Forestry Policy Group
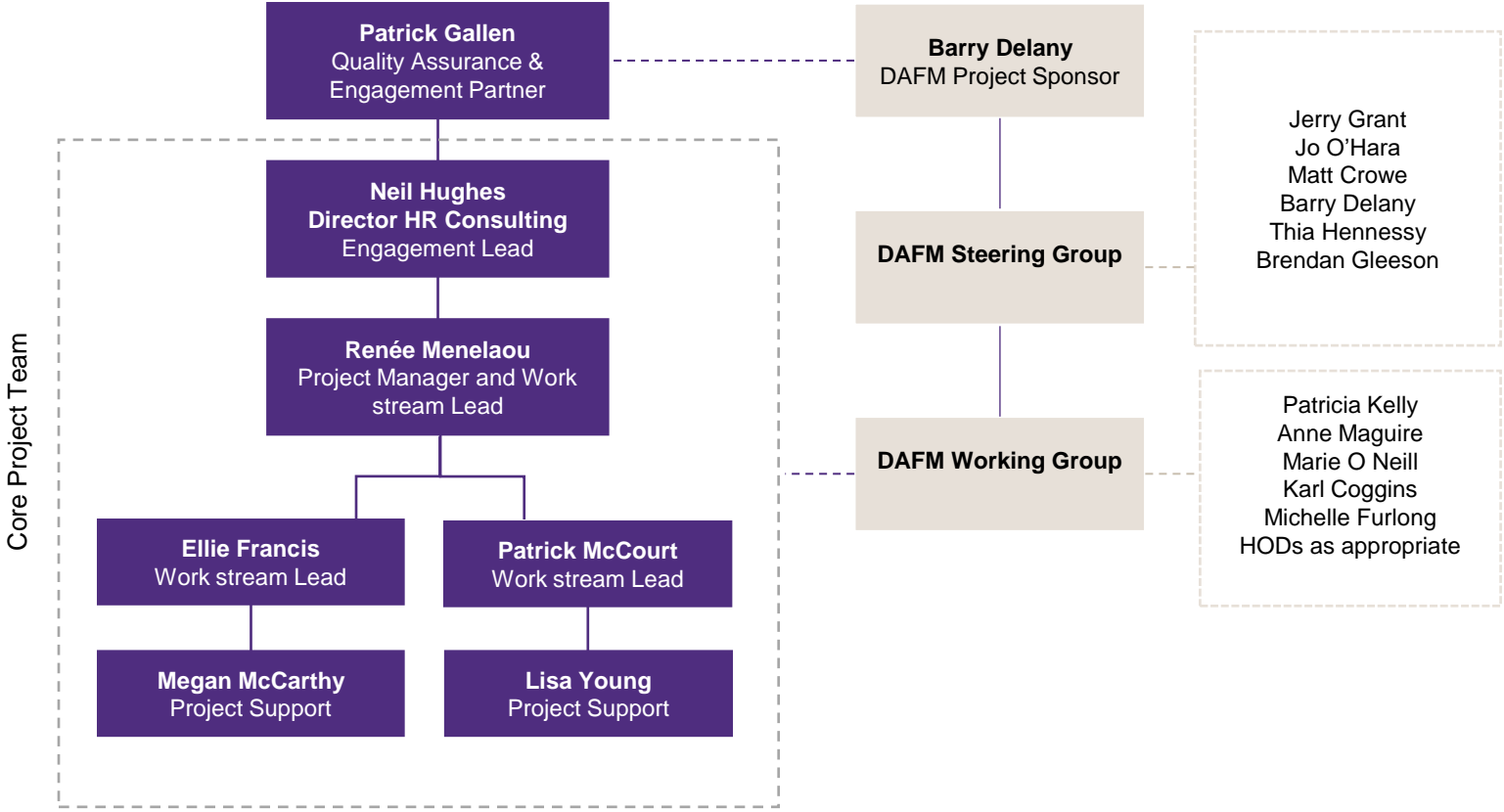
Grant Thornton Organisational Review Project

