

Your Guide to Recruiting a Framework Director

What makes a successful Framework Director,
and how to find the right person for your
business.



Contents

Introduction.....	3
What makes a good Framework Director?	4
Key competencies.....	6
Salary benchmark.....	8
Example job description.....	9
Executive search process.....	11
Conclusion.....	12
Get in touch.....	13





Introduction

Frameworks are an important source of long-term work for infrastructure businesses. Securing a place on a major framework can provide years of opportunity, but the value of that agreement depends on how successfully the work is managed and delivered.

This places considerable responsibility on the Framework Director. It is a role that can have a direct impact on the profitability of a business, its reputation with clients and its prospects of securing future work.

Recruiting for these positions presents some challenges. The scope of a Framework Director's responsibilities can vary significantly depending on the organisation, the contract and the stage of the framework. This makes it difficult to compare candidates on job titles and previous experience alone.

In this guide, we draw on our experience of recruiting senior operational leaders across the infrastructure sector to look at what businesses should consider when appointing a Framework Director, from defining the role and assessing candidates to understanding salary expectations.



What makes a good Framework Director?

A Framework Director needs to combine delivery experience with the judgement to run a substantial part of a business. They are accountable for performance across multiple projects, often over several years, while managing relationships between organisations whose priorities may differ.

The right background will depend on the framework, but there are some common qualities to look for.

A track record of delivering a portfolio

Many Framework Directors will have progressed through project management, taking responsibility for individual schemes before moving into broader operational leadership.

Success on a major project is valuable, but managing a portfolio brings different demands.

They need to be able to balance resources across projects at different stages and recognise where an issue on one scheme could affect the wider programme. On a high-volume framework, experience of delivering numerous smaller projects may be more relevant than leading on large construction project.

Consider the annual workload they have managed and their actual accountability, alongside the total value of previous programmes

Commercial acumen and business leadership

For a contractor, a framework can operate much like a business unit. Its director needs to understand the P&L and take responsibility for cash and margin, as well as delivery. They must be able to challenge assumptions during early design and pricing, understand contractual risk and recognise the commercial implications of client requests.

Client-side Framework Directors need similarly strong judgement to assess supplier performance and secure value from the agreement. Both require a clear understanding of how the commercial model works, particularly where financial returns depend on shared performance measures.

A robust, collaborative approach

The strongest Framework Directors can build a close working relationship with a client or delivery partner and still have difficult conversation when necessary. They are comfortable challenging a request, explaining its implications and finding a workable way forward.

Within a joint venture, they must bring people from different businesses together around shared objectives. This requires someone who encourages openness about problems and takes responsibility for resolving them, while holding partners and colleagues accountable.

What makes a good Framework Director?

The ability to lead experienced managers

A Framework Director achieves results through Project Directors, Project Managers and functional leaders. They need to give those managers clear authority and support, with enough oversight to spot emerging problems and intervene effectively.

They should remain visible to teams and understand delivery conditions on site. This includes recognising how construction affects ongoing operations and maintaining clear expectations for safety and assurance.

A drive to improve performance

Over a long-term framework, a good director should improve how work is delivered. They can identify recurring problems and introduce better methods across the portfolio, using experience from completed schemes to improve subsequent projects.

The framework's current position also matters. Mobilising a growing portfolio calls for different experience from recovering an underperforming contract. The right candidate needs both the appetite and the relevant experience for the challenge ahead.

For someone with the potential to become a Managing Director, a Framework Director appointment can provide valuable preparation.

Responsibility for P&L, alongside leading managers and senior client relationships, gives them the opportunity to demonstrate broader business leadership.





Key Competencies

When we interview potential candidates, we assess them according to competency-based questions. These will differ for every role we recruit but these are the common key competencies we use when interview Framework Directors.

Results Orientation

- Taking accountability for meeting key business priorities
- Setting and working towards ambitious goals and quality standards
- Removing obstacles that threaten success

Commercial Thinking

- Analysing competitor activity and considering market trends
- Maximising revenue and margin
- Identifying opportunities for reducing costs
- Identifying opportunities for growth
- Developing a competitive advantage

Building collaboration and partnerships

- Building long-term relationships with customers, colleagues and stakeholders
- Understanding the needs, concerns and pressures of others
- Breaking business silos and encouraging cross-function working
- Proactive in providing support to others
- Sharing knowledge, ideas and feedback with colleagues

Leading Others

- Encouraging input from team
- Empowering people to perform independently
- Setting stretch goals, agreeing responsibility and holding others accountable
- Aligning goals with individuals' aspirations – motivating team and driving high performance
- Balancing engagement and authority – tackling difficult issues proactively



Key Competencies

Here are a few example competency questions we have used when recruiting for Framework Director:

What is the most successful project you have delivered in your career? What made it successful, what challenges did you overcome and what improvements were directly attributed to you?

