

DWR Inclusive Excellence Report

2025-2026



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, equity, 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, and 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 third report will continue to assess DWR’s progress towards the desired outcomes highlighted in the Plan, address progress towards the recommendations from the 2024-2025 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 data from the 2025 Employee Climate Survey that are indicative of the workforce perspectives. Also, the report will gauge the progress for each strategic initiative using red (up to 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 Resource 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 2025, DWR experienced budgetary constraints that greatly reduced participation in the overall recruitment effort, specifically those that targeted underrepresented groups. Additionally, the agency eliminated paid summer interns for 2026, thus eliminating one of the pipeline efforts. This makes what is already a challenging recruiting environment for diverse candidates interested in conservation careers more difficult.

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. Unfortunately, DWR has not had the opportunity to hire a C.A.R.E. fellow.

The Law Enforcement Division (Law) remains the most consistent source of entry-level positions at the agency. Law has conducted four training academies in the past five years.

WORKPLACE DEMOGRAPHICS

Below is the demographic breakdown of the agency at the conclusion of 2021 (prior to the implementation of the Plan), 2023, 2024, and 2025.

	DEC. 31, 2021	DEC. 31, 2023	DEC. 31, 2024	DEC. 31, 2025	DELTA 2024 -2025
Total	472	503	516	499	-17 (-3.3%)
Male	344 (72.9%)	351 (69.8%)	358 (69.4%)	348 (69.7%)	-10 (-2.8%)
Female	128 (27.1%)	152 (30.2%)	158 (30.6%)	151 (30.2%)	-7 (-4.4%)
White	402 (85.2%)	436 (86.7%)	443 (86.9%)	440 (88.2%)	-3 (-0.7%)
Black/Afr. Am.	30 (6.4%)	29 (5.8%)	26 (5.0%)	24 (4.8%)	-2 (-7.7%)
Hispanic/Latino	9 (1.9%)	11 (2.2%)	7 (1.9%)	10 (2.0%)	+3 (+42.9%)
Asian/Pac. Isl.	2 (0.4%)	4 (0.8%)	6 (1.2%)	6 (1.2%)	0 (0.0%)
Alaskan Native/ American Indian	6 (1.3%)	7 (1.4%)	6 (1.2%)	5 (1.0%)	-1 (-16.7%)
Two or more race	3 (0.6%)	4 (0.8%)	7 (1.9%)	4 (0.8%)	-3 (-42.9%)
Not applicable/ No response	20 (4.2%)	12 (2.4%)	21 (4.1%)	10 (2.0%)	-11 (-52.4%)

In 2025, DWR experienced an overall decline of 3.3% or 17 employees. Due to the relatively smaller numbers of women and Black/African Americans within the agency workforce, it would appear that those groups are disproportionately affected by the decline; however, this attrition represents only seven and two employees, respectively. The number of employees identifying as Hispanic/Latino increased, and the number of Asian/Pacific Islanders remained at six.

LEADERSHIP

While this chart demonstrates little change from 2024, the DWG has recently experienced the departures of both the Director of Finance and Planning (Black Male) and the Director of Human Resources (White Female). These positions have yet to be back-filled, a change that will likely be reflected in future demographic reporting.

	DEC. 31, 2021	DEC. 31, 2023	DEC. 31, 2024	DEC. 31, 2025
Total	13	11	12	12
Male	9	7	8	8
Female	4	3	4	4
White	12	9	9	10
Black/Afr. Am.	1	2	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 law division. The Department of Wildlife Resources proposed several corrective actions that would be intended to result in diversifying the number of sworn officers in the Law Enforcement Division. Per the recommendations in the 2023-24 Inclusive Excellence report, Law conducted a barrier analysis of the CPO recruiting and vetting process and established an exit interview process.

The recommendations from the 2024 IE Report and their responses are below:

- Adopt findings from the Audit and Barrier Analysis. Specifically, modernizing the background checks to reduce subjectivity and reorient screening to interpersonal skills.

Response: These findings were fully adopted by the Law Division in its 2025 Conservation Police Officer Hiring Process Review. (Attached as Addendum A)

- Combine data from the exit interview worksheets into a report with actionable recommendations on CPO retention.

Response: The Law Division has offered exit interviews to all sworn personnel leaving the agency through resignation/retirement. For those who choose to complete one, the document is shared with the senior command staff who have documented these exit interviews and kept track of trends which have led to recommendations and actionable changes to the division since its implementation.

RECRUITING STRATEGIC INITIATIVES SCORECARD

	2023	2024	2025 STATUS
1. Create a college and university recruitment plan featuring internships and mock interviews that is inclusive of HBCUs.	Yellow	Yellow	Red
2. Develop enhanced relationships with college administrators and proficiency with HANDSHAKE technology.	Green	Green	Green
3. Track applicant flow data for various demographics.	Yellow	Green	Green
4. Engage diverse recruiting venues, websites, magazines, and outdoor affinity organizations.	Green	Green	Yellow
5. Provide clear applicant preferred education qualifications to colleges.	Green	Green	Green
6. Engage subject matter expert(s) to review interview processes to ensure objectivity.	Red	Green	Green
7. Establish an employer branding strategy which includes images of underrepresented populations.	Green	Yellow	Green
8. Develop a centralized Internship Program with a start-to-finish participation plan.	Green	Green	Yellow
9. Foster an environment in which interns are paid a living wage.	Green	Green	Yellow
10. Review the LawFit measurables and water swimming requirements.	Green	Yellow	Green
11. Offer training to ensure background investigations are equitable and free from bias.	Green	Yellow	Green
12. Expand advertisements through all avenues that will attract a diverse population.	Green	Green	Green
13. Communicate and follow hiring timelines including CPO academy requirements.	Green	Green	Green
14. Standardize the sharing of information regarding perquisites and conditions of positions.	Yellow	Yellow	Yellow
15. Perform salary studies to ensure equity in all offers of employment.	Green	Green	Green
16. Avoid including minimal requirements in a position description that can be obtained after employment.	Red	Red	Yellow



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 possessing a toxic workplace culture would only result in high employee turnover and the costs associated with it. It is imperative that DWR leadership remains 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.

DWR conducts an Employee Climate Survey, a study of employees' perceptions and perspectives, every 18 months. The third survey was conducted in October 2025. While the prior surveys were identical to track movement on all questions, this survey was revised to be more concise and to better gauge alignment with the agency's mission and the perception of the workforce.

Survey participation remained high, with 82.7% (353) of the workforce participating and 65.1% (278) completing the survey.

KEY TAKEAWAYS FROM THE SURVEY

Sharp Decline in Sense of Individual Value

- **“I feel my contribution is valued”:** Dropped from 72.4% (2024) to 64.0% (2025).
- **Recognition:** Only 51% feel they receive adequate recognition for good work.
- **Takeaway:** Despite high mission alignment, there is a growing disconnect between employee effort and perceived agency appreciation.

Financial Stress Impacting Retention

- **Cost of Living:** 24.2% find pay “completely inadequate” for the cost of living (up from 20.5%).
- **Salary Alignment:** 16.8% strongly disagree that their pay reflects their contribution.
- **Turnover Risk:** 42.7% of staff are considering leaving within 3 years; “Low Pay” is the #1 cited reason.
- **Takeaway:** Economic pressure is the primary threat to workforce stability.

The Burnout Threshold: Workload Sustainability

- **Manageable Workload:** Only 21.3% strongly agree their workload is manageable (down from 27.6%).
- **Time Constraints:** 55.5% report they do not have enough time to finish core responsibilities.
- **Management Strength:** Supervisory relationships remain a “bright spot,” with 76% positive sentiment regarding direct management.
- **Takeaway:** High performance is being sustained by a burden that employees feel is becoming unmanageable.

Workforce Support for Mission Evolution

- **Mission Shift:** 62.5% prioritize “Connecting People to the Outdoors” (up from 59%).
- **Diverse Engagement:** 61.2% support engaging new stakeholders, even if it shifts traditional focuses.
- **Internal Friction:** 67.1% of the workforce believes DWR does not adapt well to change.
- **Takeaway:** Staff support the direction of the agency’s future but remain skeptical of the internal process for getting there.

While there are areas of dissatisfaction in the aggregate data, the divisional data may prove more probative in addressing these issues of compensation, value, and leadership. One major positive takeaway is that there is a clear mandate for modernizing DWR’s focus, with most employees favoring the expansion of public engagement and the diversification of stakeholders, even if it requires shifting traditional focuses.

DIVERSITY, EQUITY, AND INCLUSION

There remains a disconnect between the Inclusive Excellence Plan's goals and employee perceptions. While an overwhelming majority of the employees recognize that DWR seeks a workplace where all can achieve their occupational potential, some interpret that as a bias towards hiring and promoting women and people of color. The demographic makeup of the workforce does not seem to be enough to dissuade this notion. 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.

More telling of the workforce's perception are the following survey results:

- Only 41% believe employees are challenged or held accountable for inappropriate or discriminatory behavior.
- Only 40% believe staff members have equal opportunity for advancement, regardless of their background.

While the agency can point to several policies, procedures, and instances to dispute this perception in the workforce, the perception remains.

Recommendation #1

Develop a comprehensive internal communication plan that specifically addresses issues of agency culture, workplace conduct, and how to report incidents of inappropriate or discriminatory behavior.

Recommendation #2

Institute an Ombuds program to serve as a confidential and neutral resource to help staff members resolve conflicts without filing a formal grievance.

CULTURE STRATEGIC INITIATIVES SCORECARD

	2023	2024	2025 STATUS
1. Challenge and ensure accountability for unacceptable cultural behaviors.			
2. Conduct an annual climate survey of the workforce.			
3. Move beyond the “rites of passage” approach to starting a career.			
4. Allow employee work profiles to include bonafide non-career activities.			
5. Consider how an applicant's views align with the vision/values of DWR.			
6. Develop an Ombudsman Program.			
7. Develop an Employee Appreciation Program.			
8. Establish a standardized on-boarding process.			
9. Challenge seemingly innocuous office practices that exclude members.			
10. Conduct a standardized exit interview/survey.			
11. Emphasize practical experience as a proxy for academic credentials.			
12. Require specialized cultural awareness education for customer-facing personnel.			
13. Encourage transparency in career development practices.			
14. Conduct a review of all policies to ensure alignment with IE goals.			
15. Create a framework for employee resource groups.			



