



Managers



Australian Government

Australian Public Service Commission

APS Talent Segmentation Model: **Descriptors**



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APS Talent Segmentation Model: Descriptors

These descriptors will assist managers to accurately identify and map individuals within the Model.

The descriptors are aligned with the corresponding colour on the Model, indicating the type of development that could be helpful for the individual. Once mapping has concluded, refer to the *Development Career Conversation Guide* for recommended development actions and further information.

APS Talent Segmentation Model





Leading Generalist Prepare and broaden

Summary: High performing individuals who are actively aspiring to progress into more senior or complex roles and have the ability to succeed in roles across a number of functions or agencies. These individuals are likely to be close to ready to compete for promotion through merit-based recruitment processes. Their development focus should be on preparing and broadening their skills and experience.

Potential – High Potential

Ability

Cognitive Capacity

- Digests information and defines problems whilst quickly formulating solutions through analysing diverse sources.
- Readily distinguishes what is relevant/not relevant to make sense of complex situations.

Emotional Intelligence

- Regularly seeks new approaches to problem solving.
- Displays resilience, energy and adaptability when faced with ambiguity and uncertainty.
- Demonstrates excellent interpersonal skills when interacting and engaging with individuals.

Adaptability and Learning Orientation

- Maintains solid working relationships with stakeholders.
- Constantly engages input from others and listens with empathy.

Propensity to Lead

- Confidently identifies strengths and facilitates a safe environment that enables people to achieve their best work and develop as an individual.
- Establishes clear direction and stretch goals.

Aspiration

- Displays strong aspiration and preparedness to make further contribution to the APS, including in roles of bigger complexity and scale across functions or agencies.
- Commits to goals and sees them through.

Engagement

- Regularly displays a willingness to go above and beyond expectations to achieve a goal.
- Displays a high degree of engagement with the work of the agency/APS.
- Displays a strong alignment to APS values and the Secretaries' Charter of Leadership Behaviours.

Performance – Exceptional performance

- Consistently delivers high quality results and often exceeds expectations.
- Displays continuous improvement through learning and applying new skills to accomplish tasks.
- Views mistakes as opportunities to learn.
- Open to receiving and adopting feedback to help improve their existing practices/approaches.
- Their strengths and abilities are well suited to this role.
- Demonstrates scope to take on broader and more complex tasks.

Readiness

- Is ready for promotion now (vertically or laterally).
- High performers who wish to undertake more senior/complex leadership roles.



Leading Specialist Prepare and broaden

Summary: High performing individuals with considerable subject matter expertise who aspire to deepen and progress within their speciality. They have strong potential to succeed in more senior or complex roles within their particular profession or function. They are likely not as interested in stepping out of their speciality into broader roles. These individuals are likely close to ready for promotion for higher roles within their field, and the development focus should be on preparing and broadening their skills and experience.

Potential – High Potential

Ability

Cognitive Capacity

- Digests information and defines problems whilst quickly formulating solutions through analysing diverse sources.
- Readily distinguishes what is relevant/not relevant to make sense of complex situations.

Emotional Intelligence

- Regularly seeks new approaches to problem solving.
- Displays resilience, energy and adaptability when faced with ambiguity and uncertainty.
- Demonstrates excellent interpersonal skills when interacting and engaging with individuals.

Adaptability and Learning Orientation

- Maintains solid working relationships with stakeholders.
- Constantly engages input from others and listens with empathy.

Propensity to Lead

- Confidently identifies strengths and facilitates a safe environment that enables people to achieve their best work and develop as an individual.
- Establishes clear direction and stretch goals.

Aspiration

- Displays strong aspiration and preparedness to make further contribution to the APS, including in roles of bigger complexity and scale within their specialty or domain
- Less aspiration to move into larger roles outside their specialty or domain.

Engagement

- Regularly displays a willingness to go above and beyond expectations to achieve a goal.
- Displays a high degree of engagement with the work of the agency/APS.
- Displays a strong alignment to APS values and the Secretaries' Charter of Leadership Behaviours.

