



Ministry
of Defence



Defence Civil Servant Offer

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There are approximately 58,000 civil servants working for UK MOD organisations, in a huge range of different roles and professions. The Defence Civil Servant Offer has been created specifically to provide information and guidance for those Defence civil servants.

However, there are many thousands more civilians working across Defence in the UK, including short-term and long-term contractors, locally employed civilians, specialists on loan from industry and stakeholder organisations, and members of the Royal Fleet Auxiliary. These are crucial roles, working alongside service personnel and civil servants to deliver the capability and critical function of Defence.

Where appropriate, information and links are provided for the broader civilian workforce.

Foreword

As a civil servant working in Defence, you already know that the work we do is hugely important. With an annual budget of over £50 billion, the Ministry of Defence (MOD) is a vast and complex organisation performing critical functions. Alongside our Armed Forces colleagues, our role is to protect the nation and help it prosper.

We are operating in a period of substantial volatility with the evolving situation in Ukraine and a continued requirement to adapt to global, state-based threats, including through cyber. The role of Defence is changing as a result. We have an increased responsibility to engage with our international partners, protecting our shared democratic values as well as our own national security and interests. As a whole force, this means we must be more flexible and agile in our responses, operationally effective, and ready to act when needed, often in unpredictable circumstances.

We are changing and modernising in response to this ambition. Our human resources (HR) function plays a crucial role in our success by supporting our most important asset – our people. The Defence Civil Servant Offer sets out our vision for improving your working life in Defence and what HR is delivering for you, now and in the future. It outlines what Defence offers you as your employer and what you can do to take advantage of that offer, from learning and career development opportunities to health and wellbeing support. We warmly encourage you to do so.



A handwritten signature in black ink, appearing to read 'D Williams'.

David Williams
Permanent Secretary



A handwritten signature in black ink, appearing to read 'P Lincoln'.

Paul Lincoln
Second Permanent Secretary



Civil servants in Defence:
what we do is valued

Our work is important, and we should all take great pride in our contribution to the wider Defence effort. Collectively, we are a highly skilled team of innovative, talented and dedicated people who inspire and support one another. Individually, we all count. The continued success of this organisation is guaranteed by the calibre, professionalism and commitment of all the civil servants who work here – regardless of role, location or grade.

As an employer, MOD understands the importance of creating positive working environments where all employees – civilian and military – feel valued, included and motivated, and where everyone has opportunities to develop.

As employees, we each have a balance of expectations, beliefs, ambitions and obligations in our relationship with our employer. In Defence, we call this ‘The Deal’. It exists to support fulfilled and satisfying working lives for us all, through:

- ensuring managers are trained, informed and can support you to achieve your very best, and vice versa
- championing diversity and inclusion, collaboration and a **One Defence Mindset**
- smarter and better working, innovation, accountability and trusting our colleagues
- your wellbeing and resilience

Did you know?

- There are over 200 unique job roles undertaken by civilian employees in Defence, including policy advisers, nurses, engineers, lawyers, commercial practitioners and logistics managers.
- Defence civil servants work in over 700 different locations across the UK and in 44 countries around the world.
- The **Support to Operations Scheme** arranges civilian operational deployments for periods from three months to one year. Longer-term roles based internationally are regularly advertised on **Civil Service Jobs**.

“ If our purpose is the thing that gets us out of bed in the morning, The Deal is what enables us to thrive in our working lives. ”

– Victoria Smith, HR Director

What's great about working here?

What we do in Defence is valuable, exciting and challenging. For many of us, the sense of purpose connected to our work is a powerful motivator, giving us immense pride and job satisfaction. Responses to the annual People Survey tell us that most Defence civil servants are proud to be part of MOD and feel a strong, personal attachment to the organisation.

There are lots of reasons why people choose to work in Defence. Some of us are passionate about Defence professions, some are driven by the prospect of learning new skills, and some of us simply appreciate the convenience of our work location. Whatever your motivation, there are many more things to love about being a civil servant in Defence.

Defence is acknowledged as a good employer in the UK, with a range of benefits including job security, a generous pension, career progression opportunities, access to training and development, and a good overall benefits package.¹



“ I knew joining MOD would be exciting from day one, when I was asked to work on the contract for a James Bond film! Since then, I have been directly involved with over 200 cases of military assistance to the civil authorities, including setting up Nightingale hospitals and immunisation sites during the pandemic. As part of the British Army's world-class state ceremonial and public duty, I helped with planning for the Platinum Jubilee. Little did I know that I would also be involved in the funerals for both Prince Philip and Her Majesty The Queen. I am immensely proud to have played an integral role in these events and in Operation Golden Orb, the King's Coronation.”

