



Ministry
of Defence

de&s

Candidate Pack

DE&S Chief of Staff

Senior Civil Service Pay Band 1

Closes 23:55 on 15th January 2025



**YOUR AMBITION
LEADS HERE**



WELCOME MESSAGE

Thank you for your interest in the Chief of Staff role at DE&S:

This is a critical senior appointment for DE&S, as the sole Chief of Staff for the organisation, providing strategic executive support to our Executive Leadership Team to enable delivery of the DE&S Strategy.

This is an opportunity to join an organisation making a material difference to defence of the UK homeland, at a hugely pivotal moment in its development, looking both externally across wider MOD and UK defence, and internally to our change programme.

Defence Equipment and Support delivers and sustains capability for His Majesty's Armed Forces. We also play a major role in the prosperity of the UK by spending £8 billion every year on UK contracts, supporting more than 88,000 jobs.

The Chief of Staff role has responsibility for bringing coherence to a complex change and delivery landscape in order to direct and focus the senior leadership's priorities. It will provide the link between the organisation and its stakeholders and the Executive Leadership Team providing the 'corporate glue' to enable effective and efficient organisational leadership.

To be successful you will have experience of operating at a strategic level in a large and complex organisation and working effectively as part of a multidisciplinary leadership team, actively drawing links across different areas, identifying risks and opportunities and managing competing priorities across a range of internal and external stakeholders. You will be confident operating at the most senior levels both internally and externally, including at Board level.

As a leader in the business, you will embody servant leadership and play a pivotal role in creating a diverse and inclusive environment where everyone can flourish. You will support transformation of the business, and specifically the corporate organisation.

This is an exciting time for DE&S, and we look forward to discussing with you how you might become part of our journey during the recruitment process



Michelle Pester & Katherine Carr,
Director Strategy & Corporate Affairs DE&S

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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.
- ▶ Demonstrating passion 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



“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, every day.

OUR NEW OPERATING MODEL

DE&S Chief of Staff,
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

DE&S Chief of Staff

Location

Your Permanent Duty Station will be DE&S Main office in Abbey Wood, with some 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

- £87,000 - £96,400 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

You will be eligible to earn a non-pensionable, non-consolidated performance-related award. Currently, this is up to 30% for this role and is dependent upon personal and organisational performance, this may be subject to change.

Vetting

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

Hybrid Working

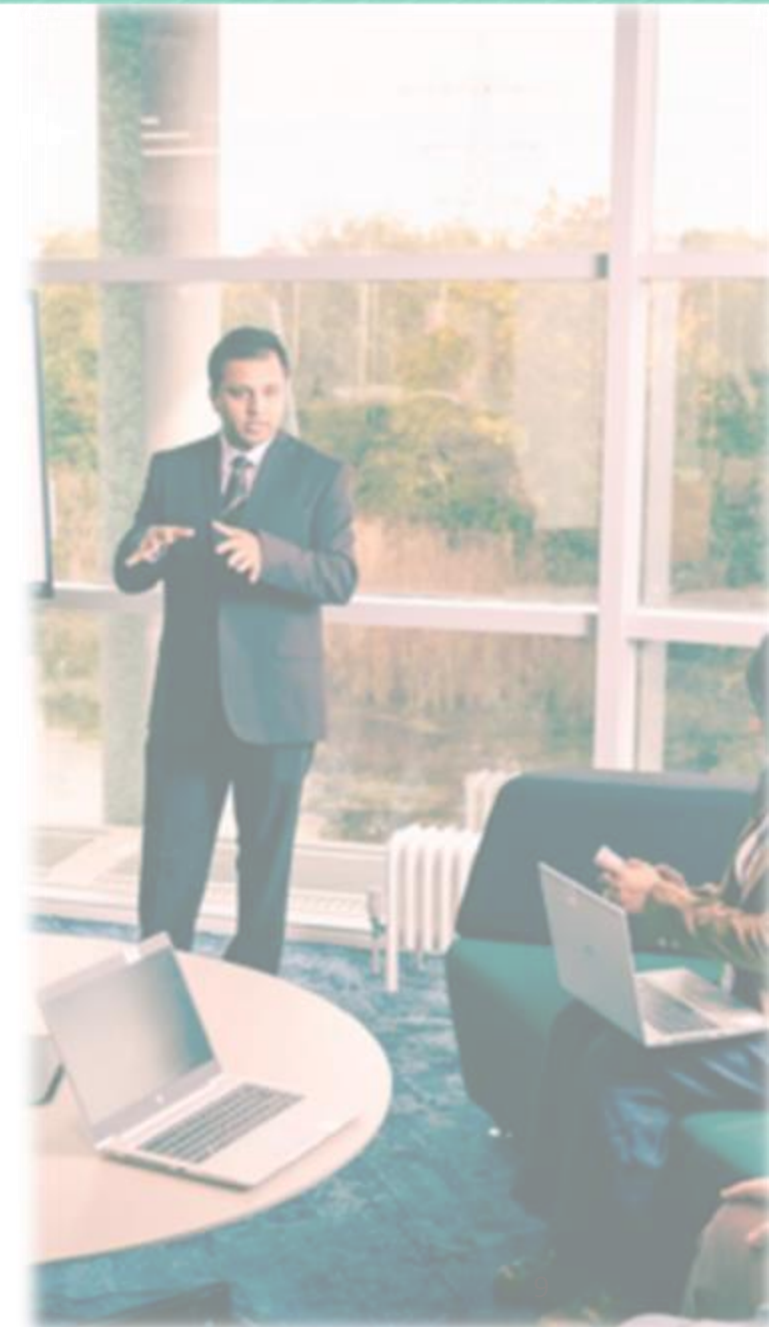
We're proud to champion hybrid working, to support our people with work-life balance, while ensuring we meet our mission. Working flexibly between your home and the office - together, we'll find a balance that works for us both. There is a general expectation that senior leaders will spend at least 60%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