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. Due to budgetary limitations, agency-wide training has not been offered since the last report. However, the Law Division was trained on encountering neurodivergent citizens by the Autism Society of Central Virginia in FY26.

One recommendation from the 2024-25 report regarding Awareness was:

“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 exists within certain racial and gender profiles.”

As mentioned above, budgetary limitations removed most diversity training from the agency’s priorities in the covered period. However, agency leaders took every opportunity to discuss how our success in recruiting and retention is influenced by “casting the widest net” and being an organization that allows employees “to reach their full occupational potential.”

AWARENESS STRATEGIC INITIATIVES SCORECARD

	2023	2024	2025 STATUS
1. Offer regular training on Inclusive Excellence and cultural competency.			
2. Communicate information that raises awareness and promotes civility.			
3. Hold leadership accountable via 360 reviews for IE environments.			
4. Develop tailored training courses for employee roles.			
5. Bring broader perspectives with third-party trainers.			
6. Offer training specifically for hiring managers.			
7. Focus training on integrating IE concepts into all aspects of the agency.			
8. Educate public-facing personnel on cultural competency.			
9. Require management training of all new managers within one year.			
10. Produce annual report on advancement of IE.			
11. Maintain an engaged Inclusive Excellence Council.			

Recommendation #3

Partner with organizations who can provide relevant, valuable training to the workforce at no cost to 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 element of the DWR Inclusive Excellence Strategic Plan. 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 continues to work intentionally to broaden the DWR constituency through access and connection. Furthermore, we expect the new Director of Outdoor Recreation position within the Natural and Historic Resources Secretariat to broaden outdoor access and participation for underrepresented communities.

A recommendation from the previous report was:

“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.”

Implemented initiatives that address this recommendation include:

- The updated DWR “Explore the Wild” app features Wildlife Viewing, Primitive Camping, and Hiking as activities users can use to learn which of our properties are ideal for them.
- The agency established the Recreational Shooting Work Group ... to promote recreational shooting through elevating existing programs, partnering with stakeholders, and developing a recreational shooting strategic plan.
- Developed a page within the DWR website dedicated to archery and recreational shooting.
- A Voluntary Public Access and Habitat Incentive Program (VPA-HIP) agreement in Tazewell County has provided barrier-free trails for hiking and other outdoor activities.

INITIATIVES REACHING UNDERREPRESENTED AND UNDERSERVED POPULATIONS

Aquatics:

- FishLocalVA: Continues to stock over 100,000 catfish and 30,000 trout in areas frequented by underserved populations.
 - Collaborated with the Pamunkey and Upper Mattaponi tribes regarding fish sampling techniques and management of Atlantic sturgeon, American shad, and river herring.
-

Boating Division:

- Conducts an online boating course in Spanish.
-

Human Resources:

- Developed an American with Disabilities Act (ADA) Accommodation Program for DWR employees.

INITIATIVES REACHING UNDERREPRESENTED AND UNDERSERVED POPULATIONS

Outreach Division:

- Continues to promote “Virginia Outdoor Women.”
- Hosts “Free Fishing Days” allowing fishing without licenses.
- Increased the number of hunter education workshops.
- Worked with Wheel’n Sportsman to improve communication to the mobility impaired community.
- Removed economic barrier for participating in the Birding Classic.
- Hosted archery opportunities for persons with disabilities through both Beyond Boundaries and Jacobs Chance.
- Hosted hunter safety education specifically for the Upper Mattaponi, Pamunkey and Chickahominy tribes.
- Through 2025, partnered with Black female content creator and outdoors influencer, Rivah Sistah, Patricia Clement.
- Partnered with Asian American content creator and influencer Wade Troung of Elevated Wild, on a campaign to promote fishing licenses.
- Conducted a fishing program at southeast Virginia VA hospital for PTSD patients.
- Recognized affinity observances on social media platforms.
- Conducted hunter education programs for the Amish and Mennonite communities.
- Conducted Spanish language hunter education course.
- Assured that the Virginia Wildlife Grant Program recipients had a DEI component in their applications.

Events in Urban Areas:

- “Hooked on Freedom: Hook, Line & Sinker” free fishing clinic at Dorey Park.
- Riverrock in downtown Richmond, VA.
- The Richmond Renaissance Faire.
- Fishing event at Virginia State University

Wildlife Division:

- Maintained barrier-free trails for fishing and hunting at Clinch Mountain Wildlife Management Area (WMA).
- Upgraded maps for POWRR properties to be more accessible for colorblind individuals.
- Established new access opportunities around recently acquired parcels in Accomack County.
- Maintained ADA-accessible hunting blinds at the Phelps WMA.
- Supported landowners interested in restoring their ecosystem with prescribed burns across parts of underserved Southeast Virginia.
- Collaborated with the Pamunkey and Mattaponi tribes regarding propagation and recovery of freshwater mussels.

CONNECTING STRATEGIC INITIATIVES SCORECARD

	2023	2024	2025 STATUS
1. Create DWR branded content highlighting mission/involvement.	Yellow	Green	Green
2. Create branded content for the Project WILD educational program.	Red	Red	Red
3. Establish strategic relationships with outdoor affinity organizations.	Green	Green	Green
4. Include more diverse images in print and electronic media.	Green	Green	Green
5. Implement a language access strategy for multi-lingual speakers.	Yellow	Green	Green
6. Update website with inclusive images and languages.	Green	Yellow	Green
7. Partner with other Virginia outdoor organizations to create synergy.	Yellow	Yellow	Yellow
8. Seek opportunities to acquire lands near urban communities.	Yellow	Yellow	Yellow
9. Convert or expand usage of DWR lands for diverse activities.	Yellow	Green	Green
10. Host events targeting underrepresented populations.	Green	Green	Green
11. Seek sponsorships in outdoor programs for underrepresented populations.	Green	Green	Green
12. Develop a Community Engagement Plan.	Yellow	Green	Green
13. Share Inclusive Excellence awareness content on social media.	Yellow	Yellow	Yellow

Recommendation #4

Enter Outreach programs in the SEAFWA C.A.R.E. Awards to gain recognition and better promote the opportunities available to Virginians.

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. Budgetary considerations have diminished the ability to advance workforce awareness through training, but we are committed to finding resources that advance inclusion in our workplace. The agency continues to excel at connecting underrepresented and underserved Virginians to outdoor activities. The two-pronged approach of exposing non-traditional audiences to our traditional sports and using agency resources to support the non-traditional outdoor activities in which Virginians participate has proved successful.

Later this year, with guidance from the Commonwealth's Office of Diversity, Equity, and Inclusion and the agency's Inclusive Excellence Council, we will reconvene to develop a new Inclusive Excellence Strategic Plan for the next five years.

While long-term, sustainable change is incremental, we are seeing positive results from our efforts.

RESPECTFULLY SUBMITTED BY:

George P. Braxton, J.D., C.D.E.
Chief Diversity and Inclusion Officer



CONSERVE. CONNECT. PROTECT.

2025 Conservation Police Officer Hiring Process Review

Prepared by the Law Enforcement Division
in collaboration with Human Resources

March 11, 2026

2025 Conservation Police Officer Hiring Process Review

1. Purpose

This document outlines the standardized hiring procedure used during the 15th Academy recruitment cycle (June 2025-February 2026). Its intent is to ensure consistency, fairness, and operational efficiency in future hiring efforts.

2. Process Overview

The 2025 CPO hiring process utilized updated standards and implemented recommendations identified through previous cycles. The hiring consisted of nine sequential stages that provided in-depth assessment of candidates' suitability for the position. The steps included:

- Job Posting/ Application/ Human Resources Screening
- Personal History Questionnaire
- POST Written Testing
- Virginia Work Performance Test (LawFit)
- Panel Interview
- Conditional Offer
- Background Investigation
- Polygraph Examination
- Medical Screening
- Psychological Screening
- Final Offer

Each stage of the hiring process is detailed in this report to support repeatability and clarity.

3. Detailed Procedures

3.1 Job Posting/ Application/ Human Resources Screening

The conservation police officer position was posted on June 20 and closed July 13. The position announcement included a set of mandatory screening questions that were based on the Law Division's automatic screening criteria. The questions were written to solicit a "Yes" or "No" response from the applicants. Care was taken to not include any ADA prohibited elements.

The team coordinated with the Outreach section to have the Law Division Recruiting website updated for the 2025 CPO hiring launch. This included a review of the content and updating the Frequently Asked Questions page. The updated information was shared with the Training and Recruiting Section as well as the Regional Recruiters. This ensured that the public would receive standardized responses to employment inquiries.

See Appendix A for related documents.

3.2 Personal History Questionnaire (PHQ)

The Personal History Questionnaire served two functions in the process. First, as an initial in-depth screening tool following application intake and second as a resource for background investigators.

Candidates had 10 days to complete the comprehensive questionnaire which covered their personal background, employment history, education, and relevant disclosures. Submissions were reviewed for completeness, accuracy, and alignment with minimum eligibility standards. Disqualifying factors included omissions, inconsistencies, or information incompatible with job requirements. The PHQ was conducted using Microsoft Forms. There were no user issues with filling out and submitting their information.

See Appendix B for the PHQ related documents.

3.3 POST Written Testing

Location Held: Virginia Public Safety Training Center. Smyth Hall and Knox Hall were used for written testing. Knox Hall is the preferred location due to its size and amenities.

Multiple test sessions were scheduled for the written and agility testing. Which were:

- Friday August 8, 10am
- Friday August 8, 1pm
- Saturday August 16, 10am
- Saturday August 16, 1pm
- Sunday August 17, 10am
- Sunday August 17, 1pm
- Monday August 18, 10am
- Monday August 18, 1pm

In the initial welcome to the 2025 CPO Hiring Process email the candidates were provided the session options and asked to select their preferred dates. This early notification provided them with ample opportunity to identify a date that worked for their scheduling.

