Position Specification

The Institution of Engineering and Technology
Chief Executive and Secretary
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The Institution of Engineering and Technology

Foreword

Thank you for the interest you have shown in becoming our next Chief Executive and Secretary. As the leader of the largest Professional Engineering Institution (PEI) in Europe, our Chief Executive has a key role in influencing governments and policymakers, as well as acting as a global ambassador for the engineering profession. We need someone who isn’t shy of being in the spotlight!

The Chief Executive is instrumental in shaping the IET and focusing on what we need to deliver and then doing just that to time, cost and enhanced performance. We have engaged Russell Reynolds Associates to find an inspirational and inclusive leader with the right skills, values and vision to drive our Institution forward.

The IET is one of the world’s largest PEIs with more than 158,000 members in 153 countries and a flagship headquarters at Savoy Place in London; our impact truly is felt across the world. Founded in 1871, we’re governed by a Royal Charter dating back to 1921, and we’re extremely proud that HM The Queen is our Patron.

It’s a pivotal time to join the IET. Our 150th anniversary, which we marked throughout 2021, gave us a fantastic opportunity to celebrate our rich history. We used the milestone to engage and inspire young people so that engineering and technology are seen as a force for good and key to solving many of the biggest challenges facing our world. We now want to find an experienced and innovative leader as we embark on our ambitious journey, taking the organisation to the next level and delivering on our purpose-led mission. We have an ambitious 10-year strategy and, as we move ever closer to a digital future, we need someone to direct and lead the organisation through significant change as we grow our worldwide membership, further our charitable goals and develop our thriving commercial venue and publishing operations. The right person will need to make a substantial impact as we deliver our strategy during the next decade.

At its heart, the IET wants to make our world a better place. Indeed, we support the engineering and technology communities to engineer a better world. Be it pioneering work on electric vehicles or encouraging more women to become engineers, we’re motivated by seeing the tangible results of what we do and how it changes our society in positive and motivating ways. It’s what we’ve done for the last 150 years and what we’ll carry on doing in the future.

The IET operates as a charity with a Trustees Board, chaired by me as President, and a Council with members from across the world. The Chief Executive works closely with me, our Trustees and the Council to drive Strategy 2030 forwards. Day-to-day, they work with a forward-thinking Executive team, an engaged and passionate workforce and some 4,000-plus highly dedicated volunteers worldwide.

If you have what it takes, a track record of making an impact and the vision to lead a modern, relevant and inclusive membership and commercial global organisation with a proud history, then we would like to hear from you.

I wish you the best of success with your application and look forward to meeting you.

Sir Julian Young
KBE CB FREng CEng FIET
Overview of IET

We inspire, inform and influence the global engineering community to engineer a better world. As a diverse home across engineering and technology, we share knowledge that helps make better sense of the world in order to solve the challenges that matter.

Our Purpose

Working to engineer a better world is why we exist and why, for the past 150 years, we’ve been using our influence, knowledge and expertise to champion the role of engineering and technology for the future of our society and our planet.

Climate change and the global pandemic are currently, without doubt, the most difficult and important challenges of our time and have highlighted to the world the important role engineers and technicians have in creating solutions.

There are also vast opportunities that technology opens for us, whether that’s connecting people across the world, developing systems that offer us all longer and healthier lives, or using less of our natural resources. Engineering feats and the technological advances we have not even dreamt about yet will be fundamental in solving these problems and embracing the future.

Our charitable objects are to ‘promote the general advancement of science, engineering and technology and to facilitate the exchange of information and ideas on these subjects amongst our members and others’.

Our Values

We expect all our colleagues and volunteers to live our values as we work together to achieve both our mission and vision.

