

# DIO APS6 Assessment Criteria

## Understands the strategic environment

Description	Behavioural Indicators
<b>Understands the international context of the work</b>	
Understands the strategic, defence and national security issues relevant to Australia.	<ul style="list-style-type: none"> <li>• 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</li> <li>• Understands the likely implications of global developments for Australia's defence and national security</li> </ul>
<b>Understands the operating context</b>	
Understands DIO's role in supporting wider government priorities. Understands how government priorities determine where DIO focuses its analytical effort.	<ul style="list-style-type: none"> <li>• Understands the role of intelligence in supporting government decision making</li> <li>• Understands government priorities related to defence and national security issues and comprehends their significance to DIO's work</li> </ul>

## Supports Strategic Direction

Description	Behavioural Indicators
<b>Supports shared purpose and direction</b>	
Understands, supports and promotes the organisation's vision, mission, and business objectives. Identifies the relationship between organisational goals and operational tasks. Clearly communicates goals and objectives to others. Understands, supports and communicates the reasons for decisions and recommendations.	<ul style="list-style-type: none"> <li>• Has an understanding of DIO's role and function</li> <li>• Understands the role of own work area within the organisational context</li> <li>• Contributes to and maintains positive relations and a positive atmosphere within the team</li> <li>• Actively promotes cohesion and focus within the group through own actions</li> <li>• Readily elicits support from others</li> <li>• Strives to set a good example</li> <li>• Uses language that is encouraging and positive</li> </ul>
<b>Thinks strategically</b>	
Understands the work environment and initiates and develops team goals, strategies and work plans. Identifies broader factors, trends and influences that may impact on the team's work objectives. Considers the ramifications of issues and longer-term impact of own work and work area.	<ul style="list-style-type: none"> <li>• Is able to critically examine issues and understand influencing factors to inform decisions</li> <li>• Actively contributes to planning processes for the delivery and implementation of organisational objectives</li> <li>• Is able to evaluate information and draw sound conclusions</li> </ul>
<b>Harnesses information and opportunities</b>	
Gathers and investigates information from diverse sources and explores new ideas and different viewpoints. 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 work issues and finds	<ul style="list-style-type: none"> <li>• Thinks about the future and considers implications of own work</li> <li>• Conducts research using a range of sources and methods to acquire information</li> <li>• Shows intellectual curiosity and an ability to</li> </ul>

out about best practice approaches.	<p>produce new ideas, approaches or insights</p> <ul style="list-style-type: none"> <li>• Is willing to consider new ideas and information and can see how they might be useful in particular situations</li> <li>• Seeks information to resolve ambiguities</li> </ul>
<b>Shows judgement, intelligence and common sense</b>	
Undertakes objective, systematic analysis and draws accurate conclusions based on evidence. Recognises the links between interconnected issues. Identifies problems and works to resolve them. Thinks laterally, identifies, implements and promotes improved work practices.	<ul style="list-style-type: none"> <li>• Is able to see the wider context of problems</li> <li>• Understands how to interpret the validity and credibility of information and seeks to resolve uncertainties</li> <li>• Draws sensible conclusions from the available information</li> <li>• Assumptions are logical and reasonable</li> <li>• Is able to organise ideas into a logical sequence</li> <li>• Is able to analyse information from different perspectives, identifying patterns and linkages</li> <li>• Conclusions and advice target all aspects of the problem</li> </ul>
<b>Achieves Results</b>	
Description	Behavioural Indicators
<b>Applies and builds professional expertise</b>	
Values specialist expertise and capitalises on the knowledge and skills of others within the organisation. Contributes own expertise to achieve outcomes for the business unit.	<ul style="list-style-type: none"> <li>• Is able to draw on existing skills in new situations</li> <li>• Takes steps to keep knowledge up to date</li> <li>• Is able to develop competence in new areas when necessary</li> </ul>
<b>Responds positively to change</b>	
Establishes clear plans and timeframes for project implementation. Responds in a positive and flexible manner to change and uncertainty. Shares information with others and assists them to adapt.	<ul style="list-style-type: none"> <li>• Is aware of changes in organisational priorities and their potential impact</li> <li>• Responds positively when others in the team suggest a new idea</li> <li>• Adapts approach to suit new circumstances</li> <li>• Informs team of upcoming changes and of impact</li> <li>• Adapts well and makes accommodations when change occurs</li> </ul>
<b>Takes responsibility for managing own work projects to achieve results</b>	
Sees projects through to completion. Monitors project progress and adjusts plans as required. Commits to achieving quality outcomes and adheres to documentation procedures. Seeks feedback from supervisor to gauge satisfaction.	<ul style="list-style-type: none"> <li>• Is able to manage several tasks and responsibilities</li> <li>• Prioritises workload to meet demands and is able to adjust priorities to accommodate changing circumstances</li> <li>• Regularly monitors own work performance against stated goals; works independently to manage specific tasks, processes or activities</li> </ul>
<b>Supports Productive Working Relationships</b>	
Description	Behavioural Indicators
<b>Listens to, understands and recognises the needs of others</b>	
Actively listens to staff, colleagues, clients and	<ul style="list-style-type: none"> <li>• When others are having difficulty, steps in to help</li> </ul>

