



BCTS
BC Timber Sales



PEOPLE PRACTICES STRATEGIC PLAN

2007/08 - 2010/11



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A Career with BCTS

A career path in BCTS, the Ministry of Forests and Range, and government offers exceptional opportunities to develop new solutions to complex problems, to learn and grow personally and professionally. Existing and future BCTS employees have the opportunity to have a positive and unique impact on public and private forests, communities, the economy and the lives of British Columbians. For career opportunities with BCTS go to www.for.gov.bc.ca/bcts/jobs.

FORWARD FROM ASSISTANT DEPUTY MINISTER



I am pleased to present the BC Timber Sales People Practices Strategic Plan (Plan), which covers the period from 2007/08 to 2010/11. The Plan was introduced internally in fall 2007 and has been updated to reflect work currently underway to implement the Plan.

Since 2003, BC Timber Sales has continuously demonstrated strong performance in achieving its strategic goals and business targets. These business achievements have been due, in large measure, to the remarkable efforts of staff that have performed with a high level of professionalism and commitment from the outset in helping BC Timber Sales attain its mandate. While we focussed on establishing the BCTS program and meeting our critical business targets, we were not able to devote the same level of energy to advancing our people practices. This Plan represents a significant step forward on that front.

For any organization, and particularly a large and decentralized one such as ours, it is important to have a clear plan that enables us to address the issues affecting our work environment as well as the values and objectives that drive our people practices decisions. The Plan provides a BC Timber Sales vision for our people practices and provides a way for people to become engaged in helping develop specific strategies and actively shape the direction of their careers.

Developed by BC Timber Sales people for BC Timber Sales people, the Plan focuses our people practice activities on those of greatest importance at this time and on the achievement of our Business Plan Goal 1 to ensure that BC Timber Sales continues to be a high-performing organization with skilled, motivated and proud people. This Plan harmonizes with the provincial government's Public Service Human Resource plan and the Ministry of Forests and Range's Workforce plan and Road Ahead initiatives.

Recommendations from recent organizational reviews, staff survey results, and direct staff input provided through People Practices Working Group (PPWG) members form the foundational materials upon which the plan has been built. Initial implementation of the Plan is focusing on:

- ensuring leadership thrives throughout BC Timber Sales;
- supporting people in taking appropriate risks in the pursuit of innovation;

- developing a culture of recognition within BC Timber Sales that is practiced by all;
- improving accountability throughout the organization;
- addressing staff concerns about workload and work related stress; and
- addressing recruitment and retention in severely isolated and other locations where it is difficult to recruit and retain people.

The Plan will be reported on and updated annually. New strategies will be added and priorities adjusted, based upon feedback, results and direction from other initiatives within BCTS, the Ministry and the provincial government.

I would like to thank all the members of the People Practices Working Group for their extraordinary efforts in the development of this Plan. The members also play a key role communicating the Plan throughout the organization, conveying their passion for the Plan and people practices, and engaging people to ensure the success of the Plan and BC Timber Sales into the future.

A career in public service is one of the most personally rewarding choices an individual can make. In BC Timber Sales, more than 600 people work to make a positive difference in the lives of over four million British Columbians every day, serving in a unique 'hybrid' organization – balancing public sector values and private sector principles. I am proud to be part of BC Timber Sales, working with dedicated people who go the extra mile on behalf of our province, striving for excellence and the personal satisfaction of a job well done.



Dave Peterson

INTRODUCTION

Organizational Overview

BC Timber Sales (BCTS) is an autonomous organization within the Ministry of Forests and Range (Ministry or Forest Service), with financial and operational independence from regional and district operations. The division has an integral role in the implementation of government's Forestry Revitalization Plan and supports the Ministry's goal of sustainable socio-economic benefits from forest and range resources. BCTS provides these benefits by planning and developing, and selling through auction a substantial and representative portion of the province's annual available timber volume.

Despite its operational and financial independence, BC Timber Sales remains a proud part of the Forest Service and maintains mutually productive and beneficial relations with all other parts of the Ministry of Forests and Range.

