



Ministry
of Defence

de&s

Candidate Pack

DE&S Head of Business Change

Senior Civil Service Pay Band 1

Closes 23:55 on Monday 21st April 2025



**YOUR AMBITION
LEADS HERE**



WELCOME MESSAGE

Thank you for your interest in the Head of Business Change role at DE&S

I am so pleased that you are interested in this exciting, challenging and important role.

We have a mission to meet the needs of our Armed Forces, both currently and into the future. As part of the team at Defence Equipment and Support (DE&S) we have the opportunity to play a critical role in ensuring the security of the UK.

There are many powerful reasons to join DE&S and this position offers the opportunity to take on an impactful and challenging role that will contribute significantly to the delivery of equipment to the Armed Forces.

Our mission in the Corporate area of DE&S, 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.

As the Head of Change for DE&S, you will play a crucial role in ensuring we continue to evolve the organisation towards our north star of Operational Excellence. The role demands strategic thinking, portfolio management, influencing key stakeholders and the ability to balance the many change initiatives alongside the needs of our mission partners. You will be part of a diverse working community and this position will be part of the Senior Leadership Group to collaborate, share ideas and support each other.

To be successful, you will have experience of managing complex portfolio of projects in either delivery or change programmes. You'll be able to demonstrate your ability to deliver continuous improvements, improving the tool, processes and capabilities, of our people – inspiring them to successfully deliver equipment and support to the UK's Armed Forces for operations now and in the future.

This is an exciting time for DE&S, I hope the prospect of being part of that excites you, and I look forward to your application.



**- Catherine Poyner,
Director Business
Services**



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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

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

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.



"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."

