**Development Career Conversation Guide: **Post-Assessment**

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## Purpose

The Development Career Conversation Guide assists managers to conduct effective feedback and development conversations with individuals once they have been mapped on the APS Talent Segmentation Model (*the Model*). This resource can be used independently and/or as part of the APS Talent Segmentation Process, to support managers to understand an individuals development needs.

Suggested feedback, development suggestions and prompts are included to support managers to guide the conversation and supplement the design of a development plan tailored to each individual, assisting them to work towards their career goals.

## 2022 Review & Update

This guide was originally created in 2015 to be used together with the original APS Nine-Box Grid. It provided a range of feedback, questions and development focus points. In 2022, as part of a review of the APS talent management resources, the APSC and the APS Talent Working Group identified that additional supporting tools and guidance materials were required to assist agencies in implementing talent segmentation.

In alignment with this recommendation, the original Guide to Career Conversations was reviewed and updated to ensure it was inclusive of feedback and development recommendations, and reflective of the updated the Model and contemporary APS environment.

## Who will use it

This conversation guide is recommended for:

Managers – To guide feedback and development focused career conversations with individuals once mapping on *the Model* has been completed.

Note: Development conversations are most effective when conducted regularly. Placement on *the Model* is at a point in time and should be reviewed annually as their position is not fixed and can change.

Note: This guide provides a base that should be expanded upon as necessary. The conversation should be tailored to the individual’s needs.

## Approaching the conversation with a coaching mindset

Conducting career conversations from a coaching mindset will assist you (the manager) to build, motivate, guide and support career development and develop a highly skilled, professional workforce where individuals are empowered to proactively manage their own career.

Career conversations are most effective when facilitated from a coaching mindset. Managers who coach well can improve individual performance, engagement and wellbeing (Gabriel et al. 2014; Jarosz 2021). Points to remember as a coach when in a coaching conversation:

* You are facilitating the performance and learning and development of another;
* You are not trying to ‘teach’ a person;
* You are helping people to see opportunities for improvement and identify practical ways forward for themselves;
* Use a blend of observation, talking, listening, questioning and reflecting with the individual;
* Your focus is on enabling the individual to perform independently and to take personal responsibility for their own success;
* You are exploring their strengths and opportunities;
* You are curious about their experiences and aspirations
* You are understanding what they have previously undertaken and guiding what they do next.

Having a career conversation with the individual will assist them to identify their strengths and areas for development, this will provide valuable input into their personal development plan.

A Development Self-Reflection Template (see page 20) has been included for the individual to prepare for the development conversation. The template asks the individual to reflect on their achievements, areas of development they believe they should focus on and the support their require to do so. The development conversation is to be based around the Development Self-Reflection Template and the individual should be provided with a copy of the template in advance to assist in their preparation for the conversation.

