



Ministry
of Defence



DE&S functional competence framework

Finance & Accounting

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Finance Business Partnering

Applies wide-ranging expertise in accounting, finance and DE&S context to provide evidenced based and strategic guidance to enable the achievement of DE&S and wider MoD priorities

Level	Descriptors
Authority	<ul style="list-style-type: none"> N/A
Expert	<ul style="list-style-type: none"> Applies a strategic view of the roles across DE&S to influence and guide senior leadership, across MoD, on systems and theories of costing, the use of management information, managing finances and ways to improve performance through insights from financial data Maintains high level oversight of and advises on the appropriate assurance process for investment decisions and policies affecting DE&S/ MoD (e.g. policy guidance captured in Treasury 'Green Book' and supporting high level accounting policy/treatment decisions) by applying knowledge of practices in wider industry Provides significant influence and commercial insight to operational business decisions, including supplier selection, on the basis of strategic analysis of financial and commercial sources of information Scrutinises and challenges complex, sensitive business cases and/or business change proposals by applying appropriate sources of evidence to support recommendations on the value of the investment and on the basis of industry expertise Ensures adequate internal financial controls are in place in local business area and working effectively to meet MoD/DE&S requirements (Internal Control and Assurance Framework (ICAF)) Manages customer relationship for the Delivery Team/Portfolio and proactively ensures clear and transparent communications throughout the annual financial processes Contributes to development of best practice through liaison between DE&S and professional Accountancy bodies, the Treasury, National audit office, academia and Industry to establish and maintain continuous improvement
Practitioner	<ul style="list-style-type: none"> Supports and challenges delivery/portfolio team leaders across functions to successfully deliver financial and commercial elements of their business operations, e.g. providing coaching and advice on projects and programmes in ways that are clear and easy to understand Explains underlying rationale for forecast costs, affordability of project portfolios and impacts of options with customers and stakeholders for relevant project areas, including at formal DE&S/Front Line Command (FLC) cost reviews Leads financial teams in contract negotiations, being able to advise on financial implications of bids, procurement strategies, etc. Identifies and proactively manages efficiencies, benefits and cost-savings for DE&S and FLCs Scrutinises and challenges complex, sensitive business cases and/or business change proposals using evidence-based decision making to make recommendations on investment value Provides supporting evidence for effective application of internal financial controls within local business area to meet MoD/DE&S requirements (Internal Controls and Assurance Framework (ICAF)) Builds and develops constructive working relationships with the National Audit Office and other audit bodies to ensure smooth operation of audit processes and timetables, working towards achievement of a clean set of financial accounts Advises on wider financial and policy decisions at DE&S by analysing evidence of their costs, efficiency and performance Develops business metrics to hold parties accountable to one another and to drive evidence based decision making

Supervised Practitioner	<ul style="list-style-type: none"> • Reviews and assures business cases to ensure value-for-money is demonstrated, that lessons are being learned and that best practice is continuously shared from previous investments • Assures and validates the costing and overall financial impact of Formal Change Requests and Options • Demonstrates a detailed understanding of relevant delivery team/domain accounts by supporting reviews of financial position (e.g. Team Leader Review of Financial Position) and is able to respond to resultant audit questions (e.g. on variances in costs or business drivers) • Displays a working knowledge of range of management Information, their sources and associated reports • Collates, prepare, produces and communicates relevant financial information for audit purposes, business cases and in support of project reviews • Seeks out opportunities for cost reduction and proactively seeks efficiencies
Awareness	<ul style="list-style-type: none"> • Is familiar with the HM Treasury Colour Book scheme as guides to conduct of sound financial management within Government e.g. Green Book (appraisal and evaluation); Orange Book (management of risk); Aqua Book (quality of financial analysis) • Demonstrates broad understanding of the key processes, priorities and stakeholders (both internal and external) involved within the finance and accounting functions • Applies knowledge of the importance of obtaining Value for Money, good quality performance and the achievement of strategic objectives and how to assess this using available evidence • Understands and can demonstrate an awareness of the drivers of financial variances for their business area and can give examples of measures taken to mitigate these

Leading Financial Strategy

Manages the delivery of a clear financial strategy that aligns and drives continuous improvement to activities carried out by the finance function

