

# DIO EL1 Assessment Criteria

## Understands the Strategic Environment

Description	Behavioural Indicators
<b>Understands the international context</b>	
Understands the strategic, defence and national security issues relevant to Australia.	<ul style="list-style-type: none"> <li>• Is aware of major global events, 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>• Recognises the importance of global developments and their impact on Australian Government strategic interests</li> </ul>
<b>Understands government operations</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>• Is aware of government priorities related to defence and national security issues and has a good understanding of their significance to DIO's work</li> <li>• Has a good understanding of DIO's role and function</li> <li>• Understands the role of intelligence in supporting government decision-making</li> <li>• Understands and can explain the significance of wider government priorities that are relevant to the operation of the Organisation</li> </ul>
<b>Understands the customer</b>	
Understands the importance of meeting customer requirements and delivers services accordingly.	<ul style="list-style-type: none"> <li>• Has a sound knowledge of customers' needs and questions customers about their requirements to ensure own understanding of them</li> <li>• Seeks to understand and respond to changing customer requirements</li> <li>• Routinely seeks feedback on customer satisfaction and areas for improvement</li> </ul>

## Shapes Strategic Thinking

Description	Behavioural Indicators
<b>Inspires a sense of purpose and direction</b>	
Provides direction to others regarding the purpose and importance of their work. Illustrates the relationship between operational tasks and organisational goals. Sets work tasks that align with strategic objectives and communicates expected outcomes.	<ul style="list-style-type: none"> <li>• Ability to communicate a vision to the team</li> <li>• Can communicate to others their role and responsibilities and how these relate to achieving the team's strategic goals</li> <li>• Can refocus team members on key goals and ensure they are committed to owning outcomes</li> <li>• An ability to motivate others</li> </ul>
<b>Focuses strategically</b>	
Understands the organisation's objectives and aligns operational activities accordingly. Considers the ramifications of issues and longer-term impact of own work and work area.	<ul style="list-style-type: none"> <li>• Understands the work environment and plans and aligns own and team work practices to the organisation's directions and goals</li> <li>• Identifies broader influences that may impact on the team's work objectives</li> <li>• Demonstrates awareness of the implications of</li> </ul>

	<p>issues for own work and work area</p> <ul style="list-style-type: none"> <li>Plans ahead, anticipates problems and acts proactively to resolve them</li> </ul>
<b>Harnesses information and opportunities</b>	
<p>Gathers and investigates information from a variety of sources, and explores new ideas and different viewpoints. Probes information and identifies any critical gaps. Maintains an awareness of the organisation, monitors the context in which the organisation operates and finds out about best practice approaches.</p>	<ul style="list-style-type: none"> <li>Seeks new information and ideas to help in the resolution of novel problems that arise</li> <li>Is willing to consider novel information</li> <li>Gathers sufficient information on which to base decision</li> <li>Shares information appropriately and voluntarily</li> <li>Is committed to implementing best-practice proactive approaches</li> <li>Adapts knowledge appropriately to suit new circumstances</li> <li>Routinely identifies individuals and groups who need to be kept informed</li> </ul>
<b>Shows judgement, intelligence and commonsense</b>	
<p>Undertakes objective, systematic analysis and draws accurate conclusions based on evidence. Recognises the links between interconnected issues. Breaks through problems and weighs up the options to identify solutions. Explores possibilities and innovative alternatives.</p>	<ul style="list-style-type: none"> <li>Is able to arrange issues and ideas into a logical sequence</li> <li>Decisions are considered and appropriate for the situation</li> <li>Is able to balance competing options</li> <li>Makes decisions that follow from an understanding of circumstances</li> <li>Would seek other input if in doubt</li> </ul>
<b>Achieves Results</b>	
Description	Behavioural Indicators
<b>Builds organisational capability and responsiveness</b>	
<p>Reviews project performance and focuses on identifying opportunities for continuous improvement. Identifies key talent to support performance. Remains flexible and responsive to changes in requirements.</p>	<ul style="list-style-type: none"> <li>Demonstrates understanding of the importance of others' contribution to the team</li> <li>Is able to delegate tasks in an appropriate way</li> <li>When others are having difficulty, steps in to help them with their work</li> <li>Reviews task performance and communicates outcomes to supervisor</li> <li>Is open to ideas to improve the efficiency of work practices and the use of resources</li> <li>Is able to generate novel and creative approaches</li> </ul>
<b>Marshals professional expertise</b>	
<p>Values specialist expertise and capitalises on the expert knowledge and skills of others. Contributes own expertise to achieve outcomes for the business unit.</p>	<ul style="list-style-type: none"> <li>Develops and uses own expertise appropriately to perform work tasks</li> <li>Encourages others to learn and use DIO policies and procedures and to keep their knowledge up to date</li> <li>Uses colleagues and stakeholders' feedback and suggestions to improve the quality of own knowledge, work outputs and services</li> <li>Gives accurate, consistent and relevant advice on a range of routine matters</li> <li>Encourages effective use of own and team's expertise</li> </ul>
<b>Steers and implements change and deals with uncertainty</b>	
<p>Establishes clear plans and timeframes for project implementation and outlines specific activities.</p>	<ul style="list-style-type: none"> <li>Adapts well and makes necessary accommodations</li> </ul>

