

## **PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2014/15**

### **JON THOMPSON, MINISTRY OF DEFENCE**

#### **Role**

Permanent Secretaries are responsible for supporting their Secretary of State on the implementation of the Government's priorities in their Department and for responding effectively to new challenges. The Coalition Agreement and Structural Reform Plans set out the Government priorities in detail.

Working to the Cabinet Secretary and Head of the Civil Service, Permanent Secretaries are collectively responsible for supporting proper and effective decision making and effective implementation of the Government's overall priorities. They also have an individual responsibility to maintain the underlying capability and responsiveness of the departments they lead.

Permanent Secretaries are also responsible for the long-term health and stewardship of their Departments, in particular for ensuring the maintenance of an impartial Civil Service that commands the confidence of Ministers and MPs of all political parties. They have particularly to pay attention to the overall capability of their Departments, including through talent management, succession planning and the effective implementation of the Departmental Improvement Plan.

Jon Thompson is appointed by the Treasury as Accounting Officer with responsibilities to Parliament for financial management, value for money and the running of the Department as set out in Managing Public Money.

#### **2014/15 Priorities**

In the Ministry for Defence (MOD), the priorities in 2014/15 include undertaking appropriate preparations for the 2015 Strategic Security and Defence Review; implementing and bedding in the new operating models for the Defence Equipment and Support (DE&S) organisation and the Defence Infrastructure Organisation (DIO); driving forward the plan for increasing the number of Reserves; completing on a series of land sales to achieve the publicly stated targets; fully supporting key exports opportunities; improving the Department's Information and Information Communication Technology (ICT) capability; and continuing to drive forward the breadth of people issues under Civil Service Reform.

#### **Corporate and Capability Management**

Permanent Secretaries are also required to contribute to the corporate leadership of the Civil Service and support Civil Service Reform. Jon is a member of the Civil Service Board, representing the MOD's interests in relation to Civil Service issues and civilian personnel policies and strategies. He is Chair of the Commercial Reform Governance Board which has been established to improve commercial capability and efficiency across Central Government.

In 2013/14 MOD paved the way with regard to the introduction of the new Performance Management process and the implementation of new Terms and Conditions of Service for new starters and promotees. Jon is fully committed to continuing to embed these changes to the Department, embracing Next Generation Human Resources 2 (HR2) as an "early adopter" department, and driving forward a review of civilian allowances with a view to

simplifying and rationalising them. In addition, Jon will ensure that momentum is maintained on the improvement of leadership skills and capability across the Department.

In addition to these generic responsibilities, Permanent Secretaries – like all other civil servants – have specific objectives to achieve during the course of each year. And like all other civil servants, they have responsibilities to learn, develop and acquire new skills needed to discharge their roles. Jon's specific objectives for 2014/15 are set out overleaf.

Objective	How progress will be judged
<p><u>Business Objectives</u></p>	<p>Overall: feedback from Secretary of State and lead Non-Executive Director (NED), 360 feedback and People Survey – quarterly report of progress against objectives to be made.</p>
<p>(a) <b>Defence Business Plan and Financial Objectives</b> – Deliver the 2014 Defence Plan priorities for 14/15, including the delivery of fiscal objectives, ensuring that spending outturns are consistent with plans and establishing credible and sustainable plans to deliver spending totals agreed for 15/16 and 16/17; and ensuring that MOD contributes to the Government’s growth strategy by supporting Defence Exports and using its procurement and Research and Development programmes to encourage innovation and an enhanced role for Small and Medium Enterprises (SMEs) where appropriate.</p> <p>(b) Fully embed the new Defence Operating Model, including embedding delegation and interoperability, and implementing the two key aspects of Defence Transformation: (i) <b>Defence Equipment &amp; Support (DE&amp;S)</b> – establish the effective operation of the new DE&amp;S Bespoke Trading Entity, and establish Managed Service Providers (MSPs) for three functional pillars; and drive forward acquisition reform for the MOD. (ii) <b>Defence Infrastructure Organisation (DIO)</b> – Embed the Strategic Business Partner (SBP) for DIO and establish improved ways of working to pave the way for the successful delivery of savings from 15/16.</p> <p>(c) Monitor and drive forward the achievement of the recruitment of <b>Reserves</b> in line with Departmental targets.</p> <p>(d) <b>Strategic Defence and Security Review (SDSR) Preparations</b> – ensure MOD is well placed for SDSR15.</p>	<p>a) Defence Plan 14 priorities and the priorities of the Secretary of State and Permanent Under Secretary of State (PUS) delivered in year, including the successful drawdown from Afghanistan, developing our international engagement agenda and Transforming Defence. Financial outturn and HM Treasury assessment of financial control. Successful support to Defence Exports opportunities, and contribution where appropriate to UK growth.</p> <p>(b) (i) DE&amp;S on schedule to reach Initial Operating Capability by the end of 14/15. Contracts placed with the three MSPs covering: Project Delivery, Human Resources, and Management Information and Finance by end 14/15. Initial Operating Capability (IOC) for Customer Design in MOD by end 14/15. (ii) SBP model successfully established in DIO. Improved accountability arrangements between DIO and the Front Line Commands.</p> <p>(c) Plan for the delivery of Reserves recruitment targets in place; accurate monitoring of recruitment numbers regularly assessed; target milestones achieved.</p> <p>(d) SDSR themes and workstrands developed and completed by the end of 14/15.</p>
<p><u>Cross Government Working and Civil Service Reform</u></p>	
<p>(e) <b>Chair the Commercial Reform Governance Board</b> to set and deliver strategic direction to improve commercial capability and efficiency across central government. Demonstrate leadership by transfer of common goods and services to new Trading Fund of Cabinet Office and reduce spend to deliver £250m of efficiency savings.</p>	<p>(e) Board meetings every six weeks; delivery of implementation plan monitored; updates provided through the Chief Procurement Officer (CPO) to the Minister for the Cabinet Office. Work with the CPO to deliver the £250m of efficiency savings for 15/16.</p>

<p><u>Capability</u></p> <p>(f) <b>Continue to develop and improve the leadership capability across Defence –</b> maintain progress with developing the leadership capability of the SCS and further extend progress to the non-Senior Civil Service (SCS) grades.</p> <p>g) Further strengthen management of major projects and programmes</p>	<p>(f) Leadership engagement (Your Say) scores improved from 13/14. Succession plans in place for SCS and regular reviews of SCS talent undertaken by the Civil Service Leadership Group Chaired by PUS.</p> <p>g) Metrics to measure delivery confidence on major projects improve over the year and Senior Responsible Owner (SRO) churn reduces.</p>