



PEOPLE STRATEGY 2021 – 2024

Published January 2021

Chair Statement

Dear Colleague

The staff of a public body are its greatest asset. Without your expertise, enthusiasm and effective delivery CJS cannot carry out its important role. This People Strategy sets out a four pronged approach on how CJS plans to support and enable every member of staff over the next three years. This includes important matters such your development and wellbeing.

The Strategy has been approved by the Board and is an important expression of our commitment to you as an employee of CJS. The implementation of the People Strategy will be monitored by the Human Resources & Remuneration Committee* which will report to the Board.

Lindsay Montgomery

Chair, CJS

*HRRC Members: Glenys Watt, Chair, Linda Bendle, Adam Burley



Chief Executive statement

Our goal at CJS is to be an employer that supports our people to deliver on our corporate plan priorities. I know that people are complex, it isn't just about daily tasks and rewards – it's about seeing people, knowing your people and finding out what matters to them. It's about seeing talent and nurturing that. CJS is more than just an organisation with employees – we are a team, who value and respect one another, our diversity, personal values and experiences. These are the things that make us unique and the things that bring us together.

Our People Strategy sets out our vision for the type of organisation we want to be. In this time of uncertainty and a rapidly changing world we know that our people are the most important part of our success.

I am personally and wholeheartedly committed to driving forward our People Strategy. By having a values based, wellbeing focused and trauma informed workforce we will develop and nurture our people; creating a supportive, empowering and effective organisation.

Karyn McCluskey



Introduction

Our People Strategy sets out our objectives and the foundations we will build on to embed our approach for attracting, developing and supporting our most valuable asset – our people.

People Strategy Objectives

1. Create and embed a values driven inclusive culture that supports colleagues to be effective
2. Attract, develop and retain talented individuals and teams

Vision

To attract and retain talented and passionate people who are driven by their values, are effective in their roles and feel supported by CJS to be the best they can be.

Our values run through everything we do. From recruitment to one to one sessions, our values are what makes us the team we are. We uphold our values and behaviours in all our activities and interactions.

CJS colleagues feel empowered and listened to, we value feedback, continuous learning and improvement. We invest in an annual people survey and listen to suggestions, we actively try and test new ways of working. We are not afraid to say “we got that wrong – let’s do it better next time”.

Our people are fully supported to develop their talent, we invest in people. We want everyone to have the opportunity to fully develop their skills and capability. Every person knows how they contribute to CJS statutory purpose and strategic direction – we are all invested in Scotland becoming the safest country in the world.

CJS understands and values the wellbeing of all our people, our colleagues know that their wellbeing is important to us. We put support in place for everyone, we provide mental health first aid and build a network for people to support others and to be supported.

We are trauma skilled, we understand the impact of trauma on our people, we go beyond being trauma informed, we make our internal and external practices person centred.

To support our vision the CJS People Strategy will be built on four foundations:

1. Values Based

By feeding our values through everything we do we will provide an environment that recognises and appreciates our people

2. Talent Development

By investing in our people and seeing their potential we create an environment that recognises the value of learning, growth and enhanced capability

3. Wellbeing Focused

By putting personal wellbeing at the heart of everything we do, we hope to create an environment where people feel supported and can then support others

4. Inclusive and Accepting

We strive to provide a trusting and safe environment, where we work collaboratively and empower one another

Four Foundations – how it works in practice

1. Values Based

Being a values based organisation means feeding our value through everything we do from values based recruitment and performance management to behaviour expectations. Every year in our annual colleague survey we will ask about how we are performing in line with our values, what individual experiences are and monitor that feedback with a focus on continuous improvement. Every year we will produce an annual improvement action plan based on colleague suggestions.

Continuous actions to achieve and strengthen our Values foundation will include:

- Annual colleague survey– making sure everyone has a voice
- Values are part of all people discussions and performance frameworks
- Colleague management based on values
- [Values in action](#) framework – behaviour expectations charter
- Living by our values - action plans based on colleague feedback
- People are accountable – support for colleagues to challenge behaviour
- Values based job design, recruitment, development opportunities and exit

2. Talent Development

Investment in the development of our colleagues means commitment to training and mentoring to enhance the skill and knowledge base of our colleagues. Providing a range of opportunities that match the individual and organisational delivery and understanding that not all colleagues will learn in the same way will ensure that development is tailored to individuals' needs. Appreciation that job satisfaction is enhanced by expanding access to opportunities of training and development.

