



Alternative Segmentation Models









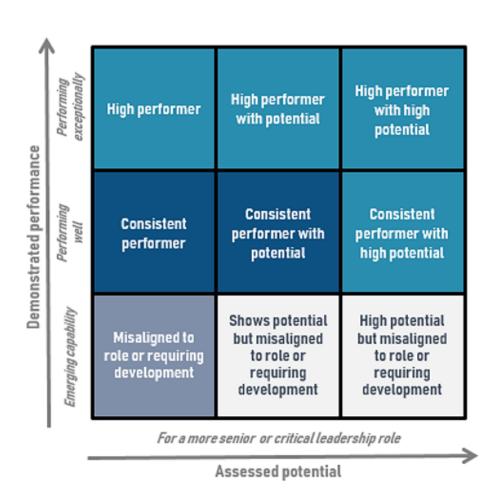
Alternative Segmentation Models

In 2022, the APSC and APS Talent Working Group reviewed the APS Nine-Box Grid and explored a range of alternative talent segmentation models. While the *APS Talent Segmentation Model* has been created and is the recommended primary tool for workforce and talent segmentation, provided below are alternative examples of 'Nine-Box Grids' that were observed and consulted as part of the APS Talent Management Toolkit 2022 review.

APS Example:

Reference: 'Home Affairs Nine-Box Grid' by the Department of Home Affairs, Australian Public Service Commission (2022).

Home Affairs: Adaption of the Nine-Box-Grid for use in the Executive Level, Leadership Capability Assessment process.



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Nine-Box Grid

Model

A Nine-Box Grid based on two dimensions:

- 1. Performance (i.e. emerging capability, performing well and performing exceptionally) with consideration for an individual's capability.
- 2. Potential based on an individual's 'motivation and ability to do more and be more'.

Overview

In 2020, Home Affairs established a series of strategic initiatives to prioritise the development of a future ready workforce. The value of every individual's contribution to the high performance of their team was recognised. With this strong focus on the capability enhancement of individuals, it became apparent that, when using the Nine-Box-Grid (NBG) for assessment purposes, performance needed to be prioritised over potential.

Home Affairs decided to swap the axis of potential and performance on the NBG as shown in the diagram. This change provided individuals with the opportunity to aspire to any box in the top row of the NBG, capturing a higher percentage of the workforce, and recognising that high performing individuals, regardless of their potential for further growth, form the Department's operational engine room for delivering on quality business outcomes.

Consideration was also given to broadening the definition of potential. In recognition of the increased demand for continuous learning and need to upskill in emerging and future capabilities across all professional disciplines, potential was redefined as; 'the motivation and ability to do more and be more'.

Additionally, the labels for each of the squares within the NBG were simplified to provide greater transparency of the assessment process.

These changes have provided a more inclusive approach to leadership capability assessment, while still retaining the original purpose of the NBG to identify high potential, high performing individuals who aspire to more senior roles. The focus on high performance, aligned to the Department's key organisational strategy documents, supports and encourages the capability enhancement of all, ensuring the Department is well positioned and future ready.

APSC 2023





External Examples:

1. New Zealand Dynamic Talent Map

Reference: 'Dynamic Talent Map' by the Te Kawa Mataaho Public Service Commission (2016) available at Public Service leadership development - Te Kawa Mataaho Public Service Commission under a Creative Commons Attribution 4.0. Full terms at Creative Commons - Attribution 4.0 International - CC BY 4.0



DYNAMIC TALENT MAP

Guide to indicative placement and development focus using 9-box grid

Version for people leaders

The dynamic talent map is designed to assist you to identify the best development focus for where someone is at in their career 'right now'







Progression Demonstrates

ential/aspiration for likely progression, usually into a higher

rype of potential

Demonstrates

potential/aspiration for career growth into a new role, or beyond immediate job requirements

Mastery

Demonstrates potential/aspiration to perform well or excel in their current role, at least for now

1.3 Potential Star (Early promise)
Strong potential and impact, with a track record of quickly rising to new challenges. Gaining significant stretch (e.g. in a new or challenging environment) to develop capability and experience. Shows aspiration and early promise - the estion is more about when to progress, rather than if.

