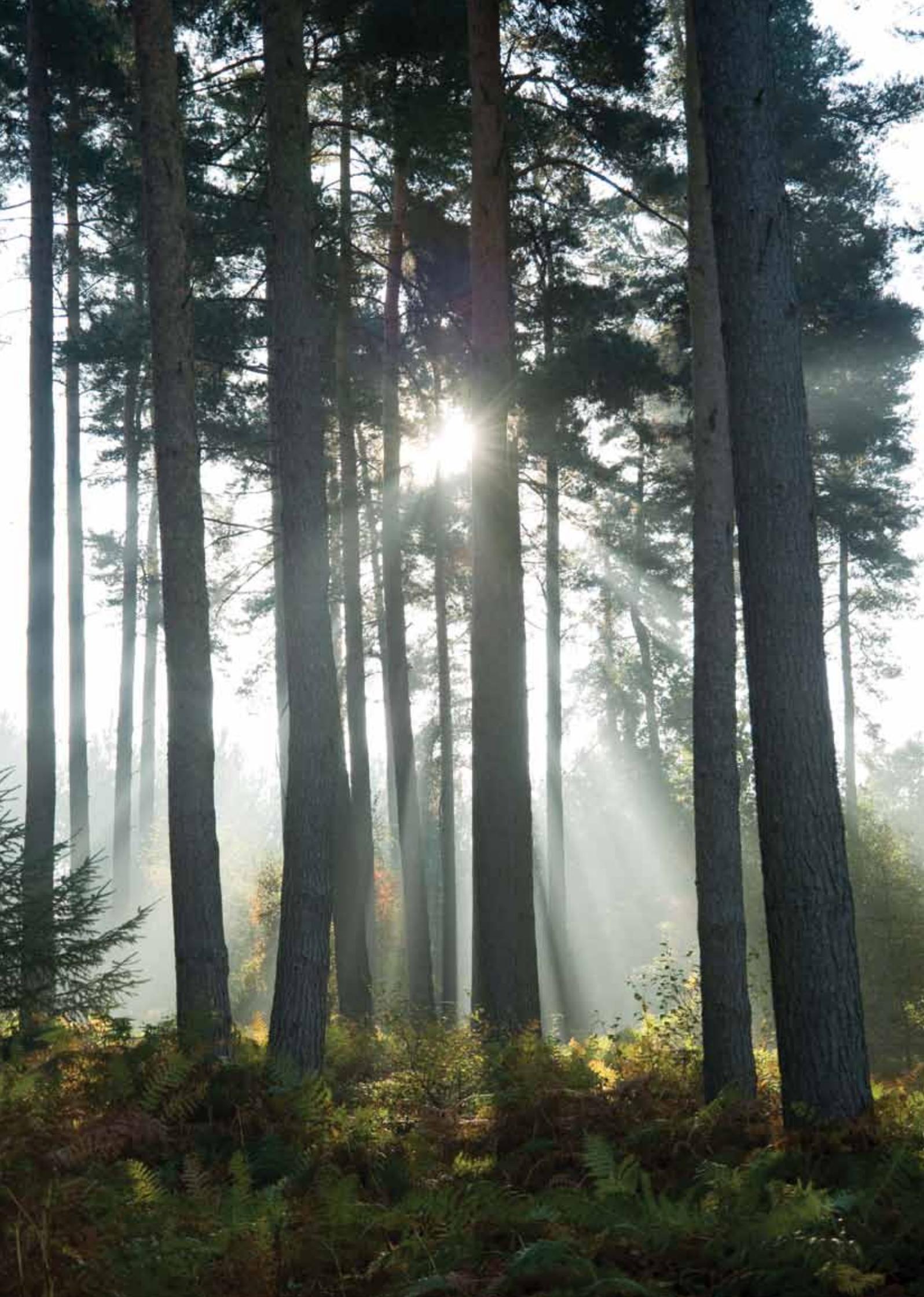


Fit for Our Future People Strategy 2011-2016







Tim Rollinson
Director General

It is clear the Forestry Commission is facing an unprecedented level of change. The implications of the Comprehensive Spending Review settlements in each country will mean big changes for many of our people.

The Executive Board and the rest of my senior team do not underestimate the challenges we will all face over the next 5 years. Every employee will have a role to play in helping us shape our future and cope with the many demands placed on us. It may mean significant change to your job and how you do it.

