

Northern Territory Public Sector
EXECUTIVE LEADERSHIP
CAPABILITIES

v i s i o n

outcome focus

strategic focus

visionary leadership

relationships and the environment
results through people

delivery focus

stewardship

self



Office of the Commissioner for
Public Employment

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commissioner for

public employment

Acknowledgments

The Office of the Commissioner for Public Employment (OCPE) wishes to acknowledge the many people who contributed to the development of these capabilities. This input has ranged from administrative staff and team members, to Chief Executives and Ministerial officers. Their candour and expert knowledge has greatly enriched the quality of the production.

In particular, the work of Allan Bandt and Jenny Stephensen is acknowledged in the co-ordination, development and writing of this document.

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Introduction



I am pleased to present to you the Chief Executive and Executive Officer Capabilities for the Northern Territory Public Sector, which will take effect from 1 January 2004.

These capabilities represent an updating of previous executive officer competencies, which have served us well in building a professional and capable executive leadership cadre. These revised capabilities are intended to address current executive role expectations and also to position the Northern Territory Public Sector (NTPS) for the future. This will enable us to thrive and remain competitive and successful in the dynamic global business world.

As societal values grow and change, so do workplace responsibilities, practices and conventions. The public sector of tomorrow and the way we function at work will be different from today. The essence of this shift is that value is created by innovation and application of knowledge rather than through capital and natural resources. This view requires us to alter the way we think about our place in the world, and the consequences of our actions and behaviours.

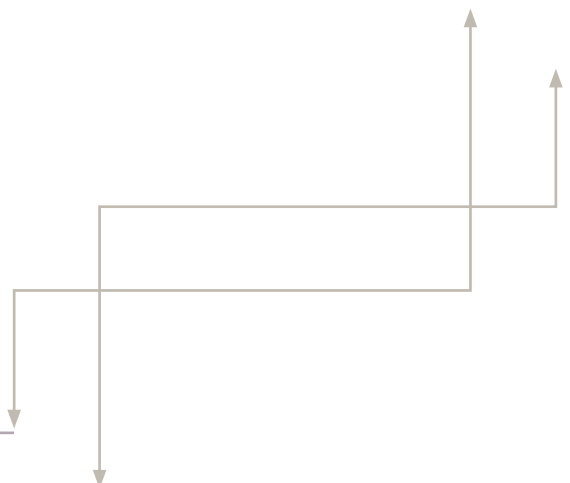
Our aim is to provide a list of capabilities that describe the characteristics of successful leaders in the NTPS, along with performance criteria that epitomise the spirit of each dimension. Each agency is encouraged to interpret these in a flexible way to reflect their unique needs and responsibilities.

Most importantly, these capabilities form part of an integrated approach to developing, attracting and retaining executive talent. This will ensure that the NTPS maintains a flexible, capable pool of leaders to meet the current and emerging challenges of the Territory, in a way that reflects the diversity and needs of the wider Northern Territory community.

The capabilities have been developed through a rigorous and robust consultative process with a cross section of staff throughout the NTPS. Many people willingly shared their personal stories and anecdotes that have ensured a Territory flavour. Most of the descriptions in the Performance Criteria are in fact direct quotes from these discussions, which have been used to develop a mosaic of experiences and ideas. I would like to acknowledge and thank them for their valuable input.

I commend this document to you as a benchmark for the standards expected of executives and as an indication of the challenges and opportunities for the future of leadership in the NTPS.

John Kirwan
Commissioner for Public Employment
January 2004

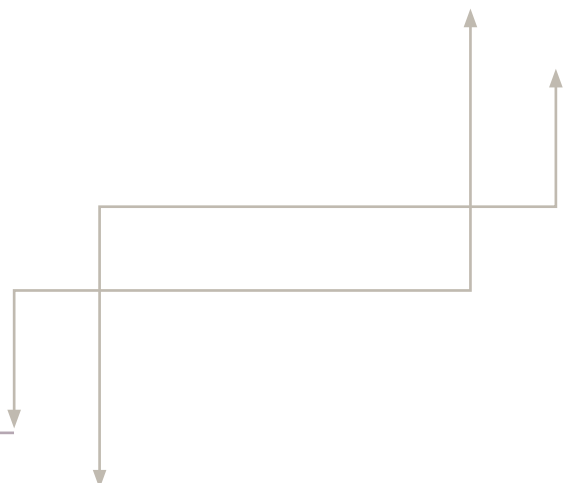






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The Executive Role

Executives in the Northern Territory Public Sector are responsible for the stewardship of the Sector, through governance and protecting the public interest in a way that leaves a legacy to the next generation of public sector employees to build upon.