<p>Responds in a positive and flexible manner to change and uncertainty. Shares information with others and assists them to adapt.</p>	<p>when change occurs</p> <ul style="list-style-type: none"> <li>• Is willing to consider novel ideas</li> <li>• Takes new ideas on board and recognises merit in new approaches</li> <li>• Displays capacity to work when processes and goals are unclear</li> <li>• Makes efforts to resolve uncertainties</li> </ul>
<p><b>Ensures closure and delivers on intended results</b></p>	
<p>Sees projects through to completion. Monitors project progress and adjusts plans as required. Commits to achieving quality outcomes and ensures documentation procedures are maintained. Seeks feedback from stakeholders to gauge satisfaction.</p>	<ul style="list-style-type: none"> <li>• Solutions target major aspects of a problem</li> <li>• Becomes involved; is willing to take on responsibility</li> <li>• Is able to take the lead when necessary</li> <li>• Commitments are typically met on time and to requirements, and quality of outcomes is of a high standard</li> <li>• Takes steps to improve where results are less than expected</li> </ul>
<p><b>Cultivates Productive Working Relationships</b></p>	
<p>Description</p>	<p>Behavioural Indicators</p>
<p><b>Nurtures internal and external relationships</b></p>	
<p>Builds and sustains relationships with a network of key people internally and externally. Proactively offers assistance for a mutually beneficial relationship. Anticipates and is responsive to internal and external client needs.</p>	<ul style="list-style-type: none"> <li>• Establishes rapport and deals sensitively and politely with stakeholders and team members</li> <li>• Encourages positive relationships within the team and actively participates in teamwork</li> <li>• Liaises effectively with team members and stakeholders</li> </ul>
<p><b>Facilitates cooperation and partnerships</b></p>	
<p>Involves people, encourages them and recognises their contribution. Consults and shares information and ensures others are kept informed of issues. Works collaboratively and operates as an effective team member.</p>	<ul style="list-style-type: none"> <li>• Seeks and shows appreciation for the input and cooperation of others</li> <li>• Coordinates work and ensures mutual understanding of objectives</li> <li>• Establishes cooperative and collaborative relationships with others</li> <li>• Takes on additional responsibilities to help the team</li> <li>• Routinely displays respect for others and others recognise and appreciate this</li> <li>• Acknowledges need for group cohesion and promotes the value of a cohesive group focus</li> </ul>
<p><b>Guides, mentors and develops people</b></p>	
<p>Identifies learning opportunities for others and empowers them by delegating tasks. Agrees clear performance standards and gives timely praise and recognition. Makes time for people and offers full support when required. Delivers constructive, objective feedback in a manner that gains acceptance and achieves resolution. Deals with underperformance promptly.</p>	<ul style="list-style-type: none"> <li>• Provides feedback and support in a way that generates a desire to work</li> <li>• Understands the importance of setting a good example as a leader</li> <li>• Uses language that is encouraging and positive</li> <li>• When others are having difficulty offers support or guidance as appropriate</li> <li>• Identifies problems for others and points out ways in which improvement might be possible</li> <li>• Presents feedback in an appropriate manner and in a way that is relevant and useful</li> <li>• Identifies areas where improvement may be required and initiates discussions</li> </ul>