- **Integrity** – Operating professionally and ethically to gain trust, we must be open and honest with each other and respect everyone, valuing each other’s contribution.
- **Excellence** – Delivering the highest level of service and satisfaction, using agile methods, and seeking innovative solutions to add value. Our role is to continually improve and adopt best practices for the good of engineering and technology.
- **Teamwork** – Continuing to work together and recognise the value of talented individuals working in our teams and in our volunteer communities. More than ever, we must be collaborative within the IET and with our remit to partner with other like-minded organisations.

Strategy

For 150 years we have existed for the sole purpose of ‘Working to Engineer a Better World’. To continue to be relevant to our stakeholders and ensure we are resilient for the next 150 years we are looking beyond our immediate horizon to how we will make a difference over the next 10 years.
In Strategy 2030, we have a compelling and ambitious roadmap of what we want to do over the next decade to maintain our relevance for industry, practitioners, academia and society. Working together, our volunteers and colleagues are supporting the delivery of innovative solutions across five strategic themes:

- Engineering Excellence.
- Skills, Learning and Networks.
- Research Solutions.
- Thought Leadership and Policy.
- Education.

And to remain relevant to our audiences – academia, practitioners, industry and wider society – we’re focusing on five societal challenges where the engineering profession and the IET can make a big impact on our world:

- Sustainability and Climate Change.
- Digital Futures.
- Healthy Lives.
- People-centric infrastructure.
- Productive Manufacturing.

You can learn more about our strategy on our [website](#).

**IET Facts**

We are one of the world’s leading professional societies for the engineering and technology community, with offices in Europe, North America and Asia-Pacific. We provide a global knowledge network to facilitate the exchange of ideas and promote the positive role of science, engineering and technology in the world:

- We have more than 158,000 members in 153 countries.
- We were formed in March 2006 by the merger of the Institution of Electrical Engineers (IEE) and the Institution of Incorporated Engineers (IIE).
- We have active networks of volunteers in 37 countries around the world.
- The IET’s Inspec database is the leading English-language bibliographic information service for scientific and technical literature.
- Helping those in the global engineering research community understand their place and make strategic decisions about the direction of their projects is our dynamic research intelligence tool, Inspec Analytics.
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- The IET provides independent, impartial thought leadership for MPs, policy advisors, the UK Government, the devolved parliaments, Metro Mayors and local authorities.
- The UK’s Wiring Regulations are published by the IET.
- During 2020, we published 70 books and 6,005 papers, and launched three new journal titles.
- Since January 2021, our entire journals portfolio moved to open access and is now published and distributed by Wiley.
- IET Faraday, an award-winning educational resource, reaches all schools in the UK with the aim of enthusing young people about science, technology and engineering.
- The professional registration qualifications ICT Technician (ICT Tech), Engineering Technician (EngTech), Incorporated Engineer (IEng) and Chartered Engineer (CEng) are awarded by the IET under licence from the Engineering Council.
- The IET Futures Fund raises money to support the next generation of engineers, to find solutions to our most pressing problems. In recent years we have matched the donations received, raising another £2million.
- More than 1,000 undergraduate programmes in the UK are accredited by the IET.

Legal Structure
The IET is a UK-based membership organisation with charitable status. We have a number of subsidiaries. These include IET Services Limited, IET USA Inc., IET India, IET Services India, IET Beijing, IET Canada, and the Institution of Engineering and Technology, USA. IEE Conventions Ltd, another subsidiary, is part of a joint venture which operates the International Broadcasting Conventions (IBC) Partnership.

Governance
The IET was founded in 1871 and incorporated by Royal Charter in 1921. The current Royal Charter of the IET was allowed by the Privy Council on 14 November 2007 and came into effect from 1 January 2008. The current Byelaws were approved by the Privy Council on 27 September 2016 and came into effect on 1 October 2016. The Board of Trustees comprises our charity trustees and meets regularly throughout the year to conduct the business of the IET in accordance with the Royal Charter and Byelaws.

