



Defence  
Infrastructure  
Organisation

# A quick guide to DIO and application guide

DIO plays a vital role in supporting defence, providing the armed forces and their families with a fit-for-purpose estate that includes accommodation.

As part of the Ministry of Defence, we are responsible for all acquisition, disposal, allocation of assets, construction and maintenance of estate infrastructure in the UK and abroad.

**Have a future that matters**

Be proud | Be challenged | Be unique

## Our organisation is unique...

The Ministry Of Defence (MOD) owns a diverse estate measuring 220,000 hectares (about 0.9% of the total UK land mass) and holds rights over a further 204,000 hectares. This makes the MOD one of the largest landowners in the country.

Over 80% of the estate is rural and provides facilities for military training. Much of it is designated as environmentally sensitive and requires specialist expertise to manage it. The built estate includes naval bases, barracks, airfields and other defence facilities.

We also manage 25 training estates worldwide.

## ...and so are our careers


We employ some 5,000 people from a diverse range of professions including town planners, digital content specialists, estate surveyors, airfield pavement experts, accountants, foresters, specialised engineers and corporate head office functions.

## The story of DIO

The Defence Infrastructure Organisation (DIO) is part of the MOD and its creation in April 2011 brought the management of defence infrastructure together in one organisation for the first time.

Since 2014, our senior management team includes leaders from the Civil Service, military, and our strategic business partners.

In 2015, the government's Strategic Defence and Security Review set out an ambitious plan to improve the UK's military capability and the need to make efficiencies. DIO is at the heart of meeting both these challenges, from providing better infrastructure to making savings from a smaller and more efficient estate.

See how DIO supports defence on our  channel.

## Every day our work matters

Supporting the armed forces is our top priority. We are responsible for the infrastructure of the defence estate in the UK and abroad including military bases, training facilities and accommodation. DIO also provides all the catering, cleaning, guarding and other services that keep the military on the go.



DIO



DIO employees  
**5,000**

Housing our armed forces and their families - DIO manages

**45,000**  
Service family homes



**145,000**  
bed spaces

Managing a large defence estate

**4,000** sites world wide

**424,000** hectares of land\*

**16** Major armed forces training areas

**104** Minor armed forces training areas



We manage a number of training estates worldwide

**1** Germany  
**8** Belize  
**2** Brunei  
**13** Kenya  
**1** Canada

In 2015, DIO delivered

**5,000**  
Number of Army personnel relocated as part of the Army Basing Programme

**6,000**  
feet of runway renovated at RAF Gibraltar

**23,000**  
new or upgraded bedspaces provided through Project SLAM

**24,000**  
square metre hangar under construction to house the new A400M Atlas military transport aircraft

**322**  
service family homes under construction at Tidworth

\*MOD owns 220,000 hectares and holds rights over a further 204,000 hectares (1 April 2016)

## Our vision

Our people lead in equipping defence with a significantly smaller, more efficient, better quality estate.

## Our purpose

Enabling defence people to live, work, train and deploy at home and overseas.

## Our values

 SAFETY FIRST	<b>Safety First</b> Safety first in everything we do
 ACCOUNTABILITY	<b>Accountability</b> Delivering on your promises
 AGILITY	<b>Agility</b> Moving at pace to meet new demands
 COLLABORATION	<b>Collaboration</b> Working in partnership
 ENTHUSIASM	<b>Enthusiasm</b> Passionate about what we do and spirited in how we do it
 INTEGRITY	<b>Integrity</b> Doing the right thing, not just the easy thing



## DIO is committed to diversity and inclusion

A member of the senior leadership team is DIO's diversity champion and we have various groups and networks within our organisation that promote best practice and advise on diversity and inclusion matters.

The MOD is an equal opportunities employer and a member of the following organisations:

- Stonewall
- Race for Opportunity
- Opportunity Now
- Employers Forum on Disability

and is affiliated to a:gender



# Have a future that matters

Be proud | Be challenged | Be unique

## Every day your work matters

Our purpose is to enable defence people to live, work, train and deploy at home and overseas. Our employees feel genuine pride in our purpose and delivery. It motivates, guides and drives us to succeed every day.

