

PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2015/16

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 manifesto sets out the Government's 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, the implementation of the Government's cross-cutting and departmental priorities, and the efficient use of resources. 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 and succession planning. In delivering this Permanent Secretaries will take responsibility for championing difference and leading in accordance with the principles set out in the values of the Civil Service Leadership Statement.

Jon Thompson is a member of the Civil Service Board, Senior Leadership Committee and the Corporate Management Board. He is Diversity Champion for Social Mobility. He is also 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.

What we do

We protect the security, independence and interests of our country at home and abroad. We work with our allies and partners whenever possible. Our aim is to ensure that the armed forces have the training, equipment and support necessary for their work, and that we keep within budget.

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 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 2015/16 are set out overleaf.

Objectives

1. Strategic priorities

Objective	How will progress be achieved and measured?
<p>Deliver Defence Strategic Objectives 1-4 as set out in the Single Departmental Plan:</p> <p>(a) Success on current military operations, including in the Middle and Near East, Syria, Iraq and Afghanistan</p> <p>(b) Fulfil standing military commitments and where agreed, to provide support to other Government departments and the civil community</p>	<p>(a) Defence contribution to the UK's enduring aim in Afghanistan; Defence contribution to countering Daesh in Iraq and Levant; UK presence and operations in the Middle and Near East. Measured by: Numbers of Defence personnel deployed on operations; activity levels of selected military operations.</p> <p>Measured by: MOD force report; activity levels of selected military operations;</p> <p>(b) Meeting the requirements of the UK's Nuclear Deterrence policy; maintaining Continuous At Sea Deterrence; Defence contribution to HMG Cyber security policy and delivery of the Defence Cyber programme; meet UK's Treaty obligations to NATO, EU and UN.</p> <p>Measured by: MOD force report; activity levels of selected military commitments; delivery of planned Cyber outputs for 15/16 including work in relation to the Cyber Situational Awareness Fusion Architecture.</p>

<p>(c) Develop and maintain contingent military capability</p>	<p>(c) Delivery of a joint, balanced and sustainable force, interoperable with key identified partners, for contingent operations whilst delivering the capability required for current operations and non-discretionary elements of our Standing Military Commitments.</p> <p>Measured by: MOD force report; activity levels of selected military commitments, Defence Capability Assessment Register</p>
<p>(d) Increase Defence Engagement and the effective shaping of the global environment</p>	<p>Delivery of Defence Engagement effect and strengthen our Defence partnerships in the Gulf and Asia.</p> <p>Measured by: activity levels against Defence Engagement Strategy.</p>
<p>(e) Ensure the department delivers against its manifesto commitments</p>	<p>Develop a top-quality Single Departmental Plan which sets out how manifesto commitments and efficiency improvements will be delivered over the course of the Parliament by March 2016.</p>

2. Business Priorities

Objective	How will progress be achieved and measured?
<p>Deliver Defence Strategic Objectives 5-8 as set out in the Single Departmental Plan:</p> <p>(a) Improve Defence Delivery</p> <p>(b) Recruit and retain sufficient, capable and motivated people across the Whole Force</p>	<ul style="list-style-type: none"> Undertake a Strategic Defence and Security Review by the end of 2015, aligned with Spending Review outcomes; deliver key change programmes across Defence under the Government Major Programmes Portfolio; improve enabling services including creating the “Future Defence Business Services” organisation. Measured by: progress with and delivery of the SDSR; GMPP reporting; FDBS solution agreed with Ministers and implemented. Size of the regular armed forces maintained in line with the manifesto commitment; increases in Reserves headcount delivered; a more diverse workforce is achieved through the delivery of the Defence Diversity and Inclusion Plan; delivery of the Armed Forces Covenant; delivery of the cadet expansion programme (to 500); implementation of Lord Ashcroft’s recommendations in relation to Veterans, including work to address hearing loss.

<p>(F) Make support for exports a core task for MOD.</p>	<p>the Department's commercial capability and work with the Crown Commercial Service to deliver the Government's 33% commitment of spend with SMEs by 2020.</p> <ul style="list-style-type: none"> Measured by: Drive up People Survey engagement scores. Develop a credible plan for ensuring Apprentices make up 2.3% of the workforce over the course of the Parliament. Put structures in place for MOD to take responsibility for managing all strategic defence export campaigns, and create additional capacity to support these campaigns, including the training of international customers.
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3. Diversity

Objective	How will progress be achieved and measured?
<p>(a) MOD Defence Diversity and Inclusion Programme (aligned with the Talent Action Plan) delivered to agreed programme timeframe.</p>	<p>For delivery of the TAP:</p> <ul style="list-style-type: none"> Increasing declaration rates for disability status for overall departmental workforce (including executive agencies) to Civil Service average declaration rate. As declaration rates for ethnicity within the MOD are currently above the Civil Service average aim to increase this further. Increasing declaration rates for ethnic background and

	<p>disability status for departmental SCS workforce (including executive agencies) to SCS average.</p> <ul style="list-style-type: none"> • Increasing representation rates of women and BAME individuals in departmental SCS workforce (including executive agencies) to the Civil Service average. • Increasing representation rates of women in SCS roles at Pay Band 2 and above (including executive agencies) to SCS average. • Reducing the difference between disabled and non-disabled staff on the “inclusion and fair treatment” theme in the Civil Service people survey • Above to be in line with civil service averages or to maintain current position of above average performance. <p><u>The above will be measured through:</u></p> <ul style="list-style-type: none"> • Your Say survey scores • SCS database • Defence recruitment, retention, performance and promotion statistics
<p>(b) To improve MOD civilian leadership, bring on talent and develop line manager capability, embracing diversity and inclusion.</p>	<p>Through the following deliverables:</p> <ul style="list-style-type: none"> • Line management capability programme • Band B (Grade 6/7) and SCS conferences with a focus on diversity and inclusion • Talent management programme reviews

	<ul style="list-style-type: none"> • Mentoring programme <p><u>The above will be measured through:</u></p> <ul style="list-style-type: none"> • SCS 360 feedback • Your Say survey • 9 box Grid distribution • Review of the Performance Appraisal Report distribution at the end of the year, to ensure an equal distribution across all box markings • Regular review of the nominations, outputs and outcomes of talent management programmes across all grades
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4. Personal leadership

Objective	How will progress be achieved and measured?
<p>(a) To embrace and display the behaviours of the Civil Service Leadership Statement in all day to day activity.</p> <p>(b) To Champion Social Inclusion across Government and to deliver a plan to continue to improve social representation in Government departments.</p>	<ul style="list-style-type: none"> • Personal commitment to the Leadership Statement. Measured by: 360 degree feedback • Quarterly Meeting of the Social Mobility Steering Group. Measured by: improved data collection in relation to social mobility during 2016; with improved social representation on talent schemes and in senior positions across Government by end 2017

<p>(c) To personally mentor at least one individual with a protected characteristic.</p>	<ul style="list-style-type: none">• Quarterly meetings with mentees. Measured by: ongoing positive progress of mentees.
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