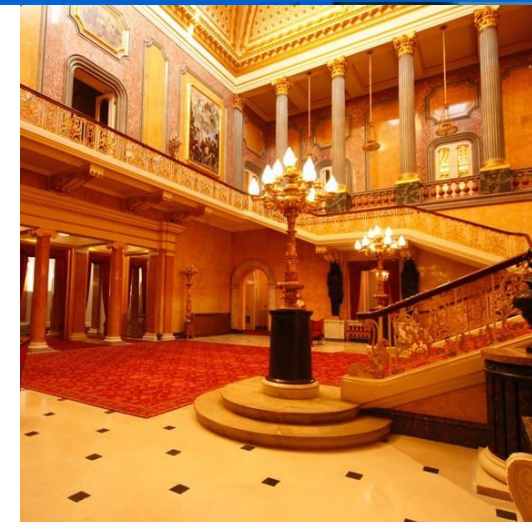




FCDO Services

People Transformation Director

Candidate Pack | May 2021





FCDO Services Overview

We are FCDO Services. As part of the Foreign, Commonwealth and Development Office (FCDO), we work with government customers in the UK and overseas, providing a wide range of secure services, including logistics, construction, digital and security solutions. Our work is varied both in content and location: from building and maintaining embassies to hosting secure servers for government customers; from providing logistics support to the British Government's network of more than 250 diplomatic missions across 168 countries to delivering highly secure radar and communications installations for the Ministry of Defence. It's vital work that supports our nation's interests all over the world.

Our Strategy



Our Organisation

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As a Trading Fund, our main goals are to provide top quality, competitively priced services for our customers while making a financial surplus and ensuring the long-term viability of the business. To achieve this, we aim to be a trusted, agile and global partner, delivering secure technical services primarily to our parent, the FCDO, but also to other relevant arms of government. We have a developing customer base that also includes the Ministry of Defence, the Home Office and some friendly foreign governments.

Our staff are based where they can offer the best support to customers, in the UK and overseas, including 130 employees who live and work overseas in four regional hubs in Washington DC, Brussels, Pretoria and Bangkok and in other posts worldwide. In total we have c1200 staff with most based at our secure site in Hanslope Park, Milton Keynes and c200 working from

the FCDO headquarters in King Charles Street, Whitehall. Our teams work together across a global network to provide secure working environments to protect our customers' people, assets and information. FCDO Services has been a Trading Fund (a commercially run Government agency) since 2008 and is part of the FCDO. The FCDO is our owner, shareholder and main customer, and our main purpose is to support the rest of the FCDO deliver the UK's diplomatic aims. However, we have used our commercial status to expand our customer base and become more accountable, streamlined and efficient, and currently operate with c£200m annual revenue. FCDO Services provides a range of integrated, secure services worldwide to the FCDO, other UK government departments, friendly foreign governments and international organisations closely linked to the UK.

Our Organisation

Our products and services include protective security, estates and construction, cloud computing, traditional hosting, communications and monitoring and supply chain and logistics. We are also the UK National Authority for Counter Eavesdropping (UKNACE).

Our business continues to evolve, having recently created a unified operating model which will drive sharper customer focus, bring together parts of our business that need to be closely aligned, and strengthen our focus on digital technology and innovation.

Further work is underway, through our One FCDO Services programme, to enable us to become a leaner and more agile organisation, embracing a future of enhanced digital, data driven decision-making, and improving our ability to deliver for our customers, investing in science, technology, and digital innovation for the future.

More information about FCDO Services is available on our careers website

<https://www.fcdoservicescareers.co.uk/>

Our most recent Annual Report is here

<https://www.fcodoservices.gov.uk/news-and-events/news/2019-20-annual-report-published/>

Equality, Diversity and Inclusion

At FCDO Services we're aiming to create a truly inclusive business, and to play our part in helping change the balance in the industries we're part of too. We are proud of the progress we've made to date, while recognising there is work still to do.

But what does a truly inclusive business feel like? It's where you can be yourself, no holding back. Where you can be appreciated for who you really are and recognised for the contribution you make.