– Defence civil servant,
Army London District team

¹ 'Understanding the future workforce (2030+)', Human and Social Science Research Capability, ref: S1.012, commissioned by the Defence Science and Technology Laboratory



Your employee offer



Leave entitlement

- **Annual leave** – up to 30 days (may vary depending on your contract) of annual leave, eight public holidays and one privilege day.
- **Maternity leave** – up to 52 weeks of leave.
- **Paternity leave** – one or two consecutive weeks of paid leave.
- **Adoption leave** – up to 52 weeks of leave to care for your newly adopted child.
- **Shared parental leave** – offers parents the opportunity to share caring for their child in the first year from birth or adoption, while balancing their work.
- **Special leave** – supports you to take time off work (paid or unpaid) in addition to annual leave, for specific circumstances such as caring responsibilities.
- **Study leave** – paid time off to study towards a professional qualification relevant to your job role.
- **Volunteering leave** – up to six days of special paid leave per year for volunteering activities.



Flexible working arrangements

- **Flexible hours** – enabling you to work your conditioned hours more flexibly (for example, a nine-day fortnight or working on a flexi-time basis), subject to agreement with your line manager.
- **Reducing your hours** – you may request a contractual reduction in your working hours, for example to work part-time or during term-time only.
- **Reshaping your hours** – for example, reducing your contracted role to take partial retirement before full retirement, or job-sharing (where a full-time post is divided into two part-time posts, with salary and benefits shared proportionately between the job share partners).
- **Remote, mobile and hybrid working** – a range of options, from working some of your contracted hours from home and the remainder from your MOD work location, through to contractual home worker status, subject to business requirements.





Salary and pension

- **Civilian pay** – MOD seeks to maintain competitive pay rates for all our civilian staff.
- **Civil Service pension** – you are automatically enrolled into one of the best pension schemes in the country. You can boost your pension by making a lump-sum payment or through additional deductions from your salary, and nominate your loved ones to receive a death-in-service benefit.
- **Pension Portal and Pension Power sessions** – find out more about your pension, sign up for the Pension Portal and access free Pension Power webinars at www.mycsp.co.uk.
- **MOD civilian Payroll Giving Scheme** – enables you to support your favourite charitable causes by donating tax-free to any UK registered charity from your monthly pay.



Allowances and expenses

- **A range of allowances are available to civilian staff** – including locational allowances such as London Weighting, responsibility allowance for taking on additional responsibility and on-call allowance.
- **Travel and subsistence expenses** – to cover your costs if you are required to travel as part of your duties. You can book most work-related travel directly through MOD's travel booking service.

- **Overseas transfers** – if you are transferring overseas, you may be eligible for specific allowances and support.
- **UK transfers** – you may be entitled to assistance if you change your MOD work location in the UK, including move of home assistance, temporary accommodation or an appropriate travel package.



Loans and advances

- **Bicycle purchase advance** – an interest-free and tax-free loan to help you purchase a bicycle to travel to and from work.
- **Holiday advance loan** – you may request up to two salary advances per year to help you meet the cost of your holiday or Christmas expenses.
- **Mid-monthly advance** – new entrants to MOD can receive up to half a month's salary in advance at the mid-month point to support adjustment.
- **Season ticket advance** – up to £10,000 tax-free advance loan to pay for rail or bus season tickets, car parking, and bridge or tunnel tolls.
- **Tenancy deposit loan** – you may request an advance of your salary to help finance a tenancy deposit.
- **Workspace advance of salary** – to cover the cost of improving your home office to create a safe and productive workspace.



Professional development

- **Investment in your learning and career development** – a commitment to give you the development opportunities you need to thrive in your career, including on-the-job learning, training programmes and mentoring.
- **Professional qualifications** – opportunities to gain professional qualifications and memberships through a range of routes, including apprenticeships.
- **Internal and external talent schemes** – there are many high-potential development schemes open to civil servants in Defence at every grade, including Rise and Elevate, the Civil Service Fast Stream, Future and Senior Leaders Schemes, and Beyond Boundaries.
- **Working alongside military staff** – opportunities for managers and senior leaders to learn more about leadership and strategic focus in Defence through the Advanced Command and Staff Course and the Higher Command and Staff Course. The NATO Defense College Senior Course and the Royal College of Defence Studies also offer the chance to learn more about our international strategic context with exciting opportunities overseas.