In order for us to be 'Fit for Our Future', we must all be open to change, be innovative and professional. We will continue to be an organisation that is committed to high levels of employee engagement, motivation and achievement, and one that openly encourages participation, personal development and which values its staff.

This People Strategy has been designed to help us build upon the achievements of the last People Strategy (which was written in very different economic circumstances) and to take us forward to meet the challenges ahead.

Tim Rollinson
Director General



Jean Lindsay
Director
Human Resources

'Fit for Our Future' - The People Strategy

Human Resources' role is to ensure that the Forestry Commission has the right people, in the right place, at the right time and at the right cost to meet our business demands. The People Strategy is a key document supporting the delivery of the FC's Corporate Plans.

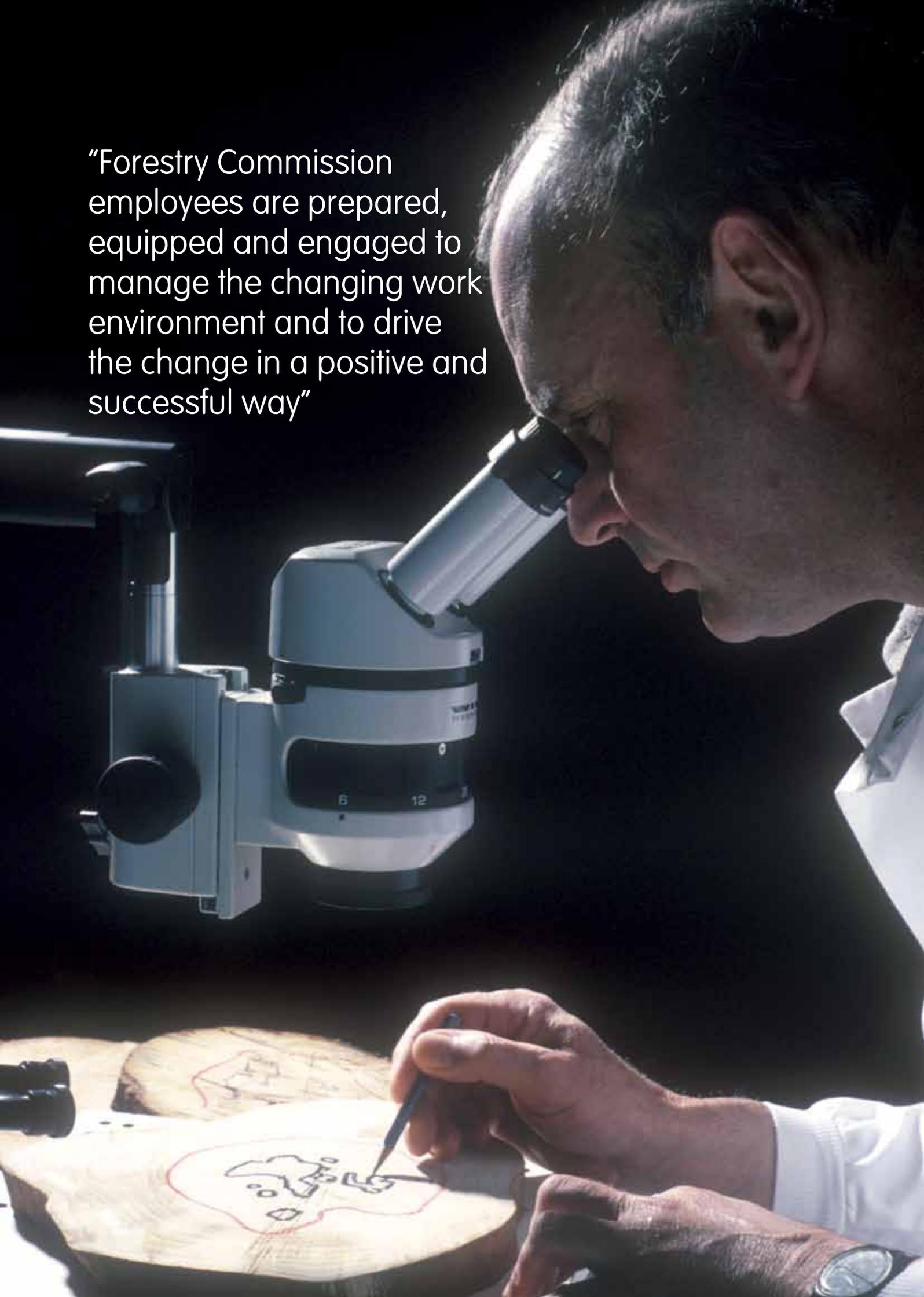
The purpose of this People Strategy is to ensure that Forestry Commission employees are prepared, equipped and engaged to manage the changing work environment and to drive the change in a positive and successful way, helping deliver the FC's ambitions.

