



Welcome

I am excited to be advertising the fantastic role of Chief Executive for UK Hydrographic Office, an Executive Agency and Trading Fund of the Ministry of Defence. You will see this is a unique role, leading an organisation that is a world-leading centre for hydrography, specialising in maritime geospatial data serving Defence and the wider shipping industry. UKHO's navigation solutions are relied upon to safeguard national security, ensure safe navigation and are trusted by mariners in the global shipping industry.

The organisation's challenge is to continue to adapt and develop to meet Defence and the sector demand and respond to the increasing opportunities from technology. Assured data and information is at the core of UKHO and the people and expertise are at its heart, so we need a leader who is energised to step into the possibilities this position offers globally, for the industry and as part of the Defence. The UKHO has an advisory Board, and the Chief Executive will work closely with the Board Chair. Marion Leslie offers a few words of introduction in the welcome video below.

Thank you for taking interest in the role, and we look forward to receiving your application.

Nina Cope Chief Operating Officer (MOD)

Please see the following video from the Chair of the UK Hydrographic Office Marion Leslie.

<u>Welcome from Marion Leslie UKHO – CEO</u> or visit <u>https://micro.green-park.co.uk/ukho-ceo/</u> to watch it on our online candidate pack.





About Us

1. Who We Are

UKHO is an executive agency and trading fund of the Ministry of Defence (MOD). As a trading fund, UKHO's activities are funded entirely from sales of hydrographic products and services to commercial and military customers through an international network of distributors. It currently employs approximately 1000 staff at its offices in Taunton.

With over 200 years of experience, UKHO is a world-leading centre for hydrography, specialising in maritime geospatial data that supports defence and global shipping, and helping its customers and partners unlock a deeper understanding of the world's oceans and coastal environments.

UKHO's activities range from the discharging of the UK's hydrographic obligations under the International Convention on the Safety of Life at Sea, by providing hydrographic services for waters of UK national responsibility, to providing hydrographic services to commercial customers. UKHO also advises the UK Government on hydrographic policy matters, representing the UK at international fora, including the International Hydrographic Organization.

UKHO's priorities and strategic objectives are agreed by the responsible defence minister and reviewed regularly. UKHO aims to ensure that current and potential future military tasks are supported by high-quality hydrographic information, products and services, and to drive down the costs to MOD of this support.

2. About the Ministry of Defence

MOD works for a secure and prosperous United Kingdom with global reach and influence. It protects our people, territories, values and interests at home and overseas, through strong armed forces and in partnership with allies, to ensure our security, support our national interests, and safeguard our prosperity.

All UK Defence vessels, from ships to submarines, rely on UKHO's navigational products and services. UKHO serves the Royal Navy and the wider UK government and allies by providing operational support and supplying trusted maritime data worldwide in support of national security. As part of the MOD, protecting people is central to what UKHO does. UKHO is responsible for working with partners across defence and wider government to improve the effectiveness of UK national defence and security in a number of ways, including:

- Providing geospatial information, products and services to UK armed forces to enhance decision-making, support the protection of Critical National Infrastructure and enable global operations.
- Supporting NATO and wider international defence partnerships by promoting standardisation and best practice and sharing data and technical knowledge.
- Using its unique international relationships with over 70 territories and sovereign states to support economic, social and environmental prosperity, including disaster resilience.
- Supporting the Department for Transport's obligations under the United Nations Safety of Life at Sea (SOLAS) Convention and enabling mariners to operate safely worldwide.





3. Why Work for Us?

Our Vision

We are the beacon for quality, innovative navigational solutions; trusted by customers and partners worldwide.

Our Purpose

For safe, secure and thriving oceans

Our Values

Together – We combine our strengths.

Responsibility – We do the right thing.

Excellence – We lead the way.

Discovery – We reach beyond boundaries.

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These guiding principles help us work together to achieve our goals.

We strive to be an employer of choice through recognising, encouraging, and celebrating diversity. An organisation that not only encourages everyone to be themselves in the workplace but makes a clear link between embracing individual diversity and the successful delivery of our outputs.



Our People

Underpinning our organisation are our technology and people, and we are investing in both. From hydrography and oceanography to software engineering and data science, we employ experts across a range of disciplines in a variety of challenging and interesting roles.

