HR Checklist

This checklist provides HR Practitioners with a step-by-step guide to support managers and senior executives to implement the APS Talent Segmentation Process within their agency.

1. Consider the foundations

- Ensure the objective for talent segmentation is clear (e.g. to identify appropriate targeted development for individuals, or to assist in succession planning), and that you have considered the most appropriate model for your agency's objectives.
- Consider whether there is senior leadership sponsorship, resourcing to properly implement talent segmentation and a clear understanding of how the findings will be used before proceeding.
- Consider the governance approach, who will be included, their terms of reference and their remit.

2. Contextualise the model

- Consider whether the *APS Talent Segmentation Model* (*the Model*) needs to be customised to your agency's context.
- Customisation may include: Altering titles within the boxes, consolidating the Model into fewer segments, modifying the language used within the individual descriptors.
- Please find *alternative segmentation models* and a case study that you may also like to consider.

3. Brief managers

- Ensure managers involved are aware of their role and feel supported prior to commencing the process. To assist managers through the process, a *Manager Checklist* is available.
- Ensure managers are mindful of their role enabling an environment that empowers diverse individuals and teams to deliver their best for government and for citizens. As outlined within the APS Leadership Capability Framework, keeping a developmental and growth mindset through the segmentation approach is critical.

4. Have Aspiration career conversations

- To understand an individual's aspirations, career experiences and motivations prior to mapping, managers are encouraged to undertake an aspiration focused career conversation with each individual. Refer to the *Aspiration Career Conversation Guide* for questions to support this conversation.

5. Assess potential and performance

- Managers conduct assessments of the individual's current potential and performance.
- **To assess an individual's performance**: It is recommended that managers refer to the individual's most recent performance assessment, their role description and the APS Work Level Standards.
- **To assess an individual's potential**: Refer to the *APS Framework and Manager Guide to Identifying Potential* or any other additional assessments your agency may be using.

HR Checklist

6. **Map individuals on the APS Talent Segmentation Model** ✓
   - Managers draw on the information collected from steps 4 and 5 and together with the descriptors in *the Model*, map the individual on *the Model.*

7. **Calibrate mapping with other managers to ensure consistency**
   - Organise the governance body to calibrate the results with your talent council/senior executive group (see *Talent Council Terms of Reference*). Formalising this discussion will assist to minimise bias, allow for questions and different perspectives to be heard before determining final placements. This will allow the talent council/senior executive group to have a solid understanding of the cohort as a whole.

8. **Have development conversations and undertake next steps**
   - Managers organise and facilitate a development focused career conversation with the individual (refer to the *Development Career Conversation Guide*). This conversation should focus on providing feedback, discussing development and next steps with the individual, including drafting a development plan. Consider a 'one-up' conversation for the higher performing higher potential individuals.
   - It is recommended that these conversations are revisited annually to ensure that as an individual's potential and/or performance shifts, it is reflected in their development activities and senior executives are kept informed.

Notes:

_____

_____

_____

_____

_____