- Are they gaining experience, exposure and learning that will help them for potential future roles?
- Will they be more ready to progress in the longer term?

nt focus: Increase capability and experie this role. Accelerate development for potential next moves.

- Potential Performer (New to role or developing)
 Still developing, due to being new to current role/level, or not yet performing the full range of duties. Too early to teing the full range of duties. Too early to test
- · Are they picking up the new role and workload at a pace you would expect of any of their peers in similar

Development focus: Support to get up to speed in role. Review performance and potential in 6 months.

1.1 Not Performing (or Poor Fit)

ing, but is not Been in role long enough to be performing, but i currently doing so. May not be a good fit - with organisation, recent changes, and/or role. It could be that talents and strengths are mismatched to job requirements

What action (development or other) will help to shift them to where they can succeed?

Development focus: Coaching/training needed to get performance back on track, or support a move to role of increased fit. Seek HR support.

2.3 Future Star (Ready to progress in 1-2 years) Frequently achieves ambitious goals with strong aspiration and demonstration of potential in a variety of new and challenging situations. Needs time to strengthen capability and readiness in a small number of areas, before progressing to a role of increased size or scope

- Would they benefit from gaining crucial experience before their next career move?
- Will they be more ready to progress in 1-2 years?

experience needed for targeted next move.

2.2 Key Performer (Agility beyond immediate role)

Consistently delivers on expectations, sometimes more. Quick to adapt and bring others along with changes. Shows agility beyond immediate job requirements. Ma from time, testing and/or a clarification of aspira ments. May benefit confirm next career move, if any, to target.

- · Are they one of your go-to people for projects/new
- Are they open to possibilities but need time or testing to clarify their next move?

Development focus: Keep growing broad skill base and experience. Clarify aspirations/address any career de-railers.

2.1 Professional (solid performer in current role)
Valued at this level and in this role. Consistently delivers on expectations. Reliable performer who is well placed to keep up with new initiatives, methods and ideas conscientiously. Well placed and motivated to succeed in current role.

consistent results in their current role and stay on-board with changes over the short to medium term?

improvement and keeping up with change.

3.3 Star (Ready to progress)
Ready now for their next bigger or more complex role. Has realised their potential and aspiration for more, having stepped up and succeeded quickly, repeatedly and effectively in a range of situations. Will likely be successful at

- are you confident that they would be successful? Do they have both depth and breadth of experience?

available.

3.2 High Professional (Possible progression)

A highly capable, strong performer with a proven track record dealing with complex challenges. Shows agility beyond immediate job requirements and is ready to take on new challenges, broader scope, or possibly progress to a higher role with the right experience

- Are they a safe pair of hands to deal with our most gnarly
- Do they need some help to recognise the potential that others see in them?

Development focus: Keep engaged and challenged. Provide opportunities to clarify aspirations/test potential.

3.1 Deep Professional (Excelling in current role)

Highly valued in current role or within a specialised field.
May be recognised outside the team, or across the organisation, sector, or industry. Well placed and motivated to excel in current role.

- Are they well placed and motivated to continue deliverin exceptional results in their current role over the short to medium term?
- · Are they not interested in a career move, at least for

Development focus: Keep at the leading edge of their role or specialised field.

Capability & performance

Dynamic Talent Map

Develop

Beneficial for

Agencies seeking to identify the best development for an individual's career 'right now', including considering capability as well as potential and performance

Model

Based on two dimensions:

- 1. Performance (i.e. poor, solid and excelling) with consideration for an individual's capability.
- 2. Potential based on individual's 'capacity for growth' (i.e. mastery in current role, growth into a new role, progression into a higher role).

