



# People & Culture Strategy

2019-2021









# Introduction

## Our Strategic Direction

Sustainable Timber Tasmania manages a unique forest estate which has important high conservation values and supports a value-adding sawmilling industry.

Sustainable Timber Tasmania has a strategic aim to be the best land manager so that the 812,000 hectares of land that it manages (11% of Tasmania) is the best that it can be, over the long term, with reference to the varied social, environmental and commercial uses.

In order to successfully fulfill this management role, Sustainable Timber Tasmania recognises the critical role played by staff and contractors. This contribution is even more important following the restructure to Sustainable Timber Tasmania, as fewer staff and a flatter organisation structure requires a strong team approach which harnesses everyone's skills and strengths.

Please take the opportunity to read the Sustainable Timber Tasmania's Statement of Corporate Intent.

Sustainability is at the heart of everything that Sustainable Timber Tasmania does. It's the long

term future for our business. It includes:

- Sustainably managing the forest estate;
- Sustainably supplying timber; and
- Sustainably growing our business.

To be successful in each of these areas, Sustainable Timber Tasmania will be focusing on:

- Delivering effectively – building a sustainable, effective and consistent business that is valued by our customers and shareholders;
- Developing capability – investing in our business and our people, and promoting an educated, skilled and safe contractor workforce with capabilities for the future;
- Leading and innovating – embracing new ideas and realising opportunities, and fostering an innovative culture that supports ongoing development of the Tasmanian forest industry;
- Growing value – investing in strategies and initiatives that grow and realise the full value of the forest estate and the services we provide; and
- Listening and engaging – building trust and confidence with our stakeholders and the community through genuine communication, engagement and being a good neighbour.





# People & Culture Strategy

## Strategic drivers for the People & Culture Strategy

The People & Culture Strategy is designed to help support the strategic aim of Sustainable Timber Tasmania.

The strategic direction of Sustainable Timber Tasmania requires the People & Culture Strategy to:

- have a long term focus
- foster a strong workforce which
  - has capacity and capability to create success for STT, its customers and contractors
  - contributes to a strong STT brand
  - is adaptive to a changing environment
- foster strong Values which resonate with all staff and which are 'lived' by all
- create a high performance culture focusing on results from leadership and innovation.

