



Position Specification

UK Export Finance

Head of Civil and Defence

#793031 FINAL

Private and Confidential

Background

About UK Export Finance

UK Export Finance (UKEF) is the UK's official Export Credit Agency. We are a Government Department reporting to the Secretary of State for Business, Innovation & Skills. We operate under statute: the Export Guarantees and Investment Act 1991 (as amended). Our role is to ensure no viable British export fails for want of finance or insurance from the private sector. We do this by providing protection for exporters against payment default due to credit and political risks, and by lending or guaranteeing loans to the purchasers of British exports. In recent years we supported exports of £2-3bn per annum and generated premium income of around £75m-£100m per annum. We manage to financial objectives set by HM Treasury (HMT) that, broadly, require us to operate at no net cost to the taxpayer. Our customers are: exporters of all sizes; purchasers of British exports; and financial institutions who provide financing and insurance under guarantee from UKEF.

The Department does not have an asset or income target, although it is required to manage its business within certain financial criteria, and these are set out by HMT. UKEF's current portfolio of mainly contingent liabilities is around £22bn, with the capacity to go up to £50bn.

The Government has ambitious targets for exports, and UKEF is an integral part of those plans. This key role represents an opportunity to increase meaningfully the awareness of government assistance for exporters, the take-up of that assistance, and the fulfilment by UKEF of its mandate.

The Business Group

The Business Group is similar in scope to the Corporate Finance department in an international bank. Activities of the Business Group include: ensuring market awareness of UKEF's capabilities; developing and building relationships with exporters, purchasers of exports, and financial institutions who provide financing and insurance under guarantee from UKEF; delivering UKEF support to transactions through an underwriting process; and managing the exposures taken on by the Department (including restructuring transactions, paying claims and making recoveries related to issued guarantees).

The Business Group currently comprises four teams:

- **Business Development**

This team manages holistically a marketing and business development effort that runs from the supply of exports right through to the end-demand for exports, and does that for all sizes of business. The team's mandate includes the deepening of relationships with partners who are able to give us intelligence about forthcoming opportunities, helping UKEF be more responsive to them and be involved earlier than is currently achieved. This addresses the need to help customers win contracts, not just to fulfil them when they have been won.

- **Underwriting (in which this role sits)**

This team is effectively the execution function for transactions. Its focus is on structuring, negotiating and managing transactions ranging from short-term export insurance to largescale infrastructure projects. It also has responsibility for managing post-transaction issues, including restructurings, claim management, and loss-minimisation. Its work involves close collaboration with other teams in the Department, particularly the Risk and Legal functions.

There is significant expertise within the Underwriting team, particularly in relation to the airline sector, which represents a large element of UKEF's portfolio. Civil and Defence are two other areas of expertise. More recently, the team has started to make direct loans to purchasers of British exports, and pro tem, this is managed as a separate product within the Underwriting team.

▪ Environmental Assessment Unit

This small team ensures that UKEF meets our obligations in relation to environmental, social and human rights (ESHR) issues on transactions. These are primarily the OECD Arrangements applying to all member countries' ECAs, as well as UK Government Policy.

▪ Policy & New Products

This team develops new products to meet market demands, and ensures all products are within our statutory powers, as well as administered in an appropriate and practical way. It team ensures that the Underwriting team has policies and practice documents to ensure proper transaction management.

The Role

Reporting to the Head of Business Group, the **Head of Civil and Defence** is responsible for managing the team delivering UKEF's transactions related to civil and defence projects. He/she will also participate in, and contribute to, the corporate management of UKEF through membership of the Senior Management Team.

This is an exciting opportunity to transform the way in which UKEF addresses the market in line with its strategic ambitions, and in doing so to deliver real value for the UK economy through the companies, jobs and communities supported through greater export volumes.

Detailed responsibilities:

1. Industry lead and operational head of underwriting and post-issue functions for all civil and defence export projects, Overseas Investment Insurance (OII) transactions, with specific responsibility for ensuring the following:
 - new business enquiries, applications and underwriting variations are processed efficiently and effectively in compliance with UKEF's statute, international obligations, Departmental policies and practices, risk standards etc;
 - issued cases are proactively managed including:
 - monitoring adherence with financial covenants, environmental conditions (with the specialist team), provisioning etc.;
 - taking necessary loss minimisation action;
 - claims being examined and paid within the terms of support provided; and,
 - recoveries being proactively pursued.