Performance – Exceptional performance

- Consistently delivers high quality results and often exceeds expectations.
- Displays continuous improvement through learning and applying new skills to accomplish tasks.
- Views mistakes as opportunities to learn.
- Open to receiving and adopting feedback to help improve their existing practices/approaches.
- Their strengths and abilities are well suited to this role.
- Demonstrates scope to take on broader and more complex tasks within their speciality.

Readiness

- High performers who excel in their field and are wanting to continue building their knowledge and skills in their area of expertise only.
- Wish to progress to senior/leadership roles only within their area of expertise. As a result they can be mapped as a 'subject expert'.



Emerging Talent Expand in role

Summary: Individuals performing well who aspire to progress in the APS and have the ability to succeed in more senior or complex roles in the future. These individuals may have progressed quickly in their career and need to develop further to consistently deliver high quality results and exceed expectations in their current role. The development focus should be to expand and increase the level of complexity within their current role.

Potential – High Potential

Ability

Cognitive Capacity

- Digests information and defines problems whilst quickly formulating solutions through analysing diverse sources.
- Readily distinguishes what is relevant/not relevant to make sense of complex situations.

Emotional Intelligence

- Regularly seeks new approaches to problem solving.
- Displays resilience, energy and adaptability when faced with ambiguity and uncertainty.
- Demonstrates excellent interpersonal skills when interacting and engaging with individuals.

Adaptability and Learning Orientation

- Maintains solid working relationships with stakeholders.
- Constantly engages input from others and listens with empathy.

Propensity to Lead

- Confidently identifies strengths and facilitates a safe environment that enables people to achieve their best work and develop as an individual.
- Establishes clear direction and stretch goals.

Aspiration

- Displays strong aspiration and preparedness to make further contribution to the APS, including in roles of bigger complexity and scale across functions or agencies.
- Commits to goals and sees them through

Engagement

- Regularly displays a willingness to go above and beyond expectations to achieve a goal.
- Displays a high degree of engagement with the work of the agency/APS.
- Displays a strong alignment to APS values and the Secretaries' Charter of Leadership Behaviours.

Performance – Performing well

- Usually delivers high quality results and meets expectations.
- Often engages in learning to improve and applies new skills to complete tasks to the required standard.
- Often views mistakes as opportunities to learn.
- Is occasionally open to receiving and adopting feedback to help improve their existing practices/approaches.
- Their strengths and abilities are suited to this role.
- Demonstrates the ability to take on some additional broader and more complex tasks
- Demonstrates improvement in learning and applying new skills to their role when required.

Readiness

- Is likely to be ready for promotion in the next 2–3 years



High Achiever Expand in role

Summary: High performing individuals who consistently deliver in their role and actively aspire to progress into more senior or complex roles. The phrase 'what got you here won't get you there' may apply to these individuals and they may need to accelerate their development to build the capability required to succeed in future roles. These individuals have strong engagement and may need to accelerate their development to build the capability required to succeed in future roles. The development focus should be to expand and increase the level of complexity within their current role.

Potential – Potential

Ability

Cognitive Capacity

- Defines problems through analysing diverse sources of information prior to creating solutions.
- Is often able to distinguish what is relevant/not relevant to make sense of complex situations.

Emotional Intelligence

- Occasionally seeks new approaches to problem solving.
- Displays some resilience, energy and adaptability when faced with ambiguity and uncertainty.
- Displays a good level of interpersonal skills when interacting and engaging with individuals.

Adaptability and Learning Orientation

- Maintains working relations with stakeholders.
- Often engages input from others and listens with empathy.

Propensity to Lead

- Is often able to identify strengths and create a safe environment that enables people to achieve their best work and develop as an individual.
- Establishes some direction and stretch goals.

Aspiration

- Displays some aspiration and preparedness to make further contribution to the APS, including in roles of bigger complexity and scale across functions or agencies.
- Often commits to goals and mostly sees them through.

Engagement

- Displays some willingness to go above and beyond expectations to achieve a goal.
- Displays engagement with the work of the agency/APS.
- Displays alignment to APS values and the Secretaries' Charter of Leadership Behaviours.

Performance – Exceptional Performance

- Consistently delivers high quality results and often exceeds expectations.
- Displays continuous improvement through learning and applying new skills to accomplish tasks.
- Views mistakes as opportunities to learn.
- Open to receiving and adopting feedback to help improve their existing practices/approaches.
- Their strengths and abilities are well suited to this role.
- Demonstrates scope to take on broader and more complex tasks.

