



Ministry
of Defence

de&s

Candidate Pack

Director Business Services

Senior Civil Service Pay Band 2

Closes 28th October 2024



**YOUR AMBITION
LEADS HERE**



WELCOME MESSAGE

Thank you for your interest in the Director Business Services role at DE&S

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 are in the midst of implementing our re-designed operating model to align with our strategy. We designed our new operating model using a 'by us, for us' approach; harnessing the insights of colleagues across the entire Defence Enterprise to ensure that everything we do adds most value to the front line, helping to keep the country safe and to protect our citizens. The new 'Corporate' area provides DE&S with essential strategy, planning, and governance as well as the shared business services which support delivery.

As DG Corporate, my mission 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.

The Director Business Services will play a key role in delivering lean, operationally excellent services across the 'business services portal', business change, estate planning and digital services; driving continuous improvement, to free up capacity within our organisation to deliver its mission.

What we do and how we do it deeply matters to me. I'm looking for outstanding leadership, with a focus on outcomes, where accountability and empowerment comes naturally whilst building effective teams to unlock people's potential – all whilst delivering at pace. A 'servant leadership' approach that is all about servicing the needs of the team and the organisation. You will be a positive role model with a proven ability to collaboratively lead through change; this will involve fostering a culture of autonomy and choice as well as demonstrating your commitment to diversity and inclusion.

The position offers huge professional challenge in an organisation that plays a crucial role in the security of the UK. This is an exciting time for DE&S and 'Corporate' and I look forward to discussing with you how you might become part of our journey.



Dr Jill Hatcher, Director General Corporate, DE&S

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“ DELIVERING THE EDGE FOR OUR ARMED FORCES THROUGH **PEOPLE, TECHNOLOGY & INNOVATION.** ”

- **ANDY START**, DE&S Chief Executive Officer

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.



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**

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, but not all of these will be tested at interview:

- ▶ **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.”

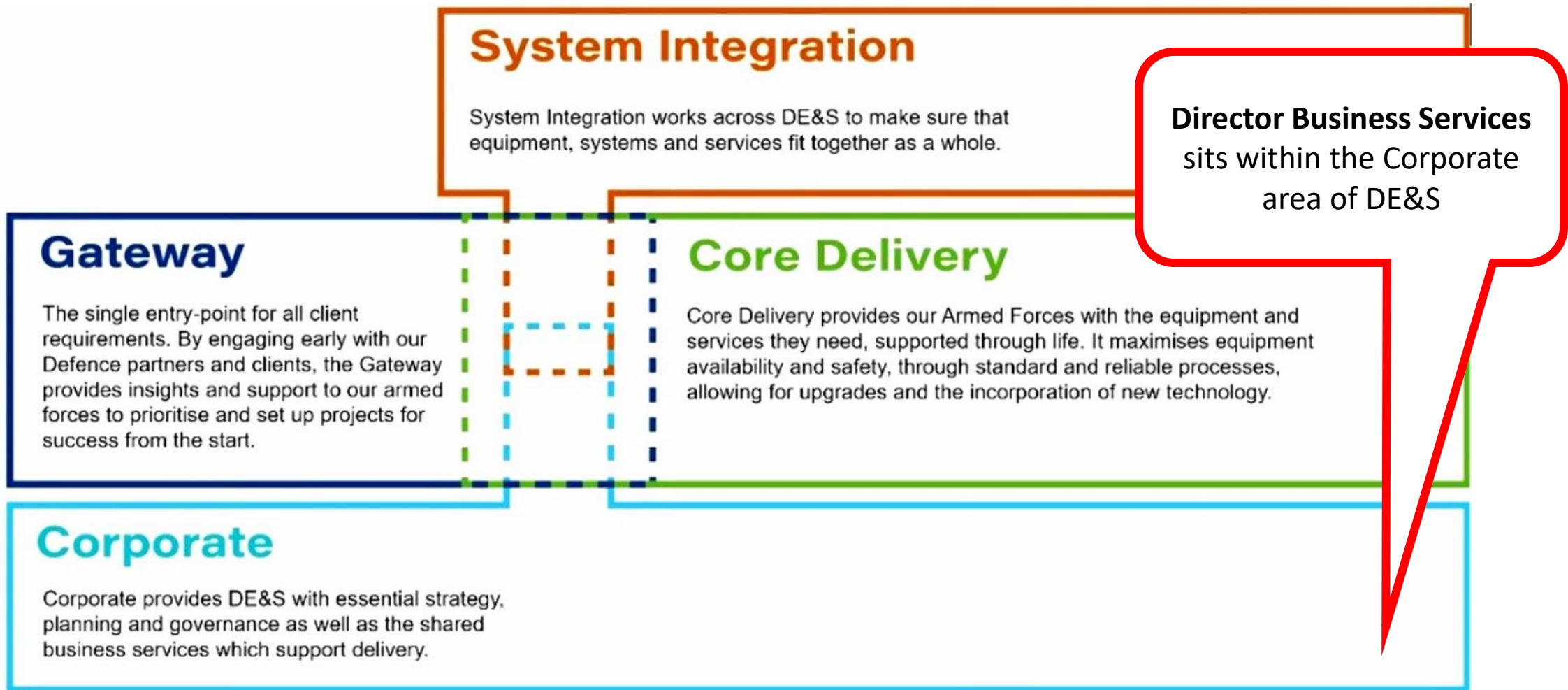
- **Jo Osburn**, Director People,
and DE&S Diversity Co-Champion