The role of the executive has undergone significant shifts in recent years. Not only must executives be responsive to the Government of the day, serve the community, and develop organisational capability, but they must also have a deep understanding of the global environment, be able to deal with increasing complexity and ambiguity, and be able to effectively manage a broad range of stakeholders.

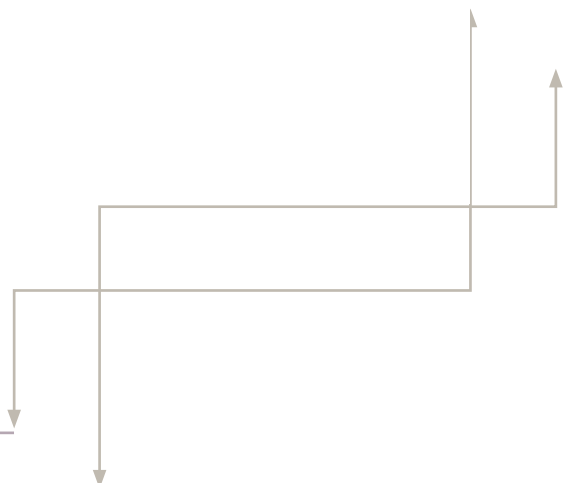
This is integrated within an overall executive function that connects people, business and community and is delivered within the context of the broader economic and social development objectives of the Territory.

The Purpose

The purpose of these executive capabilities is to set out the skills expected of high performing executives.

It is also intended that this document be used to inform a broad range of workforce planning and development strategies that fall under the umbrella of executive development, attraction and retention.

This could include performance management systems, learning plans, recruitment and selection, talent identification, and succession management.





Visionary Leadership

- Articulate the Vision
- Inspire and Influence Others
- Shape Organisational Culture and Change

Results through People

- Empower
- Build Teams
- Value Diversity
- Build Talent
- Manage Knowledge
- Communication
- Respect

Outcome Focus

- Challenge the Process
- Focus on Outcomes
- Initiative and Perseverance

Strategic Focus

- Think Globally
- Think Strategically
- Systems Thinking
- Conceptual and Analytical Thinking

Delivery Focus

- Customer Focus
- Commercial Focus
- Business Acumen
- Create and Innovate



Stewardship

- Practice Good Governance
- Ethical Behaviour
- Promotes Sustainability
- Judgement and Discernment

Relationships and the Environment

- Engage and Build Capacity in the Community
- Network
- Organisational and Environmental Sensitivity
- Political Savvy
- Deep Appreciation of Culture

Self

- Lifelong Learning
- Self Awareness
- Emotional Intelligence
- Self Management and Confidence
- Integrity and Credibility
- Adaptable
- Corporate Player

