

# HOW WAS THE STRATEGIC DIRECTION CREATED?

There were three main components driving our strategic planning process: staff and partner input, recommendation development, and finally, setting the direction. The complete Strategic Direction can be found [here](#).

## Staff & Partner Input

We feel strongly that the people who live and breathe our division's purpose and value - our staff, partners, and stakeholders - are best positioned to understand the challenges, opportunities, and potential solutions to problems we face. Our goal from the beginning was to broadly invite input, ideas, and vision to the strategic planning process. To that end, division staff were invited to take part in small group discussions, what we called Staff Reflections, to provide thoughts and insights. Additionally, both staff and our partners were asked to provide their insights about the role of the division as we look to the future.

The Staff Reflections were set up as a series of small group discussions where all staff were invited to share how they feel the division should evolve to meet the challenges and new initiatives ahead. This exercise was not designed to achieve consensus or commit to a course of action, but to provide an opportunity to brainstorm collectively, generate ideas, and share feedback to be used as we think about the next five years for the division.

The Roles Input opportunity was created to help us get input from staff, partners, and stakeholders on identifying the roles that the division is uniquely equipped to take on within the forestry sector over the next five years. More specifically, "our role" describes the broad actions that the Division of Forestry will take or support within a given program area to fulfill our organization's purpose. Feedback collected through this input opportunity was shared with leadership and staff who used it to shape the FY23-27 Strategic Direction.

## Recommendation Development

To develop recommendations for the various programs within the division, the division's Strategic Leadership Team (SLT) chartered a series of teams and project assignments. The charge for this work was to evaluate each program's operations and develop recommendations for consideration by the SLT. All recommendations needed to be within statutory requirements, reflect the information gathered from staff and partners, build on the goals and strategies identified in the SFAP, and align with initiatives led by the Department of Natural Resources (department). Teams and programs were also asked to reaffirm any current program priorities and operations to continue to be a focus moving forward. During this strategic analysis, there was significant focus on the impacts and contributions each program can make towards major department and division initiatives, including diversity, equity, and inclusion; environmental justice; climate change; and service excellence.

## Setting the Direction

Many things were incorporated in SLT's deliberations to set the division's direction for the next five years. The final Strategic Direction is based on program recommendations developed by division staff, consideration of division resources, emerging opportunities and challenges, as well as staff and partner feedback throughout the development process. As SLT deliberated the program recommendations and looked to the future, we found that in many cases we are well set up in terms of organizational structure and resources to achieve our niche. Because of this, in many areas of the division there are not large changes identified. In other cases, small adjustments or refocusing of programs and positions were needed to properly address current emerging opportunities and challenges identified by staff and partners.

## Implementation of the Strategic Direction

The process to align our workforce and our management systems with this Strategic Direction will not be completed all at once. Implementation will occur over time, with some portions implemented immediately, such as the shift to our new organizational structure which occurred on July 1, 2022, and others as opportunities arise, primarily over the next couple of years, but in some cases longer-term.

Along with aligning our workforce and equipment, we will also work on aligning our management systems to support the implementation of the Strategic Direction. Management systems include the ways we set priorities, plan our work, define our positions, hire and develop our workforce, measure our accomplishments, hold ourselves accountable, lead the program forward, and stay focused on achieving mission. Our management systems can be better integrated and coordinated, and implementing the Strategic Direction is a perfect time to make those improvements.