This strategy builds upon the first People Strategy ('Committed to you and our future') and supports the FC's commitment to manage our employees fairly, consistently and professionally. It explains how we will continue to develop and support our employees over the next five years. It describes our targets and goals and how we intend to achieve them.

'Fit for Our Future' will be a key tool in helping us make our vision a reality and HR is proud to be leading its implementation.

Jean Lindsay
Director
Human Resources

“Forestry Commission employees are prepared, equipped and engaged to manage the changing work environment and to drive the change in a positive and successful way”



Context

People Strategy



'Fit for Our Future' is the FC's people framework for taking the organisation forward through the next 5 years.

Our Vision

To ensure that employees are prepared, equipped and engaged to manage the changing work environment and to drive the change in a positive and successful way.

Core Principles

The People Strategy can help realise this vision. Its core principles are achieving business objectives, managing change, managing expectations and maintaining employee engagement.

Key Themes

- Deployment of people
- Employee Skills
- Equality and Diversity
- Safety, Health and Wellbeing
- Pay and Recognition

Outcomes

- Increased leadership and management capability
- An environment in which managers are given the authority to take/accept responsibility
- A committed, motivated, flexible, professional and diverse workforce
- Improved occupational health and reduced accidents
- A workforce which is encouraged and supported to consider its health and wellbeing

Delivery

HR's guiding principles in delivery are:

- Supporting the business to achieve its objectives
- Recognising the changing work environment
- Maintaining legal compliance in all aspects of our work
- Acknowledging differing country priorities
- Working sustainably
- Providing an effective public service
- Providing value for money, including efficiency improvements
- Working flexibly
- Continuing to develop and support our employees

'Fit for Our Future' is the FC's people framework for taking the organisation forward through the next 5 years.



- **Deployment of people;**
- **Employee Skills;**
- **Equality and Diversity;**
- **Employee Safety, Health and Wellbeing;**
- **Pay and Recognition.**

What will we be seeking to achieve?

- Maintaining a committed, motivated, flexible, mobile and professional workforce;
- Improved workforce diversity;
- Improved leadership and management capability;
- Managers who are capable of successfully managing change;
- An organisation which acknowledges the contribution its employees make;
- Improved occupational health and reduced accidents;
- A workforce which is encouraged and supported to consider its health and well-being; and
- A fair, consistently applied pay system.

How will we know if we have succeeded?

- The FC will continue to be highly regarded by partners, customers and other stakeholders as an organisation that is innovative and delivers its business objectives;
- Change will be managed fairly, consistently and transparently;
- Investors in People re-accreditation;
- Increased engagement with employees demonstrated through the employee survey results;
- Improved workforce diversity;
- Increased proportion of managers on MDP programme;
- Number of employee ideas and suggestions submitted;
- Reduced accidents;
- Reduced sickness absence; and
- Employee Assistance Programme embedded and used.

Deployment of People

The effective and efficient deployment of employees will be critical over the next five years, as the FC adapts to the Governments' priorities. A key business objective will be to ensure that the workforce comprises the right people, with the right skills and expertise, in the right place, at the right time and cost. Alongside this, the FC will continue to seek to support employees through changes in business direction and emphasis.

HR will focus on: **Key Actions:**

Deployment

We will seek to minimise redundancies, by identifying suitable alternative employment wherever possible.

We will provide a dedicated re-deployment process to support employees and managers through the implementation of change.

We will review relevant policies and procedures to ensure they are fit for purpose, reflect best practice and meet legal requirements, including:

- the redeployment policy and procedure, to ensure a consistent and fair approach across the organisation;
- the transfer expenses policy and procedure, to ensure maximum flexibility in achieving our aim of re-deployment rather than employees leaving the organisation.