Continuous actions to achieve and strengthen our Talent Development foundation will include:

- Pay and benefits are aligned to civil service
- Training and development – opportunities to expand professional and personal development through training, volunteering and/or secondments
- We provide where possible:
 - Apprenticeship opportunities
 - Volunteering opportunities
 - Student placements

- Personal learning plans for all colleagues
- Skills focused cross team working – project team working – access to opportunities outside of job role – value on co-creation and co-production – opportunities to lead projects
- Evaluating the impact of learning on personal development of colleagues
- Embrace technologies that support learning and collaboration
- Skills audit to identify skills and gaps
- Ensure our people managers have the knowledge, skills, behaviours and resources to support learning

3. Wellbeing Focused

Applying a wellbeing first approach means understanding that both personal and professional wellbeing can impact colleagues ability to be effective and productive. Recognising that the wellbeing of our colleagues is vital to the success of the organisation. Demonstrating that our colleagues are the most important asset that we have and support from peers, managers, and support networks are part of a wider system of support. By investing in these support mechanisms colleagues are reassured that CJS values them as people, their valuable contribution to the organisation and our diversity of needs.

Continuous actions to achieve and strengthen our Wellbeing foundation will include:

- The wellbeing of colleagues is made a top priority and this is endorsed and understood by colleagues in all roles in CJS
- Wellbeing embedded in every function of CJS
- A suite of Wellbeing interventions is developed and supported
- Performance frameworks have a wellbeing focus
- Policies and procedures reflect 'wellbeing first' ethos
- Mental health and wellbeing group supported
- Wellbeing mentors for new starts
- Access to counselling and therapeutic services
- Monthly wellbeing conversations with managers
- Monitoring of sickness absence and back to work support
- Mental health first aid trained colleagues

4. Inclusive and Accepting

Being informed about people and relationships means that we understand that everyone has their own life experiences, and that these can have an impact on their day to day personal and professional activity. By taking this into consideration through our values and behaviours, we as an organisation can actively demonstrate inclusiveness and acceptance. We engage colleagues by actively listening to feedback and testing new ways of working. We live by our values, principles, and policies.

We seek to identify and adapt practices that may trigger distress in order to minimise it. We empower colleagues by providing a supportive working environment which recognises people's differences and their needs.

We will take continuous actions to achieve and strengthen our Inclusive and Accepting foundation by:

- Living by our Equality and Diversity principles
 - We will seek learning that grows our awareness and keeps us informed with research on people, relationships, mental health and other people focused developments
- Creating an environment where people feel comfortable to share their true selves by sharing their experiences, and when this happens it is valued and listened to
- The right to not be judged / the right to be accepted / to be included is enshrined in our values
- Value placed on life experience in recruitment
- People informed considerations in EQIA assessments, training provision, stakeholder engagement and policy, procedures and framework design
- Continuous improvement based on feedback to minimise impact associated with trauma and psychological distress

Monitoring and Measurements

How CJS deliver on the People Strategy will be monitored. A baseline measurement has been identified using the annual colleague survey, over twenty questions relating to wellbeing, values, access to development and trauma awareness have been selected – these will be monitored yearly. As a result of the colleague survey an action plan is created, monitoring of the delivery is conducted and reviewed annually. At times additional feedback may be gathered via colleague consultations and the principles of the people Strategy will embedded into our policy and management documentation and behaviours expectations found within our [Values in Action](#) pledge.

**Community
Justice
Scotland
People
Strategy**

**Community
Justice
Scotland
Corporate
Plan**

supports delivery

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2. Talent Development

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Evaluating the impact of learning on personal development of colleagues

Embrace technologies that support learning and collaboration

Skills audit to identify skills and gaps

Ensure our people managers have the knowledge, skills, behaviours and resources to support learning

3. Wellbeing Focused

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Wellbeing embedded in every function of CJS

A suite of Wellbeing interventions is developed and supported

Performance frameworks have a wellbeing focus

Policies and procedures reflect 'wellbeing first' ethos

Mental health and wellbeing group supported

Wellbeing mentors for new starts

Access to counselling and therapeutic services

Monthly wellbeing conversations with managers

Monitoring of sickness absence and back to work support

Mental health first aid trained colleagues

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Annual Action Plan

**Annual Colleague
Engagement Survey**

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