The Trustees have established a structure of Boards and Committees from within the membership to monitor and control key areas of the IET. These include the three Main Boards – Knowledge Services and Solutions, Membership and Professional Development, and Volunteer Engagement – and Governance Committees – Audit and Risk process, Finance and Investment, Nominations and Succession, and Remuneration. Individual Trustees are appointed to membership of these Boards and Committees alongside non-Trustee members to ensure strong communication and coordination of decision-making.

More information about activities, finances and governance can be found in our most recently published Annual Report and Accounts (2020).
Location and Property

One of our most prestigious locations is IET London: Savoy Place, which is located in Westminster, London. This historic central London conference and meeting venue on the River Thames offers cutting edge technology, impressive capacity and outside space in a location that’s easily accessible by rail, tube and river. It also offers networking and working space for our members. Austin Court, located in central Birmingham, is a purpose-built events venue that offers great facilities, combined with the unique appeal and character of a historic building.

Our main UK operational site is in Stevenage, Hertfordshire, which houses the majority of our 650 UK based colleagues. This office has recently undergone a significant refurbishment, aligned to our hybrid working operating model, and provides a modern workspace with our colleagues at the heart of its design.

We also have four offices in other regions across the world. In Beijing, China, we offer Chinese engineers, technicians and students the opportunity to enhance and share their knowledge on an international platform.

Our Hong Kong office is at the heart of the IET in the Asia Pacific region, providing support for our members and volunteers. In Bangalore, in India, we support the country’s drive to raise educational standards and influence technological innovation, and in New Jersey in the USA our colleagues supply the Americas region with many of our products and services.
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The Role

Key Purpose
The role of Chief Executive and Secretary exists to provide stirring and strategic leadership, governance, and overall responsibility for the day-to-day management of the IET to deliver the organisation’s strategic aims and objectives as agreed by the Board of Trustees.

Principal Accountabilities

Strategy
- Lead the organisation to achieve its strategic ambitions and KPIs.
- Drive a continued focus on growing quality, sustainable membership globally.
- Work with the Board of Trustees on the development of strategies and identification of opportunities, trends and needs in relation to delivering the charitable purpose of the IET.
- Globalise and grow the membership base through leveraging the digital platforms that have been delivered, including content and events.
- Being credible to deliver linkage of research to industry such that we accelerate adoption of technologies that are material to societal challenges.

Board Relations/Governance
- Cultivate a strong, transparent and collaborative working relationship with the Board of Trustees.
- Bring to the Board industry-leading ideas, consistent with the co-developed strategy that will enable sustained growth of the organisation.
- Enable the Board to successfully govern through policy and strategy.
- Ensure good governance of IET, through transparency and regular Board communication in all key governance areas, including strategic planning, financial oversight and the operational model.
- Inform the Board of progress and challenges related to achieving the 2030 and interim goals, and the status of the execution of the Integrated Operating Plan.
- Assist the Board in the identification and recruitment of new Board members.

Stakeholder Engagement
- Act as Ambassador for the Institution externally.
- Lift the IET’s status and influence in the policy environment through development of strategic partnerships with industry, public bodies, governments, and other engineering organisations.
- Nurture existing relationships and increase the value that the IET creates for its members and corporate partners.
- Continue to promote the profile of the IET globally.
Leadership

- Provide inspiring and inclusive leadership to the executive team and wider, global organisation.
- Continuously develop the leadership team, facilitating outstanding performance and ensuring effective succession plans are in place.
- Expedite a cultural change programme aligned to the delivery of the organisation's 2030 ambitions.
- Be an Ambassador for Equality, Diversity and Inclusion ensuring the IET is recognised as a leader in this regard.
- Be ambitious for the organisation, working with the Board of Trustees on the development of strategies and identifying opportunities, trends and needs in relation to delivering the charitable purpose of the IET.
- Uphold the organisation’s values and role model the behaviours.
- Provide global leadership, especially in support to IET entities and wholly owned subsidiaries.

