DWR Inclusive Excellence Plan Report

2024-2025

VIRGINIA DWR

CONSERVE. CONNECT. PROTECT.

Introduction

In 2022, the Department of Wildlife Resources ("DWR") embarked on a journey towards Inclusive Excellence with the establishment of the 2022-2026 Inclusive Excellence Strategic Plan (the Plan). The Plan is a product of the "business case" for diversity, opportunity, and inclusion, which is based on measurable, sustainable outcomes that benefit the agency's overall goals. The Plan was segmented into four "core principles:"

Recruiting	**Culture**	**Awareness**	**Connecting**

These areas are where DWR must demonstrate excellence to best serve all Virginians and become a workplace where all can reach their full occupational potential.

Each core principle has goals that are accomplished by executing specific Strategic Initiatives. To be intentional in producing results, the Plan features Targeted Outcomes which will ultimately determine success. While creating a diverse and inclusive workplace is the responsibility of every employee, some divisions are more responsible for the execution of specific initiatives than others. The Plan includes Accountable Divisions charts that assign responsibility for each initiative.

This second report will continue to assess DWR's progress towards the desired outcomes highlighted in the Plan, address progress towards the recommendations from the 2022-2023 report, and recommend the next steps to ensure sustainable progress towards those outcomes.

For each core principle, we will review the definition and goals and offer narratives based on analysis of both qualitative and quantitative data. Included are quotes from both the 2024 Climate Survey that are indicative of the workforce perspectives. Also, the report will gauge the progress for each strategic initiative using red (less than 25% accomplished or progressing), yellow (26-75% accomplished or progressing), and green (over 75% accomplished or progressing).

Recruiting

Using a broad spectrum of talent acquisition best practices to attract a diverse and highly skilled applicant pool.

To manage a process free from artificial barriers that would discourage the hiring of underrepresented candidates.

GOALS

- Complete transparency of the recruitment and selection process allowed within federal and state law and Department of Human Resource Management (DHRM) policy.

- Elimination of all artificial barriers to hiring.

The recruitment process at DWR follows the Department of Human Resources Management's requirements. Positions are posted, and applicants are first screened by DWR Human Resources staff and then interviewed by a panel of DWR employees who make a recommendation to the hiring manager. To reach the widest talent pool possible, the recruitment manager, with the assistance of the Law Enforcement Division, develops a comprehensive schedule which includes college career fairs, targeted outdoor events, and law enforcement specific recruiting events. In 2024, DWR participated in FEWER events that directly targeted specific underrepresented groups, but focused on larger, more diverse opportunities. Most of these events can be considered "pipeline development" as they do not yield direct applications, such as posting of specific positions. We believe this type of outreach is crucial in exposing younger people earlier to the careers offered at DWR.

Unlike other state agencies, DWR endures several challenges in recruiting non-sworn employees. The Wildlife and Aquatics divisions, specifically, face challenges in recruiting people of color as most positions typically require education and experience in specific biological areas in which minorities are underrepresented in higher education

institutions. Additionally, many of the positions available are stationed outside of Virginia's major population centers, where there is more racial diversity.

The agency is an active participant in the Southeastern Association of Fish and Wildlife Agencies' (SEAFWA) Conservation Access, Relevancy, and Engagement Committee (C.A.R.E.) which identifies best practices and recommends initiatives or programs that member agencies may implement to enhance the recruitment, professional development, and retention of highly skilled employees. One such initiative is the C.A.R.E. Fellowship Program which funds a workshop for college students at the SEAFWA conference. This program has yielded several entry-level employees for state agencies.

However, the lack of entry-level positions in conservation jobs at DWR presents another challenge that is being met, in small part, by the agency's paid internship program. The most consistent source of entry-level positions at the agency remains the Law Enforcement Division (Conservation Police Officers). The Law Enforcement Division has conducted three academies in the past four years.

Below is the demographic breakdown of the agency at the conclusion of 2021 (prior to the implementation of the Plan) and 2023.

	DEC. 31, 2021	DEC. 31, 2023	DELTA '21-'23	DEC. 31, 2024	DELTA '23-'24
Total	472	503	31 (6.5%)	516	13 (2.5%)
Male	344 (72.9%)	351 (69.8%)	7 (2.0%)	358 (69.4%)	7 (1.3%)
Female	128 (27.1%)	152 (30.2%)	24 (18.8%)	158 (30.6%)	6 (1.2%)
White	402 (85.2%)	436 (86.7%)	34 (8.5%)	443 (86.9%)	7 (1.3%)
Black/Afr. Am.	30 (6.4%)	29 (5.8%)	(1)(-3.3%)	26 (5.0%)	(3)(-.6%)
Hispanic/Latino	9 (1.9%)	11 (2.2%)	2 (2.2%)	7 (1.9%)	(4)(-.8%)
Asian/Pac. Isl.	2 (0.4%)	4 (0.8%)	2 (50.0%)	6 (1.2%)	2 (.4%)
Alaskan Native/ American Indian	6 (1.3%)	7 (1.4%)	1 (16.7%)	6 (1.2%)	(1)(-.2%)
Two or more race	3 (0.6%)	4 (0.8%)	1 (33.3%)	7 (1.9%)	3 (.6%)
Not applicable/ No response	20 (4.2%)	12 (2.4%)	(-8) (-40%)	21 (4.1%)	9 (1.7%)

In 2024, DWR experienced an overall workforce growth of 2.5% or 13 employees. While the gender percentages were marginally affected by the addition, there was some slight attrition in the Black, Hispanic/Latino, and Native American ranks. During that same period, we saw an uptick in the number of employees self-identifying as "two or more races," or chose not to identify in any racial group. The latter is a trend as there is a growing sentiment against any racial identification, and a fear of backlash from identifying.

Post-employment communication with some departing employees generally reveals better opportunities with other employers or retirement as causes of attrition. However, there is both qualitative and quantitative data from the Climate Survey that would suggest that there are pockets of negative culture that could contribute to attrition.

LEADERSHIP

Below is the demographic makeup of the Director's Working Group (the agency's senior leadership team) at the conclusion of 2021, 2023, and 2024. The leadership team shows some incremental growth in racial and gender diversity since 2021, however, the diversity of professional backgrounds and experiences are more indicative of the inclusive excellence at DWR.

	DEC. 31, 2021	DEC. 31, 2023	DEC. 31, 2024
Total	13	11	12
Male	9	7	8
Female	4	3	4
White	12	9	9
Black/Afr. Am.	1	2	2

LAW ENFORCEMENT DIVISION

In 2019, the Office of the State Inspector General issued an audit of the natural resources law enforcement agencies targeting the lack of gender and racial diversity in each agency's division. The Department of Wildlife Resources proposed several corrective actions that would result in diversifying the number of sworn officers in the Law Enforcement Division. In the prior report, there were two recommendations regarding Conservation Police Officer (CPO) recruiting and retention. Below are the results:

2023 Recommendation #1:

"The agency conducts a barrier analysis of the CPO recruiting and vetting process."

Consulting firm, the Spark Mill, was retained to review the CPO academy process as well as other issues that could lead to barriers in the law division. They conducted multiple interviews with both civilian and CPO participants in the recruitment process, former CPOs, and a former recruit.

2023 Recommendation #2:

"Establish and Exit Interview/Survey process where data are analyzed and shared with the Director's Group Annually."

Currently, the Law Division employs a "Separation Interview" worksheet that is completed by the exiting officer. It includes eleven questions that can be used as data towards retention efforts. Information from these worksheets have not been combined into a single report to date.

Key findings and recommendations included:

- Increase Presence in Diverse Marketplace
- Ensure Marketing Is Reflective of the Actual Job
- Consider a Job Task Analysis
- Modernize Background Checks to Reduce Subjectivity
- Reorient Screening to Interpersonal Skills
- Streamline the Hiring Process

The Audit and Barrier Analysis in its entirety can be found at **ADDENDUM A.**

APPLICANT FLOW DATA REPORT

Prior to the current CPO academy, the agency had some success in recruiting new women officers. However, this academy class only yielded only one woman recruit in a class of 17 men. This triggered a closer examination of this specific recruitment process via applicant flow data.

Below is a summary of how women applicants moved through the process:

- 15.2% of the applicant pool

- 14.4% of those invited to take the written test

- 13.3% of those who passed the written test (pass rate of 64.3%)

- 11.8% of those who passed both the written and physical test (pass rate of 83.3%)

- 22.2% of withdrawals (over-representation)

At this point, there are only 11 women remaining in the process.

- 5 women were not recommended for interview.

- 4 women were not recommended after background check.

- 1 woman was admitted to the academy.

The 14th Academy Applicant Flow Data report can be found in its entirety at **ADDENDUM B.**

The physical test has, in the past, proved a barrier to women recruits but it has been less so over time. The most significant attrition in the applicant flow takes place during the more subjective parts of the process: interviews and background checks.

Below are recommendations to continue efforts to utilize inclusion to recruit the most qualified employees:

Recommendation #1:	*Recommendation #2:*
Adopt findings from the Audit and Barrier Analysis. Specifically, modernizing background checks to reduce subjectivity and reorient screening to interpersonal skills.	*Combine data from the exit interview worksheets into a report with actionable recommendations on CPO retention.*

RECRUITING STRATEGIC INITIATIVES SCORECARD

	2023 STATUS	2024 STATUS
1. Create a college and university recruitment plan featuring internships and mock interviews that is inclusive of historically Black colleges and universities in the Commonwealth and contiguous states.	Yellow	Yellow
2. Develop enhanced relationships with college administrators and proficiency with HANDSHAKE[1] technology to assist in recruitment.	Green	Green
3. Track applicant flow data for various demographics. Provide a semi-annual report to leadership for action and accountability consideration.	Yellow	Green
4. Engage diverse recruiting venues, websites, magazines, business publications, and professional and college outdoors-oriented affinity organizations.	Green	Green
5. Provide clear applicant preferred education qualifications and certification requirements to all colleges and universities.	Green	Green
6. Engage subject matter expert(s) to review interview processes to ensure objectivity in candidate selections.	Red	Green
7. Establish an employer branding strategy which includes images of underrepresented and underserved populations.	Green	Yellow
8. Develop a centralized Internship Program for all divisions with one point of contact, a start-to-finish participation plan, and a way to capture participant and division feedback with the goal of full-time employment.	Green	Green
9. Foster an environment in which interns are paid a wage that will allow them to live independent of other income during the internship.	Green	Green
10. Review the LawFit measurables and water swimming requirements to ensure that they are appropriate and/or can be obtained at the conclusion of a CPO academy.	Green	Yellow
11. Offer training to ensure that individuals conducting background investigations are doing so equitably and the process is free from bias.	Green	Yellow
12. Expand advertisements through all avenues that will attract a diverse population such as radio, billboards, social media sites, LinkedIn, Indeed, etc.	Green	Green
13. Communicate and follow hiring timelines including the requirements for completing the Conservation Police Officers academy.	Green	Green
14. Standardize the sharing of information regarding prerequisites and conditions of positions to all interviewing candidates.	Yellow	Yellow
15. Perform salary studies to ensure equity in all offers of employment.	Green	Green
16. Avoid including minimal requirements in a position description that can be obtained after employment.	Red	Red

Culture

To promote and sustain a workplace that is inclusive of all people, talents, and ideas so that members of the workplace may achieve their highest level of engagement and full occupational potential.

GOALS

- Develop a workforce that resembles the diverse racial, gender, and cultural differences of the Commonwealth.

- Value non-traditional approaches and skill sets that can further DWR's mission.

- Adopt a "best idea wins" approach to decision-making.

- Treat others as THEY wish to be treated and not as YOU wish to be treated.

Workplace Culture is the cornerstone of employee engagement. An organization can excel at acquiring talent, but if culture does not encourage employee retention, high employee turnover will be the result. It is imperative that DWR leadership remain knowledgeable of the concerns of the workforce while developing policies and initiatives that send a clear message as to what behaviors are valued, encouraged, and prohibited.

The DWR conducts an Employee Climate Survey, a study of employees' perceptions and perspectives, every 18 months. The second survey was conducted in June, 2024. The survey addressed attitudes and concerns that helps agency leaders instill positive changes.

Survey participation remained high, with 77% (353) of the workforce participating.

Below are some of the demographic specifics of survey participants:

Male	59%
Female	24%
Non-binary	.7%

White	75%
Black	4%
Hispanic	3%

Native American	2%
Asian/Pacific Islander	1%
Bachelor's Degree or more	79%

EMPLOYMENT AT DWR

- 79% of respondents are "satisfied with DWR as a place to work." This is nominally down from 80% in 2022.

- 72% of respondents are "satisfied with how my contribution to DWR's valued." This is a nominal increase from 70% is in 2022.

- While most responses are positive, there remains a perception that promotions and hiring decisions are not decided primarily by merit. Leadership has addressed this with increased transparency in the process and will continue to do so.

Below are comments from the Climate Survey:

"Promotions are not based on merit. They are based on whether or not you are on the right 'team.' Management wants to work in an echo chamber. "Tell me what I want to hear and I'll promote you". Tell me what you really think, your honest opinion, and I hope you like your current position because that's as far as you are going."

"There have been multiple instances in the last couple years of promotions being given with no competitive process in the law division. Although personally [not] effecting me, it is disrespectful to officers with as much as 20-30 years of experience that had to compete for the same position. It creates poor morale in the field force."

LEADERSHIP AT DWR

Since 2022, there has been some turnover in the DWR Director's Working Group. Despite the current team's efforts to foster transparency and opportunity, there has been a setback in the perceptions of the workforce.

- 23% believe DWR leadership proactively identifies and addresses agency challenges. This is down from 41% in 2022.

- 33% responded that DWR leadership works to foster a culture of efficiency and effectiveness. This is down from 41% in 2022.

- 55% responded that DWR leadership works to foster a culture of inclusion and mutual respect. This is down from 61% in 2024.

- 66% stated that DWR leadership places a priority on workforce diversity. This is down from 68% in 2022.

DIVERSITY, OPPORTUNITY, INCLUSION, AND BELONGING

Diversity and inclusion at DWR reveal another disconnect between the Plan's goals and employee perceptions. While an overwhelming majority of the employees recognize DWR's emphasis on inclusion in the workplace, comments reveal that some refer to an "over-emphasis" on diversifying the workforce and others see an agency with little diversity that is merely "checking the boxes." A repeated theme among commenters self-identifying as CPOs is that the hiring of women and people of color is somehow compromising the effectiveness of the force. However, hiring statistics do not support any critical mass of hiring of underrepresented candidates in that division.

Despite many of the comments below, over 75% of respondents feel that colleagues make them feel that they belong at DWR. Unfortunately, almost 25% of respondents expressed not feeling connected to the agency and their colleagues. This is an increase from 2022.

Fortunately, a large majority expressed that they feel safe, and the agency holds employees accountable for harassment and other discriminatory behaviors and over 80% of respondents are aware of the process to report harassment and other discriminatory behavior.

A full comparison of the 2022 and 2024 Climate Surveys may be found at **ADDENDUM C.**

Below are some comments from the survey on diversity, opportunity, and inclusion:

"Hiring practices focus on racial/religious/ gender diversity more than KSA's recruiting less qualified employees being paid more, hired more often, with higher employee turnover, due to racial bias, than fully qualified stereotypical applicants that are overlooked in the application process due to their race or personal identifiers that lack diversity."

"I've witnessed a shift in diversity, and I think it's great."

"Workforce diversity does not appear to be present."

"I think DWR leadership is working hard to improve workforce diversity. However, all natural resource agencies across the country face the same issues with funding and what they can afford to pay their employees. 'Lower Level' or 'entry level' positions in the agency do not pay enough in certain parts of the state to allow for a diverse applicant pool. I am aware of many colleagues that are only able to work in the positions they do because they are privileged with a partner and second income, support from family, etc. Low pay seriously limits the applicant pool and excludes many underrepresented groups from being able to afford to work for DWR."

"In my division we don't have much diversity. I'm sure the leadership places a priority on it but it is not being translated into hiring more minorities."

"Leadership is focused on artificial, superficial "diversity, equity and inclusion" at the expense of employee efficiency, effectiveness, and even competency. Further, this focus on superficial DEI mandates actual homogeneity of thought among employees, squelching outside the box thinking and ideas that may be seen as going against the DEI framework. It also harms new hires, as other employees are all but directly informed that new hires/promotions are based on DEI factors yet are expected to pretend that new hires were not hired based on superficial characteristics.

"The position of DEI coordinator has helped, and DWR has taken multiple actions over the last decade to be more inclusive. Not just more inclusive by hiring, but also by making people feel accepted. Unfortunately, the political climate in our country has now swung in reverse of that."

"I haven't been on the receiving end of harassment, but I've heard MANY comments from DWR employees across divisions that would be considered microaggressions or are just plain offensive (e.g. referring to a black man as 'colored' or 'negro', hearing numerous people say things like 'he, him, she it, whatever they want to be called, I don't know about this pronoun nonsense')"

2023 Recommendation #3:

Establish a mentoring pilot program to invest in the success of newer hires, assist in the transfer of institutional knowledge, and further engage our more experience employees.

Since submitting the report, the Department of Human Resource Management (DHRM) instituted the "Commonwealth Mentoring Program." It was decided that DWR would participate in this pilot program rather than initiate one internally. We are planning to use the report on the pilot to determine if having an in-house program is ideal for DWR.