Level	Descriptors
Authority	<ul style="list-style-type: none"> N/A
Expert	<ul style="list-style-type: none"> Influences and contributes to financial policy and strategy development with the aim of improving MoD/DE&S performance e.g. through work to develop the Government/MoD Finance Function Strategy Champions the role of the Finance and Accounting function amongst senior leaders and across the organisation by driving continuous improvement and business process re-engineering Provides strategic guidance across the organisation through anticipation of management expectations, emerging priorities and adapting approaches in response to fresh challenges facing both the Function and organisation Drives forward and manages complex Finance Change Programmes through to completion in collaboration with other DE&S Functions and stakeholders Applies specialist finance and accountancy expertise to inform change management strategies and for approving complex financial decisions Sponsors and communicates finance system/process changes, whilst managing wider business implications and ensuring that the end user population is properly trained
Practitioner	<ul style="list-style-type: none"> Influences senior stakeholders and the wider business on key strategic choices on the basis of robust evidence of a financial and non-financial nature, including potential risks and plans for their mitigation Owens financial process(es) and is able to describe these to internal/external audiences, including impact of any changes and their wider implications Contributes to initiatives seeking finance process improvement and takes the lead in communicating and explaining associated changes in process to the business Leads upgrades to programme work packages that are aimed at introducing key system/process changes, including effective consultation with user community and other stakeholders
Supervised Practitioner	<ul style="list-style-type: none"> Translates strategies into implementable actions and outcomes by defining stages of programmes, monitoring and explaining progress against programme deliverables Explains the role of the Finance and Accounting function to colleagues - e.g. in a delivery team context - including key products and services the Function is required to deliver to the business Identifies opportunities for continuous improvement in operation of day-to-day business, aimed at time and/or cost saving and achievement of immediate business benefits across DE&S Contributes to finance system/process changes through accurate correlation and migration of key financial data e.g. those included in standing data systems (SDS) and local data bases

Awareness

- Develops an understanding of DE&S Objectives Goals Strategies and Measures (OGSM) framework and how Finance and Accounting function 's strategies and products/services link with and support the attainment of DE&S strategic objectives
- Understands own role in relation to Functional goals and objectives and demonstrates knowledge of products and services that the Function provides to the business
- Supports and can explain the purpose of current initiatives aimed at improving efficiency of processes within own team(s) and has a broader awareness of initiatives running at Domain/Corporate levels
- Applies existing DE&S systems to support financial management and costing activities in the business
- Maintains knowledge of planned changes to improve existing processes and systems

Financial Planning, Reporting and Resource Allocation

Ensures the maintenance, implementation and use of strategically aligned plans to inform the efficient use of available resources

Level	Descriptors
Authority	<ul style="list-style-type: none"> N/A
Expert	<ul style="list-style-type: none"> In conjunction with MoD Head Office, sets the overall DE&S policy/process requirement for production of management accounts and financial reports, ensuring that DE&S systems are able to support provision of adequate management Information in required timeframe Sets DE&S timetables and requirements for financial planning and resource allocation activities in consultation with internal/external stakeholders Provides insightful guidance on the data/information needed to support corporate reporting, strategy and planning requirements Applies an in-depth understanding of the Control Framework to interpret central policies, evaluate the impact of any changes on DE&S business and provides timely and comprehensive guidance to teams on how this affects the composition of their plans/budgets Applies an in-depth understanding and oversight of internal systems/processes to facilitate efficient financial reporting that complies with prospective MoD compliance requests Ensures thorough integration of benefits tracking processes across DE&S, to enable realisation of financial benefits embedded in financial plans and forecasts Establishes processes to ensure the robustness of published figures by fostering effective and consistent modelling and forecasting standards across the organisation Provides clear, comprehensive and coherent guidance for DE&S teams and other stakeholders on how to conduct financial planning and reporting activities, including the data and information needed at each stage Owns and manages the processes for DE&S led long term costing and in-year financial management, as defined in the DE&S Business Management System (BMS)
Practitioner	<ul style="list-style-type: none"> Provides insightful commentary on the financial position, trends and industry/market factors arising from analysis (e.g. variances, inflation adjustments) of the quarterly/monthly reporting figures, enabling appropriate decisions to be taken on programmes of work Guides and advises local business areas/teams on correct application of the Control Framework, in the context of financial planning and resource allocation Ensures that financial and accounting systems are accurate and up-to-date, reflecting the current financial position Maintains compliance with rules and procedures affecting the compilation of plans/forecasts e.g. use of industry rates/costs Understands and applies benefits tracking and efficiency measurement of plans through robust modelling, forecasting and planning techniques Manages the production and assurance of management information and reports aimed at a range of financial and non-financial customers/stakeholders Contributes to corporate initiatives aimed at streamlining and improving internal planning and resource allocation processes across functions Interprets and makes informed management decisions using benchmarking, trends and other planning and forecasting methods