Recognition and reward

- **In-year rewards** – individual and team rewards of up to £5,000 per year to recognise high performance against objectives.
- **Thank you awards** – receive up to £100 in vouchers for one-off achievements over and above requirements.
- **Business unit commendation** – a non-financial reward to publicly recognise exceptional effort and behaviours.
- **Campaign or operational medals** – for MOD civil servants who have been deployed on certain operational campaigns.
- **Honours** – you may be recognised with an official honour for an outstanding contribution, exceptional achievement or meritorious service.
- **Defence Ideas Scheme** – contribute a constructive idea for improving efficiency and organisation and receive an award (calculated as a percentage of savings on the scale of benefit achieved) if your idea is implemented.

“ I returned from three years’ EXSUL (extended special unpaid leave) following maternity leave last August – having this opportunity of a career break at an important time for me was a huge benefit and on a personal level has increased my loyalty to MOD. ”

– Focus group participant



Childcare

- **Tax-free childcare** – support with your childcare costs, up to a maximum of £2,000 per year.
- **On-site nursery and childcare** – some MOD sites offer childcare support schemes such as a workplace nursery, holiday playscheme or wraparound care.



Health and fitness

- **On-site gym** – many MOD sites, including Main Building in London, offer free use of the gym for all staff.
- **Defence Sports and Recreation Association** – access to a range of sporting and recreational events and opportunities.
- **Civil Service Sports Council** – access to sports, leisure offers, member benefits and exclusive discounts.
- **Free eyesight tests and spectacles** – if you use display screen equipment for your role.
- **Private medical insurance** – available through the MyLifestyle Hub.
- **Dental insurance** – claim reimbursement towards costly and essential dental treatment up to the policy limits. Accessed and enrolled through the MyLifestyle Hub.



Discounts and other benefits

- **Defence Discount Card** – savings and discounts on purchases from various online and in-store retailers.
- **MyLifestyle** – access to a range of benefits including the Cycle to Work Scheme, private medical insurance and discounted gym membership.
- **Costco individual membership** – access to a range of discounted goods with a Costco membership card.
- **Employee Assistance Programme** – a free and confidential helpline providing support on personal and professional issues.
- **Civil Service Insurance Society** – competitive rates of insurance for your car, home and travel.
- **Boundless by the Civil Service Motoring Authority** – savings on days out, travel, dining and motoring.
- **Motorfinity corporate car leasing** – deals on a range of brand-new vehicles including electric and hybrid.
- **Parking** – free parking at many MOD locations.
- **Commuter Travel Club** – discounted and unlimited bus travel in the Portsmouth, Fareham and Gosport area.
- **Vodafone Employee Advantage Scheme** – save 15% on your monthly phone bill.
- **Dell Advantage Programme** – up to 20% off laptops, desktops and computing accessories.
- **Microsoft Home Use Programme** – 30% discount on an annual Microsoft 365 subscription.

Understanding what matters to you

Many things are important to us as employees, such as how much we are paid, how much leave we are entitled to and the benefits available to us. Understanding those considerations from an employee perspective is something that HR takes very seriously because to deliver what is demanded of us nationally and globally, Defence needs to attract and retain the highest-quality people to the civilian workforce. This means we need to get to the heart of what matters most to you and develop our offer accordingly.

Receiving fair and competitive pay and reward

Earning money is the main reason that most people need to work, and we all want to be paid fairly for doing our jobs. It's no surprise that when Defence civil servants were asked to list the one change that they would like MOD to make in the next year, the top answer by far was pay.²

All Civil Service pay is governed by the annual Civil Service pay remit guidance published by the Cabinet Office, while HM Treasury has overall responsibility for public sector pay and pensions policy. As a government department, we are required to operate within this guidance, but we negotiate vigorously to secure the best possible outcomes and maintain competitive rates of pay and reward for all our civilian staff.

This is a core priority for HR. Our strategy is to simplify our reward structures, pushing up the minimum salary at each grade as quickly as possible to maintain competitiveness, while moving our experienced people through the salary bands.

