



Ministry  
of Defence

de&s



**YOUR AMBITION  
LEADS HERE**



*Candidate Pack*

# ***Director Project Initiation - Gateway***

*Senior Civil Service Pay Band 2*

*Close 15<sup>th</sup> September 2024*



LEADER

## WELCOME MESSAGE

### Thank you for your interest in the Director Project Initiation role at DE&S

Thank you for your interest in the Director Project Initiation 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 Project Initiation 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 be a proven and effective strategic leader, with excellent communication skills, capable and comfortable dealing with both complexity and uncertainty. They will be focused on delivery and will encourage innovation, dynamism, passion and speed in our approach to initiating projects to set them up for delivery success. I want them to work closely with colleagues across the Gateway as one team and collaborating across the wider Defence enterprise on projects and programmes within the portfolio, challenging traditional processes to deliver innovatively and faster. The position requires someone able to lead delivery of a complex, fast-paced and varied programme of work to support DE&S Partners (primarily but not limited to Royal Navy, Army, Royal Air Force and UKStratCom) and the delivery of high priority projects 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.

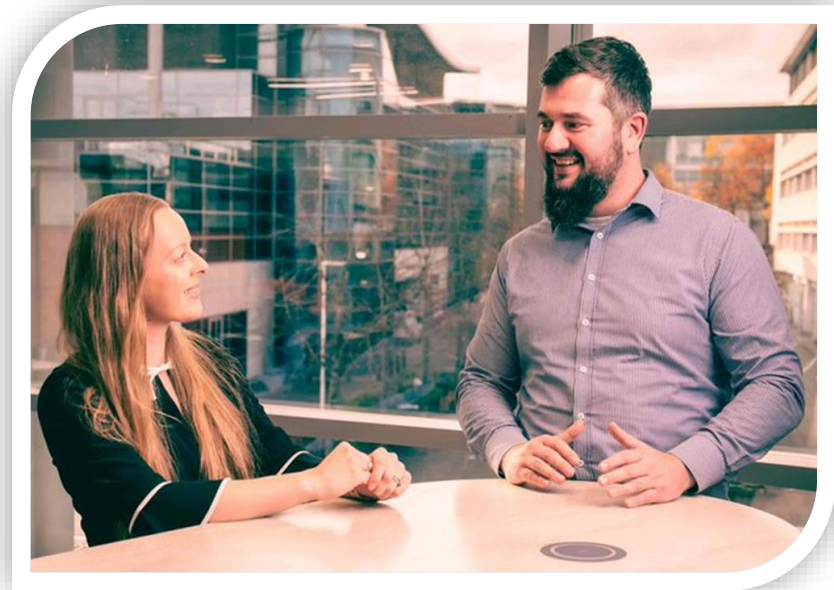
## OUR LEADERS

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.

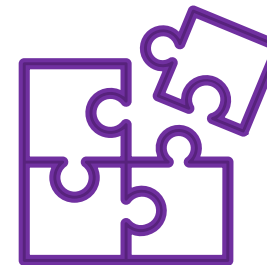


### Our New Operating Model

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 Operating Model - Organisational Laydown*

**Director Project Initiation**  
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 Project Initiation - Gateway

#### *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 - £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.

## ABOUT THE ROLE

### *Role Responsibilities*

**Director Project Initiation has the following key areas of responsibility:**

- Leading a team of approx. 300 people with a portfolio starting at £2.5 Bn
- Initiating projects across Environments (Land, Maritime & Air) and Technologies to enable smooth transition to the delivery team
- Drawing in appropriate expertise to apply a systems approach, considering delivery through multiple lenses (e.g. International, Industry, Procurement Strategy, Project specialisation, support, Environmental, etc.)
- Enable close collaboration across Defence to create deliverable equipment programme portfolios; increasing pace through development and approvals, reducing the time taken from setting requirements to delivery into service
- Establish a systems approach delivering better holistic capability outcomes for Defence
- Develop strong leadership talent for a range of multi-domain projects across Domains
- Establish a learning environment supported by modern digital tools to ensure transparency of project performance across Defence
- Incentivise effective delivery and desirable DE&S Behaviours and Culture
- Build an environment and infrastructure to identify and provide expert support to Delivery Teams and SROs at the right time for the project/programme
- Making the Gateway 'experience' highly energising and positive for all personnel across DE&S and wider Defence
- Working with wider Gateway, the team inform decision making using data from both project and industry performance; using comparators and market understanding from across the UK and International industry segments



## 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.
- Demonstrable experience of senior stakeholder engagement with an ability to understand the importance of partnering, constructive challenge and accountability.
- Thorough understanding of rapid procurement (Capability & Acquisition) of complex platforms, systems, weapons, in-service support, logistics and supply chain management.
- A track record and sound grasp of modern programme and portfolio planning, delivery, digital management systems, and financial and commercial acumen.
- Successful track record of delivery that will elicit the confidence of Ministers and Senior Leadership across the entire UK Defence Enterprise.

### Desirable Qualifications:

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





## *How to Apply*

**DE&S has appointed Veredus as an executive search firm for this appointment and they will manage 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 Project Initiation \(SCS 2\)](#), quoting the reference number & job title: “16872– Director Project Initiation” by 23:59 on Sunday 15<sup>th</sup> 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 **16872** Supporting Documentation for ease of completion. [Veredus | Director Project Initiation \(SCS 2\)](#)
- 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](http://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](mailto: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 <sup>th</sup> September 2024
Longlist	27 <sup>th</sup> September 2024
Shortlist	16 <sup>th</sup> October 2024
Leadership Assessment and Staff Engagement Exercise	Week Commencing 21 <sup>st</sup> October 2024
Panel Interviews	30 <sup>th</sup> 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](mailto:reece.dalanno@veredus.co.uk)

Antony Harvey: 07716 226020 [antony.harvey@veredus.co.uk](mailto:antony.harvey@veredus.co.uk)