



Ministry
of Defence

de&s

Candidate Pack

Head of Support Chain Services & Head of Logistic Services

Senior Civil Service Pay Band 1

Closes 19th January 2025



**YOUR AMBITION
LEADS HERE**



WELCOME MESSAGE

Thank you for your interest in these two Logistic & Support roles at DE&S

I'm delighted that you are interested in these exciting, challenging but important roles within the Ministry of Defence. 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, operations managers & engineers to finance professionals, to our critical industrial workforce.

You will join at an exciting time for DE&S, just as we have launched our new Operating Model to better support Defence to protect our nation. These key roles, within Logistics, Services and Commodities are wide-ranging and complex, managing business units delivering logistics and Support enabling services across Defence.

As one of the Diversity Champions within DE&S, I am looking for an individual who will act as a role model to actively encourage diversity of thought and reinforce positive behaviours. You will act with integrity, including the ability to uphold policy and process, and question leadership, both within DE&S, across Government and into each of the Armed Services.

The successful individual will be an inspiring and effective strategic leader, with excellent communication skills, capable and comfortable dealing with complexity and uncertainty. As well as willing to take responsibility and accountability, be focused on delivery and able to manage an innovative, dynamic and diverse team to drive performance. Key to your success will be your ability to engage effectively within DE&S and externally at all levels. DE&S is a fantastic organisation, and these roles are strategically and vitally important to the defence of our nation and its allies. I look forward to receiving your application.



John Farrow, Director Logistics & Support Operating Centre, DE&S

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“ THESE ARE EXCEPTIONAL OPPORTUNITIES FOR **DYNAMIC, COMMITTED** AND **INCLUSIVE** LEADERS TO JOIN US AND MAKE A LASTING **IMPACT** ”

- **DR JILL HATCHER**, Director General Corporate

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 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**

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.”

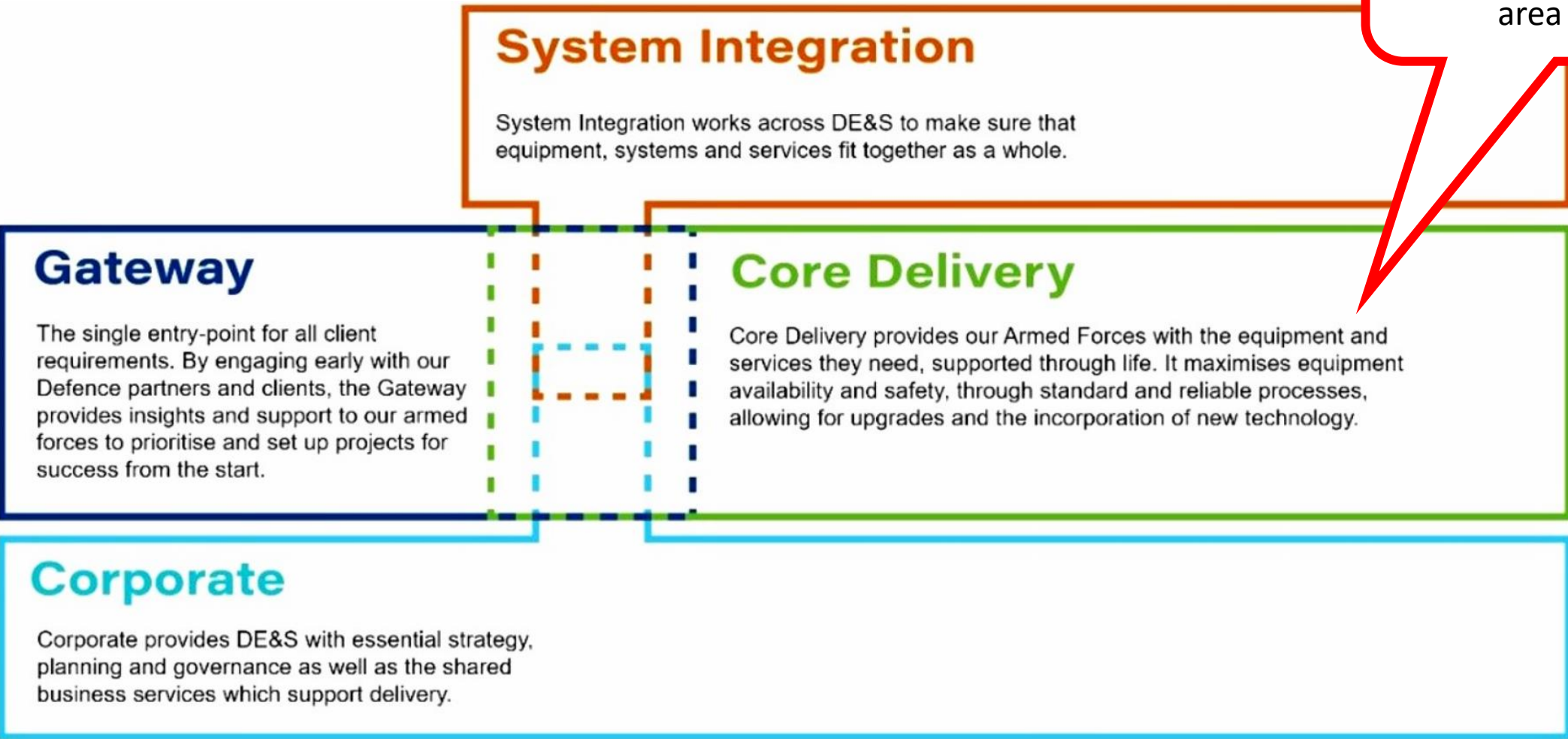
- **Jo Osburn**, Director People,
and DE&S Diversity Co-Champion