CULTURE STRATEGIC INITIATIVES SCORECARD

		2023 STATUS	2024 STATUS
1.	Challenge and ensure accountability for unacceptable cultural behaviors by both employees and customers.	🟨	🟨
2.	Conduct an annual climate survey of the workforce. Track progress and course correct towards a more inclusive work environment.	🟩	🟩
3.	Move beyond the "rites of passage" approach to starting a career in conservation to one which does not present barriers based on means.	🟨	🟨
4.	Allow employee work profiles and screening criteria to include bonafide and relevant non-career activities when measuring an applicant's qualifications and interests.	🟨	🟨
5.	In the employment process, when not in contradiction with any state, federal or local law or regulations, consider how an applicant's views and past actions align with the vision, mission and values of DWR.	🟩	🟩
6.	Develop an Ombudsman Program that provides a safe space for those who have difficulty in the workplace.	🟥	🟨
7.	Develop an Employee Appreciation Program and demonstrate authentic appreciation that is communicated to entire staff. Ensure that recognition awards are given annually.	🟨	🟨
8.	Establish a standardized on-boarding process that includes a presentation on "Inclusive Excellence at DWR" and agency-wide introduction of new staff.	🟨	🟩
9.	Challenge seemingly innocuous office practices that could ultimately exclude certain members of the workforce.	🟨	🟨
10.	Conduct a standardized exit interview/survey of all departing staff members with data reported annually to leadership for future action.	🟨	🟨
11.	Emphasize non-traditional/practical experience as a proxy for academic credentials whenever possible.	🟨	🟨
12.	Require specialized cultural awareness education for all customer-facing personnel.	🟩	🟩
13.	Encourage participation and transparency in career development practices for all DWR employees.	🟩	🟩
14.	Conduct a review of all policies, practices, and procedures to ensure alignment with Inclusive Excellence goals.	🟨	🟨
15.	Create a framework for the development of employee resource groups where employees with similar background and interest may network, mentor, and create a safe space consistent with DWR's policies.	🟥	🟥

Several items among the Culture Strategic Initiatives remain to be initiated. Some, like the development of Employee Resource Groups, may not prove to be ideal for an organization that lacks centralization. However, the need for employee mentoring and support is evident from the Climate Survey.

> ### Recommendation #3:
> *Workforce diversity, opportunity, and inclusion initiatives should be preceded by an explanation of how larger, more diverse pools of applicants are more likely to yield stronger candidates, thus countering the myth that merit only exist within certain racial and gender profiles.*

Awareness

To develop learning opportunities to equip members of the workforce with the ability to promote inclusive excellence and be active and accountable in building an inclusive work environment.

GOALS

- Initiate Agency-wide, mandatory Inclusive Excellence training.

- Integrate Inclusive Excellence principles in all policies, practices, and procedures going forward.

- Build training to accommodate diverse learning styles.

Since the inception of the Plan, the agency has been very intentional in providing training that would advance inclusion in the workplace. In the 2024-2025 time period, cultural diversity training was provided to the Law Enforcement Division. Additionally, per Virginia law, members of the 14th CPO academy were trained on encountering neurodivergent citizens by the Autism Society of Central Virginia. The entirety of the CPOs will receive this training in FY26.

Despite these efforts, there are still elements of the workforce that participate in harassing and other negative behaviors. Inclusive Excellence training has confirmed leadership's expectations from members of the workforce, but it has also reinforced to some that there is an over-emphasis on fairness in the workplace.

2023 Recommendation #4:

"Future training should consider a 'live' component in the regions. Connectivity limitations in some parts of Virginia make virtual meetings a challenge and the cost of bringing participants to Richmond could prove prohibitive."

Since that time, Human Resources has instituted a regional meeting initiative where each region is visited annually by the DWG where various awards, updates, and micro-trainings are offered. Currently, the agency is still dependent on live streaming to run training simultaneously for some of our divisions due to budgetary restrictions.

Some comments on AWARENESS from the 2024 Climate Survey:

"Denial of a professional development opportunity: When DEI is the determining factor in hiring, there's no need to seek an opportunity, unless that individual meets the criteria within DEI."

"During a training on workplace harassment, I was in a conference room with maybe a dozen CPO's. I'm not sure if there was someone in a leadership role in the room, however, the training was streamed to the room and there was not an in-person facilitator. As soon as the training started, people started cracking jokes and making inappropriate comments about situations presented in the training. Nobody stood up to ask people to be quiet or stop cracking jokes and the behavior lasted for the entire two-hour training. This left me feeling that I could not safely or comfortable report inappropriate workplace behavior to anyone in law enforcement. I was disappointed that these law enforcement officers charged with upholding the law would be so flippant about topics like sexual and physical harassment or assault."

AWARENESS STRATEGIC INITIATIVES SCORECARD

	2023 STATUS	2024 STATUS
1. Offer regular training on Inclusive Excellence, cultural competency and awareness.	🟨	🟩
2. Regularly communicate information that raises awareness and promotes civility in the workplace.	🟩	🟩
3. Hold agency leadership accountable, via 360 reviews, for creating an environment within their divisions that promotes inclusive excellence.	🟨	🟥
4. Develop training courses that are tailored appropriately for employee's roles and responsibilities.	🟩	🟩
5. Bring broader perspectives with the use of third-party trainers with experiences beyond DWR.	🟩	🟩
6. Offer training specifically for hiring managers that emphasizes development of job descriptions, bias recognition and elimination, panel selection, etc.	🟥	🟥
7. Focus training and awareness opportunities on integrating Inclusive Excellence concepts into all aspects of the agency.	🟩	🟩
8. Educate outreach personnel, conservation police officers, and other public facing personnel, on cultural competency and building relationships across cultures.	🟩	🟩
9. Require management training of all new managers within one (1) year of hiring/promotion.	🟩	🟨
10. Produce annual report on advancement of Inclusive Excellence by Chief Diversity and Inclusion Officer.	🟩	🟩
11. Maintain an engaged Inclusive Excellence Council composed of members of each division who will champion Inclusive Excellence throughout the agency.	🟩	🟨

Connecting

Utilizing resources and strategies to make the outdoors available, accessible, and safe for all Virginians.

GOALS

- Increase education about and access to, Virginia's wild spaces and the fish and wildlife that live in them.
- Provide targeted, direct outreach to underrepresented and underserved populations.
- Expand partnerships with outdoor-oriented affinity organizations.

The "Connecting" core principle has been the most successful at DWR. Unlike workforce diversity issues, where some see employment and promotion as a zero-sum game, most employees recognize that "the outdoors is for everyone." They embrace initiatives to connect with those underrepresented in outdoor activities. Every division has worked intentionally to broaden the DWR constituency through access and connection.

2023 Recommendation #5:

"The Outreach Division should publish a comprehensive calendar of all events that chronicle DWR participation and allow the public to know of DWR presence."

We are pleased to report that this recommendation has been completely executed by the Outreach Division.

Several projects from the previous year's report have continued to grow or reached completion:

The study and marketing project targeting Black recreational shooters has completed with several deliverables that allow state wildlife agencies to develop campaigns for more recreational shooters.

DWR continues to work with the "Blue Sky Fund" in several capacities, including "Hike for Kids." This organization is a youth development non-profit that provides transformational experiences for Richmond area youth through outdoor education.

Patricia Clement, a social media influencer using the handle "Rivah Sistah" remains influential in sharing her outdoor lifestyle on multiple platforms. Her partnership with DWR has yielded both content and results in influencing underrepresented populations.

Some of the newer initiatives listed by division are below:

Wildlife Division

- Completed a Voluntary Public Access and Habitat Incentive Program (VPA-HIP) agreement in Tazewell County which will provide and enhance access to wildlife viewing through the construction of a barrier-free trail.

- VPA-HIP landowners opened their properties for turkey hunting this spring for four special needs, neurodivergent hunters.

- Incorporating Virginia's tribal community into the planning processes by having members of the Chickahominy tribe serve on the Stakeholder Advisory Committee of the Wild Turkey Management Plan.

- Completing a barrier-free trails – there is currently 2,500 linear feet of barrier-free trails at the Clinch Mountain wildlife management area (WMA). Plans on moving forward to complete more trails on Big Survey WMA. Currently, barrier free trails are available on at least one WMA in each of the four DWR regions.

- Maintaining universally accessible fishing piers on DWR-owned and managed lakes. Currently, there are accessible fishing piers at Laurel Bed Lake and Rural Retreat Lake in Region 3.

- Revising public access maps to make them useful for those who have vision impairments related to color.

Aquatics

- Continues to stock fish in urban and other areas frequented by underserved populations to encourage angling.

Boating Division

- Approved an on-line boating course in Spanish.

- Developed a rack card for CPOs to utilize when encountering Spanish speaking constituents on the water.

Outreach Division

- Developed "Virginia Outdoor Women," a series of events for women of all skill level to increase competencies in the hunting, fishing, and outdoor skills.

- Volunteer Support:

  - "Field Day with Outdoor Afro"

  - "MLK Day Youth Outdoor Experience"

  - "Hooked on Freedom: Hook, Line & Sinker" free fishing clinic at Dorey Park in Eastern Henrico County.

CONNECTING STRATEGIC INITIATIVES SCORECARD

	2023 STATUS	2024 STATUS
1. Create DWR branded content that highlights DWR's mission and ways to get involved to be distributed at parks, schools and colleges.	🟨 Yellow	🟩 Green
2. Create branded content for the Project WILD educational program.	🟥 Red	🟥 Red
3. Establish strategic relationships with outdoor affinity organizations to better understand their views on outdoor activities and conservation.	🟩 Green	🟩 Green
4. Include more diverse images in both print and electronic media.	🟩 Green	🟩 Green
5. Implement a language access strategy for multi-lingual speakers and individuals with disabilities.	🟨 Yellow	🟩 Green
6. Update website with images and languages that are inclusive of those in the Commonwealth.	🟩 Green	🟨 Yellow
7. Partner with other Virginia outdoor organizations to create synergy in messages to diverse audiences.	🟨 Yellow	🟨 Yellow
8. Seek opportunities to acquire and develop lands and waters that will assist in promoting high-quality outdoor wildlife experiences closer to our urban communities.	🟨 Yellow	🟨 Yellow
9. Seek to convert or expand the usage of DWR's current lands and waters to accommodate activities in which underrepresented groups participate.	🟨 Yellow	🟩 Green
10. Host events that target underrepresented populations.	🟩 Green	🟩 Green
11. Seek sponsorships and participation in outdoor programs and events that are held by, or target, underrepresented populations.	🟩 Green	🟩 Green
12. Develop a Community Engagement Plan and dedicate an employee to its execution.	🟨 Yellow	🟩 Green
13. Share Inclusive Excellence awareness content on website and social media	🟨 Yellow	🟨 Yellow

> ### *Recommendation #4:*
> *Continue to explore appropriate uses of DWR lands that align with growing outdoor activities (such as wildlife viewing and recreational shooting) which demonstrate a growing interest among non-traditional populations.*

Conclusion

The Department of Wildlife Resources remains committed to recruiting and retaining a workforce selected from a large, qualified, and diverse talent pool; maintaining work environments that will allow employees to reach their full occupational potential; and strategically utilizing agency resources to make the outdoors safe, accessible, and enjoyable for all Virginians. As stated in the last report, long-term, sustainable change is incremental, but we are seeing progress towards our commitment.

RESPECTFULLY SUBMITTED BY:
George P. Braxton, J.D., C.D.E.
Chief Diversity and Inclusion Officer

CONSERVE. CONNECT. PROTECT.

Virginia Department of Wildlife Resources

Audit and Barrier Analysis: Findings Report

September 2024

the
spark mill
we make change possible

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PROJECT BRIEF

In 2024, The Spark Mill (TSM) was engaged by the Department of Wildlife Resources (DWR) to conduct an audit and barrier analysis of their hiring and recruitment processes for the role of Conservation Police Officer (CPO). The goal of this project was to identify potential barriers for underrepresented groups, particularly women and people of color, in the CPO role at DWR and highlight opportunities to increase this representation within the department. This initiative aligns with DWR's commitment to creating a workforce that reflects the diversity of the communities it serves.

Project Phases:

1. **Pre-Gather Phase:** The project commenced with a pre-Gather phase where TSM engaged with DWR leadership and key stakeholders involved in recruitment, screening, training, and placement. The primary aim of this phase was to understand DWR's objectives, the challenges they face in attracting and retaining a diverse workforce, and the specific outcomes they hoped to achieve through this analysis.
2. **Gather:** TSM launched into the Gather phase, conducting in-depth interviews and discussions with a broad cross-section of current and former DWR personnel. These engagements were crucial in uncovering both systemic and procedural barriers within the current hiring processes. The insights gathered from these interactions provided a qualitative foundation for the subsequent analysis.
3. **Analysis Phase:** The analysis phase involved synthesizing the qualitative data collected during the Gather phase to identify key challenges and opportunities within DWR's recruitment and hiring processes. TSM focused on areas such as recruitment strategies, screening criteria, interview processes, academy culture, and placement procedures.

The Department of Wildlife Resources plays a vital role in Virginia, not only in conservation and enforcement but also as a steward of the state's natural resources. However, the department has historically struggled with attracting and retaining a diverse workforce, particularly among women and minorities. This has led to a recognition of the need for strategic changes in the way DWR recruits, screens, trains, and places its personnel.

ABOUT THE SPARK MILL

We are a change management firm based in Richmond, VA. Serving clients throughout Virginia, we offer services in strategic planning, organizational development, nonprofit sustainability, board facilitation, and community engagement. We've been helping a wide variety of clients, including nonprofits, government agencies, associations, and businesses flourish and live into their mission and vision since 2009. Our nine-member staff prides itself on recommending cost-effective and practical solutions with tangible action steps that can be implemented by the organization and/or agency.

OUR PROCESS

We use creative methods to refine strategy and end with an actionable plan that is immediately useful to guide decisions. We work together with clients to design a process that meets the overall goals of the project. The exact steps and timeline are adaptable to your organization, culture, and expectations. We rely on a wide variety of resources and tools during our engagement, including interactive facilitation techniques, group-process dynamics, strategy development models, conflict resolution, financial modeling, and board governance best practices.

OVERVIEW

Purpose:

This report aims to identify and analyze opportunities within the Department of Wildlife Resources (DWR) hiring process of CPOs, focusing on enhancing both short-term and long-term outcomes. The central objective is to increase diversity of candidates at every stage of recruitment, hiring, training, and placement. The ultimate goal is to align DWR's workforce demographics with the state's population, ensuring the department represents the communities it serves.

Stakeholders Engaged:

This report is informed by discussions with a wide range of DWR personnel, including those involved in leadership, recruitment, screening, training, and day-to-day operations as well as former employees and recruits. Their insights have been crucial in identifying the challenges and opportunities within the department. To protect confidentiality, individual names are omitted.

> We spoke with 15 stakeholders in total:
>
> - 12 current staff members
>   - 8 from the CPO side
>   - 4 from the administrative side
>   - 4 senior leaders
>   - 2 members of Human Resources
> - 2 former CPO employees
> - 1 former recruit

Limitations:

The findings of this report are based solely on qualitative data gathered from interviews and discussions with DWR personnel. While these insights provide a deep understanding of the challenges within the department, the findings did not consider quantitative data on trends available to the Department.. Future assessments should incorporate both qualitative and quantitative analyses for a more comprehensive evaluation.

READING THE REPORT

What is an insight?

In this section, we articulate the insights that emerged from the stakeholder data. An insight is a significant observation or understanding derived from the analysis of multiple stakeholder conversations. Each insight is accompanied by a brief narrative, supported by direct quotes from one-on-one interviews, which are presented in quotation marks. These insights highlight the key challenges, perceptions, and opportunities within the Department of Wildlife Resources (DWR).

- The insights reflect stakeholders' perceptions, which may not always represent a complete or fully accurate understanding of existing processes. Nevertheless, in the context of this analysis, perception is considered equivalent to reality.
- The ideas or preferences shared by stakeholders are not mandates. Instead, they serve as valuable information to support informed, data-driven discussions, and decisions moving forward.

What is a challenge?

In this section, we outline the challenges identified from stakeholder data. A challenge represents a significant obstacle or issue that has been consistently mentioned across various conversations and interviews with stakeholders. Each challenge is described briefly and is followed by direct quotes from interviews and focus groups, presented in quotation marks. These challenges highlight the key areas where the Department of Wildlife Resources (DWR) faces difficulties in achieving its diversity, equity, and inclusion (DEI) goals.

What is a recommendation?

In this section, we present the recommendations that have been developed based on the challenges identified from stakeholder data. Each recommendation offers a strategic action or set of actions aimed at overcoming the obstacles the Department of Wildlife Resources (DWR) faces in achieving its hiring goals. These recommendations are supported by insights gathered from interviews.

INSIGHTS

Overview of Findings

The Department of Wildlife Resources faces substantial challenges in recruiting, retaining, and supporting a diverse CPO workforce. These challenges are most evident in recruitment, screening, hiring, academy training, and placement processes. The current methods inadvertently create barriers that disproportionately impact women and minorities, contributing to their underrepresentation within the department. However, there are numerous opportunities for targeted interventions and structural changes that could help DWR meet its diversity goals.

Recruitment Process

Recruitment Challenges:

- Recruitment efforts often fail to effectively reach underrepresented groups such as officers of color and women, partly due to outreach strategies and locations.

- Marketing materials and job postings sometimes misrepresent the realities of the job, stakeholders noted that could be leading to mismatched expectations.

- Recruitment efforts are inconsistent, with a lack of continuous campaigns to maintain a steady stream of candidates.

- Stakeholders suggested female candidates are being eliminated from the hiring process due to specific job requirements that could be taught through training.

Recruitment Recommendations:

1. **Build a Targeted Pipeline:** Develop recruitment programs specifically aimed at underrepresented groups to create a more diverse applicant pool.

2. **Increase Presence in Diverse Marketplaces:** Increase DWR's presence in communities and institutions serving minority populations, such as HBCUs and minority-serving organizations.

3. **Ensure Marketing Is Reflective of the Actual Job:** Update marketing materials to accurately portray the role and appeal to a broader audience.

4. **Ongoing Vacancy Announcements:** Implement continuous recruitment efforts to keep vacancy announcements active.

5. **Expose Interested Candidates to Job Realities:** Provide structured ride-along programs or informational sessions to give candidates a clear understanding of the job.

6. **Engage Potential Placement of Qualified Eliminated Candidates:** Consider alternative roles within the department for candidates who are qualified but may not meet all criteria for specific positions to ensure a future pipeline.