Emails were sent to candidates to confirm candidates' testing date selection. Candidates who were screened out due to their PHQ responses, or their non-completion, were notified by email that they had been removed from the process.

The written exam used was the POST exam developed by Stanard and Associates. CPO candidates were provided Stanard and Associates website information and encouraged to utilize the test preparation materials available through their platform. The POST test evaluates reading comprehension, writing skills, reasoning ability, and job-related

cognitive competencies. It is used by law enforcement agencies and the federal, state and local level.

At the start of each written testing, a staff member spoke to the candidates and shared important information about the hiring process and the career, placing an emphasis on the law enforcement responsibilities. For consistency, the same staff members administered the exams and scored the tests. Scores were calculated and used as a standardized filter for progression to the next stage. The score categories for the test were:

- Group A: 80% average with no section scored below 80%
- Group B: 80% average with one or more section below 80%
- Group C: 70% average on exam

DHRM Policy Guide related to Policy 2.10 was utilized when calculating the final score.

Link: <https://stanard.com/public-safety/police-test/the-national-police-officer-selection-test>

See Appendix C for additional written testing information.

3.4 Virginia Work Performance Test (LawFit)

Location Held: Virginia Public Safety Training Center Gymnasium

The LawFit assessment measures- 1 minute 36 seconds, gym clothes, seated in chair start, carpeted side of wall used; if 1st attempt was a “Fail” a 2nd attempt was allowed at the same session.

Candidates completed the assessment in accordance with established LawFit testing protocols. Obstacles and other LawFit elements were set up each session using the same placement within the gymnasium, ensuring consistency across all candidates.

Link: <https://www.lawfit.org/>

See Appendix D for additional information

3.5 Panel Interview

Location Held: DWR HQ, Candidate attendance was virtual, panel members where in-person at HQ

Candidates who successfully completed the written and LawFit assessments advanced to a structured panel interview. Candidates were solicited for their interview date availability, and their assigned dates were consistent with their preferences.

The panel included representatives from DWR and DCR, sworn and non-sworn. The 3-person panel was led by a CPO. Interviewers use a standardized question set and scoring rubric to evaluate candidate performance.

At the conclusion of the interview day, candidates who received a rating of recommend or higher we identified. The Emergency Communications Center staff were provided their information and Release of Information Waiver to begin their records check.

Candidates who received a rating of Do Not Recommend or Recommend with Reservations were not selected to move forward in the process and were notified by email they were no longer being considered for the position.

See Appendix E for interview related documents.

3.6 Conditional Offer

Candidates with an interview rating of Recommend, Recommend Highly, or Recommend Very Highly received a conditional offer of employment.

The conditional offer outlined the remaining steps, including background investigation, polygraph examination, and medical/psychological screening.

Candidates were informed that employment is contingent upon successful completion of all subsequent evaluations.

Offer letters and next-step instructions were issued through standardized email templates.

See Appendix F for conditional offer related documents.

3.7 Background Investigation

A comprehensive background investigation was conducted for all candidates who accept a conditional offer.

F/Sgts, Lieutenants, Regional Investigators, and K9 Officers were selected to conduct background investigations. They were provided with the candidates' name and preassembled background packets when they attended the Refresher training. Their background investigations included the areas of employment history, education history, criminal records, personal/ professional references, driving history, credit report review, and other relevant information.

The background investigators were directed to seek clarification from the hiring team related to disqualifications. The reports were submitted to the Region Captains for preliminary review prior to being submitted to HQ. All findings were documented and reviewed by the hiring team before advancing candidates to the next stage.

All Group 1 candidates entered the background investigation step. Toward the end of the step, it was determined that additional candidates may be needed and three candidates with Group 2a rating were selected to begin backgrounds.

3.8 Polygraph Examination

The polygraph examinations were conducted concurrently with the background investigations. Virginia State Police conducted the polygraph exams.

The polygraph exams were conducted at VSP locations throughout Virginia based on where the candidate lived.

The reports were received primarily in one batch once they were complete.

3.9 Medical Screening

Medical screening was conducted by Patient First at their Woodman Office located at 2300 E. Parham Road, Richmond, VA 23228. The contract for services was arranged by Human Resources and coordinated by a designee on the Law Division Hiring Team.

On the day of their medical screening appointment, candidates were instructed to come to HQ and complete their preemployment fingerprint card and try on academy uniforms and boots.

Uniform items used for the fitting included:

- Boots (various sizes)
- Coats
- Class B Pant (men's and women's sizing)
- Academy polo (men's only)
- PT T-shirt (men's only)
- PT shorts (men's only)
- PT hoody (men's only)
- PT sweatpants (men's only)

The uniform sizes for the top 17 candidates were provided to the Training and Recruiting Section for order placing.

See Appendix G for related uniform and medical screening documents.

3.10 Psychological Screening

The psychological screening element was contracted with Thinkblot, Inc. The company offers testing and evaluations in-person at the Northern Virginia office, or remotely. We selected remotely to reduce travel for candidates.

A single point of contact from the Law Division Hiring Team was used for communication and coordination with the vendor, Thinkblot Inc. Thinkblot was provided with a candidate

list and then they worked directly with the candidates to schedule interviews and testing. They needed each candidate's name, phone number, email and physical address. The address was necessary because a small number of US States statutorily prohibit online psychological screening. None of the candidates were located in a state that prohibited online screening.

The turnaround time for testing was approximately 2-4 days to schedule and approximately 10 days to receive the report. Thinkblot provided a summary and detailed report for each candidate. A grade was assigned by evaluator based on an A-F scale. Candidates who received a rating of "C" or better were selected to move forward for further consideration.

Thinkblot staff provided regular updates to DWR and submitted timely invoices for their services.

3.11 Final Offer

Candidates who successfully completed all prior steps received a final offer of employment. A draft letter was reviewed and approved by the Law Division prior to it entering the Human Resources workflow.

The final offer included start date, salary, duty station, onboarding instructions, and identified the I-9 documents needed from the candidates for onboarding. Candidates were notified of the pending final offer letter via phone call. Human Resources staff sent the email notification and final offer letters to the candidates.

See Appendix H for related final offer documents.

4. Communication Standards

A dedicated email address was created for this hiring cycle- cpo.hirning@dwr.virginia.gov. The new email was created to be the single point communication path between DWR and the CPO candidates. The Law Division designation point of contact's information was identified in the signature line for most of the email communications to personalize the interaction. The signature line was adjusted when notifying candidates that they were no longer moving forward in the process. For these emails, the Virginia Jobs website icon was used.

Email was the primary communication method throughout the hiring process, though candidates were encouraged to reach out by text or phone if they preferred. To ensure consistency, standardized templates were used for invitations, instructions, conditional offers, and rejection notices. All candidate correspondence was documented and viewable by the team.

See Appendix I for communication documents.

5. Tools and Systems

The following systems supported the hiring workflow:

Applicant Status- An Excel spreadsheet was utilized for candidate-tracking. The document was editable by the hiring team.

Communications- A dedicated email was created, cpo.hiring@dwr.virginia.gov, was created for the hiring process. The hiring team had access to it.

Testing platforms

- Written testing utilized Stanard and Associates' National Police Officer Selection Test (POST)
- Physical fitness testing utilized LawFit, Inc. Virginia Work Performance Test

Interviews

- Held virtually via Teams.

6. Metrics and Evaluation

Hiring process metrics were captured throughout the cycle.

Total number of applications received: 418
Screened in by HR: 355
Progressed through PHQ step: 174
Progressed through written testing and LawFit step: 98
Progressed through interview step: 61
Progressed through background and polygraph: 30
Progressed through medical and psychological: 17
Selected: 10

Staffing needed for each step:

Written testing: 2 (one proctor and one assistant; to welcome, sign in, and score tests)
LawFit: 4-5 staff needed each session (7 total were used)
Interviews: 3-person panels, four panels were used
Background: 21 Investigators were used
Medical/Psychological/ Uniform Fitting/ Fingerprinting: 1

See Appendix J for hiring process numbers.

7. Hiring Team Meetings

The Law Division Hiring Team set regular planning meetings leading up to the start of the process. These meetings switched to check-in and status meetings and were held at regular intervals throughout the hiring process. Agendas were utilized and work assignments were clarified prior to adjournment. A collaborative team effort was emphasized throughout.

Appendix A- Job Posting/ Application/ Human Resources

- 1. Screening Questions Included in Job Application**
- 2. CPO Recruitment and Classification Criteria ver.2025.7.2**
- 3. DWR CPO Recruiting FAQ's Webpage Updates for 2025 Process**
- 4. Agency Hiring Request**

Page Up Conservation Police Officer-Probationary Screening Questions

CPO Qualifications and Disqualifications

- Are you a citizen of the United States?
- Do you have a high school education or have passed a high school equivalency examination approved by the Board of Education?
- Will you be 21 years of age prior to graduating from the academy?
- Tattoos on the ears, head, face, nose, eyebrows, neck, or tongue are prohibited by policy. Cosmetic tattoos to produce eyeliner, eyebrows, and lipstick for female sworn employees are permitted if they are natural in appearance. (Cosmetic tattoos are a type of tattooing in which pigment is applied under the skin of a person to produce designs that resemble the use of makeup to enhance the colors of the lips, eyelids, or eyebrows) Are you able to meet the standards of the policy?
- Are you eligible to legally possess a firearm?
- Are your driving privileges currently suspended or revoked in any state?
- Have you been convicted of and/or plead guilty or no contest to any felony or any offense that would constitute a felony provided by the Code of Virginia?
- Have you been convicted of, pled guilty to, or no contest to any misdemeanor involving moral turpitude, including but not limited to petit larceny under § 18.2-96, or any offense involving moral turpitude that would be a misdemeanor if committed in the Commonwealth?
- Have you been convicted of any misdemeanor sex offense in the Commonwealth, another state, or the United States, including but not limited to sexual battery under § 18.2-67.4 or consensual sexual intercourse with a minor 15 or older under clause (ii) of § 18.2-371?
- Have you been convicted of domestic assault under § 18.2-57.2 or any offense that would be domestic assault under the laws of another state or the United States?
- Have you used of any narcotic or other drug or substance, in violation of federal or state law within 12 months of the application? This does not include acts allowable under Virginia law.
- Have you illegally used of any controlled substance listed in Schedule I or Schedule II of Title 54.1 of the Code of Virginia in the past five years or the illegal use of any controlled substance listed in Schedule I or II more than twice within ten years of the date of application?