27th October 2022
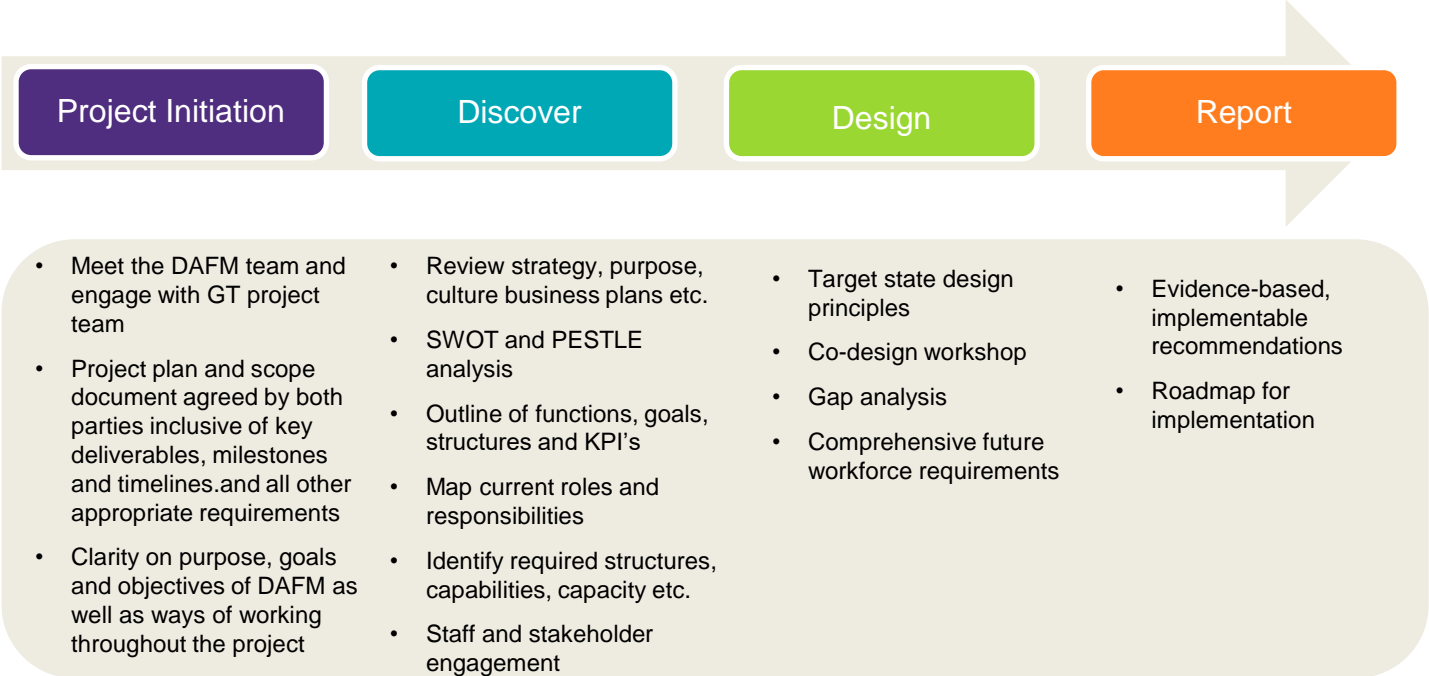
Grant Thornton Team & Project Governance

Core Project Team

Patrick Gallen
Quality Assurance &
Engagement Partner

Neil Hughes
Director HR Consulting
Engagement Lead

Renée Menelaou
Project Manager and Work
stream Lead

Ellie Francis
Work stream Lead

Patrick McCourt
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Thia Hennessy
Brendan Gleeson

DAFM Working Group

Patricia Kelly
Anne Maguire
Marie O Neill
Karl Coggins
Michelle Furlong
HODs as appropriate

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Scope and Approach

Our Objective: Review the current management systems, structure, staffing and skill set of the three forestry divisions, and make recommendations for improving or streamlining.

Project Initiation	Discover	Design	Report

Key Activities

Project Initiation
- Meet the DAFM team and engage with GT project team
- Project plan and scope document agreed by both parties inclusive of key deliverables, milestones and timelines.and all other appropriate requirements
- Clarity on purpose, goals and objectives of DAFM as well as ways of working throughout the project

Discover
- Review strategy, purpose, culture business plans etc.
- SWOT and PESTLE analysis
- Outline of functions, goals, structures and KPI's
- Map current roles and responsibilities
- Identify required structures, capabilities, capacity etc.
- Staff and stakeholder engagement

Design
- Target state design principles
- Co-design workshop
- Gap analysis
- Comprehensive future workforce requirements