Describe a time when client feedback led you to change your approach to delivery. How did you establish what the client needed and develop a solution that your organisation could deliver successfully?

Tell us about a time when you had to challenge a client's request or expectations. How did you handle the conversation, and what effect did it have on the relationship and opportunities for future work?

Tell us about a difficult commercial decision you made on a framework or major project. What did the financial information tell you, and how did you balance profitability with delivery commitments?

Describe a time when you adapted your leadership approach to help someone improve their performance. How did you establish what they needed, agree expectations and review their progress?

Tell us about a time when delivery across a portfolio of projects was falling short of expectations. How did you identify the causes, prioritise action and measure the improvement?

Tell us about the highest-performing team you have led. What did you do to develop its culture, and how did that translate into better performance?

Give an example of when you improved the operational and financial performance of a framework. How did you assess its starting position, decide what to change and measure the results?



Salary Benchmark

Basic Salary		
Low	Average	High
£100,000	£147,500	£240,000

The salaries in this benchmark we shared with us by senior leaders working across the UK infrastructure sector, primarily within contracting businesses. They provide an indication of what people in comparable operational and framework leadership roles are earning, rather than a recommended salary for every Framework Director appointment.

The responsibilities behind each figure vary. Some individuals oversee the delivery of major frameworks or contracts, while others have wider regional, divisional or operational responsibilities. The value and complexity of the frameworks being managed, the size of the teams involved, and the level of commercial accountability can all influence salary expectations.

The figures represent basic salary only and exclude bonuses, car allowances and other benefits, which should also be considered when comparing overall remuneration packages.

We offer bespoke salary benchmarking as a standalone service, providing more detailed market insight tailored to your specific role and requirements.



Example Job Description: Framework Director

The Role

The Framework Director will lead the delivery and commercial performance of a long-term infrastructure framework, overseeing a portfolio of projects from early planning through to completion.

You will lead a team of project and functional managers, maintain the senior client relationship and take responsibility for the framework's profit and loss. Working with delivery partners and the supply chain, you will ensure the team has the resources and capability to meet its commitments.

The role requires an experienced operational leader who can manage competing project demands and make sound commercial decisions.

Key Responsibilities

Framework delivery

- Take overall responsibility for delivery across the framework, ensuring projects meet agreed requirements for safety, quality, cost and programme.
- Oversee mobilisation and delivery planning, allocating resources to meet the needs of individual projects and the wider portfolio.
- Review performance with project leaders, addressing risks and underperformance early.

- Ensure lessons from completed projects are applied to subsequent work

Commercial performance

- Manage the framework's P&L, including budgets, forecasts and cash performance.
- Work with commercial and project teams to assess risk throughout pricing, procurement and delivery.
- Ensure changes to scope are understood, costed and managed in accordance with the contract.
- Provide accurate reporting to the senior leadership team, with clear recommendations where action is required.

Client and partner relationships

- Lead the senior client relationship, developing a clear understanding of their priorities and expectations.
- Seek regular feedback and agree practical responses to concerns.
- Resolve delivery and commercial disagreements constructively, maintaining trust while protecting the organisation's interests.



Example Job Description: Framework Director

- Work with the client to understand future requirements and identify opportunities for further work.
- Where applicable, bring joint venture or delivery partners together around agreed objectives and responsibilities.

Team leadership

- Lead and develop Project Directors, Project Managers and functional managers.
- Agree clear objectives and performance measures, giving managers appropriate authority and holding them accountable.
- Build an open working environment where people raise concerns early and take responsibility for resolving them.
- Plan recruitment and succession to support the anticipated workload.
- Maintain a visible presence across projects and with delivery teams.

Safety and governance

- Set clear expectations for health, safety and environmental performance.
- Ensure delivery complies with contractual obligations and relevant regulatory requirements.

- Maintain effective governance and assurance, escalating significant issues promptly.

Experience and skills

- A record of successfully leading infrastructure projects or portfolios within a contracting or comparable delivery organisation.
- Experience of managing multiple projects at different stages, with responsibility for overall operational performance.
- P&L responsibility and a sound understanding of cash flow, margin and commercial risk.
- Experience of relevant contract models, including the management of change and supplier performance.
- The ability to lead experienced managers and develop capable teams.
- Credibility with senior clients and the confidence to challenge expectations constructively.
- Experience of improving delivery methods and demonstrating measurable results.
- Relevant professional qualifications or equivalent practical experience.
- Previous framework or joint venture leadership experience would be an advantage.



Executive Search Process

This is an overview of our executive search process. We would follow this method to find a successful [X] Director/Leader:

1. Research

We agree the role requirements, search strategy and remuneration. Our in-house researchers then map the market to develop a longlist of relevant candidates.