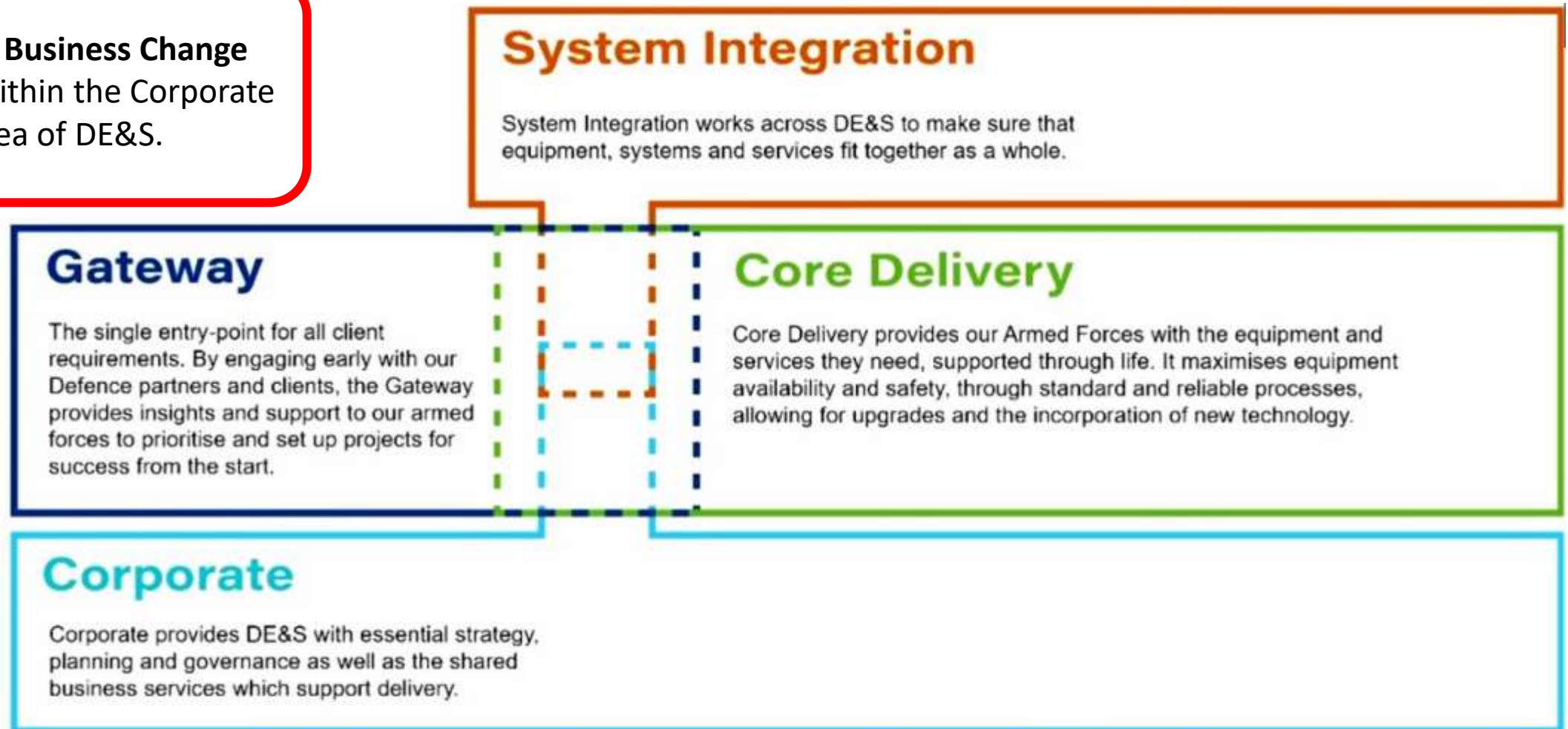
- Jo Osburn,

- Director People, and DE&S Diversity Co-Champion



OUR NEW OPERATING MODEL

Head of Business Change
role sits within the Corporate
area of DE&S.





ABOUT THE ROLE

DE&S ROLE TITLE

Location

Your Permanent Duty Station will be DE&S Main office in Abbey Wood.

Contract

Permanent, Full-time, alternative working patterns including job shares will be considered.

Salary

£88,200 - £98,000 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

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 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.



ABOUT THE ROLE

ROLE RESPONSIBILITIES

The Head of Business Change has the following areas of responsibility:

- Integrate all (non-Equipment Programme) business change across DE&S to ensure coherence and alignment to the strategy and operating model in an operationally excellent way. From multi-million pound infrastructure investment, large scale digital solution development and implementation and integrating with large scale Defence wide change programmes (e.g around Shared Services and Asset management systems).
- Establish and lead business change programmes that sit within the Business Services directorate's accountability.
- Develop our cohort of Business Change Managers, ensuring they are appointed to priority business change programmes and have the tools and capability to deliver effectively.
- Be alive to changes across the Defence Enterprise, that will have implications for DE&S embedding that in our E2E approaches. Whilst also identifying where change is needed across the Enterprise for the benefit of DE&S and influencing accordingly.
- Enable Project Professionals to lead multi-functional teams to deliver successful change across DE&S business areas; providing tools, techniques and developing the capability for change across the organisation.

- Apply appropriate project management disciplines, tools and techniques to plan, monitor and report delivery in a timely, objective and transparent manner, for individual change projects and for the change portfolio as a whole.
- Manage internal and external stakeholders and dependencies effectively to ensure and maintain alignment.
- Maintain a firm focus on benefit realisation and demonstration and ensure that effort is not wasted on initiatives that will not achieve the intended benefits; instilling a backlog mentality across the organisation.





ABOUT YOU

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:

Behavioural:

Commitment to Diversity and Inclusion - A proven track record of values-based leadership, including a proactive commitment to diversity & inclusion with demonstrable experience of maintaining a psychologically safe, positive and inclusive environment.

Fostering Autonomy and Choice - Demonstrable passion and enthusiasm for work and helping to inspire colleagues and stakeholders to fully engage with the aims and long term vision

Being accountable - Significant experience of senior stakeholder engagement, including with non-finance decision makers, and understanding the importance of partnering, constructive challenge and accountability.

Technical:

Technical 1 – Relevant experience of successfully managing complex portfolios in a large and regulated organisation

Technical 2 – Demonstration of applicable knowledge of Agile and other project management techniques

Technical 3 - Demonstrable evidence of confidently leading people, challenging cultures and influencing positive change.



QUALIFICATIONS

Essential:

- Project Management Qualification such as APM, APMP or equivalent

Desirable:

- Accredited Change Professional
- Chartered Membership of a suitable Project Management or Change Management Institute

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 23:55 on Monday 21st April.

- A copy of **CV** in PDF format setting out your career history, with key responsibilities and achievements. Please ensure you have provided reasons for any gaps.
- A **Supporting Statement** in **PDF** of no more than 1500 words (font Arial, size 11), outlining how you consider your personal skills, leadership attributes, qualities and experience match the essential criteria on page 10. **Applications that exceed the word limit will not be considered.** For assistance with Supporting Statements or if you experience any technical issues with submitting your application, please do reach out to the [recruitment team](#) prior to the closing deadline. **Late submissions will not be considered.**

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 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-minute presentation on a topic that will be shared with you, followed by 20 minutes of Q&A. 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 Catherin Poyner (Head of Business Services), Simon Hughes (Director Professions, Policy and Portfolio Office), and one of our HRBP's.

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.



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	21 April 2025
Shortlist	w/c 28 April 2025
Staff Engagement Exercise	w/c 5 May 2025
Panel Interviews (face to face in Bristol, Abbey Wood)	w/c 20 May 2025





➤ **What is the role of the Civil Service Commission?**

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. 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 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. More detailed information can be found at the Civil Service Commission Website.

➤ **Can I only apply if I am a sole UK National?**

Certain posts, notably those concerned with security and intelligence, might be reserved for British citizens. For further information on whether you are eligible to apply, please visit Gov.UK.