Report
- Evidence-based, implementable recommendations
- Roadmap for implementation

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High Level Project Plan

Key activities														
Phase 1: Project Initiation	**WC 05/ 09**	**WC 12/ 09**	**WC 19/ 09**	**WC 26/ 09**	**WC 03/ 10**	**WC 10/ 10**	**WC 17/ 10**	**WC 24/ 10**	**WC 31/ 10**	**WC 07/ 11**	**WC 14/ 11**	**WC 21/ 11**	**WC 28/ 11**
Project Kick off meeting	■	■											
Confirm stakeholders and engagement plan	■	■											
Develop and agree governance, scope project plan, PID and ways of working	■	■											
Identify performance metrics and aligned information	■	■											
Develop communication documents to inform DAFM staff	■	■											
Agreement at a high level, the format of final report	■	■											

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High Level Project Plan

Key activities													
Phase 2: Discover	WC 05/09	WC 12/09	WC 19/09	WC 26/09	WC 03/10	WC 10/10	WC 17/10	WC 24/10	WC 31/10	WC 07/11	WC 14/11	WC 21/11	WC 28/11
Carry out desktop research and analysis including document review			■	■	■	■	■	■	■				
Develop and Conduct staff surveys			■	■	■	■	■	■	■				
Conduct interviews with identified participants					■	■	■	■	■	■	■		
Assess the existing management and organisation structures **(including PESTLE and SWOT analysis)**					■	■	■	■	■	■	■	■	
External Stakeholder one-to-one interviews and workshops					■	■	■	■	■	■	■		
Draft initial target state characteristics, design principles and capabilities										■	■	■	■
Draft and delivery of interim report.										■	■	■	■

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High Level Project Plan

	WC 05/ 12	WC 12/ 12	WC 19/ 12	WC 26/ 12	WC 02/ 01	WC 09/ 01	WC 16/ 01	WC 23/ 01	WC 30/ 01
Phase 3- Build									
Conduct benchmark analysis of international best practice	■	■	■	■	■				
Co-design workshops to define operational and capability requirements	■	■	■	■	■				
Complete the gap analysis	■	■	■	■	■				
Target State Design and testing	■	■	■	■	■				
Phase 4- Deliver									
Draft future state roadmap & implementation plan						■	■	■	■
Present findings						■	■	■	■
Issue final report						■	■	■	■
Sign-off project						■	■	■	■

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Discover Phase – Work Streams

Interviews

Structured 1-2-1 interviews with key staff

Document Review

Reviewing all relevant documents (including draft Strategy) to gather organisational context

External Stakeholders

Engagement with key external stakeholders to gather views on service delivery, culture, efficiency, performance etc.

Staff Survey

Collecting the views of all staff across the three Forestry Divisions regarding structure, culture and capabilities

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External - Stakeholder Engagement

One to one interviews happening with FII, IFA, Coilte, Teagasc, ITGA and eNGOS (4 out of 6 complete)

3 focus groups scheduled with Industry Representatives, Environmental and Community Groups, and Landowner and Forestry Owner Representatives (1 completed)

Trade Union interviews currently being scheduled for early November

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Staff Interviews and Focus Groups

Staff Interviews

- Internal interviews are ongoing with key staff, including senior staff, Heads of Division, and Managers within the Forest Service.
- Interviews are ongoing throughout October and early November, with **29/31** interviews to be completed by w/c 31st October.

Staff Focus Groups

- **4 focus group sessions** with Forest Service wider staff members to further expand Grant Thornton's understanding of staff views, experiences and the 'As Is' state of the Forest Service

- Scheduled to commence **w/c 31st October.**

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Staff Survey

Grant Thornton and the DAFM project team discussed the design of the survey

Closing date 28th October

66% Response Rate to date

The staff list for survey completion was finalised

A communication was issued to respondents with details to complete the survey

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Document Review

Documents Requested
At the beginning of the project the Grant Thornton team provided a document list to the DAFM project team for review. The documents were collected and issued securely for review on a shared platform.