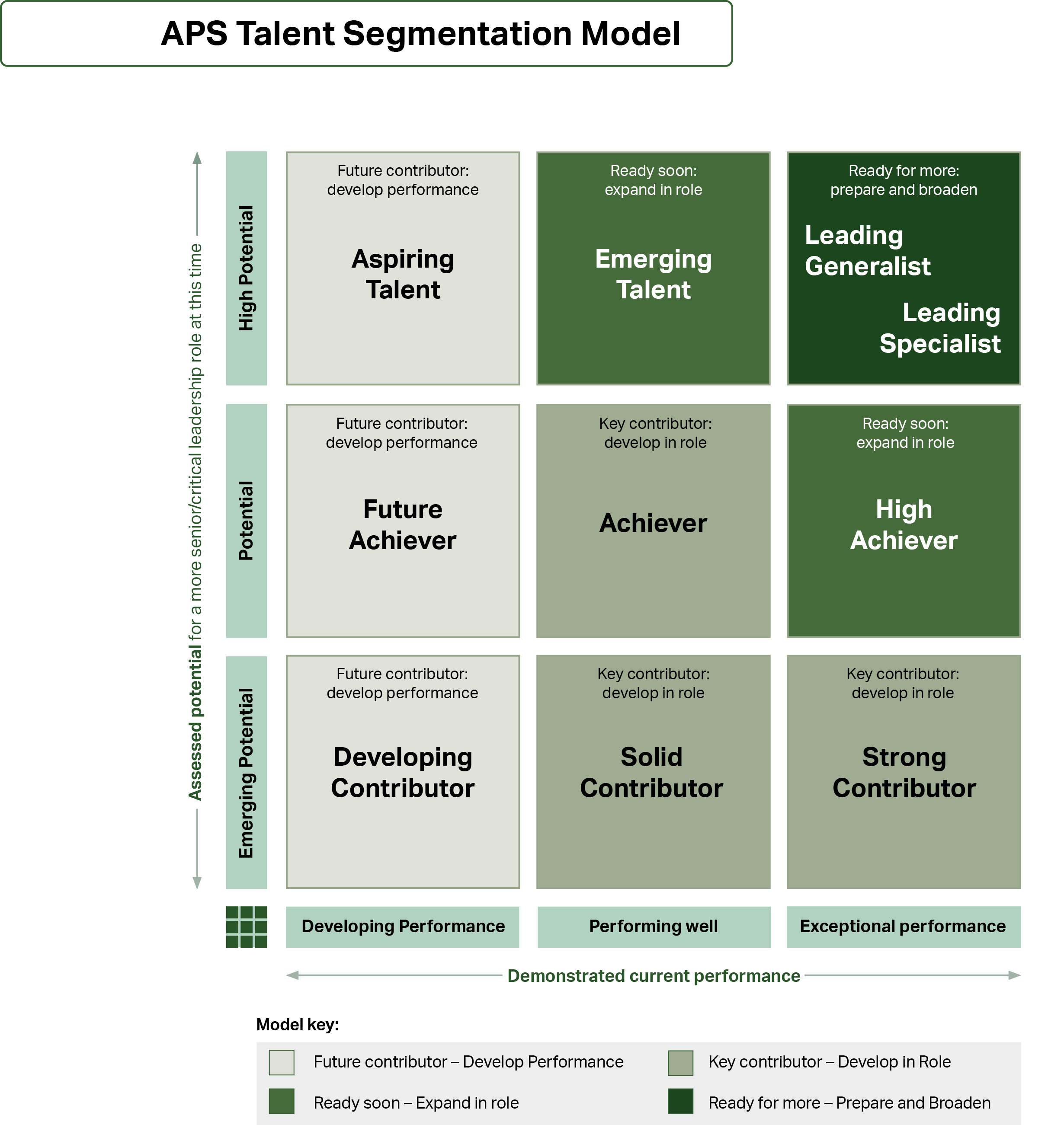
| STEP | ACTION |
| --- | --- |
| 1.  Prepare for the conversation | * Adopt a coaching mindset (refer to the key points above) and understand the APS Talent Management Key Principles. If you require additional training on facilitating a coaching conversation seek input from your HR Team or refer to the [APS Academy courses catalogue](https://www.apsacademy.gov.au/courses?keys=coaching+). * Revisit the notes and information you collected throughout the talent segmentation process and ensure you are well informed of previous conversations and key points from those discussions. * Familiarise yourself and understand the individual’s placement on *the* Model so you can tailor the conversation appropriately using the suggested feedback and development points in the guide below. * Contextualise the conversation so that it is reflective of your agency’s environment. * Reflect on the work the individual has completed and prepare to draw on examples of their performance.   Note: This conversation is not part of a performance review or performance management. This conversation is to provide feedback and create a tailored development plan with the individual that lists the development opportunities they  will undertake. |
| 2.  Schedule the conversation | * Set aside at least 60 minutes to ensure there is sufficient time to provide feedback, discuss the individual’s areas of development and draft a development plan. * When scheduling the conversation, ensure employee care is considered. You may do this by: * Ensuring the individual is aware and agrees to the intended purpose and outcome of the meeting; * Providing all necessary information to the individual prior to the conversation (e.g. how many people will be in attendance, the location of the room) to ensure the individual is comfortable; * Providing options to create a suitable environment for both parties (e.g. face to face or virtual meeting); * Providing the individual with a copy of the Development Self-Reflection Template (see page 20) in advance to help them prepare for the conversation. |

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| STEP | ACTION |
| 3.  Have the conversation | * Be mindful of the individual’s wellbeing during the conversation. Reaffirm the value of their contribution to the team and the purpose of the conversation. The purpose is to work towards agreed development outcomes that inspire, energise and promote sustained engagement, performance and growth. * Refer to the relevant section in the guide below and provide feedback that correlates with the individual’s placement. * It is the decision of the agency as to whether or not they choose to disclose the individual’s placement to them during this discussion. The maturity of the agencies feedback culture and the purpose for using *the Model* (e.g. for development purposes only) should be taken into account when making this decision. * You may like to **start the conversation** with, ‘*Following our previous conversations, I have been reflecting on…. I have observed you are currently demonstrating (insert comment about a positive or development area)… In this conversation, I would like to discuss how I can support you to… going forward’*. * As you facilitate the conversation and provide your feedback, allow the individual the time and space to talk and ask questions. * Support your observations and reflections of the individual’s strengths and development areas, by drawing on examples of their work. |
| 4.  Agree and put in place a development plan | * Refer to the relevant ‘development focus’ section within *the Model* – Feedback Points (page 8 onwards) to discuss next steps with the individual. * Keep in mind that this is a guide and you and the individual may decide on alternative development initiatives that are more tailored to their needs.   **Towards the** **end of the conversation**:   * Allow time at the end of the discussion to draft a development plan that is agreed to by both yourself and the individual (consult your HR team for your agency specific development plan). * Set timeframes for actions listed within the development plan and set a date for the next conversation to check-in on progress. |

