**Classification:** Program and Policy Analyst – Advanced  
**Working Title:** Forestry Planner  
**Location:** Madison (GEF2)

**POSITION SUMMARY:** The Forestry Planner provides expertise for the Department’s statewide planning involving forest ecosystems, forested properties and the DNR Forestry program. This position has primary responsibility for ensuring consistent application of the principles of sustainable forestry in planning, the principles of continuous quality improvement in program management, and resulting policy development. The Forestry Planner directs and develops systems for statewide forest assessment and planning, Division strategic planning, alignment of Division resources with new directions, and Division and program measurement and reporting. Work includes overseeing program or policy assignments from initial concept/identification through to implementation including evaluation of a program or policy once implemented to ensure performance standards are being met. Frequently consults with and advises leadership at Bureau, Division, and Department level on program-related issues involving allocation of financial and staff resources. The Forestry Planner is responsible for internal and external contacts and communications regarding sensitive and complex forestry issues in the context of forest resource assessment, strategic planning and program accountability.

**LOCATION, GEOGRAPHIC SCOPE & TRAVEL REQUIREMENTS:** This position is located in Madison with responsibilities statewide. Occasional within state and national travel is required.

**SCOPE OF AUTHORITY:** This position performs work under the general supervision of the Chief, Division Effectiveness Section, within the Bureau of Forestry Business Services. This position guides work for limited term employees.

**Goals & Activities:**

**30%  A. Direct Statewide Forest Resource Assessment and Planning**

A1. Develop policy for statewide forest resource assessment and planning to ensure consistency with the principles of sustainable forestry, ecosystem management, and the principles and practices of strategic planning.

A2. Design and direct a team to develop and update the assessment of statewide forest resources, including collection, interpretation, and synthesis of information supporting sustainable forestry, and status and trends from ecological, social, economic, and cultural perspectives.

A3. Design and implement processes to effectively present assessment results to DNR Forestry stakeholders and work with them to identify, prioritize, and plan to address ecological, social, economic, and cultural forest-based issues. Coordinate communications about highly sensitive and complex forestry issues between stakeholders and the Division Administrator and Bureau Directors during planning processes. Promote the visions, goals, and objectives highlighted in the statewide forest plan to a variety of professional and public groups through presentations and written documents; monitor reactions among key stakeholder groups; and coordinate resulting communications between stakeholder groups and Department leaders.

A4. Direct the development of findings and conclusions from the assessment into strategies by working with DNR staff and stakeholders to choose and prioritize goals, identify and develop alternative courses of action to achieve the goals, and select or recommend the optimum course based on systematic comparison of efficiency or effectiveness of the alternatives. Present information to stakeholder groups and facilitate discussions.
A5. Direct the research, writing, editing, reviews, production, and distribution of electronic and hard-copy publications reporting assessment and planning results.

A6. Participate in development of criteria and indicators for sustainable forestry and ensure consistency in inclusion of these into other measurement and monitoring systems.

30%  B. Direct Division of Forestry Strategic Program Planning

B1. Work with Division leadership to develop and implement the Division’s Strategic Direction. During plan development, maintain oversight of budget and staffing implications in collaboration with agency budget staff and/or management.

B2. Analyze and evaluate the effectiveness of the full range of the Division’s programs, including meetings with key stakeholders regarding sensitive forestry issues; develop and distribute review summaries; draft resulting policy changes; and communicate policy changes with stakeholders.

B3. Facilitate the process of developing what internal or external programs will accomplish in the future and the courses of action that will be pursued to achieve those goals. Assist program managers in defining program goals, developing and prioritizing specific objectives, developing alternative program designs or courses of action to achieve these objectives, and recommending appropriate priorities and alternatives to program administrators.

B4. Facilitate program managers’ development of the specific processes, procedures, or operations necessary to implement overall program plans. Develop and recommend program implementation in conformity with legislation or other guidelines. Consult with program managers to ensure consistent implementation of the Strategic Direction.

30%  C. Monitor, Evaluate, and Report on Forestry Plans

C1. Develop and implement a mechanism for monitoring implementation of the Statewide Assessment and Strategy and Division Strategic Direction. Direct the development and integration of performance measures and performance monitoring at statewide program levels.

C2. Create processes that conduct systematic evaluations of programs or policy for the purpose of determining compliance, effectiveness or efficiency in achieving goals.

C3. Ensure programs’ work plans and accomplishment reporting systems align with Division’s reporting needs. Report to Forestry Division leadership, US Forest Service (USFS), and interested stakeholders and public on the results of the Division’s work.

C4. In collaboration with program managers, provide decision-makers with recommendations for the continuation, modification, or discontinuation of the program or underlying policy. Draft new policy or direction recommendations if needed, and communicate with key stakeholders regarding policy changes.

10%  D. Provide Statewide Forestry Expertise and Consultation in Planning

D1. Represent the Division of Forestry on a variety of statewide, national, and international organizational bodies concerned with planning, management, and performance of forest ecosystems and organizational systems. Serves on the USFS State and Private Forestry – Forest Resource and Planning Committee.

D2. Coordinate Division response to USFS State and Private Forestry requests for policy review and program implementation or changes as required by Forest Action Plans.