Experiencing a better work-life balance through flexible and hybrid-working

The pandemic has shifted us further away from traditional office-based working, with around 65% of Defence civil servants now working partially from home and many adopting flexible working patterns such as compressed hours. Studies predict that these trends will continue in the long term, with the expectation for flexibility becoming standard across the global workforce.³

“When I joined Defence, I wasn't expecting flexibility or hybrid working but now I would definitely include it in what I'm looking for from an employer.”

– Focus group participant

2 Ministry of Defence People Survey data, 2022

3 Forbes HR trends 2022 and 2023, and 'Changing context of work (workforce trends)', Chartered Institute of Personnel and Development, October 2021

Work-life balance and flexible working arrangements are frequently listed in the top three things that employees say they want from an employer.⁴ In recent MOD focus groups, flexible working was consistently listed as the benefit most valued by civil servants in Defence. We want increased access to hybrid working to remove geographical barriers to career progression and professional development opportunities. In partnership with the wider organisation, we will continue to support colleagues to work flexibly where possible, with commitments to exploring smarter ways of working, improving our HR system and investing in our technology.

Accessing career development opportunities

Alongside job security, career progression is one of the main attractions of a Civil Service career in Defence.⁵ Training and career growth are both consistently ranked in the People Survey as highly valued areas that Defence civil servants want the organisation to focus on.

Access to a range of quality, targeted learning opportunities is one of the most important things that Defence can offer to its people. We will continue to support colleagues across all grades and professions to build their skills and capability through a range of formal training courses, on-the-job learning, professional qualifications, apprenticeships and talent management programmes.

Exploring broader experiences can be a powerful route to career development and because of its size, range of job roles and geographical spread, MOD offers a wealth of opportunities rarely found elsewhere. Secondments to industry and loans to other government departments enable you to develop valuable new skills and expertise. Job shadowing can provide a useful ‘taster’ of a different role, whether in a new profession or at a more senior level.

Civil servants in Defence can also take advantage of challenging opportunities to work overseas, whether on deployment in support of current operations or at one of the UK’s Permanent Joint Operating Bases. Supporting critical work overseas offers the chance to explore a different country and culture, as well as building new skills and professional experience.

“ I decided to go for a Support to Operations role for six months as I wanted to challenge myself and push myself out of my comfort zone. I also wanted to learn more about Defence operations by being part of the organisations running Operation SHADER. ”

– Defence civil servant deployed to the Middle East

4 Gartner global talent monitor, Citrix Work 2035 Project

5 ‘Understanding the future workforce (2030+)’, Human and Social Science Research Capability, ref: S1.012, commissioned by the Defence Science and Technology Laboratory

Our evolving environment

In Defence we must adapt to change, not only to meet the increasing demands created by a volatile global environment but also to ensure our workforce is equipped, flexible and able to deliver – both now and in the future.

What’s driving change?

- The traditional approach to defence and warfare is shifting. We can no longer rely on advantages through equipment or on long-held assumptions about operational capabilities.
- New domains, including cyber and space, demand new approaches and different capabilities. More emphasis on humanitarian work is also likely, resulting from environmental change and ongoing human conflict.
- Technology is advancing rapidly, and we must keep pace. Our capabilities, and those of our competitors, will increasingly be delivered through automation, robotics and artificial intelligence.
- The demand for skills in science, technology, engineering and maths is increasing and the workplace market is becoming more competitive.
- Our approach to managing talent and skills development needs to evolve to support our workforce.
- There is ongoing focus on modernisation and reform in the Civil Service, ensuring skills for the future, reducing costs and increasing efficiencies.

- The post-pandemic workplace is dramatically different. Hybrid working is here to stay and our working practices need to accommodate this, supported by appropriate technology and workplace or home infrastructure.
- With opportunities for flexible working patterns becoming the norm in many sectors, Defence must adapt to maintain its place in the market for attracting and retaining talent.

“Our Whole Force is diverse, inclusive, motivated and efficient, equipped with the skills required to deliver Defence outputs.”

– Defence enabling outcome 2, Defence Strategy

The Defence People Strategy acknowledges the changing world around us and the impact on how we work. We recognise that Defence’s operational effectiveness relies on our ability to attract, recruit and retain civilians with the right skills and capabilities. To achieve this, we need to meet the expectations of those people, ensuring they are cared for, motivated and empowered to fulfil their responsibilities.

What's the role of HR?

HR departments support an organisation to achieve its objectives through its people. HR is responsible for setting the right conditions for each individual to have a positive experience with us, from recruitment to departure and everything in between.