Operational Management

- Develop the business plan including KPIs for Trustee Board to approve.
- Hold overall responsibility for the management of the IET in accordance with objectives approved by the Board of Trustees within policy and budget constraints.
- Optimise resources while ensuring the organisation works within a legal, ethical and sustainable framework to attain the highest standards of professionalism.
- Be accountable for the organisation’s overall health & safety performance, specifically to ensure adequate resources are available to implement policy.
Candidate Profile

Essential Experience

Leadership
- Proven ability to lead a large, complex organisation.
- A proven track record of working with others to set the strategic vision for an organisation and deliver it successfully.
- Demonstrable experience of having acted as an empowering, inclusive, supportive and engaging leader, who has inspired and developed others.
- A passionate advocate for equality, diversity and inclusion, with evidence of delivering significant outcomes.
- Experience leading and implementing organisational transformation and cultural change linked to new ways of working.
- Experience of successfully working with a multi-layered governance structure and building strong relationships with board members.
- Commitment to the Institution’s values of integrity, excellence and teamwork.

Management
- Strong evidence of developing and consistently delivering against strategy, operation, budgets and plans.
- Experience of recruiting, developing and managing a high functioning executive team.
- Highly effective relationship-building skills, driving collaboration and ‘one-team’ mentality across organisational and geographic boundaries.
- A genuine interest in the engineering community and building the profession for the future.

Growth and Impact
- Experience of growing an organisation, ideally across international markets.
- A track record of creative innovation to solve problems and deliver impact.
- Experience of influencing a broad range of stakeholders, including government and policymakers, other institutions and public bodies.
- A strong networker, able to develop strong, collaborative relationships.
- A stimulating and motivational communicator.
- Strong ambassadorial skills, capable of inspiring and connecting diverse audiences.

Desirable Experience
- Senior leadership experience gained from the commercial sector, ideally aligned with the industrial, engineering and/or technology worlds.
- A track record of using digital tools to advance organisational goals and harness the power of data.
- Experience of/affinity to a charitable and/or membership organisation, and experience of working with/leading a large network of volunteers.
- Experience of working for/leading a mission-led organisation.
- Chartered Engineer.
The Selection and Recruitment Process
Russell Reynolds Associates has been appointed to support this recruitment. Shortlisting of candidates will involve the assessment of information provided in the application documentation. IET is committed to diversity throughout the organisation and welcomes applications from all qualified candidates.

Application Instructions
The closing date for applications is 23:59 on Wednesday 23rd February 2022.

Please submit your full application by email to responses@russellreynolds.com. Please quote the role title and assignment code 2112-041L in the subject heading of the email. All applications will be acknowledged. All applications must include the following:

1. A Curriculum Vitae with your education, professional qualifications and full employment history.
2. An accompanying Supporting Letter (maximum 2 A4 pages) – setting out your suitability for the role and how you meet the essential and desirable skills set out in the person specification – please ensure your full name is clearly noted at the top of your letter.
3. Diversity Monitoring Form: this will not be used as part of the selection process and will not be seen by the interview panel. You can access the form here.

Indicative Timetable (subject to change)

<table>
<thead>
<tr>
<th>Event</th>
<th>Dates</th>
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<tbody>
<tr>
<td>Closing date for applications</td>
<td>23rd February</td>
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<tr>
<td>Longlist Meeting – Selection Panel</td>
<td>w/c 28th February</td>
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<tr>
<td>Preliminary interviews with RRA</td>
<td>w/c 28th February and 7th and 14th March</td>
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<tr>
<td>Shortlist Meeting – Selection Panel</td>
<td>w/c 21st March</td>
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<tr>
<td>First Panel Interviews</td>
<td>w/c 4th April (these will be held in-person in London)</td>
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<tr>
<td>Informal conversations with relevant stakeholders and Final Panel Interviews</td>
<td>w/c 25th April (these will be held in-person in Stevenage)</td>
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