<p>Supervised Practitioner</p>	<ul style="list-style-type: none"> • Demonstrates understanding of the business context and the interconnected roles of planning, budgeting and forecasting • Understands and can explain the Departmental Control Framework (including annuality rules and the key differences between Resource, Capital and AME (Annually Managed Expenditure)) • Understands relationship between Resource Account Codes within the Chart of Accounts and Work Breakdown Structure codes used for Project Control • Demonstrates an understanding of the applications of the financial and accounting systems used to support planning and resource allocation in DE&S/Front Line Command areas and their functionality (covering longer term cost forecasts and in-year financial management reviews and reporting) • Supports the development of financial reports and forecasts by liaising with stakeholders across DE&S and more widely • Challenges anomalies and assumptions in figures and instigates required corrective actions e.g. understanding and checking correct Value Added Tax treatment • Supports the identification of variances and produces clear explanations for variances from budgets and prior forecasts • Provides cost data/Management Information input from relevant financial systems and techniques for routine reporting purposes, demonstrates an understanding of how that information is to be used and by whom • Inputs information to relevant DE&S systems required for reports to management, checking information for completion and accuracy, and following up as necessary with relevant information providers and Subject Matter Experts
<p>Awareness</p>	<ul style="list-style-type: none"> • Understands and can describe the business context, the importance of planning, reporting and the Departmental Control framework • Demonstrates understanding of the financial and accounting system applications and techniques used to support planning and resource allocation in DE&S/Front Line Command areas • Implements corrective action to financial data in plans, forecasts and other data bases to reflect latest project and financial impacts • Maintains a clear and robust audit trail for all financial planning and resource allocation activities/outputs

Financial Assurance and Scrutiny

Applies process, policy and technical knowledge to provide assurance, constructive challenge and to raise standards of financial management and reporting

Level	Descriptors
Authority	<ul style="list-style-type: none"> N/A
Expert	<ul style="list-style-type: none"> Applies subject matter expertise to set policy/process requirements to improve compliance with all relevant internal and external standards for financial assurance, internal audits, project evaluations and guidelines within DE&S Sets controls to reassure the Senior Finance Officer and Directors that DE&S teams are complying with published guidance and instructions on all aspects of financial assurance and scrutiny Identifies and helps teams apply pragmatic approaches to investment assurance, including the tailoring of financial assurance requirements where justified Provides expert advice and written guidance to DE&S teams on the production of evaluation plans and reports, supporting the promotion of learning from experience (LFE) across the business Liaises with Internal MoD/DE&S audit teams to ascertain weaknesses and points of failure in existing policy and procedures Assures and advises on formal investment appraisals, reviews assurances completed by less experienced colleagues and provides written assurance statements as to whether Value For Money is adequately demonstrated
Practitioner	<ul style="list-style-type: none"> Scrutinises and challenges requirements and proposals on a wide range of investment business cases and capital expenditures e.g. the assurance of underpinning cost/risk models Understands and oversees the production of financial assurance statements that are required to support significant investment decisions; alongside associated project evaluations that are aimed at improving future decision making Advises teams, management and other stakeholders on the appropriate treatment of issues arising from investment proposals e.g. regularity and propriety, tax, foreign exchange, financial risk, political and presentational issues Contributes to the business case assurance and approval process through the production of financial assurance statements for projects falling within the local budget holder's jurisdiction. Assures formal (high value) investment appraisals up to limit of delegated authority and provides written assurance statements as to whether Value For Money is adequately demonstrated
Supervised Practitioner	<ul style="list-style-type: none"> Carries out financial assurance/scrutiny of routine expenditure proposals, including assuring the validity of requirements, affordability and value-for-money, before funds are committed Demonstrates understanding through the correct application, interpretation and treatment of assurance process/requirements (e.g. as laid down in JSP 507) Applies finance and accounting expertise to guide individuals/teams on accurate completion of financial elements of investment appraisals, business cases and project evaluations, elevating unresolved issues to higher management and subject matter experts, as required, for a decision Escalates disputed issues and complex assurances where necessary

Awareness

- Demonstrates an understanding of DE&S financial assurance/scrutiny policies, processes and principles and is able to guide others on where this is laid down e.g. in relevant JSPs and DE&S Finance Instructions
- Identifies correct approaches for carrying out a formal investment appraisal (IA) and project evaluation, in accordance with published policy/guidance and can explain this to colleagues with no/limited knowledge
- Applies a general understanding of the importance of presenting value for money and affordability in investment proposal documents (investment appraisals/business cases) and is able to support colleagues on routine requirements, in accordance with relevant MoD/DE&S instructions & guidance

Cost Management

Applies cost management processes, policies and financial knowledge to provide governance of the costs incurred within a project context