In Defence, the HR function is working hard to create better outcomes and better experiences for all Defence employees. HR and Defence Business Services (DBS) work closely to deliver and continuously improve our civilian people services across Defence.

Defence is adapting to a different world and you are at the very heart of these changes. We want to create and sustain the right conditions for you to thrive, make a difference and deliver your very best.



Effective employee relations

Trade unions are formally recognised across the Civil Service. Through their accredited representatives, our recognised trade unions enable meaningful engagement between MOD and its employees. We value and support trade union membership and active participation.

The principles for effective trade union engagement in MOD are set out in the Employee Relations Policy suite on the **People Portal**.



Creating a better
employee experience

How we support you through the moments that matter



What are we doing for you?



Pay and reward

A people-focused reward strategy must be simple, fair and consistent. Our priorities are to:

- negotiate the best possible pay and reward outcomes for Defence civilians
- focus on the future workforce needs for Defence – we need to attract, develop and retain people with skillsets such as digital, cyber and nuclear to deliver against Defence priorities, which may require targeted pay flexibility in these areas
- introduce pay progression which delivers rewards in relation to the improvement of skills and experience – the first step will be capability-based pay for the Senior Civil Service and over time we will explore similar frameworks for other grades, linked to skills and professions
- review and simplify the range of Defence allowances to ensure our offer is fair and meets business needs, helping to attract, grow and retain talent in professions that are critical for long-term Defence outputs

- review the location allowance policy and regional pay differences to support greater hybrid working, simplify transfer processes and deliver against the government's Places for Growth agenda
- expand and improve the total employee benefit package, including an enhanced health and financial wellbeing offer

“ There are benefits listed that I wasn't aware of but would definitely have taken up by now if I'd known! ”

– Focus group participant





Simpler and more efficient HR services

Digital transformation is a major priority for Defence and our people services are no exception. Digitising and automating HR services saves time, reduces costs and offers better, quicker solutions for employees. We are committed to delivering a secure and intuitive self-service model that is accessible and user-friendly. This will cut out unnecessary processes and increase efficiency across the business. Importantly, what we save by automating we can reinvest to improve the overall offer to you. We will also be able to capture more and better data – an essential strategic asset for the future of Defence activities.

Making our HR policies more accessible and user friendly is crucial. Over time our policies have been adapted or reinterpreted for different business areas, meaning that it can be difficult to find the single version of the truth. We will simplify and digitise our policies and processes, making them easier to find and use. This will include:

- a Knowledge Hub with specific policy pages for key subject areas, capturing all the relevant and up-to-date information in a single place
- improved structure and readability of all policy documents, clarifying what is relevant to each user or business area and ensuring current versions are published and accessible
- vastly improved user experience, with quick and easy self-service access to straightforward content

Our Defence civilian HR system is called **MyHR**. It is designed to support you across a range of requirements, from viewing your monthly payslip to managing your annual performance review.

It's a significant improvement on what we had before but we know there is a lot more to do. The future is a straightforward, automated service that provides a one-stop shop for you to quickly get what you need from HR without having to consult lengthy guidance, jump between different sources to find information or wait in a call queue for policy advice.

HR and DBS are working in partnership to deliver enhanced functionality, including:

- easy-to-use modules for pay and expenses
- swift, straightforward access to simplified policies and the information you need, when you need it
- improved facilities to record your skills development and access learning, empowering you to realise your career aspirations

The **MyHR Training Catalogue** contains useful tips and a series of quick reference guides to help you get the most out of the system.



Improving the recruitment process

We know that recruitment can be time-consuming. There are a lot of people and processes involved and the length of time from advertising a role to welcoming a new starter is often extended by the security clearance processes. For the candidate, it can feel bewildering and unwelcoming.

Defence needs to attract talented people, onboard them smoothly and encourage them to stay. We will:

- explore ways to automate our existing recruitment approach to make our end-to-end process more efficient
- improve the experience for line managers and candidates in the recruitment process, providing digital tools, clearer information and support throughout
- consider our use of a range of entry routes into Defence, including inward secondments and loans, talent pipelines and apprenticeships
- continue to ensure our recruitment is compliant with Civil Service recruitment principles
- conduct more profession-based recruitment campaigns to fill multiple posts efficiently
- market a consistent and compelling employee value proposition to support our attract and recruit activities
- bring the recruitment of senior civil servants in-house to restore control over the quality of materials and candidate experience
- continue to closely monitor UK security vetting processes, escalating issues that are causing delays

