

DIO EL2 Assessment Criteria	
Understands the Strategic Environment	
Description	Behavioural Indicators
Understands the international context	
Understands the strategic, defence and national security issues relevant to Australia.	<ul style="list-style-type: none"> • 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 • Understands the importance of global developments and their impact on Australian Government strategic interests
Understands government operations	
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"> • Has a strong understanding of DIO's role and function • Clearly understands the role of intelligence in supporting government decision-making • Understands and can clearly explain the significance of wider government priorities and how these affect the goals and the operation of the organisation
Understands the customer	
Understands the importance of meeting customer requests. Actively seeks to understand and anticipate customer requirements and proactively tailors and delivers services accordingly.	<ul style="list-style-type: none"> • Has an broad understanding of DIO's customer requirements • Considers customers' needs to be central to their job and responds efficiently and effectively to customer requests • Actively seeks feedback on customer satisfaction, adapts to changing customer requirements and identifies and makes improvements to level of service • Assists customers to articulate their requirements for the work area
Shapes Strategic Thinking	
Description	Behavioural Indicators
Inspires a sense of purpose and direction	
Translates the strategy into operational goals and creates a shared sense of purpose within the business unit. Engages others in the strategic direction of the work area, encourages their contribution and communicates expected outcomes.	<ul style="list-style-type: none"> • Demonstrates a strong capacity to direct and engage others to achieve objectives and own outcomes • Can clearly and effectively communicate a vision and a sense of direction to others • Demonstrates an understanding of priorities across the organisation and can explain these to others • Encourages and motivates others in achieving work goals
Focuses strategically	
Understands the organisation's objectives and links between the business unit, organisation and the whole	<ul style="list-style-type: none"> • Understands the work environment and

<p>of government's agenda. Considers the ramifications of a wide range of issues, anticipates priorities and develops long-term plans for own work area.</p>	<p>contributes to the development of plans, strategies and team goals</p> <ul style="list-style-type: none"> • Understands the implications of organisational strategies/goals for team's work and aligns team's work to these goals • Identifies issues and problems that may have an impact on work area plans and goals • Participates actively in planning to achieve work-area goals
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Harnesses information and opportunities

<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, looks for recent developments that may impact on own business area and finds out about best practice approaches.</p>	<ul style="list-style-type: none"> • Gathers ample information on which to base a sensible decision • Participates in existing systems for communicating, reviewing decisions and passing on information and makes necessary improvements to these • Actively considers novel ideas, concepts and information • Enjoys taking new ideas on board and encourages the implementation of new approaches • Readily seeks new information and ideas and utilises this in resolving novel problems that arise
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Shows judgement, intelligence and common sense

<p>Undertakes objective, critical analysis and distils the core issues. Presents logical arguments and draws accurate conclusions. Anticipates and seeks to minimise risks. Breaks through problems and weighs up the options to identify solutions. Explores possibilities and creative alternatives.</p>	<ul style="list-style-type: none"> • Is able to effectively arrange issues and ideas into a logical and structured sequence • Decisions are thoroughly thought through and appropriate for the situation • Is able to effectively balance competing options • Makes sound decisions that follow from a good understanding of circumstances • Would seek other input if in doubt or unsure
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Achieves Results

Description	Behavioural Indicators
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Builds organisational capability and responsiveness

<p>Evaluates ongoing project performance and identifies critical success factors. Instigates continuous improvement activities. Responds flexibly to changing demands. Builds teams with complementary skills and allocates resources in a manner that delivers results.</p>	<ul style="list-style-type: none"> • Is able to delegate tasks in a fair and appropriate way • Identifies when others are having difficulty and steps in to help them with their work • Helps others to adjust to and benefit from change • Plans the work of the area to improve standards of performance and delivery • Identifies opportunities for using own expertise to contribute effectively to the team • Is responsive to changes in requirements
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Marshals professional expertise

<p>Values specialist expertise and, capitalises on the knowledge within the organisation as well as consulting externally as appropriate. Manages contracts judiciously. Contributes own expertise to achieve outcomes for the business unit.</p>	<ul style="list-style-type: none"> • Develops and uses own expertise appropriately to perform tasks and support the activity of the work area • Guides others in learning and using relevant policies and procedures and assists them to keep their knowledge up to date • Uses colleagues and stakeholders' feedback and suggestions to improve the quality of knowledge, work outputs and services in work area
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	<ul style="list-style-type: none"> • Gives accurate, consistent and relevant advice to colleagues and external parties and other stakeholders
Steers and implements change and deals with uncertainty	
Establishes clear plans and timeframes for project implementation and outlines specific activities. 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"> • Is able to generate novel and creative but practical approaches • Immediately recognises the value of innovative thought and seeks to apply novel ideas • Adapts knowledge quickly and appropriately to suit new and unfamiliar circumstances • Clearly understands factors that contribute to or inhibit team or individual creativity • Displays capacity to work efficiently and effectively even when processes and goals are unclear • Strives to resolve uncertainties
Ensures closure and delivers on intended results	
Strives to achieve and encourages others to do the same. Monitors progress and identifies risks that may impact on outcomes. Adjusts plans as required. Commits to achieving quality outcomes and ensures documentation procedures are maintained. Seeks feedback from stakeholders to gauge satisfaction.	<ul style="list-style-type: none"> • Provides effective solutions that target major aspects of a problem • Becomes actively involved; is willing to take on responsibility • Commitments are met on time and to requirements, and quality of outcomes is to a high standard • Actively takes steps to improve where results are less than expected
Cultivates Productive Working Relationships	
Description	Behavioural Indicators
Nurtures internal and external relationships	
Builds and sustains relationships with a network of key people internally and externally. Recognises shared agendas and works toward mutually beneficial outcomes. Anticipates and is responsive to internal and external client needs.	<ul style="list-style-type: none"> • Creates a working environment that encourages a positive and cooperative approach • Liaises effectively with members of relevant networks internally and externally • Is able to represent organisational objectives in dealing with stakeholders • Is responsive to changes in stakeholder needs and expectations
Facilitates cooperation and partnerships	
Brings people together and encourages input from key stakeholders. Finds opportunities to share information and ensures that others are kept informed of issues. Fosters teamwork and rewards cooperative and collaborative behaviour. Resolves conflict using appropriate strategies.	<ul style="list-style-type: none"> • Seeks and encourages the input and cooperation of others • Effectively coordinates work and ensures mutual understanding of objectives, tasks and goals • Establishes and maintains cooperative and collaborative relationships with a range of others • Willingly takes on additional responsibilities to help the team • Demonstrates trust, respect and understanding towards others
Values individual differences and diversity	
Recognises the positive benefits that can be gained from diversity and encourages the exploration of diverse views. Harnesses understanding of differences to anticipate reactions and enhance interactions. Recognises the different working styles of individuals,	<ul style="list-style-type: none"> • Is aware of and endorses the benefits of supporting individual differences and workplace diversity • Shows respect to colleagues and stakeholders from all backgrounds and cultures • Recognises individual differences at work and