Level	Descriptors
Authority	<ul style="list-style-type: none"> N/A
Expert	<ul style="list-style-type: none"> Advises corporate committees re. development and integration of new systems and tool sets for use in costing e.g. P3M/Cost Coherency Applies technical expertise in cost management to provide oversight, support and guidance, ensuring Project Controls are delivered to required standards Advises PC/PM colleagues on the capability, resource and budget implications of various complex courses of action on the ability to deliver agreed outputs Provides insightful guidance and advice to colleagues on a range of financial systems matters, including production of local instructions and templates, liaising where necessary, with DE&S Corporate Subject Matter Experts Shares best practice on the application of cost management principles, variance analysis techniques and lessons learned (LFE) from previous/ongoing projects, business cases and investment appraisals Advises team leaders/budget holders on key financial and other issues impacting the endorsement or approval of business cases, including for cases going to higher authorities e.g. DE&S Endorsement Committee, Front Line Command Approval Boards, and MoD Investment Approvals Committee.
Practitioner	<ul style="list-style-type: none"> Ensures that appropriate processes, procedures and systems are in place and maintained to safeguard required levels of financial/cost management, both inside DE&S and for customers/suppliers Provides insightful analysis on the reasons for cost variances within in-year forecasts and long term programme forecasts and reflects these in relevant review packs and submissions Supports project and inventory managers with financial reviews, analysing budget profiles and progresses follow up actions regarding any costing changes required Challenges project and inventory managers to deliver accurate estimates of all work completed (including accruals) and obtains robust, auditable evidence Produces Earned Value Management (EVM) variance analysis and provides clear explanations of any relevant business drivers affecting the project Explains the relationship between EVM data and other financial performance information from MoD systems with coherence and clarity Leads on design of project work/cost breakdown structures (WBS/CBS), ensuring sufficient detail to enable conformity with Standing Data Structures chart of accounts in DE&S/MoD financial systems Assures that project data held in all local financial systems is up-to-date, reflecting the agreed financial position Provides scrutiny and endorses complex business cases, investment cases, escalated cases relating to use of the Electronic Procurement Card and evaluating project cost performance by applying appropriate techniques ??? Promotes cost management principles to ensure costs are rigorously controlled, recorded and that relevant financial and reporting requirements are met, for external reporting (e.g. by National Audit Office) or for internal reviews

<p>Supervised Practitioner</p>	<ul style="list-style-type: none"> • Provides validated cost information in required formats for use at internal project reviews or for corporate reporting purposes e.g. in-year management and longer term programme cost reviews • Supports the production of Earned Value Management analysis, project work/cost breakdown structures, progresses actions on accruals and changes required to actual costs booked • Reflects agreed budget profiles within the relevant financial and reporting systems under supervision • Ensures all costs are routinely updated to reflect changes to programme of work and maintains authorised audit trails • Assures quality and maturity of data on project cost performance, drawing attention to anomalies and rectifying these in the financial systems • Monitors project cost performance against financial approvals, alerting colleagues of potential breaches of approval • Supports delivery teams with analysing cost inputs in investment appraisals & business cases • Demonstrates understanding of the governance frameworks surrounding the use of EPC and is able to apply this to scrutinise routine EPC statements, highlighting transactions that may warrant further investigation or action • Provides scrutiny and endorses routine business cases falling within a delivery team's delegated levels of financial authority • Delivers accurate forecasts of uncommitted project costs, using the most appropriate approach • Delivers robust cost estimates for changes to the agreed programme of work through Formal Change Requests and Annual Budgeting Cycle Options, working closely with project and inventory managers
<p>Awareness</p>	<ul style="list-style-type: none"> • Supports the accurate identification and recording of costs incurred/planned within a project context, demonstrating an understanding of the accruals concept • Understands and can apply different approaches to forecasting committed (contracted) and uncommitted (planned) costs • Is aware of the Annual Budget Cycle options and Formal Change Requests processes to cost, the impact of changes to the programme of work they can have and is able to explain this to delivery team colleagues • Understands how costs are built up to provide a total cost for the equipment or service being provided • Identifies actions required to ensure costing inputs and outputs are accurate and remain current • Applies financial systems/tools and approval processes used at project level to meet financial forecasting and other cost performance requirements, as necessary • Carries out and understands the importance of maintaining accurate data and records on project cost performance • Demonstrates understanding of the governance frameworks surrounding use of the Electronic Procurement Card (EPC) • Recognises the purpose and structure of a business case as well as the role of cost controllers in assuring the financial elements of a case • Understands the operations of financial delegations and how they impact on assurance and approval of the business case

Ledger Management

Supports the timely, accurate and auditable completion of accounts ledger management activities within DE&S