“ It is absolutely right that our Armed Forces and Civil Service should appropriately represent the society we exist to defend, and that all Defence people should feel valued, respected and able to achieve their full potential. ”

– Defence Diversity and Inclusion Strategy 2018 to 2030



Equity, diversity, and inclusion

Defence is fully committed to the principles and objectives set out in our **Diversity and Inclusion Strategy** and the **Civil Service Diversity and Inclusion Strategy**. HR is central to this commitment, and we will:

- ensure we have the right policies, processes and learning in place to maximise our diversity and build inclusivity, including support for protected characteristics
- actively tackle bullying, harassment and discrimination by instilling a no-tolerance approach and ensuring our reporting mechanisms, communications and challenge processes are robust and fit for purpose, supporting a psychologically safe working environment
- improve the diversity of our workforce by maximising equity through positive action and ensure that our recruitment processes are always open, fair and transparent
- source, analyse and use data on diversity to inform our people activities and drive positive change

- address the gender pay gap within MOD, standardising grade ranges where appropriate and recognising the development of skills and capability in pay and reward
- continue to provide a specific diversity and inclusion training offer to Defence civil servants, and build diversity and inclusion into other training materials, such as leadership programmes
- foster advocacy for diversity and inclusion through senior champions and staff networks
- embed diversity and inclusivity as a core leadership behaviour at all levels
- commit to delivery of the actions set out in the Race Action Plan to improve the lived experience of colleagues from under-represented ethnic groups and building Defence into a more racially and ethnically inclusive organisation
- promote the value of accessibility programmes, including Autism Exchange and the Care Leavers Internship Scheme



Learning and development

We are committed to giving you the time to take advantage of a huge range of learning and development available to Defence civil servants. Whatever stage of your career, we will help you build the skills you need. In Defence we have access to the **Government Campus**, the Defence Learning Environment and the Defence Academy. As well as in-person and virtual training courses, there are many other routes to explore, including apprenticeships, talent schemes, mentoring and coaching. These learning options can help you develop your personal effectiveness, leadership and management skills, as well as your professional and subject matter expertise.

We will support you on your learning and development journey by:

- providing an engaging learning offer, reviewing it regularly to ensure it meets your needs
- creating access to a rich learning curriculum through our **Learning and Careers Hub**, with regularly updated information, advice, guidance and all the links you need to find the right route for you
- offering you opportunities to work towards the industry-recognised qualifications and accreditations that support your professional career
- financially supporting you towards gaining professional qualifications and accreditation through **apprenticeship schemes**
- creating useful mechanisms to help you plan your career and skills development, aligning with the pan-Defence skills framework and MyHR personal skills records
- providing more and better information about career pathways and professional capability requirements, including a new service in DBS to help people reskill to change careers and find redeployment opportunities
- reviewing the mandatory learning requirement to ensure it meets business needs
- improving the induction and onboarding experience



Leadership

Quality leadership at all levels will enable us to meet the challenges of the future, foster an engaging working environment and develop a One Defence Mindset. We want to develop people as effective and inspiring leaders with the right skills and behaviours to empower others to deliver their best. Whole Force interventions and building positive leadership behaviours are themes reflected throughout our leadership offer.

We have embedded the **Civil Service Leadership in Action framework** into our approach, offering a series of development opportunities from inspirational talks by distinguished speakers to conferences. This offer will be adapted over time to meet current and future needs. We will reward and incentivise exceptional leadership across Defence, recognising individual contributions to improving the culture and experience for all.



Line management

Defence needs capable and skilled line managers to build engaged and motivated teams who can deliver high-quality outputs. We recognise the importance of appropriate training, support and empowerment tools for line managers (including military line managers of civil servants), and investment in a refreshed line manager offer is a priority for HR.

You will have access to world-class line management development programmes and an online toolkit that gives you the skills, knowledge and networks to lead successful teams.

“ We need to focus on how we can entice and retain the next generation of talent to ensure a sustainable workforce. ”

– Focus group participant





Health and wellbeing initiatives

People are at their best when their mental health and wellbeing are supported, and MOD is committed to being a leading employer in our approach. Our vision is for all Defence people to be in a state of positive physical, mental and social wellbeing.

The **Defence People Health and Wellbeing Strategy** sets out what we are doing to create, promote and maintain the conditions for both civilian and military colleagues to live healthy lifestyles in healthy environments.