2. Allocating resources to meet the needs of the work with specific responsibility for:
 - ensuring there are sufficient staff resources with the necessary knowledge, skill and experience to deliver the team's work;
 - operating the performance management system in accordance with Departmental Policy;
 - personally coaching, mentoring and developing staff with the aim of continuous improvement in their current roles, broadening and deepening skills and experience throughout the Business Group in relation to Civil and Defence projects;
 - management of Divisional training and development programme to ensure the identification and management of talent at each level; and
 - the appropriate delegation of work at all levels to create rewarding and appropriately challenging jobs.
3. The senior underwriter responsible for ensuring cases involving novel or contentious cover propositions, environmental, legal, documentation or credit issues are appropriately handled and that senior staff/Ministers are briefed as necessary.
4. Occasionally, leading cases for direct reports where resourcing is not available.
5. Management of operational relationships with exporters/investors, banks, trade associations, other government Departments and ECAs.
6. A member of the Business Group senior management team contributing to wider Business Group policy, corporate and management issues with particular focus on:
 - resourcing, procedural and operational matters;
 - potential improvements to UKEF's services, including those required to meet emerging customer requirements, financial sector trends, government initiatives or developments in the ECA community;
 - potential product, procedural and documentation changes; and,
 - ensuring smooth relations with other Divisions and other government Departments.

Key stakeholder relationships include working with:

- senior executives (up to CEO/Chair) in exporters;
- senior investment bankers and other financiers;
- senior finance lawyers (up to Partner level);
- other external advisers (e.g. in project finance cases);
- other civil servants in UKEF and in OGDs (including BIS, UKTI, FCO, DFID, HMT and overseas posts);

- Ministers, MPs, Lords; and
- overseas senior officials.

Candidate Profile

The ideal candidate will have experience in financial services, with a focus on the civil and defence sectors, and will bring expertise in managing customer relationships, managing complex transactions, and managing a small team. Whilst specific expertise in export and trade finance would be a distinct advantage, a demonstrable understanding of a variety of financial instruments and transaction structures in a range of countries is essential. This individual will need strong networking and communication skills, and an ability to build relationships with key internal and external stakeholders. The role requires the intellectual capacity to manage activity in line with overall government policy.

Relevant experience

- Broad network of contacts and relationships in the civil and defence industries.
- Demonstrable track record of marketing capabilities to win business.
- Understanding of trade and export financing, ideally with specific transactional experience.
- Demonstrable understanding of a range of financial instruments and markets in the context of civil and defence related transactions.
- Proven ability to deliver projects through collaborative management of teams.
- Clear track record of developing staff capabilities and experience.
- Experience of presenting cases for risk approval.
- Knowledge and experience of Whitehall is highly desirable.

Core Competencies

Operational Delivery

- Adaptable self-starter, who takes the initiative and drives solutions.
- Translates vision into actionable/quantitative plans.
- Makes the tough business decisions based on the facts of the case and without emotion.
- Ability to deliver complex deals themselves and through others in high pressure situations.

Strategic Impact

- Anticipates future business opportunities or problems and develops strategies to address them.
- Makes useful and sensible recommendations in areas outside his/her areas of expertise.
- Navigates confidently in ambiguous situations.

Stakeholder Engagement

- Strong interpersonal skills to be able to develop relationships at board level and maximise networking opportunities.
- Uses relationship networks strategically to accomplish objectives.
- Effective communication skills to be able express ideas clearly and concisely both orally and in written communications.
- Builds and sustains excellent relationships at multiple levels in the workplaces.
- Has excellent negotiation skills: achieves win-win in seemingly impossible situations.

Managing Teams

- Engages the team through his/her enthusiasm and excitement about the business.
- Identifies and keeps others focussed on the most important metrics that drive the business.
- Makes the difficult talent decisions – edits and moves people as needed.
- Values and appreciate people who are different from him/herself.

Additional information on Core Competencies is included in Annex 1.