- Have you ever sold, distributed, trafficked, manufactured, or assisted in the selling, trafficking, distribution, or manufacture of illegal drugs in violation of federal, state, or local law? This does not include acts allowable under Virginia law.
- Have you unlawfully used anabolic steroids within five years of the date of application?
- Have you been convicted of a driving under the influence of alcohol or drugs, operating a motorboat under the influence of alcohol or drugs, or related offense within five years of the date of application or more than one such conviction in your lifetime?
- Have you been convicted of reckless driving, reckless operation, or more than two moving violations within 12 months of the date of application? (Moving violations do not include parking tickets or speed photo monitoring civil fines)
- Have you been convicted of leaving the scene of an accident, or fail to report accident within five years of date of application?
- Have you been convicted of reckless driving two or more times, or of eluding police?



CONSERVE. CONNECT. PROTECT.

Commonwealth of Virginia
Department of Wildlife Resources
VIRGINIA CONSERVATION POLICE

7870 Villa Park Drive, P.O. Box 90778, Henrico, VA 23226-0778



CPO Recruitment Classification Criteria

VCP-999 Ver. 2025.7.2 DRAFT

The goal of the Department of Wildlife Resources Law Enforcement Division when hiring law enforcement officers is to recruit individuals who are of high moral character, have good reputations, and who demonstrate sound judgement. Conservation Police Officers are empowered with the public trust to uphold the laws of the Commonwealth and work to serve its citizens.

To that purpose the following criteria were developed to enable consistent assessments of applicants for Conservation Police Officer within the Department of Wildlife Resources Law Enforcement Division. These criteria will be utilized by the Law Enforcement Division managers, supervisors, and staff participating in the recruiting and selection process. The Division shall practice a regimented, comprehensive selection process while simultaneously affording equal opportunity to everyone without regard for race, sex, color, national or ethnic origin, religion, sexual orientation, gender identity, age, veteran status, political affiliation, genetics, or disability.

Consideration will be given to case-by-case screening criteria based on the "time and distance" from undesirable behavior and poor decision making on the part of the applicant. The information outlined below serves to establish official employment criteria and disqualification standards. The Law Enforcement Division managers may inform applicants of their inability to meet division employment criteria when they clearly meet the standards of disqualification. In addition, discoveries and disclosures of a candidate's actions or behavior that may not be specifically listed in the below criteria may serve as a disqualifier for employment, if determined it may undermine the Division's objectives.

Eligibility

- Applicants must be 21 years of age prior to the academy graduation
- Currently a U.S. citizen
- High school graduate or possesses a valid G.E.D. Certificate recognized by the Commonwealth of Virginia.
- Possess or can acquire a valid Virginia operator's license
- Can legally possess a firearm

Other Conditions for Employment

- Must successfully complete a comprehensive medical examination to include controlled substances screening.
- Must successfully complete a comprehensive psychological examination.
- Must successfully pass the National Police Officer Selection Test.
- Must successfully complete the polygraph examination.
- Must successfully complete the LawFit VA Work Performance Test
- Must successfully complete swimming qualifications (50m, 5 min tread) prior to the completion of the Academy.
- Must be able to successfully perform essential job tasks and functions as listed in the Employee Work Profile for the position.

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- Applicants who cannot be in compliance with DWR General Order Uniforms and Personal Appearance will be disqualified from employment consideration.

General Requirements

- Applicant's personal history must reflect sound moral character, emotional stability, favorable employment history, financial responsibility, and the ability to effectively interact with others.
- Failure to cooperate with the background investigation process, including but not limited to withholding requested information, providing false or misleading statements, or refusing to participate in required interviews or verifications, may result in disqualification from further consideration.
- Any false, misleading, inaccurate, incomplete, knowingly untruthful responses or willful omissions relating to information sought during any phase of the application process may disqualify the applicant from further consideration.

Mandatory Disqualifiers

Criminal Offense/Activity

- Commission of, conviction of, and/or pleading guilty or no contest to any felony or any offense that would constitute a felony provided by the Code of Virginia.
- Applicant shall not have been convicted of or pled guilty or no contest to
 - any misdemeanor involving moral turpitude, including but not limited to petit larceny under § 18.2-96, or any offense involving moral turpitude that would be a misdemeanor if committed in the Commonwealth,
 - any misdemeanor sex offense in the Commonwealth, another state, or the United States, including but not limited to sexual battery under § 18.2-67.4 or consensual sexual intercourse with a minor 15 or older under clause (ii) of § 18.2-371
 - domestic assault under § 18.2-57.2 or any offense that would be domestic assault under the laws of another state or the United States.
 - Crimes of moral turpitude include but are not limited to: fraud, all theft offenses and perjury.
- Conviction of domestic assault

Drugs

- You have used of any narcotic or other drug or substance, in violation of federal or state law within 12 months of the application. This does not include marijuana use as allowed under state law.
- You have illegally used any controlled substance listed in Schedule I or Schedule II of Title 54.1 of the Code of Virginia in the past five years
- You have ever sold, distributed, transported, manufactured, or assisted in the sale, transportation, distribution, or manufacture of illegal drugs in violation of federal, state, or local law. This does not include marijuana as allowed under state law.
- Marijuana use after applying for the current cycle of conservation police officer openings.
- **ONLY AFTER POST CONDITIONAL OFFER OF EMPLOYMENT**
 - The illegal use of any controlled substance listed in Schedule I or II more than twice in the past ten years. Does not include marijuana as allowed under Virginia law.

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Motor Vehicle/ Motorboat

- Currently have their privilege to operate a motor vehicle or motorboat suspended or revoked in any state, territory, or D.C.; or more than one such suspension in their lifetime.
- Conviction of driving under the influence of alcohol or drugs, operating a motorboat under the influence of alcohol or drugs, or related offense (plea agreement, reduced charge, refusal to provide breath sample) within five years of the date of application or more than one such conviction in their lifetime.
- Two or more reckless driving/motor vehicle or reckless operation of watercraft convictions.
- Any conviction of eluding police.
- Any conviction for leaving the scene of an accident/failure to report an accident in last 5 years. (Motor vehicle and/or boating activity)
- Any conviction for reckless driving, hit and run or other serious traffic or boating offense within 12 months of date of application.
- More than 2 traffic convictions for moving violations within 12 months of date of application. (Moving violations do not include parking tickets or speed photo monitoring civil fines)
- Any applicant may not possess six or more demerit points on their Virginia driver transcript. Other states, territories, and D.C. will be evaluated for equivalency.

Other

- Engagement in conduct or espousing beliefs which demonstrate prejudice, hostility, or aggression toward individuals or groups based on protected characteristics, including but not limited to: race, color, religion, national origin, sex, pregnancy, childbirth or related medical conditions, age, marital status, disability, sexual orientation, gender identity, or status as a veteran.
- Association, affiliation, or other involvement with any group that promotes discrimination, hate-based ideology, or bias-motivated actions toward individuals based on the above protected characteristics.
- Connection to, support for, or participation in any criminal gang or criminal organization
- Connection to, support for, or participation in any group that advocates the unlawful overthrow of the United States Government or the Commonwealth of Virginia.
- Involvement with or support for any organization engaged in terrorist activity, whether domestic or international.

Military

- Dishonorable discharge from military service.

Case-by-Case Basis Criteria

Criminal Offense/Activity

- Conviction of a misdemeanor, which is of a serious nature, or indicates a tendency to disregard the law. Each case will be evaluated with respect to date of occurrence, age of applicant at time of occurrence, type of offense, repetition, and any other factors which may affect an applicant's suitability.
- Commission of undetected crimes of a serious or repetitive nature

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- The commission of crimes involving theft or destruction of property will be reviewed on a case-by-case basis. Juvenile offenses will be considered if significant property damage or monetary gain.
- Any arrest, pattern of arrests, or commission of crimes that would harm public confidence in the department.
- Commission of or conviction of hunting, fishing, boating, trapping laws or regulations within the previous 5 years.

Drugs/Alcohol

- Unlawful use of anabolic steroids Schedule III controlled substances within the previous 5 years.
- Misrepresentation of anabolic steroid use in application or hiring process.
- Unlawful use of marijuana will be reviewed with respect to time and distance, repetition, and other factors that may affect an applicant's suitability.
- **ONLY AFTER POST CONDITIONAL OFFER OF EMPLOYMENT**
 - A pattern of alcohol abuse demonstrated by previous alcohol-related convictions, employment difficulties, and admissions by the applicant or from other reliable sources indicating that the applicant would present a risk as a law enforcement employee will be sufficient for denial of employment. Successful treatment in a certified program for alcohol related abuse will also be considered; however, the applicant must show documentation of attendance and/or completion of the treatment.

Motor Vehicle/ Motorboat

- A pattern of traffic violations or license suspension which indicate a disregard for the law.

Other

- Participation in dishonest or deceitful behavior in an academic or professional setting.
- Providing false or purposely omitting information in an application or selection process for any government employment.
- Prior misconduct and/or unacceptable performance resulting in a disciplinary or adverse employment action.
- Criminal charges reduced as a result of plea agreement or other alternative form of sentencing as a disposition prior to conviction.
- Applicant's failure to file or pay federal, state, or local taxes.
- Applicant disclosures regarding pending or un-discharged bankruptcy, accounts in collection, garnishment, and financial assets seized or frozen by legal authority may be considered in determining applicant classification status.
- Currently a defendant in a criminal case, traffic case, or civil suit. Does not include minor traffic offense or divorce proceedings.