Core Capabilities for all NT Public Sector Executives

1. Visionary Leadership	2. Results Through People	3. Relationships and The Environment	4. Stewardship
<p><i>1.1 Articulate the Vision</i> Articulate a vision to build direction and commitment around values and shared understanding.</p> <p><i>1.2 Inspire and Influence Others</i> Bring people with them in building a shared vision without relying on position or power.</p> <p><i>1.3 Shape Organisational Culture and Change</i> Drive transformation processes and make cultural change a business priority.</p>	<p><i>2.1 Empower</i> Clearly articulate delegation and responsibility, and, empower people to act and make decisions.</p> <p><i>2.2 Build Teams</i> Work as part of a team, by actively promoting and utilising teamwork as a means of accomplishing organisational and across government goals.</p> <p><i>2.3 Value Diversity</i> Recognise and promote the unique cultural diversity of the Territory, especially Indigenous cultures and its intergenerational workforce.</p> <p><i>2.4 Build Talent</i> Develop and nurture the current and next generation of leaders and staff.</p> <p><i>2.5 Manage Knowledge</i> Create systems to capture, retain and share knowledge and intellectual capital.</p> <p><i>2.6 Communication</i> Express ideas and information using a variety of mediums across a broad range of political, cultural and community settings.</p> <p><i>2.7 Respect</i> Treat people with genuine respect, dignity and interest in all of their interactions.</p>	<p><i>3.1 Engage and Build Capacity in the Community</i> Build collaborative community relationships that enable citizens to organise themselves and take mutual responsibility for the management of their own goals.</p> <p><i>3.2 Network</i> Build and maintain strategic networks across sectors with key internal and external stakeholders.</p> <p><i>3.3 Organisational and Environmental Sensitivity</i> Understand the inner workings of the Government, the NTPS, the Territory and their broader environment.</p> <p><i>3.4 Political Savvy</i> Navigate the political environments in which they operate and in which decisions are made.</p> <p><i>3.5 Deep Appreciation of Culture</i> Understand the norms, values and influences of different cultures and their impact upon the nature and diversity of the workplace.</p>	<p><i>4.1 Practice Good Governance</i> Recognise, understand, implement and manage the respective roles, functions and accountabilities of the elected government and the public sector.</p> <p><i>4.2 Ethical Behaviour</i> Model respect, credibility and probity in all decisions and actions.</p> <p><i>4.3 Promotes Sustainability</i> Lead reforms that will result in long term sustainable benefits to the Northern Territory community.</p> <p><i>4.4 Judgement and Discernment</i> Make effective judgements, often in an environment of ambiguity or insufficient information.</p>





5. Delivery Focus	6. Strategic Focus	7. Outcome Focus	8. Self
<p><i>5.1 Customer Focus</i> Put customer service first in the design and delivery of services.</p> <p><i>5.2 Commercial Focus</i> Manage their Department's strategy and operations within the context of a commercial environment.</p> <p><i>5.3 Business Acumen</i> Understand and manage the ingredients of business success and build them into organisational decision making.</p> <p><i>5.4 Create and Innovate</i> Generate imaginative solutions and innovations and translate them to action.</p>	<p><i>6.1. Think Globally</i> Adopt a world view and be sensitive to national and global influences.</p> <p><i>6.2. Think Strategically</i> Develop a mid – long term course of action within a rapidly changing environment.</p> <p><i>6.3. Systems Thinking</i> Take a holistic and systems view of the organisation and community.</p> <p><i>6.4. Conceptual and Analytical Thinking</i> Crystallize issues in a complex environment.</p>	<p><i>7.1 Challenge the Process</i> Challenge traditional ways of addressing issues, solving problems and developing programs.</p> <p><i>7.2 Focus on Outcomes</i> Approach problems or issues with the outcome in mind.</p> <p><i>7.3 Initiative and Perseverance</i> Has a bias for action and a positive outlook.</p>	<p><i>8.1. Lifelong Learning</i> Maintain a commitment to own ongoing learning, development and education.</p> <p><i>8.2. Self Awareness</i> Understand own strengths, weaknesses and motivations.</p> <p><i>8.3. Emotional Intelligence</i> Understand and empathise with others.</p> <p><i>8.4. Self Management and Confidence</i> Confident in their own ability to accomplish results.</p> <p><i>8.5. Integrity and Credibility</i> Be authentic in all that they say and do with others.</p> <p><i>8.6. Adaptable</i> Adapt quickly to changing conditions.</p> <p><i>8.7. Corporate Player</i> An ambassador for, and contributor to the whole of the NTPS.</p>

1. Visionary Leadership

Description

Crafts and articulates the vision, direction and culture in a compelling and inspirational manner.

