



CANDIDATE PACK FOR CHIEF OPERATING OFFICER



WELCOME

Thank you for your interest in joining us as our Chief Operating Officer. The Royal United Services Institute (RUSI) is an independent think tank engaged in cutting-edge defence and security research. A unique institution, founded in 1831 by the Duke of Wellington, RUSI embodies nearly two centuries of forward thinking, free discussion, and careful reflection on defence and security matters.



RUSI is a British institution but operates with an international perspective with offices in Nairobi and Brussels that reinforce our global reach. We have amassed over the years an outstanding reputation for quality and objectivity. Our heritage, our location at the heart of Whitehall, together with our range of contacts both inside and outside government, but always strictly independent of it, give RUSI a unique insight and authority.

We are now seeking a Chief Operating Officer to provide high quality internal operational support and development, covering finance; IT and cybersecurity; risk and compliance; operations (facilities and governance); people and events. The postholder will have around 20 staff working in these areas reporting, directly or indirectly, to them. The postholder will ensure the smooth running of these areas as well as the development of these functions to better support our ambitious aims and objectives as an organisation as we move towards a new strategic planning cycle in April 2024. This is a senior leadership appointment, reporting into the Director-General, and acting as a member of the senior management team.

This is an exciting opportunity for an experienced leader with sound judgement, who can engage, inspire and influence at all levels. You will provide a clear vision, help steward a budget of c.£15 million and an organisation of around 132 people, and help develop our future strategy as we continue to grow our organisation. Bringing a systematic approach to delivery, you will demonstrate attention to detail and the ability to work across breadth and volume. You will be able to build credibility quickly with a range of stakeholders and be an active collaborative member of the senior leadership team, with strong communication skills and a commitment to continuous improvement in all aspects of your work.

If you believe you have the skill and qualities we are looking for, we would be very pleased to hear from you.

Dr Karin von Hippel
Director, Royal United Services Institute



ABOUT US - OUR MISSION STATEMENT

As an independent institution, we produce evidence-based research, publications and events on defence, security and international affairs to help build a safer UK and a more secure, equitable and stable world.

OUR HISTORY

The Royal United Services Institute has been at the heart of military and security thinking for over 190 years. The Duke of Wellington and other senior military commanders established the Institute in 1831, and some of the most influential thinkers in the 19th and 20th centuries worked or spoke at RUSI. RUSI has been at the centre of policymaking and thinking on defence and security from the rise of the British Empire to its transformation and dissolution, through both World Wars and the Cold War and into today's unsettled world.

In the 21st Century, RUSI re-orientated itself to become a fully-fledged think tank, with research at the heart of its activities and income base. RUSI's research agenda diversified further, analysing the urgent security questions of our age. In 2015, the Institute took the historic step of appointing its first woman and first American Director-General, Dr Karin von Hippel. In addition to its historic focus on military science, nuclear deterrence and international security, RUSI's research portfolio now includes financial crime, terrorism, organised crime and cyber security. The Institute has a key role in providing evidence-based understanding of the 'new disorder' of the contemporary world, and it remains an intrinsic part of the research and debate that surrounds military and security thinking.

Throughout its over 190 years of existence, the Institute has remained faithful to its heritage and founding principles, continuing in its mission to generate evidence-based and independent debate on issues of security and defence.

RUSI is recognised as one of the top global think tanks on security, and in 2020 it was named 'Think Tank of the Year' by Prospect magazine.

WHO WE ARE

We undertake research, encourage debate, and provide options on critical issues in national and international defence and security. We are proud of our history, traditions and Royal patronage. At the same time, we remain resolutely independent, offering robust scrutiny of policy from government and other institutions.

Our primary focus is on UK defence, security and international affairs, and how to improve the safety of the UK and that of our partners in NATO and the European Union. We also highlight the importance of building global security and stability. Our main activities are research, publications and events. We use these to develop and disseminate practical policy solutions to thorny challenges.

We aim to be a world-leading independent forum for informing and improving policy and public debate on defence, security and international affairs.

OUR VALUES

Continuity - Fulfilling our Charter and Mission

- We abide by our charitable status and provide a public benefit.
- We are respectful of our historical legacy while also looking to the future.

Thought Leadership and Independence - Staying ahead of change

- We conduct original, evidence-based research on critical national and international defence and security issues.
- We disseminate the results of our research to enhance the public debate and promote constructive policy options.
- We are innovative, entrepreneurial, and agile in response to a fluid and evolving security environment.
- We ensure financial and intellectual independence, as well as accountability and transparency of funding and activities.