Mobility

We will use mobility and management postings to ensure maximum flexibility within the workforce when appropriate.

Postfilling

We will use a fair and open system to select people to fill posts on merit.

We will review the e-recruitment system.

Flexible working

We will encourage the use of flexible working, including alternative locations and working patterns (eg part-time working, job sharing, home working, hot desking, etc), where it is appropriate to the business need.

To achieve this:

Senior Managers will:

- Be visible and communicate current and future business priorities, consistent with Government aims and available funding.
- Maintain a strategic commitment to managing employees consistently and fairly.
- Lead by example in terms of demonstrating the FC Values through appropriate workplace behaviours.
- Work with the FC Trade Unions to deliver change.

Managers will:

- Take responsibility for managing the deployment of employees in their management area, thus supporting the effective and efficient deployment of employees across the FC.
- Actively look at future work commitments through the business planning process, be open to different ways of fulfilling job requirements and not be constrained by how things have been done in the past.
- Ensure that employees are provided with the appropriate training, information and support to develop themselves for the future.
- Work with the FC Trade Unions to deliver change.
- Lead by example in terms of demonstrating the FC Values through appropriate workplace behaviours.

Employees will:

- Be open to change and consider different ways of fulfilling job requirements and not be constrained by how things have been done in the past.
- Take responsibility for their career development and be willing to undertake training to develop their skills and expertise.
- Clearly understand their mobility obligations.
- Actively demonstrate the FC Values in carrying out their tasks and duties.

HR will:

- Maintain an up-to-date knowledge of all legal requirements and Civil Service obligations in respect of employee deployment.
- Develop policies and processes to support the business through change.
- Provide advice and support.
- Support managers to use the agreed method to select people to fill posts.
- Work with the FC Trade Unions to deliver change.



Employee Skills

We will build on the work of the first People Strategy by ensuring that employees continue to have the opportunity to develop the right skills, knowledge and competencies in order to carry out their roles as effectively as possible. In order to do that the organisation will need to identify existing skills and knowledge, future requirements and the most appropriate means of filling any gaps.

HR will focus on: **Key Actions:**

Knowledge, skills and competencies

We will work with each part of the business to identify the learning and development requirements of the main job groups or families, taking account of future business needs including new roles.

We will provide employees with the opportunities to develop professional and transferable skills.

We will seek appropriate external accreditation for internal courses and learning programmes.

Collaboration

We will work with other public sector Learning & Development providers (particularly Scottish Government, Defra and Welsh Assembly Government) to identify and develop appropriate and cost-effective learning opportunities.

Managing Change

We will develop training programmes for managers which recognise and promote managing change as a key set of competencies.

Development Programmes

We will provide relevant development programmes for new and existing employees.

We will support modern apprenticeships.

We will manage the Management Development Programme, Leadership Programme and Graduate Development Programme.

We will review the Learning & Development Strategy.

To achieve this:

Senior Managers will:

- Commit to the FC's Learning & Development Strategy and Development Programmes.
- Provide a consistent and high profile lead on promoting the importance of learning and development activities.
- Be pro-active and role model the organisation's commitment to learning through their own development activities.
- Ensure that learning and development features prominently in performance management discussions between managers and employees in their management area.

Managers will:

- Commit to the FC's Development Programmes.
- Include relevant and achievable Individual Learning Plans in formal performance management discussions.
- Support employees to realise opportunities to develop knowledge, skills and competencies that benefit both the business and the individual.
- Identify potential knowledge or skills gaps that may impact on current or future performance within their area of the business.

Employees will:

- Seek opportunities for their own personal development.
- Be responsible for maintaining an up-to-date and relevant Individual Learning Plan, which may include 'on the job' training as well as formal training courses.
- Undertake and complete agreed development.

HR will:

- Facilitate, maintain and develop relevant training and development opportunities to meet current and future business needs.
- Maintain the competency frameworks.
- Develop strategic partnerships with other L&D providers.





We will build on the work of the first People Strategy by ensuring that employees continue to have the opportunity to develop the right skills, knowledge and competencies in order to carry out their roles as effectively as possible.