➤ **Is security clearance required?**

Yes. If successful you must hold, or be willing to obtain, either Security Clearance (SC) or Developed Vetting (DV) as advertised on the job advert. More information about the vetting process can be found here.

➤ **Do I need to sign the Official Secrets Act?**

Yes.

➤ **Do you offer a Guaranteed Interview Scheme for Disabled Persons, Veterans or Crown servants at risk of redundancy?**

Yes, we have a variety of Guaranteed Interview Schemes. When submitting your application via our recruitment system you will be asked if you wish to be considered under each scheme. Please ensure you indicate if you wish to be considered under one of these schemes on your application. You must meet the minimum essential criteria as advertised in the candidate pack to be guaranteed an interview. Selection will be on merit. For our disability scheme you do not need to disclose your disability. Please also advise us of any special arrangements for interview you will require, enabling us to make the appropriate arrangements.

➤ **What other benefits are there working at DE&S?**

MOD endeavours to support a work/life balance for all staff. Other benefits include: access to nursery places, access to a variety of discounts, flexible and hybrid working arrangements where possible, remote access to systems to allow for remote working and enhanced maternity, paternity and adoption allowances. See more here.

➤ **Do you offer flexible or hybrid working?**

We champion flexible ways of working. Regular in-person attendance is required and expected at a minimum of 60% to promote the benefits of face-to-face collaboration alongside flexibility of hours to support work-life balance. Initially, you may be expected to attend more frequently to familiarise yourselves with the site, the team, and your role.

➤ **I've heard the Civil Service Pension scheme is great. Can you tell me more about it?**

You are entitled to membership of a Civil Service Pension Scheme. More information can be found at www.civilservicepensionscheme.org.uk.



FAQs continued

➤ What annual leave do you offer?

You'll start with a 25 days of holiday a year, increasing by one day a year to 30 days after 5 years. In addition, you'll get eight bank holidays and an additional day of annual holiday for the King's birthday! There are also options for paid special leave for reservist training, public duties, volunteering, study leave and compassionate leave.

➤ Will I get feedback on my application?

Due to the volume of applications, we receive we cannot guarantee that you will receive feedback in relation to the shortlist results. You will however receive feedback following your interview if you are invited.

➤ What will you do with my information?

We take our responsibilities under the Data Protection Act 2018 and GDPR seriously. Any data about you will be held in secure conditions with access restricted to those who need it in connection with dealing with your application and the selection process. Data may also be used for the purposes of monitoring the effectiveness of the recruitment process but in these circumstances all data will be kept anonymous. The Diversity Monitoring form is used for monitoring the selection process only. If you are unsuccessful, personal data relating to your application will be destroyed after 12 months. If you are successful, data will be held by DE&S HR.

➤ What is the Civil Service Code?

All civil servants are subject to the provisions of the Civil Service Code, which details the Civil Service values, standards of behaviour and rights and responsibilities. For further information, visit <https://www.gov.uk/government/publications/civil-service-code/the-civil-service-code>.

➤ Are there any restrictions on Political Activities?

During the period of appointment there will be certain restrictions on political activities.

➤ 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 deshr-scsrecruitment@mod.gov.uk before submitting your application.

➤ What is your approach to Equal Opportunities?

DE&S is an Level 3 Disability Confident Leader, aiming for the widest possible diversity in its workforce and drawing recruits from every part of the community. We particularly welcome applications from ethnic minority people, women and people with disabilities, who are currently under-represented. Our policy is to provide equal opportunities for employment, career development and promotion to all eligible personnel on the basis of ability, qualifications and fitness to work. Under the Equality Act 2010 we are legally required to consider making reasonable adjustments to ensure that disabled people are not disadvantaged in the recruitment and selection process. Our team are here to help and support you where possible throughout your recruitment experience, we are therefore committed to meeting, wherever possible, any needs you specify in your application. Please complete a Diversity Monitoring questionnaire and submit it with your application.

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

In the unlikely event that you feel that your application has not been treated in accordance with the Commission's Recruitment Principles and you wish to make a complaint you should, in the first instance, contact DESHR-WSC-PMOCOMPLAINTS@mod.gov.uk If you are not satisfied with the response you receive from the department you can contact the Office of the Civil Service Commissioners at info@csc.gov.uk



RECRUITMENT PROCESS

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 10.

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, if you have any questions please use our support document [here](#). If you have further queries at any stage, please do let us know.

We understand that AI can assist you in your application. Find our guidelines [here](#).



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.

The background is a solid teal color. Scattered across the page are several white, hollow triangle shapes of varying sizes and orientations. Some are simple outlines, while others have a soft, glowing effect. These triangles are positioned around the central text blocks, adding a modern, geometric aesthetic to the design.

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.