Screening Process

Screening Challenges:

- The screening process has high drop-off rates, due to a lack of transparency and understanding of the criteria among participants.

- Screening criteria may unintentionally exclude qualified candidates, especially those from diverse backgrounds.

- Background checks and the personal history section of the application are perceived as overly subjective, potentially disqualifying good candidates and are reported to be inconsistently completed.

Screening Recommendations:

1. **Develop Shared Agreement on Candidate Profiles:** Establish a clear understanding of the ideal candidate profile, focusing on essential skills and attributes.

2. **Consider a Job Task Analysis:** Conduct a job task analysis to ensure the screening process accurately reflects the skills and competencies required.

3. **Embed a Job Skills Matrix:** Integrate a skills matrix into the screening process, focusing on key competencies such as community engagement, communication, and conflict resolution.

4. **Reorient Screening to Interpersonal Skills:** Shift the focus of screening from purely physical or technical skills to social skills that are crucial for effective performance.

5. **Modernize Background Checks to Reduce Subjectivity:** Update and standardize background checks to minimize subjectivity.

6. **Develop Clear Expectations for Personal History Section:** Clarify expectations for the personal history section of the application to reduce unnecessary disqualifications.

> " The screening process is such an unknown, it changes from year to year. Sometimes, the CPOs are involved; other times, it's all HR.

Hiring Processes

Hiring Challenges:

- There is a lack of diversity on the interview panels, creating space for unconscious biases that affect the fairness and objectivity of the process.

- The long duration of the hiring process can lead to the loss of candidates,

- The hiring process, like the recruiting process, lacks standardization and relies disproportionately on subjectivity impacting the consistency of candidate evaluations.

Hiring Recommendations:

1. **Educate and Inform About Conservation Police Officer Realities:** Provide comprehensive education about the realities of being a CPO to ensure candidates have a clear understanding of the role.

2. **Human Resources Needs to Be Connected Throughout the Hiring Process:** Ensure HR is involved at every stage of the hiring process to maintain consistency, fairness, and adherence to best practices.

3. **Provide Comprehensive Training:** Implement comprehensive training for interview panel members, including unconscious bias training.

4. **Ensure Diverse Representation:** Ensure that hiring panels include diverse representation, to include external professionals, to mitigate potential biases.

5. **Streamline the Hiring Process:** Reduce the time it takes to complete the hiring process to prevent the loss of qualified candidates due to delays.

> " I believe a lot of the requirements are based on perceptions and not baseline qualifications.

Academy Culture and Training

Academy Challenges:

- The academy's paramilitary culture may not be conducive to retaining recruits from diverse backgrounds.

- High attrition rates are often linked to the physical and psychological demands of the academy and the lack of training support provided.

- The training program does not consistently accommodate different learning styles and backgrounds, potentially disadvantaging certain candidates.

Academy Recommendations:

1. **Add Training Reviews Throughout the Academy:** Incorporate practical exercises and labs throughout the training program, focusing on core job skills that will be tested in the Officer Survival Training.

2. **One-to-One Attention:** Increase one-to-one contact between instructors and recruits, positively impacting interactions and outcomes.

3. **Orient the Academy to Train and Support Recruits:** Shift the academy's focus toward training and supporting recruits rather than eliminating them.

4. **Provide Mentorship:** Offer mentorship opportunities during the academy, particularly with mentors who share similar backgrounds or experiences.

5. **Ensure Representation:** Recruits need to see existing Conservation Police Officers who look like them, which can positively impact their experience and retention.

Placement Process

Placement Challenges:

- With assignment based on subjective ratings from interviews, there are concerns about bias in the assignment process.

- Some Field Training Officers (FTOs) lack necessary mentorship skills, impacting the success of new recruits.

- New officers often feel inadequately supported during their transition into their assigned regions, leading to retention issues.

Recommendations:

1. **Implement a More Transparent and Equitable Placement Process:** Develop a clear and objective process for determining initial rankings and assignments based on job matrix, available positions, and academy performance.

2. **Enhance Support Systems:** Establish regional support hubs and more robust field training programs to help recruits adjust to their roles.

3. **Regular Feedback Mechanisms:** Introduce feedback mechanisms to gather insights from new officers about their placement experiences.

4. **Ensure Effective Mentorship:** Provide training for FTOs to enhance their mentorship skills, ensuring they can effectively support new recruits during their transition or consider matching new recruits with highly qualified FTOs in other parts of the state to improve their experience.

14th CPO Academy Applicant Flow Analysis

Overview

This report analyzes the applicant flow data for the 14th Conservation Police Officer Academy in response to the Office of State Inspector General audit and the DWR Inclusive Excellence Strategic Plan. Some percentage totals may exceed 100% due to overlapping categories (e.g., women who are also BIPOC). The data is based on reports received from Human Resources and the Law Division.

Key Findings

1. **Diversity Recruitment Efforts**: The Department of Wildlife Resources (DWR) must continue targeted outreach to underrepresented groups to bring greater awareness of the agency's mission.
2. **Written Test as a Possible Barrier**: The written test, the most objective element of the process, leads to the highest attrition rate for women and BIPOC candidates.
3. **Subjective Review Impact**: Interview and background check stages disproportionately impact white male candidates. However, the small number of women and BIPOC applicants at these stages means any loss significantly reduces overall diversity.
4. **Statistical Anomaly**: A notable coincidence was observed, 10 of the 18 selected applicants were alphabetically within the last 29 eligible candidates.

Recommendations

- Expand recruitment on platforms and in venues that reach underrepresented law enforcement professionals and individuals interested in law enforcement careers.
- Provide sample written test questions, or links to platforms that offer similar mock test, to applicants in advance of testing.
- Implement blind and randomized candidate review processes to minimize bias.

Applicant Flow Summary

Total Applicant Pool (630)

- **Women:** 96 (15.2%)
- **BIPOC:** 86 (13.7%)
- **White Men:** 431 (68.3%)

Total Invited to Test (195)

- **Women**: 28 (14.4%)
- **BIPOC**: 20 (10.3%)
- **White Men**: 134 (68.7%)

Written Test Pass Rate (135 passed)

- **Women**: 18 (13.3%, <mark>64.3% pass rate)</mark>
- **BIPOC**: 11 (8.1%, <mark>55.0% pass rate)</mark>
- **White Men**: 108 (80.0%, <mark>80.5% pass rate)</mark>

Passed Both Written Test & LawFit (127 total)

- **Women**: 15 (11.8%, 83.3% pass rate)
- **BIPOC**: 9 (7.0%, 81.8% pass rate)
- **White Men**: 103 (81.1%, 95.4% pass rate)

Withdrawals (18 total, 14.2%)

- **Women**: 4 (22.2% of withdrawals)
- **BIPOC**: 2 (11.1% of withdrawals)
- **White Men**: 13 (72.2% of withdrawals)

Passed Minus Withdrawals: 109 (used to calculate percentages below)

Not Recommended at Interview: 53 (48.6%)

- Women: 5 (4.6%)
- BIPOC: 3 (2.8%)
- White Men: 40 (75.5%)

Not Recommended in Background Check or Polygraph: 38 (34.9%)

- Women: 4 (3.7%)
- BIPOC: 3 (2.8%)
- White Men: 24 (22.0%)

Admitted to Academy (18 total, 16.5%)

- Women: 1 (0.9%)
- BIPOC: 0 (0.0%)
- White Men: 17 (99.1%)

Conclusion

The Law Division should be commended for its commitment to diversity while maintaining high standards for Conservation Police Officers. Although this cohort lacks the diversity of previous classes, no explicit barriers were identified in the selection process. However, results of the written test should be monitored in the next cycle to determine if a barrier exist. Moving forward, collaboration between the Law Division, Human Resources, and the Chief Diversity and Inclusion Officer should focus on expanding recruitment outreach and periodically reviewing the selection process to support a diverse candidate pool.

# of employees and # of survey participants

How would you describe yourself?

Are you Hispanic, Latino, or of Spanish origin

	Yes	No	Prefer not to say
2022	3.75	82.25	13.99
2024	2.51	83.51	13.98

Please indicate your gender

	Male	Female	Non-binary/Non-...	Different Identity	Prefer not to say
2022	61	26.1	0.67	0	12
2024	59.4	24.2	0.71	0	15.6
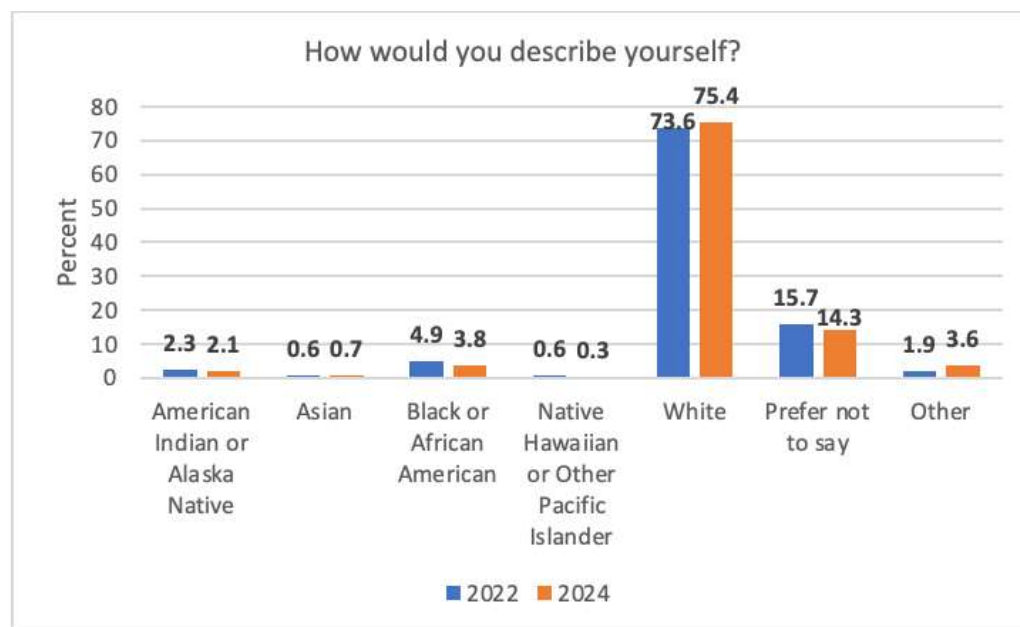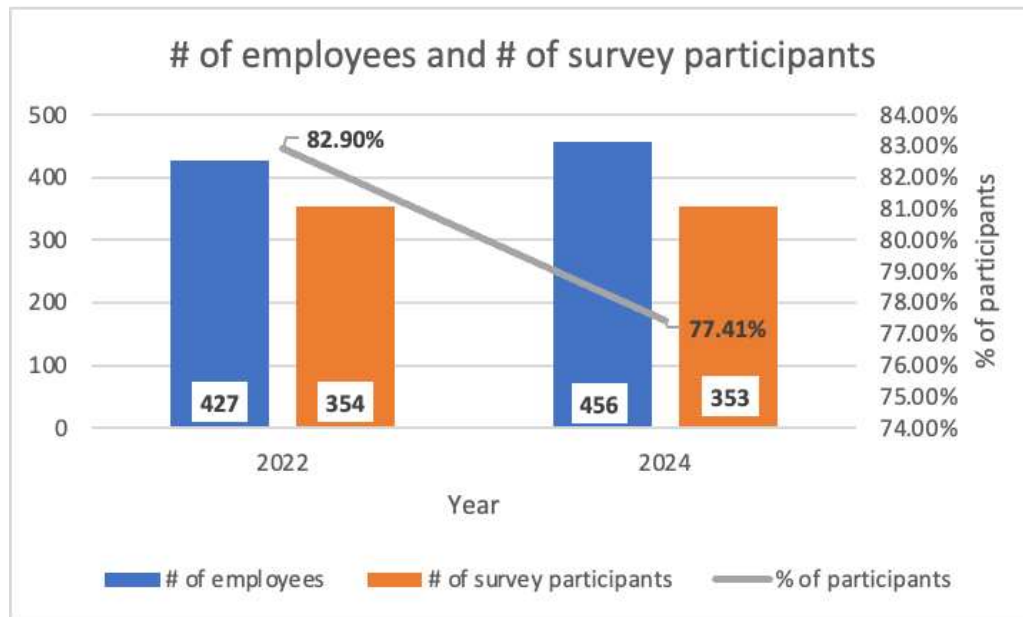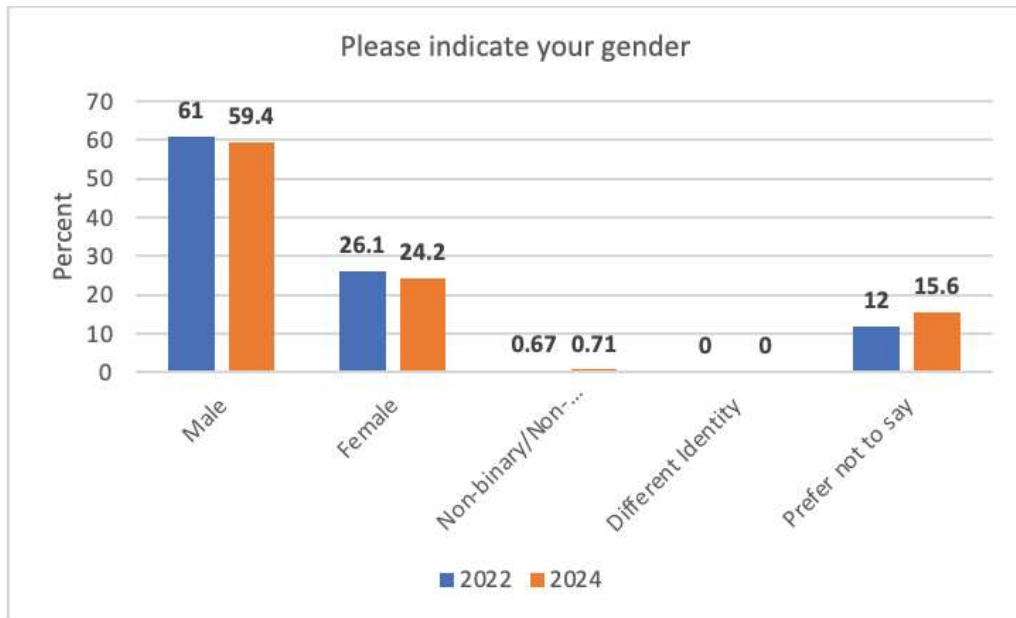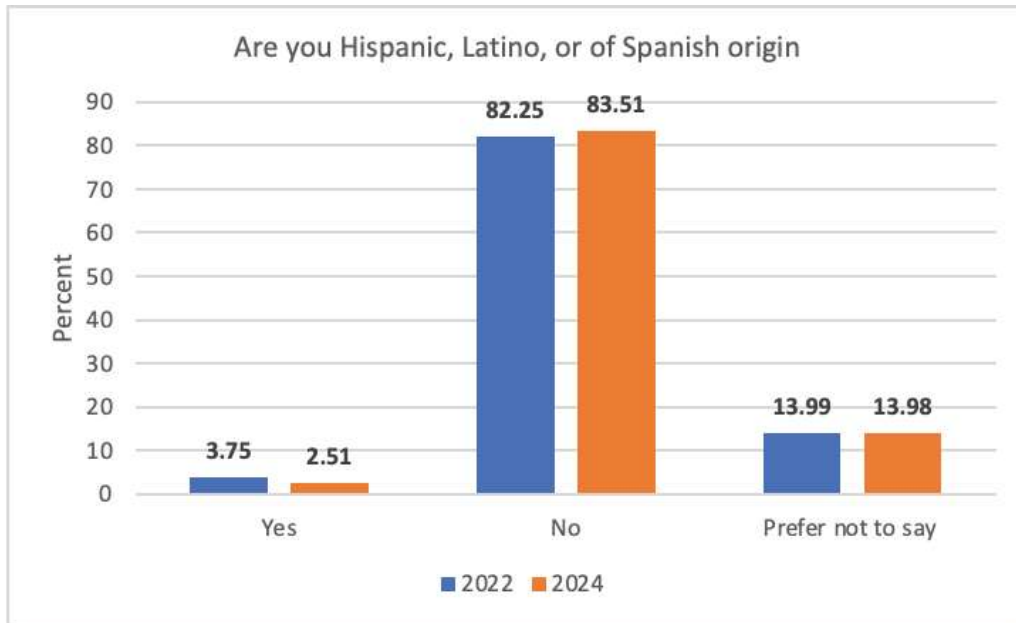
What is your current level of education?

2022 Climate Survey Report	%	2024 Climate Survey Report	%
Less than a high school diploma	**0.00%**	Less than a high school diploma	**0.00%**
High school degree or equivalent (e.g. GED)	**5.37%**	High school degree or equivalent (e.g. GED)	**6.55%**
Some college, no degree	**12.75%**	Some college, no degree	**10.55%**
Associate degree (e.g. AA, AS)	**9.73%**	Associate degree (e.g. AA, AS)	**10.91%**
Bachelor's degree (e.g. BA, BS)	**42.28%**	Bachelor's degree (e.g. BA, BS)	**40.00%**
Master's degree (e.g. MA, MS, MEd)	**27.85%**	Master's degree (e.g. MA, MS, MEd)	**30.55%**
Professional degree (e.g. MD, DDS, DVM)	**0.67%**	Professional degree (e.g. MD, DDS, DVM)	**1.09%**
Doctorate (e.g. PhD, EdD)	**1.34%**	Doctorate (e.g. PhD, EdD)	**0.36%**

Are you a Conservation Police Officer (CPO)?