It is where you are supported to do your best work. Where your managers care about trying to meet your needs, from the right working conditions and tools, to the right work patterns.

That's the environment we want for everyone at FCDO Services – and we work hard every day to achieve that.



You can find more information about our approach to diversity and inclusion here <https://www.fcdoservicescareers.co.uk/diversity-and-inclusion/>

The Role

Purpose of the Role

FCDO Services is a commercially-operated, successful Arms-length Body that delivers high-security projects and services worldwide to the Foreign, Commonwealth and Development Office, the UK public sector and to allied Governments. Our existing portfolio already supports a diverse customer base and as we continue to grow and expand that, we base will require a broad professional workforce with the right skills, capabilities and motivation to realise our exciting future.

This role will be accountable to the Board for delivery of the FCDO Services' Workforce/People Strategy, and all elements of the organisation's transformation programme that relate to people. This is the key purpose and focus of the role and we are looking for applicants with a proven track record in assessing strategic people issues and developing tailored action plans to achieve the outcomes and structural changes required.

Key Responsibilities

As a member of the FCDO Services Board, the responsibilities of your role are to:

- Provide strategic leadership by establishing and leading the people transformation programme within the One FCDO Services initiative.
- Ensure change management is delivered at pace to enable increased efficiency and improved outcomes.
- Ensure involvement and engagement with key stakeholders, including working collaboratively with Executive Directors and the senior leadership team to deliver transformation objectives.
- Provide creative and insightful solutions to critical people and workforce planning issues.
- Advise the executive team on organisational development solutions.
- Develop our global operating model to ensure the right skills and skills pathways are effective.
- Re-align FCDO Services workforce planning processes.
- Map out, baseline and develop our cultural people transformation agenda.
- Increase productivity through people management tools, policies and operating models.
- Shape our skills programmes in the areas of Science and Technology innovation, project and programme management, operations and service management, in order to underpin our corporate delivery so that we can fully embrace the breadth of our opportunities

The Role

The People Transformation Director will;

- Lead our people programme to develop and implement future workforce capabilities, skills, ways of working, relevant people tools, workforce strategies and policies, working processes and people performance measures
- Be responsible for drawing up a 'People Strategy' incorporating strategic workforce planning based on future skills gap analysis, underpinned by mechanisms to fill critical skills gaps and facilitate continuous improvement.
- Work with the Executive Board to define and lead a business-wide People Strategy, with the Chief Operating Officer, who is SRO for the 'One FCDO Services' initiative, and the Human Resources Director who leads on day to day people related matters.
- Articulate a clear and compelling vision for people change through the use of evidence based business cases, including sound financial analysis and resource implications.
- Develop an end state operating model that showcases effective ways of working and delivers a desired organisation culture. Review and implement OD1a and OD2 phases (as key strands of the One FCDO Services transformation programme), implementing complex change management.
- Develop and nurture strong, positive relationships with key stakeholders to ensure engagement and delivery of changes. Map out and develop and embed cultural change that drives compliance in performance management, policies and business-wide processes.
- Provide effective change management leadership through innovative workforce solutions. Translate the strategic direction and business objectives established into holistic transformation and change management strategies. Coach and guide transformation team members on business change.
- Effectively mitigate people risks and resolve complex challenges arising from the One FCDO Services transformation programme. Ensure excellent and robust governance across all transformation programmes and projects that support delivery of people strategy changes within the One FCDO Services initiative. Lead organisational change employee relations, including with Trades Unions.