BC Timber Sales has four strategic goals:

Consistent with safe practices and sound forest management, BC Timber Sales...

1. Is a high-performing organization with skilled, motivated and proud people.
2. Provides a credible reference point for costs and pricing of timber harvested from public land in B. C.
3. Provides a reliable supply of timber to the market, through open and competitive auctions – subject to meeting the requirements of cost and price referencing stated in Goal 2.
4. Maximizes net revenue for the Province – subject to the requirements of cost and price referencing stated in Goal 2 and supplying timber for auction stated in Goal 3.

Plan Overview

The Plan provides a vision for our people practices and encourages people to become engaged in helping shape specific strategies and actively shape the direction of their careers. The Plan will focus our activities on those of greatest importance at this time. While the Plan does not provide the details of implementation or address all our people practices challenges, it sets BCTS on a course to be a high-performing organization with skilled, motivated and proud people.

The Plan is a living document that will evolve and change as the organization adapts to new challenges, opportunities and operational realities. As such it will be reviewed and updated annually in conjunction with the BCTS Annual Business Plan. In addition, each year BCTS will produce a People Practices Annual Report that report on progress made and achievement of objectives during the year.

How the Plan was Developed

The BCTS People Practices Strategic Plan was developed by staff from various levels and parts of the organization as represented in the People Practices Working Group. Support was provided by the Organizational Development Branch of the Ministry of Forests and Range. The Plan was reviewed and endorsed by the Timber Sales Leadership Team.

Link to other Plans

The Plan harmonizes with the provincial government's Public Service Human Resource plan and the Ministry of Forests and Range's Workforce plan and Road Ahead initiatives. More importantly, the BCTS Plan focuses the

broad goals, objectives and strategies of these higher level plans into those of greatest priority and importance to BCTS and our people. To the extent possible, the Plan integrates these other plans where they support and contribute to achieving the people practices objectives of BCTS. Accordingly, BCTS will work closely with human resource staff of the Ministry to integrate and collaborate on matters of mutual interest. The Plan also incorporates, as applicable, the results of the Public Service Agency's Work Environment Surveys, the BCTS 2005 Organizational Review, the 2006 Structural Review, the 2007 Business Efficiencies Review and the BCTS Learning Strategy.

What Next?

The Plan identifies 31 action items to address key priorities for BCTS – too many for any single year. Therefore, the People Practices Working Group (PPWG), with input from the BCTS Timber Sales Leadership Team, established priority strategies and developed a high level action plan for initial implementation of the Plan.

How can BCTS staff get involved?

BCTS staff are encouraged to become involved in shaping and innovating the people practices for BCTS. The People Practices Working Group will form a number of Task Teams and opportunities to contribute to the development and implementation of the various priority strategies identified in the plan. BCTS will also be looking for champions – those with a passion for people practices or specific objectives or strategies to contribute innovative and new ideas and support the implementation of the Plan. If you are interested in contributing, you should contact a member of the People Practices Working Group or the Timber Sales Leadership Team.

THE PLAN

The purpose of the BCTS Strategic People Practices Plan is to focus on the achievement of our Business Plan Goal 1 to ensure that BC Timber Sales continues to be a high-performing organization with skilled, motivated and proud people. The Plan applies three lenses through which to view and help BCTS realize success – Versatility, Culture and Endurance. For each lens, there are two or three areas of focus, each with specific objectives, strategies and activities considered to be of greatest importance to BCTS at this time.



Versatility

BCTS and its people continuously learn, innovate and lead themselves through change and complexity. Versatility enables us to succeed in the ever changing and increasingly complex environmental, societal, technological and business surroundings in which we operate.

Culture

BCTS and its people share a set of common values, practices and attitudes that contribute to their success and make the organization a great place to work. For BCTS, our culture is based on performance management (recognising each others' achievements and contributions and being accountable for our performance), being engaged, and practicing workplace wellness.

Endurance

BCTS consistently delivers exceptional results over a long period of time, beyond any single leader, great idea, or market cycle. When hit by set backs, BCTS bounces back stronger than ever. Key to the lasting endurance of BCTS is effective workforce planning, relationships with our internal and external stakeholders and partners, and continuous evaluation and improvement of our people practices.