## Exemplifies Personal Drive and Integrity

Description	Behavioural Indicators
<b>Engages with risk and shows personal courage</b>	
Provides impartial and forthright advice. Challenges important issues constructively, and stands by own position when challenged. Acknowledges mistakes and learns from them, and seeks guidance and advice when required.	<ul style="list-style-type: none"> <li>• Considers the consequences of risky action</li> <li>• Is prepared to take informed risks; is able to judge the level of acceptable risk</li> <li>• Acknowledges own mistakes and accepts responsibility</li> <li>• Displays the courage and commitment needed to maintain a challenging position</li> <li>• Is able to provide rationale for own position when it is questioned</li> </ul>
<b>Commits to action</b>	
Takes personal responsibility for meeting objectives and progressing work. Shows initiative and proactively steps in and does what is required. Commits energy and drive to see that goals are achieved.	<ul style="list-style-type: none"> <li>• Completes own work tasks within set timeframes to a high standard</li> <li>• Develops plans to guide actions and shows commitment to achieving outcomes</li> <li>• Is able to rely on self without a great deal of encouragement</li> <li>• Speaks confidently</li> <li>• Will make regular contributions to a discussion</li> </ul>
<b>Displays resilience</b>	
Persists and focuses on achieving objectives even in difficult circumstances. Remains positive and responds to pressure in a controlled manner. Continues to move forward despite criticism or setbacks.	<ul style="list-style-type: none"> <li>• Copes well with stress; is able to monitor and regulate own reactions</li> <li>• Generally keeps issues in perspective</li> <li>• Is able to take steps towards resolution in conflict situations</li> <li>• Remains composed when under pressure</li> </ul>
<b>Demonstrates self-awareness and a commitment to personal development</b>	
Self-evaluates performance and seeks feedback from others. Communicates and acts on strengths and development needs. Reflects on own behaviour and recognises the impact on others. Shows strong commitment to learning and self development, and accepts challenging new opportunities.	<ul style="list-style-type: none"> <li>• Is able to draw on existing skills in new situations</li> <li>• Applies knowledge appropriately</li> <li>• Takes advantage of learning opportunities when they are offered</li> <li>• Recognises when knowledge is out of date and takes steps to remedy this</li> <li>• Successfully develops competency in new areas with average application of effort</li> <li>• Listens to feedback and attempts to modify performance accordingly</li> </ul>

## Communicates with Influence

Description	Behavioural Indicators
<b>Communicates clearly</b>	
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.	<ul style="list-style-type: none"> <li>• Written communication is easily understood</li> <li>• Ideas are presented in a sequence that makes sense</li> <li>• Spelling and grammar contain few errors</li> <li>• Communicates clearly with a good command of English</li> <li>• Information is presented in an organised manner and ideas are generally well formed</li> </ul>

	<ul style="list-style-type: none"> <li>• Speaks with a clear voice that is easy to hear</li> <li>• Structures ideas logically and identifies key aspects of topic</li> <li>• Writes in a way that is appropriate for the situation</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>• Demonstrates a good level of active listening</li> <li>• Values others' contributions and does not allow misunderstandings to linger</li> <li>• Clarifies own interpretation of others' meaning where needed</li> <li>• Is skilled in reading others' non-verbal cues</li> <li>• Welcomes and responds well to feedback; modifies approach in response to audience feedback</li> <li>• Tailors communication to audience; listens and responds to feedback from the audience and adapts approach to ensure audience understanding</li> </ul>
<b>Negotiates persuasively</b>	
<p>Approaches negotiations with a strong grasp of the key issues, having prepared in advance. Understands the desired objectives and associated strengths and weaknesses. Anticipates the position of the other party, and frames arguments accordingly. Encourages the support of relevant stakeholders. Strives to achieve an outcome that delivers benefits for both parties.</p>	<ul style="list-style-type: none"> <li>• Demonstrates ability to influence others</li> <li>• Is able to be persuasive when presenting own view</li> <li>• Demonstrates an ability to build a rapport with others</li> <li>• Does not react negatively or defensively if others are confrontational or distressed</li> <li>• Negotiates with others and recognises need for communication and compromise</li> <li>• Demonstrates tact and commitment to positive outcomes</li> </ul>