- Yes: 2022 = 84.44, 2024 = 84.56
- No: 2022 = 15.56, 2024 = 15.44

DWR as a place to work - Satisfaction

I am satisified with how my contribution to DWR's mission is valued

The amount of work assigned to me is manageable
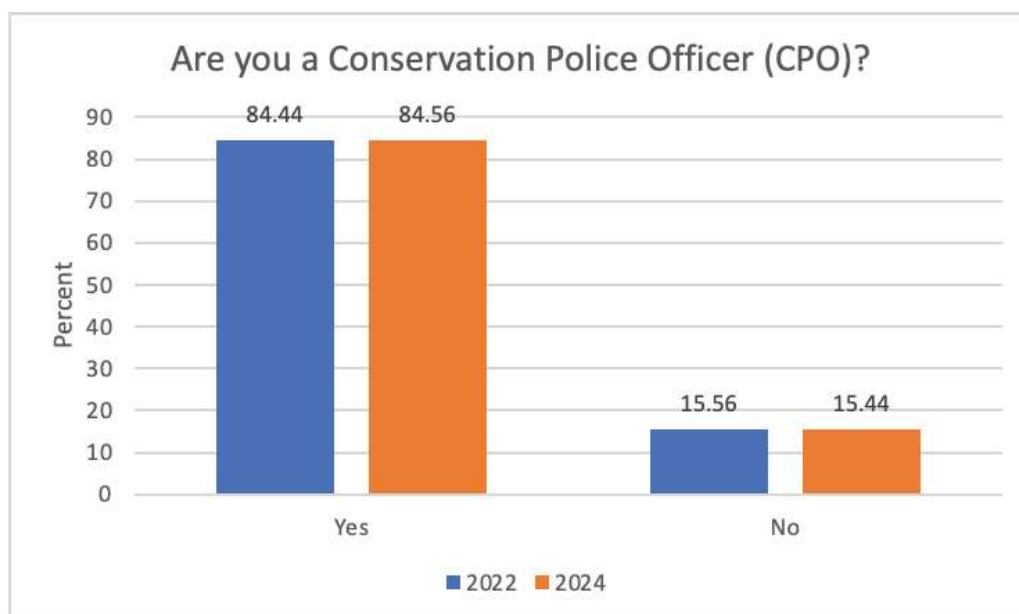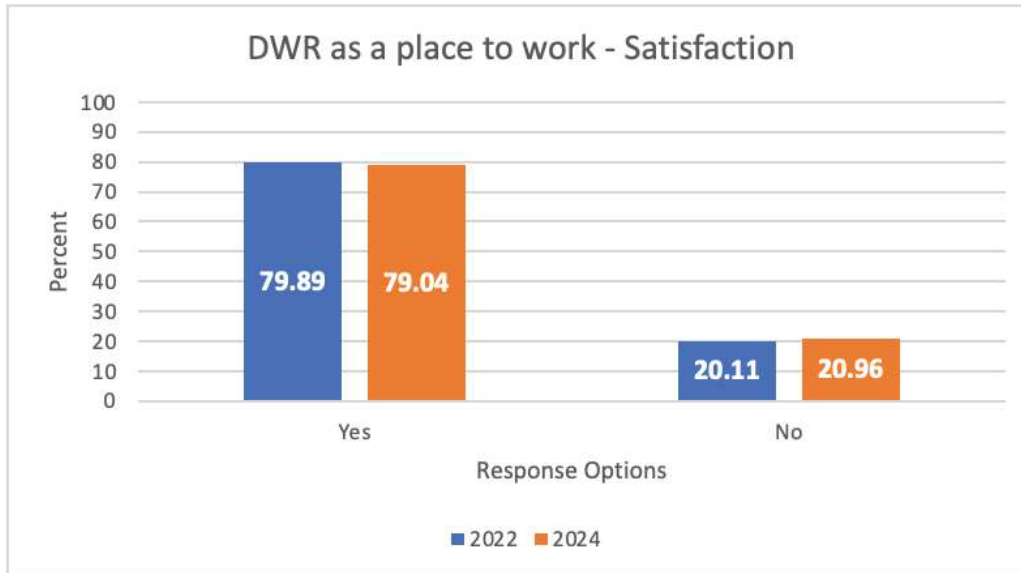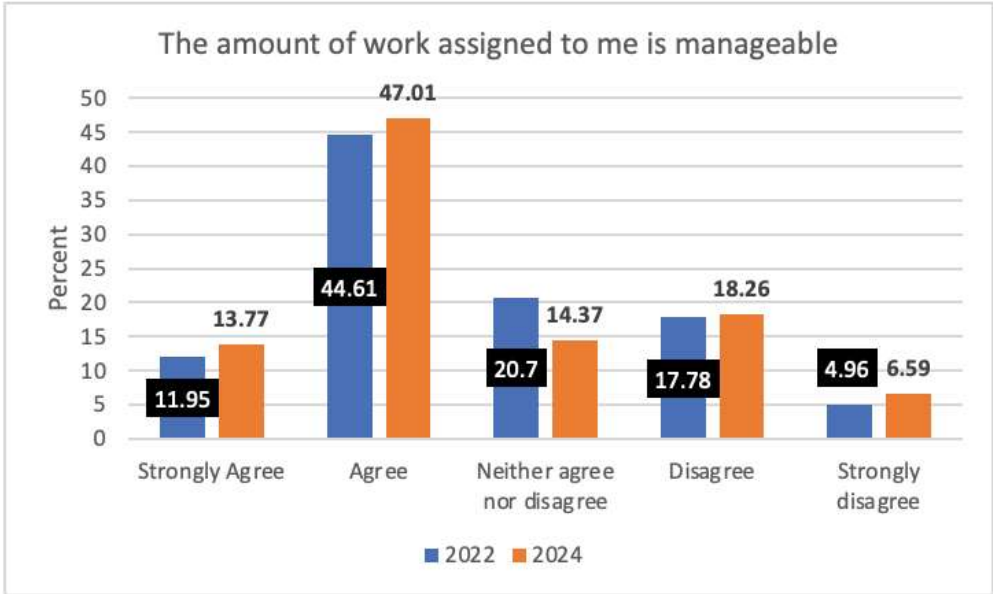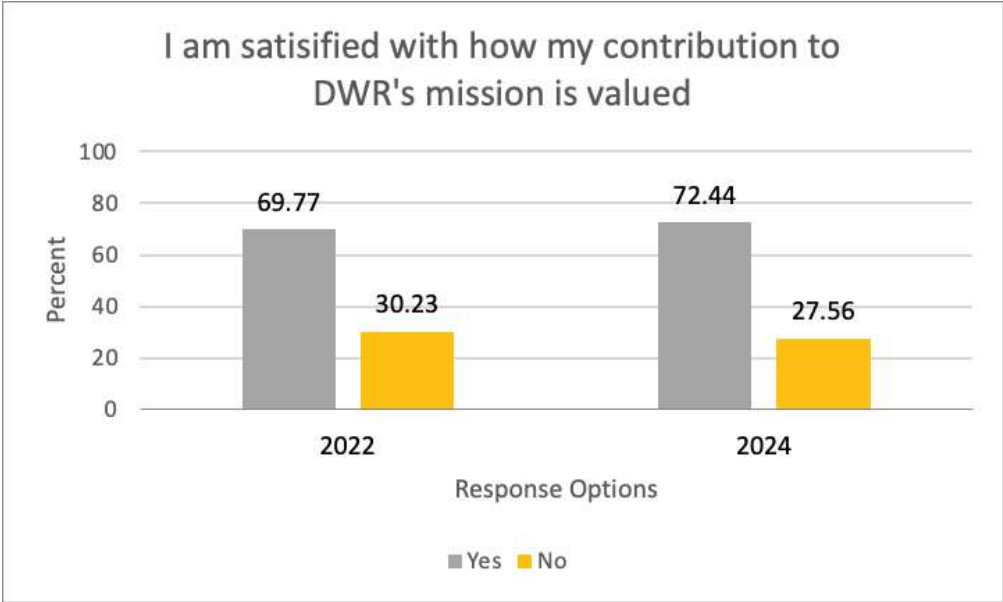
My supervisor is fair in assigning work within my department

	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
2022	30.14	42.03	19.71	4.35	3.77
2024	30.63	44.74	14.11	8.11	2.40
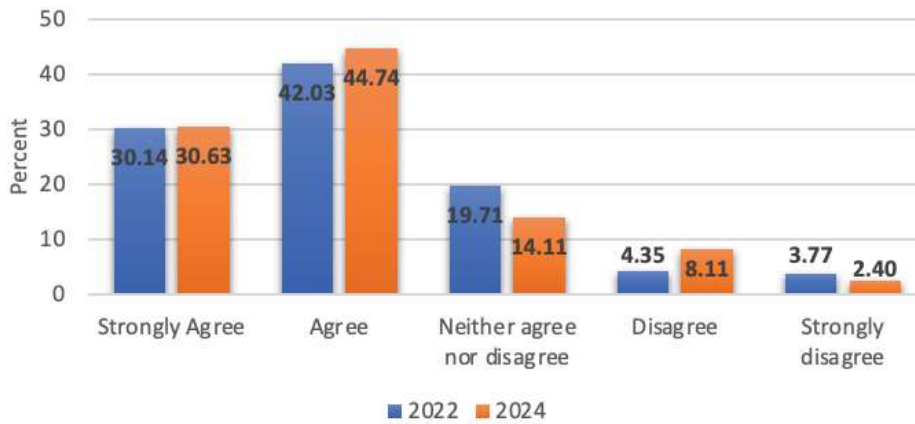
I am granted enough time to complete my job responsibilities

	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
2022	16.33	42.57	24.78	13.41	2.92
2024	16.77	47.9	17.96	14.07	3.29

I receive sufficient guidance and direction on work related activities from management and supervisors

Bar chart (Percent) comparing 2022 and 2024:

Response	2022	2024
Strongly Agree	16.33	16.47
Agree	39.65	42.22
Neither agree nor disagree	20.41	17.96
Disagree	15.45	16.77
Strongly disagree	8.16	6.59

Promotions at DWR are based solely on merit

Horizontal bar chart (Percent) comparing 2024 and 2022:

Response	2024	2022
Strongly disagree	20.00	23.46
Disagree	20.91	21.11
Neither agree nor disagree	40.00	39.88
Agree	15.15	13.49
Strongly Agree	3.94	2.05

Please select the response you most agree with to fill in the blank for each statement below:

2022 Climate Survey Report	Completely inadequate	Somewhat inadequate	Neither	Somewhat adequate	Completely adequate
My compensation and benefits are _____ compared to what I could make working somewhere else	17.60%	29.33%	6.45%	32.84%	13.78%
My compensation and benefits are _____ when compared with what I bring to my agency	17.30%	30.50%	11.73%	26.10%	14.37%
My compensation is _____ compared to the cost of living in Virginia	17.89%	31.38%	13.49%	29.03%	8.21%
My compensation is _____ relative to how others at DWR are compensated	14.84%	21.96%	26.41%	24.04%	12.76%
Staff have ____ opportunities to bring new ideas or concerns to DWR leadership's attention	8.55%	12.39%	22.12%	40.12%	16.81%
Staff have ____ opportunities to provide meaningful input on decisions at DWR	12.72%	19.82%	23.37%	34.91%	9.17%
Staff in my agency have ____ opportunities to appeal decisions they disagree with	16.57%	24.85%	27.51%	23.08%	7.99%

Please select the response you most agree with to fill in the blank for each statement below:

2024 Climate Survey Report	Completely inadequate	Somewhat inadequate	Neither	Somewhat adequate	Completely adequate
My compensation and benefits are _____ compared to what I could make working somewhere else	**12.69%**	**31.72%**	**6.95%**	**35.65%**	**12.99%**
My compensation and benefits are _____ when compared with what I bring to my agency	**13.68%**	**31.00%**	**12.46%**	**30.40%**	**12.46%**
My compensation is _____ compared to the cost of living in Virginia	**20.54%**	**30.51%**	**13.60%**	**27.49%**	**7.85%**
My compensation is _____ relative to how others at DWR are compensated	**11.82%**	**23.33%**	**25.15%**	**27.27%**	**12.42%**
Staff have ____ opportunities to bring new ideas or concerns to DWR leadership's attention	**7.60%**	**17.63%**	**19.76%**	**37.69%**	**17.33%**
Staff have ____ opportunities to provide meaningful input on decisions at DWR	**12.39%**	**22.05%**	**22.96%**	**30.21%**	**12.39%**
Staff in my agency have ____ opportunities to appeal decisions they disagree with	**15.81%**	**21.28%**	**31.00%**	**23.10%**	**8.81%**

On average, I work over 40 hours a week

	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
2022	27.62	32.56	20.35	15.99	3.49
2024	23.8	32.53	22.59	17.17	3.92
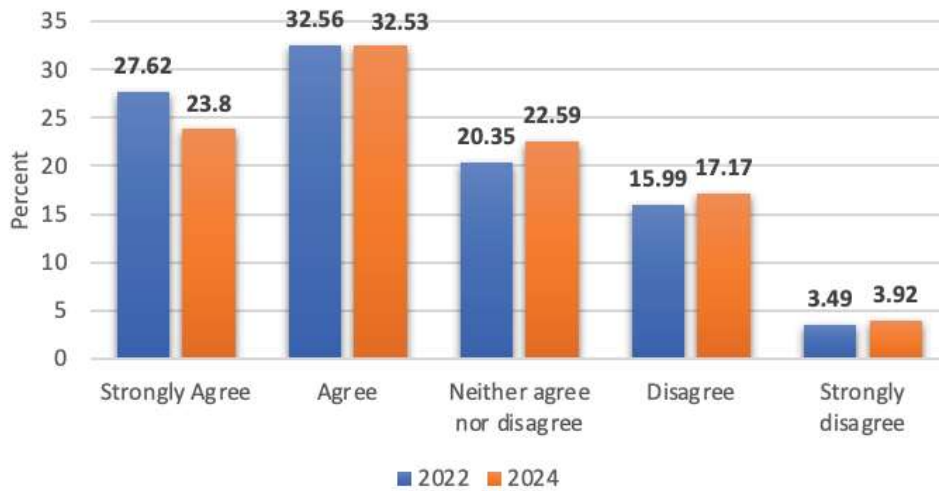
Within the past year, on average, I have worked overtime
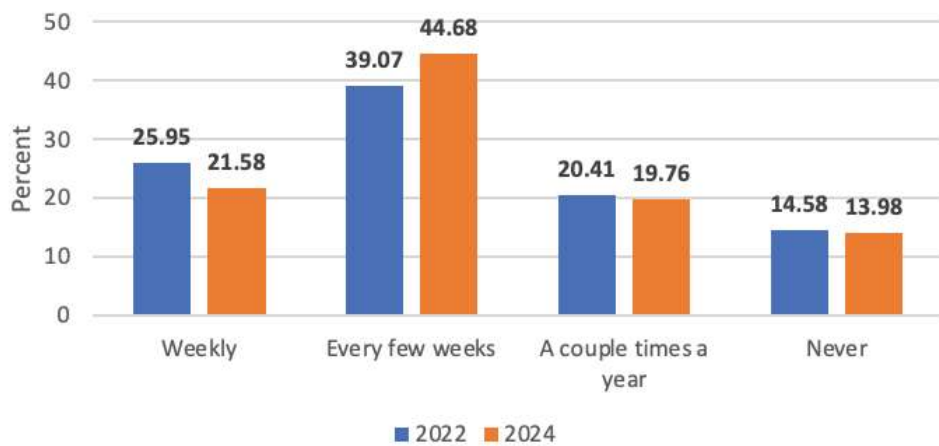
	Weekly	Every few weeks	A couple times a year	Never
2022	25.95	39.07	20.41	14.58
2024	21.58	44.68	19.76	13.98

Please indicate whether you agree or disagree with each statement below:

2022 Climate Survey Report	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
My salary aligns with my contributions to DWR	**6.53%**	**22.55%**	**21.66%**	**32.64%**	**16.62%**
My position description reflects the work I do	**13.61%**	**47.93%**	**18.05%**	**13.61%**	**6.80%**
My skill set is optimized in the workplace	**15.09%**	**39.05%**	**23.67%**	**14.79%**	**7.40%**
I have a high level of satisfaction with my job responsibilities	**17.80%**	**45.40%**	**20.77%**	**10.98%**	**5.04%**

Please indicate whether you agree or disagree with each statement below:

2024 Climate Survey Report	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
My salary aligns with my contributions to DWR	**7.50%**	**27.50%**	**22.50%**	**29.06%**	**13.44%**
My position description reflects the work I do	**10.63%**	**45.94%**	**14.37%**	**20.63%**	**8.44%**
My skill set is optimized in the workplace	**9.69%**	**39.06%**	**27.50%**	**16.56%**	**7.19%**
I have a high level of satisfaction with my job responsibilities	**14.42%**	**42.32%**	**25.71**	**12.54%**	**5.02%**

Please indicate whether you agree or disagree with each statement below:

2022 Climate Survey Report	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
My relationship with my direct supervisor is one that allows me to grow professionally	**30.95%**	**34.82%**	**17.56%**	**10.12%**	**6.55%**
My supervisor is approachable and provides helpful feedback	**40.06%**	**34.72%**	**12.76%**	**7.12%**	**5.34%**
My relationships with coworkers encourage productivity in the workplace	**31.75%**	**47.48%**	**13.35%**	**4.45%**	**2.97%**
I have good opportunities for training and professional development in my job	**19.94%**	**39.58%**	**19.05%**	**13.10%**	**8.33%**
I have a high level of satisfaction with DWR as a workplace	**17.56%**	**40.48%**	**23.81%**	**11.90%**	**6.25%**

Please indicate whether you agree or disagree with each statement below:

2024 Climate Survey Report	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
My relationship with my direct supervisor is one that allows me to grow professionally	36.25%	30.31%	19.38%	7.50%	6.56%
My supervisor is approachable and provides helpful feedback	42.37%	34.58%	10.59%	7.48%	4.98%
My relationships with coworkers encourage productivity in the workplace	28.84%	46.39%	15.67%	5.96%	3.13%
I have good opportunities for training and professional development in my job	18.69%	42.37%	19.31%	12.46%	7.17%
I have a high level of satisfaction with DWR as a workplace	18.32%	38.51%	24.22%	12.73%	6.21%