70 Documents for Review
The team have collected the files sent from DAFM and the online documents available publicly on the Department website. These have been categorised into themes such as Workforce & HR Data and Strategic Plans

Over 50% Documents Reviewed
To date over 50% of the documents have been reviewed with observations collected which will form recommendations in the final report. The remaining documents will follow the same review process

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Next Steps

Complete Discovery phase information gathering and draft Interim Report (by e/o November

Commence future state design work (December)

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AOB

Appendix: Stakeholder Engagement – Focus Groups

Group 1 – Industry Representatives (including Registered Forresters)	
FII	Mark McAuley
FII	Brian Murphy
FII	Imelda Connolly
FII	Marina Conway
None So Hardy	Teige Ryan
FCI	Michael Moroney
Pro Silva	Paddy Purser
AIFC	Dermot Houlihan
ACA	Andy Dunne

Group 2 – Environmental and Community Groups	
An Taisce	Elaine McGoff
SWAN	Mark Boyden
Irish Wildlfe Trust	Pádraic Fogarty
Birdwatch Ireland	Oonagh Duggan
Irish Rural Link	Seamus Boland
Woodlands of Ireland	Joe Gowran
Environmental Pillar	Andrew St Ledger

Group 1 – Landowner and Forestry Representatives	
ITGA	Donal Whelan
IFA	Jason Fleming
FOCS/LTWO	Kathryn O'Donoghue
IFO	Nicholas Sweetman
EPA	Bernard Hyde
COFORD	Eugene Hendrick
Irish Green Building Council	Pat Barry
Coillte	Mark Carlin
Teagasc	Nuala Ni Fhlatharta

Appendix: External – Stakeholder Focus Group Questions

Questions for DAFM External Stakeholder Focus Groups

1. Please can you give us a brief introduction to you organisation and your role within it?
2. Please explain how you and your organisation currently interact with the Forestry Division.
3. How do you view the quality of support/service you currently receive from them?
4. What would you like to see more or less of?
5. What support would you like to see from the Forestry Division going forward?
6. How well resourced is the Forestry Division in terms of capacity to deliver? Do you think they have sufficient resources? Do you any workforce gaps currently exist in the Department or do you foresee any based on future demand?
7. How would you describe the Forestry Division's culture and values? Do you believe does the culture support cross-functional collaboration?
8. In your view how efficient are the Division's processes? Are there any pain points/anything you would improve?
9. Please describe your experience of the licencing process. If you could change or improve this process, how would you do so?
10. Any other suggestions or information you think we should be aware of in conducting this review?

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Appendix: Internal – Staff 1:2:1 Interview Questions

Internal Interview Questions

1. Introduction and background.
2. What is your role in the division?
3. What is your vision and strategic priorities for the next 5 years for the Service?
4. SWOT Analysis (This analysis will be done at a unit level for the unit heads, and for the Forest Service for the Assistant Secretary and Director interviews)
5. PESTLE Analysis (This will be to determine the wider environmental/external factors that influence the Forest Service and to a further extent, each unit, on how it delivers its service and also strategy.)
6. Overall, what is working well at the moment, and what can be improved?
7. How would you describe the staffing allocation within your division/unit – are there any changes or improvements that could be made to promote efficiency and effectiveness?
8. How would you describe the Forest Service and your unit's (if applicable) organisational culture and values? How do these influence people in their day to day work?
9. As a manager, how do you manage performance within your team and foster productivity? How do you track it?
10. What are the interactions between your unit (if applicable) and others in the organisation?
    A. How well do people and teams collaborate across the Forest Service within DAFM? How might this be improved?
    B. How effective is the culture at supporting cross functional working?
11. What skills and capabilities do you think are necessary to deliver future business objectives? Where are the gaps in skills and capabilities and what are your thoughts on how they might be filled?
12. Do you think the current structure of the Forest Service and your unit (if applicable) is appropriate to fulfil business needs and objectives?
13. What are the biggest challenges you see for the Forest Service within DAFM, and your unit (if applicable), in the future?
14. Are there any other points which you feel would be useful for us to know about as part of this review?

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Appendix: External – Stakeholder 1:2:1 Interview Questions

Questions for DAFM External Stakeholders

1. Please can you give us a brief introduction to you organisation and your role within it?
2. Please explain how you and your organisation currently interact with the Forestry Division.
3. How do you view the quality of support/service you currently receive from them?
4. What would you like to see more or less of?
5. What support would you like to see from the Forestry Division going forward?
6. How well resourced is the Forestry Division in terms of capacity to deliver? Do you think they have sufficient resources? Do you any workforce gaps currently exist in the Department or do you foresee any based on future demand?
7. What is your opinion on the Forestry Division draft strategy? Do you consider does it meet your organisation's needs? If not, what do you believe needs to change? What opportunities do you feel there are for the Forestry Division, to ensure future successes?
8. How would you describe the Forestry Division's culture and values? Do you believe does the culture support cross-functional collaboration?
9. In your view how efficient are the Division's processes? Are there any pain points/anything you would improve?
10. Please describe your experience of the licencing process. If you could change or improve this process, how would you do so?
11. Any other suggestions or information you think we should be aware of in conducting this review?

