



Ministry
of Defence

de&s



Candidate Pack

Head Defence Equipment & Support Portfolio Office

Senior Civil Service Pay Band 1

Closes: 12 January 2025



YOUR AMBITION

LEADS HERE





WELCOME MESSAGE

Thank you for your interest in the Head Defence Equipment & Support Portfolio Office role:

I am so pleased that you are interested in this exciting, challenging and important role.

We have a mission to meet the needs of our Armed Forces, both currently and into the future. As part of the team at Defence Equipment and Support (DE&S) we have the opportunity to play a critical role in ensuring the security of the UK.

There are many powerful reasons to join DE&S, and this position offers the opportunity to take on an impactful and challenging role that will contribute significantly to the delivery of equipment to the Armed Forces.

Our mission in the Corporate area of DE&S, is to help our people to deliver in an operationally excellent way for Defence. We will do this by working across the whole of Corporate and indeed the whole of DE&S, as one team, with a real service delivery mindset - a focus on continually improving and delivering efficient and effective services. We will understand DE&S needs and Defence priorities, now and in the future - horizon scanning to identify opportunities to make things better and to future proof the organisation, whilst bringing together the right talent, knowledge and behaviours into well-led multi-disciplinary teams to deliver the outcomes our country needs.

As the Head of DE&S Portfolio Office, you will play a crucial role in ensuring we continue to evolve the organisation towards our north star of Operational Excellence. The role demands strategic thinking, portfolio management, influencing key stakeholders and the ability to balance the many change initiatives alongside the needs of our mission partners. You will be part of a diverse working community, and this position will be part of the Senior Leadership Group to collaborate, share ideas and support each other.

To be successful, you will have experience of managing a project portfolio and providing data analysis to a wide range of stakeholders.



You'll be able to demonstrate your ability to deliver continuous improvements, processes and capabilities, of our people – inspiring them to successfully deliver equipment and support to the UK's Armed Forces for operations now and in the future.

This is an exciting time for DE&S, I hope the prospect of being part of that excites you, and I look forward to your application.

Simon

**- Simon Hughes,
Director Professions, Policy &
Portfolio Office**

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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

OUR ORGANISATION

Equipping and supporting the UK's Armed Forces

The global threat picture is ever changing and is becoming even more demanding given our adversaries' intent. Across DE&S we strive to ensure the UK is able to meet its strategic aims for national security and foreign policy in the face of this challenge; to be 'secure at home and strong abroad'.

We're a highly specialised part of the Ministry of Defence. From the procurement of aircraft carriers, food, clothing and tanks to fighter jets, we ensure our UK Armed Forces have the equipment and support they need to carry out their tasks effectively.



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



Headquarters, Abbey Wood, Bristol

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 BEHAVIOURS

Behaviours are at the heart of how we operate, and our Senior Leaders take a servant leader role and play a key part in both embodying and driving this culture. All of our leaders at DE&S are committed to the following behaviours:

- ▶ **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.
- ▶ **Leading change to change things for the better** – continuously looking for ways to improve and then driving that change.



Find out more about DE&S behaviours here - [DE&S Success Profile framework](#)

Diversity and inclusion is fundamental to our growth and success

**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, every day.



“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

OUR NEW OPERATING MODEL

Head DE&S Portfolio Office, this role sits within Corporate.

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

Head DE&S Portfolio Office

Location

Your Permanent Duty Station will be DE&S Main office in Abbey Wood, with infrequent travel to MOD Main Building, London. Occasional UK Travel may also be required.

Contract

Permanent, Full-time, alternative working patterns including job shares will be considered.

Salary

- £93,150 - £103,500 per annum for external candidates.
- 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 1 minimum](#)
- All SCS applying on level transfer will remain on their current salary.

Further information - including pay guidance for existing civil servants - can be found [here](#).

Bonus

The DE&S Performance Award is non-consolidated, non-pensionable and non-contractual annual bonus scheme, the outcomes are based on organisational, team and individual targets and overall affordability. The overall structure of the scheme, targets and % of opportunity are subject to annual review and change which is agreed and governed by the Remuneration Committee of the DE&S Board. Currently, this is up to 30% for SCS Pay Band 1 roles but may be subject to change.

Vetting

The role requires Security Clearance (SC), which can be obtained following success in the campaign.

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.



ROLE RESPONSIBILITIES

Head of DE&S Portfolio Office has the following areas of responsibility:

