APPENDIX C
Internal Stakeholder Engagement

In compliance with Fish and Game Code section 712.1, subsection (c)(1)(B), the department formed an internal leadership team, known as the SBB core team, to oversee and manage the SBB process. The SBB review required the engagement of a range of department executives, managers, supervisors, and subject matter experts from across the department's organizational units.
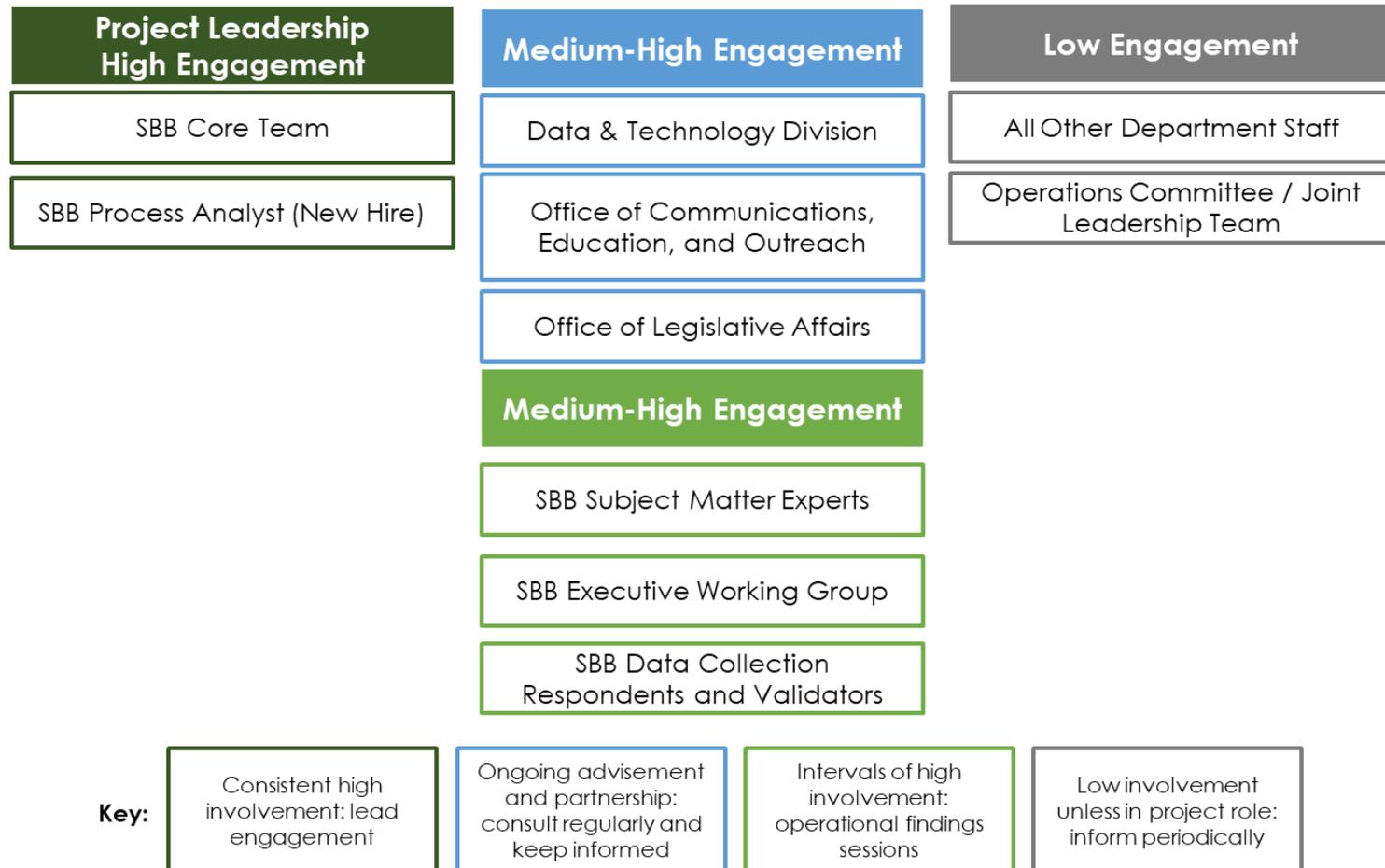
The following information summarizes how the department organized its internal stakeholder engagement efforts, identifies internal stakeholder groups, and provides the framework for engagement. The SBB activities and engagement sessions aligned with the various project phases and were organized around building SBB awareness and understanding, assisting with adoption of the SBB methodology, and gathering information for operational reviews.