We are committed to the five priorities of the Civil Service health and wellbeing standards:

- providing visible leadership for health and wellbeing and mental health
- encouraging an open dialogue leading to support for good mental health
- promoting the benefits of a healthy lifestyle
- promoting national health and wellbeing campaigns
- supporting people to stay in work or return to work

You can find out more about our range of initiatives on the **Defnet health and wellbeing pages**, including free mental health fitness tools, safe and anonymous online community support, and access to sleep support sessions.

The Defence Sports and Recreation Association

The **Defence Sports and Recreation Association (DSRA)** aims to improve the mental, physical and social wellbeing of Defence civilians by providing a range of sports and recreation opportunities to help us stay active and well. These include Active Wellbeing Weeks, the Training Subsidy Scheme, local group and club activities, grants, and funding streams. DSRA is affiliated to the Civil Service Sports Council.

Find out more about DSRA or contact the team:
people-civhr-dsra@mod.gov.uk





Our collective responsibility




The Defence Civil Servant Offer sets out what HR is doing to help you thrive and deliver your best. There are also expectations about your actions and behaviours, which are part of our shared culture and collective responsibility as Defence civil servants.




A One Defence Mindset means everyone works together to be greater than the sum of our parts. It's a mindset that values our differences and unites us to deliver our shared purpose.

We want to foster a culture in which everyone has a sense of purpose, feels empowered to do their job effectively and contributes to the success of Defence. As a Defence civil servant, you are expected to take responsibility for your actions and to model appropriate behaviours and values, including inclusivity and respect.

What can I do?

Our aim is for all Defence civil servants to flourish and thrive. Use this guidance to empower yourself and take advantage of benefits and options that are available to you.

-  **Have you considered your learning and development requirements for this year?**
 Visit the **Learning and Careers Hub** to explore the huge range of options, from on-the-job learning to formal training courses and apprenticeships.
-  **Are you making use of available offers and discounts?**
 There is a comprehensive range that you can explore on the **Discover My Benefits** portal, including the popular Defence Discount Service. Make sure you're not missing out.
-  **How are you feeling today?**
 Taking good care of your physical and mental wellbeing is the most important thing you can do for yourself. We offer a wide range of **initiatives and support** to help you look after your health.

-  **Do you have something to say?**
 We all want to feel heard and in Defence, you have plenty of opportunities to contribute your opinion. You are encouraged to take part in the annual Civil Service People Survey, which gives you a voice on important issues at every level of our organisation. The results are taken very seriously and help us to make the changes that really matter to you. There are also regular Pulse Surveys to 'take the temperature' on key topics – make sure you have your say.
-  **Does your workspace feel psychologically safe?**
 Do you feel confident to challenge bullying, harassment or discrimination? Make sure you're familiar with our **Diversity and Inclusion Strategy** and contact your local diversity and inclusion champion if you need support.
-  **Do you have a career development plan?**
 Have you considered the skills you need to help you achieve your goals? Find out more on the **Learning and Careers Hub**, and make sure you record your skills on MyHR to showcase your development journey.

Financial support

Rising inflation and the cost of living are affecting us all to varying degrees. For civil servants on lower wages, the cost of everyday necessities like food and energy can be particularly acute. This makes the civilian pay and reward strategy a more significant challenge than ever before.

We provide a range of helpful resources to support your financial wellbeing. If you are worried or struggling financially, please ask for help.

- **Employee Assistance Programme** – a confidential staff helpline to discuss financial issues and signpost the support available to you.
- **The Charity for Civil Servants** – online resources and practical advice for people struggling with everyday living costs, including household bills.
- A standalone debt consolidation service and access to low-interest loans through the **Joining Forces Credit Unions**.
- Access to **financial education tools and resources**.
- Interest-free salary advances covering specific circumstances (including season ticket loan, rental deposit advance and workplace advance of salary).
- Pension Power sessions and retirement planning webinar sessions with **Civil Service Pensions**.



Where to find support if you need it

- **Employee Assistance Programme** 24-hour helpline: **0800 731 8629 (UK)** or **+44 330 008 5959 (outside the UK)** – provides confidential, independent and unbiased guidance from trained wellbeing and counselling practitioners.
- Defence bullying, harassment and discrimination helpline: **0800 014 2381 (UK)** or **+44 330 008 5942 (outside the UK)** – provides emotional support, guidance and practical advice 24 hours a day, seven days a week, 365 days a year.

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