

# BRIEF FOR APPLICANTS CEO

# WELCOME

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Dear Candidate

Thank you for your interest in becoming Chief Executive of the Institute for Employment Studies.

As a leading independent centre for research and evidence-based consultancy, the Institute for Employment Studies (IES) has over 50 years' experience of delivering high quality research and consultancy in employment, labour market and human resource policy and practice.

A charity and not for profit organisation, we provide insights on employment and human resource management topics to help improve policy and practice. Our core team of 60 staff research and consult on employment and HR topics, using a range of approaches to provide insight and support to policymakers and practitioners. As our values infuse our work, we strive for excellence, to be collaborative and to bring curiosity to what we do. We work with integrity and treat people with respect and compassion.

Tony Wilson is moving to a new role after six years leading our organisation. He has transformed IES in that time and we are now looking to appoint a successor who will continue growing and developing our work and impact over the coming years, and inspire those within and outside IES.

There are a number of different sectors and backgrounds the successful candidate could come from. These include other research organisations, academic institutes, central and local government, other public bodies or HR consultancy. Wherever you are now, you will be a respected and senior leader, ideally with a strong personal track record of impact in policy and practice.

This role also requires sharp commercial acumen, to make the most of existing and emerging opportunities for growth. These include the potential for broader engagement with businesses and for enhanced influence under a new Government. We are also looking for people with strong business and organisational management skills.

More than anything, you will bring your clarity of vision and inclusive leadership style to the role, engaging a broad range of stakeholders quickly to instil confidence and further expand the Institute's profile and influence. This is a particularly exciting time to join us, as we look to address some of the most challenging policy issues of today.

If you believe you have the skills, experience and qualities we are looking for, we very much look forward to hearing from you.

**Kathy Poole**  
Chair of the Board, IES



## ABOUT US

IES is a leading independent centre of excellence for research and consultancy in public policy, employment and the labour market. We are not-for-profit and a registered charity, with a mission to bring about sustainable improvements in employment policy and human resource management. We achieve this by generating new knowledge through evidence-based research, and by working with organisations to understand and apply evidence of ‘what works’ in improving public policy and organisational practice.

A key asset for IES is a strong core team of staff with internationally recognised subject and methodological expertise. IES is based in Brighton and has 60 multidisciplinary staff together with a pool of expert associates who contribute to IES projects. The IES team also includes the Involvement and Participation Association (<https://www.ipa-involve.com/>), which merged with IES in 2023 and is an operationally independent team within the IES.

Led by the IPA director, the IPA team works with clients across sectors supporting new ways of working based on collaboration and trust, including the delivery of consultancy and training focussed on development of positive workplace employment relations, employee voice and engagement. IPA is a thought leader on social partnership and employee voice.

IES is totally self-funding, with a turnover of over £3 million a year from our research, consultancy and HR Network. Our research and practice are guided by our values, of respecting others, acting with integrity, collaboration, curiosity, excellence and compassion.

In the 56 years since our founding, IES has operated according to several key principles:

- **Independence and dissemination:** crucial to the Institute’s mission, and underpinning our charitable status, is that our work benefits not just those who commission the research, but the wider community of policy- and decision-makers as well as people in and out of work. This provides IES with an imperative to publish and disseminate the findings of its work widely.
- **Multidisciplinary, rigorous and ethical:** IES deploys a wide range of economic and social science disciplines in our work, approaching problems from different disciplinary perspectives and, where appropriate, combining them within research and consultancy projects. We set great store by the independence and rigour of our work. We are not a campaigning ‘think tank’, nor are we a process consultancy. We aim to deploy state-of-the-art methodologies to our work, supported by investment in staff training and development, and we uphold high standards of research ethics in all our work.
- **Dual focus on public policy and employers:** a unique feature of IES is our dual focus on public policy – related to employment, education, skills and labour markets – and on human resource management and practice. This stems from a recognition that both public policy and people management practice are fundamental to improving opportunity and to making work better, and that to achieve our mission IES must pursue a balanced portfolio of work for both sides.