## Our organisation is unique and your career can be too

DIO is one of the largest land owners in the UK, with a unique responsibility to manage the UK's defence estate. To do our job we need experts across a broad range of disciplines including typical head office functions as well as roles ranging from surveyors and specialised engineers to archaeologists. The scope of opportunities is vast, so if you want a unique and varied career path, you're in the right place.

## We respect your priorities

We are passionate about delivering great things for our customers - the frontline soldiers, sailors, air personnel and reservists who protect and serve our country without question - as well as their families who support them. But we also know you will have a life outside of work, whether you are moving house, balancing work with family life or training for a sport event. We respect your priorities and our industry-leading flexible working practices will give you real freedom to manage work and life.

## Expect to be challenged and to challenge in return

We like getting better at what we do, so we employ talented people who challenge and guide each other. At DIO you will work within a highly capable team who will support you to develop your skills, knowledge and experience.



# Have a future that matters

Be proud | Be challenged | Be unique

We asked some of our new recruits if working for us has lived up to their expectations. This is what some of them said:

## Be proud

"I am proud to be able to contribute and support the armed forces. This attracted me to DIO and is one of the main reasons I joined. I feel a sense of responsibility that I haven't had in previous jobs and I can say I'm serving my country."

## Be challenged

"DIO has exceeded my expectations. I feel it is a great place to work with plenty of opportunity to progress my knowledge and skills... I am supported 100% by both my colleagues and line manager and I can honestly say this is the best environment I have worked in within my working career. I am supported in everything I do and this is a rarity to many people I know... I couldn't praise DIO any more highly."

## Be unique

"The ability to move sideways within the organisation is of interest to me in that I can retain continuity of employment while experiencing many different areas of the business if I wish to do so in the future. This will help to maintain my interest and increase my experience and knowledge. I see this as a mutually beneficial outcome. Working for DIO has exceeded my expectations."

## We respect your priorities

"My role provides me with the flexibility and autonomy I both hoped for and thrive on. As a working environment, it's supportive and enjoyable, additionally you really feel you are achieving things."

"Good opportunities to develop skill set and flexible working hours."

"DIO has allowed me to take control of my career and supports excellent work-life balance."

"Friendly team. I feel a lot more appreciated and valued than at my previous employment. Overall I am happier and my work-life balance is better."

"I've been given a diverse and challenging workload which has enabled me to develop my skills and knowledge. The work has also been interesting and varied."

# Benefits of working in the MOD and DIO

## Learning and development

Our people are passionate about doing the right thing for our customers – the armed forces.

Our knowledge, skills and expertise are what make our organisation exceptional. We are committed to building a culture of professionalism, continuous improvement and high performance through creating an exciting and challenging working environment.

## Expect to be challenged and to challenge in return

At DIO you will work with other talented people who will support, challenge and guide you. We invest in our people and provide opportunities to develop skills and careers and helping us to retain the best people.

We have set up a DIO Academy as a resource for personal and professional development. You can access learning and training resources from the wider Civil Service and MOD, as well as bespoke ones from DIO, from one central location.

We believe that learning is something that happens every day and is not restricted to formal courses. The DIO Academy also provides informal learning initiatives such as coaching, mentoring and cross-functional working.



# Benefits of working in the MOD and DIO

## Apprenticeships

Apprenticeships are an important part of any organisation.

The Prime Minister has committed to three million apprenticeship starts by 2020 and the Civil Service has a leading role in delivering this through legislative targets.

DIO is committed to provide and deliver apprenticeships and we manage apprenticeships in two ways - developing the skills of current staff and recruiting into existing civil service funded posts.

DIO is investing in long-term capability in our core and specialist competence areas of infrastructure, taking the opportunity to develop staff and bring in new recruits to bridge skill gaps, tackle shortfalls in workforce supply and reduce age demographics.