Level	Descriptors
Authority	<ul style="list-style-type: none"> N/A
Expert	<ul style="list-style-type: none"> Sets and communicates clear guidance for effective and efficient management of accounts ledgers, covering all of DE&S financial management activity and incorporating all relevant legislative requirements Applies subject matter expertise in the preparation of financial statements, leading on any complex changes and additions required to meet Treasury, National Audit Office and MoD reporting requirements e.g. preparation of Whole of Government Accounts Demonstrates expertise in Team Leader Reviews of Financial Position by ensuring timely and relevant guidance is communicated to the business to enable information to be collated and prepared for accounts and audit activity Advises on the financial aspects of asset/inventory verification and revaluation activities, including requirements for external financial audit by the National Audit Office e.g. on evidence needed to support carrying values in the accounts, impairments etc.
Practitioner	<ul style="list-style-type: none"> Supervises and manages the upkeep of accounting journals and month end accrual journals to ensure true and fair balances are achieved for all activities in relevant management areas Provides insightful analysis to colleagues and DE&S management in relation to interpretation of key financial statements e.g. explanation of material movements, implications on business performance, advice on whether management action is required on basis of figures presented and explanations behind key variances in asset holding/financial value Reviews and assures the quality of information contained in the Team Leader Review of Financial Position, ensuring appropriate feedback is communicated to the originator of the information with a view to improving product accuracy and completeness Ensures that all financial and non-financial information relating to asset/inventory verification and revaluation exercises (e.g. asset out-of-service dates (OSD); audit trail supporting inventory valuation/impairment), is comprehensive, accurate and up-to-date, including information inputted into financial accounting systems
Supervised Practitioner	<ul style="list-style-type: none"> Supports the monitoring of financial transactions and related reports by verifying the accuracy and legitimacy of recorded financial transactions Maintains appropriate supporting documentation to provide an audit trail of transactions recorded, particularly for month end accruals adjustments Performs general accounting activities, including preparation, maintenance and reconciliation of ledger accounts and financial statements Populates Team Leader Review of Financial Position workbooks, in preparation for formal reviews by delivery teams and by management, ensuring compliance with centrally provided instructions and completion timetables Performs accounting activities relating to asset/inventory verification, revaluation etc. including timely completion of input to relevant workbooks/databases, liaising as necessary with others internal and external to own team Demonstrates a detailed understanding of the components and interdependencies of DE&S and MOD accounts

Awareness

- Ensures that expenditure and revenue is recorded correctly within accounts ledgers and is aligned with Departmental financial accounting policies and procedures, particularly correct application of the accruals concept
- Demonstrates understanding of the purpose and format of financial statements (Statement of Financial Position; Statement of Comprehensive Net Expenditure and Cash Flow Statement) and the accounting concepts that underpin them e.g. knowing when to capitalise expenditure and when to expense it
- Understands the concept and process for preparing a consolidated Team Leader Review of Financial Position (TLRFP) as a basis for assessing a team's financial position and as a key input to external audit processes conducted by the National Audit Office (NAO)
- Applies understanding of the purpose and scope of processes supporting the verification of the physical existence, ownership and carrying values in the accounts of Current/Non-Current Assets managed by DE&S teams, including all classes of defence inventory

Systems Accounting

Applies DE&S financial systems to enable the timely and accurate reporting and analysis of financial data and production of related management information

Level	Descriptors
Authority	<ul style="list-style-type: none"> N/A
Expert	<ul style="list-style-type: none"> Sets standards for the effective, efficient and secure management of systems/tools covering all DE&S financial management activity Provides guidance on how systems can be used to address accounting issues (e.g. by enabling controls) and works with Defence Business Services (DBS) and DE&S Information Management and IT (IMIT) Function to advise on improvements that can be made to enable greater quality and efficiency of systems in use Applies technical expertise as a representative on steering committees for system change consultations, updates and renewals Sets the direction for the development of the DE&S Finance Timetable in collaboration with external and internal stakeholders Applies in-depth knowledge of DE&S finance systems and processes to identify and put forward improvements to finance timetables for future years e.g. further initiatives aimed at acceleration of month end accounting processes
Practitioner	<ul style="list-style-type: none"> Supervises and manages processes for generating timely and accurate financial information, in accordance with Finance timetables, using appropriate financial systems and tools e.g. using the correct reporting templates and job instruction sheets (JIS) Manages teams inputting data into main financial systems, to meet DE&S and centrally laid down reporting requirements and agreed monthly 'drumbeat' for the financial year Resolves issues with DE&S process/system owners to ensure key deadlines and requirements are met Negotiates and agrees practical work-arounds with DE&S Finance process owners, where system availability is causing or likely to cause difficulty for local teams in meeting deadlines Recommends enhancements or better uses of systems to automate and improve existing processes by engaging in knowledge sharing, applying emerging digital technology and an in-depth understanding of systems functionality
Supervised Practitioner	<ul style="list-style-type: none"> Generates relevant management reports to support key financial and management processes in operation in DE&S Monitors data held in systems for accuracy and advises team members on how to produce reports using appropriate tools Understands the impact of the Finance Timetable on role/task responsibilities and is able to use finance systems competently to produce information required for the team's collective financial outputs Monitors the applications and effectiveness of DES financial information systems, ensuring compliance with controls in place to manage risk and security Develops and applies skills in a range of financial information systems used within DE&S and appreciates how these interact with other systems and tools across the organisation

Awareness

- Carries out routine data entry and manipulation in the central finance systems used by DE&S teams at both the delivery team and domain/corporate levels
- Ensures that expenditure and revenue is recorded correctly within the systems and is correctly aligned with standing data requirements and work/cost breakdown structures
- Displays general level of understanding of the MoD/DE&S Finance Timetable (published annually), including the main trigger points for generation of financial data/management information
- Recognises how a range of financial systems are used at different points in the monthly cycle to generate the financial management information required by local management and wider DE&S/MoD stakeholders