Versatility

Continuously learn, innovate and lead ourselves through change and complexity.

Learning

Why?

BCTS embraces the Learning Organization philosophy. A learning organization is one where individuals and the organization are committed to continuous learning and improvement. It is characterized by having people that are flexible, adaptive, innovative and capable of dealing with rapid change.

Continuous learning broadens perspectives, exercises the mind, increases job satisfaction and contributes to high performance.

Objective

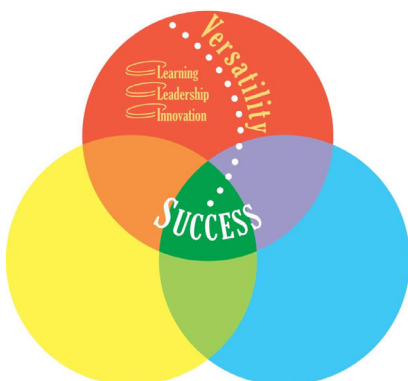
People are aware of learning opportunities and have the desire, time, resources and support to pursue them.

Measure

PSA Work Environment Survey Score for Professional Development

How?

1. Apply learning organizational principles and practices throughout BCTS. Continue to use and support the Ministry Learning Organization Practitioners.
2. Operationalize the BCTS Learning Strategy.
 - Provide guidance and increase awareness of the Learning Plan component of the Employee Performance and Development Planning process, so that people can better self-direct their learning to align with desired personal and corporate competencies and goals.
 - Increase awareness of the processes for people to make recommendations into future corporate learning opportunities for the benefit for all.
3. Create a web-based "Learning Centre" to increase awareness and access to existing and new learning opportunities, tools, resources and guidance.
4. Explore opportunities to provide people access to new web-based learning and other distance education options.



Versatility

Continuously learn, innovate and lead ourselves through change and complexity.

Leadership

Why?

Strong leadership, present at all levels, is a prerequisite for a healthy, high-performing organization. Leadership throughout the organization means having empowered people who are encouraged to seek and accept leadership responsibilities. Investing in leadership development provides people with increased opportunities to reach their potential, and provides organizational depth and versatility.

Objective

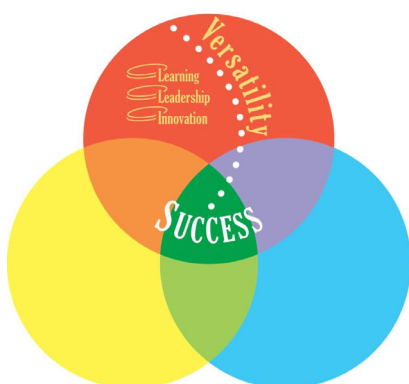
Leadership thrives throughout BCTS.

Measure

TBD

How?

1. Develop a corporate strategy to encourage, support, leverage and integrate leadership competencies. These competencies can be gained through initiatives such as the BCTS 'Leadership in Action' workshops, the government's "Leading the Way" program and the Pacific Institute's "Imagine 21 – Investment in Excellence" program on causative learning.
 - Develop and communicate a corporate vision of what leadership is and means for BCTS.
2. Continue to focus on and integrate with Ministry corporate leadership development opportunities such as, Temporary Assignments, Succession Planning Knowledge Transfer (SPKT), mentoring, and coaching.
3. Develop a corporate strategy in support of a coaching culture in BCTS.



Versatility

Continuously learn, innovate and lead ourselves through change and complexity.

Innovation

Why?

Where innovation exists, the work place is vibrant, fun and engaging. Innovation helps the organization adapt quickly to changes and improve performance. It builds energy, enthusiasm, motivation and engagement in people and confidence in the business - internally and externally.

Objective

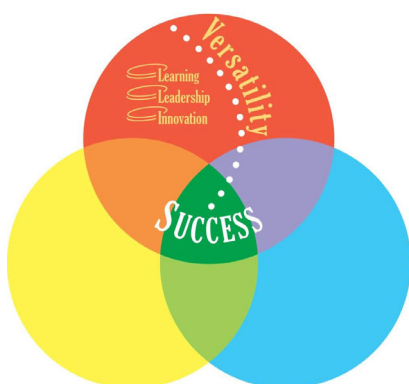
Great ideas actually happen and make their mark on BCTS.