Please indicate whether you agree or disagree with each statement below:

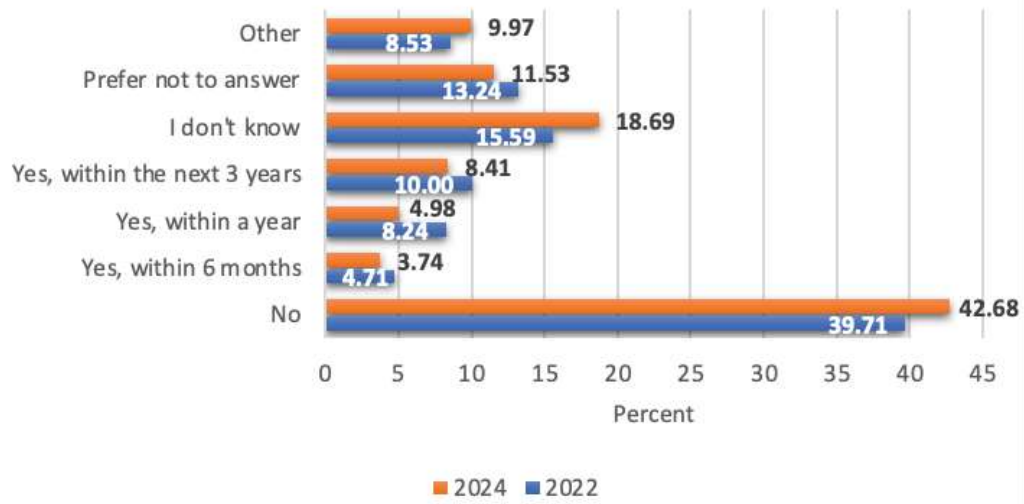| **2022 Climate Survey Report**	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
My colleagues make me feel like I belong at DWR	**27.81%**	**46.45%**	**17.16%**	**6.21%**	**2.37%**
I feel strongly connected to others within DWR	**22.19%**	**36.39%**	**28.11%**	**9.76%**	**3.55%**
I often feel like an outsider within DWR	**4.73%**	**14.20%**	**21.89%**	**36.69%**	**22.49%**
I feel pressure to conform to my colleague's expectations	**4.15%**	**12.76%**	**29.38%**	**38.58%**	**15.13%**
Others make me feel comfortable being myself at DWR	**19.35%**	**44.35%**	**25.89%**	**8.04%**	**2.38%**
I feel that I have to act a certain way to fit in at DWR	**5.93%**	**13.95%**	**28.49%**	**36.20%**	**15.43%**
My colleagues encourage me to be who I am	**14.24%**	**31.45%**	**42.43%**	**9.50%**	**2.37%**
Others at DWR see and recognize my contributors	**13.99%**	**46.73%**	**22.62%**	**11.61%**	**5.06%**

Please indicate whether you agree or disagree with each statement below:

2024 Climate Survey Report	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
My colleagues make me feel like I belong at DWR	**27.10%**	**49.22%**	**17.45%**	**4.67%**	**1.56%**
I feel strongly connected to others within DWR	**19.00%**	**42.06%**	**27.41%**	**9.03%**	**2.49%**
I often feel like an outsider within DWR	**3.74%**	**12.46%**	**24.61%**	**37.07%**	**22.12%**
I feel pressure to conform to my colleague's expectations	**4.05%**	**16.51%**	**28.04%**	**33.96%**	**17.45%**
Others make me feel comfortable being myself at DWR	**14.11%**	**51.10%**	**23.20%**	**9.09%**	**2.51%**
I feel that I have to act a certain way to fit in at DWR	**4.70%**	**15.99%**	**28.53%**	**32.92%**	**17.87%**
My colleagues encourage me to be who I am	**13.52%**	**39.31%**	**38.99%**	**5.97%**	**2.20%**
Others at DWR see and recognize my contributors	**15.26%**	**47.04%**	**23.05%**	**9.03%**	**5.61**

Are you considering leaving DWR

Response	2024	2022
Other	9.97	8.53
Prefer not to answer	11.53	13.24
I don't know	18.69	15.59
Yes, within the next 3 years	8.41	10.00
Yes, within a year	4.98	8.24
Yes, within 6 months	3.74	4.71
No	42.68	39.71

Percent

■ 2024 ■ 2022

If you are considering leaving DWR in the next year, what are your reasons?

2022 Climate Survey Data	%	2024 Climate Survey Data	%
I do not like working with my co-workers	1.60%	I do not like working with my co-workers	2.60%
I do not like working with my direct supervisor	3.20%	I do not like working with my direct supervisor	5.19%
I do not like my physical work environment	2.40%	I do not like my physical work environment	1.30%
Minimal opportunities for career advancement	15.20%	Minimal opportunities for career advancement	11.69%
The workplace is not flexible	4.00%	The workplace is not flexible	3.90%
My job does not offer enough stability/security	0.80%	My job does not offer enough stability/security	2.60%
I do not like the work culture	10.40%	I do not like the work culture	9.09%
My pay is too low	16.80%	My pay is too low	19.48%
I face discrimination	3.20%	I face discrimination	3.90%
My job is not a good fit for my skill set	4.80%	My job is not a good fit for my skill set	3.90%
My workload is too high	9.60%	My workload is too high	9.09%
I found a better job	4.00%	I found a better job	2.60%
I am retiring	8.00%	I am retiring	3.90%
Personal or family-related reasons	5.60%	Personal or family-related reasons	1.30%
Other	10.40%	Other	19.48%

Please indicate whether you agree or disagree with each statement below:

2022 Climate Survey Report	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
My division operates effectively	9.20%	38.58%	20.77%	21.96%	9.50%
Employees within my division collaborate smoothly	12.98%	42.77%	21.83%	17.11%	5.31%
My division collaborates well with other DWR divisions	8.01%	36.20%	29.97%	18.69%	7.12%
My division is appropriately staffed	2.37%	11.24%	15.98%	31.95%	38.46%
My supervisors always address concerns I have over my job and/or treatment	17.80%	32.94%	28.19%	10.68%	10.39%
I consistently receive recognition for good work	12.43%	35.21%	26.92%	14.50%	10.95%

Please indicate whether you agree or disagree with each statement below:

2024 Climate Survey Report	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
My division operates effectively	9.32%	36.02%	18.94%	24.84%	10.87%
Employees within my division collaborate smoothly	15.26%	42.37%	22.74%	15.58%	4.05%
My division collaborates well with other DWR divisions	10.63%	35.94%	28.13%	17.81%	7.50%
My division is appropriately staffed	2.50%	15.31%	14.69%	34.69%	32.81%
My supervisors always address concerns I have over my job and/or treatment	20.50%	37.85%	20.19%	15.46%	5.99%
I consistently receive recognition for good work	15.94%	35.31%	26.25%	15.00%	7.50%

My manager checks in with me

	Daily	Weekly	Biweekly	Monthly	Less than monthly
2022	25.66	46.02	12.39	7.96	7.96
2024	27.27	49.22	9.72	9.40	4.39

DWR leadership proactively identify and address agency challenges
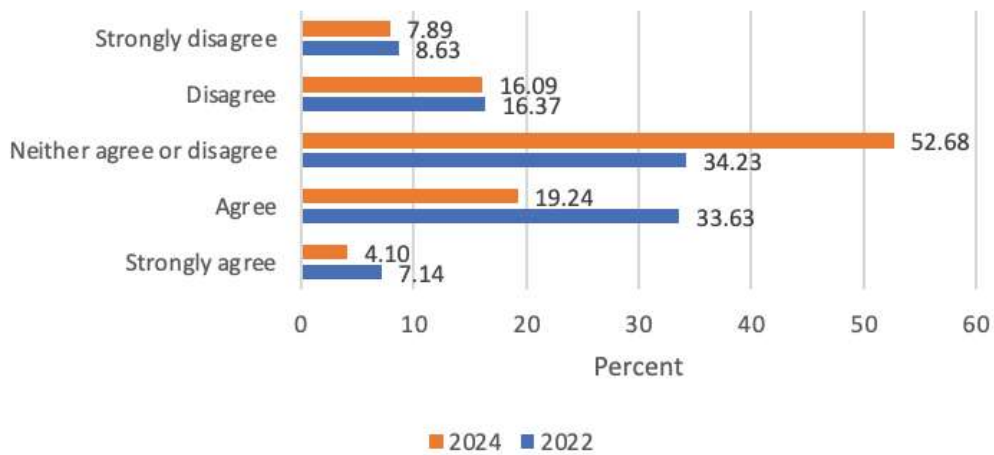
Response	2024	2022
Strongly disagree	7.89	8.63
Disagree	16.09	16.37
Neither agree or disagree	52.68	34.23
Agree	19.24	33.63
Strongly agree	4.10	7.14

Percent

■ 2024 ■ 2022

DWR leadership works to foster a culture of efficiency and effectivness

Response	2024	2022
Strongly diasgree	9.97	10.36
Disagree	18.38	21.60
Neither agree or disagree	38.32	27.22
Agree	27.41	35.21
Strongly agree	5.92	5.62

Percent

■ 2024 ■ 2022
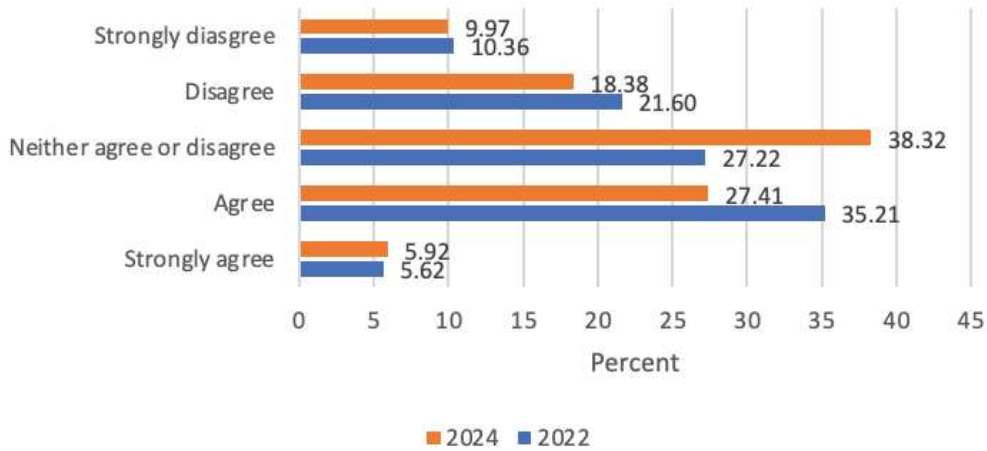
DWR leadership works to foster a culture of inclusion and mutual respect
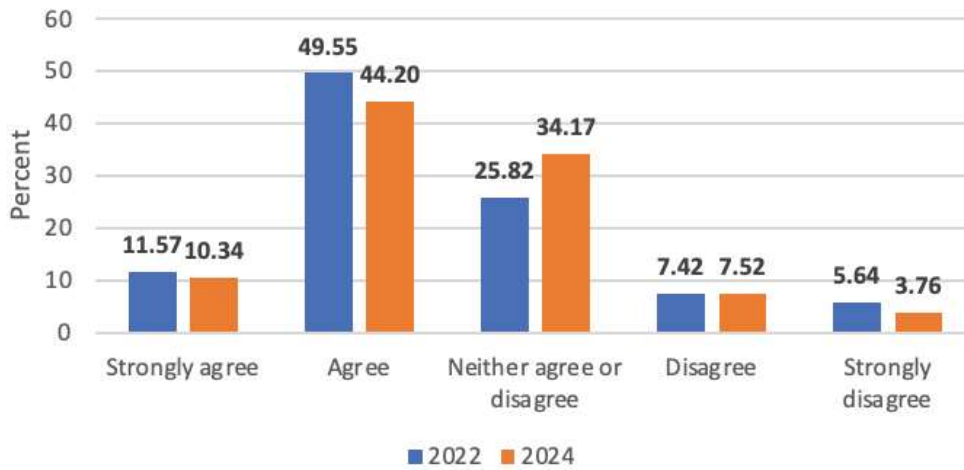
DWR leadership places a priority on workforce diversity
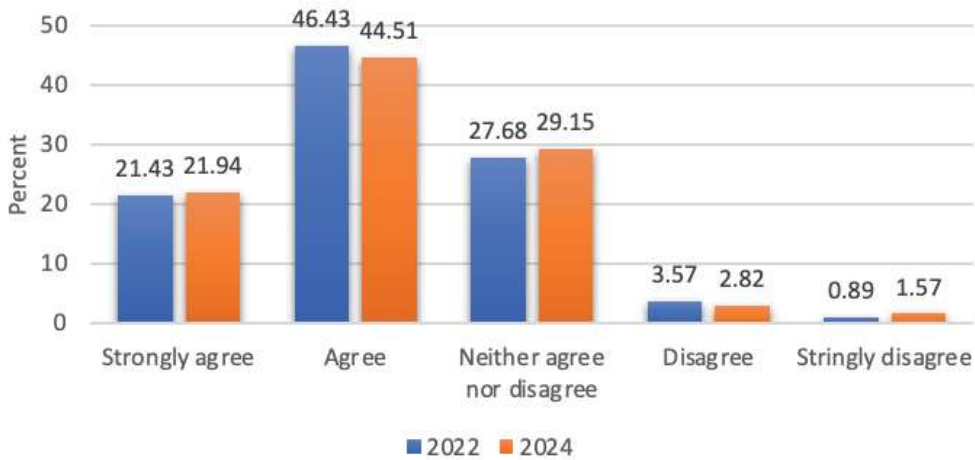
DWR actively works to grow the # of underrepresented Virginians in outdoor activities
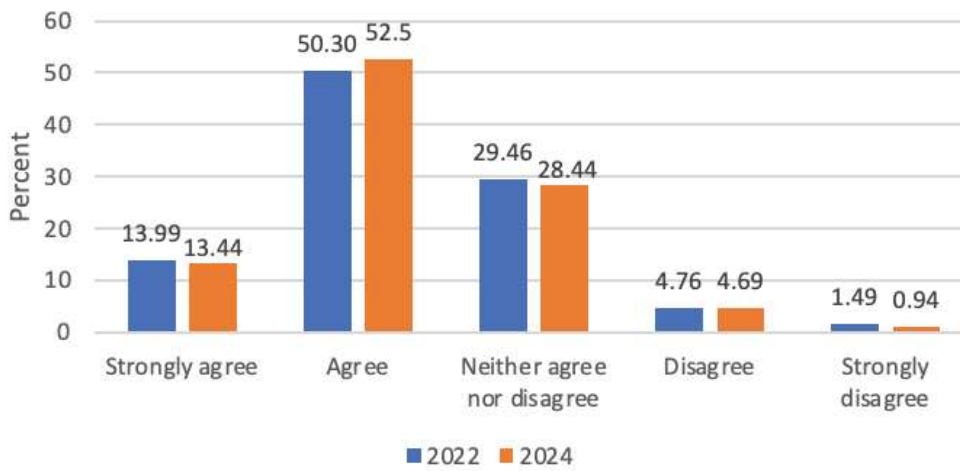
DWR leadership gives DWR staff sufficient autonomy to do its work

Do you work in the law division?

	Yes	No
2022	40.54	59.46
2024	43.13	56.88

Conservation Police Officers (CPO) leadership create a culture of inclusivity and respect