The Role

- Assess, develop and implement the next generation international workforce model, assessing skills and gaps to fill, determining the right employment terms and conditions, overseas recruitment strategy and processes that underpin the revised workforce model.
- Establish and implement strategic workforce planning systems and tools. Develop and implement an effective resource pool model and multidisciplinary deployment process with KPIs to improve the appointment of staff from the bench onto hundreds of project and services. This will deliver improvements to resource planning capabilities and offer staff visibility of project opportunities. Maximise workforce productivity, engagement and utilisation on revenue generating work and modernise our measurement in this area.
- Assess and develop all future workforce skill requirements, including our STEM, Science and Technology, people skills and promote diversity and inclusion. Develop and implement a business-wide skills matrix in line with future requirements as well as training and development needs analysis, which includes digitally-enabled systems and processes.
- Update the job families' framework, core roles, skill profiles and career development paths. Drive long-term talent management and succession planning pathways for all staff. Establish career development pathways for leaders and business critical roles. Develop technical and specialist career development pathways. Develop programme and project management skills, capabilities and career pathways. Enhance, develop and implement our DDAT (Digital, Data and Technology) workforce model and career pathways. Develop training and development pathways for all corporate staff.
- Advise on job design and implementation, ensuring RACI is embedded and reflected in updated role profiles that promotes clear accountability and empowerment. Propose and implement retraining and efficiency measures where necessary.
- Ensure that the workforce reflects the diverse needs of our customers and service users, in all respects.

Person Specification

The successful candidate will have the following Essential Criteria:

- Experience of developing and implementing people strategies and workforce strategies
- Excellent at building relationships and a proven team-player
- Excellent knowledge of career pathway programmes, people management tools/ systems
- Experience of implementing, people processes and performance tools
- Proven experience of workforce and cultural transformation
- Experienced in implementing organisational change and managing employee relations.
- Promoting diversity and inclusion through changing organisational cultural
- Chief People Officer experience or equivalent in People Leadership and People Strategy.

- Public, third or private sector(s) – ideally experience of working in a senior position within a revenue generating organisation
- Excellent communication skills
- Negotiation and influencing skills

Desirable Criteria;

- Proven people leadership experience at Board or Executive level
- International experience in terms of working with an international workforce to develop overseas recruitment and retention policies, terms and conditions
- Defence or security experience
- Experience of business management within a P&L
- Experience in STEM, and Project Management organisations
- Knowledge of Central Government
- Employment law knowledge
- MCIPD or other relevant HR qualifications

Civil Service Behaviours

The Civil Service Behaviour definitions outline the expected type of behaviour or competence within a role. This role is a Level 5 and more information on the behaviours can be found here; https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/717275/CS_Behaviours_2018.pdf

For this specific role, the focus will be on;

- **Leadership**
- **Delivering at Pace**
- **Seeing the Big Picture**
- **Communicating and Influencing**
- **Developing self and others**

Terms of Appointment

This appointment will be for 2 years on a Fixed Term Contract with Senior Civil Service (SCS) terms and conditions.

Appointment will be subject to successful completion of SC (Security Clearance) vetting. More information about the vetting process can be found here;

<https://www.fcdoservicescareers.co.uk/how-to-apply/>

This is a full-time role. However, some flexible working arrangements (including job share partnerships, and/or commencing the role while holding a non-executive directorship) may be considered.

Location

This role can be based at either our Hanslope Park, Milton Keynes or at King Charles Street in Central London. Current working locations for all employees are being managed in accordance with National Government guidance.

Remuneration

Salary: Circa £80,000

There is a base salary per annum plus an attractive pension and other benefits including flexible working. Future pay awards will normally be made in line with the prevailing SCS performance-related pay arrangements. Increases depend on individual circumstances including your current salary level at the award time.

There is potential for a non-consolidated performance-related bonus in line with SCS remuneration policies.

Where a post is advertised externally, and an existing civil servant is successfully recruited to the post, appointment should be within 10% of the advertised circa salary level or salary range (even if this is not on promotion). Where existing civil servants are already paid more than the maximum advertised, this may mean that the individual does not receive a pay rise.

The successful candidate will be appointed on the modernised SCS terms and conditions. Existing civil servants will retain their existing rights if accepting this post on level transfer.

Recruitment Process

How to apply

Applicants should complete the online application form and attach a current CV. Your application should pay particular attention to outlining your interest in the role, the relevant experience that you could bring and how you meet the essential criteria as defined in the person specification.

Failure to submit both a CV and an application will mean the panel only have limited information on which to assess your application against the criteria.