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Appendix: Staff Survey Questions

Introduction Questions

- What division do you currently work in? (Drop down options: Forestry Inspectorate, Forest Sector Development, Forestry Division)
- What is your job level? (grade list - HOD or Higher, Grade 1 Inspector, Grade 2 Inspector, Grade 3/Temp Grade 3 Inspector, AAI Ecologist, Assistant Principal, Higher Executive Officer, Executive Officer, Clerical Officer/Temporary clerical officer)
- How long have you been working in the division? (Drop down options: less than 1 year, 1-3 years, 4-6 years, 7-9 years, 10-20 years. 20+ years)
- Please state your age category? (18-29, 30-39, 40-49, 50-59, 60+)
- Please state your gender? (Female, Male, 0ther)

External Environment

- What is the biggest external challenge facing the Forest Service in your opinion? (Open Text)

Mission and Strategy

- I am aware of the Forest Service's overall strategy is, and the part that I play in achieving it. (Strongly Disagree – Strongly Agree)

Leadership

- In my view, the leadership of the forestry service is effective. (Strongly Disagree – Strongly Agree)

Organisation Culture

- 'Culture refers to the set of behavioral and procedural norms that can be observed within an organisation.' In your words, please briefly describe the culture within the Forestry Service. (Open Text)
- Do you feel information is effectively shared across teams and that people collaborate in order to achieve objectives? (Strongly Disagree – Strongly Agree)

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Appendix: Staff Survey Questions

Structure

- The current structure of the Forest Service is fit for purpose. (Strongly Disagree – Strongly Agree)
- What changes if any would you suggest to the structure? (Open Text)

Management Practices

- My manager cares about my career and me. (Strongly Disagree – Strongly Agree)
- Leaders and managers do a good job of managing and developing people. (Strongly Disagree – Strongly Agree)

Systems
- The processes in my section are mostly efficient. (Strongly Disagree – Strongly Agree)
- The technology available (hardware and software) allows me to carry out my tasks efficiently. (Strongly Disagree – Strongly Agree)

Work Unit Climate

- I work in an environment where there is a high degree of trust between colleagues. (Strongly Disagree – Strongly Agree)
- I work in a safe and secure environment where I feel comfortable sharing ideas and learning from mistakes. (Strongly Disagree – Strongly Agree)

Appendix: Staff Survey Questions

Task Requirements, Individual Skills and Abilities

- My team is adequately staffed to effectively fulfil its requirements (Strongly Disagree – Strongly Agree)
- I am clear on the roles and responsibilities of my myself and my colleagues. (Strongly Disagree – Strongly Agree)
- I have the appropriate knowledge and skills to effectively and efficiently do all tasks related to my role. (Strongly Disagree – Strongly Agree)
- Please indicate any future skill requirements you anticipate you may require that will help you effectively and efficiently conduct your tasks and responsibilities. (open text)
- Decision making is efficient in my section, allowing me to carry out my role and activities efficiently and effectively. (Strongly Disagree – Strongly Agree)
- Do you think that your workload is reasonable? (Not at all – Almost always)
- How has your workload changed over the last year? (Decreased, Stayed the same, Increased)
- Do you regularly work over your scheduled/contracted hours in a day? (Not at all – Almost always)
- If you regularly work beyond your contracted hours, please indicate on average how many extra hours you work each week (open text)

Motivation

- I receive satisfactory reward for the work I do. (Strongly Disagree – Strongly Agree)

Individual Needs and Values

- From a diversity and inclusion perspective, I feel that I can be myself while working in DAFM. (Strongly Disagree – Strongly Agree)

Individual and Organisational Performance

- Do you believe the Forest Service as a whole is effective and efficient? (Strongly Disagree – Strongly Agree)
- Do you believe that your team is effective and efficient and if not please outline any suggestions for improvement? (Open text)

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Organisational Review Model - Burke and Litwin