Military

- General discharge under less than honorable conditions from military service. The specific issue(s) related to this discharge will be considered prior to making an employment determination.
- Conviction by a military court-marshal or another court or board having authority to hear and impose sentence on criminal or illegal activity. The specific issue(s) related to the charge, verdict, and sentencing will be considered prior to making employability determination.

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Tattoos/ Body Modifications

DWR law enforcement division maintains a standards in reference to professional appearance. General Order 03-03 Uniforms and Personal Appearance reads, in part:

Tattoos

- A tattoo is any design, letter, scroll, figure, symbol, or any other mark made upon or under the skin of any person with ink or any other substances, resulting in a permanent or temporary discoloration of the skin.
- Tattoos on the ears, head, face, nose, eyebrows, neck, or tongue are prohibited.
- Cosmetic tattoos are a type of tattooing in which pigment is applied under the skin of a person to produce designs that resemble the use of makeup to enhance the colors of the lips, eyelids, or eyebrows. Cosmetic tattoos to produce eyeliner, eyebrows, and lipstick for female sworn employees are permitted as long as they are natural in appearance.
- Sworn employees are prohibited from having new tattoos applied to their ears, head, face, nose, eyebrows, neck or tongue.
- Tattoos, and body art that are sexually explicit, or advocate or symbolize gender, racial, religious, ethnic, or national origin discrimination are prohibited; in addition, markings that advocate or symbolize gang affiliation, racial supremacy, extremist groups or drug use are likewise prohibited.

Body Modifications

- Body modifications visible while on duty are prohibited.
- Body modifications include, but are not limited to:
 - (1) tongue splitting or bifurcation;
 - (2) complete or trans-dermal implantation of any objects other than hair replacement;
 - (3) abnormal shaping of the ears, eyes or nose;
 - (4) gauging or gradually increasing the radius of a surgically induced opening in the flesh in areas such as the ear lobes or lips; and
 - (5) branding or scarification.
- Body modifications shall not include those procedures medically necessitated by illness, deformity or injury, when performed by a licensed medical professional.

Appeals and Final Hiring Decision

The Director, or their designee, may waive or request a waiver from DCJS for any of the screening criteria if they deem it to be in the best interest of the department. Any questions relating to the application of the policy should be directed to the hiring.

Recruiting FAQ's Webpage Updates for 2025 Process

Is this a law enforcement job?

As the title suggests, Virginia's Conservation Police Officers are sworn law enforcement professionals with statewide jurisdiction. The core duties of this position center around law enforcement, with officers regularly patrolling assigned areas by foot, truck, UTV, or boat. These patrols focus on ensuring public safety and enforcing Virginia's laws and regulations related to the mission of the Department of Wildlife Resources.

Conservation Police Officers engage with the public daily, and strong communication skills, sound judgment, impartiality, and professionalism are essential to the role. Many public interactions occur with hunters, anglers, and boaters.

As first responders, Conservation Police Officers also handle calls for service involving criminal activity or medical emergencies. In addition, they conduct in-depth investigations, including those related to hunting or boating incidents—some of which may involve serious injury or fatalities.

What is the expected salary?

The starting salary for all Conservation Police Officers this cycle is \$54,106. After completing the academy, officers will receive a series of pay adjustments based on tenure through the Career Progression Program. This starts with a 10% pay increase after completing the probationary period.

Is there a retirement?

Conservation Police Officers are eligible for Virginia Law Officers' Retirement System (VaLORS) Plan 2. Officers receive unreduced service retirement eligibility Age 60 if you have at least five years (60 months) of service credit, or at age 50 if you have at least 25 years of service credit. CPOs can also participate in the Commonwealth of Virginia 457 Deferred Compensation Plan and Virginia Cash Match Plan 401(a). For more information on benefits and retirement [visit the DHRM website](#).

Is a current certified law enforcement officer required to complete a full academy?

Yes, all newly hired Conservation Police Officers are required to attend the department's 30-week Basic Training Program in Henrico, Virginia. Currently, there is no scheduled modified training program for candidates who are DCJS certified law enforcement officers.

What is the basic training like?

The Virginia Conservation Police Law Enforcement Basic Training Academy is approximately 30 weeks. Recruit officers are assigned to our Headquarters in Henrico, VA. The Department provides seven-day-a-week lodging at no cost to the recruit officer during their training period and a state vehicle for official use. Recruits are allowed to return home for the weekend but must return to assigned lodging before the start of the work week. Academy courses are primarily delivered in the DWR headquarters training room in Henrico, Virginia.

Recruit officers can plan to receive structured training during regular business hours, Monday through Friday. There are a few weeks when training is received out of the area and occasional weekends and nights. These off-site training sessions are conducted when field or specialized conditions are required (driver training, firearms, defensive tactics, tactical tracking, boat school, water survival, etc.).

Most training days begin with an hour of physical exercise before arriving at the training room. This training includes CrossFit, swimming, and running elements. At the beginning of the training day, the recruit officer class assembles into formation, and a training staff member will conduct an inspection and share information regarding the day's plan.

Leadership development is built into the training program with recruit officers completing weekly assignments as the class Duty Officer.

Will I know prior to applying what counties are open?

No. Candidates for the position will be provided a list of duty-stations (counties/cities) that plan to be filled through this announcement and asked to rank them in order of preference. Candidates that do not have a

duty station preference and are open to being considered for any of the listed duty stations can select "Any."

Candidates will know their duty station assignment prior to committing to accepting employment. Officers with DWR are eligible to transfer duty stations after completing 2 years in their assignment. This opens the door for experiencing other parts of Virginia and provides needed flexibility with family and life changes.

REMOVE THIS QUESTION FROM THE SITE

~~**When will I know my county of assignment, if selected?**~~

~~If selected for employment, your duty station will be listed on your final offer letter.~~

What is the residency requirement?

Conservation Police Officers are required to reside either in their county/city of assignment or within 20 air miles from the county/city boundary of their assignment as long as the drive time does not exceed 30 minutes. CPOs must reside in the Commonwealth of Virginia and maintain a Virginia Driver's License while employed as a Virginia Conservation Police Officer.

What is the tattoo policy?

Virginia Conservation Police Tattoo Policy states in part:

DWR law enforcement division maintains a policy in reference to professional appearance. Applicants who cannot meet the standards described in DWR General Order Uniforms and Personal Appearance will be disqualified from employment consideration.

- A tattoo is any design, letter, scroll, figure, symbol, or any other mark made upon or under the skin of any person with ink or any other substances, resulting in a permanent or temporary discoloration of the skin.
- Tattoos on the ears, head, face, nose, eyebrows, neck, or tongue are prohibited.
- Cosmetic tattoos are a type of tattooing in which pigment is applied under the skin of a person to produce designs that resemble the use of makeup to enhance the colors of the lips, eyelids, or eyebrows. Cosmetic tattoos to produce eyeliner,

eyebrows, and lipstick for female sworn employees are permitted as long as they are natural in appearance.

○ Body Modifications

- Body modifications visible while on duty are prohibited.
- Body modifications include, but are not limited to:
 - tongue splitting or bifurcation;
 - complete or trans-dermal implantation of any objects other than hair replacement;
 - abnormal shaping of the ears, eyes or nose;
 - gauging or gradually increasing the radius of a surgically induced opening in the flesh in areas such as the ear lobes or lips; and
 - branding or scarification.
- Body modifications shall not include those procedures medically necessitated by illness, deformity or injury, when performed by a licensed medical professional.

What are the steps in the hiring process?

Application, initial screening, LawFit (physical agility course), written testing, panel interview, background investigation, polygraph examination, medical screening, and psychological screening.

What is the work schedule like?

The schedule of a CPO is variable and changes to address seasonal patrol needs, with a focus on early mornings and evening and night patrols throughout the year. Officers can normally expect to have off two weekends a month and are given flexibility in their daily schedules but will be required to work some holidays. This flexibility includes varying start/stop times and working split shifts. District supervisors are responsible for determining the monthly district schedule and work closely with their officers to incorporate day off preferences and coverage needs. The flexibility offered will provide ample opportunity to spend time with family and friends, or enjoy outdoor activities such as hunting, fishing, boating, and wildlife viewing.

Who can I speak with to find out more about a career as a Conservation Police Officer?

Prospective applicants are encouraged to contact the Training and Recruiting Section to find out more information about the career. The job responsibilities of conservation police officers can vary depending on their area of assignment.

We have recruiters spread out across Virginia who can provide insight into a specific region, or the career in general. Reach out to us at recruiter@dwr.virginia.gov to ask your questions or to set up a phone call.

AGENCY HIRING REQUEST

AGENCY INFORMATION

Agency name: Department of Wildlife Resources Agency code: 403
Agency authorized position level: 496 Number of positions currently filled: _____

Position Information

Role/work title: Law Enforcement Officer II Position number: Multiple
Annual salary and benefits: CPP Funding sources: Game Protection Fund 0900 and Boat Fund 0902 with Fed BO2

Number of funded positions in same function: 172 Number of filled positions in same function: 169

Put an X where appropriate:

Position is: Full-time _____ Part-time
Position is: Salaried _____ Wage
Position is: _____ New Vacant If vacant, how long vacant? Various
Position is: _____ Continuous recruitment If checked, no. of positions requested Up to 15
Position is: Direct service in public safety, patient care or public health

Why does the position need to be filled?

This request is to fill established positions that have been vacant or will become vacant before the next academy. These positions provide law enforcement services for hunting, fishing, boating, outdoor related activities, and other public safety services throughout the Commonwealth. There are limited number of law enforcement services provided in the effective areas where these positions are vacant. Criminal investigations are critically hampered due to extended response times by other officers tasked with responding to call for services in the area or responsibility of these vacant positions. We underwent a significant loss and also have a projected lost this year due to retirements.

What alternatives have been considered?

Due to the current staffing level, officers from other duty stations and districts have been tasked with responding to calls for service and providing patrol duties in the area of responsibility of the vacancies. These duties are in addition to their normal patrol duties. This additional workload increases response time to calls for service and, in cases, reduces the patrol function down to being reactive in nature.

What is the impact if the position is not filled?