Time commitment and travel

- Able to fulfil the travel requirements of the role (both within the UK and Overseas)
- Able to work outside normal office hours as required

Remuneration

This is a Senior Civil Service Level 1, full-time role and a competitive public sector salary and benefits will be offered.

The Selection and Recruitment Process

Short listing of candidates will be undertaken by assessing the information provided in your CV and Application Form. The short listing will be undertaken by a selection panel against strict criteria.

Indicative Timetable (subject to change)

Closing date for applications:	Noon, 16 May 2016
Short listing:	Week commencing 13 June
Panel interviews:	Week commencing 4 July

Contact Details

For further information about the role, please call Russell Reynolds Associates on +44 (0) 20 7198 1870.

Diversity and Equality

UK Export Finance has a strong commitment to diversity and equality of opportunity. UK Export Finance is committed to appointing diverse, talented and high-performing individuals and welcomes applications from candidates irrespective of their background, gender, race, sexual orientation, religion or age, providing they meet the required criteria. Applications from women and BME candidates in particular are encouraged. Annex 3 includes Monitoring Forms for completion.

Application Instructions

By email (preferred): Responses@RussellReynolds.com

Or, by post: Russell Reynolds Associates
c/o Fiona Birkmire
1601-065L
Almack House
28 King Street
London SW1Y 6QW

Closing date for applications is Noon, 16 May 2016.

All applications must include the following:

- The reference number 1601-065L in the subject line.
- A short covering letter of not more than two A4 sized pages explaining why this appointment interests you and how you meet the appointment criteria and competencies as detailed in the candidate profile.
- A current CV with educational and professional qualifications and full employment history where possible giving details where applicable, of budgets and numbers of people managed, relevant achievements in recent posts, together with reasons for absence within the last two years.
- Names of at least two referees who may be contacted at short list stage, i.e. *before* final interview.
- Confirmation from you that you are happy for Russell Reynolds Associates or its client to undertake any necessary background checks, including career, credit and qualifications, or similar, post short list stage.
- Notification of any dates you are unable to accommodate within the indicative timetable set out in the previous section.
- Contact details – please fill in Annex 2. Please provide your mobile number – and any other useful contact telephone numbers – together with your preferred e-mail address which will be used for all correspondence between us.
- Monitoring Forms for completion are included at Annex 3.

1601-065L

Annex 1

Strategic Cluster – Setting Direction

1. Seeing the Big Picture

Seeing the big picture is about having an in-depth understanding and knowledge of how your role fits with and supports organisational objectives and the wider public needs. For all staff, it is about focusing your contribution on the activities which will meet Civil Service goals and deliver the greatest value. At senior levels, it is about scanning the political context and taking account of wider impacts to develop long term implementation strategies that maximise opportunities to add value to the citizen and support economic, sustainable growth.

2. Changing and Improving

People who are effective in this area are responsive, innovative and seek out opportunities to create effective change. For all staff, it is about being open to change, suggesting ideas for improvements to the way things are done, and working in smarter, more focused ways. At senior levels, this is about creating and contributing to a culture of innovation and allowing people to consider and take managed risks. Doing this well means continuously seeking out ways to improve policy implementation and build a leaner, more flexible and responsive Civil Service. It also means making use of alternative delivery models including digital and shared service approaches wherever possible.

People Cluster – Engaging People

3. Leading and Communicating

At all levels, effectiveness in this area is about leading from the front and communicating with clarity, conviction and enthusiasm. It is about supporting principles of fairness of opportunity for all and a dedication to a diverse range of citizens. At senior levels, it is about establishing a strong direction and a persuasive future vision; managing and engaging with people with honesty and integrity, and upholding the reputation of the Department and the Civil Service.

4. Collaborating and Partnering

People skilled in this area create and maintain positive, professional and trusting working relationships with a wide range of people within and outside the Civil Service to help get business done. At all levels, it requires working collaboratively, sharing information and building supportive, responsive relationships with colleagues and stakeholders, whilst having the confidence to challenge assumptions. At senior levels, it is about delivering business objectives through creating an inclusive environment, encouraging collaboration and building effective partnerships including relationships with Ministers.