Dimension	Performance Criteria (Behaviours)
<p><i>1.1. Articulate the Vision</i></p> <p>Articulate a vision to build direction and commitment around values and shared understanding.</p>	<ul style="list-style-type: none"> • Articulate a clear vision of where they want to take the organisation and be in 5 – 10 years time. • Let people know where you are going and why. • Crystallize the business and its direction to a plan on a page. • Report on all new business initiatives (what we are doing, and what does it mean).
<p><i>1.2. Inspire and Influence Others</i></p> <p>Bring people with them in building a shared vision without relying on position or power.</p>	<ul style="list-style-type: none"> • Walks the talk. • Passionate, enthusiastic and inspirational in approach. • Good story tellers. • Has energy and mental stamina. • Ability to persuade people and to focus their efforts on a common cause.
<p><i>1.3. Shape Organisational Culture and Change</i></p> <p>Drive transformation processes and make cultural change a business priority.</p>	<ul style="list-style-type: none"> • Acts as the architect of organisational change and identifies the desired changes sought. • Understands and utilises rituals and symbols. • Able to make change happen fast if necessary and focus on getting decisions made quickly and accurately. • Institutionalises change as a way of doing business – rather than something to be managed or controlled. • Has a whole of Territory perspective and understanding of history.



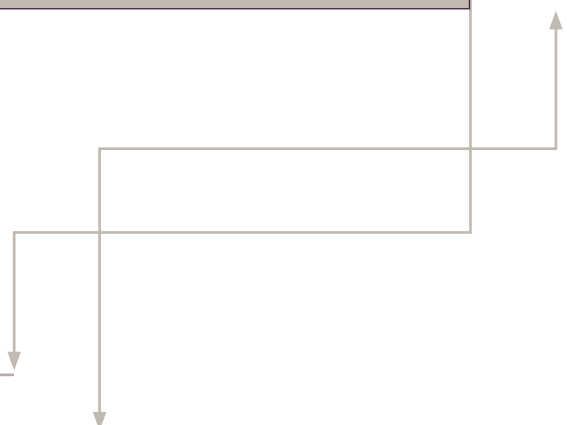


2. Results Through People

Description

A strong personal commitment to achieving results through the contribution of others.

Dimension	Performance Criteria (Behaviours)
<p><i>2.1. Empower</i></p> <p>Clearly articulate delegation and responsibility and, empower people to act and make decisions.</p>	<ul style="list-style-type: none"> • Delegations and accountabilities are established and followed. • Support and coaching is available for staff to enable them to accomplish their task. • Avoids blame and looks for solutions. • An involvement of others, rather than a control of others focus. • Achievements are celebrated.
<p><i>2.2. Build Teams</i></p> <p>Work as part of a team by actively promoting and utilising teamwork as a means of accomplishing organisational and across government goals.</p>	<ul style="list-style-type: none"> • Actively contributes to and promotes teamwork within own agency and across the public sector to provide seamless service. • The scope, purpose and accountabilities of the team is clearly defined. • Training and support is provided to team members and team leaders. • Establish mechanisms for communicating within and across teams. • Performance measures are established to measure team behaviour and team outcomes. • Appropriate balance of workforce composition achieved to reflect client needs. • Understand and reflect community values and directions (rather than applying own prejudices and values.)
<p><i>2.3. Value Diversity</i></p> <p>Recognise and promote the unique cultural diversity of the Territory, especially Indigenous cultures and its intergenerational workforce.</p>	<ul style="list-style-type: none"> • Fosters an environment where full potential is able to be realised. • Looks for a mix in skill and experience - doesn't recruit in their own image. • Champions the creativity and contribution brought about by diversity in the workplace. • Ensures practices allow for the integration of a broad range of view points.



