

# Strategic Plan: Staff Feedback

## Overall Sentiment

Staff are broadly supportive of the Strategic Plan’s direction and demonstrate strong engagement in the organization’s future. Feedback reflects alignment with leadership priorities, coupled with practical concerns about execution, workload, and organizational capacity.

<b>Top Strategic Priorities</b> Clear consensus emerged around three critical focus areas: <ol style="list-style-type: none"><li>1. Workforce Quality</li><li>2. Infrastructure and Technology Modernization</li><li>3. Fiscal Sustainability</li></ol> Internal capacity and modernization are viewed as foundational enablers for achieving all other strategic outcomes.	<b>Most Challenging Areas</b> <ul style="list-style-type: none"><li>• Infrastructure and Technology is perceived as both highly important and challenging to implement.</li><li>• Workforce challenges including recruitment, retention, performance expectations, and morale are viewed as complex and resource intensive.</li></ul> Staff expressed concern about balancing ambition with operational realities.
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## Key Implementation Risks

Primary barriers identified are internal and execution related:

- Capacity constraints
- Inconsistent accountability
- Resource limitations including technology
- Resistance to change
- Initiative overload and execution strain

There is clear concern about pacing and prioritization.

## Critical Success Factors

Staff emphasized that successful implementation would require:

- Clear timelines and defined accountability
- Measurable outcomes and transparent progress reporting
- Ongoing communication beyond launch
- Leadership visibility and two-way engagement
- Intentional change management and realistic sequencing

Employees want clarity on how progress will be tracked and how their input influences decisions.

## Workforce as a Strategic Enabler

There is a strong connection in staff feedback between achieving strategic goals and investing in people.

Key themes include:

- Staffing levels and workload balance
- Professional development and training
- Recognition and morale
- Retention and succession planning

Workforce investment is viewed as essential to long term success.