Figure 18
Nine-box grid for use in talent identification

Grid for SCS – Definitions

Potential		Early promise (4+ years)	High potential (1–3 years)	Star performer (Ready now)
Likely to progress beyond current grade		High potential with strong initial impact, but new or inexperienced in current role. This is a transition marking. Individuals in this box would be expected to move across or down the grid within 18 months.	Frequently achieves challenging and stretching goals with strong demonstration of potential. Performance continually improving, adaptable to change and acknowledged as a leader.	An exceptional performer who stands out from their peers. Realised potential, ready for/will be successful at next level now. Acknowledged as skilled leader and role model.
		Future achiever	**Solid contributor**	**Strong performer**
Could progress beyond current grade		Either new to post, demonstrating ability but too early to form judgement, or gap in performance compared with expectations. This is a transition marking. Individuals are not expected to remain in this box for more than 12 months.	Valued at this level and in this role. Performance is good achieving normal high expectations, and has the potential to keep developing and to deliver more in either scale or complexity.	A consistently strong performer, delivering excellent value. Acts as leader and role model. Exhibits some behaviours and competences beyond current level but not all.
		Under performer	**Satisfactory contributor**	**Good performer**
Best suited to current grade		Performance is inconsistent or not fully effective. Has competency gaps or behavioural style issues.	Meets all performance expectations at this level. Has realised professional and leadership capability. There is an expectation that individuals in this box for more than two years will be subject to further review.	Highly valued at this level and in current role. A consistently strong performer who is a core team member.
		Inconsistent or incomplete performer	Fully effective	Exceptional performer

Performance

Unclassified

Source: Civil Service HR

level	Administrative Level (AA/AO)	First Line Managers (EO)	Middle Managers (HEO/SEO)	Senior Managers (Grade 6/7)	Senior Civil Servants (SCS)

Working in the Civil Service

CS Essentials

AA/AO	EO	HEO/SEO	Grade 6/7	SCS
Health & Safety, Fire Awareness, and First Aid (all levels)				
Legal awareness, protecting information, business continuity, counter fraud and corruption (all levels)				
Understanding the Civil Service (all levels)				
Introduction to diversity and equality (all levels)				
	A managers guide to e-learning (EO–Grade 6/7)			

Correspondence, Briefings & Submissions

AA/AO	EO	HEO/SEO	Grade 6/7	SCS
	Briefings and Submissions (EO–Grade 6/7)			
	Private Office Foundation Workshop (EO–HEO/SEO)			
Writing to the public (AA/AO–EO)				
Civil Service written communications (all levels)				
		Oral Briefing for your Ministers/Senior Officials (HEO/SEO–Grade 6/7)		

Accountabilities

AA/AO	EO	HEO/SEO	Grade 6/7	SCS
				Preparing for a Public Accounts Committee Hearing
				Introduction to Accounting Officer Responsibilities
				Tailored Coaching for Committee Appearances

Leadership & Management

Management Essentials

AA/AO	EO	HEO/SEO	Grade 6/7	SCS
Performance Management (all levels)				
	Managing People (EO–Grade 6/7)			
		Managing Business Performance (HEO/SEO–Grade 6/7)		
		Managing Change (HEO/SEO–Grade 6/7)		
Managing Self (AA/AO–EO)				

Talent Development

AA/AO	EO	HEO/SEO	Grade 6/7	SCS
		Fast Stream		
				Talent Development

Leadership Development

AA/AO	EO	HEO/SEO	Grade 6/7	SCS
		Operating Strategically (HEO/SEO–Grade 6/7)		
		Coaching and Mentoring (HEO/SEO–Grade 6/7)		
				Basecamp: transition to SCS
Postive Action Programmes (AA/AO–HEO/SEO)				
				Leading to Inspire
				Leading to Transform
			Leading with Purpose	

Board Development

AA/AO	EO	HEO/SEO	Grade 6/7	SCS
			Induction for Board Secretaries (Grade 6/7–SCS)	
			Continuing Development for Board Secretaries (Grade 6/7–SCS)	
			Coaching for Boards (Grade 6/7–SCS)	

Core Skills

Commercial Awareness

AA/AO	EO	HEO/SEO	Grade 6/7	SCS
			Developing Commercial Awareness Masterclass (Grade 6/7–SCS)	
Commercial Awareness (all levels)				

Analysis and Use of Evidence

AA/AO	EO	HEO/SEO	Grade 6/7	SCS
Analysis and Use of Evidence (all levels)				

Communications

AA/AO	EO	HEO/SEO	Grade 6/7	SCS
Effective Communications (all levels)				
	Briefings and Submissions (EO–Grade 6/7)			
		Advanced Communications Skills (HEO/SEO–SCS)		
		Presentation Skills (HEO/SEO–Grade 6/7)		

Continuous Improvement

AA/AO	EO	HEO/SEO	Grade 6/7	SCS
Continuous Improvement (all levels)				

Customer Service

AA/AO	EO	HEO/SEO	Grade 6/7	SCS
Delivering excellent customer service (Part 1) (all levels)				
Delivering excellent customer service (Part 2)				

Finance

AA/AO	EO	HEO/SEO	Grade 6/7	SCS
Finance Skills for All (all levels)				
				Financial Leadership - Decision-making and Achieving Better Value For Money

Information Management

AA/AO	EO	HEO/SEO	Grade 6/7	SCS
Information Management (all levels)				

IT

AA/AO	EO	HEO/SEO	Grade 6/7	SCS
IT Skills - Microsoft Office (all levels)				
				Better for Less - How to make Government IT Deliver Savings

Project Management

AA/AO	EO	HEO/SEO	Grade 6/7	SCS
			Working with Projects (Grade 6/7–SCS)	
Successful project delivery (all levels)				

Other

AA/AO	EO	HEO/SEO	Grade 6/7	SCS
Effective Administration and Business Support (AA/AO–HEO/SEO)				
Pre-Retirement (all levels)				
	Training the Trainer (EO–Grade 6/7)			

level	Administrative Level (AA/AO)	First Line Managers (EO)	Middle Managers (HEO/SEO)	Senior Managers (Grade 6/7)	Senior Civil Servants (SCS)

| curriculum | Working in the Civil Service | Leadership & Management | Core Skills |