Apprenticeships are advertised on the Civil Service Jobs website at [www.civilservicejobs.service.gov.uk](http://www.civilservicejobs.service.gov.uk)





## Development

Means of identifying and developing internal talent scheme  
Payment / reimbursement of necessary membership fees  
Loans / temporary moves across Civil Service  
Professional and personal development  
Six volunteering days a year  
Progression opportunities  
Mentoring schemes  
Graduate schemes  
Apprenticeships  
Fast stream



## Rewards and support

Special bonus, values awards and awards for performance  
Rail or bus season ticket advance and cycle loans  
Good travel links and free parking at most sites  
Vodafone Employee Advantage scheme  
Civil Service Insurance Society  
Employee wellbeing service  
Defence discount services  
Microsoft Office discount  
Civil Service Healthcare  
Rewards for Forces



# DIO Benefits

Parental leave  
Adoption leave  
Childcare vouchers  
Enhanced shared parental leave  
General maternity and paternity package  
Pension based on a percentage of earnings each year  
Highly competitive pension scheme with employer contributions

**Pension, maternity and paternity benefits**



On-site nursery (some sites)  
Alternative working practices  
Flexi working (after 6 months' service)  
A huge range of sporting and leisure activities  
25 paid days annual leave, rising to a maximum of 30  
8 public holidays a year, plus leave for HM The Queen's birthday  
Sports and social clubs, gyms, shops and / or cafes at many sites

**Work-life balance**





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# Working for DIO

## Career opportunities at the Defence Infrastructure Organisation



With 4,000 sites worldwide, the MOD probably has a wider range of estate and property requirements than any other organisation. So with such a huge variety of built assets, from airfields to dockyards, tank maintenance workshops to communications masts, listed buildings to utility installations, DIO offers a uniquely wide range of job roles.



### Corporate Functions

Our HR, finance, communications, stakeholder engagement, security, parliamentary, admin, projects and leadership support teams work with all areas of DIO to help them meet their objectives.



### Service Delivery

Feeds and keeps safe Service personnel across the world, managing over 60,000 houses for military families and 150,000 bedspaces. They provide safe training areas and ranges in the UK and abroad.



### Strategic Asset Management & Programme Team

Ensures that the MOD's capital investment in its infrastructure delivers to the best effect to support military capability, a safe and efficient estate and the welfare of Service personnel and their families.



### Commercial

Provides the right commercial procurement and contract management solutions for the infrastructure and facilities requirements of the Front Line Commands and wider MOD customers.



### Asset Strategy & Portfolio

The Estate Optimisation, Strategic Asset Management, Land Management Services and Acquisitions and Disposal teams provide the expertise to lead the strategic planning of the estate.



### Project & Programme Delivery

The commercial function provides procurement and contract management for the infrastructure and facilities requirements of the military and wider MOD customers.



### Data, Analytics & Insight and IT

Provide reliable corporate IT systems, with high quality data, producing good management information and analysis to improve delivery performance and ensure we operate within budget.



# A guide to completing applications for DIO vacancies

DIO's recruitment process is based around the Civil Service Competency Framework and, in some instances, specific Functional Frameworks that look at the behaviours displayed in carrying out the roles and responsibilities of the post. Copies of the framework(s) are attached to the job advert on the Civil Service Jobs website and should be used as reference documents when making an application.

The essential criteria identified in the job advert will be assessed both at sift and interview stage and questioning will be based around these competences with a view to capturing your responses to meet the effective behaviours as laid down in the framework documents.

## Completing the application form

The application is designed to allow you to display evidence against each of the essential criteria – the competences and any qualifications required. It is important that where a qualification/licence is required you ensure that you have included it in your application. Failure to do this could result in you being sifted out purely because you have not stated you have them.

Please see the selection process on the job advert for details of competences required at application and further competences required at interview. Please note the competences requested for application will also be scored against at interview along with additional competences.

## A brief guide to competences

The Civil Service Competency Framework, sets out how we want people in the Civil Service to work. There are 10 common Civil Service competences, separated into 3 clusters:

- set direction • engage people • deliver results

In addition to the CS competency framework there are 27 cross government professional frameworks.

## What are competences?

Competences are the skills, knowledge and behaviours that lead to a successful performance.

They are short statements, up to 250 words, describing a time in which you have displayed the behaviours needed to perform well in a particular job. It allows the job holder to understand what you are capable of and it shows that you can apply the same behaviours to the new role. We highly recommend using as much of the word count as possible.

The competency framework centres on 'how' you achieved the outcome. Therefore it is important that you show how your behaviour led to the outcome. It should always be remembered that the competences required of each job role differs from position to position.

# A guide to completing applications for DIO vacancies

## Getting started

- Write down examples of tasks that you have done well over the past 2 years (or longer). Use evidence from work if you can, though your examples don't need to be work related.
- For each of these things note down how you achieved what you did, what skills and behaviours did you use?
- Look at the effective competency indicators and for each bit of work, note which competencies it might cover.
- Gather your evidence together and review it before you start writing examples – you probably have more evidence than you think!
- A second or third pair of eyes is always useful.