Readiness

- Is likely to be ready for promotion in the next 2–3 years.



Strong Contributor Develop in role

Summary: High-performing individuals who consistently deliver in their role and are comfortable at level for now, potentially due to personal circumstance and/or those who are preparing for retirement. These individuals may not actively aspire to more senior or complex roles at the moment, although they are likely capable of short-term acting opportunities subject to operational needs. The development focus should prioritise developing new and existing skills and experience within their current role.

Potential – Emerging Potential

Ability

Cognitive Capacity

- Rarely defines problems through analysing diverse sources of information prior to creating solutions.
- Limited skill in being able to distinguish what is relevant/not relevant to make sense of complex situations.

Emotional Intelligence

- Rarely seeks new approaches to problem solving.
- Seldom displays resilience, energy and adaptability when faced with ambiguity and uncertainty.
- May seem uncomfortable when interacting and engaging with individuals.

Adaptability and Learning Orientation

- May find it difficult to maintain ongoing working relationships with stakeholders.
- Rarely engages input from others and needs to listen with more empathy.

Propensity to Lead

- Has difficulty identifying strengths and facilitating a safe environment that enables people to achieve their best work and develop as an individual.
- Rarely establishes direction and stretch goals.

Aspiration

- Currently displays limited aspiration and preparedness to make further contribution to the APS, including in roles of bigger complexity and scale across functions or agencies.
- Does not commit to pursuing goals.

Engagement

- Displays limited willingness to go above and beyond expectations to achieve a goal.
- Displays limited engagement with the work of the agency/APS.
- Displays some alignment to APS values and the Secretaries' Charter of Leadership Behaviours.

Performance – Exceptional Performance

- Consistently delivers high quality results and often exceeds expectations.
- Displays continuous improvement through learning and applying new skills to accomplish tasks.
- Views mistakes as opportunities to learn.
- Open to receiving and adopting feedback to help improve their existing practices/approaches.
- Their strengths and abilities are well suited to this role.
- Demonstrates scope to take on broader and more complex tasks.

Readiness

- Currently demonstrates limited potential for more senior/complex roles.
- High performers who (potentially due to personal circumstance) are not wanting anything more (in terms of a higher role) at this point in time, but continue to excel in their performance.
- Consider those also who are preparing for retirement. Whilst being high performers, they are not wanting higher roles due to their plan to transition to retirement.



Achiever Develop in role

Summary: Individuals who are performing well who may demonstrate potential for more senior or complex roles at some point in the future. The majority of individuals are likely to sit in this category and they are integral to the success of the work area and the agency. The development focus should prioritise developing new and existing skills and experience within their current role.

Potential – Potential

Ability

Cognitive Capacity

- Defines problems through analysing diverse sources of information prior to creating solutions.
- Is often able to distinguish what is relevant/not relevant to make sense of complex situations.

Emotional Intelligence

- Occasionally seeks new approaches to problem solving.
- Displays some resilience, energy and adaptability when faced with ambiguity and uncertainty.
- Displays a good level of interpersonal skills when interacting and engaging with individuals.

Adaptability and Learning Orientation

- Maintains working relations with stakeholders.
- Often engages input from others and listens with empathy.

Propensity to Lead

- Is often able to identify strengths and create a safe environment that enables people to achieve their best work and develop as an individual.
- Establishes some direction and stretch goals.

Aspiration

- Displays some aspiration and preparedness to make further contribution to the APS, including in roles of bigger complexity and scale across functions or agencies.
- Often commits to goals and attempts to see them through.

Engagement

- Displays some willingness to go above and beyond expectations to achieve a goal.
- Displays engagement with the work of the agency/APS.
- Displays alignment to APS values and the Secretaries' Charter of Leadership Behaviours.

Performance – Performing Well

- Usually delivers high quality results and meets expectations.
- Often engages in learning to improve and applies new skills to complete tasks to the required standard.
- Often views mistakes as opportunities to learn.
- Is occasionally open to receiving and adopting feedback to help improve their existing practices/ approaches.
- Their strengths and abilities are suited to this role.
- Demonstrates the ability to take on some additional broader and more complex tasks.