We believe our people are the key to our success, which is why we support all staff in reaching their full potential. As a Silver accredited 'Investors in People' employer, we are committed to identifying and nurturing talent to ensure UKHO develops to its fullest potential.

Force For Inclusion

A copy of the MOD's Diversity and Inclusion Strategy 2018-2030: A force for inclusion is available here. In it, the Department details its commitment to Defence harnessing the power of difference to deliver capability that safeguards our nation's security and stability. Defence offers a fascinating and fulfilling career path whether you want to work in policy, operational delivery, corporate services or a particular specialist area and what's great is that it's not just theoretical.

You will have the opportunity to make some of the most complex, enriching and rewarding programmes and changes happen within government that directly protect and defend our nation and those who live here. We care about what we do, we embrace diversity, and we would love you to come and work with us.

Role Description - Chief Executive Officer

Salary: Circa £140,000. This role also offers an Performance Award of a maximum of 20% of your salary per annum.

Existing Civil Servants will be appointed in line with the Civil Service pay policy regarding level transfer or promotion, which is in place on the date of their appointment.

Location: Taunton, Somerset

Job summary

As Chief Executive Officer (CEO), you will be responsible for leading the UK Hydrographic Office (UKHO), including delivery of a major transformation to digitise its operations and services.

UKHO is an executive agency trading fund of the Ministry of Defence (MOD). It is a global entity supplying maritime navigational services and products to Defence, the UK Government and commercial trade. UKHO has a commercial turnover of c.£200m and has rendered a £300m dividend to the MOD over the last 10 years. It is based in Taunton, Somerset, and employs around 1000 civil service, contractor and uniformed colleagues.

UKHO is the world's pre-eminent hydrographic office and has international data sharing relationships with 140 countries, over 600 ports worldwide, and multi-national bodies, including the International Maritime Organisation, the International Hydrographic Organisation, and the Asian and World Banks. UKHO's work is fundamental to all Allied and UK Defence joint operations, merchant marine trading, and the safety of life at sea. Its assured ADMIRALTY products are used by 93% of the world's shipping that trades internationally.

The CEO is responsible for leading a transformational digital overhaul—modernising UKHO's value chain, from supplier support and data management to service delivery—to ensure operational agility and customer relevance. This transformation is critical to maintaining UKHO's position as a commercially viable trading fund and a trusted global authority.

Job Description

The CEO will be leading UKHO as it is goes through a period of significant change, balancing the needs of providing operational support to a broad range of customers such as Defence, UK Government, helping to ensure the Safety of Life at Sea (SOLAS) as well as being commercially focussed providing charts, publications and digital services to the global shipping fleet.

The UKHO CEO is directly accountable for ensuring the effective management of the UKHO's financial resources by overseeing annual business plans and budgets, as well as ensuring compliance with regulations to establish robust arrangements for governance, risk management, and internal control. The CEO holds the autonomy and responsibility to make decisions and adapt policies as necessary to align UKHO operations with business needs, operating effectively within the wider civil service and delegation frameworks. In addition, the CEO is tasked with making decisions that have a substantial impact on the long-term commercial success of the UKHO. This includes ensuring the effective delivery of services not only to commercial shipping, which contributes to the prosperity of the UK, but also to Defence, where enhancing service delivery is critical. Strategic decisions must reflect the importance of both the commercial and defence-oriented tasks to ensure the UKHO meets its diverse objectives effectively. The CEO will need to ensure that UKHO transforms how it delivers its services to customers within new and challenging market conditions, whilst taking the UKHO's dedicated people and disparate stakeholder community with them. They have to navigate a complex set of stakeholder relationships ranging from Defence as Owner and Customer, global maritime community, internal hydrographic community, the civil service and the local community as one of the largest employers in the area.

They will need to be visionary, resilient and able to drive significant change where there is complexity and uncertainty. Given this, existing experience at Board / CEO level and delivering transformational digital change in a complex organisation and challenging environment would be expected.

The CEO leads an executive team consisting of: the National Hydrographer, Chief Customer Officer, Chief Digital and Technology Officer, Chief Data Officer, Chief Finance and Corporate Services Officer, and Chief People Officer. In total, the organisation comprises of approximately 1,000 professionals, including experts, technical specialists, and support teams from diverse backgrounds.