- Develop and deliver a five-year operating expenditure and workforce business plan in line with programme of work, budgetary requirements and the DE&S Plans Framework, moving our current planning to a more professional and industry standard footing. A single business plan will cohere all work in DE&S, allowing us to deploy resource to a balanced and prioritised portfolio that ultimately ensures we are delivering what we said we would for our Armed Forces.
- Supply all the management information used through DE&S governance to enable maintained alignment of the entire £13Bn DE&S portfolio to the UK Defence Strategic Priorities whilst balancing affordability, capacity and feasibility against firm and forecast demand.
- Ensure DE&S Portfolio Office plans are aligned to supporting the delivery of the wider DE&S strategy, and ensure plans are aligned to supporting the delivery of our Equipment Plan.
- Develop and deliver the full scope and performance of the DE&S Portfolio. Translating Management Information into business intelligence to support effective and efficient performance management and decision making, informing prioritisation decisions at DE&S level where conflicts arise.
- Responsible for Management Information roadmap including how data is collected, processed and displayed. Own the tasking to deliver the provision and ownership of business requirements for data, including arbitrate what data should be collected and what is not collected, how it is collected, at what cadence and how it is presented.
- Ensure appropriate allocation of resources across DE&S in line with MOD priorities and multiple competing demands.
- Provision of quality and timely population of data by providing a data quality assurance process, including compliance. Drive the progression of data quality checks, to ensure compliance with standardised toolset, data accuracy and data alignment. The role will provide recommendations, impacts and scenarios based on analysis so that it can be trusted to inform decision making.





ESSENTIAL CRITERIA - *What are we looking for?*

To be successful with your application, you'll need to be able to demonstrate the following **6 essential** criteria:

Behavioural:

- Commitment to Diversity & Inclusion – Demonstrable visible leadership, with a proactive commitment to diversity and inclusion and demonstrable experience of creating and maintaining a psychologically safe and inclusive environment.
- Leading through Change - Demonstrable evidence of confidently leading people, challenging cultures and leading change.
- Being Accountable - Evidence of accepting and responding to challenges from stakeholders and colleagues in a constructive manner

Technical:

- Significant experience of dealing with data and conducting analysis at the portfolio level.
- Operating in a senior leadership role within a large and highly complex organisation.
- A track record and sound grasp of modern programme and portfolio planning, delivery, digital management systems, and financial and commercial acumen.



Essential Qualifications and registrations:

- Chartered level membership of the Association for Project Management or equivalent.

and/or

- A recognised, relevant Degree-level qualification in Project Management or Business Administration.



HOW TO APPLY

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

To apply for this post, you must submit the following documents [here](#) by 23:55 on 12 January 2025 for your application to be received as complete.

- A **CV** setting out your career history, with key responsibilities and achievements. Please ensure you have provided reasons for any gaps.
- A **Supporting Statement** of no more than 1750 words (font Arial, size 11), outlining how you consider your personal skills, leadership attributes, qualities and experience match all 6 essential criteria on page 10. **Applications that exceed the word limit or that are submitted without a supporting statement will not be considered.** For assistance with Supporting Statements please do reach out to the recruitment team.

AFTER YOU'VE APPLIED

▶ Shortlist

All submissions will receive an email acknowledgement from upon application. If you do not receive confirmation of receipt of your application 3 working days post-closing date, please contact us at DESHR-SCSRecruitment@mod.gov.uk. The panel will consider the evidence you have provided against the essential criteria set out at page 10 of this candidate pack to determine their shortlist.

▶ Staff Engagement Exercise

If you are found successful at shortlist you will be invited to attend a staff engagement exercise (SEE). This involves a 10 min presentation to a small group of DE&S employees followed by a Q&A session. Following the SEE the Employee Panel will provide feedback and scores to support the interviewing panel.

▶ 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. Full details of the interview process will be made available to shortlisted candidates. The Panel will consist of Simon Hughes – Director Professions, Policy & PfO, Helen Bates – Commercial Director and Clare Peebles – HRBP Lead.

▶ Offer

We will 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.



HOW YOU WILL BE ASSESSED

10%

Stage 1: Application & Shortlist

As part of your application, you will submit a CV and supporting statement which the panel will use to assess you against the essential criteria as set out on page 11. This will be scored and if found successful you will be added to the shortlist.

20%

Stage 2: Staff Engagement Exercise

If shortlisted, you'll be invited to deliver a 10-minute presentation to our staff engagement panel followed by a 20 minutes Q&A session. Their feedback will be fed back to the interviewing panel.

20%

Stage 3: Interview Presentation

You present at the start of your interview on a pre-arranged subject to the panel which will be scored separately and contribute to the final score.

50%

Stage 4: Interview

You will attend a face-to-face panel interview to discuss in-depth your previous experience and professional competence in relation to the essential criteria set out on page 11.

How do we assess your application?

There are several stages to our recruitment process with different weightings which all decipher your final candidate score.

You can find more detailed information [here](#).

Our [recruitment team](#) are here to support you throughout the process so if you have any queries at any stage, please do let us know.



Stage 5: Offer

Following your interview scores will be tallied and the highest scoring candidate will be offered the role. Reserves will be ordered from highest to lowest appointable candidate. All candidates will be informed of their outcome as soon as possible post the final interview.

▶ APPLICATION PROCESS

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	12 January 2025
Shortlist	22 January 2025
Staff Engagement Exercise	29 January 2025
Panel Interviews (face to face in Bristol, Abbey Wood)	11 February 2025

For FAQs and our complaints process, please click [here](#).





ANY

QUESTIONS?

Thank you for your interest in joining DE&S. If you'd like to discuss the role in more detail before submitting your application, please contact Jessica Hood, Senior Leadership Group Recruitment on DESHR-SCSRecruitment@mod.gov.uk

Link to FAQs?