## APS Talent Segmentation Model

*The Model* is the primary tool for managers to map each individual. Noting this is a point in time assessment, an individual’s position on *the Model* will change with new experiences and changes in their role, and their development focus may also shift as a result.

**Note:** When conducting these conversations, be mindful that the COVID-19 pandemic may have had an impact   
on an individual’s circumstances. This may include adapting to an increasingly flexible, dynamic and digital work environment, whilst also balancing other factors such as at home schooling and personal health circumstances.   
This *may* have altered an individual’s aspiration, motivation and their demonstration of potential.



APS Talent Segmentation Model. 
Three by three table comprising 9 segments with Potential on the Y axis, and Performance on the X axis. Where an individual's performance and potential correspond, the individual is mapped in that segment. Each segment has a title and a development focus.

## APS Talent Segmentation Model – Feedback Points

According to the individual’s placement, refer to the relevant section of *the Model* for guidance on feedback, areas for development focus and possible next steps.

**Note:** The points below are a suggested starting point for conducting a development career conversation. They are not to be used as a script and should allow the individual to share their self-reflection responses throughout the conversation.

| **LEADING GENERALIST/LEADING SPECIALIST – (High Potential, Exceptional Performance)** | |
| --- | --- |
| Observed | **LEADING GENERALIST**  **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 for promotion, and the development focus should be upon preparing and broadening their skills and experience.   **Readiness**   * Ready for promotion now (vertically or laterally). |
| **LEADING SPECIALIST**  **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 upon preparing and broadening their skills and experience.   **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 been mapped as a ‘leading specialist’. |
| Feedback | Feedback may include:   * We consider you as broadly ready for more senior/complex roles with greater responsibility. * We would like to help you refine your skills. * Your aspirations align with the future direction of the agency/APS and we would like to see you reach your potential. * You are currently demonstrating many of the capabilities necessary for success at the next level. These include… * The areas that may prove challenging for you at the next level are… * We would like to create a plan to challenge you to to fast track your development in these areas while focusing on your strengths in preparation for your next role. |
| Next Steps | Create a plan for the individual to prepare for future roles (refer to the Development Summary Template on page 22). It could also be useful to:   * Review the [Work Level Standards](https://www.apsc.gov.au/working-aps/aps-employees-and-managers/work-level-standards-aps-level-and-executive-level-classifications) to identify more complex roles and inform a development focus. * Review notes from the Aspiration Career Conversation Guide to understand areas where the individual could strengthen their experience to set themselves up for success in more senior roles.   For leading specialists:   * Is there a development framework in the individuals professional association (e.g. CA, SFIA, AHRI, etc.) that could be reviewed to consider how to progress their development? |
| Development Suggestions  Ready For More  Prepare and Broaden | The development suggestions have been divided in alignment with the [APS Continuous Learning Model.](https://www.apsc.gov.au/sites/default/files/2021-07/Australian%20Public%20Service-Learning%20and%20Development%20Action%20plan.pdf)  As a manager, you may suggest the following development initiatives for the individual to pursue:  ***Resources:***   * Review [Work Level Standards](https://www.apsc.gov.au/working-aps/aps-employees-and-managers/work-level-standards-aps-level-and-executive-level-classifications) to understand the capability requirements of the next classification. * Complete a Critical Experiences Survey to identify areas of experience to strengthen. * Review APS Leadership Development Guide. * For Leading Specialists: Consider relevant Professional Association Development Pathways.   ***Work:***   * Broaden experience outside of your current area or agency to round out your experience. * Move to a critical role at level across the department e.g. Departmental Liaison Officer, Chief of Staff, budget or parliamentary roles. * Seek opportunities to brief agency senior leaders or ministers. * Attend inter-departmental committees. * Lead a small taskforce on a critical piece of work. * Seek out acting opportunities.   ***People:***   * Find a mentor at a higher level in your agency to help guide your development and build your networks. * Mentor others. * Shadow your manager, or one above, at significant meetings. * Join professional bodies and networks to assist you to build your network.   ***Courses:***   * Seek out relevant talent development programs. * Complete a 360-degree assessment to get broader feedback on your strengths and any blind spots. * Look for speaking opportunities at conferences (particularly relevant for Leading Specialists). * Seek out career and interview coaching to understand any gaps in your resume and prepare for interviews. |

