



Ministry
of Defence

de&s



Candidate Pack

Gateway Director:

Director Commissioning

Senior Civil Service Pay Band 2

Close 15th September 2024



**YOUR AMBITION
LEADS HERE**

WELCOME MESSAGE

Thank you for your interest in the Director Commissioning role at DE&S

Thank you for your interest in the Director Commissioning role within the DE&S Gateway.

The Gateway intends to provide the bridge from customer intimacy to operational excellence in DE&S, providing the service our Partners need and delivering better outcomes for Defence.

Within the Gateway, we collaborate with our Partners to make sure we understand their requirements and commission the right solutions to meet their needs. We achieve this by closely engaging with our Partners, industry Partners, International allies and other stakeholders. We'll understand DE&S capacity, Defence priorities and bring together the right talent and knowledge into well-led teams. The approach means we will set projects up for success from the start and protect our colleagues working within Core, so they can focus on sustaining, operating and delivering the solutions we commission.

How we work matters deeply to me. Our people are at the heart of delivery and we believe that a happy workforce will deliver. We must enable our people to be the best they can by creating an inclusive environment in which people feel respected, valued, empowered and trusted. We will shift to a model where teams no longer serve the leaders, instead the leaders serve the needs of the team. Intent-based leadership (leaders defining what needs to be achieved, teams determining how it is delivered) is crucial as we evolve. We won't get there in one big step and it'll take a while to change our culture and behaviours, but this is the start of that journey.

Our successful Director Commissioning will understand our intent and will take ownership for helping to create the inclusive culture and environment crucial for the Gateway's success. They will have an understanding of how the process through which DE&S Partners translate capability gaps into requirements and secure approval to progress. An exceptional communicator, they will be able to build trusting relationships quickly with key stakeholders, influencing decision making early for the benefit of Defence. A proven strategic leader who is comfortable with complexity and uncertainty, they will be capable of making difficult decisions with our Partners to prioritise and balance DE&S' programme of work. Working as one team across Gateway, DE&S and wider Defence, Director Commissioning will challenge traditional ways of working to provide choice to our Partners (primarily but not limited to Royal Navy, Army, Royal Air Force and UKStratCom), inform Defence decision making and expedite the acceptance of priority projects and programmes into DE&S. The position needs someone able to lead delivery of complex, fast-paced and highly varied activity whilst injecting DE&S insights into early Partner consideration of capability needs to help protect the Nation and help it prosper.

The position offers huge professional challenge in an organisation that plays a crucial role in the security of the UK. This is an exciting time for DE&S and the Gateway, and I look forward to discussing with you how you might become part of our journey.



*Paul Marshall CB CBE,
Director General Gateway*

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*THIS IS AN EXCEPTIONAL OPPORTUNITY FOR A **DYNAMIC, COMMITTED AND INCLUSIVE** LEADER TO JOIN US AND MAKE A LASTING **IMPACT***

- DR JILL HATCHER, Director General Corporate (interim)

OUR ORGANISATION

Equipping and supporting the UK's Armed Forces

We're a highly specialised part of the Ministry of Defence. From the procurement of aircraft carriers, food, clothing, tanks to fighter jets, we ensure our UK Armed Forces – the Royal Navy, the British Army and the Royal Air Force – have the equipment and support they need to carry out their duties effectively, as they represent UK interests at home and overseas.



We employ over **11,500** talented civil servants, military personnel and private contractors across more than **150 locations** around the world



Every year we deliver a programme of work worth over **£10 billion**



We deliver over **80%** of the MOD's largest and most complex equipment projects



We spend over **£8 billion** every year on UK contracts which supports over **88,000 jobs**

Check out the [DE&S 2025 Strategy](#) for more on how we're "delivering the edge through people, technology and innovation".

In addition to this, our new [Corporate Plan](#) was published 15th August 2024

OUR VALUES

Our four values are woven through everything we do. We use these values to define the high standards we aspire to, and the successes that we celebrate:



Excellence. We constantly seek new and innovative ways to be better. We deliver on our promises.



Collaboration. Together we are stronger. We deliver more success through shared goals and mutual support.



Inclusivity. Everyone matters. We feel and offer respect, value and acceptance. We seek out diversity of thought and perspective.