Equality and Diversity

The FC's Equality and Diversity agenda is about:

- Improving the diversity of the FC's workforce; and
- Engaging with diverse communities in relation to the provision of FC services to the public.

Our ambition is to have a diverse workforce that reflects the society that we serve and to reap the business benefits that engaging with diverse communities provides.

HR will focus on: Key Actions:

Legal Compliance

We will maintain an up-to-date knowledge of all legal requirements in respect of Equality and Diversity.

We will publish, or contribute to, guidance to support the Equality and Diversity agenda in all aspects of FC business.

We will prepare and publish an annual monitoring report setting out how well the FC is doing in meeting its Equality and Diversity objectives.

We will report annually to the Executive Board on workforce diversity and progress made in providing services to diverse communities.

We will review the Diversity Strategy.

We will prepare an Action Plan with prioritised objectives, supported by published evidence for the FC.

We will review and revise the information held on our Intranet and Internet pages.

We will review our diversity training.



Workforce Diversity

We will work towards improving the diversity of our workforce (focusing on encouraging applications from potential employees from ethnic and disabled communities and from women) by:

- Encouraging more staff to advise us if they have a disability.
- Exploring the Two Ticks Standard.
- Carrying out social marketing research where appropriate.
- Ensuring Equality and Diversity considerations are included in the FC's staff development programmes.

HR will focus on: Key Actions:

Engagement

We will continue to support employees through the Equality Analysis process.

We will review and revise the current Equality Impact Assessment guidance in line with the new Equality Act Specific Duties.

We will promote to ethnic and disabled communities the types of services FC provide.

We will provide a Staff Diversity Forum.

We will share best practice across the FC.

To achieve this:

Senior Managers will:

- Provide a consistent and high profile lead on Equality and Diversity.
- Demonstrate a strategic commitment to Equality and Diversity throughout the business planning process.
- Be responsible for delivering the public sector duties of the Equality Act 2010.
- Support innovation and creativity in the development of Equality and Diversity initiatives.
- Lead by example using appropriate workplace behaviours to embed a culture that values Equality and Diversity.

Managers will:

- Be responsible for mainstreaming Equality and Diversity actions in their management area, including through the business planning process.
- Ensure that Equality Analysis is carried out on new and revised policies, functions and services as appropriate.
- Ensure that employees are provided with the appropriate training, information and support.
- Celebrate and share their Equality and Diversity successes.

Employees will:

- Actively demonstrate the FC Values in carrying out their tasks and duties.
- Support a culture of respect by valuing difference and encouraging inclusion of people from all backgrounds.
- Engage with diverse communities where appropriate.

HR will:

- Ensure the FC continues to meet its legal obligations as a public sector organisation.
- Support the FC in mainstreaming Equality and Diversity into all its long-term planning and daily activities.
- Encourage a cohesive and pragmatic approach to Equality and Diversity across the whole FC.
- Provide policy advice, support, training and sharing of best practice.

Employee Safety, Health and Wellbeing

We want our employees to be safe and healthy at work – to return home without suffering an injury or experiencing ill health as a result of their work. We will encourage our employees to look after their general health and wellbeing at work and at home.

HR will focus on: Key Actions:

Legal compliance

We will maintain an up-to-date knowledge of all legal requirements in respect of Health & Safety.

We will ensure that the Health & Safety team maintains their professional membership of the Institute of Occupational Safety & Health through demonstrating continuous professional development.

We will support managers to ensure the Forestry Commission meets its duty of care to employees and its legal obligations as an employer.

Policy and guidance

We will promote a safety culture throughout the FC.

We will carry out Health & Safety audits, including:

- Risk assessment;
- Working at height;
- Lone working.

We will maintain and review our current health and safety policies and guidance, including:

- Reviewing the sickness absence policy.
- Reviewing the policy on managing the risk of fire in FC buildings.

We will develop clear policy and guidance for new areas of business, including:

- Reviewing the health and safety guidance for windfarms in FC Scotland;
- Developing health and safety guidance for windfarms in FC Wales.

We will undertake a review of the Health & Safety function.



HR will focus on: Key Actions:

Employee health and wellbeing

We will complete implementation of the Employee Assistance Programme across the FC and monitor/evaluate the service provided, to ensure satisfactory service levels.