| **EMERGING TALENT – (High Potential, Performing Well)** | |
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| Observed | **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.   **Readiness**   * Is likely to be ready for promotion in the next 2–3 years. |
| Feedback | Feedback may include:   * You have the potential to progress to higher and more complex roles in the future. * Successful individuals at the next level have the following attributes… * You are already demonstrating a number of these, including… * Areas that may be focused on for development are… |
| Next Steps | Develop a plan that can be used to accelerate the individuals development (refer to Development Summary Template on page 22). It could also be useful to:   * Review the [Work Level Standards](https://www.apsc.gov.au/working-aps/aps-employees-and-managers/work-level-standards-aps-level-and-executive-level-classifications) for more complex roles to understand any areas the individual could focus on. * Review notes from the Aspiration Career Conversation Guide to understand areas where the individual could strengthen their experience to set themselves up for success in more senior roles. |
| Development Suggestions  Ready soon  —  Expand in role | The development suggestions have been divided in alignment with the [APS Continuous Learning Model.](https://www.apsc.gov.au/sites/default/files/2021-07/Australian%20Public%20Service-Learning%20and%20Development%20Action%20plan.pdf) As a manager, you may suggest the following development initiatives for the individual to pursue:  ***Resources:***   * Review [Work Level Standards](https://www.apsc.gov.au/working-aps/aps-employees-and-managers/work-level-standards-aps-level-and-executive-level-classifications) to understand the capability requirements of the next classification. * Complete a Critical Experiences Survey to identify areas of experience to strengthen. * Review APS Leadership Development Guide.   ***Work:***   * Broaden experience outside of your current area or agency. * Look for opportunities to work on projects outside your area of expertise. * Take on a task usually performed by your manager.   ***People:***   * Seek out a mentor at the next level who is successful and has traits you admire. * Shadow a high performer to understand uplift. * Join professional bodies and networks to assist you to build your network.   ***Courses:***   * Complete a 360-degree assessment to get broader feedback on your strengths and any blind spots. * Seek out relevant leadership development programs (internal or external). * Seek out relevant talent development programs.   ***Notes for the manager:***   * Be clear in the discussion around what higher performance would look like in specific, measurable and observable outcomes so that an appropriate development plan is put in place for this individual. * Focus on stretching the individuals performance – understand where their interests lie and shape a project around this where possible. |

| **HIGH ACHIEVER – (Moderate Potential, Exceptional Performance)** | |
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| Observed | **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.   **Readiness**   * Is likely to be ready for promotion in the next 2–3 years. |
| Feedback | Feedback may include:   * You have the scope to take on broader, more complex roles. * We are confident in your skills and ability to get things done. * We would like to keep abreast of your aspirations should they change. |
| Next Steps | Develop a plan that can be used to accelerate the individuals development (refer to Development Summary Template on page 22). It could also be useful to:   * Review the [Work Level Standards](https://www.apsc.gov.au/working-aps/aps-employees-and-managers/work-level-standards-aps-level-and-executive-level-classifications) for more complex roles to understand any areas the individual could focus on. * Review notes from the Aspiration Career Conversation Guide to understand areas where the individual could strengthen their experience to set themselves up for success in more senior roles. |
| Development Suggestions  Ready soon  —  Expand in role | The development suggestions have been divided in alignment with the [APS Continuous Learning Model.](https://www.apsc.gov.au/sites/default/files/2021-07/Australian%20Public%20Service-Learning%20and%20Development%20Action%20plan.pdf) As a manager, you may suggest the following development initiatives for the individual to pursue:  ***Resources:***   * Review [Work Level Standards](https://www.apsc.gov.au/working-aps/aps-employees-and-managers/work-level-standards-aps-level-and-executive-level-classifications) to understand the capability requirements of the next classification. * Complete a Critical Experiences Survey to identify areas of experience to strengthen. * Review APS Leadership Development Guide.   ***Work:***   * Broaden experience outside of your current area or agency. * Look for opportunities to work on projects outside your area of expertise. * Take on a task usually performed by your manager.   ***People:***   * Seek out a mentor at the next level who is successful and has traits you admire. * Shadow a high performer to understand uplift. * Join professional bodies and networks to assist you to build your network.   ***Courses:***   * Complete a 360-degree assessment to get broader feedback on your strengths and any blind spots. * Seek out relevant leadership development programs (internal or external). * Seek out relevant Talent development programs.   ***Notes for the manager:***   * Consider role fit. Would a different role increase the individuals potential for growth? * Consider timing. Are there outside of work factors impacting on the individuals potential? * An individual mapped as a High Achiever will be lacking in at least one area of potential, however this specific gap will not be the same for each individual. Please target the development to the area required according to each individual’s needs. |