The impact of not filling vacancies in the law enforcement division can be seen in the increased workload each officer is expected to carry. With the reduced number of officers in the field, investigative and patrol function effectiveness, as well as other duties, will be impacted. Officers will have less opportunities for self-initiated patrols. Personnel costs will be impacted by the overtime pay required to cover additional workload volume and will increase as officers patrol duties extend past the scheduled workday.

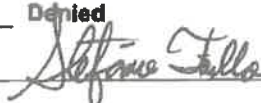
SIGNATURE

There are adequate funds in the agency's budget to pay for both the short-and long-term impact of filling this position


Agency head's signature

6/12/25
Date

CABINET SECRETARY ACTION

Approved as requested
 Approved as modified: _____
 Denied

Secretary signature

6-12-25
Date

Appendix B- Personal History Questionnaire (PHQ)

1. Personal History Questionnaire

PHQ instructions provided to candidates

Link to PHQ <https://forms.office.com/g/Y9iqMBgUnk>

1.Candidate Information: Last Name Required to answer. Single line text.

Enter your answer

2.Candidate Information: First Name Required to answer. Single line text.

Enter your answer

3.Candidate Information: Middle Name (If no middle name- enter N/A)

Required to answer. Single line text.

Enter your answer

4.Candidate Information: What is your phone number? Required to answer.

Single line text.

Enter your answer

5.Candidate Information: What is your date of birth? Required to answer. Date.

Please input date (M/d/yyyy)

6.Candidate Information: What is your current driver's license number and state, territory, or district of issuance? If you do not have a driver's license, enter your government issued identification card information. Required to answer.

Multi Line Text.

Enter your answer

7.Residence Information: What is the physical street address of your current permanent residence? (Not a P.O Box) Required to answer. Single line text.

Enter your answer

8.Residence Information: If your mailing address is different than above, enter it here. Single line text.

Enter your answer

9.Residence Information: Do you rent or own your permanent residence?

Required to answer. Single choice.

Rent

Own

Other living situation not listed

10. Residence Information: If renting, provide the contact information for the landlord or rental company below. Required to answer. Single line text.

Enter your answer

11. Residence Information: List the address for every residence you have lived in since 2015. Include the dates of residence, address, and, if you rented, the landlord or rental agency contact information. Required to answer. Multi Line Text.

Enter your answer

12. Military Service: Have you ever served, or are currently serving in the U.S. Military or National Guard? Required to answer. Single choice.

Yes

No

13. Military Service: Provide the dates of your military service. Multi Line Text.

Enter your answer

14. Military Service: Have you ever been subject to disciplinary action or court-marshal proceedings in any military service? If yes, please provide the date and description for each occurrence. Required to answer. Multi Line Text.

Enter your answer

15. Military Service: What is the discharge type listed on your DD-214/ NGB-22? Single line text.

Enter your answer

16. Public Safety Employment: Have you ever applied for a law enforcement officer or corrections officer position? (Not including this conservation police officer application) Required to answer. Single choice.

Yes

No

17. Public Safety Employment: List the date of application, department name, position applied for, and outcome for every law enforcement and corrections position you have applied for in the past. *example: 1) June 1,2010, City of*

Anytown, VA, police officer, withdrew during background 2) May 15, 2008, Smythe County Sheriff's Office ...Multi Line Text.

Enter your answer

18.Public Safety Employment: List the date of employment, department name, position(s) held, and a brief description of duties for every law enforcement and corrections position you have ever held. Include all volunteer, reserves, and auxiliary law enforcement and corrections positions. Multi Line Text.

Enter your answer

19.Public Safety Employment: Have you ever been denied employment in a law enforcement or corrections position due to lying, cheating, or providing false or misleading information? Single choice.

Yes

No

20.Public Safety Employment: As a law enforcement or corrections officer, have you been the subject of any disciplinary action or had any complaints related to your actions or conduct that were substantiated? Required to answer. Multi Line Text.

Enter your answer

21.Public Safety Employment: Are you currently a Department of Criminal Justice Services certified law enforcement officer in Virginia? Required to answer. Single choice.

Yes

No

22.Legal: Have you ever been charged with a violation of law, regulation or ordinance? Required to answer. Single choice.

Yes

No

23.Legal: If yes, please provide the following information for each offense: date, charge, court disposition, jurisdiction, and police agency involved Required to answer. Multi Line Text.

Enter your answer

24. Legal: Are you currently the defendant in any criminal case or civil lawsuit? If yes, please provide the jurisdiction and circumstances. Required to answer. Multi Line Text.

Enter your answer

25. Legal: Have you ever committed a crime that would be a felony in Virginia, even if it was undetected by law enforcement? Required to answer. Single choice.

Yes

No

26. Legal: Have you committed a violation of hunting, fishing, trapping, or boating laws in the last 5 years, even if they were undetected by law enforcement? Include the approximate date of offense and description of the violation. Required to answer. Multi Line Text.

Enter your answer

27. Legal: Have you stolen any item or service from a person, business, or government agency? If so, indicate the year and description of circumstances for each occurrence. Required to answer. Multi Line Text.

Enter your answer

28. Legal: Have you illegally used any drug, substance, or prescription drug not prescribed to you within the last 5 years? Do not include the use of marijuana as allowed under Virginia law. Required to answer. Single choice.

Yes

No

29. Legal: If yes, select the drug/drug category from the below list. Required to answer. Multiple choice.

LSD, psilocybin, mescaline or other illegal hallucinogens

Heroin or opium

Cocaine, amphetamines, methamphetamines

MDMA, Rohypnol, GHB

PCP, ketamine, or other dissociative drugs

Prescription drugs not prescribed to you

Other illegal use of drugs or compounds, including inhalants not listed on DEA Drug Schedule

30. Motor Vehicle Operation: Indicate each jurisdiction that has ever issued you a driver's license. Required to answer. Multiple choice.

Alabama

Alaska

Arizona

Arkansas

California

Colorado

Connecticut

Delaware

Florida

Georgia

Hawaii

Idaho

Illinois

Indiana

Iowa

Kansas

Kentucky

Louisiana

Maine

Maryland

Massachusetts

Michigan

Minnesota

Mississippi

Missouri

Montana

Nebraska

Nevada

New Hampshire

New Jersey

New Mexico

New York
North Carolina
North Dakota
Ohio
Oklahoma
Oregon
Pennsylvania
Rhode Island
South Carolina
South Dakota
Tennessee
Texas
Utah
Vermont
Virginia
Washington
West Virginia
Wisconsin
Wyoming
American Samoa
Guam
Northern Mariana Islands
Puerto Rico
Virgin Islands
District of Columbia
None- I have never been issued a driver's license
Jurisdiction outside of the U.S.A.

31. Motor Vehicle Operation: Have you ever been refused a driver's license from any state, territory, or District of Columbia? If so, provide the jurisdiction and a brief explanation below. Required to answer. Multi Line Text.

Enter your answer

32. Motor Vehicle Operation: List all traffic tickets (including parking violations) you have received. Provide the date, police agency, jurisdiction, charge, and court disposition for each offense. Required to answer. Multi Line Text.

Enter your answer

33. Employment Information: Have you ever applied for a position with the Virginia Department of Wildlife Resources? (Not including this conservation police officer application) Required to answer. Single choice.

Yes

No

34. Employment Information: If yes, provide the application year, position applied for, and outcome of the application. Required to answer. Multi Line Text.

Enter your answer

35. Employment Information: Please list all employment, self-employment, volunteer work, and periods of unemployment for the past 10 years. Include the dates of employment, position held, reason for separating from employment, and supervisor contact information. Required to answer. Multi Line Text.

Enter your answer

36. Employment Information: Have you been the subject of any disciplinary action or had any complaints related to your actions or conduct that were substantiated? (*Do not include instances you have already disclosed in the Public Safety Employment Section in this PHQ*) Required to answer. Multi Line Text.

Enter your answer

37. Employment Information: Since your 18th birthday, have you ever been terminated (fired), or asked to resign in lieu of termination from a job? Required to answer. Single choice.

Yes

No

38. Employment Information: If yes, please list the date, employer, and circumstances. Required to answer. Multi Line Text.

Enter your answer

39. Education: List all high schools attended- name, location, attendance dates, graduation date, type of diploma received Required to answer. Multi Line Text.

Enter your answer

40.**Education:** List all colleges and universities attended- name, location, attendance dates, program of study, graduation date, degree received. If you did not graduate, how many credits have you earned. Required to answer. Multi Line Text.

Enter your answer

41.**Education:** List all vocational school(s) attended- name, location, attendance dates, program of study, graduation date, certificate received. Required to answer. Multi Line Text.

Enter your answer

42.**References:** You are asked to provide the contact information for six references who are not related to you. Please include their name, phone number, and email addresses. **Reference #1** Required to answer. Multi Line Text.

Enter your answer

43.**References:** You are asked to provide the contact information for six references who are not related to you. Please include their name, phone number, and email addresses. **Reference #2** Required to answer. Single line text.

Enter your answer

44.**References:** You are asked to provide the contact information for six references who are not related to you. Please include their name, phone number, and email addresses. **Reference #3** Required to answer. Single line text.

Enter your answer

45.**References:** You are asked to provide the contact information for six references who are not related to you. Please include their name, phone number, and email addresses. **Reference #4** Required to answer. Single line text.

Enter your answer

46.**References:** You are asked to provide the contact information for six references who are not related to you. Please include their name, phone number, and email addresses. **Reference #5** Required to answer. Single line text.

Enter your answer

47.**References:** You are asked to provide the contact information for six references who are not related to you. Please include their name, phone number, and email addresses. **Reference #6**Required to answer. Single line text.

Enter your answer

48.**Outdoor Activities:** Use the space below to tell us about your experience or interest in the areas of boating, hunting, fishing, trapping, wildlife viewing or other outdoor activities. Please limit your response to no more than 500 words. Required to answer. Multi Line Text.

Enter your answer

49.**Candidate Acknowledgement:** The statements and responses made by me in this personal history questionnaire are true and complete to the best of my knowledge. I understand that willful misstatements or omissions in the hiring process may be cause for removal from consideration. Required to answer. Single choice.