Integrity. We are trusted. We hold ourselves accountable for outcomes – good and bad.

OUR LEADERS

Our leaders are committed to:

- ▶ Creating a sense of **purpose** and focusing on **outcomes**
- ▶ Demonstrating passion to **change things for the better**
- ▶ Making **sound, evidence-based decisions**
- ▶ **Empowering** and **developing** individuals and teams
- ▶ **Creating an inclusive culture** where everyone feels comfortable to challenge
- ▶ **Collaborating, making connections** and encouraging **cross-system working**
- ▶ Continually developing self-awareness and **reflecting on leadership style**



You can find out more about DE&S behaviours on pages 11–13 of the [DE&S Success Profile framework](#)



Diversity and inclusion is fundamental to our growth and success



“Together, we’re taking proactive, determined steps to improve diversity across our organisation. Throughout my career I’ve been passionate about inclusion and I’m proud to be a positive advocate for women.”

- Jo Osburn, Director People,
and DE&S Diversity Co-Champion

We’re championing diversity and inclusion at all levels – so we can all be at our best

In DE&S, we believe that through true diversity we can build an inclusive and innovative environment, where our employees and our organisation can thrive. We’re home to a wide range of employee networks, from the Women’s Inclusive Network and the Race and Culture network, to the Pride, Neuro Inclusivity, Parents and Social Mobility and the Disability networks. These networks are a great place for people to connect, and have their opinions heard. They run a wide range of activities, ensuring their members are part of key conversations and raising important issues across our community, to advance our inclusion journey and help everyone feel like they belong.

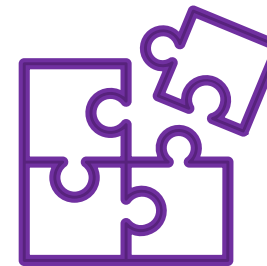
Each of our networks is championed by a member of our senior leadership team. Your role as a leader will be to ensure our people can be the very best they can be, everyday.

Our New Operating Model

At DE&S we have been on a significant transformational journey over the last 6 months, redesigning our operating model to both deliver operational excellence and to foster a culture based on inclusivity, high trust and servant leadership principles. Behaviours are at the heart of how we operate, and our Senior Leaders have a key role in both embodying and driving this culture. All of our leaders at DE&S are committed to:

- **Being accountable** - Exercising measured judgement and owning tough decisions.
- **Being a positive role model** – Collaborating, sharing success, providing challenge, encouraging people to be inquisitive and innovative, supporting people in taking calculated risks and delegating control. Respecting decisions and considering personal wellbeing alongside the needs of the business. Recognising and rewarding positive behaviours.
- **Fostering autonomy and choice** – Ensuring people feel empowered to work in the way that best suits them to be productive and deliver the best possible outcomes for defence.
- **A proactive commitment to diversity and inclusion** - Being open to learning new skills, actively seeking out diverse perspectives, supporting under-represented groups. Embracing a needs-based and person-centred approach.
- Demonstrating passion to **change things for the better** – continuously looking for ways to improve and then driving that change, tackling any unnecessary bureaucracy and poor behaviours, actively learning from others and past experience.

You would be expected to commit to all of these behaviours in this role, but not all of these will be tested at interview.



Our new organisational structure is divided into 4 key areas; Gateway, Core, Solutions Integration and Corporate.

Gateway is DE&S' 'front door.' It's a group of skilled professionals, which will engage with our clients in the Front-line Commands, our partners in industry and our international allies at the earliest stages of requirement-setting for new equipment or support.

Core represents the central part of the four organised areas of activity. **It's here that the bulk of work takes place with the majority of our people working on projects and programmes in this area.** After preliminary planning and prioritisation work by the Gateway, it's in Core Delivery that teams provide our clients with the product, outcome or service they need to achieve their mission.

Corporate provides DE&S with essential strategy, planning, and governance as well as the shared business services that support delivery.

Solutions Integration works across DE&S to ensure that all equipment, systems and services work together as a whole. Please see the org chart on page: 8

Our New Organisational Laydown

Director Commissioning
sits within the DE&S
Gateway

System Integration
System Integration works across DE&S to make sure that equipment, systems and services fit together as a whole.