Key responsibilities include:

- Provide empowering and inspiring leadership for UKHO, creating a culture of trust as a platform for promoting innovation, creativity and diversity of thought which combines public sector values with those of an ambitious and innovative commercial enterprise.
- Set, communicate and implement a vision and strategy for the organisation which delivers existing and new products and value-added services to meet customer needs Defence, wider government and the merchant marine market while ensuring the long-term sustainability of the organisation.
- Drive forward and implement a major digital transformation impacting operationally, commercially and culturally – ensuring UKHO develops an

- inherent and flexible capability to meet the demands placed upon it by digital, data and technological advances.
- Build, develop and motivate a high-performing senior team, listening to and valuing opinions and contributions.
- Quickly earn the confidence of the government shareholder (MOD) and other
 public sector stakeholders as a disciplined operator and as an effective
 strategist to ensure that UKHO delivers against the substantial public policy
 goals for which it has responsibility.
- Effective financial and business oversight, including implementation of robust governance, risk management and assurance, as well as operational and financial budgeting controls to understand risks, operating costs and profit.
- Be the visible public face of UKHO in the national and local media. Undertaking media/PR relations activity to enhance and maintain the reputation and public face of UKHO. Represent UKHO internationally in the hydrographic community and in commercial circles.





Person Specification – Chief Executive Officer

Essential Criteria

 Proven experience of leading delivery of time-critical digital, operational, and cultural transformation in a fast-paced environment.

Operational delivery and accountability:

- Proven experience of providing strategic leadership to large complex organisations. The CEO must have commercial/customer focused expertise and experience of successfully delivering sustainable financial performance against a strategy and objectives in a complex customer focused digital environment.
- Extensive experience of delivering effective and efficient resource management, business performance, value for money, corporate plans and business cases.
- Experience of owning and managing significant budgets with a focus on transparency, accountability and value-creation.

Leadership and people management:

- A proven track record of taking responsibility at the executive level for building and leading a
 diverse and inclusive culture, with experience of creating a culture of empowerment and
 trust throughout an organisation.
- The ability to inspire and guide teams towards achieving strategic goals through effective performance management, accountable decision-making, and consistent delivery of results.

Stakeholder Management:

 Must have highly developed interpersonal and influencing skills; able to influence, and build trust with, a wide range of internal and external stakeholders across the public and private sector in the UK and internationally.





Eligibility Requirements

How we manage our responsibility on nationality rules related to Civil Service recruitment.

- If you are successful at interview, you will be checked against the HMRC PAYE Employment
 History Database to verify employment records. Please note that IF there are gaps in your
 employment history, we will request references from you to cover the employment gaps.
- Your personal details Name, NI Number and date of birth will be checked against the Civil Service Fraud database (IFD). Anyone included on the IFD will be refused employment (unless they can show exceptional circumstances).
- We shall send you a Fair Processing Notice to notify you prior to this check (for GDPR purposes). If you are refused employment because of the IFD check, our HR Department will be in touch to inform you.
- Candidates will be subject to UK immigration requirements (Right to Work Checks).
- This is a reserved post and is therefore only open to sole UK nationals.
- Successful applicants will require Developed Vetting (DV) and therefore need to have resided in the UK for a minimum of 5 years within the last 10 years.
- Please note: at least one year of this must have been a consecutive twelve-month period unless you have served overseas with HMG.
- Majesty's Government, or have lived overseas as a result of your parent's or partner's Government employment.
- In the event you are offered a role with us, you will be required to go through Basic
 Personnel Security Standard (BPSS) checks which will include Employment and Right to Work
 Checks. You will also need to apply for SC Clearance which will allow you to start while the
 DV checks progress.
- For UK Nationals currently living outside of the UK (but who still meet the minimum residency requirement).

If you have not been resident in the UK for the last 10 years (for DV clearance) then you may be requested to supply the information below:

- Evidence of your actual overseas residence (bills or rental agreements confirming addresses etc).
- Police Certificate providing confirmation that no criminal record is held in the overseas country of residence.
- Reference/Confirmation of employment from an employer in the overseas country of residence.
- Reference/Confirmation of residence or travel from friends, companions or fellow travellers
 that have knowledge of or have been in the company of you, when resident outside of the
 UK.
- Reference from a UK based organisation maintaining contract with a sponsorship of you, while residing overseas.