The Chief Executive will be leading IES at an exciting time in our development – with a renewed focus in government on ‘supply side’ policy including employment, education, skills and health; and a greater focus among many employers on improving people management practice and adapting to changes in the world of work. At IES, we have set five key priority areas for the coming year, around:

- Extending employment opportunity for all: to raise participation in work, support retention in work and narrow the gaps in opportunity that many people and places face.
- Making work better: to help develop and make the case for more inclusive and effective approaches particularly around workforce planning and development including careers; diversity and inclusion; health and wellbeing; leadership, management and organisational change; employee engagement and voice; and flexible and new ways of working.
- Improving education and life chances: where our interests and expertise span early years education, support for young people at key points of transition, careers support and services, and access to adult and continuing education later in our lives.
- Preparing for the future: particularly around demographic and social changes, the impact of advances in technology, and managing the transition to net zero.
- Advocating for evidence-based policy and practice: where we want to build on the innovative and impactful work of our Trials Unit, the ReAct Partnership with providers of employment services, our Commission on the Future of Employment Support, and the employer networks that we run under the auspices both of IES and the IPA.

Financially, we are a successful business and have adapted well to the changing economic and policy environment of recent years – making small financial surpluses in each of the last five years through a challenging business environment and well set to make a surplus again this year. We have done this through a policy of actively diversifying our funding streams and working in new ways and are under no illusions that to continue to break even we will need to continue to innovate, adapt and evolve.

## READ MORE

For more information on the work that we do and clients we work with, please visit <https://www.employment-studies.co.uk/>  
To read our Annual Reports please visit [www.employment-studies.co.uk/about-us](http://www.employment-studies.co.uk/about-us)



# ROLE DESCRIPTION

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<b>Role title</b>	Chief Executive
<b>Responsible to</b>	Chair of the Board
<b>Responsible for</b>	Seven direct reports (including four Directors)

## ROLE PURPOSE

The Chief Executive acts as the chief executive of IES and is accountable to the Board of Trustees for the day-to-running of the Institute and for delivery of our longer-term objectives. They do this in partnership with a leadership team of four Directors and lead the wider team of approximately 60 people.

## MAIN RESPONSIBILITIES OF THE ROLE

- **To develop and deliver the long-term strategy for the Institute**, working with the leadership team and the Board. This should be an ambitious and achievable strategy that can maximise our impact on policy and practice and continue to ensure the long-term sustainability of the Institute. It should be underpinned by annual business plans and budgets with clear success measures, again developed in collaboration with the employees and agreed with the Board.
- **To lead, inspire and support the development of the team at IES.** The reputation and long-term sustainability of IES is driven by the ability of our team to deliver high quality and impactful work for our clients. Creating the right culture is particularly important for us as an Institute that advocates for good management and good work. Our Chief Executive is responsible for having a clear vision for IES, leading and motivating the team, supporting the development of the management team, and ensuring that the employees are engaged and equipped to do their jobs well – supported by the wider leadership team and Head of HR.
- **To maximise the impact that IES can make on public policy and people management practice.** The successful candidate must be able convey complex messages in a compelling way to diverse audiences with high levels of credibility and authenticity; and be a thought leader on employment policy and people management practice – particularly by drawing together the links across our work and communicating these to government, employers and wider stakeholders. Internally, they are also accountable for ensuring that the wider team has the systems, processes and capabilities to make an impact through their work, and that these impacts can be measured and monitored.
- **To develop and maintain effective links with a diverse range of partners and stakeholders.** IES works with a range of partners including governments, other public bodies, the corporate sector, employer bodies, trade unions, trusts and foundations, academia and the media. We do this for a range of reasons, including to develop project opportunities and research assignments, to collaborate on work, and to influence policy and practice. The Chief Executive plays a key role in building or maintaining critical relationships, having a high profile within government, media, employer bodies and wider stakeholders in our areas of expertise, and supporting others in the team to develop these skills.
- **To ensure that the Institute can continue to develop revenue streams and win and deliver projects and programmes of work.** As an Institute entirely funded through the research and consultancy work that we do, employees at all levels contribute to the identification and development of commercial opportunities.
  - Develop high performance business development competence in the organisation to attract, win and deliver commercially viable projects, by building credible expertise and execution
  - Lead by example by identifying commercial opportunities and securing programmes of work.
- **Work with the Senior Leadership Team to ensure IES is appropriately organised and resourced**, focusing on high performance leadership and management throughout the organisation
  - Ensure effective internal controls and management information systems are in place and fit for purpose
  - Set and agree commercial and financial performance objectives and KPIs, and analyse and evaluate options to advance the Institute in reach and impact
  - Enforce and demonstrate adherence to legal, regulatory and in-house policies to maintain the highest standard of our company's legality and business ethics
  - Set and evaluate ESG KPIs