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
2022	13.79	45.69	21.55	9.48	9.48
2024	15.79	39.47	25.44	9.65	9.65
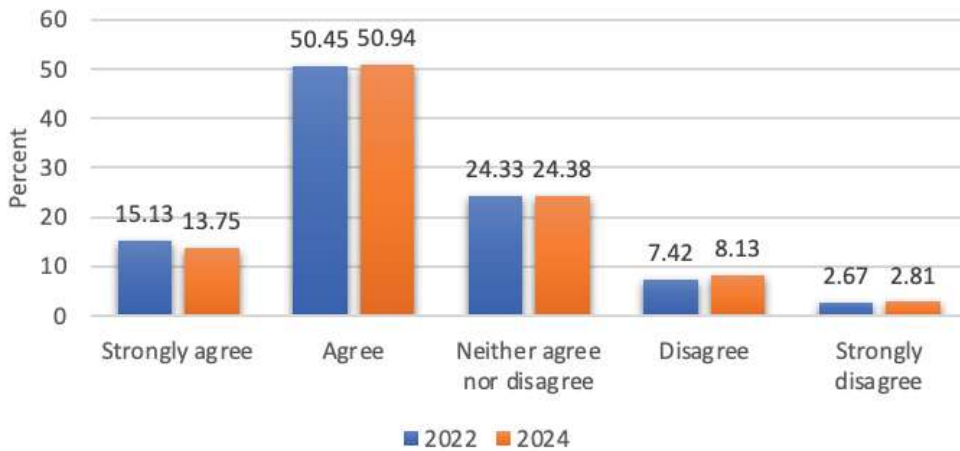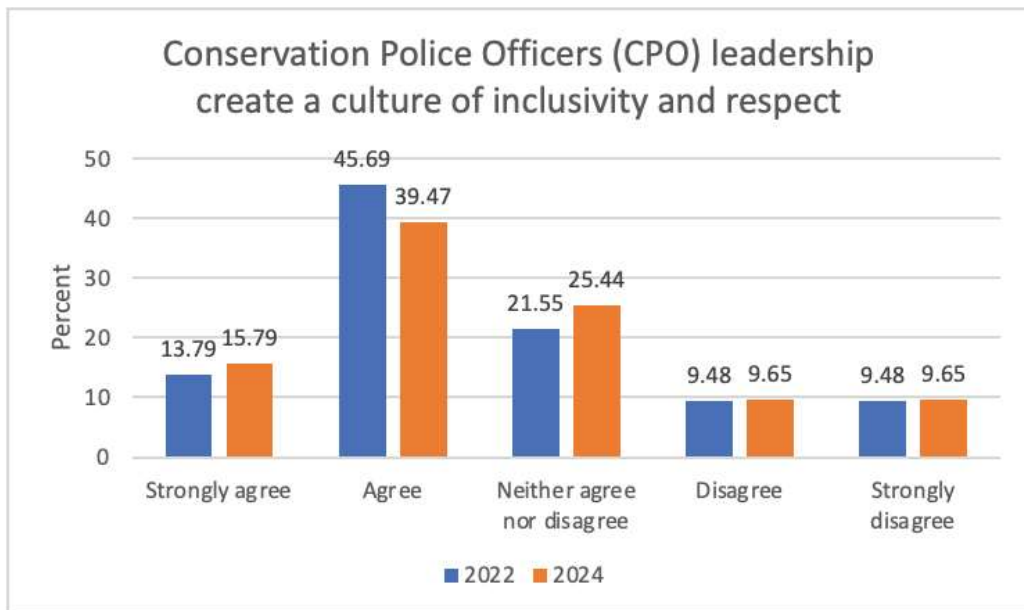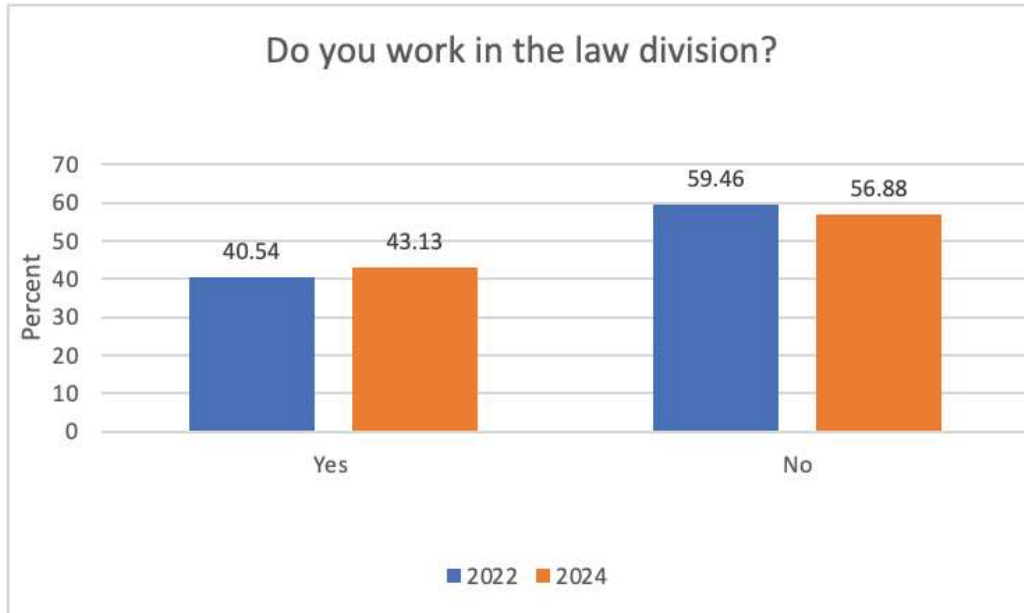
CPO leadership encourages individuals from all backgrounds to reach their full occupational potential
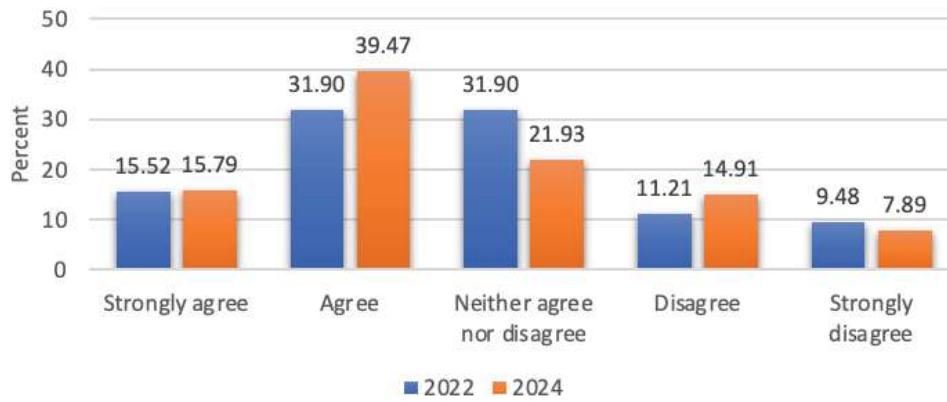
CPO leadership effectively manages and motivates all officers

Response	2022	2024
Strongly agree	7.63	7.08
Agree	20.34	16.81
Neither agree nor disagree	23.73	28.32
Disagree	28.81	29.2
Strongly disagree	19.49	18.58
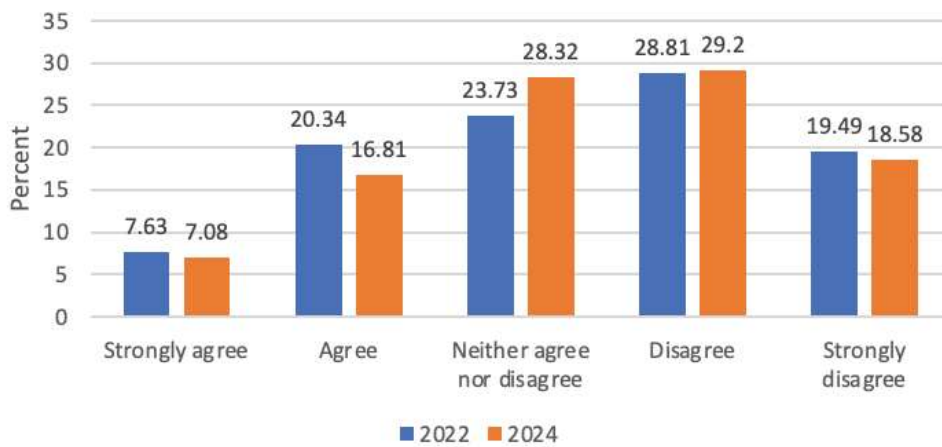
Opportunities for professional advancement and promotion exist within the law division
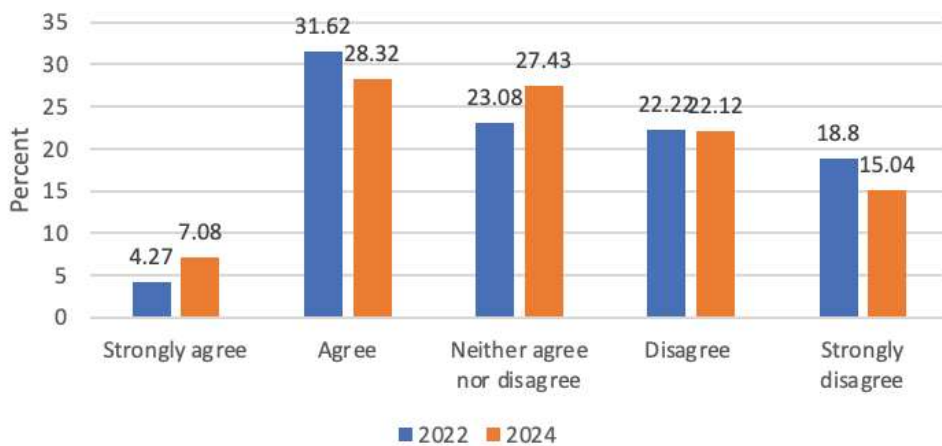
Response	2022	2024
Strongly agree	4.27	7.08
Agree	31.62	28.32
Neither agree nor disagree	23.08	27.43
Disagree	22.22	22.12
Strongly disagree	18.8	15.04

Please indicate whether you agree or disagree with each statement below:

2022 Climate Survey Report	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
The public is respectful of CPOs	20.51%	58.12%	12.82%	5.13%	3.42%
Public perception of the CPO is generally high	25.64%	55.56%	10.26%	5.98%	2.56%

Please indicate whether you agree or disagree with each statement below:

2024 Climate Survey Report	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
The public is respectful of CPOs	14.66%	60.34%	14.66%	6.03%	4.31%
Public perception of the CPO is generally high	17.24%	56.90%	17.24%	6.03%	2.59%

Please indicate the extent to which you disagree or agree with each item below:

2022 Climate Survey Report	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
DWR's current mission is sufficient for solving whatever challenges lie ahead	3.66%	16.77%	34.15%	40.85%	4.57%

If we don't change and adapt soon, DWR risks becoming irrelevant	3.66%	25.91%	25.61%	29.27%	15.55%
DWR sometimes struggles to adapt to change	0.92%	15.90%	23.24%	43.43%	16.51%
DWR does a good job meeting the needs of Virginians	2.45%	10.70%	29.36%	52.60%	4.89%
Everyone should be given the opportunity to influence wildlife management even if they are not experts on the topic	6.73%	24.77%	33.03%	28.75%	6.73%
DWR is currently representative of the full diversity of Virginians	8.95%	24.38%	33.64%	27.78%	5.25%
DWR is sometimes overly focused on recruiting new stakeholders instead of serving the ones that already have	2.74%	14.33%	38.72%	27.74%	16.46%
Some staff within DWR are too eager to move away from how things have traditionally been	7.32%	25.30%	37.20%	22.26%	7.93%
DWR would benefit from a more diverse workforce	5.50%	11.01%	47.09%	24.77%	11.62%
DWR needs to find new ways to engage the public, even if it means expanding or shifting our focus	2.15%	11.04%	29.14%	42.94%	14.72%
DWR's existing approach to managing wildlife is sufficient	3.99%	28.53%	48.47%	16.87%	2.15%

and should not be changed					
Members of the general public have an important role to play in making decisions about wildlife	2.13%	9.76%	33.23%	44.51%	10.37%

Please indicate the extent to which you disagree or agree with each item below:

<u>2024</u> **Climate Survey Report**	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
DWR's current mission is sufficient for solving whatever challenges lie ahead	3.16%	20.89%	33.86%	38.61%	3.48%
If we don't change and adapt soon, DWR risks becoming irrelevant	2.53%	18.67%	29.75%	33.54%	15.51%
DWR sometimes struggles to adapt to change	1.59%	7.62%	26.03%	47.62%	17.14%
DWR does a good job meeting the needs of Virginians	3.51%	10.54%	35.46%	46.33%	4.15%
Everyone should be given the opportunity to influence wildlife management even if they are not experts on the topic	6.65%	27.22%	32.28%	29.43%	4.43%
DWR is currently representative of the full diversity of Virginians	8.23%	22.15%	42.41%	24.37%	2.85%
DWR is sometimes	1.90%	17.78%	36.83%	27.94%	15.56%

overly focused on recruiting new stakeholders instead of serving the ones that already have					
Some staff within DWR are too eager to move away from how things have traditionally been	6.35%	25.40%	37.46%	22.86%	7.94%
DWR would benefit from a more diverse workforce	6.65%	13.61	48.10%	19.62%	12.03%
DWR needs to find new ways to engage the public, even if it means expanding or shifting our focus	0.64%	15.34%	26.52%	45.69%	11.82%
DWR's existing approach to managing wildlife is sufficient and should not be changed	7.62%	28.57%	46.67%	16.19%	0.95%
Members of the general public have an important role to play in making decisions about wildlife	2.53%	7.91%	33.23%	48.73%	7.59%

DWR places greater priority on

Percent (y-axis: 0 to 70)

- Protecting people and propoerty by managing human-wildlife conflicts: 2022 = 40.82, 2024 = 43.56
- Educating and promoting safe outdoor experiences and behaviors to the public: 2022 = 59.18, 2024 = 56.44

■ 2022 ■ 2024

DWR places greater priority on

Percent (y-axis: 0 to 80)

- Retaining existing stakeholder populations: 2022 = 34.81, 2024 = 32.12
- Recruiting and engaging new and diverse stakeholder populations: 2022 = 65.19, 2024 = 67.88

■ 2022 ■ 2024

DWR places greater priority on

	2022	2024
Promoting and recruiting for current outdoor programs	64.65	62.00
Shifting programs to meet public motivations	35.35	38.00

DWR places greater priority on

	2022	2024
Tradition	59.74	58.53
Innovation	40.26	41.47

DWR places greater priority on

	Remaining true to our roots	Adapting to changing social conditions
2022	39.05	60.95
2024	42.05	57.95

DWR places greater priority on

	Diversity, Equity, and Inclusion efforts and advancements	Minimizing interpersonal conflict
2022	72.47	27.53
2024	71.85	28.15

Rate the agency's efforts to connect underrepresented populations to outdoor wild spaces

	Extremely poor= 1	2	3	4	5	6	Extremely strong=7
2022	2.4	4.3	15.5	41.9	22.6	9.6	3.4
2024	1.6	2.6	13.4	45.2	26.5	5.5	4.9
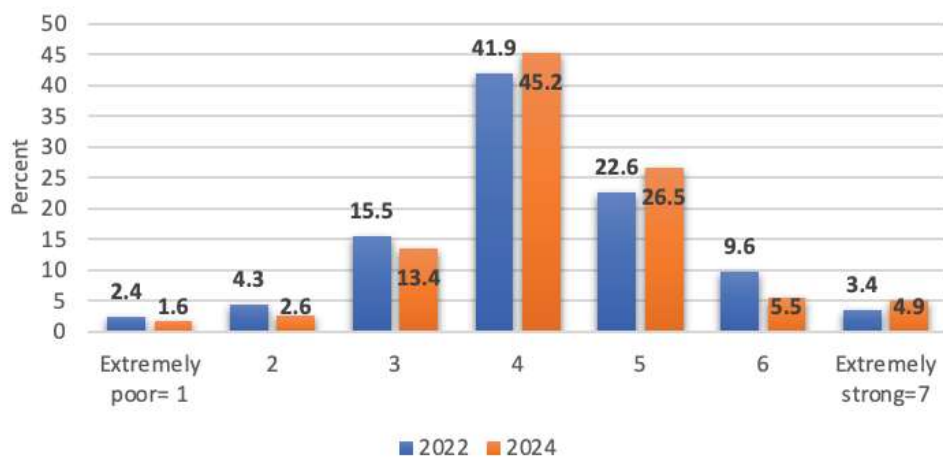
Rate the agency's efforts to diversify DWR employees

	Extremely poor= 1	2	3	4	5	6	Extremely strong=7
2022	2.7	2.1	5.5	27.5	26.9	18.8	16.1
2024	2.2	2.6	7.8	27.1	25.8	16.3	17.9
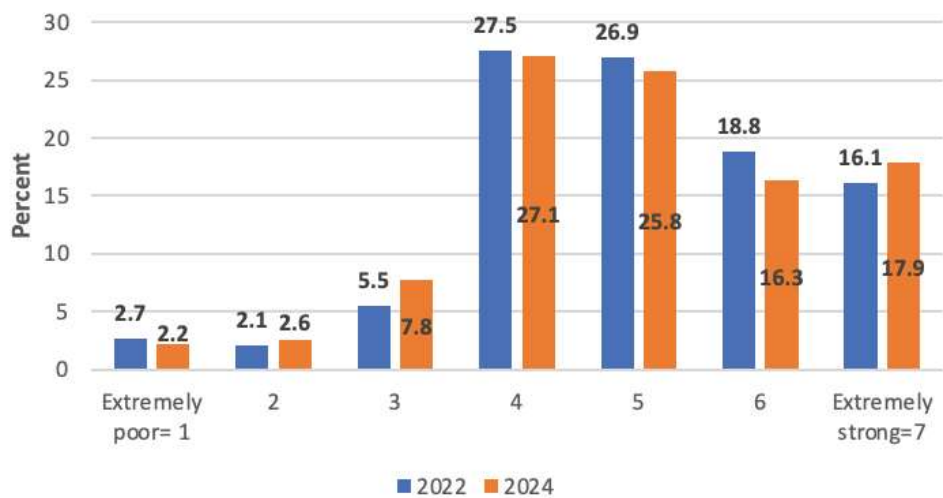
Rate the agency's effort to expand outreach in urban areas of Virginia
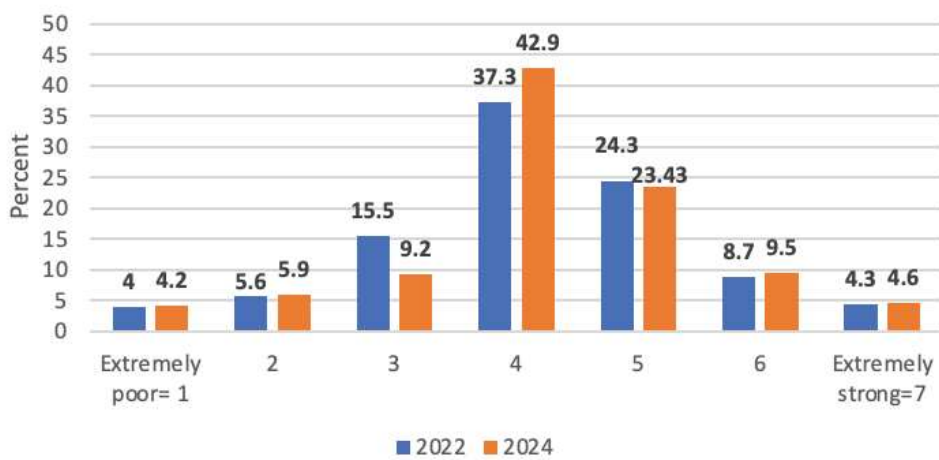
Rate the agency's efforts to support the professional development of all employees
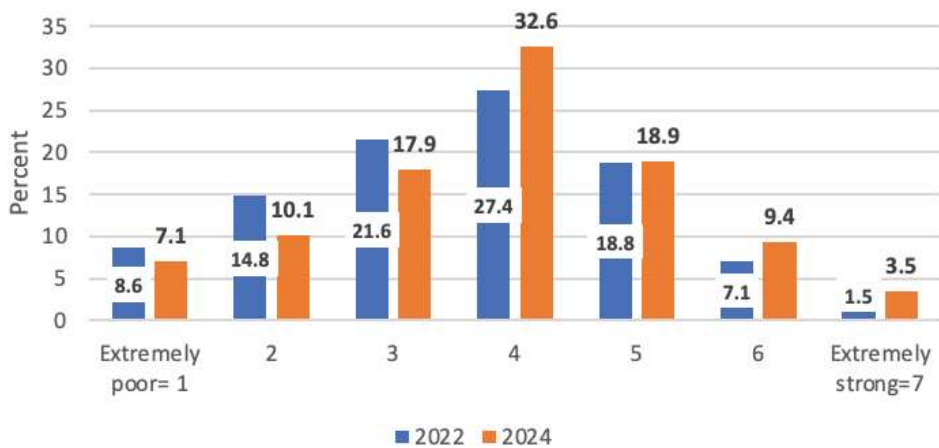
Rate the agency's efforts in supporting the personal needs of employees
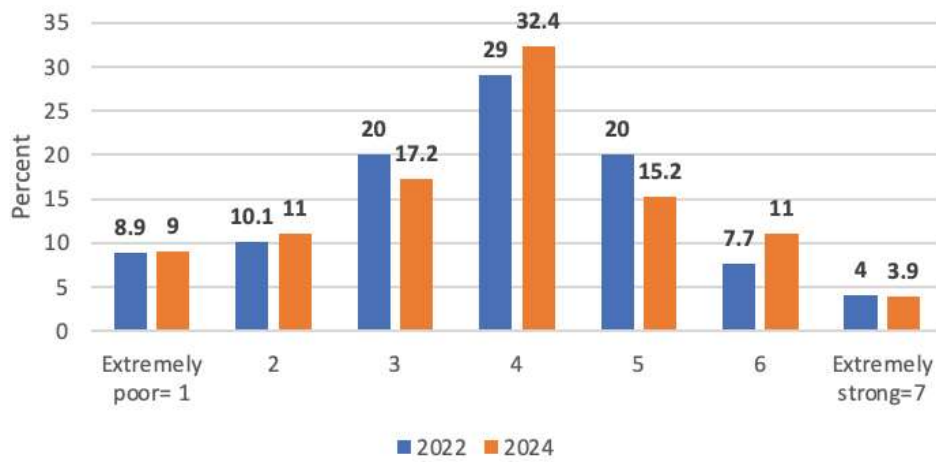
Rate the agency's efforts in making outdoor and wildlife spaces accesible for all individuals to enjoy
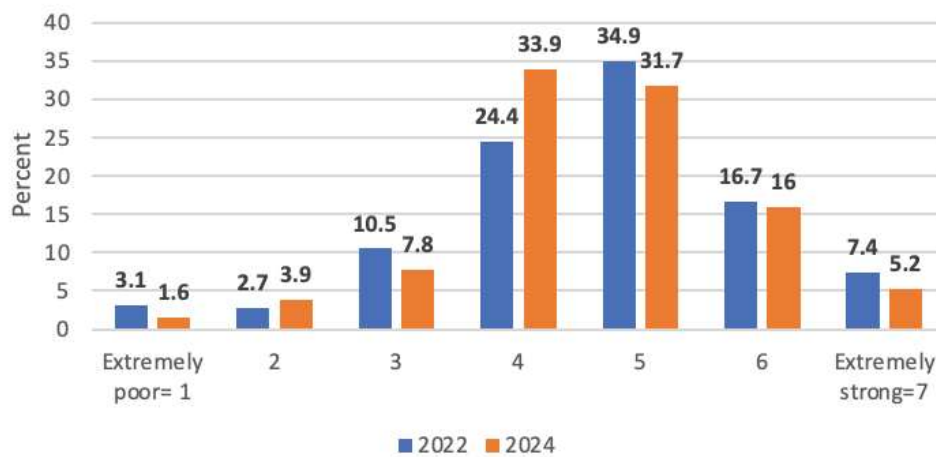
Rate the agency's efforts in encouraging hunting, fishing, wildlife viewing, and boating to youth