Measure

TBD

How?

1. Support people in taking appropriate risks in the pursuit of innovation by developing and communicating a BCTS specific risk management framework. This framework would include safety, environmental, operational and business elements.
2. Create a web-based "Innovation Centre" to share our learning (how they did it) and increase awareness. This will also increase availability of existing and new innovations and business improvement projects, tools, resources and guidance.
3. Develop a BCTS Innovation newsletter focussing on significant learning experiences in each Business Area and Headquarters. Post newsletter on the Innovation Centre.
4. Support the development of a robust network of Communities of Practice (CoP) by providing staff with access to guidance, tools and the resources necessary to initiate and grow their own CoPs or to participate in others in their areas of interest.



Culture

Share a set of common values, practices and attitudes that contribute to our success and make BCTS a great place to work.

Recognition and Accountability

Why?

Recognizing each other's achievements and contributions and being accountable for our results are key to supporting high performance. Recognition means celebrating effort, accomplishment, contribution and success, while demonstrating that work is valued and people are appreciated. More than simply reporting, accountability emphasizes the cycle of continuous improvement and the obligation each of us has to demonstrate and take responsibility for our results in light of agreed-upon expectations.

Objective

Recognition and accountability are a part of our culture and practiced by all.

Measure

PSA Work Environment Survey Score for Recognition

How?

1. Develop a BCTS recognition framework and guidance that includes both formal and informal types of recognition, and promotes recognition horizontally and vertically at all levels within BCTS.
 - Explore innovative public and private sector best practices that enhance recognition and integrate them into BCTS people practices.
2. Obtain people's input and ideas on what accountability means within BCTS and develop a strategy to improve accountability throughout BCTS.
3. Use the Performance Management and Accountability Framework of the BCTS Service Plan, Business Area Business Plans, and individual EPDPs to set out agreed-upon expectations and regularly review and report on performance against those expectations.



Culture

Share a set of common values, practices and attitudes that contribute to our success and make BCTS a great place to work.

BCTS Principles

- Broad cross-sections of BCTS people will be engaged in all corporate initiatives to provide ideas and input.
- Open communication is modeled and supported by all.
- Participation on teams within BCTS is encouraged and supported.



Engagement

Why?

Organizations with engaged people are inclusive, have effective leadership and communication through out the organization and reduced employee absenteeism. Engaged people are actively involved in and enthusiastic about their work and the organization. They feel they can make a positive difference by contributing to job satisfaction and organizational commitment. They also care about the future success of their organization and feel inspired and proud about their work.

Objective

BCTS people are engaged.

Measure

PSA Work Environment Survey Score for Engagement

How?

All 31 "How?" strategies in the three lens areas of the Plan contribute to engagement. The principles and strategies here supplement our efforts achieving our overall engagement objective.

1. Develop and deliver a workshop to increase people's understanding of how their work and the work of their teams contribute to achieving team, responsibility centre and organizational goals and objectives.
2. Continue to use staff survey results, annual general meetings, teams [e. g. working groups], and business improvement projects to secure people's input, ideas and feedback to improve BCTS.
3. Create an internal communications strategy to support the development of a culture of engagement.

Culture

Share a set of common values, practices and attitudes that contribute to our success and make BCTS a great place to work.

Wellness

Why?

Workplace wellness is a key to creating a healthy organization. Corporate wellness programs help to improve overall productivity, morale and job satisfaction while increasing the effectiveness of recruitment and retention and decreasing absenteeism. The Ministry's workplace wellness program includes Physical, Intellectual, Social, Emotional, Environmental and Spiritual elements.

Objective

BCTS provides a healthy, and respectful workplace, where people are aware of and are able to exercise choices about their work-life integration.

Measure

PSA Work Environment Survey Stress & Workload Score

How?