| **STRONG CONTRIBUTOR – (Emerging Potential, Exceptional Performance)** | |
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| Observed | **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.   **Readiness**   * Currently demonstrates limited potential for more senior/complex roles. |
| Feedback | Feedback may include:   * You are a highly valued proven performer. * We are happy to have you as an experienced role model for others in your team. * We value your positive influence and the impact this has in the workplace. * Your strengths and abilities are well-aligned to the work you do. * It is important to maintain your skills in the forefront of your area and we would like to focus on that in your development. |
| Next Steps | Put in place a plan to develop the individuals capability in their role to position them for more senior or complex role in the future (refer to Development Summary Template on page 22). It could also be useful to:   * Review the [Work Level Standands](https://www.apsc.gov.au/working-aps/aps-employees-and-managers/work-level-standards-aps-level-and-executive-level-classifications) for the individuals current classification and for the next classification to understand any areas the indivual could develop in. |
| Development Suggestions  Key contributors  —  Develop in role | The development suggestions have been divided in alignment with the [APS Continuous Learning Model.](https://www.apsc.gov.au/sites/default/files/2021-07/Australian%20Public%20Service-Learning%20and%20Development%20Action%20plan.pdf)  As a manager, you may suggest the following development initiatives for the individual to pursue:  ***Resources:***   * Review [Work Level Standards](https://www.apsc.gov.au/working-aps/aps-employees-and-managers/work-level-standards-aps-level-and-executive-level-classifications) to understand the capability requirements of the next classification. * Review APS Leadership Development Guide.   ***Work:***   * Involve a range of activities that help identify strengths. * Increase involvement in implementation of new initiatives. * Cover for a peer on leave to broaden experience and experiment in a different role. * Seek positive and constructive feedback from colleagues on your behaviour and its impact on others.   **People:**   * Find a mentor at a higher level in the agency to help guide your development or reach a goal. * Shadow a manager, or one above, at significant meetings. * Coach or mentor other less experienced individuals. * Observe senior level interactions, engagements and presentations. * Join professional bodies and networks to build networks.   ***Courses:***   * Seek out training or conferences to either extend your technical or craft skills or maintain practice requirements. * Complete a 360-degree assessment to get broader feedback on your strengths and any blind spots. * Seek out relevant leadership development programs (internal or external). * Learn how to coach others – the APSC has a [Coaching and Developing Others](https://www.apsacademy.gov.au/courses?keys=coaching) course.   ***Notes for the manager:***   * Focus on maintaining the individuals engagement, recognise and reward their contribution. * Continue developing their skills and capabilities in their current role. An individual mapped here will need to develop in more than one element of potential, however this specific gap will not be the same for each individual. Please target the development to the area required according to each individual’s needs. * Consider role fit. Would a different role increase the individuals potential for growth? |

| **ACHIEVER – (Moderate Potential, Performing Well)** | |
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| Observed | **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.   **Readiness**   * Currently demonstrates limited potential for more senior/complex roles. |
| Feedback | Feedback may include:   * You are a valued performer. * We feel confident involving you in new initiatives due to your ability to help us with effective implementation. * We think you have some potential to take on a bigger or more complex role sometime in the future. * We would like to better understand your aspirations to ensure we are supporting you towards a role where you can contribute within an area that inspires you. |
| Next Steps | Put in place a plan to develop the individuals capability in their role to position them for more senior or complex role in the future (refer to Development Summary Template on page 22). It could also be useful to:   * Review the [Work Level Standands](https://www.apsc.gov.au/working-aps/aps-employees-and-managers/work-level-standards-aps-level-and-executive-level-classifications) for the individuals current classification and for the next classification to understand any areas the individual could develop in. |
| Development Suggestions  Key contributors  —  Develop in role | The development suggestions have been divided in alignment with the [APS Continuous Learning Model.](https://www.apsc.gov.au/sites/default/files/2021-07/Australian%20Public%20Service-Learning%20and%20Development%20Action%20plan.pdf)  As a manager, you may suggest the following development initiatives for the individual to pursue:  ***Resources:***   * Review [Work Level Standards](https://www.apsc.gov.au/working-aps/aps-employees-and-managers/work-level-standards-aps-level-and-executive-level-classifications) to understand the capability requirements of the next classification. * Review APS Leadership Development Guide.   ***Work:***   * Get involved in a range of different activities to help identify your strengths. * Seek opportunities to be involved in the implementation of new initiatives. * Cover for a peer on leave to broaden experience and experiment in a different role. * Seek positive and constructive feedback from colleagues on your behaviour and its impact on others.   ***People:***   * Seek a mentor at a higher level in the agency to help guide development or reach a goal. * Shadow a manager, or manager’s manager, at significant meetings. * Observe senior level interactions, engagements and presentations. * Join professional bodies and networks to build networks.   ***Courses:***   * Find training or conferences to either extend your technical or craft skills or maintain practice requirements. * Complete a 360-degree assessment to get broader feedback on your strengths and any blind spots. * Seek out relvant leadership development programs (internal or external). * Learn how to coach others – e.g. APSC’s [Coaching and Developing Others](https://www.apsacademy.gov.au/courses?keys=coaching) course.   ***Notes for the manager:***   * These individuals are performing their role well. Consider how long the individual has been performing their role and what further development opportunities they may need. * Use this conversation to target development toward their aspirations in order to keep them engaged and motivated. |