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





ABOUT THE ROLE

HEAD OF SUPPORT CHAIN SERVICES & HEAD OF LOGISTIC SERVICES

Location

Based at DE&S Headquarters, Abbey Wood, Bristol, BS34 8JH with frequent UK travel.

Contract

Permanent, Full-time

Salary

- External Candidates between £88,200 - £98,000.
- 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 £76,000 for SCS PB1).
- All SCS applying on level transfer terms 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 security clearance level required is Security Check which can be applied for 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 or that of Industry partners in person.



ROLE RESPONSIBILITIES

The Head of Support Chain Services has the following areas of responsibility:

- Delivery and sustainment of key elements of DE&S Support enabling capabilities, including Supply Chain & material accounting management, Inventory Management Business Resolution teams, Support Chain Data analysis and the UK National Codification Bureau.
- Closely working with the DE&S Gateway for new projects, DE&S Core for existing activity and operating alongside the Support Authority within DE&S System Integration, this role is critical to ensure that projects across DE&S have appropriate Support enablement and expertise, to estimate and plan Through Life Support effectively.
- There is a major focus on Defence developing and delivering effective and resilient Through Life Support solutions. The Head of Support Chain Services plays a crucial part in that strategic intent, having leadership of multiple teams that drive Support improvement.
- For new projects, the teams will work closely with Gateway to build in Through life Support from concept stage, including codification of items; in Operate & Sustain within Core, the emphasis is on providing Support and subject matter expertise where required. Close working with the Support Authority within the newly forming System Integration area is expected throughout and that relationship will develop over time.
- Likely medium-profile work under significant Ministerial, Parliamentary, Media and Stakeholder attention as impacts and consequences of Through Life Support activity are scrutinised, requiring personal resilience and senior stakeholder management.
- The team size is approximately 85 which includes military personnel, civil servants, and contractors, spread across multiple sites in the UK.





ROLE RESPONSIBILITIES

The Head of Logistic Services has the following areas of responsibility:

- The delivery and sustainment of all the DE&S Recycling and Disposal coordination teams & services. This includes influencing early engagement with all delivery teams in DE&S' Core area, DE&S' Gateway area's early concept teams and working with the newly forming Support Authority within System Integration. Ensuring an integrated approach across DE&S for all Recycling and Disposal activity.
- Developing and delivering a coherent Recycling & Disposal strategy across multiple DE&S sites and linking to the wider Defence estate.
- High level of stakeholder engagement with high profile visibility ranging from ministerial interest in Disposals to legislative impact of Recycling / Waste policies. This will bring Media and Stakeholder scrutiny, requiring personal resilience and continual senior stakeholder management.
- Contribution to the wider Defence Support strategy led through Defence Support and linking closely to the emerging Network strategy that sets out Defence future storage space requirements. Developing innovative approaches to Recycling and exploiting every opportunity to develop a circular economy with strong sustainability credentials.
- Strong change management given the depth and breadth of activity, alongside actively leading strong Safety practices, working closely with the Senior Safety responsible person at each site.
- The team size is approximately 70 which includes military personnel, civil servants, and contractors, working on projects spread across multiple sites in the UK.