Gateway
The single entry-point for all client requirements. By engaging early with our Defence partners and clients, the Gateway provides insights and support to our armed forces to prioritise and set up projects for success from the start.

Core Delivery
Core Delivery provides our Armed Forces with the equipment and services they need, supported through life. It maximises equipment availability and safety, through standard and reliable processes, allowing for upgrades and the incorporation of new technology.

Corporate
Corporate provides DE&S with essential strategy, planning and governance as well as the shared business services which support delivery.

ABOUT THE ROLE

Director Commissioning

Location

Your Permanent Duty Station can be one of various MoD sites (e.g. Abbey Wood, Andover, High Wycombe or Portsmouth) but there will be a requirement to spend a significant number of hours at DE&S Main Office, Abbey Wood, Bristol per week | Frequent UK & international travel

Contract

Permanent, Full-time

Salary

£144,000 to £160,000 (SCS Pay band 2)

- Civil Servants applying on promotion into the SCS will receive the higher of up to a 10% increase on current salary or the SCS pay band minimum (currently £97,000 for SCS PB2).
- All SCS applying on level transfer will remain on their current salary.

Bonus

You will be eligible to earn a non-pensionable, non-consolidated performance-related award. Currently, this is up to 50% for this role and is dependent upon personal and organisational performance, this may be subject to change.

Vetting

This is a reserved post and is only open to sole UK nationals. The security clearance level required is Developed Vetting (DV), which can be applied for following success in the campaign. * Those who have been declined for DV clearance or who have had it revoked need not apply.

Hybrid Working

We're proud to champion hybrid working, to support our people with work-life balance, while ensuring we meet our mission. Working flexibly between your home and the office - together, we'll find a balance that works for us both. There is a general expectation that senior leaders will spend at least 60% of their time attending MoD premises in person.

Director Commissioning: Role Responsibilities

Director Commissioning has the following key areas of responsibility:

- Act as DE&S' primary link for our Partners, Including MOD Centre, directing Executive level engagement as required.
- Act as the 2* Key Account Manager for DE&S' relationship with Air Command and UK Strategic Command.
- Setting priorities across DE&S current Equipment Plan programme of work in agreement with our Partners.
- Effectively commission new Equipment Plan work, or major changes to existing EP Work into DE&S.
- Lead the 2* DE&S Commissioning Directorate, a mixed Civil Service and Tri-Service team.
- Leadership of an operationally excellent delivery team of approx.150 people, directly influencing a £5Bn Defence-wide portfolio & Defence outcomes, including urgent operational taskings.
- Actively leading DE&S response to annual budgeting cycles and the Intergrated Review - to ensure a coherent and sustainable long term (30 year) Equipment Plan.
- Effectively integrate SME insights (including industry, International Allies and intra-MOD) to provide relevant and timely interventions on EP decision making.
- Provision of strategic advice and technical staff support to DE&S, our Partners and MOD Centre.

ABOUT YOU – ESSENTIAL CRITERIA

Person Specification - What are we looking for?

To be successful with your application, you'll need to be able to demonstrate the following **essential** criteria:

- A proven track record of values-based leadership, including a proactive commitment to diversity & inclusion with demonstrable experience of maintaining a psychologically safe, positive and inclusive environment.
- Embody a servant leadership approach, with evidence of empowering your teams, providing clear direction and respecting the valuable contributions they make.
- A track record of leading organisational change and delivering tangible benefits.
- Successful track record of delivery in the most demanding capability roles that will elicit the confidence of Partners and Senior Leadership across Defence and Government.
- Effective thinker with a record at the strategic level, while keeping a sound grasp of operational detail and modern programme planning, delivery and digital management systems.
- The ability to engage effectively with senior stakeholders and to build strong collaborative partnerships and demonstrate sound financial and commercial acumen.

Desirable Qualifications:

- Engineering or Science Degree level qualification or MBA
- Major Projects Leadership Academy / ChPP or equivalent



How to Apply

DE&S has appointed Veredus as the executive search firm for this appointment and they will be managing the campaign.

This is an external competition and we welcome applications from candidates in both the public or private sector.

To apply for this post, you will need to submit the following documents, via the Veredus website – [Veredus | Director Commissioning \(SCS 2\)](#) quoting the reference number & job title: "17024 – Director Commissioning" by 23:59 on Sunday 15th September 2024.