	Extremely poor= 1	2	3	4	5	6	Extremely strong=7
2022	2.1	3.4	10.5	22	30.4	19.5	11.8
2024	1.6	0.9	9.1	27.1	32.6	14.7	10.7
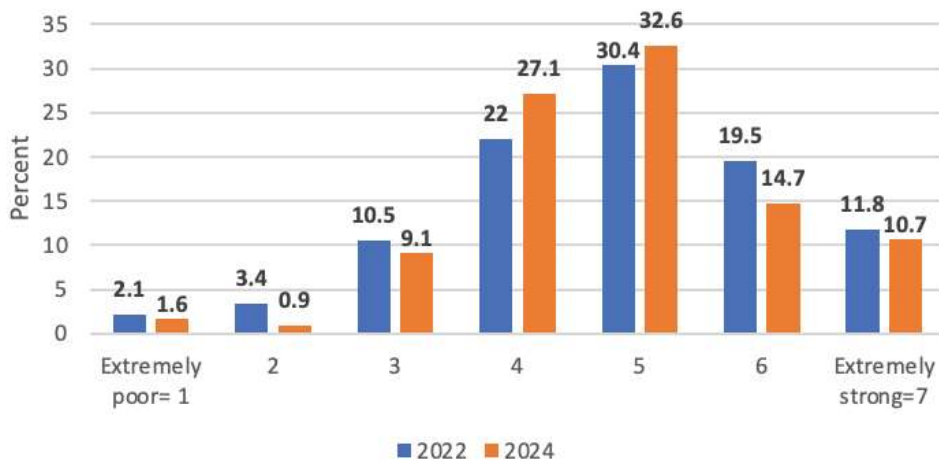
Rate the agency's efforts to imporve youth wildlife education through youth wildlife outreach

	Extremely poor= 1	2	3	4	5	6	Extremely strong=7
2022	1.8	3.4	13.1	31.5	28.4	14	7.5
2024	1.6	3.6	11.1	33.7	29.8	15	4.9

38

Rate the agency's commitment to introducing and connecting new VA residents to the outdoors

Rate the agency's commitment to expanding the outdoor interests of existing stakeholders
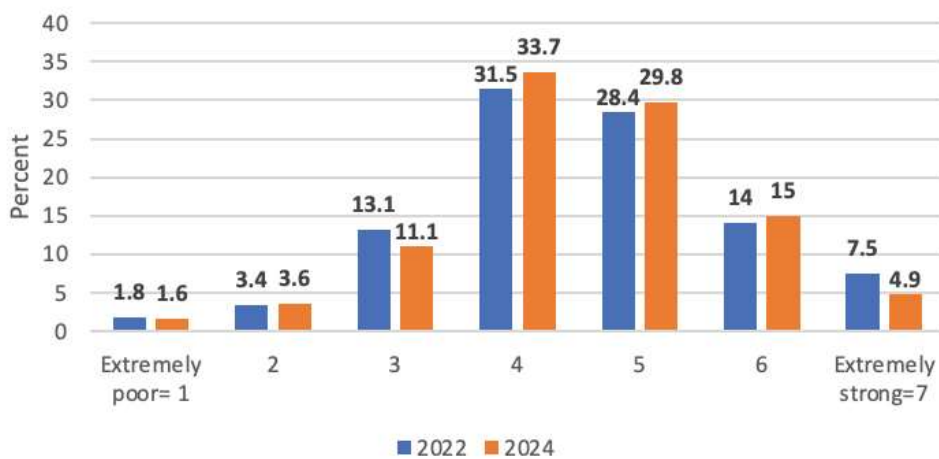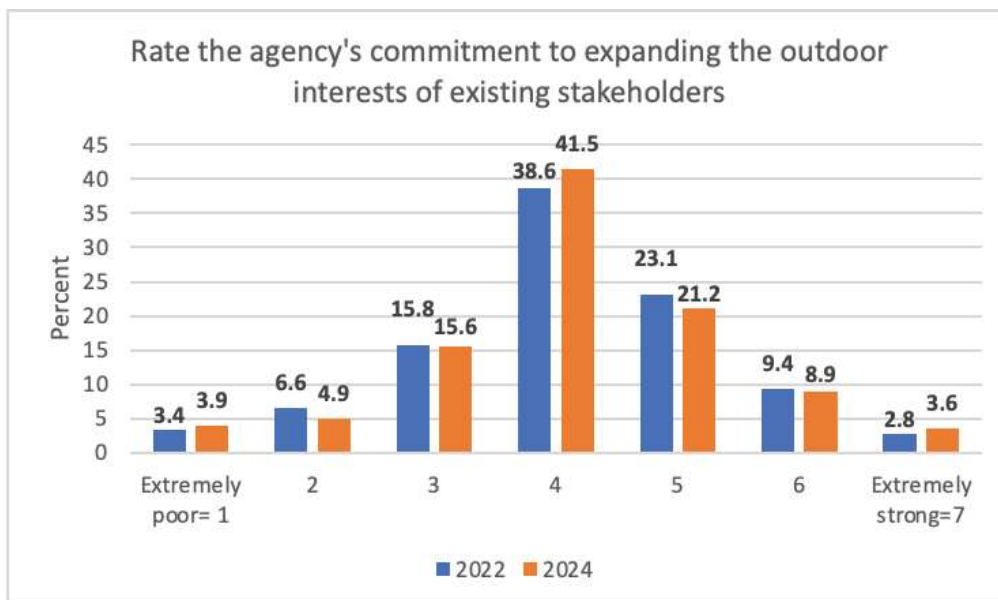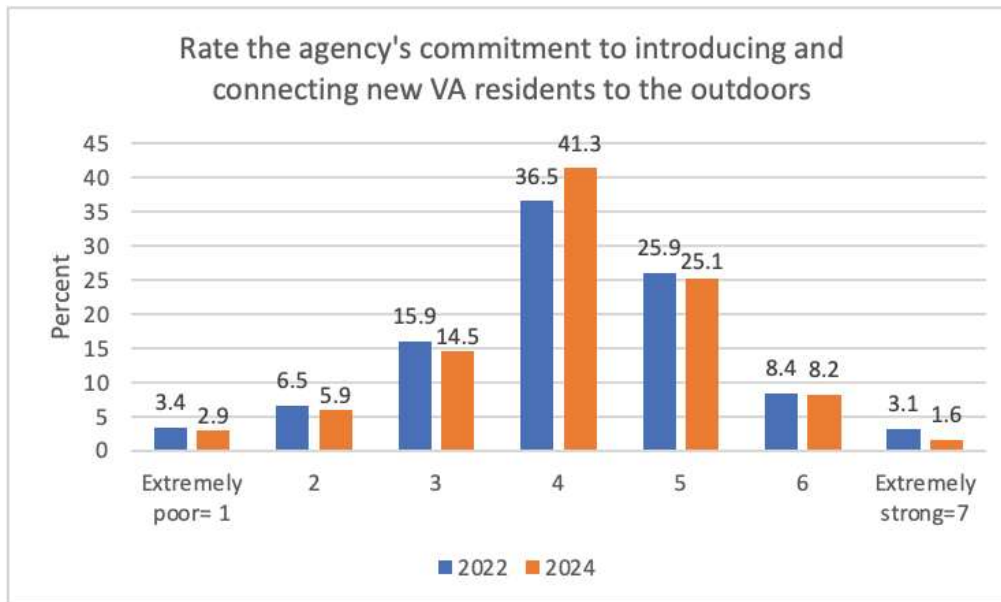
Rate the agency's effort to connect new, existing, and previous stakeholders o the outdoor using online platforms

Percent

	Extremely poor= 1	2	3	4	5	6	Extremely strong=7
2022	1.8	4.7	7.8	35.2	32.3	13.8	4
2024	1.6	1.3	10.6	36.8	27.2	17.6	4.6

■ 2022 ■ 2024
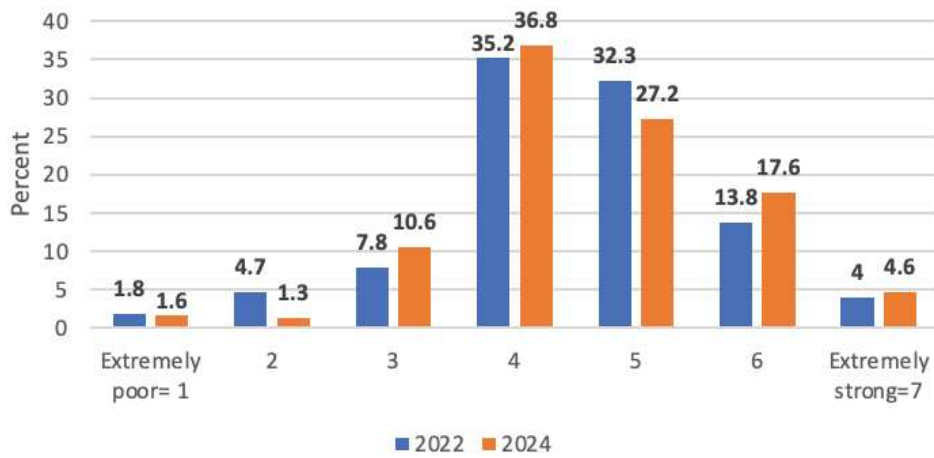
Rate the public perception of DWR as an advocate for wildlife viewers
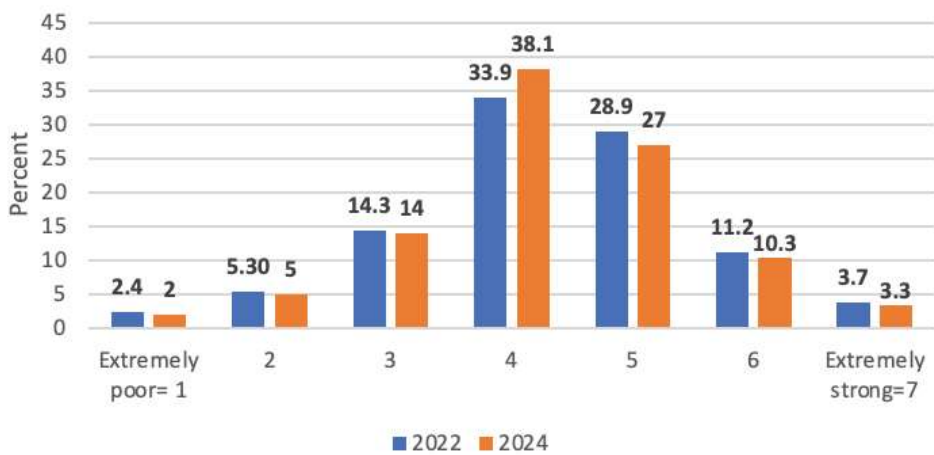
Percent

	Extremely poor= 1	2	3	4	5	6	Extremely strong=7
2022	2.4	5.30	14.3	33.9	28.9	11.2	3.7
2024	2	5	14	38.1	27	10.3	3.3

■ 2022 ■ 2024

Please indicate whether you disagree or agree with the following statements by selecting a response for each statement:

2022 Climate Survey Data	Agree	Disagree	2024 Climate Survey Data	Agree	Disagree
I agree with the goals and objectives DWR prioritizes	71.96%	28.04%	I agree with the goals and objectives DWR prioritizes	74.10%	25.90%
DWR adapts well to change	37.04%	2.96%	DWR adapts well to change	34.77%	65.23%
DWR collectively disapproves of inappropriate behavior	80.62%	19.38%	DWR collectively disapproves of inappropriate behavior	76.14%	23.86%
DWR is highly transparent with the public	64.09%	35.91%	DWR is highly transparent with the public	60.07%	39.93%
I believe the agency's decisions reflect a proper balance between science and public policy	69.88%	30.12%	I believe the agency's decisions reflect a proper balance between science and public policy	70.63%	29.37%

Over the past 3 years of employment at DWR have you experienced the following from DWR employees:

2022 Climate Survey Report	Never	Once	More than once	Annually	Monthly	Weekly	Daily
Physically harassing behavior	93.77%	0.93%	4.05%	0.62%	0.00%	0.31%	0.31%
Verbal or written harassing behavior	75.93%	5.25%	13.27%	1.54%	1.54%	1.85%	0.62%
Online harassing behavior	92.57%	2.17%	3.10%	1.24%	0.31%	0.62%	0.00%
Denial of a professional development opportunity	70.28%	8.05%	16.10%	4.33%	0.31%	0.31%	0.62%
Verbal or written discriminatory behavior	85.80%	5.25%	4.94%	1.85%	0.62%	1.23%	0.31%
Online discriminatory behavior	96.26%	0.31%	1.25%	0.93%	0.31%	0.62%	0.31%

Over the past 3 years of employment at DWR have you experienced the following from DWR employees:

2024 Climate Survey Report	Never	Once	More than once	Annually	Monthly	Weekly	Daily
Physically harassing behavior	93.38%	2.98%	2.32%	0.99%	0.00%	0.33%	0.00%
Verbal or written harassing behavior	74.50%	7.28%	13.25%	1.32%	1.66%	0.99%	0.99%
Online harassing behavior	93.71%	1.32%	3.31%	0.99%	0.00%	0.66%	0.00%
Denial of a professional development opportunity	72.58%	8.36%	13.38%	3.68%	1.34%	0.00%	0.67%
Verbal or written discriminatory behavior	87.75%	3.97%	4.97%	1.99%	0.99%	0.00%	0.33%
Online discriminatory behavior	95.36%	0.66%	1.32%	1.99%	0.33%	0.33%	0.00%

Did you make any formal complaints/reports about these experiences?

A grouped bar chart comparing 2022 and 2024. Y-axis labeled "Percent" (0 to 90).

- Yes: 2022 = 7.36, 2024 = 10.83
- No: 2022 = 80.27, 2024 = 77.98
- Prefer not to answer: 2022 = 12.37, 2024 = 11.19

Legend: 2022, 2024

If you have a concern about harassment or discrimination, do you know how and where to report your concern

A grouped bar chart comparing 2022 and 2024. Y-axis labeled "Percent" (0 to 90).

- Yes: 2022 = 79.62, 2024 = 81.14
- No: 2022 = 10.83, 2024 = 10.10
- Not sure: 2022 = 9.55, 2024 = 8.75

Legend: 2022, 2024

In your opinion, do people in your division agree on what behaviors are appropriate or inappropriate in most situations?