Inventory Accounting

Conducts appropriate management, recording and upkeep of inventory accounts to ensure that financial accounting of inventory meets the standards required to achieve unqualified DE&S/MoD accounts

Level	Descriptors
Authority	<ul style="list-style-type: none"> N/A
Expert	<ul style="list-style-type: none"> DE&S authority on financial accounting for defence inventory, drives enhancements to processes and systems to achieve full compliance for the purpose of ensuring unqualified accounts (via Health of Inventory Materiel Accounting (HIMA) framework) Advises on and can apply relevant policies and regulations on financial accounting for inventory across varied business scenarios, incl. for procurement strategies, contract types and associated inventory considerations when new/revised contracts are being considered Provides the business and customers with expert scrutiny and challenge of both in-year and longer term inventory forecasts Ensures centrally produced instructions for PCR/IYM accurately reflect inventory forecasting requirements Manages the annual external audit process for inventory accounts, liaising with external stakeholders in particular the NAO Sets the direction for the accounting of Assets in Industry (Ail), Government Furnished Equipment (GFE) and on-off system accounting (OSI) through the use of appropriate systems/tools, to meet laid down audit requirements Prepares clear policy and user instructions to optimise use of inventory accounting analysis and reporting tools, as an aid to decision-making on the basis of financial statements generated
Practitioner	<ul style="list-style-type: none"> Manages accurate reflection of inventory records in the financial accounts, ensuring compliance with requirements set out in the HIMA framework Provides insightful analysis of inventory accounts including re. consumption and movements, ensuring accuracy of management reports on the consequences of the latest reported position Produces audit samples relating to inventory transactions/events for initial internal review e.g. by FBPs, prior to release to the NAO Manages inventory cost/value forecasts for PCR/IYM to the requirements and timetable laid down centrally by DE&S finance process owners Provides the business and customers with expert scrutiny and challenge of both in-year and longer term inventory forecasts Advises on the treatment of inventory related costs/value in investment appraisals (IA), business cases (BC) and associated procurement strategies/contracts Understands processes relating to both materiel and financial accounting for inventory, including operation of external supply systems and their data flows into financial accounting systems Manages reviews of Assets in Industry, Government Furnished Equipment, and on/off system inventory data and guides and supports others to ensure accuracy

<p>Supervised Practitioner</p>	<ul style="list-style-type: none"> • Carries out compliance checks IAW centrally produced framework (HIMA), providing assurance that inventory accounts are materially correct from a financial viewpoint • Supports process of forecasting inventory cost/value forecasts for PCR/IYM to the requirements and timetable laid down centrally by DE&S finance process owners e.g. through data entry in relevant financial reporting tools • Extracts data from relevant sources/systems to provide audit compliant information for external review by the NAO • Carries out, under supervision, routine entry and manipulation of inventory accounting data in the financial ledgers and supporting systems • Uses relevant business/accounting tools to extract and review information relating to inventory transactions and movements that affect key financial statements • Reviews data on Assets in Industry (Ail)/GFE and on/off system inventory data to identify where corrective action is necessary and maintains a clear, robust audit trail
<p>Awareness</p>	<ul style="list-style-type: none"> • Displays a general understanding of how MoD accounts for defence inventory, incl. principal accounting treatments (e.g. for Raw Materials and Consumables v. other inventory types) and of activities routinely undertaken to meet the requirements of the Health of Inventory Materiel Accounting (HIMA) framework • Demonstrates knowledge of principal inventory accounting roles/events and their impact upon the MoD/DE&S Finance Timetable e.g. reqt. for BLBs/DTs to produce/maintain compliant information for external audit • Understands additional inventory journal requirements (IJR) as described in relevant DE&S accounting instructions • Shows a basic understanding of pricing policy for inventory e.g. able to distinguish between weighted average cost (WAC) and current replacement cost (CRC) • Able to describe function/scope of principal business tools used to support validation of inventory postings/ledger balances • Understands meaning of terms Assets in Industry (Ail)/Government Furnished Equipment (GFE) and inventory held off-system (OSI) and their significance for the production of comprehensive inventory accounts

Tax and Duty

Proactively improves understanding and compliance with tax and duty legislation that applies to DE&S business activities