We will monitor and proactively manage employee sickness absence and stress-related absence, including:

- We will report on sickness absence levels to country/FR Management Boards.
- We will publish an annual report analysing the sickness absence statistics.

We will provide occupational health surveillance for those employees engaged in physical or hazardous activities, including HAVS and Audio examinations.

We will encourage employees to take an active interest in their general health and wellbeing and to balance their work and personal lives. including:

- Continuing to promote the Your Good Health initiative across the FC.
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To achieve this:

Senior Managers will:

- Provide a consistent and high profile lead on safety, health and wellbeing.
- Demonstrate a strategic commitment to health and safety throughout the business planning process, particularly with regard to new areas of business and at times of change.
- Lead by example, using appropriate workplace behaviours to develop a health and safety culture.

Managers will:

- Be responsible for embedding safety, health and employee wellbeing in their management area, including through the business planning process.
- Use risk assessment to ensure that risks to the health and safety of employees are eliminated or reduced, so far as is reasonably practicable.
- Ensure that employees are provided with the appropriate training, information and support to manage health and safety in the workplace.

Employees will:

- Take care of their own health and safety and that of others.
- Be prepared to challenge on health and safety issues.
- Be open to being challenged on health and safety issues.
- Maintain awareness of general health issues.

HR will:

- Maintain an up-to-date knowledge of all legal requirements in respect of health, safety and wellbeing.
- Ensure the FC continues to meet its legal obligations as a public sector organisation.
- Provide policy, advice and guidance.
- Support the FC to mainstream health and safety into all its long-term planning and daily activities (including new areas of business).
- Support employees to maintain their general health and wellbeing.

Pay and Recognition

We want our employees to be fairly and equitably rewarded for the work they do, within the confines of affordability and Government pay policy. We want our employees to understand their contribution to the business, to receive suitable acknowledgement for their contribution and to understand that they have a role in shaping the FC's future.

HR will focus on: **Key Actions:**

Culture and Values

We will review the FC Values to ensure they are fit for purpose and are reflected in the FC's culture.

We will explore the need for a culture change programme, taking account of the changing work environment.

Performance Management

We will review the Performance Management System.

Pay and Reward

We will undertake Equal Pay monitoring to identify any gender pay gaps and develop feasible proposals to address these.

We will review the pay system prior to each pay review, taking account of affordability, Government pay policy and pay levels across the Civil Service.

We will review the benefits we offer to ensure that the overall FC package enables us to recruit, retain and motivate employees, whilst offering value for money for the taxpayer.

Innovation

We will develop a framework to encourage employees to contribute ideas for improvement and to support managers in acknowledging employee innovation and ideas.

Working Together

We will work with the FC Trade Unions and our employees on issues affecting them.

We will be as open and transparent as possible in our communications.

We will review the Staff Council Constitution to ensure it remains fit for purpose.

We will conduct a bi-ennial Employee Survey.

To achieve this:

Senior Managers will:

- Maintain a strategic commitment and take a collective responsibility for fair and equitable application of pay.
- Provide a consistent and high profile lead on pay and recognition.
- Consult as appropriate on issues affecting employees.
- Keep employees informed about issues affecting them and be as open and transparent as possible in communications.
- Lead by example in terms of demonstrating the FC Values through appropriate workplace behaviours.

Managers will:

- Ensure that employees are aware of the FC's approach to pay and recognition in the workplace.
- Create a culture in which innovation and ideas are encouraged and appropriately recognised.
- Lead by example in terms of demonstrating the FC Values through appropriate workplace behaviours.

Employees will:

- Actively demonstrate the FC Values in carrying out their tasks and duties.
- Contribute innovative thinking and ideas for improvement/efficiency.
- Understand the FC's pay and recognition systems.
- Participate in relevant consultation exercises, either directly or through the recognised FC Trade Unions.

HR will:

- Maintain an up-to-date knowledge of all Government and legal requirements in respect of pay and recognition.
- Lead on pay and recognition.
- Provide policy, advice and guidance.
- Ensure the FC consultation process is fit for purpose.
- Be as open and transparent as possible in our communications with employees.



In order for us to be 'Fit for Our Future', we must all be open to change, be innovative and professional. We will continue to be an organisation that is committed to high levels of employee engagement, motivation and achievement, and one that openly encourages participation, personal development and which values its staff.