<p>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.</p>	<p>them with their work</p> <ul style="list-style-type: none"> <li>• Offers guidance and feedback to others to assist them to develop</li> <li>• Actively listens to and considers others' input and ensures a mutual understanding of objectives</li> <li>• Establishes co-operative and collaborative relationships, takes on share of team's workload and responsibility for goals</li> </ul>
<p><b>Shares learning and supports others</b></p>	
<p>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 and regular feedback. Deals with underperformance promptly.</p>	<ul style="list-style-type: none"> <li>• Offers guidance and feedback to others to assist them to develop</li> <li>• Gives others access to learning opportunities where the possibility arises</li> <li>• Presents feedback in an appropriate manner and in a form that is relevant and useful</li> <li>• Notices underperformance and addresses it</li> <li>• Congratulates people on achievements</li> <li>• Shares learning with others</li> </ul>
<p><b>Displays Personal Drive and Integrity</b></p>	
<p>Description</p>	<p>Behavioural Indicators</p>
<p><b>Engages with risk and shows personal courage</b></p>	
<p>Provides impartial and forthright advice. Challenges issues constructively and justifies own position when challenged. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.</p>	<ul style="list-style-type: none"> <li>• Looks for and makes sound assessments of risks</li> <li>• Considers the consequences of risky actions and decisions</li> <li>• Copes well with stress and keeps issues in perspective</li> <li>• Remains composed when under pressure and is able to continue to function effectively</li> <li>• Shows resilience in difficult situations</li> </ul>
<p><b>Promotes and adopts a positive and balanced approach to work</b></p>	
<p>Persists with, and focuses on achieving, objectives even in difficult circumstances. Remains positive and responds to pressure in a calm manner.</p>	<ul style="list-style-type: none"> <li>• Able to take responsibility to meet role requirements in challenging circumstances</li> <li>• Is self-assured and confident in own abilities</li> <li>• Is aware of and adheres to relevant professional and ethical guidelines; responds appropriately to address problems</li> <li>• Is motivated to complete tasks to a high standard</li> </ul>
<p><b>Demonstrates self awareness and a commitment to personal development</b></p>	
<p>Takes personal responsibility for meeting objectives and progressing work. Shows initiative and does what is required. Commits energy and drive to see that goals are achieved.</p>	<ul style="list-style-type: none"> <li>• Takes up learning opportunities when they are offered</li> <li>• Adapts well and makes accommodations when change occurs</li> <li>• Takes steps to keep knowledge up to date</li> <li>• Commits with energy and perseveres to develop competence in new areas</li> <li>• Listens to feedback and applies to enhance performance</li> <li>• Acknowledges own mistakes and learns from them</li> </ul>

# Communicates with Influence

Description	Behavioural Indicators
<b>Communicates clearly</b>	
<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"> <li>• Written communication follows the appropriate format, is accurate and grammatically correct</li> <li>• Ideas are presented in an overall sequence that makes sense</li> <li>• Writes in a way that is easily understood by the intended audience</li> <li>• Communicates clearly with good command of English</li> <li>• Information is presented in an organised manner and core ideas are presented clearly</li> <li>• Speaks with a clear voice that is easy to understand</li> <li>• Is able to identify individuals or groups who need to be kept informed and shares appropriate information in a timely manner</li> <li>• Makes efforts to identify and overcome problems that hinder communication and information sharing</li> </ul>
<b>Listens, understands and adapts to audience</b>	
<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"> <li>• Actively listens and encourages others when they are talking</li> <li>• Will question others when appropriate</li> <li>• Seeks input from others and encourages feedback and discussion where appropriate</li> <li>• Checks and ensures understanding in others</li> <li>• Is open to diverse viewpoints</li> <li>• Reads others' non-verbal cues accurately</li> <li>• Displays appropriate non-verbal cues</li> </ul>
<b>Negotiates confidently</b>	
<p>Approaches negotiations with a clear understanding of key issues. Understands the desired outcomes. Anticipates and identifies relevant stakeholders' expectations and concerns. Discusses issues credibly and thoughtfully and presents persuasive counter-arguments. Encourages the support of relevant stakeholders.</p>	<ul style="list-style-type: none"> <li>• Demonstrates ability to influence others' thinking</li> <li>• Is able to present own view in an effective way that gains others' attention</li> <li>• Is able to stand by own ideas or decisions</li> <li>• Understands the need for communication and compromise in negotiation</li> <li>• Is open to compromise</li> <li>• Seeks a constructive solution</li> </ul>