

*Candidate Pack*

# ***Director Logistics & Support***

*Closing date Sunday 12 February 2023*

I am delighted that you are interested in this exciting, challenging but important role. We have a compelling agenda to meet the needs of our armed forces now and into the future; DE&S plays a vital part in the security of the UK. We are an organisation of approximately 11,500 people in a wide variety of roles from project managers and engineers to finance professionals, to our critical industrial workforce. You will join at an exciting time for DE&S as we launch our strategic refresh to better support Defence protect the nation.

Director of the Logistics and Support Operating Centre is a wide-ranging, complex job with two key roles – that of Functional Head for Equipment Support and also running a business unit delivering logistic services across defence. A key part of the ongoing work is a review of our organisational design which may mean adjustment to your role and responsibilities; we would discuss this with the successful candidate

The first role as Support Champion in DE&S is responsible for cohering all equipment support activity across the business and with wider Defence Stakeholders. To put this into context, the UK Armed Forces operate over 40,000 military vehicles, over 500 military aircraft and over 50 ships. Moreover, DE&S manages over 1500 support contracts with industrial suppliers and over 500,000 line items of inventory to deliver the availability, readiness and capability of these equipment. You are also the senior leader responsible for the 3000-strong Operational Delivery Function.

The second role is leading a business unit of just under 700 Civilian and Military Staff, across five separate areas including managing activities on our key depot sites, buying categories of consumable equipment such as uniforms, maritime spares, and medical supplies for our armed forces, managing the Defence Postal service and finally selling or safely disposing of surplus Military equipment. In each area there are important supply relationships to nurture and develop including our c£7bn contract with Team Leidos.

You will act as a role model to resolve conflict, challenge negative behaviours and reinforce positive behaviours. You will act with integrity, including the ability to uphold policy and process and challenge leadership, both within DE&S and across Government.

As a leader you will be inspiring, supportive of the people around you and constructively challenging, enabling everyone to give their best every single day. Key to your success will be your ability to engage effectively within and external to DE&S at all levels. DE&S is a fantastic organisation and this senior role is vitally important. I look forward to receiving your application.



**- Adrian Baguley, Director  
General Strategic Enablers**

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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, HR DIRECTOR*

## 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.



Headquarters, Abbey Wood, Bristol



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".

## 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.



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



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



**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**, DE&S Diversity and Inclusion Co-Champion and Chief Operating Officer (Land)

**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.

## Director Logistics & Support

### Location

You can be based at any of the following sites: Abbey Wood Bristol, Northolt, Bicester, Donnington, Beith, Crombie, Glen Douglas, Kineton, Longtown, Gosport, Plymouth.

### Contract

Permanent, Full-time

### Salary

£132K - £156K (SCS Pay band 2) additional salary may be available for an exceptional external candidate  
*See Page 10 for information relating to current Civil Servants.*

### 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

SC on appointment and application for Developed Vetting required within 6 months.

### Travel

Frequent UK travel required.

### 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.

### Summary of the role

As Director Logistics & Support you will lead a business unit with a wide range of responsibilities to meet global defence activities. This ranges from urgent procurement of commodities to supporting humanitarian relief, to arrangement of bulk fuel and tanker capacity to meet operational demands. Sales activity involves a global base of customers that require sensitive handling when balancing the value of monetary return, defence influence and UK prosperity agenda.

## Role Responsibilities

**Director Logistics & Support, has three key areas of responsibility:**

- **Logistics.** Director Logistics Support is responsible for the procurement of commodities, storage and movement of Defence materiel, up to and including its disposal. This includes: management of a number of logistic depots; delivering the defence postal and courier service; supporting storage across UK depots and naval bases; and the provision of global logistics support to the Army, Royal Navy, Royal Airforce and Strategic Command.
- **Support.** Director Logistics Support is responsible for driving availability and asset utilisation across the Front Line Commands (FLCs); providing the Army, Royal Navy, Royal Air Force and Strategic Command with the equipment they need at the correct levels of readiness. Director Logistics Support holds Delivery Teams (DTs) to account for effective, policy compliant support solutions, and defines corporate support metrics in order to deliver performance management information both internally and externally to the business. Furthermore, Director Logistics Support is the DE&S link with the Defence Support and interfaces with the support leads to optimise joint delivery of solutions, whilst managing the support commitments and dependencies within them.
- **Functional Director for the Operational Delivery function.** The function is made up of 3,300 employees across DE&S, delivering logistic and support services across the DE&S portfolio. The Director must ensure it has the capacity, capability and tools to deliver sufficient workforce and expertise to the business, whilst delivering continuous functional improvement and supporting functional processes.





## What are we looking for?

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

- Ability to drive asset availability, readiness and manage complex global logistic operations with a customer focussed approach
- Agility to respond to operational activity and operate at a high tempo for long periods
- Experience in complex contract management, procurement, and detailed financial management
- Experience of safety management of equipment, sites, and associated infrastructure
- Display an understanding of markets associated with service provision, including modes of transport and movement of dangerous or hazardous items
- Experience of delivering successful strategic projects
- Demonstrable commitment to diversity and inclusion



## Key Information

### How to Apply

To apply, submit your CV and a separate supporting statement of no more than TWO pages in a Word document, providing clear evidence of how you meet the essential criteria (see p9).

Applications must be submitted to Korn Ferry at [KFLON\\_RM.\\_DE&S@KornFerry.com](mailto:KFLON_RM._DE&S@KornFerry.com) by **23:55 on 12 February 2023**.

This is an external competition open to candidates with a background in either the public or private sector.

### Diversity Monitoring Questionnaire

We'd like you to complete a 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 please be aware that completion of the form is a mandatory part of the process, and your application will not be considered complete without it. The information you provide in 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\*\*](#).

### Selection and Interview

All applications will be reviewed by the selection panel with the strongest candidates being invited to interview in Abbey Wood, Bristol. Full details of the selection and assessment process will be made available to shortlisted candidates.

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.

### Rules on Civil Service Pay for Existing Civil Servants

Civil Servants applying on promotion will receive the higher of a 10% increase on current salary or the SCS pay band minimum (currently £95,000 for SCS PB2). All SCS applying on level transfer will remain on their current salary.

## *After you've applied*

### **▶ Shortlist**

You will receive an email acknowledgment of your application. The panel will consider the evidence you have provided against the essential criteria set out at page 9 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 designed 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 at page 9 of this candidate pack. Candidates will also be required to deliver a presentation at the interview stage. Full details of the assessment 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.

## 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>Stage</i>	<i>Indicative timelines</i>
Closing Date	12 February 2023
Shortlist	W/C 27 February 2023
Leadership Assessments	W/C 06 March 2023
Panel Interview	W/C 13 March 2023





**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 **David Hartley** on [David.Hartley@kornferry.com](mailto:David.Hartley@kornferry.com)