BENEFITS

Generous Holiday

We know you need a break so offer 25 days annual leave, increasing by one day per year of service to a maximum of 30 days after five years. This is in addition to your 8 public holidays.

Outstanding Pension

Your pension is a valuable part of your total reward package where our pension contribution rates are currently up to 28.97%.

A competitive contributory pension scheme that you can enter as soon as you join where we will make a significant contribution to the cost of your pension; where your contributions come out of your salary before any tax is taken; and where your pension will continue to provide valuable benefits for you and your family if you are too ill to continue to work or die before you retire. Visit www.civilservicepensionscheme.org.uk for more details.

Performance Award

This role also offers a Performance Award of a maximum of 20% of your salary per annum.

Season Ticket & Bicycle Loan

Interest-free loans allowing you to spread the cost of an annual travel season ticket or a new bicycle.

Family First thinking

Our onsite nursery and enhanced maternity leave pay, adoption and shared parental pay, shows how much we value our staff and their family life.

Sick Pay

Occupational sick pay.

Annual Leave and Bank Holiday Allowance

25 days annual leave, rising one day per year, to 30 days upon completion of five years' service. This is in addition to your 8 public holidays.

Flexible Working

We embrace inclusivity and offer a range of flexible working.

Award winning Office

Our state-of-the-art office in Taunton, Somerset, has exceptional facilities, including an onsite gym and canteen.

Special Leave

Special Leave for military or emergency service volunteering reserve commitments.





FAQs

Is this role suitable for part-time working?

This role is available for full-time. If you wish to discuss your needs in more detail please get in touch with richard.grayling@green-park.co.uk

Will the role involve travel?

Regular travel to sites within the UK and occasionally internationally will be required.

Unfortunately, relocation costs will not be reimbursed for moving to where the role is based.

What reasonable adjustments can be made if I have a disability?

We are committed to making reasonable adjustments in order to support disabled candidates and ensure that you are not disadvantaged in the recruitment and assessment process.

If you feel that you may need a reasonable adjustment to be made, or you would like to discuss your requirements in more detail, please contact: People-CivHR-SCSCandidateSupport@mod.gov.uk in the first instance.

Do you offer a Guaranteed Interview Scheme for Disabled Persons?

Under the Disability Confident Scheme, disabled candidates who meet the minimum selection criteria in the job specification are guaranteed an interview. Selection will be on merit. If you wish to claim a guaranteed interview under the scheme, you should complete the relevant section of the online application. It is not necessary to state the nature of your disability.

Will this role be overseen by the Civil Service Commission?

Yes. As the role is one of the more senior posts within the Civil Service, a Commissioner will oversee the recruitment process and chair the selection panel. More detailed information can be found on the Civil Service Commission website.

The law requires that selection for appointment to the Civil Service is on merit on the basis of fair and open competition as outlined in the Civil Service Commission's Recruitment Principles.

What should I do if I think that I have a conflict of interest?

Candidates must note the requirement to declare any interests that might cause questions to be raised about their approach to the business of the Department. If you believe that you may have a conflict of interest, please contact People-CivHR-SCSCandidateSupport@mod.gov.uk before submitting your application.

Pre-Employment Screening

Prior to a formal offer of employment, the successful candidate will be subject to pre-employment screening checks. These will include confirmation of your identity, employment history over the last three years (or course details if in full time education), nationality and immigrations status, and criminal record (unspent convictions only).





Assignment Durations for permanent Senior Civil Service (SCS 1 and 2)

This role has a minimum assignment duration of 3 years. An assignment duration is the period of time a Senior Civil Servant is expected to remain in the same post to enable them to deliver on the agreed key business outcomes. The assignment duration also supports your career through building your depth of expertise. As part of accepting this role you will be agreeing to the expected assignment duration set out above. This will not result in a contractual change to your terms and conditions.

Cabinet Office Fraud Checks

Candidates who are successful at interview will be, as part of the pre-employment screening, subject to a check on the Internal Fraud Database (IFD). This check will provide information about employees who have been dismissed for fraud or dishonesty offences. This check also applies to employees who resign or otherwise leave before being dismissed for fraud and dishonesty had their employment continued. Any candidate whose details are found to be held on the IFD will be refused employment.

Civil Service Code

All Civil Servants are subject to the provisions of the Civil Service Code that details the Civil Service values, standards of behaviour and rights and responsibilities. For further information, visit **Gov.UK**.