Readiness

- Currently demonstrates limited potential for more senior/complex roles.



Solid Contributor Develop in role

Summary: Individuals who are performing well and may not actively aspire to more senior or complex roles at the moment. They exhibit the right behaviours but are likely comfortable in their current role. The development focus should prioritise developing new and existing skills and experience within their current role.

Potential – Emerging Potential

Ability

Cognitive Capacity

- Rarely defines problems through analysing diverse sources of information prior to creating solutions.
- Limited skill in being able to distinguish what is relevant/not relevant to make sense of complex situations.

Emotional Intelligence

- Rarely seeks new approaches to problem solving.
- Seldom displays resilience, energy and adaptability when faced with ambiguity and uncertainty.
- May seem uncomfortable when interacting and engaging with individuals.

Adaptability and Learning Orientation

- May find it difficult to maintain ongoing working relationships with stakeholders.
- Rarely engages input from others and needs to listen with more empathy.

Propensity to Lead

- Has difficulty identifying strengths and facilitating a safe environment that enables people to achieve their best work and develop as an individual.
- Rarely establishes direction and stretch goals.

Aspiration

- Currently displays limited aspiration and preparedness to make further contribution to the APS, including in roles of bigger complexity and scale across functions or agencies.
- Does not commit to pursuing goals.

Engagement

- Displays limited willingness to go above and beyond expectations to achieve a goal.
- Displays limited engagement with the work of the agency/APS.
- Displays some alignment to APS values and the Secretaries' Charter of Leadership Behaviours.

Performance – Performing Well

- Usually delivers high quality results and meets expectations.
- Often engages in learning to improve and applies new skills to complete tasks to the required standard.
- Often views mistakes as opportunities to learn.
- Is occasionally open to receiving and adopting feedback to help improve their existing practices/ approaches.
- Their strengths and abilities are suited to this role.
- Demonstrates the ability to take on some additional broader and more complex tasks.

Readiness

- Currently demonstrates limited potential for more senior/complex roles
- This individual may be new to role and performing well, but it is too early to observe/measure their potential.



Aspiring Talent Develop performance

Summary: Individuals who are engaged in their area of work and aspire for more senior or complex roles in the future, however they require a high level of support to consistently perform their role and meet expectations. This may be due to a lack of experience or misalignment of skills to role. The focus should be placed on developing the individual's performance in their current role.

Potential – High Potential

Ability

Cognitive Capacity

- Digests information and defines problems whilst quickly formulating solutions through analysing diverse sources.
- Readily distinguishes what is relevant/not relevant to make sense of complex situations.

Emotional Intelligence

- Regularly seeks new approaches to problem solving.
- Displays resilience, energy and adaptability when faced with ambiguity and uncertainty.
- Demonstrates excellent interpersonal skills when interacting and engaging with individuals.

Adaptability and Learning Orientation

- Maintains solid working relationships with stakeholders.
- Constantly engages input from others and listens with empathy.

Propensity to Lead

- Confidently identifies strengths and facilitates a safe environment that enables people to achieve their best work and develop as an individual.
- Establishes clear direction and stretch goals.

Aspiration

- Displays strong aspiration and preparedness to make further contribution to the APS, including in roles of bigger complexity and scale across functions or agencies.
- Commits to goals and sees them through.

Engagement

- Regularly displays a willingness to go above and beyond expectations to achieve a goal.
- Displays a high degree of engagement with the work of the agency/APS.
- Displays a strong alignment to APS values and the Secretaries' Charter of Leadership Behaviours.

Performance – Developing Performance

- Currently delivering work to a standard below expectations.
- Shows limited interest in learning new skills.
- Does not view mistakes as opportunities to learn.
- Rarely open to receiving and adopting feedback to help improve their existing practices/approaches.
- Their strengths and abilities are currently not suited to this role.
- Not ready to take on broader and more complex tasks.

Readiness

- Has potential for more senior roles however needs to improve current role performance.