DWR puts the appropriate amount of resources towards diversifying stakeholders

DWR provides and requires the appropriate amount of cultural awarness and inclusive excellence trainings

	2022	2024
1=Too few	3.8	2.3
2	4.7	2
3	15	9.4
4=Appropriate	38.3	43.9
5	14.3	12.1
6	10.5	11.4
7=Too many	13.1	18.5

My opinion is always valued when I speak up at work

	2022	2024
Strongly agree	9.72	9.67
Agree	40.44	41.67
Neither agree nor disagree	27.59	24.00
Disagree	15.36	16.23
Strongly disagree	6.90	8.33

Non-traditional approaches and skill sets are valued

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
2022	4.72	38.05	36.16	15.72	5.35
2024	4.04	35.69	43.77	11.78	4.71

Assessing whether someone is a "good fit" within the existing culture of DWR is an important component of the hiring process

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
2022	13.52	37.11	25.47	15.09	8.81
2024	17.06	38.46	25.75	15.38	3.34

The specific hiring practices and employment efforts implemented to diversify DWR employees are necessary and important

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
2022	9.12	29.56	33.96	17.30	10.06
2024	7.00	29.33	32.33	17.67	13.67

Employees are challenged and held accountable for inappropriate and discriminatory cultural behaviors

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
2022	12.58	39.62	33.02	10.38	4.40
2024	13.04	39.46	30.10	9.70	7.69

Customers are challenged and held accountable for innapropriate and discriminatory cultural behaviors

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
2022	3.79	16.72	52.05	19.87	7.57
2024	2.02	18.52	49.83	20.88	8.75

■ 2022 ■ 2024

My co workers are committed to improving gender and racial inequality

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
2022	10.86	39.30	43.77	4.47	1.60
2024	7.05	40.27	47.32	4.03	1.34

■ 2022 ■ 2024

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My co-workers are committed to improving racial justice

Bar chart showing Percent by response category comparing 2022 and 2024:
- Strongly agree: 8.71 (2022), 7.38 (2024)
- Agree: 34.19 (2022), 34.56 (2024)
- Neither agree nor disagree: 50.00 (2022), 53.02 (2024)
- Disagree: 5.16 (2022), 3.02 (2024)
- Strongly disagree: 1.94 (2022), 2.01 (2024)

I am afraid to talk about diversity at DWR for fear that I masy say the wrong thing

Bar chart showing Percent by response category comparing 2022 and 2024:
- Strongly agree: 11.71 (2022), 15.88 (2024)
- Agree: 18.04 (2022), 20.27 (2024)
- Neither agree nor disagree: 29.75 (2022), 29.39 (2024)
- Disagree: 32.59 (2022), 26.01 (2024)
- Strongly disagree: 7.91 (2022), 8.45 (2024)

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All staff at DWR have equal opportunities for advancement, regardless of their background

Strongly agree: 2022 = 10.73, 2024 = 9.80
Agree: 2022 = 30.91, 2024 = 32.43
Neither agree nor disagree: 2022 = 25.87, 2024 = 29.05
Disagree: 2022 = 20.82, 2024 = 17.57
Strongly disagree: 2022 = 11.67, 2024 = 11.15

■ 2022 ■ 2024

Microagressions are a significant problem at DWR

Strongly disagree: 2024 = 15.10, 2022 = 20.89
Disagree: 2024 = 32.55, 2022 = 34.49
Neither agree nor disagree: 2024 = 32.89, 2022 = 28.48
Agree: 2024 = 13.42, 2022 = 12.03
Strongly agree: 2024 = 6.04, 2022 = 4.11

■ 2024 ■ 2022

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I feel prepared to have meaningful discussions about…

2022 Climate Survey Report	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Race and equity with DWR employees	13.14%	38.14%	37.82%	8.97%	1.92%
Race and equity with DWR stakeholders	10.58%	32.37%	39.10%	14.10%	3.85%
Gender and equity with DWR employees	13.78%	39.10%	37.50%	7.69%	1.92%
Gender and equity with DWR stakeholders	10.61%	31.83%	41.16%	13.18%	3.22%

I feel prepared to have meaningful discussions about…

2024 Climate Survey Report	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Race and equity with DWR employees	11.11%	35.02%	41.75%	9.09%	3.03%
Race and equity with DWR stakeholders	8.84%	31.29%	43.54%	12.24%	4.08%
Gender and equity with DWR employees	13.22%	35.25%	40.00%	8.14%	3.39%
Gender and equity with DWR stakeholders	11.22%	30.95%	43.20%	10.54%	4.08%

Please indicate whether you disagree or agree with the following statements by selecting a response for each statement:

2022 Climate Survey Report	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
I feel safe having meaningful discussions about race and equity with DWR employees	10.19%	35.35%	34.08%	15.29%	5.10%
I feel safe having meaningful discussions about gender and equity with DWR employees	10.22%	34.19%	34.82%	15.65%	5.11%
I feel safe fulfilling the duties of my job	31.95%	49.52%	11.18%	4.79%	2.56%

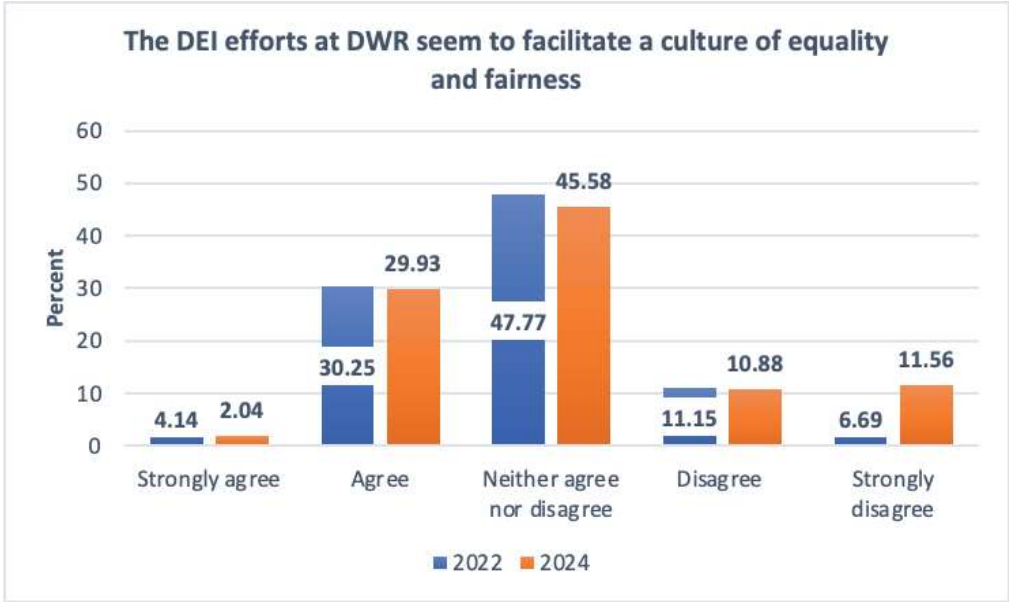**Please indicate whether you disagree or agree with the following statements by selecting a response for each statement:**

2024 Climate Survey Report	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
I feel safe having meaningful discussions about race and equity with DWR employees	8.78%	33.78%	36.82%	13.18%	7.43%
I feel safe having meaningful discussions about gender and equity with DWR employees	9.15%	34.24%	36.61%	12.54%	7.46%
I feel safe fulfilling the duties of my job	27.12%	47.80%	17.63%	3.37%	3.73%

It is important that public facing personnel regularly receive anti-bias and cultural competency trainings

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
2022	18.47	40.76	28.03	7.64	5.10
2024	15.20	41.55	26.01	11.49	5.74

■ 2022 ■ 2024

The DEI efforts at DWR seem to be successful in facilitating a more diverse workforce population

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
2022	4.14	34.08	48.73	8.92	4.14
2024	3.40	29.59	49.32	10.88	6.80

■ 2022 ■ 2024

The DEI efforts at DWR seem to facilitate a culture of equality and fairness

Percent

| Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree |

2022: 4.14, 30.25, 47.77, 11.15, 6.69
2024: 2.04, 29.93, 45.58, 10.88, 11.56

■ 2022 ■ 2024

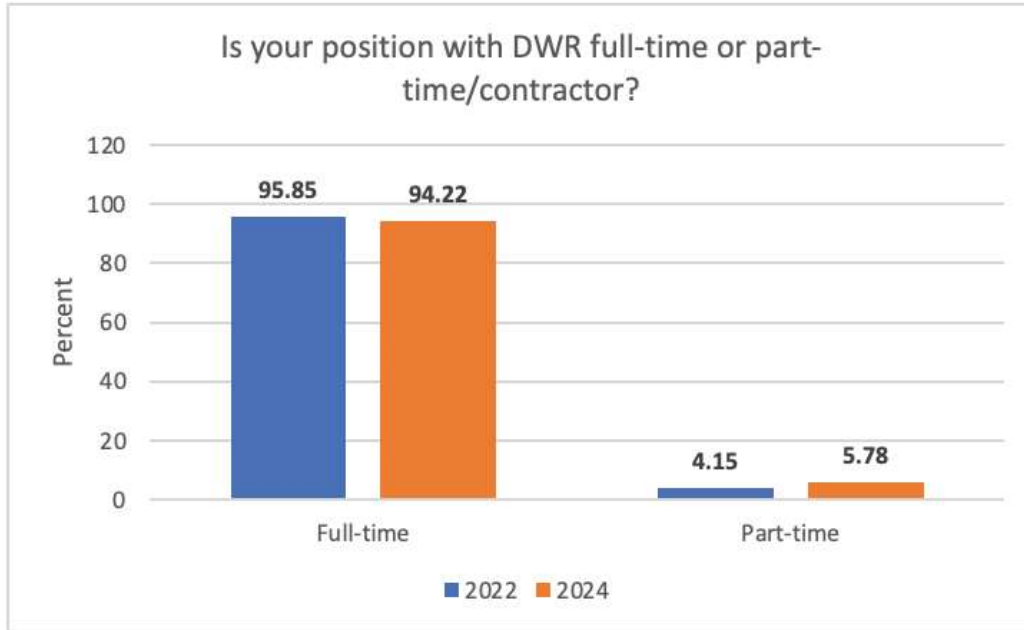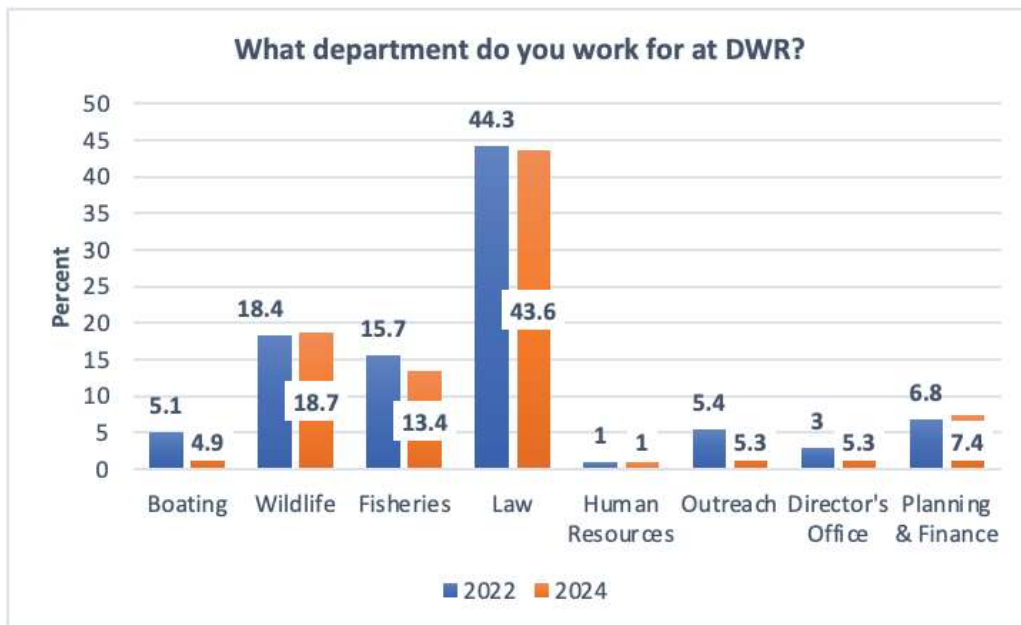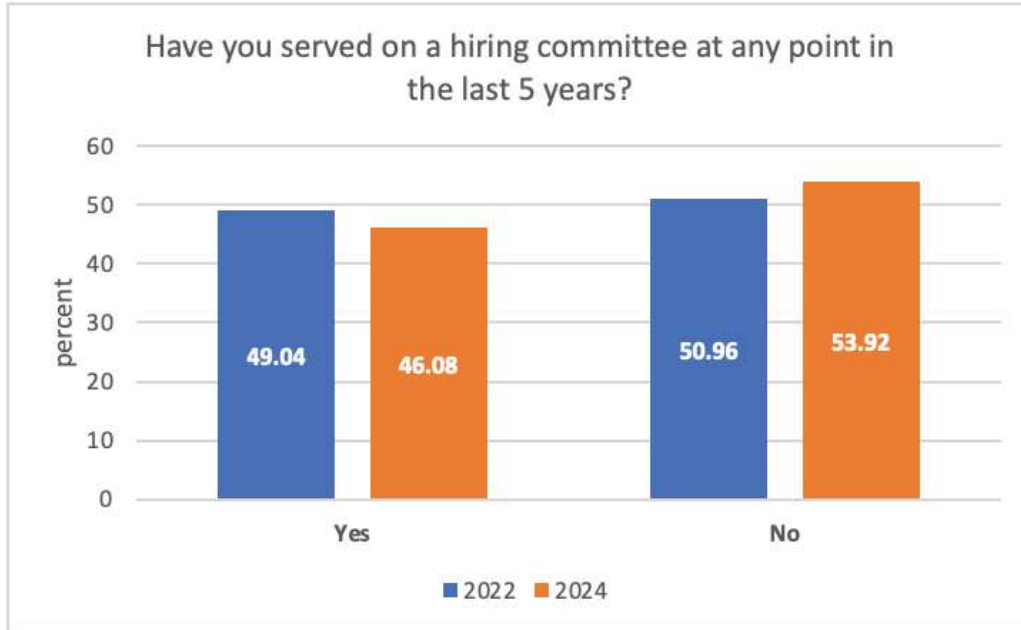**Please answer the following questions on your participation in non-work related outdoor activities:**

2022 Climate Survey Report	Yes	No	2024 Climate Survey Report	Yes	No
Have you ever participated in recreational fishing?	**95.22%**	**4.78%**	Have you ever participated in recreational fishing?	**94.95%**	**5.05%**
Did you participate in recreational fishing in the past 12 months?	**70.06%**	**29.94%**	Did you participate in recreational fishing in the past 12 months?	**66.22%**	**33.78%**
Have you ever participated in recreational hunting?	**74.44%**	**25.56%**	Have you ever participated in recreational hunting?	**74.07%**	**25.93%**
Have you participated in recreational hunting in the past 12 months?	**56.69%**	**43.31%**	Have you participated in recreational hunting in the past 12 months?	**59.26%**	**40.74%**
Have you ever taken a recreational trip for which wildlife viewing was the primary purpose of the trip?	**58.47%**	**41.53%**	Have you ever taken a recreational trip for which wildlife viewing was the primary purpose of the trip?	**55.25%**	**44.75%**
Have you taken any recreational trips in the past 12 months for wildlife viewing was the primary purpose of the trip?	**43.77%**	**56.23%**	Have you taken any recreational trips in the past 12 months for wildlife viewing was the primary purpose of the trip?	**42.91%**	**57.09%**

How long have you worked at DWR?

Category	2022	2024
Less than 12 months	8.60	6.19
1-3 years	14.65	21.65
4-8 years	22.61	19.59
9-12 years	9.55	9.62
More than 13 years	44.59	42.96

Where do you work?

Category	2022	2024
Field Office	44.15	45.71
Regional Office	21.74	24.29
Agency Headquarters	34.11	30.00

Is your position with DWR full-time or part-time/contractor?

Have you served on a hiring committee at any point in the last 5 years?

Yes: 2022 = 49.04, 2024 = 46.08
No: 2022 = 50.96, 2024 = 53.92

What department do you work for at DWR?

Department	2022	2024
Boating	5.1	4.9
Wildlife	18.4	18.7
Fisheries	15.7	13.4
Law	44.3	43.6
Human Resources	1	1
Outreach	5.4	5.3
Director's Office	3	5.3
Planning & Finance	6.8	7.4

Which of the following most closely aligns with your training prior to joining the agency?

2022 Climate Survey Report	%	2024 Climate Survey Report	%
Natural Science/Biology/Ecology	33.66%	Natural Science/Biology/Ecology	37.40%
Business/Administration	13.80%	Business/Administration	14.96%
Criminology/Criminal Justice/Law enforcement	19.13%	Criminology/Criminal Justice/Law enforcement	22.16%
Education	5.33%	Education	3.88%
Social science	4.60%	Social science	3.32%
Communications	4.36%	Communications	4.43%
Engineering/Math	1.69%	Engineering/Math	1.39%
Agriculture	5.57%	Agriculture	4.43%
Humanities/Liberal arts	3.15%	Humanities/Liberal arts	3.05%
Other	8.72%	Other	4.99%

What is your age?

2022 Climate Survey Report	%	2024 Climate Survey Report	%
Under 18	0.00%	Under 18	0.00%
18-24	1.04%	18-24	2.57%
25-34	23.26%	25-34	25.00%
35-44	23.96%	35-44	24.26%
45-54	23.26%	45-54	21.32%
55-64	22.92%	55-64	20.96%
65-74	5.21%	65-74	5.15%
75-84	0.35%	75-84	0.37%
85 or older	0.00%	85 or older	0.37%

Please indicate your sexual orientation