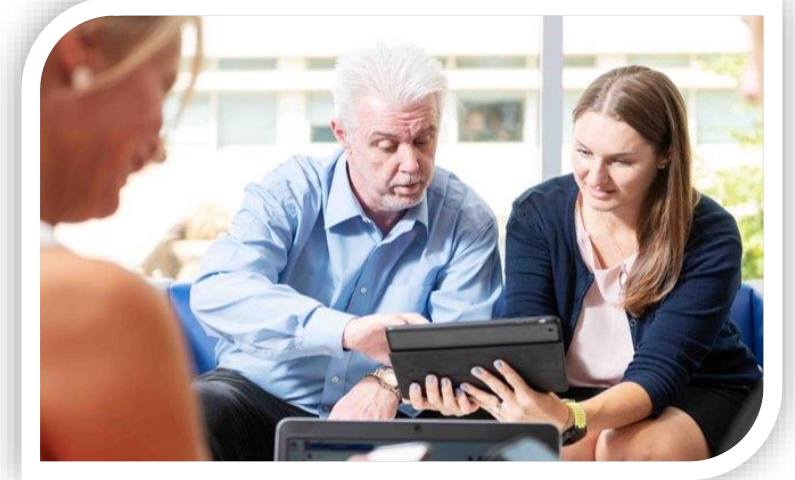


ESSENTIAL CRITERIA FOR BOTH ROLES - *What are we looking for?*

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

- A visible leader, with a proactive commitment to diversity and inclusion and demonstrable experience of creating and maintaining a psychologically safe and inclusive environment.
- Embody a servant leadership approach, with evidence of how you have successfully empowered your teams, provided clear direction and respected the valuable contributions they have made.
- Significant experience of Support and/or Logistics Service delivery in Defence or another capital-intensive sector, working within a complex environment.
- Demonstrable experience of customer and senior stakeholder engagement in a Support context with an ability to understand the importance of partnering and constructive challenge.
- Demonstrable experience at a senior leadership level in risk management, strategic capability planning & financial management control.

Please state if you have a preference for one of the roles in your supporting statement. More information on how to apply can be found on page 12.



Desirable Qualifications & Experience:

- Operational Delivery and/or Logistic Management qualifications incl. membership of appropriate professional bodies
- Experience in safety management



APPLICATION PROCESS

HOW TO APPLY

This is an external competition, and we welcome applications from candidates in both the public or private sector. To apply for these posts, you will need to submit the following documents to this [link](#) by 23:59 on Sunday 19th 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 will not be considered.** For assistance with Supporting Statements please do reach out to the recruitment team. *Please note applicants will be considered for both roles unless stated otherwise*

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 11 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 John Farrow (Director Logistics Support Operating Centre), Keith Robinson (Head of Support Authority) & Anna Perez-Hernandez (HR Business Partner).

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.



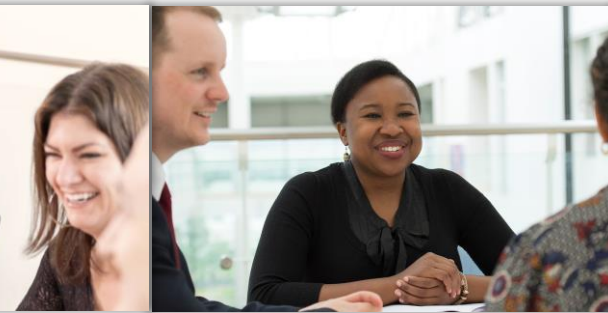
TIMELINES

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	Sunday 19th January 2025
Shortlist	Wednesday 29th January 2025
Leadership Assessment & Staff Engagement Exercise	Tuesday 4 th February 2025
Panel Interviews (face to face in Bristol, Abbey Wood)	12 th , 13 th & 14 th February 2025

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



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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 the Senior Leadership Group Recruitment team on DESHR-SCSRecruitment@mod.gov.uk