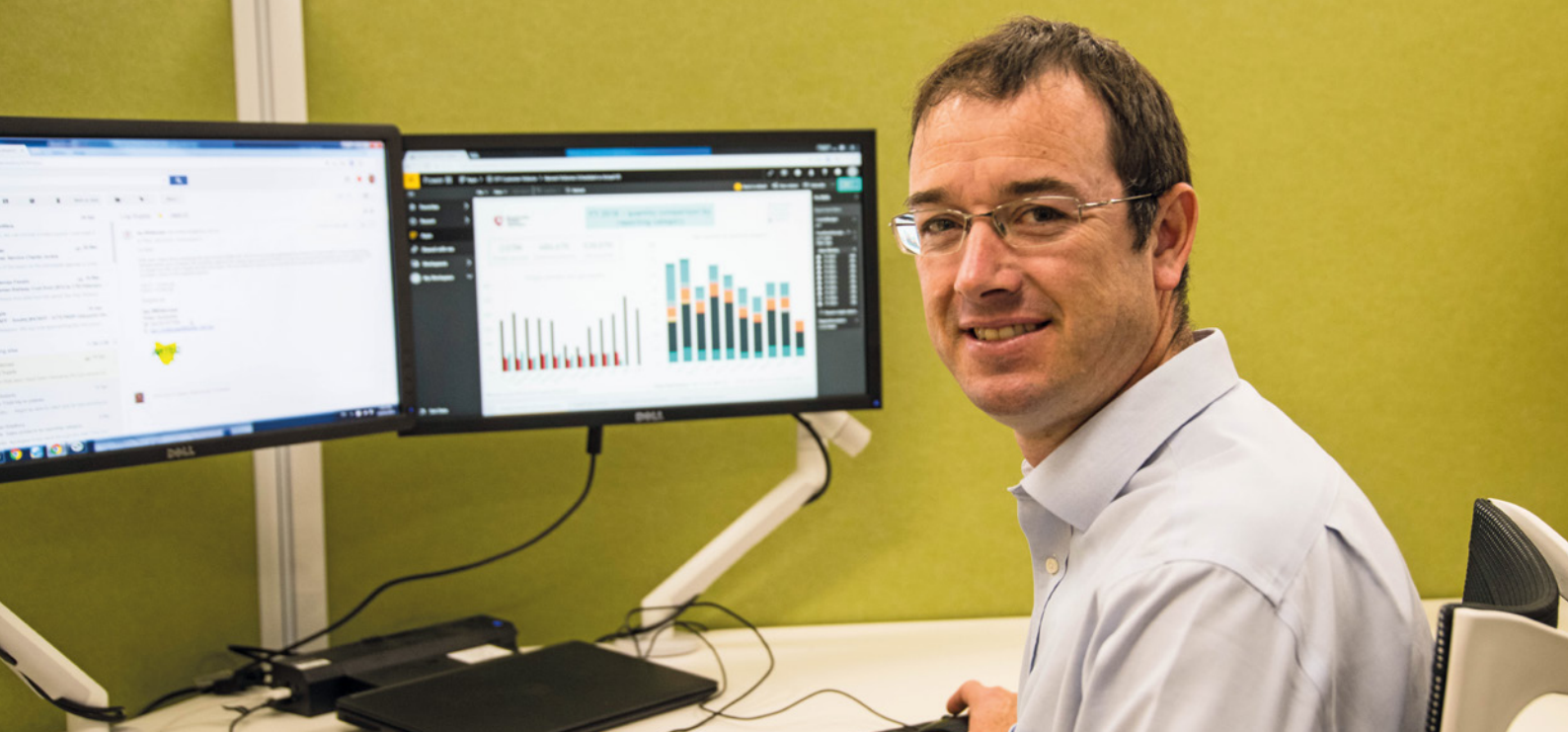
## Future reality

The People & Culture Strategy intends to achieve the following outcomes:

- becoming an Employer of Choice
- defining and developing a strong STT brand –

being clear on what it means to be (and having pride in being) an employee of STT

- strong Values which are 'lived' by all
- high performance culture
- strong workforce which acts as 'One Team' which is/has:
  - Innovative
  - Flexible
  - Diverse
  - Adaptable
  - Engaged
  - Resilient
  - Commercial, financial and technical acumen
  - Opportunities for growth
- principled and ethical leaders throughout the organisation:
  - with strength in people management
  - who are supported by colleagues
  - with access to programs including coaching, mentoring, succession
  - who use open communication
  - who engage effectively and broadly inside and outside of STT
- People & Culture is a valued Business Partner
- Established sustainable employment practices including flexible career pathways and effective policy and procedure driven by 'needs'.



# Strategic Action Areas

The Future Reality will be delivered by focusing on three key areas:

- Shared Culture
- Dynamic Talent Management
- Sustainable Learning & Development.

## Shared Culture

The target culture of Sustainable Timber Tasmania will be defined with reference to the development of the broader corporate brand. There are a number of key action areas which include:

### Culture & Values

- **Define and develop the culture** that aligns with the future expectations of the business and the corporate brand through behavioural and attitudinal change initiatives
- Strengthen our reputation as a high performing organisation through **shared values** which resonate with all employees.
- Empower a **diverse coalition of change leaders** to support a positive culture
- Reinforce and build on our **caring and safety culture** for our people and contractors to achieve **outstanding risk mitigation** practices
- Embrace new ideas, realise opportunities and foster an **innovative culture** that supports ongoing development of the Tasmanian forest industry
- Foster a culture in which all employees **welcome feedback and learn**
- Promote a **speak up and trust culture**
- Support **mental well being**
- Provide a workplace which **encourages flexibility and diversity**, and **builds resilience** and empowerment of our people and contractors
- Create a culture which becomes a **stimulus for ongoing improvement and change** in systems, policy, process and practice
- Foster an environment where **employees are recognised** in ways that are valued.





