



The role of Talent Councils

Talent Councils lead an ongoing cycle of assessment and development to build a strong and diverse pipeline of leaders equipped to steward a modern and dynamic public service.

Their work is enterprise-wide and data-driven with a focus on supporting positive leadership behaviours, and ensuring leaders can realise their potential to secure the ongoing institutional strength of the APS.

Talent Councils complement agency approaches to SES performance and development by:

- Providing leaders with detailed feedback and development advice drawn from objective assessment including 360 degree feedback.
- Reinforcing positive leadership behaviours.
- Increasing visibility of leaders to enable strategic mobility.
- Providing in-role support for leaders and strengthening their cross-APS networks.

Secretaries Talent Council

The Secretaries Talent Council (STC) is a sub-committee of the Secretaries Board that supports the creation of a pipeline of Band 3 and equivalent leaders with the right behaviours, and the potential to fill the most senior APS roles.

As part of this approach, the STC oversees the Secretaries Talent Council assessment and development program which provides detailed feedback to each new Band 3 after 12-18 months and the Senior Executive Stewardship Program which builds on the individual assessment by focussing on the collective leadership needed for stewardship of the APS.

The STC partners with Secretaries and Agency Heads to oversee an annual scan of internal and external executives who could be considered for critical senior roles in the future. This annual scan provides an enterprise-wide view of the strength and diversity of the leadership cohort and guides consideration of development and mobility to bolster the pipeline.

Deputy Secretaries Talent Council

The Deputy Secretaries Talent Council (DSTC) fosters a cross-APS pipeline of SES Band 1 and 2 leaders with the leadership behaviours, capability and potential to fill Band 3 roles in the future.

The DSTC oversees an annual assessment and development planning program. SES officers identified as high performers through agency performance processes, and who are also demonstrating potential for more senior roles, can be nominated by the Secretary or Agency Head to participate in the program.



The programs assist SES officers to deepen their understanding of their capabilities and behaviours, and to consider their career goals. At the end of the assessment, each participant will have a plan to accelerate their development that is informed by objective assessment and advice from APS senior leaders outside their agency. High-level results are also shared with the participant's Secretary or Agency Head to ensure that their agency can support their development through their performance and development processes.

After each assessment round, the DSTC reviews the results to understand who could benefit from intensive development support from the Council. These participants become part of the Deputy Secretaries Talent Pool. The DSTC supports the accelerated development of those in the pool through:

- Regular “check-ins” with a panel of two to three Council members to understand progress and provide feedback, development and career advice.
- Targeted mentoring for specific skills and experiences.
- Engagement events (3 per year)

The Council shares insights on the development needs and priorities of talent pool members with the Secretary and Agency Head each year to support integrated development in the service of the individual, the agency and the APS. Insights are shared in a way that is consistent with the Council's ‘Do No Harm’ principle.