Level	Descriptors
Authority	<ul style="list-style-type: none"> N/A
Expert	<ul style="list-style-type: none"> Sets the overall direction of activity to ensure DE&S complies fully with HMRC policies on tax and duty Liaises closely with MoD and HMRC contacts over the correct application of policy and recovery plans for any areas of non-compliance Applies an in-depth understanding of tax/duty matters, taking a lead role in policy implementation, complex casework, as well as the provision of guidance and training for DE&S teams Sets tax accounting standards and applies these to resolves unusual and complex tax accounting issues in accordance with applicable accounting standards Provides guidance and updates to stakeholders on the application of tax and duty regulations to DE&S Accounts Anticipates and develops responses to changes needed as a result of internal and external driving forces e.g. changes in HMRC policies Analyses trends in tax accounting and promotes the application of leading practices in tax accounting principles and standards within DE&S
Practitioner	<ul style="list-style-type: none"> Manages reviews of new contracts and contract amendments to ensure thorough examination of relevant tax/duty implications and compliance Applies knowledge of DE&S context, tax policy and processes to promote opportunities for greater tax efficiency Guides and supports stakeholders through tax/duty accounting issues, ensuring key points are acknowledged and implications are fully understood Complies with tax accounting standards and resolves unusual and complex tax accounting issues in accordance with applicable accounting standards Ensures that financial and accounting systems are accurate and up-to-date in respect of tax/duty accounting treatments Makes recommendations and negotiates the settlement of major tax audits or disputes from both internal and external perspectives Leads on assurance of tax and duty data in financial systems and the provision of associated MI to internal and external stakeholders Interprets new legislation and evaluates its implications for DE&S
Supervised Practitioner	<ul style="list-style-type: none"> Supports routine business and programme/project contract reviews in relation to compliance with tax/duty policy, regulations and standards Understands and can complete activities required for the assessment of tax/duty problems of moderate complexity and advises on the tax/duty implications of specific transactions Supports the review and amendment of tax/duty data in corporate financial reporting systems, reflecting the latest financial position and policy considerations Assesses technical tax issues of reasonable complexity (in areas of specialisation)

Awareness

- Understands the broad legal and policy frameworks for the application of tax/duty to DE&S business activities and knows who to contact for general advice on compliance matters
- Advises others on the general principles of accounting for tax/duty in a defence acquisition environment
- Demonstrates a basic level understanding of tax/duty accounting, including application of principal resource accounting codes (RAC) when using financial systems
- Applies basic tax accounting principles to appropriately record taxes

Financial Analysis, Management Information & Reporting

Interprets and analyses management information, with consideration of the context of the external environment and business objectives, providing insightful reports to advise decision-makers

Level	Descriptors
Authority	<ul style="list-style-type: none"> N/A
Expert	<ul style="list-style-type: none"> Applies in-depth expertise in analytical techniques and DE&S context to guide teams on complex accounting issues, instances of variances and anomalies in performance indicators Defines and publishes guidance for the business on how to conduct contract reviews, specifying the level of information that is to be recorded by teams to support the audit process Sets standards for business analysis to support DE&S strategic direction; develops and implements finance solutions to complex and makes high-value commercial decisions, whilst considering risks and practical implications on business delivery Provides subject matter expertise on the modelling and analysis of financial risk to delivery of DE&S objectives/outputs Develops, establishes and continuously improves the performance management framework and appraisal methodologies
Practitioner	<ul style="list-style-type: none"> Leads reviews of outputs of financial analyses to develop insights and guide management; resolves significant reporting variances and recommends corrective actions where needed Owns, selects and uses financial and non-financial key performance indicators in business appraisals; interprets trends from financial reports, extrapolates these trends and evaluates potential risks to the achievement of desired objectives Applies relevant methodologies e.g. discounted cash flow (DCF), Monte Carlo modelling, to evaluate commercial and financial decisions; determines updates and challenges to assumptions that drive financial decisions Provides analysis to support decision-making, including presenting economic outcomes and identifying key value drivers, benefits, sensitivities, risks, and accounting and fiscal implications Interprets and analyses management information in the context of the internal and external environment to advise decision-makers Ensures all risks with financial impacts have been captured/analysed via relevant processes/tools and are adequately assured and mitigated e.g. tax, inflation, FOREX Provides insightful analysis of financial risk position at programme/portfolio/corporate level, enabling decisions that reduce/remove impact on DE&S Programme of Work
Supervised Practitioner	<ul style="list-style-type: none"> Advises teams on routine accounting treatments, costing methods and how these apply to business processes Applies knowledge of financial risk analysis and reporting to carry out low level analysis of risks to ensure accuracy/completeness e.g. for business cases and financial plans/forecasts Assists line management in preparing action plans for identified areas of improvement; owns and drives the use of key performance indicators and accurate, timely and forward-looking management information Distinguishes between internal and external factors that have an impact on performance and tracks key trends in wider market behaviour

Awareness

- Interprets and provides basic analysis of management information and links this to the strategy and operational performance targets
- Distinguishes between internal and external factors that have an impact on performance
- Understands a range of accounting and financial analysis techniques that can be applied to inform business decisions
- Demonstrates working knowledge of financial risk analysis techniques used in MoD/DE&S incl. business tools used to analyse/report financial risk

Technical Accounting Standards, Statutory Reporting and Compliance

Prepares, implements and identifies improvements to DE&S accounting standards; ensures DE&S complies with standard financial management and accounting policies laid down centrally by HM Treasury/Parliament; and ensures DE&S can meet all externally mandated reporting requirements to the required quality

