

DIO APS4 Assessment Criteria

Understands the strategic environment

Description	Behavioural Indicators
Understands the international context of the work	
Understands the strategic, defence and national security issues relevant to Australia.	<ul style="list-style-type: none"> • Is aware of major global issues, particularly in relation to foreign military, political, social and cultural developments that may affect another country's ability to wage war or to threaten regional or international stability • Is aware of the likely implications of global developments for Australia's defence and national security
Understands the operating context	
Understands DIO's role in supporting wider government priorities. Is aware that government priorities determine where DIO focuses its analytical effort.	<ul style="list-style-type: none"> • Has an understanding of DIO's role in government and how intelligence can support government decision making • Is aware of government priorities related to defence and national security issues and understands their significance to DIO's work

Supports Strategic Direction

Description	Behavioural Indicators
Supports shared purpose and direction	
Understands and supports the organisation's vision, mission and business objectives. Identifies the relationship between organisational goals and operational tasks. Communicates with others regarding the purpose of their work. Understands and communicates the reasons for decisions and recommendations to others.	<ul style="list-style-type: none"> • Encourages others in achieving work goals • Supports team members to stay focused on goals • Supports efforts towards co-ordination of resources and information and a mutual understanding of objectives • Demonstrates an ability to co-operate successfully with others • Actions support cohesion and focus within the group
Harnesses information and opportunities	
Draws on information from diverse sources and uses experience to analyse what information is important and how it should be used. Maintains an awareness of the organisation and keeps self and others well informed on issues that may affect work progress.	<ul style="list-style-type: none"> • Is able to think ahead and consider implications on own work • Conducts basic research using appropriate methods to acquire information • Shows an ability to take up new ideas, approaches or insights • Is willing to consider new information and can see how it might be useful in particular situations • Is willing to seek information from others to answer questions

Shows judgement, intelligence and common sense	
Undertakes objective, systematic analysis and draws accurate conclusions based on evidence. Identifies problems and works to resolve them. Thinks laterally, identifies and implements improved work practices.	<ul style="list-style-type: none"> • Is able to see the wider context of problems • Checks the validity and credibility of information • Draws appropriate conclusions from the available information • Assumptions are mostly logical and reasonable • Is able to organise ideas into a logical sequence • Is able to analyse information from different perspectives, and may identify patterns • Conclusions take account of most aspects of the problem
Achieves Results	
Description	Behavioural Indicators
Responds positively to change	
Establishes clear plans and timeframes for project implementation. Responds in a positive and flexible manner to change and uncertainty. Shares information with others and encourages cooperation in coping with change.	<ul style="list-style-type: none"> • Adapts reasonably well and attempts to accommodate change • Is aware of changes in organisational priorities and that they may have an impact on own work • Is willing to adapt approach when new circumstances arise • Understands the need to maintain a flexible approach to achieving objectives • Understands the purposes of change and supports others in their understanding
Takes responsibility for managing own work projects to achieve results	
Sees projects through to completion. Monitors project progress and manages priorities. Commits to achieving quality outcomes and adheres to documentation procedures. Seeks feedback from supervisor to gauge satisfaction.	<ul style="list-style-type: none"> • Organises and completes own work effectively under limited supervision • Sets goals, monitors progress towards objectives and operates in an organised and efficient manner • Takes steps to improve where results are less than expected • Open to becoming involved and is willing to take on responsibility for tasks

Supports Productive Working Relationships

Description	Behavioural Indicators
Listens to, understands and recognises the needs of others	
Actively listens to staff, colleagues, clients and stakeholders. Involves others and recognises their contributions. Consults and shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member.	<ul style="list-style-type: none"> • Generally listens to, and is interested in what others have to say • Identifies others' ideas and understands the intention of the communication • Will question speaker if necessary • Listens to and attempts to take others' input into account • Willingly shares information with own team • Works cooperatively to achieve team goals
Shares learning and supports others	
Identifies learning opportunities for others and delegates tasks effectively. Agrees clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Provides constructive feedback. Recognises and notes underperformance where appropriate.	<ul style="list-style-type: none"> • Supports others experiencing difficulty and offers guidance readily • Is able to provide useful and appropriate feedback to others when asked • Identifies under-performance in others and refers as necessary • Models desired behaviour • Contributes to group relationships and has the ability to engage with others • Is able to motivate others
Displays Personal Drive and Integrity	
Description	Behavioural Indicators
Engages with risk and shows personal courage	
Provides impartial and forthright advice. Justifies own position when challenged. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.	<ul style="list-style-type: none"> • Gives consideration to risks and is able to consider different forms of action • Remains relatively composed when under pressure and is able to continue to function effectively • Is able to make regular contributions to difficult discussions • Generally complies with relevant values, standards, regulations and policies
Demonstrates self awareness and a commitment to personal development	
Seeks feedback from others. Communicates areas of strengths and acknowledges development needs. Reflects on own behaviour and recognises the impact on others. Shows commitment to learning and self development.	<ul style="list-style-type: none"> • Takes up learning opportunities when they are offered • With support, shows willingness to develop own skills and acquire appropriate experience • Understands the need to address areas for improvement in knowledge, skills or expertise • Listens to feedback and attempts to modify performance accordingly • Is willing to acknowledge own mistakes

Communicates with Influence

Description	Behavioural Indicators
Communicates clearly	
<p>Confidently presents messages in a clear, concise and articulate manner. Focuses on key points and uses appropriate, unambiguous language. Selects the most appropriate medium for conveying information and structures written and oral communication to ensure clarity.</p>	<ul style="list-style-type: none"> • Written work is mostly easily understood and logically structured • Writes in a way that is appropriate for the situation • Information is usually presented clearly in an organised manner • Speaks with a clear voice that is easy to understand • Displays appropriate non-verbal cues • Spelling and grammar contain few errors and are of a competent standard
Listens, understands and adapts to audience	
<p>Seeks to understand the audience and tailors communication style and message accordingly. Listens carefully to others and checks to ensure their views have been understood. Checks own understanding of others' comments and does not allow misunderstandings to linger.</p>	<ul style="list-style-type: none"> • Demonstrates a general willingness to listen • Attempts to understand others and to ensure own understanding • Can read others' non-verbal cues • Communicates in a way that is appropriate for the situation • Is aware of audience response
Negotiates confidently	
<p>Approaches negotiations with a clear understanding of key issues. Understands the desired outcomes. Identifies relevant stakeholders' expectations and concerns. Discusses issues credibly and thoughtfully. Encourages the support of relevant stakeholders.</p>	<ul style="list-style-type: none"> • Is able to persuade or influence others when necessary • Presents own view competently • Understands the need for compromise in negotiation • Seeks to resolve conflict, however may have limited strategies available • Identifies differences in opinion • With support, is able to stay focused on the objective issues when personal views differ