1. Develop and implement a strategy that addresses staff concerns about workload and work related stress. The strategy will integrate relevant information and ideas obtained from staff and other sources, such as the BCTS Business Efficiency Review.
2. Continue to support and partner with the broader Ministry and its Workplace Wellness Team to implement the Ministry's three year workplace wellness strategy and programs.
3. Continue to contribute \$50 per year per person to joint local level health and wellness committees to support local activities.



Endurance

Deliver exceptional results over a long period of time and bounce back stronger than ever before when hit by set backs.



Workforce Planning

Why?

Workforce planning includes recruitment and retention as well as knowledge management and succession planning. A workforce plan predicts and prepares for organizational needs now and in the future. It provides an environment for current employees to develop rewarding careers and attracts high performing talent from other labour markets.

Recruitment is the life blood of any organization – getting the right people with the right skills in the right place now and in the future. Successful recruitment builds organizational “bench strength” and avoids potential critical skills gaps.

Successful employee retention is critical to the future existence of any organization. An organization with successful retention has excellent leaders and provides people with flexibility and work/life integration, with both parties sharing the same values and vision.

Effective knowledge management and succession planning are important to the endurance of BCTS. They work proactively to ensure continuity of leadership and knowledge. These factors are about building depth in critical competencies and preserving the memory of the organization.

Objectives

- **Recruit skilled and motivated people in the right place at the right time.**
- **Retain our skilled and motivated people.**
- **Maintain continuity of leadership and knowledge.**

Measures

The average number of qualified applicants per competition

The number of people leaving BCTS per year

The average number of internal qualified applicants per competition

Endurance

Deliver exceptional results over a long period of time and bounce back stronger than ever before when hit by set backs.



Workforce Planning Continued.....

How?

1. Develop and implement a BCTS strategy integrated with government and Ministry strategies to address recruitment and retention in severely isolated and other locations where it is difficult to recruit and retain people.
2. Develop innovative selection methods and tools based upon behavioural event competencies; and provide training for panel members and interviewees.
3. Regularly review contracts for conversion to direct delivery through permanent employees to build internal capacity and retain core skills within BCTS.
4. Explore opportunities for innovative ways to develop skilled people for entry to key positions and to retain experienced and skilled people in positions longer, such as progressive classification series.
5. Develop and implement outreach recruitment strategy in partnership with First Nations.
6. Within the broader government and Ministry recruitment strategies, develop a youth recruitment strategy. The strategy should include: participation at recruiting events actively promoting BCTS and the public service as a potential employer; leveraging government's "Pacific Leaders Program"; expanding the use of co-op students leading to full time employment; and the creation of summer employment opportunities.
7. Develop a strategy to fully utilize the Ministry's "Career Pathing Tool" to support succession planning within BCTS.
8. Develop and implement succession plans for critical BCTS positions, taking advantage of innovative ideas such as progressive and dual classifications.
9. Explore broader classification and compensation issues with the Public Service Agency.

Endurance

Deliver exceptional results over a long period of time and bounce back stronger than ever before when hit by set backs.

Relationships

Why?

Opportunities without relationship lack imagination and action without relationship lacks conviction. BCTS is inextricably linked to our clients, customers, the forest industry, First Nations, communities, the Ministry, and other external stakeholders for success. Due to our decentralized nature, BCTS is also heavily dependent upon our internal relationships among Business Areas, teams, colleagues and peers.

Strong relationships allow BCTS to succeed by leveraging resources and knowledge, and contributing to the success of itself and others. Success in building and maintaining strong relationships requires people that are competent in relationship building. Therefore, the ability to build and maintain relationships to work collaboratively and in partnership with others is a critical competency for BCTS people.

Objective

BCTS people have the competencies needed to develop, strengthen and maintain strong relationships.

Measure

TBD

How?

1. Review whether Relationship Building should be a core competency for which BCTS positions. Ensure BCTS selection processes include a relationship related competency question(s) where appropriate.
2. Develop a learning resource that will provide all BCTS people with access to information, courses and other materials focused on building, strengthening and maintaining relationships to support their competency development.



For more information on BC Timber Sales
visit our Web site at
www.for.gov.bc.ca/bcts

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