Performance Cluster - Delivering Results

5. Achieving Commercial Outcomes

Being effective in this area is about maintaining an economic, long-term focus in all activities. For all, it is about having a commercial, financial and sustainable mindset to ensure all activities and services are delivering added value and working to stimulate economic growth. At senior levels, it is about identifying economic, market and customer issues and using these to promote innovative business models, commercial partnerships and agreements to deliver greatest value; and ensuring tight commercial controls of finances, resources and contracts to meet strategic priorities.

6. Managing a Quality Service

Effectiveness in this area is about being organised to deliver service objectives and striving to improve the quality of service, taking account of diverse customer needs and requirements. People who are effective plan, organise and manage their time and activities to deliver a high quality and efficient service, applying programme and project management approaches to support service delivery. At senior levels, it is about creating an environment

to deliver operational excellence and creating the most appropriate and cost effective delivery models for public services.

7. Delivering at Pace

Effectiveness in this area means focusing on delivering timely performance with energy and taking responsibility and accountability for quality outcomes. For all staff, it is about working to agreed goals and activities and dealing with challenges in a responsive and constructive way. At senior levels, it is about building a performance culture to deliver outcomes with a firm focus on prioritisation and addressing performance issues resolutely, fairly and promptly. It is also about leaders providing the focus and energy to drive activities forward through others and encourage staff to perform effectively during challenging and changing times.

Annex 2

Contact Form

Surname:	Forename(s):	Title:
Address for correspondence:		
Postcode:		
Contact Telephone Number (including national or international dialing code):		
Mobile Telephone Number:		
E-mail address:		

Annex 3

Diversity Monitoring Questionnaire: UK Export Finance

As part of its equal opportunities policy, everyone who is eligible to join UK Export Finance whatever their nationality, ethnic origin, age, religion, sex, gender, identity, marital status, disability, sexual orientation or working hours, should receive equal treatment when applying for jobs. To find out whether this policy is working and to take steps to ensure further progress is made towards achieving our equal opportunities goals, we are therefore asking you to complete the following questionnaire. Your answers will be treated confidentially and will not affect your job application in any way.

We thank you in advance for your co-operation

Part A: Gender

- Male
 Female

Part B: Age

- | | |
|-----------------------------------|--------------------------------|
| <input type="checkbox"/> Under 25 | <input type="checkbox"/> 45-49 |
| <input type="checkbox"/> 25-29 | <input type="checkbox"/> 50-54 |
| <input type="checkbox"/> 30-34 | <input type="checkbox"/> 55-59 |
| <input type="checkbox"/> 35-39 | <input type="checkbox"/> 60-64 |
| <input type="checkbox"/> 40-44 | <input type="checkbox"/> 65+ |

Part C: National Identity

What do you consider your nationality to be?

- British
 English
 Irish
 Scottish
 Welsh
 Other (please specify if you wish)

Part D: Ethnic Background

What is your ethnic background?

Asian

- Bangladeshi
- Indian
- Pakistani
- Other Asian background (specify below if you wish)

Black

- African
- Caribbean
- Other Black background (specify below if you wish)

Chinese

- Any Chinese background (specify below if you wish)

Mixed ethnic background

- Asian and White
- Black African and White
- Black Caribbean and White
- Other mixed ethnic background (specify below if you wish)

White

- Any White background (specify below if you wish)

Other ethnic background

- Any other ethnic background (specify below if you wish)

Other information you wish to specify

Part E: Disability monitoring

The Disability Discrimination Act 1995 (DDA) defines a disabled person as someone with a physical or mental impairment, which has a substantial and long-term adverse effect of at least one year on a person's ability to carry out normal day-to-day activities.

Do you consider yourself to be disabled as defined in the Disability Discrimination Act?

- Yes
- No

If you are selected for interview will you require any additional arrangements at interview? If so please specify below:

Part F: Sexual orientation

Which of the following best describes how you think of yourself?

- Bisexual
- A gay man
- A gay woman / lesbian
- Heterosexual
- Other (please specify)

Part G: Religion

What is your religion?

- No Religion
- Buddhist
- Christian
- Hindu
- Any other religion (please specify)?
- Jewish
- Muslim
- Sikh

Please return the completed questionnaire together with your application form.

This form will not be disclosed to anyone involved in assessing your application.

Data Protection Act 1998

The information provided on this form will be used for monitoring purposes only.