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

DIRECTOR BUSINESS SERVICES

Location

DE&S Headquarters, Abbey Wood, Bristol, BS34 8JH with frequent travel to other UK sites.

Contract

Permanent. This is a full-time role, but there is a degree of scope for flexible working (e.g., compressed hours) subject to meeting business need. Please contact us if you wish to discuss this further.

Salary

- External Candidates Up to £130,000 per annum.
- 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 £97,000 for SCS PB2).
- 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

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

The security clearance level required is Security Clearance 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.



ABOUT THE ROLE

ROLE RESPONSIBILITIES

The Director Business Services has the following areas of responsibility:

- This role has four direct reports and leads approximately 1000 people with a budget of circa £225M. It has great breadth of responsibility; including embedding and running the new single front door 'business portal' that handles queries from our people; leading on all business change; delivery and maintenance of all digital live services; and estates planning. Specifically, they will:
- **Lead multi-disciplinary teams** delivering these four End to End (E2E) services for our 12,000 people, ensuring an operationally excellent approach that harnesses best practice from comparable organisations.
- **Mature the Business Services Portal:** Mature the new business portal that provides a single point of entry for queries of any nature for our 12,000 people and strives to ensure seamless multi-disciplinary handling behind the scenes to the satisfaction of the colleague. This includes seeking to maximize on the data generated e.g., gleaning insights on causes of failure demand across the Corporate area.
- **Enable Change:** Embed a culture of continuous improvement across DE&S, providing the tools and techniques to enable true and lasting change that improves our ability to deliver our organisational mission.
- **Enhance Digital live services:** Delivery of resilient, safe and secure IT services for critical business systems maintaining and improving Services (approx. 100) in line with MOD enterprise direction, ensuring they meet the needs of the business and its people in a cost-effective manner. This extends to the provision of physical and digital Knowledge, Information and Management (KIM) services and strategic risk management. Owning strategic relationships with key suppliers (Internal and external), developing partnering arrangements where appropriate, managing performance and ensuring customer satisfaction.
- **Deliver Estates planning:** Delivery of the 10-year funded estates plan, working with Defence Infrastructure Organisation (DIO) and multiple providers, being alive to the implications of climate change and taking risk-based judgements on where a limited budget needs to be spent. This covers the entire DE&S estate including logistics and munitions sites and offers opportunity to better integrate digital and estates to create a more modern environment for our workforce. Oversight of legal and regulatory responsibilities for provision of safe working environments, and the delivery of facilities which are essential for day-to-day operational delivery to the Armed Forces, and the storage and distribution of some £6Bn of inventory. Challenges include addressing backlogs of security infrastructure and lifecycle replacement, working at a strategic level with DIO and its primary contractors, against a background of budgetary pressures and pressurised supply chains.



- **Role model** a 'service delivery' mindset by directing continuous improvement of services across the portfolio, e.g., through automation, culture change and by embedding frictionless processes. All to free up the capacity of our people to deliver and give them a better experience.
- **Be proactive in Organisational Leadership:** This role will also sit on the Enterprise Operations Team; the cross-cutting forum that runs the day-to-day business of DE&S. This requires pragmatism, judgement, creative problem solving and prioritisation as well as a 'One Defence' mindset.