| **SOLID CONTRIBUTOR – (Emerging Potential, Performing Well)** | |
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| Observed | **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.   **Readiness**   * Currently demonstrates limited potential for more senior/complex roles. |
| Feedback | Feedback may include:   * You are considered to be responsive to changing organisational work practices and organisational direction. * Your strengths and abilities appear to be well aligned with your current role. * We appreciate that you go out of your way to put in extra efforts even when it isn’t expected of you. |
| Next Steps | Put in place a plan to develop the individuals capability in their role to position them for more senior or complex role in the future (refer to Development Summary Template on page 22). It could also be useful to:   * Review the [Work Level Standands](https://www.apsc.gov.au/working-aps/aps-employees-and-managers/work-level-standards-aps-level-and-executive-level-classifications) for the individuals current classification and for the next classification to understand any areas the indivual could develop in. |
| Development Suggestions  Key contributors  —  Develop in role | The development suggestions have been divided in alignment with the [APS Continuous Learning Model.](https://www.apsc.gov.au/sites/default/files/2021-07/Australian%20Public%20Service-Learning%20and%20Development%20Action%20plan.pdf)  As a manager, you may suggest the following development initiatives for the individual to pursue:  ***Resources:***   * Review [Work Level Standards](https://www.apsc.gov.au/working-aps/aps-employees-and-managers/work-level-standards-aps-level-and-executive-level-classifications) for your current classification and next classification. * Review APS Leadership Development Guide.   ***Work:***   * Get involved in a range of different activities to help identify your strengths. * Seek opportunities to be involved in the implementation of new initiatives. * Cover for a peer on leave to broaden experience and experiment in a different role. * Seek positive and constructive feedback from colleagues on your behaviour and its impact on others.   ***People:***   * Seek a mentor at a higher level in the agency to help guide your development or reach your goals. * Shadow a manager, or one above, at significant meetings. * Observe senior level interactions, engagements and presentations. * Join professional bodies and networks to build networks.   ***Courses:***   * Find training or conferences to either extend your technical or craft skills or maintain practice requirements. * Complete a 360-degree assessment to get broader feedback on your strengths and any blindspots. * Seek out relevant leadership development programs (internal or external). * Learn how to coach others – the APSC has a [Coaching and Developing Others](https://www.apsacademy.gov.au/courses?keys=coaching) course.   ***Notes for the manger:***   * These individuals are producing work to a good standard, development activities should be designed to continue growing their strengths and maintain their motivation and interest in the work. * Continue to provide opportunity to explore and develop their potential. |