Dimension	Performance Criteria (Behaviours)
<p><i>2.4. Build Talent</i></p> <p>Develop and nurture the current and next generation of leaders and staff.</p>	<ul style="list-style-type: none"> • Intergenerational needs are identified and met. • Recruitment strategies are in place to attract and select the best talent. • Performance management and development occurs to train and retain talent. • Career planning and succession planning occurs to identify and build future talent. • Provides timely guidance, mentoring and feedback to others.
<p><i>2.5. Manage Knowledge</i></p> <p>Create systems to capture, retain and share knowledge and intellectual capital.</p>	<ul style="list-style-type: none"> • Supporting technologies, tools and equipment are in place to gather and capture knowledge. • Tacit knowledge of staff is harnessed effectively. • A culture of knowledge creation and sharing is established. • People have ready access to knowledge that is created.
<p><i>2.6. Communication</i></p> <p>Express ideas and information using a variety of mediums across a broad range of political, cultural and community settings.</p>	<ul style="list-style-type: none"> • Written policy submissions, reports are presented in a form that is comprehensive and convincing. • Ideas and opinions of others are listened to. • A range of techniques to facilitate discussion, dialogue and decision making with key stakeholder groups are utilised. • A diverse range of customised communication strategies are used to meet the diverse information requirements of stakeholder groups. • Able to communicate with ease, put people at ease in a variety of settings. • Advocates constructive two-way feedback.
<p><i>2.7. Respect</i></p> <p>Treat people with genuine respect, dignity and interest in all of their interactions.</p>	<ul style="list-style-type: none"> • Treats people as individuals with unique needs, perspectives and experiences. • Shows genuine respect when interacting with others. • Remembers people's names and personal details. • Pays attention and actively listens in all of their interactions. • Makes time for their staff and others, even when they are busy.





3. Relationships and The Environment

Description

Understands dynamics and trends to build positive and sustainable relationships with a range of key internal and external stakeholders.

Dimension	Performance Criteria (Behaviours)
<p><i>3.1. Engage and Build Capacity in the Community</i></p> <p>Build collaborative community relationships that enable citizens to organise themselves and take mutual responsibility for the management of their own goals.</p>	<ul style="list-style-type: none"> • Mutual communication and deliberation occurs between government and its citizens regarding policy formulation and the provision of services. • Recognises that we are not the sole provider of policy advice, but are a key partner in the process. • Cross sector alliances are established to enable communities to determine their own outcomes. • Processes are in place to listen to the needs of the community. • Key private and public sector stakeholder groups are engaged. • Engages in true consultation and negotiation with the community. • Strong facilitation and partnering skills are used to engage the community.
<p><i>3.2. Network</i></p> <p>Build and maintain strategic networks across sectors with key internal and external stakeholders.</p>	<ul style="list-style-type: none"> • Key stakeholder groups are identified, and productive relationships established. • Acts as a positive ambassador for the organisation and government. • Networks are developed across all sectors – individuals, community, public, private sector and non-government sector. • Able to sell and market the organisation both internally and externally. • Processes are established and maintained to continually ascertain stakeholder needs on key issues. • Professional and technical networks are maintained to keep abreast of the latest knowledge and trends. • Frank and open relationships are established with stakeholders that will help build trust and information sharing.
<p><i>3.3. Organisational and Environmental Sensitivity</i></p> <p>Understand the inner workings of the Government, the NTPS, the Territory and their broader environment.</p>	<ul style="list-style-type: none"> • Scanning of the external environment in order to identify key trends or drivers that may impact either positively or adversely upon the department. • Understands the importance of maintaining the relationships with the key players and considers this when making decisions. • Correctly perceives social, technological, environmental, economic and political influences. • Seeks solutions that embrace the community and other agencies where appropriate and examines how resources of the NTPS can be applied in a joined up way to produce better outcomes.

Dimension	Performance Criteria (Behaviours)
<p><i>3.4. Political Savvy</i></p> <p>Navigate the political environments in which they operate and in which decisions are made.</p>	<ul style="list-style-type: none"> • Understands the contentious political issues and is able to respond to them. • Political coalitions and networks are understood and utilised to position the department in its pursuit of its clients and community needs. • Has the capacity to provide high quality, accurate and timely advice to Government and Ministers. • Able to get results through the Minister and Minister’s Office. • An understanding of political protocols and objectives of government and are reflected within communications. • Understanding the key players, their motivations, ideology and agendas and responds appropriately. • Clearly understanding political frameworks and agendas which governments and oppositions are operating within. • Keeping opposition parties “in the loop” of information when appropriate. • Key political requirements are anticipated and met. • Written and verbal communications are crafted to reflect the political environment in which they are delivered.
<p><i>3.5. Deep Appreciation of Culture</i></p> <p>Understand the norms, values and influences of different cultures and their impact upon the nature and diversity of the workplace.</p>	<ul style="list-style-type: none"> • Relates effectively in a range of multi-generational and multi-cultural settings. • Understands the systemic basis of the range of Indigenous health, education and employment services facing the community. • Recognises and embraces the Indigenous population as our mainstream core demographic client. • Appreciates the Northern Territory’s close proximity to Asia, and the strengthening of economic and political ties through a multi-generational and multi-cultural community. • Understands the values and norms of the range of cultures with whom they interact.





