

DIO APS5 Work Level Standards

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"> • Understands the role of own work area within an organisational context • Encourages others in achieving work goals • Works to maximise team and individual capabilities • Is able to re-direct the efforts of team members towards goals when it becomes necessary • Supports efforts towards co-ordination of resources and information and facilitates a mutual understanding of objectives • Demonstrates an ability to co-operate successfully with others • Actions promote 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"> • Thinks about the future and considers implications of own work • Conducts research using a range of sources and methods to acquire information • Shows intellectual curiosity and an ability to produce new ideas, approaches or insights • Is willing to consider new ideas and information and can see how they might be useful in particular situations • Seeks information to resolve ambiguities

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 • Understands how to interpret the validity and credibility of information and seeks to resolve uncertainties • Draws sensible conclusions from the available information • Assumptions are logical and reasonable • Is able to organise ideas into a logical sequence • Is able to analyse information from different perspectives, identifying patterns and linkages • Conclusions and advice target all 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 well and makes accommodations when change occurs • Is aware of changes in organisational priorities and that they may have an impact • Adapts approach to suit new circumstances • Maintains a flexible approach to achieving objectives • Helps others to understand the purpose of change
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 guidance • 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"> • Listens to, and is interested in what others have to say • Considers others' ideas and understands the intention of the communication • Will question speaker if necessary • Listens to and takes into account others' input • Identifies individuals or groups who need to be kept informed • Works with reference to team goals
Shares learning and supports others	

<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 feedback. Recognises and notes underperformance where appropriate.</p>	<ul style="list-style-type: none"> • When others are having difficulty, steps in to give help and advice that will help them to improve • Gives others access to learning opportunities where the possibility arises • Presents feedback in an appropriate manner and in a form that is relevant and useful • Identifies and notes under-performance where appropriate and supports efforts to address it • Understands the importance of setting a good example • Develops positive relationships with team members and uses language that is encouraging to others • Actions promote cohesion and focus
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Displays Personal Drive and Integrity

Description	Behavioural Indicators
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Engages with risk and shows personal courage

<p>Provides impartial and forthright advice. 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"> • Gives adequate consideration to risks and is able to consider appropriate forms of action • Considers the immediate consequences of risky action • Is able to work when processes and goals are somewhat unclear • Remains composed when under pressure and is able to continue to function effectively • Displays a good degree of resilience • Speaks with confidence, makes regular contributions to discussions • Takes responsibility for own compliance with relevant values, standards, regulations and policies
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Demonstrates self awareness and a commitment to personal development

<p>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.</p>	<ul style="list-style-type: none"> • Takes up learning opportunities when they are offered • Shows awareness of need to develop own skills and acquire appropriate experience • Is willing to address deficits or areas for improvement in knowledge, skills or expertise • Listens to feedback and seeks to modify performance accordingly • Acknowledges own mistakes
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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. Focuses on key points and uses appropriate, unambiguous language. Selects the most appropriate medium for conveying information and</p>	<ul style="list-style-type: none"> • Written communication is easily understood • Ideas and rationale can easily be followed • Writes in a way that is appropriate for the situation
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<p>structures written and oral communication to ensure clarity.</p>	<ul style="list-style-type: none"> • Information is 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 minimal errors
<p>Listens, understands and adapts to audience</p>	
<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 willingness to listen • Will question others to seek clarification • Reads others' non-verbal cues accurately • Communicates in a way that is appropriate for the situation • Listens to feedback and seeks to modify performance accordingly
<p>Negotiates confidently</p>	
<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"> • Demonstrates an ability to influence others' thinking • Is able to present own view in an effective way • Recognises the need for communication and compromise in negotiation • Listens to differing ideas and views in order to develop a clear understanding of the issues • Is generally open to compromise • Is able to identify appropriate strategies to resolve conflict and seek a positive solution • Seeks to understand why differences in opinion have occurred • Is not defensive, does not respond to conflicting views on a personal level