Future Achiever Develop performance

Summary: Individuals who require a high level of support to consistently perform their role and meet expectations. Their strengths may be misaligned to their current role, or there may be other challenges that may need to be identified. Individuals in this category may have some level of underlying potential, however the focus should first be placed on developing the individual's performance in their current role.

Potential – Potential

Ability

Cognitive Capacity

- Defines problems through analysing diverse sources of information prior to creating solutions.
- Is often able to distinguish what is relevant/not relevant to make sense of complex situations.

Emotional Intelligence

- Occasionally seeks new approaches to problem solving.
- Displays some resilience, energy and adaptability when faced with ambiguity and uncertainty.
- Displays a good level of interpersonal skills when interacting and engaging with individuals.
- Adaptability and Learning Orientation
- Maintains working relations with stakeholders.
- Often engages input from others and listens with empathy.

Propensity to Lead

- Is often able to identify strengths and create a safe environment that enables people to achieve their best work and develop as an individual.
- Establishes some direction and stretch goals.

Aspiration

- Displays some aspiration and preparedness to make further contribution to the APS, including in roles of bigger complexity and scale across functions or agencies.
- Often commits to goals and mostly sees them through.

Engagement

- Displays some willingness to go above and beyond expectations to achieve a goal.
- Displays engagement with the work of the agency/APS.
- Displays alignment to APS values and the Secretaries' Charter of Leadership Behaviours.

Performance – Developing Performance

- Currently delivering work to a standard below expectations.
- Shows limited interest in learning new skills.
- Does not view mistakes as opportunities to learn.
- Rarely open to receiving and adopting feedback to help improve their existing practices/approaches.
- Their strengths and abilities are currently not suited to this role.
- Not ready to take on broader and more complex tasks.

Readiness

- Currently demonstrates limited potential for more senior/complex roles.



Developing Contributor Develop performance

Summary: Individuals who require a high level of support to consistently perform their role and meet expectations. Their strengths may be misaligned to their current role, or there may be other challenges that may need to be identified. They do not indicate aspiration for more senior or complex roles at this point in time. The focus should be placed on developing the individual's performance in their current role or considering a role more aligned to their skillset.

Potential – Emerging Potential

Ability

Cognitive Capacity

- Rarely defines problems through analysing diverse sources of information prior to creating solutions.
- Limited skill in being able to distinguish what is relevant/not relevant to make sense of complex situations.

Emotional Intelligence

- Rarely seeks new approaches to problem solving.
- Seldom displays resilience, energy and adaptability when faced with ambiguity and uncertainty.
- May seem uncomfortable when interacting and engaging with individuals.

Adaptability and Learning Orientation

- May find it difficult to maintain ongoing working relationships with stakeholders.
- Rarely engages input from others and needs to listen with more empathy.

Propensity to Lead

- Has difficulty identifying strengths and facilitating a safe environment that enables people to achieve their best work and develop as an individual.
- Rarely establishes direction and stretch goals.

Aspiration

- Currently displays limited aspiration and preparedness to make further contribution to the APS, including in roles of bigger complexity and scale across functions or agencies.
- Does not commit to pursuing goals.

Engagement

- Displays limited willingness to go above and beyond expectations to achieve a goal.
- Displays limited engagement with the work of the agency/APS.
- Displays some alignment to APS values and the Secretaries' Charter of Leadership Behaviours.

Performance – Developing Performance

- Currently delivering work to a standard below expectations.
- Shows limited interest in learning new skills.
- Does not view mistakes as opportunities to learn.
- Rarely open to receiving and adopting feedback to help improve their existing practices/approaches.
- Their strengths and abilities are currently not suited to this role.
- Not ready to take on broader and more complex tasks.

Readiness

- Currently demonstrates minimal potential to improve in role without additional guidance, and currently does not have capacity for more senior/complex roles.

Note: New to Role (<12 months): Individuals who are new to their role or perhaps in long-term acting positions who have been assessed as capable of succeeding in their current role through the recruitment process. They are exploring the strengths they bring to the role, as well as areas of focus. It is likely too soon to make an assessment of an individual's potential for roles of larger complexity and scale. Development should focus on induction, including understanding the expectations, content of the role as well the stakeholder and team environment. A Ninety-Day Induction Plan can be helpful as part of this approach.