Can I apply if I am not currently a civil servant?

Yes. This role is open to suitably qualified people in the external market and to existing civil servants and those in accredited Non-Departmental Bodies.

Is this role offered as part of A Great Place to Work for Veterans initiative?

This vacancy is part of the A Great Place to Work for Veterans initiative, for further information please see here.

Is this a business-critical role?

As a result of the changes to the UK immigration rules which came into effect on 1 January 2021, the Ministry of Defence will only offer sponsorship for a skilled worker visa under the points-based system, where a role has been deemed to be business critical. This role does not meet that category, and we will not sponsor a visa. It is therefore NOT open to applications from those who will require sponsorship under the points-based system.

Should you apply for this role and be found to require sponsorship, your application will be rejected, and any provisional offer of employment withdrawn.

Is security clearance required?

Yes. If successful you must hold, or be willing to obtain, security clearance to DV level. More information about the vetting process can be found here.

What nationality do I need to hold in order to apply?

This is a reserved post.

This job is broadly open to the following groups:

UK Nationals

For further information on whether you are eligible to apply, please visit Gov.UK





How to Apply

Please visit our online candidate pack to apply https://micro.green-park.co.uk/ukho-ceo/how-to-apply/

To apply for this role, please provide the following documents:

- An up-to-date CV. Please submit a PDF document labelled 'CV' with your name and the role title.
- A supporting statement. Please submit a PDF document (around two pages) that outlines
 your interest in this particular organisation and role, and your fit against the essential
 experience criteria set out in the person specification and role description. Please label this
 document 'Supporting Statement' with your name and the role title.
- A completed Diversity monitoring form <u>HERE</u>. All information is anonymous and is not used as a part of your application.
- If you would like to apply under the disability confident scheme, the Veteran's scheme, or the Redeployment Interview Scheme, please fill out the form HERE.

If you want to know more about the role or selection process, please contact Richard Grayling, from our Executive Search partners, Green Park by emailing richard.grayling@green-park.co.uk,

Please submit your application by 23:55 Sunday 26th January 2025.

Timetable

Closing Date

23:55 Sunday 26th January 2025

Interviews with Green Park

w/c 10th & 17th February 2025

Informal Conversations

w/c 24th February & 3rd March 2025

Staff Engagement Sessions

w/c 24th February & 3rd March 2025

Psychometric Assessments

w/c 24th February & 3rd March 2025

Final Interviews

Monday 10th March 2025

These dates are only indicative at this stage and could be subject to change. Candidates are asked to note the above timetable, exercising flexibility through the recruitment and selection process. If you are unable to meet these timeframes, please let us know in your application letter.





Selection Panel

Martin Spencer, a Civil Service Commissioner, will chair the process. 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.
- Hearing and determining appeals made by civil servants under the Civil Service Code which sets out the Civil Service values – Impartiality, Objectivity, Integrity and Honesty – and forms part of the relationship between civil servants and their employer.

More detailed information can be found on the *Civil Service Commission website*.

In addition to Martin Spencer (Commissioner), the other panel members will be:

- Marion Leslie, Chair UKHO
- Nina Cope, Chief Operating Officer MOD
- Sherin Aminossehe, Director Infrastructure in Head Office Finance and Military Capability

Selection Process

- The Selection Panel will sift and assess each application against the essential criteria (professional and strategic & stakeholder engagement expertise) to produce a shortlist to invite to interview.
- Subject to agreement by the MOD Chief Operating Officer (COO), the Selection Panel will then conduct interviews to ascertain which candidates are appointable to the role.
- The decision to appoint to this role rests with the MOD COO (delegated to the MOD COO by ministers).
- Candidates considered appointable by the Selection Panel may be invited to meet with the MOD COO before a final decision is made. As a result, there may be a delay in informing candidates of the outcome of the competition.

Assessment

During the recruitment process, after the shortlist has been compiled, there will be two types of Pre-Interview Assessment that will be used during the recruitment campaign for this role.

- Psychometric tests / Leadership assessments
- Staff engagement exercise

Psychometric Assessments

Shortlisted candidates will be contacted by Green Park via email to complete two online psychometric assessments. Candidates do not need to prepare anything in advance. Candidates will be invited to select a date/time for a 90-minute 'validation interview' with an occupational psychologist. The purpose of this call is to validate the outputs of the psychometrics and to understand more about your leadership style and preferred ways of working.