The Chief Executive attends and provides input at meetings of the Board of Trustees, but under the constitution of IES is not a member of the Board.

# PERSON SPECIFICATION

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In your written application, please set out clearly how you can meet the selection criteria set out in Part One below. (Criteria included under Part Two and Part Three will be addressed at interview, with selected candidates).

## PART ONE

### KNOWLEDGE AND EXPERIENCE

- Successful track record of leading organisations for innovation and high performance, including engaging employees and leading in dynamic and changing environments.
- Recognised expertise in one or more of the substantive areas of work that the Institute specialises in, along with an excellent understanding of current issues and experience of disseminating insight through the media and publications.
- Strong track record of building productive relationships with stakeholders, and of engaging partners and clients around a compelling vision and narrative.
- Strong applied research and / or consulting credentials in public policy or people management practice, with a strong track record of leading and delivering research programmes and / or consultancy projects.
- Strong track record of leading and delivering research programmes and / or consultancy projects, with evidence of having impact on policy and practice, through programmes of work, partnerships with others; you will likely hold a public / personal profile and already be engaging in events and roundtables.

## PART TWO

### SKILLS AND ABILITIES

- Effective business management and organisational leadership skills, including strategic development, business planning, organisational stewardship and working with a Board.
- Strong business development skills, including developing new business relationships, identifying partnership opportunities and successfully bidding for and winning projects.
- Excellent communication and interpersonal skills with the ability to persuade and influence others.
- High analytical capacity and can translate complex policy and research into effective thought leadership for internal and external audiences.

## PART THREE

### LEADERSHIP STYLE AND BEHAVIOURS

- Open, inclusive and emotionally intelligent leadership style.
- Leadership presence and demeanour that generates trust and confidence.
- Sharp commercial acumen: a creative thinker who identifies opportunities for impact and income generation.
- High credibility and integrity to represent the Institute and build its external profile.
- Committed to the work of the IES and principles of diversity, equality and inclusion.

# TERMS OF APPOINTMENT

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## SALARY

It is envisaged that starting salary for the Chief Executive appointment will be between £110,000 and £125,000 per annum. Starting salary will be dependent on experience.

## LOCATION

The post will be based in our office in central Brighton, although we work in a hybrid way and support flexible working. The role is also likely to involve project travel within the UK and internationally in the future.

## PENSION

A contributory career-average defined benefit pension scheme (USS), to which IES pays a monthly contribution of 14.5% of basic salary and the employee pays 6.1%

## ANNUAL LEAVE

27 days' holiday per year, plus Bank Holidays and four Institute closure days. Following 5 years of service, the Institute also offers a long service annual leave uplift of an additional 2 days.

## ADDITIONAL BENEFITS

- A salary supplement, depending on the Institute's financial performance.
- Hybrid and flexible working - with the opportunity to develop a working pattern that supports your work life balance. Our spacious open plan Brighton office is 15 minutes' walk from the city centre with great transport links and free parking.
- An employee assistance programme, ongoing wellness offers, discounts and perks scheme, health cash plan and access to an occupational health service.
- Equal enhanced parental pay for all new parents (maternity, paternity or adoption).
- Pregnancy loss support and support during fertility treatment.
- Up to five days' paid emergency leave per annum to manage unplanned situations.
- Opportunities for learning and development including a comprehensive internal programme.

The Institute for Employment Studies is actively seeking to improve the diversity of our workforce and welcomes applications from all under-represented communities and groups. We are also a Disability Confident Employer and are happy to make reasonable adjustments to accommodate the individual requirements of candidates with disabilities.