Goals of Internal Stakeholder Engagement

- Facilitate leadership alignment and consistency in the way department staff are engaged regarding the SBB project

- Build internal stakeholder awareness, understanding, and commitment through targeted communication and engagement

- Present a framework for effective internal stakeholder engagement supporting SBB project objectives, timelines and benefits

- Embed internal stakeholder feedback collection, analysis and response into engagement strategy and actions

- Support user adoption of the SBB methodology

Internal Stakeholder Identification

The department engaged various internal stakeholder groups at different levels throughout the SBB process

Project Leadership High Engagement	Medium-High Engagement	Low Engagement
SBB Core Team	Data & Technology Division	All Other Department Staff
SBB Process Analyst (New Hire)	Office of Communications, Education, and Outreach	Operations Committee / Joint Leadership Team
	Office of Legislative Affairs	

Medium-High Engagement

- SBB Subject Matter Experts
- SBB Executive Working Group
- SBB Data Collection Respondents and Validators

Key:

Consistent high involvement: lead engagement	Ongoing advisement and partnership: consult regularly and keep informed	Intervals of high involvement: operational findings sessions	Low involvement unless in project role: inform periodically

Internal Stakeholder Engagement Framework

Stakeholder engagement methods were designed to meet varying stakeholder needs, across involvement levels and office locations

Internal Stakeholder Engagement Tools and Activities		Reviewers
Communications	Department-wide electronic communications to provide relevant project updates and information (i.e., department all email communications)	Stakeholder engagement tools and activities were developed under the consultation, review, and approval of the following leaders:
Informational Presentations	In-person and/or virtual information sessions to address and engage and inform offices, regions, branches, or other staff groupings	
Consultative Meetings	Collaborative meetings for project team members and advisors to review detailed project information and make or inform project decisions	*Core Team*
Training and Workshop Support	Effective learning and change management practices to optimize training effectiveness and methodology adoption	Valerie Termini
		Nathan Voegeli
		Whitney Albright
Informational Tools	Suite of accessible resources (FAQs, overview presentation, etc.) to promote project awareness and understanding department-wide	*Office of Communications, Education, and Outreach*
Intranet Content	Online information hub for all internal stakeholders to self-review project information and updates and access feedback channels to project leaders	Jordan Traverso
		Clark Blanchard

Early Internal Engagement Actions

The department fostered a proactive and transparent communication approach regarding SBB project activities

Action	Outcome
Established Change Champions (Executive Working Group and Operations Committee)	Mobilized and prepared leaders throughout the department to support the SBB project and communicate effectively with staff
Communicated directly to all department staff	Introduced SBB to the department and supported leaders in initial discussions with employees
Established SBB Engagement Toolkit	Provided informational resources to build SBB awareness and understanding department-wide
Established informational intranet page	Established central hub to access updates and timely information about the SBB project
Distributed Messages from the Director (Podcast)	Reinforced support from top leadership, signaling the importance and priority of the SBB review

Internal Stakeholder Engagement Toolkit

The Internal Stakeholder Engagement Toolkit provided a set of structured and cohesive engagement and communication tools to facilitate internal SBB awareness and understanding

Tools	Usage
SBB overview presentation	Initial SBB presentation and additional as requested by department programs; standalone document to facilitate broad SBB understanding
SBB one-page overview	Brief standalone document to drive broad SBB awareness
SBB FAQs for department employees	Informative answers to frequent staff questions
Key contacts and project team list	Central and knowledgeable source for staff questions related to SBB activities
SBB project updates	Progress update presentations to change champions (Executive Working Group and Operations Committee)
SBB presentation request intake process	Process to review and engage requests for SBB presentations
SBB intranet page	Online information hub to house engagement resources and tools for department-wide access

Internal Stakeholder Engagement Resources

Resources developed for the Internal Stakeholder Engagement Toolkit were provided through department-wide emails, the SBB intranet page, and focused presentations