Yes, I understand.

Appendix C - POST Written Testing

- 1. Candidate Instructions/ Introduction Talking Points**
- 2. DHRM Policy Guide Policy 2.10 - Hiring**
- 3. Cover of POST Written Exam Packet**

2025 Conservation Police Officer Candidate Intro Talk

Intro to Testing:

Lt. Murray,

Joined in July, 2005

Work out of the Agency HQ in Henrico

I will be with you during this hiring process. I encourage you to reach out if you have any questions along the way. Here is some important information about the position.

A. Career Information

You have applied for the position of Conservation Police Officer with the Virginia Department of Wildlife Resources. We are not the Department of Conservation and Recreation (VA State Parks).

This is a law enforcement position working in the woods, on the water, on the road, and in all weather conditions. This is not an office position.

We conduct law enforcement patrols on enforcement patrols on public and private property.

A Conservation Police Officer is a sworn law enforcement officer responsible for enforcing all state laws, with a primary focus in hunting, fishing, and boating laws. We investigate hunting and boating accidents as well as conduct complex criminal investigations

You will be expected to enforce laws and regulations, make arrests, write tickets, testify in court, and respond to calls for service. These calls routinely involve people who are legally/illegally armed.

You will be required to work on holidays, weekdays and weekends. Your work hours will vary depending on the time of year and needs of your work area. This includes outside of the standard 8-5pm schedule other professions enjoy.

Being a police officer has risks. You will often be required to work by yourself, relying on your training and decision making.

There have been 11 officers with our agency who have died in the line of duty. Including having drowned, aircraft accident, or by gunfire. This is an unfortunate reality in law enforcement. You need to be cognizant of this risk. We will do everything we can to prepare you for the challenges ahead.

B. Hiring Process Steps:

There are approximately 165 applicants left in this hiring process.

- The hiring process was shared with you in an earlier email.
 - i) *Written Exam & Physical Fitness Test Through Aug. 18th*
 - ii) *Panel Interview Sept. 2-5*
 - iii) *Conditional Offer Letter Sept. 8th week*
 - iv) *Comprehensive Background Investigation Sept. 8th week*
 - v) *Polygraph Exam*
 - vi) *Psychological Testing*
 - vii) *Medical Screening*
 - viii) *Final Offer Letter Jan. 2026*

C. Duty Station Selection:

We are finalizing the list of duty stations that we anticipate filling in this announcement.

Candidates who progress through the panel interview phase will receive an email asking them to rank their duty station preference(s).

Review the list and carefully consider each of the options. Flexibility and a willingness to relocate will increase your probability of being offered a position.

You will know the duty station we intend to offer you prior to you having to commit to employment with us.

*You can put in for a duty station transfer after 2 years in your assignment.

D. Academy Information:

The Basic Training Academy is scheduled to begin on February 25, 2026. It is a paramilitary academy, which means a strict schedule, issued uniforms, accountability for actions, and demonstrating maturity, teamwork, and positive attitude are required.

You will be required to participate in physical fitness training every training day while at the academy. It will vary from CrossFit style workouts, running, and swimming.

You will be expected to arrive at the academy ready for physical fitness training. If you do not have a routine, you are encouraged to begin one well in advance of arriving at the academy.

Our trainees are lodged at an extended stay hotel in the Richmond area for the duration of the training period. The lodging is double-occupancy and is provided at no cost to the trainee. You will be off and free to go home most weekends, if you choose.

The academy is 30 weeks long and conducted at our Headquarters in Henrico VA. Your training will meet or exceed the requirements for law enforcement officers in Virginia, as well as the additional elements required by our agency. Areas of training include defensive tactics, firearms (pistol, patrol rifle), Virginia laws and regulations, off-road and emergency response driving, boat operation, and officer water survival.

You will be required to pass academic testing and practical exercises to graduate from the academy.

E) After the Academy:

After graduation you will go into a 14 week-long field training program with a certified field training officer.

F) On the Table

Pen, pencil, POST Written Test Booklet, LawFit Release and Scoring sheet

G) After The Test Is Complete

Complete the LawFit Forms- Release, and Scoring sheet

Come back to the table and turn in your test booklet and scoring sheet

Use the restroom or change into athletic wear (if needed).

I encourage you to stay after testing and ask any questions you have about the career or the process. We'd be glad to speak with you.



POLICY GUIDE

Policy 2.10 – Hiring

Preference for Veterans, Surviving Spouse or Child of a Veteran Killed in the Line of Duty and Members of the National Guard

In accordance with the Code of Virginia § 2.2-2903, state agencies are required to give preference in the hiring process to veterans, surviving spouse or child of a veteran killed in the line of Duty and Members of the National Guard.

If an agency uses a scored test by which to evaluate applicants, these individuals must receive a credit of an additional 5% of their score or, if the applicant is a veteran having a service-connected disability rating fixed by the United States Department of Veterans Affairs, they must receive a credit of an additional 10% of their score. To be eligible for such an increase in score, the applicant must first achieve a passing score on the test or examination.

However, because most state recruitments do not use scored tests, agencies must apply a preference that is equivalent to the 5% increase received on test scores (10% for veterans with a disability rating from the United States Department of Veterans Affairs). The following guidelines are designed to help agencies achieve this required level of preference.

Screening: Applicants must meet the required minimum qualifications for the position. The above referenced statuses are noted for the applicants on the application. During screening, preference shall be given by treating the above referenced statuses as an additional consideration. Further preference shall be given if the veteran applicant also has a service-connected disability rating. Adding these additional considerations will result in these applicants receiving the additional preference required by Code.

The additional credit for these applicants remains with the applicant throughout the hiring process, and ultimately becomes a part of the hiring manager's final decision. This process is comparable to how preference or credit is applied in situations where scored examinations are used.

NOTE: DHRM advises that job postings not state these statuses as additional considerations unless required by law or funding conditions.

The National

Form C



Police Officer Selection Test

**Selection
System™ —
Selecting
Tomorrow's
Leaders ... Today**



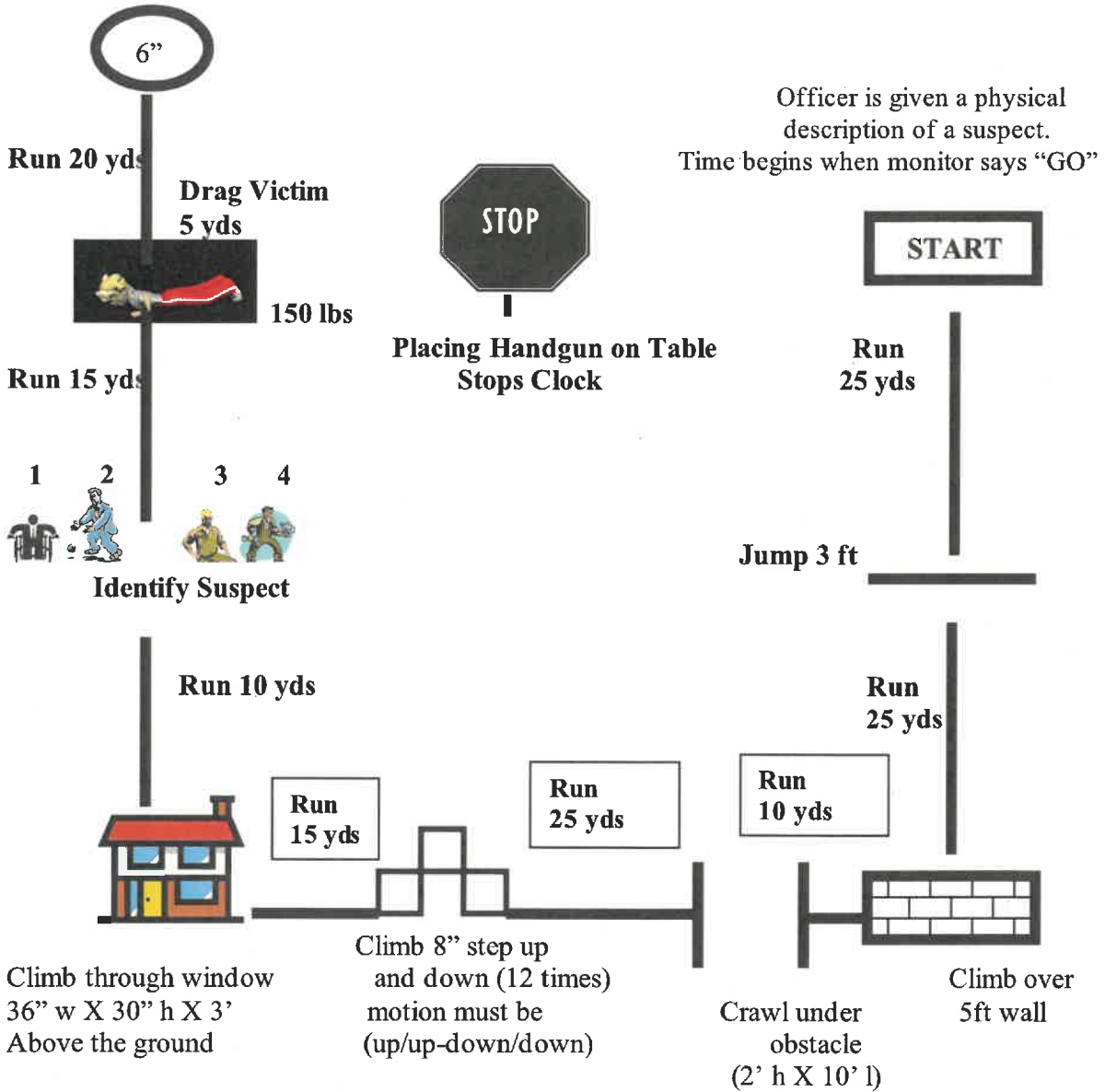
Standard
& Associates, Inc.