ESSENTIAL CRITERIA - *What are we looking for?*

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

- A successful track record of leading the delivery of operationally excellent services within a large, diverse and complex organisation.
- Experience of successfully delivering continuous business improvements that demonstrably improved productivity and user experience in organisations of similar scale and complexity.
- Evidence of effective programme management, with demonstrable accountability for balancing opportunity and risk with the highest standards of integrity.
- Effective senior stakeholder skills, with the ability to successfully use your impact and professional skills/ experience to engage and influence effectively.
- A visible leader, with a proactive commitment to diversity and inclusion and demonstrable experience of creating and maintaining a psychologically safe and inclusive environment.
- A leader that empowers their teams, providing clear direction and respecting the valuable contributions they make – a 'servant leader'.



Essential Qualifications:

- Equivalent degree level qualification.
- Qualification in one or more of these areas: Business Change Management; Lean/Six Sigma/Agile; Project Management.

Desirable Qualifications

- Qualification in one or more of the areas for which this role is responsible for; however, you may have shared services experience across other areas such as HR or finance; the imperative is the ability to lead multi-disciplinary teams of experts.
- Digital literacy gained from either leading digital teams or leading digital projects as an active sponsor in the business.



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 this post, you will need to submit the following documents, via the following link ([Apply here](#)) by 23:59 on Monday 28th October 2024.

- 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 two pages) outlining how you consider your personal skills, leadership attributes, qualities and experience match the essential criteria on page 10.

AFTER YOU'VE APPLIED

Shortlist

All submissions will receive an email acknowledgment from our DE&S SCS Recruitment team upon application. If you do not receive confirmation of receipt of your application following 3 working days of the 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.

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 out on page 10 of this candidate pack. Candidates will also be required to deliver a presentation at the interview stage. Full details of the interview process will be made available to shortlisted candidates. The Panel will consist of Dr Jill Hatcher, Director General Corporate, Sarah Pittam, Civil Service Commissioner, Dr. Simon Dakin, Director General Core, DE&S and Vikash Patel, Director Commissioning, DE&S.

Offer

We'll 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.



OUR ASSESSMENT PROCESS

We have tailored our assessment process to allow a more balanced scoring of our applicants across all stages of recruitment. This means that applicants receive a score against each stage, and each stage has a weighted outcome towards the overall final assessment score.

Stage 1: Application & Shortlist (weighting of 10%)

You will receive an email acknowledgment of your application. As part of your application, you will submit your CV and Supporting Statement, from which the panel will consider the evidence you have provided against the essential criteria set out at page 10 of this candidate pack, they will then score how well you have demonstrated this and select a shortlist of applicants accordingly. 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.

Stage 2: Staff Engagement Exercise (weighting of 20%)

If you are shortlisted for interview, you will be asked to complete a Staff Engagement Exercise. Where you will be asked to deliver a 10 minute presentation (subject will be shared with you following shortlisting) to a small audience of DE&S employees. During this session, DE&S colleagues will have the opportunity to ask you questions and following the session will score you on your presentation. This assessment is designed to provide more insight into you as an engaging leader and will contribute to the panel's decision on who to appoint following interview. You will also be asked to complete a Psychometric Leadership Questionnaire which will not contribute to the assessment score but will assist the panel in forming interview questions.



OUR ASSESSMENT PROCESS

Stage 3: Presentation (weighting of 20%)

Shortlisted candidates will be asked to deliver a face-to-face presentation to the panel on a pre-arranged subject at the start of their interview. The presentation will be scored separately by the panel and will contribute to the final candidate score.

Stage 4: Interview (weighting of 50%)

Shortlisted candidates will be asked to attend a face-to-face panel interview to have an in-depth discussion of their previous experience and professional competence in relation to the essential criteria set at page 10 of this candidate pack. The interview will be scored separately by the panel to contribute to final candidate scoring.

Stage 5: Offer

Following the final interview candidates will have their total scores calculated and the order of merit will be determined. The candidate who has scored the highest overall will be offered the role and reserves will be determined from highest to lowest appointable score. Should a candidate score below our appointable benchmark they will be unsuccessful and unappointable. Candidates will be notified of the outcome, as soon as possible after 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	Monday 28 th October 2024
Shortlist	Tuesday 5 th November 2024
Leadership Assessment & Staff Engagement Exercise	Week commencing 11 th November 2024
Panel Interviews (face to face in Bristol, Abbey Wood)	Tuesday 26 th November 2024



The background is a solid teal color. Scattered throughout are several white, hollow triangle outlines of various sizes and orientations, 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 the Senior Leadership Group Recruitment team on DESHR-SCSRecruitment@mod.gov.uk