



## SUMMARY OF STFC COUNCIL WORKING GROUP

### Introduction

1. Following confirmation from Professor Keith Mason that he would not be seeking a further term as STFC CEO, Council established a Working Group in July comprising Marshall Davies (chair), Professor Sir Peter Knight and Professor James Stirling to prepare a report on the qualities, skills and experience required in a new STFC Chief Executive. The [terms of reference](http://stfc.ac.uk/About%20STFC/19176.aspx) are available at <http://stfc.ac.uk/About%20STFC/19176.aspx>. The Working Group has held four meetings and consulted with thirty-nine (39) individual stakeholders from the particle and nuclear physics and astronomy communities, industry, senior STFC management, RCUK, the learned societies, STFC Council and the STFC trade union leadership.

### Skills and Competencies

2. STFC is a complex organisation serving a number of research communities as both the procurer of facilities and an enabler of research. It delivers its mission through the management of facilities and capabilities which it owns, and through collaborations and joint ventures at home and abroad. The Chief Executive Officer must accordingly be able to demonstrate a number of skills and competencies commensurate with leading an organisation of the breadth and complexity of STFC. In conjunction with STFC's CRISTAL competencies framework (attached as Appendix 1), the Working Group conclude that these will include a successful management track record that demonstrates:
  - **Leadership:** to inspire and motivate the organisation he/ she leads;
  - **Vision & Strategic flair:** to deliver a vision and organisational strategy that encompasses the breadth of the science and capabilities supported by STFC;
  - **Teambuilding:** to lead and manage an effective and cohesive senior management team;

- **Interpersonal Skills:** to exhibit, excellent interpersonal, relationship and influencing skills;
- **Communication & Negotiation Skills:** to communicate effectively and directly with a range of media and communication channels and audiences; to negotiate desired outcomes at senior and board level, including with international partners and collaborations;
- **Judgement:** to make decisions in a transparent, objective and impartial basis;
- **Corporate Governance:** to understand the framework of corporate governance and of the role of the CEO as Accounting Officer;
- **Change Management & Delivery:** to lead and deliver change and desired outcomes in a timely manner;
- **Financial Management:** to understand financial principles and the importance of financial reporting; to interpret financial data and to take incisive corrective action as required to ensure that under/overspends are managed appropriately; to work closely and effectively with the Finance Director;
- **Business Acumen:** to understand business and innovation/commercialisation processes and drivers; able to deal effectively with industrialists and business leaders and to build strategic business partnerships and collaborations at board level.

## **Experience and Background**

3. During consultation, the Working Group were conscious that opinions differed as to the weighting given to the importance of scientific and research credentials versus management and business experience. After deliberation, the Working Group unanimously recommend that a successor chief executive should meet the following requirements:

### **Mandatory:**

- Have a strong and respected STEM background and qualification (at least to PhD level), or similar (e.g. in the biomedical sector) provided candidates can demonstrate an appreciation and understanding of the scale and complexity of STFC science and research;
- Command the respect of the academic communities and be seen as a champion of STFC's research base;
- Be recognised as having previously and successfully led and managed (with total accountability) an organisation or organisational unit of an appropriate and relevant degree of complexity;
- Demonstrate a very high intellectual calibre;
- Have experience of working within an international context;

**Desirable only:**

- Have experience of working in the academic/research sectors, although they may currently be working in other sectors; and
- Have relevant business language capability (e.g. in French or German).

**Conclusion**

4. Having considered a number of other organisations, the Working Group was unable to identify any alternative organisational leadership models that would benefit STFC, taking into account the breadth and diversity of the organisation and accordingly recommend a full time appointment;
5. The Working Group has reviewed a number of job descriptions including those for the CEOs of MRC and ESRC, the Director General of Science and Research, the CEO of ETI and others. The Working Group examined these for common themes, and agreed the structure and format of the Research Council CEOs was appropriate for that of STFC;
6. The Working Group considered the likely career path of the next CEO and considered that the post would be attractive e.g. either (a) to aspiring VCs who may currently be managing e.g. a large university department or faculty, or (b) a current VC who may wish to position themselves for an Oxbridge or comparable national or international leadership position or a successful industrialist with the relevant background.

## APPENDIX 1 – STFC CRISTAL Competencies Framework

CRISTAL is STFC's People Management standard. It has been generated as a result of extensive discussions with STFC staff and the 7 competencies that make up CRISTAL express what staff consider to be the most important aspects of management effectiveness.

The framework needs to operate in the context of STFC's mission and developing strategy. It relates mainly to the behaviours required for the effective management of people. It does not include details specific to other areas of management such as management of projects, finance or safety, and it assumes that managers have an appropriate level of specialist or technical knowledge relevant to their position and area of operation.

The 7 competencies that make up CRISTAL are as follows:

**1. Communication:**

Able to communicate effectively and influence people at all levels, both orally and in writing.

**2. Responsibility:**

Takes responsibility for all aspects of their role in order to effectively manage performance and develop their staff.

**3. Integrity:**

Keeps promises and commitments. Is open, honest and fair in dealings with people. Shows respect for people at all levels.

**4. Solutions Focus:**

Shows drive and determination and conveys enthusiasm. Demonstrates a proactive and positive approach to solving problems.

**5. Teamwork:**

Demonstrates good team working capabilities both within their immediate team and across the wider organisation. Works cooperatively towards achieving common goals.

**6. Awareness:**

Is sufficiently aware of self, others and the working environment to achieve good results - both personally and for other people.

**7. Leadership:**

Inspires and motivates others by providing a clear vision, sense of purpose and direction in a way that people understand and buy into.