4. Stewardship

Description

A commitment to building a better Territory.

Dimension	Performance Criteria (Behaviours)
<p><i>4.1. Practice Good Governance</i></p> <p>Recognise, understand, implement and manage the respective roles, functions and accountabilities of the elected government and the public sector.</p>	<ul style="list-style-type: none"> • Recognises their role as a caretaker of services to the community. • The integrity of a non-partisan public sector is preserved. • Objective, neutral sounding board - advice is provided to the Minister and advisors. • Open and transparent assistance and advice is provided, independent of partisan politics, interest groups and sectors pursuing individual and corporate interests. • Confident in not making decisions until all of the facts are known.
<p><i>4.2. Ethical Behaviour</i></p> <p>Model respect, credibility and probity in all decisions and actions.</p>	<ul style="list-style-type: none"> • Operates with a strong ethical and value base. • Demonstrates service commitment over self-interest. • Confident in confronting inequities and injustice. • Is open and transparent in all that is done and do what they say they'll do. • Strong identification with the mission, values and ethics of the public sector. • Non partisan support and advice is provided. • Personal accountability and responsibility is accepted for actions and decisions. • Focuses on doing the right thing rather than doing things right.
<p><i>4.3. Promotes Sustainability</i></p> <p>Lead reforms that will result in long term sustainable benefits to the Northern Territory community.</p>	<ul style="list-style-type: none"> • Adopt a long term "higher level" view in decision making and governance. • Anticipate the short and long term consequences of strategies for the organisation, the public sector and the community in decision making and policy formulation.
<p><i>4.4. Judging and Discernment</i></p> <p>Make effective judgements, often in an environment of ambiguity or insufficient information.</p>	<ul style="list-style-type: none"> • Assess the relevance and urgency of a situation. • Doesn't get distracted by the "noise". • Understands when it is important to make a decision or not. • Able to "filter out" what people think you want to hear (or want you to hear) from the facts.

5. Delivery Focus

Description

Achieving quality outcomes for the individual, organisation, community and the Territory.

Dimension	Performance Criteria (Behaviours)
<p><i>5.1. Customer Focus</i></p> <p>Put customer service first in the design and delivery of services.</p>	<ul style="list-style-type: none"> • Systems are in place and continually improved upon to identify the needs of the community. • High levels of customer service standards are established, maintained and monitored. • Service improvement opportunities and/or alternative forms of service delivery, output measures, processes and structure are continually identified to enable more effective customer service. • Integrated across government services that lead to seamless service provision are championed. • Remain sensitive to the needs of industry and community.
<p><i>5.2. Commercial Focus</i></p> <p>Manage their Department's strategy and operations within the context of a commercial environment.</p>	<ul style="list-style-type: none"> • Effectively manage the "grey zone" or commercial interface between public and private enterprises. • Understand the department's key competitors, their strengths, weaknesses and areas of distinctive competence. • Key outsourcing arrangements are effectively procured and managed. • Collaborative and "win – win" relationships are established with suppliers and commercial partners. • Know when to "cut your losses" on decisions.
<p><i>5.3. Business Acumen</i></p> <p>Understand and manage the ingredients of business success and build them into organisational decision making.</p>	<ul style="list-style-type: none"> • Identify the components of business success (e.g. financial, marketing, innovation) and factor into organisational policies and strategies. • Financial impact upon proposed solutions to problems or new initiatives are quantified. • Business cases outlining the proposed return on investment are outlined for all new business initiatives. • Manage and allocate resources according to business priorities. • Assesses "triple bottom line" impact upon their operations performance and sustainability in their business decisions. • Integrate and apply the learnings from the private sector and private sector reform that are specific to the public sector.
<p><i>5.4. Create and Innovate</i></p> <p>Generate imaginative solutions and innovations and translate them to action.</p>	<ul style="list-style-type: none"> • Manages the technology to deliver face to face services. • Imaginative solutions and innovation are generated and recognised. • Recognise that for organisations to reinvent themselves and continuously improve, they need to adopt innovative and creative practices. • Facilitates a culture where creativity and innovation can rise to the surface.