| **ASPIRING TALENT – (High Potential, Developing Performance)** | |
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| Observed | 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.   **Readiness**   * Has potential for more senior roles however needs to improve current role performance. |
| Feedback | Feedback may include:   * (If working in a difficult situation) We acknowledge that you are working in a difficult situation and we have confidence in your ability. * Whilst you are facing these challenges, we would like to focus on how we can support you to bring areas of your performance up to the required level. * (If not working in a difficult situation) We acknowledge that you have greater potential than your current performance indicates. What may be holding you back from achieving higher performance? |
| Next Steps | Put in place plans to help the individual succeed in their role (refer to Development Summary Template on page 22). It could also be useful to:   * Review the [Work Level Standards](https://www.apsc.gov.au/working-aps/aps-employees-and-managers/work-level-standards-aps-level-and-executive-level-classifications)  for the individuals current classification to understand any areas where to focus development. * Review the individuals performance agreement to understand which strengths have been identified to build on. |
| Development Suggestions  Future contributors  —  Develop performance | The development suggestions have been divided in alignment with the [APS Continuous Learning Model.](https://www.apsc.gov.au/sites/default/files/2021-07/Australian%20Public%20Service-Learning%20and%20Development%20Action%20plan.pdf) As a manager, you may suggest the following development initiatives for the individual to pursue: Resources:  * Review [Work Level Standards](https://www.apsc.gov.au/working-aps/aps-employees-and-managers/work-level-standards-aps-level-and-executive-level-classifications) for your current classification. * Focus on developing an understanding of your role through:   + Policies and manuals.   + Teaching/reference aids.   + Department/agency website.   ***Work:***   * Continue to work closely with your manager and develop in your role. * Reflect on your role and consider if it is the best fit. * Develop new strategies to accomplish key parts of your work.   ***People:***   * Seek out regular feedback. * Get coaching from your manager. * Consider finding an experienced colleague from a different area who can play a mentoring role and act as a sounding board. * Seek opportunities to work alongside highly engaged professionals to learn good practice and build networks.   ***Courses:***   * Seek out relevant training in core requirements of the role.   ***Notes for the manager:***   * Regularly review performance progress with the individual. * Provide clear guidance and structure when delegating work to ensure they understand the task. * Have them work alongside high performing professionals to enable them to learn the task/project ‘on-the-job’ whilst observing how others work to help them develop their own performance. * Individuals within this segment, may be passionate about the area of work and have aspirations for larger roles, but are currently not performing to standard. Think about whether this is due to a lack of experience (in which greater on-the-job training/direct guidance may be required) or if there are certain development programs that the individual will need to attend to improve their performance. * Think about whether this role is the best fit for the individual and whether they may be able to use their skills more effectively in another role. |

| **FUTURE ACHEIVER – (Moderate Potential, Developing Performance)** | |
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| Observed | **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.   **Readiness**   * Currently demonstrates limited potential for more senior/complex roles. |
| Feedback | Feeback may include:   * We’d like to see your performance increase as we believe it can. * Let’s talk about what prevents you from higher performance and what needs to change in order to shift that. * We would like to better understand your aspirations to ensure we are supporting you towards a role where you can contribute within an area that inspires you. |
| Next Steps | Put in place plans to help the individual succeed in their role (refer to Development Summary Template on page 22). It could also be useful to:   * Review the [Work Level Standards](https://www.apsc.gov.au/working-aps/aps-employees-and-managers/classifications) for the individuals current classification to understand any areas where to focus development. * Review the individuals performance agreement to understand which strengths have been identified to build on. |
| Development Suggestions  Future contributors  —  Develop performance | The development suggestions have been divided in alignment with the [APS Continuous Learning Model.](https://www.apsc.gov.au/sites/default/files/2021-07/Australian%20Public%20Service-Learning%20and%20Development%20Action%20plan.pdf) As a manager, you may suggest the following development initiatives for the individual to pursue: Resources:  * Review [Work Level Standards](https://www.apsc.gov.au/working-aps/aps-employees-and-managers/work-level-standards-aps-level-and-executive-level-classifications) for your current classification. * Focus on developing an understanding of your role through:   + Policies and manuals.   + Teaching/reference aids.   + Department/agency website.   ***Work:***   * Work closely with your manager and develop in your role. * Reflect on your role and consider if it is the best fit. * Develop new strategies to accomplish key parts of your work.   ***People:***   * Seek regular feedback. * Get coaching from your manager. * Consider finding an experienced colleague from a different area who can play a mentoring role and act as a sounding board. * Seek opportunities to work alongside highly engaged professionals to learn good practice and build networks.   ***Courses:***   * Seek out relevant training in core requirements of your role.   ***Notes for managers:***   * Regularly review performance progress with the individual. * Explore new and different types of work within current scope of the individuals role to continue keeping the individual engaged and motivated. |