Details of the Staff engagement exercise will be shared after shortlist meeting has taken place.

Status of application / feedback

We will notify you of the status of your application. We regret that we are only able to offer detailed feedback to candidates who have been unsuccessful at the interview stage.

Reasonable adjustments

Government departments are committed to making reasonable adjustments to make sure applicants with disabilities, physical or mental health conditions, or other needs are not substantially disadvantaged when applying for public appointments. This can include changing the recruitment process to enable people who wish to apply to do so. Some examples of reasonable adjustments are:

- Ensuring that application forms are available in different or accessible formats
- Making adaptations to interview locations
- Allowing candidates to present their skills and experience in a different way
- Giving detailed information on the selection / interview process in advance to allow candidates time to prepare themselves
- Allowing support workers, for example sign language interpreters
- Making provision for support animals to attend

Disability Confidence Scheme (DCS) – guaranteed interview

UKHO embraces diversity and promotes inclusion and equality of opportunity. We are a Disability Confident employer, which

includes offering a guaranteed interview to candidates with disabilities, providing they meet the minimum selection criteria. If you are a disabled candidate and wish to be considered under the Disability Confident guaranteed interview scheme, please ensure you select the correct response while applying.

By 'minimum selection criteria' we mean that the evidence you provide in your application must demonstrate that you meet the minimum pass mark, set by the short-list panel, for each criteria listed in the 'short-list' section, above.

The short-list panel will not be made aware of any disability you may choose to declare; this information will be processed solely by HR, in accordance with Data Protection legislation.

Great place to work for Veterans scheme – guaranteed interview

When you apply for a role through Civil Service Jobs, you will be prompted to enter whether you are eligible for the Great Place to Work for Veterans Initiative and whether you would like to apply for the role through this route.

In order to use the Great Place to Work for Veterans Initiative, you must also meet the minimum standard for the role you would like to apply for.

The minimum standard is the combination of experience, behaviours, strengths, abilities and technical/professional skills that a candidate will need to perform effectively in the role. For more information – see here: **Great Place to Work for Veterans**





Redeployment Interview Scheme (RIS)

Under this scheme, the UKHO offer an interview to a fair and proportionate number of civil servants who are at risk of redundancy and who meet the minimum job requirements.

For example, you may be at risk if your work area has launched a voluntary or compulsory redundancy scheme that you are eligible for, or you are aware that your employer has begun consultation on how to reduce staff in your immediate team or work area. information will be processed solely by HR, in accordance with Data Protection legislation.

To be considered for an interview, you must:

- Have good reason to believe that you are likely to be made redundant in the near future.
- Have demonstrated in your application and testing stages that you meet the minimum job criteria detailed in the person specification.
- Be applying for a job at the same grade as, or lower than, your current job.
- The application form will ask if you want to apply under the Redeployment Interview Scheme.

Pre-employment checks at the UKHO

How we manage our responsibility on nationality rules related to Civil Service recruitment.

If you are successful at interview, you will be checked against the HMRC PAYE Employment History Database to verify employment records. Please note that IF there are gaps in your employment history, we will request references from you to cover the employment gaps.

Your personal details – Name, NI Number and date of birth will be checked against the Civil Service Fraud database (IFD). Anyone included on the IFD will be refused employment (unless they can show exceptional circumstances). We shall send you a Fair Processing Notice to notify you prior to this check (for GDPR purposes). If you are refused employment because of the IFD check, our HR Department will be in touch to inform you.

Candidates will be subject to UK immigration requirements (Right to Work Checks) as well as Civil Service nationality rules. If you are applying for a role requiring Security Check (SC) clearance, please be aware that foreign or dual nationality is not an automatic bar. However certain posts may have restrictions which could affect those who do not have sole British nationality or who have personal connections with certain countries outside the UK.

This is a non-reserved post.

What do I do if I want to make a complaint?

We aim to process all applications as quickly as possible and to treat all applicants with courtesy. If you feel that you have a complaint about the way in which your application has been handled, please contact the MOD Public Appointments Team at People-CivHR-SCSCandidateSupport@mod.gov.uk.

We will acknowledge your complaint upon receipt and aim to provide a response within 15 working days.