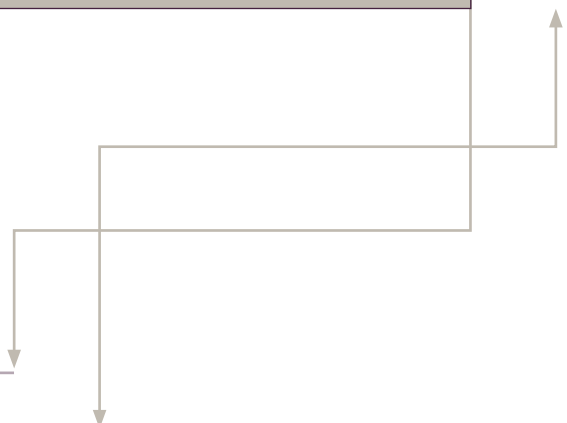


6. Strategic Focus

Description

Able to develop mid – long term policy and direction, forecast and anticipate future trends and react to rapidly changing global and local conditions.

Dimension	Performance Criteria (Behaviours)
<p><i>6.1. Think Globally</i> Adopt a world view and be sensitive to national and global influences.</p>	<ul style="list-style-type: none"> • Understanding what is global in the neighbourhood of the Northern Territory. • Address complex issues that act across jurisdictional and national boundaries. • Global trends and influences are regularly analysed, threats minimised and opportunities exploited.
<p><i>6.2. Thinking Strategically</i> Able to develop a mid – long term course of action within a rapidly changing environment.</p>	<ul style="list-style-type: none"> • Can see the “big picture”. • Outward looking. • Able to manage the details but understand the broader environment. • Forecasts unintended events. • Entertains alternative scenarios for the future and is positioned accordingly. • Aligns strategy and actions with corporate goals.
<p><i>6.3. Systems Thinking</i> Take a holistic and systems view of the organisation and community.</p>	<ul style="list-style-type: none"> • Understands that the whole is more important than the parts, and that relationships and processes are the key. • Able to make the connections between events that occur within the organisation. • Able to see the inter-relationship between seemingly complex events and reduce complexity to simplicity. • Able to integrate the myriad of operational components in the organisation.
<p><i>6.4. Conceptual and Analytical Thinking</i> Crystallize issues in a complex environment.</p>	<ul style="list-style-type: none"> • Able to connect up the dots and is astute in their observations. • Able to ask the right questions to get to the heart of an issue. • Able to decipher large amounts of information and see a process emerging. • Able to synthesise diverse concepts and forces to propose the best course of action. • Able to understand and analyse causal relationships.



7. Outcome Focus

Description

A strong results and action focus.

Dimension	Performance Criteria (Behaviours)
<p><i>7.1. Challenge the Process</i> Challenge traditional ways of addressing issues, solving problems and developing programs.</p>	<ul style="list-style-type: none"> • Acts courageously to propose courses of action that others may hesitate to suggest. • Committed to providing frank and fearless advice. • Seeks challenges and strives to do things better. • Continuous improvement processes put in place to identify ways of improving service. • Encourages others to reflect on their proposed actions.
<p><i>7.2. Focus on Outcomes</i> Approach problems or issues with the outcome in mind.</p>	<ul style="list-style-type: none"> • Attention is placed on defining and achieving end goals, as well as just the inputs and processes. • Measurements and reporting systems are in place to measure quality and organisational performance. • Individual, team and divisional goals and activities are aligned with organisational direction. • Clear, challenging goals and objectives are set for self and others and all are held accountable for their actions. • Poor performance issues are identified and dealt with in a direct and decisive manner.
<p><i>7.3. Initiative and Perseverance</i> Has a bias for action and a positive outlook.</p>	<ul style="list-style-type: none"> • Where necessary, situations are rapidly analysed and sound decisions executed. • Opportunities are identified and exploited. • Known for their ability to get things done and their stickability. • Key projects / initiatives are implemented on or ahead of schedule. • Ideas, policies and strategies translate to implementation and action. • Identified courses of action are followed through on. • Prepared to tackle the hard tasks. • Takes a long term perspective on change – is a “stayer” not a “sprinter”. • Delivers on the strategic plan – translates it into action and results for customers.