ROLE RESPONSIBILITIES

The Chief of Staff has the following areas of responsibility:

- ▶ Sole Chief of Staff for the whole of DE&S supporting the Executive Leadership Team (ELT), including the CEO and the DE&S Board,
- ▶ Supporting the ELT and DE&S Board to strategically lead the organisation by understanding the key challenges across the breadth of DE&S and MOD.
- ▶ Cohering and advising on ELT priorities across the organisation to ensure the senior leadership is operating as a strong team, focussed on providing strategic direction, driving organisational change and recognising and responding to the wider global and political context.
- ▶ Supporting the ELT to deliver the DE&S strategy and ensuring they operate in line with the management construct through provision of strategic agendas and coordinating and driving the ELT initiatives
- ▶ Setting performance metrics and behavioural goals for the ELT and supporting delivery
- ▶ Providing a critical link between DE&S and our broad range of Stakeholders using your strong communication and relationship management skills
- ▶ Provide leadership on DE&S Operating Model changes within own areas to ensure maximum benefit is achieved for the organisation as a whole.
- ▶ Embody servant leadership and provide direction and support to a wider executive support team of c20 people and beyond own area, championing equality, diversity and inclusion in the workplace.





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:

1. **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.
2. **Leading through Change.** Demonstrable experience of proactively championing and leading change by seeking innovative new approaches, policies and systems that add value to the organisation
3. **Being accountable.** Evidence of accepting and responding to challenges from stakeholders and colleagues in a constructive manner.
4. **Demonstrable experience of exceptional delivery** in a senior leadership role within a large and highly complex organisation
5. **Evidence of deploying high levels of influence,** especially with senior leaders, to achieve positive outcomes for the organisation.
6. **The ability to managing competing priorities,** influencing decisions and challenging behaviours at senior levels.



Desirable criteria:

- Evidence of being agile trained and having lean six sigma knowledge
- Evidence of understanding organisational governance and strategy

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 will need to submit the following documents, via the following link ([Apply here](#)) by 23:55 on Wednesday 15th January 2025.

- 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 the essential criteria on page 11. **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-SCSRrecruitment@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 Michelle Pester and Katherine Carr Director Strategy and Corporate Affairs (interim) (Job share), Vikash Patel Director Commissioning and HRBP

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.



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 interviews. Please note these dates may be subject to change.

	<i>Indicative timelines</i>
Closing Date	15th January 2025
Shortlist	24th January 2025
Staff Engagement Exercise	3rd February 2025
Panel Interviews (face to face in Bristol, Abbey Wood)	13th February 2025

For FAQs and our complaints procedure please click [here](#)



The background is a solid teal color with several white, hollow triangle outlines scattered across it. Some triangles are larger and more prominent, while others are smaller and more subtle. The triangles are oriented in various directions, some pointing right and some pointing down.

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 Philippa Sefton – DESHR-SCSRecruitment@mod.gov.uk.