

Personnel department people strategy

People strategy for British Waterways

Introduction

This sets out British Waterways strategic approach to people management.

The strategy is a framework to guide the development of personnel practices to be delivered by managers nationally, regionally and locally.

The strategy embraces appropriate best practice in the areas of personnel and development.

Vision

The culture we aim to create so that everyone fully contributes to the success of the business is one where British Waterways :

- Values the contribution, efforts and skills of everyone
- Provides support which encourages a motivated, skilled and customer orientated workforce
- Encourages teamwork with shared values to achieve common goals
- Respects and recognises the role of the individual and encourages the achievement of potential
- Treats and rewards everyone fairly, and
- Provides a safe working environment where risk management is fully understood and applied.

Strategy

The quality, commitment, innovation and development of all our people is the vital ingredient for success in all British Waterways key business strategies

Our **Marketing Strategy** relies on the alignment of our people with its aims; greater customer orientation, new business development and understanding and promoting our brand values.

Our **Operational Strategy** to eliminate the maintenance backlog, achieve Waterway Standards, improve customer service and increase efficiency levels, requires the commitment of all to deliver the promises we make to all our stakeholders.

Our **Technical and Safety Strategy** requires professional expertise to set the standards we need to deliver our key projects and maintain high safety standards for our workforce and customers.

The commitments we make through our **Environmental and Heritage Strategy** require our people to understand the vital importance of our initiatives in these areas

and their individual responsibility to develop expertise and genuine commitment to this key area of our development.

The developments we make in our **Information Technology** Strategy to ensure that quality information is available to support decisions and our processes are aligned with the business needs of our people.

A strategic approach concentrating on the following key areas has been developed based on the analysis of internal and external factors :

- **Employee development** - to maximise the contribution of all British Waterways' people particularly in the vital area of customer care
- **Quality recruitment** - to attract the most suitable for the future development of British Waterways
- **Fair reward** - to motivate and retain a balanced workforce
- **Modern employment practices** - to support the development of our enterprise culture
- **Partnership approach** - to benefit from strong working relationships with our recognised unions

Performance Management is a further key strategic area where British Waterways seeks to continually improve the performance of everyone in the business by the development of clear performance standards and achievement targets.

Details of the strategic approach in each area are set out below.

Future direction

Progress has been made in recent years to change the culture of our employees to a modern, businesslike, customer focused orientation

The building blocks to maintain performance improvement and further culture change are in place (Performance Appraisals, Contribution Pay, training and development initiatives, communication techniques, harmonised terms and conditions). The focus for the future will be:

- Aligning everyone with our Marketing Strategy
- Development of a continuous improvement culture through the application of performance management processes
- Continuing our commitment to develop all British Waterways' people to strive for optimum contribution realising their full potential
- Developing employment practices which attract, retain and motivate quality people.

Strategic approach

These tables summarise our strategic approach to people issues.