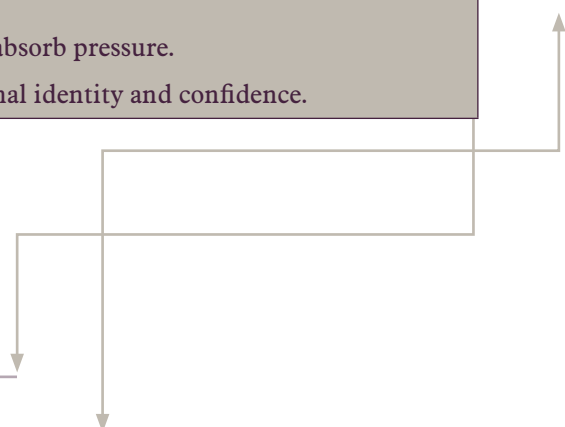


8. Self

Description

Has an honest and accurate assessment of themselves, is congruent and aware of their impact upon others and nurtures their intellectual capacity and rigour.

Dimension	Performance Criteria (Behaviours)
<p><i>8.1. Lifelong Learning</i> Maintain a commitment to own ongoing learning, development and education.</p>	<ul style="list-style-type: none"> • Demonstrate a hunger for life-long learning both inside and outside the job. • Able to learn as a result of direct feedback from others. • A voracious reader across a range of subjects. • Maintains up to date best practice knowledge in areas of expertise. • Consistently seeks out mentors and life coaches. • A willingness to grow and change. • Seeks out formal and informal development opportunities.
<p><i>8.2. Self Awareness</i> Understand own strengths, weaknesses and motivations.</p>	<ul style="list-style-type: none"> • Reflects on own behaviours and actions. • Actively seeks feedback from others. • Aware of own positional power and uses it appropriately. • Knowing what you don't know. • Admits mistakes and learns from them.
<p><i>8.3. Emotional Intelligence</i> Understand and empathise with others.</p>	<ul style="list-style-type: none"> • Able to effectively manage a range of emotions in self and others. • Demonstrates compassion. • Demonstrates very good people skills. • Walks the floor to find out what is going on. • Even tempered – not abrupt. • Inspirational – people aspire to be like them (they will stand out from the crowd). • Have an inclusive approach.
<p><i>8.4. Self Management and Confidence</i> Confident in their own ability to accomplish results.</p>	<ul style="list-style-type: none"> • Gets their own work/life balance right. • Humble – they keep their ego in check! • Has a good sense of humour. • Likes their job. • Resilient and able to absorb pressure. • Strong sense of personal identity and confidence.



Dimension	Performance Criteria (Behaviours)
<p><i>8.5. Integrity and Credibility</i> Is authentic in all that they say and do with others.</p>	<ul style="list-style-type: none"> • Decisive – but able to say “I don’t know”. • Does what they say they are going to do. • Has an understanding of their place in the universe. • Known for their fairness and consistency. • Says only what they mean.
<p><i>8.6. Adaptable</i> Adapt quickly to changing conditions.</p>	<ul style="list-style-type: none"> • Able to roll with the punches. • Adapts quickly to changing conditions. • If someone throws you a curved ball, you are able deal with it. • Feeling comfortable in domains that are not your own when making decisions. • Embraces and thrives on complexity and ambiguity.
<p><i>8.7. Corporate Player</i> An ambassador for, and contributor to the whole of the NTPS.</p>	<ul style="list-style-type: none"> • Contributes to whole of government services and reform agenda. • Well experienced in a range of public and private sector roles. • Champions the role of representing the ethics, values and standards of excellence set by the organisation. • Acts with diplomacy, integrity and credibility in every facet of the position.





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