The closing date for applications is 14th June

If you require a point of contact then please email melissa.scott@fcdo.gov.uk in the first instance.



Selection process

The Panel:

- **Danny Payne**, CEO, FCDO Services
- **Ann Tourle**, Non-Executive Director, FCDO Services
- **Lesley Ambrose**, HR Business Partner (Head of Profession)

Recruitment Process

Shortlist

The panel will assess and score your application in order to select those demonstrating the best fit with the role by considering both the evidence you have provided against the essential criteria set out in the 'Person Specification' section and the detail within your CV. Failure to address any or all of these may affect your application.

If you are shortlisted, you will be asked to take part in a series of assessments which may include psychometric tests and staff engagement assessments. Full details will be provided at the time. These assessments will not result in a pass or fail decision. Rather, they are designed to support the panel's decision making and highlight areas for the panel to explore further at interview.

Shortlisted candidates will have the opportunity to speak with Ann Tourle, Non Executive Director FCDO Services prior to the formal interview to find out more about the role and organisation. This will not form part of the formal assessment process.

Shortlisted candidates will be invited to attend a final panel interview, full details will be provided to those invited. It is likely these interviews will be conducted virtually.

Reasonable Adjustments

We are committed to equality in the recruitment process. We would like to make your experience as positive and comfortable as possible. We believe that you are the best person to tell us what you need so please let us know of any reasonable adjustments we can make and any barriers that you face in the working environment. If you would prefer to discuss your requirements in more detail, please contact: melissa.scott@fcdo.gov.uk in the first instance.

Disability Confident Scheme

The Civil Service embraces diversity and promotes equal opportunities. As such, we participate in a Disability Confident Scheme (DCS).

Disabled applicants who meet the minimum selection criteria as set out in the essential criteria of the job specification are guaranteed an interview. Selection will be on merit. If you wish to claim a guaranteed interview under the Disability Commitment, you should complete the relevant section of the online application. It is not necessary to state the nature of your disability.

Indicative Timetable

We will endeavour to offer flexibility but it may not be possible to offer alternative dates for assessments or interviews. Please note that these dates may be subject to change and at this stage are indicative.

Stage	Timescale
Advertisement closes	14 th June 2021
Shortlist	w/c 21st June 2021
Stakeholder Discussion	w/c 5th July 2021
Assessments	w/c 5 th and 12 th July 2021
Formal Panel Interviews	w/c 19 th July 2021



Additional Information

Official Secrets Act

This post is covered by the Official Secrets Act.

Eligibility - Nationality and Security Clearance

This role is a reserved post and therefore applicants must be a British Citizen.

To be eligible for SC clearance applicants must have been resident in the UK for at least two of the past five years, at least one year of which must be 12 consecutive months, unless you have served overseas with HM Forces or in some other official capacity as a representative of Her Majesty's Government, or have lived overseas as a result of your parent's or partner's Government employment.

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 FCDO/FCDO Services. 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 their other business and financial interests may be published.

Civil Service Code

The Civil Service Code sets out the standards of behaviour expected of you and other civil servants. These are based on the core values which are set out in legislation. As a civil servant, you are expected to carry out your role with dedication and a commitment to the Civil Service and its core values integrity, honesty, objectivity and impartiality.

More information can be found here

<https://www.gov.uk/government/publications/civil-service-code/the-civil-service-code>

Additional Information

Civil Service Commission

This appointment is regulated 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.

The law requires that 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.

For more information, visit: Civil Service Commission Recruitment Principles

Complaints

FCDO Services recruitment is regulated and underpinned by the Civil Service Commission Recruitment Principles. The principles explain the legal requirement that selection for appointment to the Civil Service must be on merit and on the basis of fair and open competition.

If you feel your application has not been treated in accordance with the Principles and you wish to make a complaint, you should contact melissa.scott@fcdo.gov.uk in the first instance. If you are not satisfied with the response you receive from FCDO Services you contact the Civil Service Commission. For more information please see <http://civilservicecommission.independent.gov.uk>