| **DEVELOPING CONTRIBUTOR – (Emerging Potential, Developing Performance)** | |
| --- | --- |
| Observed | **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.   **Readiness**   * Currently demonstrates minimal potential to improve in role without additional guidance, and currently does not have capacity for more senior/complex roles. |
| Feedback | Before providing feedback consider if they are in a new role and if so, acknowledge there will be a settling in period. Feeback may include:   * We’d like to see your performance increase as we believe it can. * Let’s talk about what prevents you from higher performance and what needs to change in order to shift that. |
| Next Steps | Put in place plans to help the individual succeed in their role (refer to Development Summary Template on page 22). It could also be useful to:   * Meet regularly to provide feedback. * Identify relevant training in core requirements of the role. * Support the individual to reflect on their suitability to their current role/ help the individual identify and move to a role that is better suited to them. Please consult the [Managing Underperformance - Best Practice Guide](https://www.fairwork.gov.au/sites/default/files/migration/711/managing-underperformance-best-practice-guide.pdf) when conducting these conversations. |
| Development Suggestions  Future contributors  —  Develop performance | The development suggestions have been divided in alignment with the [APS Continuous Learning Model.](https://www.apsc.gov.au/sites/default/files/2021-07/Australian%20Public%20Service-Learning%20and%20Development%20Action%20plan.pdf) As a manager, you may suggest the following development initiatives for the individual to pursue: Resources:  * Review [Work Level Standards](https://www.apsc.gov.au/working-aps/aps-employees-and-managers/work-level-standards-aps-level-and-executive-level-classifications) for your current classification. * Focus on developing an understanding of your role through:   + Policies and manuals.   + Teaching/reference aids.   + Department/agency website.   ***Work:***   * Work closely with your manager and develop in your role. * Reflect on your role and consider if it is the best fit. * Focus efforts on parts of your job you may find challenging or be avoiding. * Develop new strategies to accomplish key parts of your work.   ***People:***   * Seek regular feedback. * Get coaching from your manager. * Consider finding an experienced colleague from a different area who can play a mentoring role and act as a sounding board. * Seek opportunities to work alongside highly engaged professionals to learn good practice and build networks.   ***Courses:***   * Seek out relevant training in core requirements of your role.   ***Notes for the manager:***   * Consider how long the individual has been in the role, if they are new to role, they may require greater guidance and on-the-job training. * Consider the environmental fit, the individual’s motivations, if the role is suited to their skills or if a different role may be more suitable. * Explore what the individual requires to increase their engagement, ability and performance from a role, management and team perspective. Are there external factors impacting their ability to perform? * Regularly review performance progress with the individual. |

## Development Self-Reflection Template

This template is for you to complete in preparation for your follow up career conversation. There are no right or wrong responses, this is a chance to reflect on your development requirements and next steps in your career.

| Name |
| --- |
| Position Title |
| Team |
| Department |

| **Development Self-Reflection Questionnaire** |
| --- |
| I am proud of….  Reflect on what you have achieved in your role/career over the last 6-12 months. |
|  |
| I have found the following challenging:  Reflect on the areas you have found challenging in your role or career over the last 6-12 months and why. |
|  |
| I want to focus on improving…  Think about what you have been finding challenging and where you’d like to focus your energy on improving over the next 6-12 months. |
|  |
| In the next 12 months, I would like to develop the following new skills: |
|  |
| The development opportunities that would help me achieve my career goals are:  Think about development initiatives (e.g. stretch tasks, job rotations, management experiences, formal qualifications etc.) that appeal to you and consider if there are any barriers to you completing these. |
|  |
| I require the following support to achieve my development goals:  Think about the type of support/environment you require from your manager/agency to assist you to do this. |
|  |

## Development Summary Template

The Development Summary Template is to be completed together by the manager and the individual following the development conversation. It provides a written record of the identified development areas, goals and initiatives that the individual will focus on, as well as the timeframe and support that the individual will require to complete these.

| **Individual’s name:** |  | **Career Goals:** Where would the individual like to be in the next 1-3 years? | * X * X * X |
| --- | --- | --- | --- |
| **Role:** |  |
| **Manager’s name:** |  |
| **Strengths:** What can the individual build upon to achieve their career goals? | * X * X * X | **Development Focus:** What are the areas of focus for the individual to help achieve their career goals? What skills, experiences do they require? | * X * X * X |

| **Development Goals?** | **How will the individual develop this?** | **How will the manager provide support (i.e. mentor, coach)** | **When will this occur?** | **What will success look like?** |
| --- | --- | --- | --- | --- |
| *e.g. Motivate and coach others in high pressure situations.* | *e.g. Move roles to lead development of a higher risk initiative.*  *e.g. Coaching others - Receive mentoring from someone who coaches their team well in difficult situations to understand their approach.* | *e.g. Manager, SES leader who runs high-risk initiatives* | *e.g. July-Oct* | *e.g. Motivated and enabled others to deliver effectively whilst under pressure.*  *e.g. Successfully coached individuals to feel confident and continue to deliver whilst under pressure.* |
|  |  |  |  |  |
|  |  |  |  |  |

|  |
| --- |
| **What may prevent the individual from achieving their development goals? How will the manager, manage this?** |
|  |

## Bibliography

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