- A **CV** setting out your career history, with key responsibilities and achievements. Please ensure you have provided reasons for any gaps.
- A **Supporting Statement** (around two pages) outlining how you consider your personal skills, qualities and experience match the essential criteria on page 11.

As part of the application process, you are asked to complete the following:

- A **Diversity Monitoring questionnaire** via the link below:

[Click Here to Complete Diversity Monitoring Questionnaire](#)

If you do not wish to provide a declaration on any of the characteristics, you have the option to select 'prefer not to say' but completion of the form is a mandatory part of the process, and your application will not be considered complete without it.

- A **Candidate Supporting Information Form** via the link below:

[Click Here to Complete Candidate Supporting Information Form](#)

- A completed **Disability Confident Scheme Form** – if applicable.
- A completed **Conflict of Interest Form**.

Key Information

- The information you provide when submitting your application will help us monitor our progress towards the Civil Service becoming the most inclusive employer. **For more information, see the [Civil Service Diversity and Inclusion Strategy](#)**
- Word versions of the forms can be found on the Veredus website under **17024** Supporting Documentation for ease of completion [Veredus | Director Commissioning \(SCS 2\)](#) .
- At Veredus, we take care to protect the privacy of our candidates and clients. To read more about how we collect, store and share your data please read our privacy notice which can be accessed here: www.veredus.co.uk/privacy-and-cookies
- Further information - including pay guidance for existing civil servants - can be found [here](#).
- The interviews for this role will be held **in person at MoD site Filton AbbeyWood, Bristol** & the panel for this recruitment campaign will consist of :
 - Paul Marshall - *Director General Gateway*
 - Dr Elizabeth Walmsley – *Civil Service Commissioner**
 - Front Line Command Representative
 - Jo Osburn – *Director People, HR*

* The Civil Service Commission has two primary functions: Providing assurance that selection for appointment to the Civil Service is on merit on the basis of fair and open competition. For the most senior posts in the Civil Service, the Commission discharges its responsibilities directly by overseeing the recruitment process and by a Commissioner chairing the selection panel.

More detailed information can be found on the [Civil Service Commission website](#).

After you've applied

Shortlist

All submissions will receive an on-screen acknowledgment on the Veredus website when you submit your application. If you do not receive confirmation of receipt when submitting your application, please contact us at centralgovernment@veredus.co.uk.

The panel will consider the evidence you have provided against the essential criteria set out at page 11 of this candidate pack. The full timeline on the next page indicates the date by which decisions are expected to be made and all candidates will be advised of the outcome as soon as possible thereafter.

Assessment

If you are shortlisted for interview, you will be asked to complete an online Leadership Assessment and take part in a staff engagement exercise. These assessments **are not** pass/fail and are designed only to provide more insight into you as a leader and support the panel's decision on who to appoint after interview.

Interview

Shortlisted candidates will be asked to attend a panel interview for an in-depth discussion of your previous experience and professional competence in relation to the essential criteria set out on page 11 of this candidate pack. Candidates will also be required to deliver a presentation at the interview stage. Full details of the interview process will be made available to shortlisted candidates.

Offer

We'll notify all candidates of their outcome, as soon as possible after the final interview. DE&S reserves the right to make any offer of appointment conditional upon references and satisfactory conclusion of security enquiries. In the event that you meet the requirements for the role but you are not offered the position, we will be pleased to retain your application for a 12-month period in case another suitable role arises.

Application timelines

How long does the process take?

Please find an indicative timeline below. We will try and offer as much flexibility as possible, however it may not always be possible to offer alternative dates for assessments or interviews. Please note these dates may be subject to change.

	<i>Indicative timelines</i>
Closing Date	15 th September 2024
Longlist	27 th September 2024
Shortlist	16 th October 2024
Leadership Assessment and Staff Engagement Exercise	Week commencing 21 st October 2024
Panel Interviews	29 th October 2024





ANY

QUESTIONS?

Thank you for your interest in this role. If you'd like to discuss these roles in more detail before submitting your application, please contact either:

Reece D'Alanno : 07522 624875 reece.dalanno@veredus.co.uk

Antony Harvey: 07716 226020 antony.harvey@veredus.co.uk