pension arrangement, although you will be able to opt out. The Civil Service also offers a stakeholder pension arrangement (defined contribution) with an employer contribution. More information on Civil Service Pensions can be obtained by going to: <a href="http://www.civilservicepensionscheme.org.uk">www.civilservicepensionscheme.org.uk</a></td>
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**Leave Allowance**

Full time new entrants to the Civil Service will be entitled to 25 days’ leave, increasing on a sliding scale to 30 days after 5 years’ service.

In addition to this, you are entitled to 8 public / bank holidays plus an additional day for the Queen’s Birthday.

**Training and Development**

We offer engaging jobs in work that really matters; jobs which have a direct impact on the quality of public services and security of the UK. There are many opportunities to develop and progress both with the Department and across the wider Civil Service.

We are committed to investing in our staff and offer a range of training and development opportunities, including coaching and mentoring, and a guaranteed five days of learning a year.

**Other Benefits**

We recognize the importance of a good work-life balance and a family-friendly approach to work and we endeavor to allow this for all staff.

Other benefits include: access to nursery places and provision of childcare vouchers for staff who meet the eligibility criteria; flexible working arrangements; remote access to systems to allow for home-working and competitive maternity, paternity and parental leave arrangements.

**Relocation**

It is not intended to offer any relocation package for this role. For internal candidates, posting terms will be as described in the prevailing policies at the time of appointment.

**Eligibility**

This post is advertised to suitably qualified people in the external market, and to existing Civil Servants and those in accredited Non-Departmental Public Bodies.

This is a reserved post and as such you must be a UK National in order to be eligible to apply.

**Security Clearance**

The successful candidate must hold or be willing to obtain security clearance to **Developed Vetting** clearance level before taking up post.

Please note that individuals should normally have been resident in the UK for 5 years preceding their application for DV clearance. For further information please follow this link [https://www.gov.uk/guidance/security-vetting-and-clearance](https://www.gov.uk/guidance/security-vetting-and-clearance)
<table>
<thead>
<tr>
<th>Conflicts of Interest</th>
<th>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 Agency. You are required to declare any relevant business interests, shareholdings, positions of authority, retainers, consultancy arrangements or other connections with commercial, public or voluntary bodies, both for yourself and for your spouse / partner. You will be required to give up any conflicting interests and your business and financial interests may be published. If you believe you have a conflict of interest, please contact Russell Reynolds Associates before submitting your application.</th>
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<tr>
<td>Equality and Diversity</td>
<td>We are committed to being an equal opportunities employer, aiming for the widest possible diversity in our workforce, drawing from every part of the community. We particularly welcome applications from ethnic minority people, women and people with disabilities, who are currently under-represented. Our policy is to provide equal opportunities for employment, career development and promotion.</td>
</tr>
<tr>
<td>Guaranteed Interview Scheme</td>
<td>We operate a Guaranteed Interview Scheme for disabled people (as defined by the Equality Act 2010), who meet the <strong>minimum essential criteria</strong> for this role as outlined in the person specification in this pack. Applicants who wish to apply for consideration under this scheme should complete the Guaranteed Interview Scheme form and return it with their application. You will need to ensure that your application clearly sets out your experience in relation to the <strong>essential</strong> criteria and experience.</td>
</tr>
<tr>
<td>Civil Service Code</td>
<td>All Civil Servants are subject to the provisions of the Civil Service Code that details the Civil Service values, standards of behavior and rights and responsibilities. For further information visit <a href="https://www.gov.uk/government/publications/civil-service-code/the-civil-service-code">https://www.gov.uk/government/publications/civil-service-code/the-civil-service-code</a></td>
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