

Agenda Item 3

Executive Board Meeting
9 July 2015

Memo No 17/15

Civil Service Leadership Statement – recommendations for implementation

Purpose

1. This paper seeks Executive Board approval of recommendations to promote and embed the Civil Service Leadership Statement across the Forestry Commission.

Background and Introduction

2. The Civil Service Leadership Statement was launched in March 2015 and focuses on behavioural characteristics expected from all leaders across the Civil Service. There are nine statements in total, however they are summarised into three themes (see Appendix A for the fuller statements):
 - Inspiring about our work and its future
 - Confident in our engagement
 - Empowering our teams to deliver
3. Every Civil Service Department is expected to develop an approach for promoting, demonstrating and monitoring progress and impact of the statement. The Civil Service Leadership Group has led the following activities to support Departments :
 - CS Competency Framework has been reviewed to encompass the leadership statements
 - A new Senior Leadership 360 tool has been launched which includes feedback on the leadership behaviours – it is intended that this will be mandatory for all senior civil service staff in 2015/2016
 - Civil Service learning is currently re-aligning its training to match the leadership statement
 - Leadership Statement Website on Gov.UK has been launched
 - A presentation explaining the statement and how to facilitate discussions, has been prepared
 - A Departmental Network Exchange has been established
4. We are aware that Departments are taking different approaches e.g. some are focusing on a general promotion with all managers whilst others are focusing on their senior staff groups initially. Scottish Government are at the early stages of developing a Leadership Strategy campaign, referred to as 'Leading Together', however our contacts indicate that this was not prompted by the CS Leadership Statement. Civil Service Learning has indicated that DEFRA is focusing on promoting the statement; however we are awaiting information about specific

actions being taken by DEFRA. There is not a lot of information about particular initiatives; therefore FC needs to consider what fits with our existing approaches to leadership and our focus on competencies.

Recommendations

5. The Board is asked to agree the following recommendations:

- Promote and use the leadership statement with the target population of SSG initially. It is important that the leadership statement is promoted as supporting the FC values. The HRD will send out a covering note, sharing the CS presentation and promoting the link to the Gov.UK website.
- Promote the statement across the wider management population via Management Board meetings where leaders 'sign up' to the expected behaviours. A short session will be delivered by the HRBP's.
- Adopt the revised CS Competency Framework –HR will update recruitment, PMS, and ILP processes, and training courses and assessments such as 360 tools for management programmes.
- Implement the new CS 360 feedback tool for all SCS at the end of this reporting year.
- During the review of MDP1, 2, 3, HR will map the Leadership statement against our programmes to identify any gaps/necessary improvements.
- Promote CS Learning as a way to support the leadership statement via Connect.
- Incorporate into the Graduate Programme as a focus to assess and develop graduates.
- Review the 2015 staff survey leadership questions to ensure they encompass the leadership culture/behaviours expected in the CS leadership statement
- The Head of L&D will represent the FC on the CS Departmental Network Exchange.

Alex Hunter
Head of Learning and Development
22 June 2015

Leadership Statement

Inspiring about our work and its future

- We will show our pride in and passion for public service, communicating purpose and direction with clarity and enthusiasm
- We will value and model professional excellence and expertise
- We will reward innovation and initiative, ensuring we learn from what has not worked as well as what has

Confident in our engagement

- We will be straightforward, truthful and candid in our communications, surfacing tensions and resolving ambiguities
- We will give clear, honest feedback, supporting our teams to succeed
- We will be team players, and will not tolerate un-collaborative behaviour which protects silos and departmentalism

Empowering our teams to deliver

- We will give our teams the space and authority to deliver their clearly set objectives
- We will be visible, approachable and welcome challenge, however uncomfortable
- We will champion both difference and external experience, recognising the value they bring
- We will invest in the capabilities of our people, to be effective now and in the future