and tries to see things from different perspectives.	<ul style="list-style-type: none"> attempts to understand diverse perspectives Encourages an environment in which diversity is valued and accepted
Guides, mentors and develops people	
Encourages and motivates people to engage in continuous learning, 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 feedback in a manner that gains acceptance and achieves resolution. Deals with under-performance promptly.	<ul style="list-style-type: none"> When others are having difficulty offers support and guidance as appropriate Identifies areas that need improvement, and discusses these with others Provides feedback and support in a way that motivates and encourages others Uses language that is encouraging and positive, ensures all team members feel valued Readily garners support from colleagues, staff and stakeholders
Exemplifies Personal Drive and Integrity	
Description	Behavioural Indicators
Engages with risk and shows personal courage	
Provides impartial and forthright advice. Challenges important issues constructively, stands by own position and supports others when required. acknowledges mistakes and learns from them, and seeks guidance and advice when required.	<ul style="list-style-type: none"> Widely considers the short and long-term consequences of risky action Is prepared to take well informed risks; is able to effectively judge the level of acceptable risk Accepts responsibility for mistakes and seeks to learn from difficult situations; guides others in doing the same Remains positive and calm in the face of criticism and assists others to do the same Examines self critically and changes own approach or style if necessary
Commits to action	
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"> Is able to rely on self and make decisions without a great deal of encouragement Completes own work tasks within set time frames under limited guidance and to a high standard Develops new insights, approaches and ideas in relation to own work, that of the work-area, and systems that cross work-area boundaries Develops plans to guide actions, with milestones, to ensure that objectives are delivered
Displays resilience	
Persists and focuses on achieving objectives even in difficult circumstances. Remains positive and responds to pressure in a controlled manner. Maintains momentum and sustains effort despite criticism or setbacks.	<ul style="list-style-type: none"> Copes well with stress; is able to monitor and regulate own emotions Is able to keep issues in perspective Remains composed under pressure Is able to take steps towards resolution in conflict situations; is able to separate self from the issue Seeks to understand the causes and roots of conflict before coming up with solutions
Demonstrates self awareness and a commitment to personal development	
Critically analyses own performance and seeks feedback from others. Confidently communicates strengths and acknowledges development needs. Acts on negative feedback to improve performance. Reflects on own behaviour and recognises the impact	<ul style="list-style-type: none"> Applies knowledge appropriately and effectively Is willing to seek out learning opportunities Recognises when knowledge is out of date or insufficient and quickly takes steps to remedy this

<p>on others. Shows strong commitment to learning and selfdevelopment, and embraces challenging new opportunities.</p>	<ul style="list-style-type: none"> • Successfully develops new skills and competency in new areas • Adapts easily and makes necessary accommodations when change occurs • Listens to feedback and modifies performance accordingly
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Communicates with Influence

Description	Behavioural Indicators
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Communicates clearly

<p>Confidently presents messages in a clear, concise and articulate manner. Translates information for others, focusing on key points and using 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 communication is clear, concise and easily understood • Spelling and grammar contain very few errors • Is able to write appropriately for a range of situations • Communicates clearly with good command of the English language • Information is presented in an organised manner and ideas are well formed • Speaks with a clear voice that is easy to hear and understand • Structures ideas logically and identifies all key aspects of topic
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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. Anticipates reactions and is prepared to respond. Checks own understanding of others' comments and does not allow misunderstandings to linger.</p>	<ul style="list-style-type: none"> • Demonstrates a high level of active listening • Understands and incorporates others' contributions • Will clarify, to ensure understanding of others' viewpoint • Is skilled in reading others' non-verbal cues • Changes communication style to suit the circumstances and the audience • Presents in a way that serves to engage the audience • Encourages discussion among others
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Negotiates persuasively

<p>Approaches negotiations with a strong grasp of the key issues, having prepared well in advance. Understands the desired objectives and associated strengths and weaknesses. Anticipates the position of the other party, and adapts approach accordingly. Encourages the support of relevant stakeholders. Encourages debate and identifies common ground to facilitate agreement and acceptance of mutually beneficial solutions.</p>	<ul style="list-style-type: none"> • Demonstrates the ability to influence others • Is persuasive and convincing when presenting own view • Demonstrates an ability to build a rapport with, and establish the trust of others • Is able to effectively handle others who are confrontational or distressed • Is able to negotiate with a wide range of people and recognises need for communication and compromise • Is diplomatic and committed to achieving positive outcomes
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