

Divisional Strategic Planning Cheat Sheet

Session 1: Review and Assess

A. Organizational Context

- Review 2022 Strategic Plan: Vision, Mission, Merlin Chart metrics (2023-2050), Final Scenario
- Identify which organizational metrics and initiatives your division directly impacts

B. Past Performance Analysis

By division, discuss:

- What worked? What targets did we achieve and why?
- What didn't work? Where did we fall short and what were the root causes?
- What capacity gaps exist? (staffing, budget, skills, technology, processes)
- What must change to support organizational targets going forward?

Session 2: Plan Forward

C. Review then Edit, Add or Delete Divisional C Goals

Develop goals that are:

- **Challenging:** Ambitious but achievable with focused effort
- **Clear:** Specific, measurable, time-bound (FY 2025-2026 and 5-year targets)
- **Consequential:** Directly advance Merlin Chart metrics or Ministry Policy, Department Priorities

For each goal, document:

- Baseline (current state) and target (desired state)
- Key activities and milestones
- Resource requirements (staff, budget, technology, partnerships)
- Risks and dependencies

Session 3: Present and Refine

E. Divisional Presentations (20 min)

Each division presents (5 minutes):

- Top Operational (1-year) and Strategic/Corporate (4-year) goals with targets
- Critical resource needs
- Key risks and mitigation strategies
- KPI's

F. Next Steps

- Refine divisional plans based on feedback (1-2 weeks)
- Strategic Planning Branch consolidates into integrated organizational plan
- Executive review and approval