## Dynamic Talent Management

Achieving the future reality depends on enabling each employee to contribute their best to the organisation. Dynamic Talent Management will be achieved through the following action areas:

### Workforce Planning

- Partnering with managers to develop and **build the organisational capability** of their team members through **team development days**
- Planning for succession by **knowing the talent within STT and the roles that are critical to success**
- Foster a **diverse range of critical thinking, skills and experience**

### Performance Management

- Increase the **sense of achievement** and job satisfaction for employees
- Aligning the **right person with the right role** as part of effective performance management

### Talent Acquisition and Retention

- Focusing on **long term, fit-for-purpose learning** as well as taking into account personal growth and succession planning to **attract and retain the best talent**
- **Effective talent acquisition** through internal and external channels
- Focus on strengths and **recognising the talent** within individuals
- Provide **genuine career development**
- **Align remuneration** with strategic goals.



## Sustainable Learning & Development

Encouraging and supporting our people to continuously learn is a keystone principle of this strategy to create individual, team and organisation success.

### Learning & Development

- Develop a **Learning & Development Strategy** that **builds capabilities of employees** aligned with organisational goals
- Encouraging staff to **continuously learn** (which is more than just train) and acquire skills, knowledge and experience
- Employees to see how their growth benefits STT and **recognise the value in their role**
- Encourage **self-directed learning**
- Foster an environment where **knowledge exchange is positively encouraged and recognised**

### Leadership

- Develop and grow our own leaders through a culture of **sustainable learning and development** that is fit for purpose
- Develop **innovative, adaptable, and ethical leaders** in a caring, forward thinking and sustainable business
- Ensure that the **hearts and minds** of the whole organisation are captured by **inspiring engagement and communication**

### Coaching & Mentoring

- Building and developing **principled leaders** who **inspire confidence and trust** and are capable of building effective and **successful teams**
- Managers **recognise the importance of their coaching role in developing and supporting staff** and are supported and recognised for this role
- Communication within the organisation, within teams and between staff is **open and transparent**





# Strategy Implementation

## Business Partner Model

The People & Culture Team will take the lead role in implementing this strategy.

The People & Culture Team will employ a Business Partner Model which establishes the team as an internal advisor to managers and staff.

The Business Partner Model focuses on supporting managers in their people and culture requirements to more effectively deliver their business targets. This is an important shift in role for the People & Culture Team.

The People and Culture Team aims to be centrally involved in providing the right people, with the right skills, in the right role, at the right time.

The team will also partner with line managers to identify and create capabilities such as innovation, leadership, collaboration, change and culture management.

It is an aim that aspects of People & Culture integrate more thoroughly into business processes and align our day to day work more directly with business outcomes.

It is important the People & Culture Team is perceived as a trusted partner which can facilitate positive business outcomes.

## Timeline

The People & Culture Strategy is expected to take 3 years to fully implement.

## Measurements

The Strategy will consider suitable measures to track, report and manage the outcomes of the three Strategic Action Areas.





# Strategy at a glance

Key Areas	Objectives	High level attributes
<b>Shared Culture</b>	Culture & Values	Align with brand Shared values Coalition of change leaders Feedback and trust Caring culture Mental well being Diversity & Flexibility Resilience Recognition
<b>Dynamic Talent Management</b>	Workforce Planning	Team development days Recognising talent within Sustainable Timber Tasmania
	Talent Acquisition & Retention	Attract and retain best talent Genuine career development
	Performance Management	Right person, right role Increase sense of achievement
<b>Sustainable Learning &amp; Development</b>	Learning & Development	Learning and Development Strategy Continuous learning Knowledge exchange
	Leadership	Grow leaders Inspiring engagement Open communication
	Coaching & Mentoring	Principled leaders Recognise coaching role Open, transparent communication











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