2. Approaches

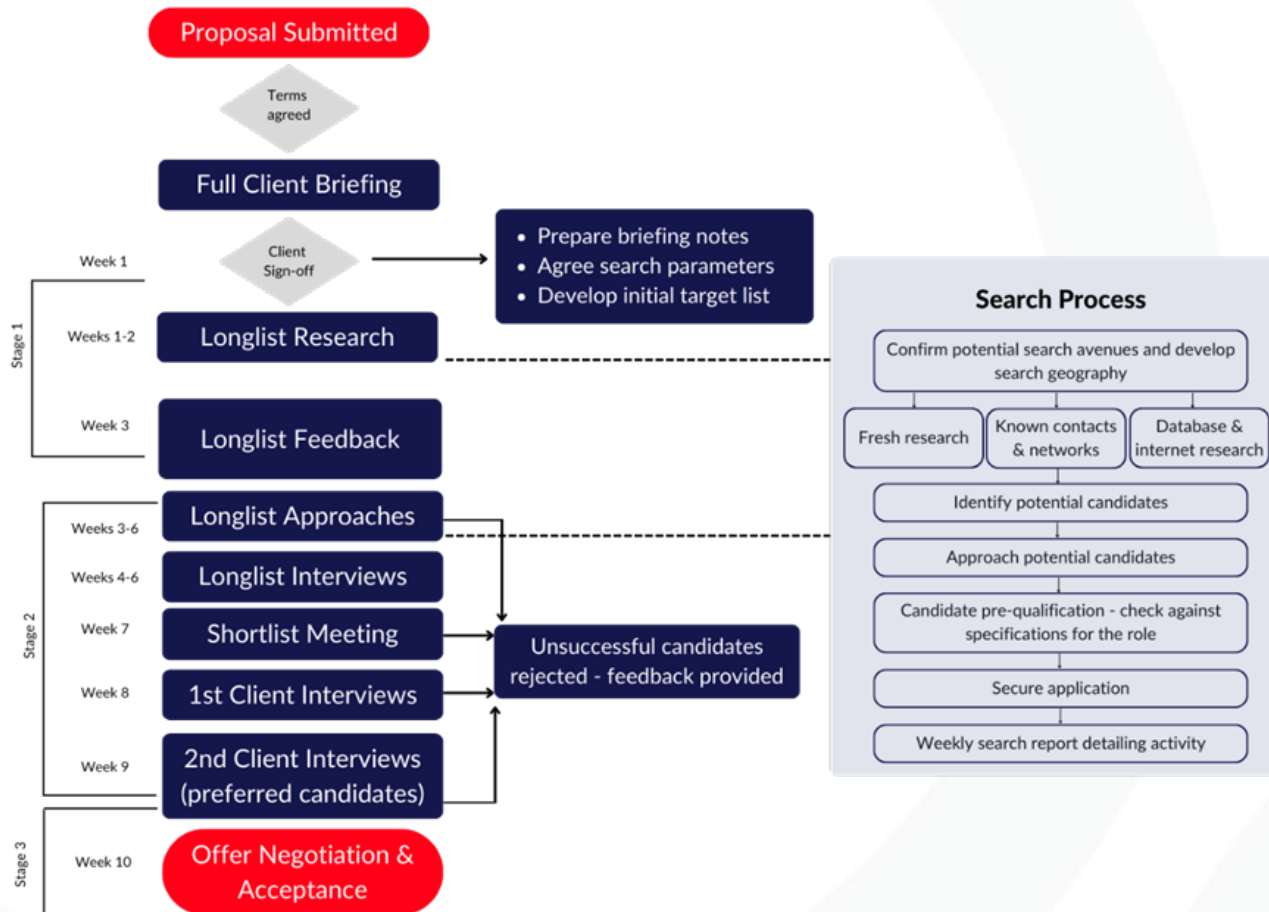
We approach potential candidates directly and advertise the role. A detailed briefing document explains the opportunity, business and remuneration to generate informed interest.

3. Assessment

We assess selected candidates through competency-based interviews, with personality profiling and ability tests available where required.

4. Shortlist to Offer

We present a detailed shortlist report, including market feedback, search statistics and candidate CVs. Individual candidate reports summarise our assessment and competency ratings, supporting your decision on whom to interview.





Conclusion

Before starting a search, it's worth agreeing what you need the new Framework Director to achieve. What are the priorities for the first 12 months? Are there any problems with the framework that need addressing? How is the workload expected to change over the next few years?

Having these discussions early will help you decide what experience is most relevant and what you need to explore with candidates during interviews.

We'd also recommend looking carefully at what candidates have actually been responsible for in previous roles. Job titles and contract values can be useful indicators, but they don't always reflect the level of responsibility someone has held. Ask about the decisions they've made, the challenges they've faced and what they've personally contributed to the performance of a framework.

Taking the time to understand these things should put you in a much better position to make the right appointment for your business.



Looking to recruit a Framework Director?

Get in touch

enquiries@newsomconsulting.co.uk

Visit our website

www.newsomconsulting.co.uk