Trust and Collaboration - Promoting an inclusive, trusted community

- We maintain a reputation as an honest broker and trusted partner and engage a diverse network of people and ideas.
- We honour our founding as a members' institute, while also convening a wider network to encourage fresh thinking and inter-disciplinary approaches.
- We develop young talent in the full range of our activities to ensure continuity of purpose.
- We ensure a culture of respect, collaboration, professionalism, and compassion, inside and outside the Institute.
- We demonstrate self-discipline in adherence to these values, while maintaining a sense of humility and humour.

JOB DESCRIPTION

Job title: Chief Operating Officer

Reports to: Director-General

Direct reports: 7, overseeing a team of 22

ROLE

The Chief Operating Officer is responsible to the Director-General for providing leadership on finance, IT and cyber security, risk and compliance, events, people (HR and organisational development), and operational management across the organisation and infrastructure. The role will also support the Director-General and other senior management team members to fulfil objectives within the organisational strategy.

MAIN RESPONSIBILITIES

- Working closely with the DG and the Senior Management Team (SMT), take a central role in shaping RUSI's strategy and its delivery.
- Help the Institute achieve the financial goal of an annual surplus and growing free reserves.
- As CFO as well as COO, take overall responsibility for the Finance team.
- Lead the other Operations teams - HR, Facilities, IT, Legal, Risk & Compliance and Events - ensuring that a high quality of service is provided to Research and other teams, whilst also providing value for money.
- Oversee the management of risk at the Institute.
- Ensure the Institute's governance and compliance processes are robust and fit for purpose.
- Lead on the annual business planning process for the Institute.
- Lead on cyber security within the Institute.
- Constantly review costs across the Institute in pursuit of efficiency.
- Act as a finance business partner to the SMT, providing (financial) decision support and practical analysis.
- With other members of the SMT, continue to develop the Institute's business model and be responsible for ensuring that the model is implemented through the bids and proposals submitted by the research teams.
- Be responsible for reporting on all the above to Audit & Risk Committee and the main Board of Trustees.
- Ensure the Institute is fully prepared for the Annual General Meeting and all financial documents and audit are completed on time and approved in advance by Trustees.



PERSON SPECIFICATION

KNOWLEDGE AND EXPERIENCE

- Track record as an experienced CFO, Finance Director or Chief Operating Officer.
- Qualified accountant.
- Detailed understanding of financial processes and business analysis. Sound understanding of contract processes.
- Evidence of having effectively and actively managed a finance function within a complex environment.
- Evidence of having added value in operational delivery beyond finance in a complex organisation and of managing and developing IT infrastructure to improve business processes.
- Background in the charity sector and understanding of the regulatory framework in which the charity operates. (Desirable).
- Interest in defence, security and global affairs. (Desirable).

SKILLS AND ABILITIES

- Financially astute and commercially minded.
- Strategic thinker and robust analytical skills.
- Ability to absorb information, critically evaluate it and make well considered written recommendations.
- Strong track record in senior leadership with strong expertise in managing teams and people.
- Excellent interpersonal and communications skills, written and orally.

STYLES AND BEHAVIOURS

- Act as a trusted member of the Senior Management Team, contributing to the overall management of the Institute and develop and exemplify our values.
- Establish and maintain credibility with a range of internal and external stakeholders.
- Demonstrate a high level of personal drive, energy and commitment.
- Work effectively and confidently with ambiguity and uncertainty.
- Work flexibly, openly and in particular collaboratively and in a way that is responsive to the needs of internal and external stakeholders.



TERMS OF APPOINTMENT

SALARY

The salary range for this role is £110,000 - £125,000 per annum on a full-time permanent basis.

LOCATION

London with hybrid working. Our policy remains under review, but we currently expect staff to be in the office for a minimum of two days per week.

PENSION

Staff pension scheme with 6% employer contribution

ANNUAL LEAVE

25 days annual leave, rising with service, with additional RUSI closure days off at Christmas.

ADDITIONAL BENEFITS

- Access to 24/7 Employee Assistance Programme.
- Season ticket loan.
- Free access to RUSI's programme of events and conferences, research materials and library.
- Trained Mental Health First Aiders.
- Enhanced sick pay, depending on length of service.
- Enhanced maternity and paternity leave, depending on length of service.

HOW TO APPLY

We hope you will consider making an application. To make an application, please go to <https://starfishsearch.com/jobs/rusi-coo/> and click on the apply now button, with the following prepared

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this role is the right move for you and how you meet the knowledge and experience criteria.

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Closing date:	Friday 10th November 2023
Preliminary interviews:	w/c Monday 20th November 2023
Final Panel interviews:	w/c Monday 4th December 2023 (tbc)