Candidate brief for the position of
Chief Executive & Secretary
Institution of Engineering & Technology

September 2022
Contents

About The Institution of Engineering & Technology 3

Context 4

Opportunity 6

The Individual 8

Search Process 9

Candidate Charter 10

How to Apply 11
About The Institution of Engineering & Technology

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 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.

We have introduced the IET Strategy 2030, which confirms the key themes and objectives we aim to focus on over the next decade to maintain our relevance for our audiences of industry, practitioners, academia, and society.
Context

- 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 (ICTTech), 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 £2 million.
- 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 on 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 (2021).
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 Futures Place, located 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 and inclusive workspace with our colleagues at the heart of its design. Hybrid Working is fully adopted in the organisation so the individual can expect to work from home regularly for a couple of days per week.

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.
Opportunity

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.

The role - 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 the 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.
- Continually 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.

**Location & Remuneration**

There is a highly competitive package attached to the position. Please contact us for a further discussion about this.

The role is based at Futures Place, Stevenage, with regular travel to Savoy Place, London.

Hybrid Working is fully adopted in the organisation so the successful candidate can expect to work from home c. 2 days a week.
The Individual

Essential criteria

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 organizational 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.

Desired criteria

- Senior leadership experience gained from the sectors aligned with the industrial, engineering and/or technology worlds, including the commercial and education arenas.
- 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.
Search Process

Approach candidates
We will have an initial discussion with you over the phone to determine your interest and suitability for this role and discuss a little about your background and aspirations.

Interview candidates
All applications will be reviewed by Odgers and the IET at a long list meeting, with those candidates taken forward then invited for a preliminary interview with the Partners leading this search.

Short listing
Having met with candidates who will differ on experience, ambition, and background, we will put forward a number of candidates whom we feel most meet the criteria for short listing with the IET.

Meeting our clients
Institution of Engineering & Technology will meet the candidates on the shortlist. This will give you the opportunity to really understand the role, the company culture, and their expectations of you. You will more than likely have multiple meetings with key stakeholders to get a feel for the business.

Due diligence
As you will appreciate, you will have conducted due diligence on Institution of Engineering & Technology and they will expect us to do the same for the candidates who they anticipate would really bring that ‘something special’ to the business.

Offer and acceptance
Institution of Engineering & Technology puts together the offer which we convey to you. We will fully support you through your resignation period and beyond.

Ongoing communications
We like to maintain contact with all candidates from a search. If you have been successful in this activity, we will meet with you after your first month to ensure that your expectations have been met. If you have not, we will ensure that you gain full feedback, and we will maintain a relationship with you for the future.

Inclusion & Diversity
We aim to ensure that each and every stage of the search process is as inclusive as possible, and we work to support Institution of Engineering & Technology in their own commitment to inclusivity.

Confidentiality
We guarantee that any approach we make to you and any discussions we have will be in the strictest confidence. Any discussions will be conducted under the terms of a formal nondisclosure agreement.
Candidate Charter

Talented people are our lifeblood

Whether we approach you about a specific opportunity, or you contact us to share your biography and career ambitions, we want you to have a constructive experience of engaging with Odgers Berndtson.

We recognise that we have a commitment to you as well as to our client, and we undertake that our dealings with you will be professional, courteous, rigorous, and honest.

We will:

- Approach you after considered analysis and in relation to roles where we think there is a strong match. Your time is valuable; we don’t want to waste it.
- Work to make your candidacy as strong as it can be.
- Represent you effectively and discreetly to our client, based on accurate information that you give us in confidence.
- Be inclusive, open, and fair-minded.
- Keep you informed, communicating outcomes promptly, and giving fair and honest feedback where we can.
- Celebrate your success in the event of a successful outcome and share any lessons in the event of disappointment.
- Take a long-term view, recognising that you have a multi-year view of your own career. Where possible, we will help you fulfil your ambitions.
- Embrace continuous improvement, for example by carrying out regular independent audits of those we shortlist for roles.

If ever you feel we have not lived up to the letter or spirit of this charter, please tell us. We want to know. Email KScrope.CEO@odgersberndtson.com.
How to Apply

Key Dates

The closing date for applications is **Friday 14th October at 5pm**

Following a long list meeting of the Selection Panel, successful candidates will be invited to attend preliminary interviews with Odgers Berndtson **w/c 24th** and **w/c 31st October**.

First stage interviews at the IET will take place on the **24th and 25th of November** (candidates will only need to attend on one of these dates)

The final stage interview at the IET will take place on **8th December 2022**.

How to apply

In order to apply, please submit a comprehensive CV along with a covering letter which sets out your interest in the role and encapsulates the aspects of your experience relevant to the required criteria. Please include current salary details and the names and addresses of three referees. Referees will not be approached until the final stages and not without prior permission from candidates.

The preferred method of application is online at: [www.odgers.com/86638](http://www.odgers.com/86638)

If you are unable to apply online, please email: 86638@odgersberndtson.com

All applications will receive an automated response.

All candidates are also requested to complete an online Diversity Monitoring Form which will be found at the end of the application process. This will assist the IET in monitoring selection decisions to assess whether equality of opportunity is being achieved. Any information collated from the Diversity Monitoring Forms will not be used as part of the selection process and will be treated as strictly confidential.

Personal data

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and / or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone’s information or details (e.g. referees) who have not previously agreed to their inclusion.

Contact details

For a conversation in confidence, please contact:

Gabrielle Hill on +44 (0) 20 3529 1097 gabrielle.hill@odgersberndtson.com

Alex Hamilton-Baily on +44 (0)20 7529 3994 alex.hamilton-baily@odgersberndtson.com

We are committed to ensuring everyone can access our website and application processes. This includes people with sight loss, hearing, mobility, and cognitive impairments. Should you require access to these documents in alternative formats, please contact vula.vasili@odgersberndtson.com