



# Graduate Talent Maturity Model

## User Guide

Author: Kelly Pfeffer (V5 - 2021)

# What is the Graduate Talent Maturity Model?

It provides a framework for organisations to identify and prioritise program improvement initiatives (it is not designed to 'rate' organisations against each other).

The model can be used by any organisation in any industry at any stage of their graduate\* journey (i.e. with an existing strategy, or looking to implement a new strategy).

\*the model is not exclusive to graduate programs – it is also useful for other early career programs such as for secondary and vocational students.





# Why is a successful model important to my organisation?

Graduate recruitment and development programs are not a new concept to most organisations, however, programs have evolved over time due to external influences and internal business challenges.

If your organisation has decided that a graduate program is important, then you need to do it well. Negative brand perception from a not-so-great graduate experience can be quick and costly to an organisation. Also, the very purpose of the graduate program needs to be realised, but how do you know if you are achieving the desired outcome?

This model will help you to monitor, assess and continuously improve your program in a wholistic way.

# Benefits of an optimised model



Recognised as an industry leader



Improves metrics and supports ROI



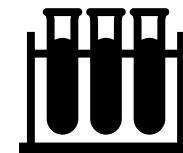
Builds an engaged workforce segment



Organisation will be a preferred graduate destination



Encourages a continuous improvement mindset



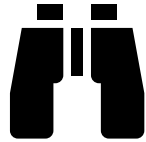
Opportunity to test & learn (pilot) for other workforce segments

# Model Overview

The model is broken down into four key program categories:



STRATEGY



ATTRACTION



SELECTION



PROGRAM DELIVERY

Each category has a number of elements related to that activity.

## Model Overview (cont.)

What does success look like for my organisation?

The Model helps you to better understand your current & desired state not necessarily how 'good' or 'not-so-good' your program is.

It is important to acknowledge which elements are important to your organisation and which are not - it is possible that some elements within the Model may not be applicable to your organisation at all.



Priorities

- 1.
- 2.
- 3.

# How does the model work?

For each element under the categories, decide where your program currently sits, and where you'd like it to sit. This will help you identify the 'gap'.








Where are we now?



Where do we want to be?








What is the gap?

	<b>Viable</b> Dependant on the criticality of graduate hires within your business, an alignment to these sections may be sufficient. It is important for you to understand what success looks like for your organisation when identifying opportunities to optimise.		<b>Optimised</b> If graduate talent is important to the success of your business, you would be aiming to move mostly into these sections. However, one caveat would be the size of your organisation (you would not expect to undertake some of these activities in smaller organisations).	
				
<b>Strategy</b>				
<b>Graduate Talent (GT) Strategy</b>	Strategy is not clearly articulated. Measures are minimal and/or cost focused.	Components of GT strategy align to business plans. Largely segmented and lacking integration with people plans. Measures are primarily focused on efficiency.	Directly aligned to Business and People strategies. Demonstrated ability to evolve strategies based on business strategy. Measures are focused on quality of hire and link to talent framework.	GT insights inform People plans. Demonstrated ability to evolve strategies based on future market conditions. Measures are focused on strategy execution and inform talent framework.

Note: above example is an extract from the full model

# How does the model work?

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<b>Workforce planning</b>	Workforce plans are short-term and exist in segments.	Company wide view of short term future demands. FTE availability focused.	Company wide view of long term demands and capability focused. FTE <u>is planned.</u>	Workforce planning is a strategic input into graduate pipeline programs. FTE is invested.
<b>Diversity</b>	No grad program specific diversity targets or measures in place. Broad targets in place across the organisation.	Grad program targets aligned to broader organisational diversity strategy. Basic reporting required.	Graduate program targets applied, measured and reported on as required. Specific diversity groups targeted and supported.	Graduate program targets set, measured and reported <u>regularly.</u> A number of diversity groups targeted and supported.

You will need to prioritise which elements you want to focus on. For example, you may decide that Diversity is an element that you would like to/are able to focus on initially.

From this point you can identify actions that you can take to shift your program's performance in this area. Note: actions may be different from one organisation to another.



# Creating an action plan



## DIVERSITY

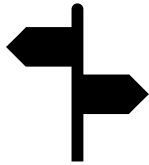
Where are we now	Where do we want to be	How will we get there
Grad program targets aligned to broader organisational diversity strategy. Basic reporting required.	Graduate program targets set, measured and reported regularly. A number of diversity groups targeted and supported.	<ol style="list-style-type: none"><li>1. Identify graduate program diversity targets.</li><li>2. Include diversity questions in application form to better understand attraction opportunities.</li><li>3. Identify existing diversity related programs across the organisation to leverage.</li><li>4. Identify and build relationships with three key universities to build our pipeline.</li><li>5. Review online testing tools and work with provider to agree on reasonable adjustments that can be made.</li></ol>

Actions are great, but remember to identify who will be responsible and what timeframes you are working towards. There may also be some dependencies you need to highlight.

## To gain momentum and achieve success:



Target your efforts (don't try to do everything at the same time – prioritise actions).



Stay true to your organisational direction and why your organisation has a graduate program (align your actions to this).



Make sure changes/improvements are sustainable in the longer term.



Celebrate and communicate each success/milestone both internally and where appropriate with your target audience.



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