## Hints and tips on your examples

### Choosing your examples

- When deciding which examples to use, keep referring to the job advert and the competency framework document for effective behaviour indicators.
- Tailor your competencies to the job that you are applying for. There are different levels of the competency framework for different grades.
- Try to fit your examples to the advertised post.
- Underline any key words and phrases in the job advert to include in your examples. If you have any doubts about the advert please speak to the contact point named in the advert to find out more about the advertised post.

### Writing your examples

- Allow yourself plenty of time for writing your examples – avoid leaving them until the last minute.
- Tailor your competencies to the job that you are applying for.
- There are different levels of the competency framework for the different grades.
- Use the competency framework to highlight effective behaviours you used. Keep looking back at the competency bullet points and cover the key points.
- Choose your most powerful examples – demanding/challenging situations that have lots of substance.
- Focus on the 'how' throughout your competency. For example: "I worked collaboratively across teams, establishing relationships and encouraging cross team working".
- Use 'I' not 'we'. This is about your role in the task and how you affected the outcome.
- Use your own words. Consider using active verbs to create greater impact.
- Don't assume the sift panel has any knowledge of the situation or context.
- It's all down to you. The sift panel cannot infer what is not included in the example and can only assess what you have actually written.
- Ensure that there is a clear outcome stated.
- Don't get caught up telling a story in your example. Just give enough to show - how you went about the task, why you did it the way you did and describe any obstacles you encountered.

# A guide to completing applications for DIO vacancies

## Approaches to writing competences

Competency examples requires more than just information about what you did, it requires you to explain. There are different approaches you could take to writing competences, such as the STAR, or the CAR method. It's down to your personal style of writing. In the Civil Service, the most common approach is:

The STAR method

Using the STAR method, allows you to set the scene, show what and how you did and the overall outcome. The job holder (and later the interviewer) will use these method to gather all the relevant information about a specific capability that the job requires.

Situation - Describe the specific situation you found yourself in. Be sure to give enough detail for the job holder to understand.

- Where are you?
- Who was there with you?
- What had happened?

Task - The job holder will want to understand what you tried to achieve from the situation you found yourself in.

- What was the task that you had to complete and why?
- What did you have to achieve?

Actions - What did you do? The job holder will be looking for information of what you did, how you did it and why. Keep the focus on you.

- What specific steps did you take and what was your contribution?
- Remember to include how you did it, and the behaviours you used.
- Try to use "I" rather than "we" to explain your actions that lead to the result.
- Be careful not to take credit of something that you did not do.

Results - Don't be shy about taking credit for your behaviour. Quote specific facts and figures easily understandable.

- What results did the actions produce?
- What did you achieve through your actions and did you meet your goals?
- Was it a successful outcome? If not what did you learn from the experience?

Keep the situation and task parts brief. Concentrate on the action and the result. If the result was not entirely successful describe what you learned from this and what you would do differently next time. Make sure you focus on your strengths.

# A guide to completing applications for DIO vacancies

Not everyone can relate to the STAR method, so an alternative approach is the CAR approach.

Context - Explain the situation

- What, where and when.
- Simply describe the challenge that you faced.
- Give the reader some background, just enough to set the scene.

Actions - Make sure that you explain how you did something not just what you did.

- What action or steps did you take?
- How did you do it?
- For some jobs, it might be quite detailed, but don't talk about every single thing. Summarise as best as you can.

Results - Talk about the results.

- What was the outcome?
- What results did you achieve?
- Use numbers and percentages whenever possible.
- Remember if your result is not positive, describe what you have learnt.

## Summary

- When writing your competency example make sure you cover both 'what' you did and 'how' you did it. In most examples you should focus more words on the 'how' than the 'what'.
- Follow this by a brief summary of the 'outcome'.
- Use either STAR or CAR approach for writing your competency.
- Competencies allow job holders to see what you are capable of doing, it shows them what you can also do for them as well.

We wish you the best of luck.

## It's now time to apply

Register and create your profile on [Civil Service Jobs](#) to apply for our vacancies.

You can also follow us on:



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