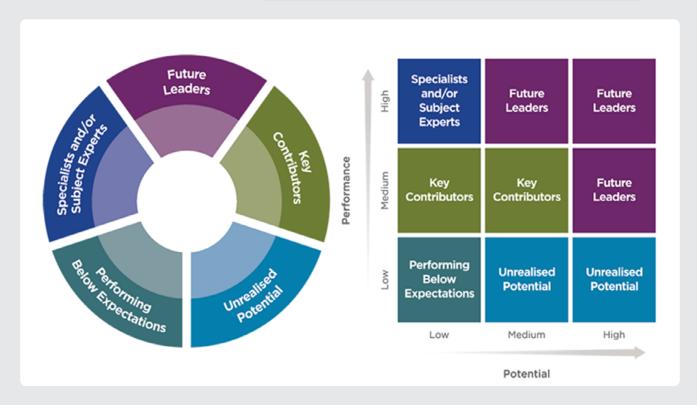
Inclusion of reflective questions in model to prompt assessor thinking and considerations for placement.





2. New South Wales – Five Frame Talent Segments

Reference: 'Five frame talent segments' by the © State of New South Wales acting through the Public Service Commission available at <u>Talent segments | NSW Public Service Commission</u> under a Creative Commons Attribution 3.0. Full terms at <u>Creative Commons</u> — Attribution 3.0 Australia — CC BY 3.0 AU



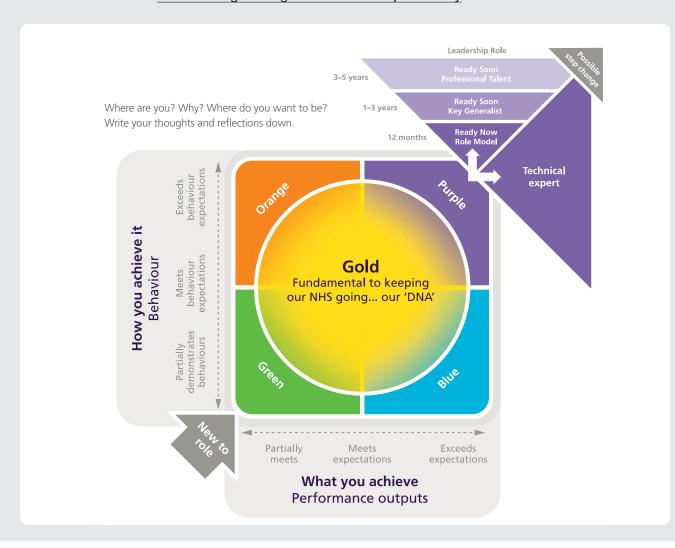
Five Frame Talent Segments		
Beneficial for	Agencies who would like to segment their workforce based on development needs.	
Model	Based on two dimensions: 1. Performance (i.e. low, medium, high) 2. Potential (i.e. low, medium, high)	
	Defines five talent segments: Future Leaders, Key Contributors, Unrealised Potential, Specialists/Subject Experts and Performing Below Expectations.	
	Multiple boxes sit within one talent segment indicating that not just one box on the grid has the potential to be 'Future Leaders'.	
	Model does not include descriptors for each individual box for the purpose of placement and subsequent development initiatives.	
	Each segment is <u>supported by a list of attributes</u> which include suggested outcomes and actions which will assist the manager to support the individual in role, in their development, mobility and additional development opportunities.	





3. Maximising Potential Conversation Tool

Reference: 'Maximising Potential Conversation Tool' by the Leadership Academy at the National Health Service available at Talent management guides – Leadership Academy



Maximising Potential Conversation Tool		
Beneficial for	Agencies who would like to focus on behaviour as part of their potential model.	
Model	Based on two dimensions: 1. Performance outputs (i.e. partially meets, meets expectation, exceeds expectation) 2. Behaviour (i.e. partially demonstrated behaviour, meets behaviour expectation, exceeds behaviour expectation)	
	Individuals and manager's work together to decide where the individual sits currently and next steps.	
	Placement on the tool will inform focused development pathways and supports an individual may need to develop their work performance and/or behaviour.	