Level	Descriptors
Authority	<ul style="list-style-type: none"> N/A
Expert	<ul style="list-style-type: none"> Establishes and publishes DE&S policy documents and instructions to ensure teams apply standards correctly Leads the preparation of DE&S input to Departmental Annual Accounts through the consolidation and alignment of information required for DE&S contribution to the MoD submissions (this includes the Bespoke Trading Entity Accounts) Drives engagement processes with DE&S National Audit Office Audit Team, agreeing scope of audit programmes, as well as appropriate timetables and risk mitigation strategies across the function Approves content for statutory returns prior to their submission outside of DE&S (e.g. to HM Treasury or the National Audit Office), ensuring DE&S senior management is adequately briefed on any issues that could give rise to Parliamentary/public debate Ensures appropriate internal consultations are made on any potentially sensitive requests for information from Parliament or members of the public, providing draft advice for approval and use Provides guidance and reassurance to the DE&S Chief Financial Officer (DG Resources) that DE&S is adhering to standard financial and accounting processes and rules set out by the Defence Authority (MoD DG Finance) and HM Treasury e.g. Managing Public Money, Financial Reporting Manual, Internal Control and Assurance Framework (ICAF) Leads on development, maintenance and explanation of DE&S Financial Approvals Delegations Matrix, ensuring consistency with HM Treasury and MoD approvals and delegations frameworks

<p>Practitioner</p>	<ul style="list-style-type: none"> • Supervises the collation of information and ensures it is in line with the quality and format requirements for the type of request (e.g. Parliamentary Supply and Government Financial Cycle requirements and timetables) • Manages financial reviews of new contracts and contract amendments to ensure potential impacts of contract terms and conditions on financial transactions are understood and any areas of risk of non-compliance have been highlighted • Manages the production of audit packs for assurances and supports Operating Centre/Domain teams in discussions with the National Audit Office regarding audit evidence • Oversees completion of statutory financial returns, over and above audit requirements, ensuring that information included in such returns is comprehensive, accurate and defensible in the public arena • Provides insightful advice/guidance on a range of accounting policy/treatment issues, ensuring conformity of resulting transactions with Departmental policies set out in local business instructions and with wider national and international standards (UK Generally Accepted Accounting Principles, International Financial Reporting Standards) • Approves and drafts content for responses to Parliamentary Questions/Enquiries and Freedom of Information requests • Communicates Departmental/DE&S approval limits and checks that they are understood across the business • Ensures compliance with any processes in place to address restrictions on existing approvals/delegations e.g. in-year spend management limits, travel and subsistence (T&S) restrictions • Applies and updates technical accounting knowledge to inform the development of DE&S reporting processes, accounting techniques and training
<p>Supervised Practitioner</p>	<ul style="list-style-type: none"> • Prepares information for inclusion in publications, either financial information via Team Leader Reviews of Financial Position and Management Validation Audit Files (MVAF) inputs or non-financial information regarding business performance • Supports DE&S compliance with Government Financial Cycle and reporting timetables, through inputting data into relevant financial systems and reviewing management information to ensure it is comprehensive, accurate and meets internal and external reporting requirements • Supports teams in explaining compliance and audit requirements to colleagues that work outside the Finance and Accounting function and supports team leaders by collating and preparing information for examination by auditors • Maintains accurate records of expenditure, particularly for information likely to give rise to external reporting requirements to external bodies (e.g. contingent liability, VAT and FOREX reporting) • Understands process, formats and censorship required for information released as part of Parliamentary Questions, Project Evaluations and Freedom of Information requests requirements • Supports regular reviews of DE&S originated contracts and accounts to ensure their financial implications have been properly recorded for external examination, in accordance with published instructions

Awareness

- Demonstrates understanding of the purpose and format of the DE&S Bespoke Trading Entity Annual Reports and Accounts and DE&S' contribution to the Departmental Annual Report and Accounts in regard to equipment expenditure
- Understands the purpose of Parliamentary Supply and HM Treasury public expenditure control frameworks and complies with the Government Financial Cycle - planning, approving, managing, reviewing, accounting and reporting (MoD 1.2)
- Adheres to external audit timetables, is aware of National Audit Office expectations for a good quality audit information and who is responsible locally (e.g. delivery team/Operating Centre) for providing it
- Recognises the types of statutory returns that are required during the course of annual 'Finance Timetable' and where guidance can be found to enable their completion
- Maintains, promotes and takes steps to ensure that data is recorded in formats that are accurate and auditable
- Understands and can explain how HMT and MoD financial delegations impact on approval of DE&S expenditure and understands how own team's and personal finance delegations fit within this framework
- Demonstrates knowledge of MoD/DE&S key accounting policies, statutory requirements for accounts production and where further guidance can be found e.g. JSP 472, DE&S Finance and Accounting Policy Instructions