D3. Provide decision-makers with analysis and recommendations for emerging forestry issues, or decision situations requiring policy action. Provide information on the costs, benefits, and consequences of alternative courses of action. Design criteria to prioritize alternatives and assist in developing decision-making models.

**KNOWLEDGE, SKILLS AND ABILITIES**

Upon Appointment:
1. Knowledge of strategic planning and work planning concepts and practices.
2. Ability to write strategic and long-range plans including assessments.
5. Ability to lead and facilitate teams.
6. Ability to prepare, track, and manipulate complex data and spreadsheets.
7. Oral and written communication skills.

Full Performance:
1. Knowledge of the ecological, economic, and social foundations of natural resource management.
2. Knowledge of sustainable forest policy issues and trends in Wisconsin.
3. Knowledge of forest ecosystem management.
4. Skill in the practices for soliciting and synthesizing public input for the purposes of large-scale planning for natural resources management.
5. Skill in leading multiple teams through long-term, complex planning processes.
6. Knowledge of process for developing and drafting policy documents.
7. Ability to maintain communications with key stakeholder groups.
8. Knowledge of the principles and practices of performance measurement and process improvement.
9. Knowledge of state laws, administrative rules, codes and procedures relating to forestry and natural resources.

**PHYSICAL REQUIREMENTS & ENVIRONMENTAL FACTORS:**

Physical requirements include presenting to groups and sitting for long periods of time. Must be able to travel to other work locations as required. Sedentary work (exerting up to 10 pounds of force occasionally and/or a negligible amount of force) for 100% of the time. Environmental factors include working indoors in an office setting approximately 75% of the time.

**Equipment Used:** Computer, smart phone, projector, virtual meeting equipment, fax machine, printing equipment, calculator, copy machine, and telephone.

**Telework Evaluation:** This position is not eligible for full-time telework; however, work off-site is possible for certain tasks.
PD Addendum of WI DNR Competencies

Service Excellence for Customers & Partners

- Make excellent customer/partner service a top priority and actively seek to improve it.
- Work to identify and understand the needs of others and strive to create the most value for them, focusing on their satisfaction.
- Responsive to changes in customer/partner goals, deliver on promises, follow-up appropriately thus service delivery is marked by fairness, integrity, high ethical standards and the utmost respect for others in order to generate trust as an outcome.
- Actively seeks to achieve results that best strike the balance with the Division's service role and regulatory authority with the customer/partner goals.

Effective & Fair Decision Making

- Analyze situations fully and accurately to reach productive, and where appropriate, uniform decisions. Consult appropriate parties/stakeholders as necessary and identify the key concerns and/or issues that need to be addressed in order to make the best decision possible.
- Discern the pertinent facts and develop clearly based objective criteria.
- Make timely, well-reasoned decisions by integrating information and perspectives appropriately.
- Evaluate the immediate and longer-term consequences of decisions.
- Use sound professional judgment in their analyses and decisions.

Effective Communication

- Express ideas in a clear, concise, and effective manner, both orally and in writing.
- Ability to present, facilitate and instruct as part of staff meetings and partner activities.
- Use correct grammar and sentence structure in communications.
- Strong listening skills, particularly when different viewpoints are expressed.
- Openly share information, transparent and keep all concerned parties informed.

Interpersonal Relationships & Partnership Building

- Build and effectively utilize relationships and influence networks to achieve goals.
- Share knowledge and build trust with colleagues, managers and external partners.
- Tactful when dealing with sensitive issues and personalities.
- Exercise social intelligence: have a high level of self-awareness, are aware of impact on others.
- Work through complex situations effectively, diplomatically and with sensitivity without losing credibility or trust.
- Recognize sensitive information and exercise discretion.
- Approach professional conflicts in a constructive manner. Refrain from personal attacks and excessive emotions.
- Demonstrate sound judgment under pressure and retain focus on desired business outcomes in difficult conditions.
- Proactive in addressing problems.
- Exemplify the commitment to the DNR’s core value of respect- to work with people, to understand each other’s views and to carry out the public will; maintain integrity and treat everyone with fairness, compassion, and dignity.
**Demonstrates Leadership**

- Establish vision, set direction and initiate strategy by analyzing forces and trends that impact the program. Anticipates future needs, challenges and identifies potential options and constraints; critically evaluates information to promote the most effective position.
- Identify the implications of decisions and actions on people, other parts of the organization, external partners and customers. Understand the abstract and think in terms of whole systems and complex interrelationships. Synthesize large, disparate bodies of information.
- Mobilize staff to face and tackle tough challenges. Facilitate staff through the change process by helping them to navigate loss and work through discomfort so that they can adapt to emerging conditions and see the potential within broader organizational strategies and priorities.
- Establish formal and informal relationships with others to provide feedback, information, support and resources to help them develop new or higher levels of skill and ability.
- Empower others to reach higher levels of performance through trust, delegation, participation and coaching.
- Provide direction, support and encouragement amongst their team colleagues and partners.
- Hold up high standards of excellence towards the accomplishment of desired outcomes and objectives.
- Inspire confidence and respect which is motivating for others, builds positivity; keep the team cohesive and partners confidently engaged.