Appendix D - Virginia Work Performance Test (LawFit)

1. Administration Instructions

VIRGINIA LAW ENFORCEMENT WORK PERFORMANCE TEST

Place barrel of weapon through 6" opening
 Pull trigger once – dominant hand
 Pull trigger once – non-dominant hand



Appendix E - Panel Interview

- 1. Standardized Interview Questions**
- 2. Panel Lead Read-in**

Read in for 2025 CPO Interviews

September 2-5

Good *Morning/Afternoon* candidate _____ (name) _____, and welcome to the virtual interview.

Today your panel members are: *Introductions- left to right (name, rank)*

The interview consists of five questions. You will have up to 20 minutes to answer the questions. Please take your time to answer each question completely and with detailed examples. Make sure that you answer each part of the question. Please ask at any time to have the question repeated, if needed.

Please indicate when you have completed your answer and are ready for the next question.

We will give you a 5-minutes remaining notice. After the 20 minutes time expires, the interview will stop.

We are not permitted to provide any additional information about the questions. Please excuse our lack of eye contact, we will be taking notes as you share your interview responses with us.

Are you ready to begin? (If yes, start the timer) *Panel lead will be the official timer*

(At the conclusion of the interview)

Thank you for sharing your responses with us today. You will receive notification of your status in the coming weeks.



Virginia Department of Wildlife Resources

Applicant Interview Notes and Evaluation

Applicant's Name:	Date of Interview:
Position Title:	Position #:
Interviewer:	Agency: DWR

A summary of responses must be completed for each question. Do not include information that is not job-related and do not numerically score the answer given by an applicant.

Question #1: Please explain the Department of Wildlife Resources' mission and the role of a Conservation Police Officer.

Summary of Response:

Question# 2: As a Conservation Police Officer, you will serve diverse communities and work with numerous groups. Describe how you would interact with individuals that have various backgrounds and viewpoints?

Summary of Response:



Virginia Department of Wildlife Resources

Question #3: As a Conservation Police Officer, you must be independent and frequently work alone in various conditions and geographic locations, some of which may present challenges. Describe why you feel that you are suited for this type of work environment.

Summary of Response:

Question #4: Based on your review of the CPO EWP, explain what part(s) of the position most excites you and why?

Summary of Response:



Virginia Department of Wildlife Resources

Question #5: Please share with the panel why you are interested in beginning a career in natural resources law enforcement as a Conservation Police Officer and what you have done to prepare for this opportunity?

Summary of Response:

Appendix F - Conditional Offer Procedures

1. Conditional Offer Sample/ Template



COMMONWEALTH of VIRGINIA

Department of Wildlife Resources

Stefanie K. Taillon
Secretary of Natural
and Historic Resources

Ryan J. Brown
Executive Director

Date

Candidate Name

Candidate email

Re: Conditional Offer of Employment

Dear Candidate Name

The Department of Wildlife Resources is pleased to offer you **conditional employment** for the position of Conservation Police Officer (Law Enforcement Officer I) at a salary of \$54,106.00 annually effective February 25, 2026.

Your assigned duty station is to be determined in the Final Offer Letter.

You must establish a residence per the below-listed division requirement prior to academy graduation: *Virginia Conservation Police Officers will reside either in their county/city of assignment or within 20 air miles from the county/city boundary of their assignment as long as the drive time does not exceed 30-minutes at posted speed limits on public roadways.*

This employment offer is conditional upon you satisfactorily completing the comprehensive background investigation, medical examination, drug screening, psychological screening, polygraph, willingness to accept one of the available duty stations and being among the most competitive applicants. If you are selected as a final candidate, your continued employment will be contingent upon successful completion of the approximately 26-28-week training academy, the field training program, and the remainder of your 18-month probationary period.

While with the Department of Wildlife Resources, you will complete courses of study providing you with a fundamental understanding of laws and regulations, agency policy, division general orders, standard operating procedures, and specialized training specific to your position. You will also be expected to participate in and successfully complete a physical fitness and swimming program.

You will be provided lodging at a facility designated by the department and will be required to stay at the facility from Sunday evening through Friday afternoon during your

training. Additional information will be provided to you soon regarding the remaining screening steps, as well as relevant dates, times, and items to bring with you. If selected as a final candidate, you will be required to provide proof of eligibility to work in the United States as required by the Immigration Reform and Control Act of 1986 by providing the required I-9 documentation to the Human Resource Division within 3 days of hire.

As a Commonwealth of Virginia state employee, you are eligible for an employee benefit package that includes health insurance, retirement, life insurance, disability, leave programs, paid holidays, etc. Go to the Department of Human Resource website link below for more information about our employee benefit package: <https://www.dhrm.virginia.gov/employeebenefits>

If you have any questions regarding this Conditional Offer, please do not hesitate to contact our office at Cpo.Hiring@dwr.virginia.gov.

Sincerely,

Colonel John J. Cobb
Department of Wildlife Resources

To be completed by candidate:

Please sign to indicate your acceptance of the conditional offer, then return to Cpo.Hiring@dwr.virginia.gov.

Candidate Signature: _____ Date: _____

7870 VILLA PARK DRIVE, SUITE 400, P.O. BOX 90778, HENRICO, VA 23228
Equal Opportunity Employment, Programs and Facilities

Appendix G – Medical Screening

- 1. Uniform Order Sheet**
- 2. Patient First Location Directions**
- 3. Authorization for Examination or Treatment**
- 4. DWR Medical Evaluation**



**LAW
ENFORCEMENT
TRAINING
ACADEMY**

Uniform Order Sheet

Name: _____

Date: _____

Order a size in which you will be comfortable running, crawling, and conducting physical exercises while wearing.

PT T-Shirt: Men's/ Women's S M L XL XXL

PT Short: Men's/ Women's S M L XL XXL

PT Sweatpants: Men's/ Women's S M L XL XXL

Hoodie: Men's/ Women's S M L XL XXL

Coat (Camo): Men's/ Women's S M L XL XXL

Polo Size: Men's/ Women's S M L XL XXL

Pants Size: Women's Waist: _____ Inseam: _____

Men's Waist: _____ Length: _____ Inseam: _____

Boot Size (5.11): Men's/ Women's Narrow/Regular/Wide Size: _____

Comments:

Women's Blauer Pant Size Chart

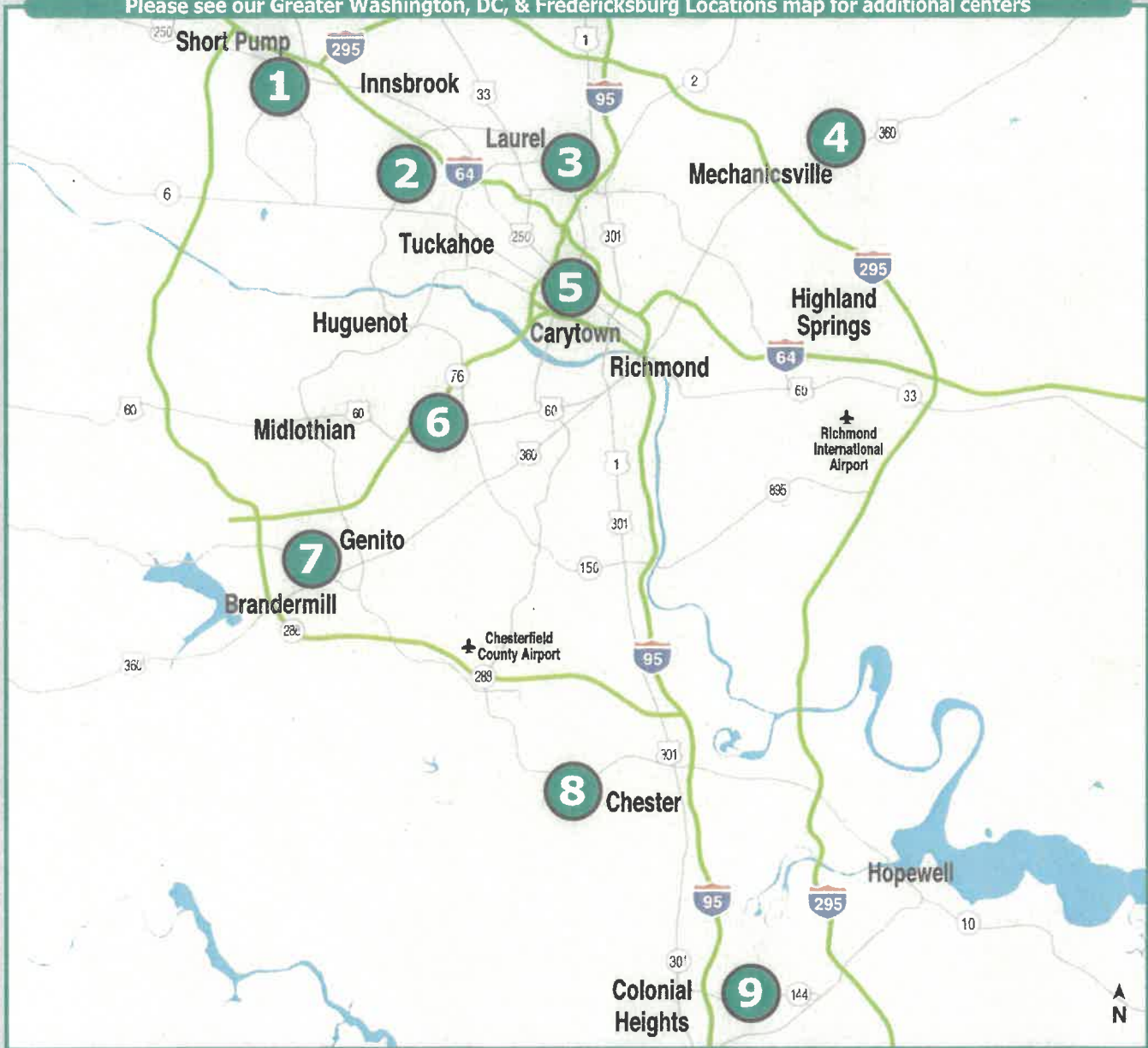
SIZE: (Required)								
2	4	6	8	10	12	14	16	18
20	22	24						
INSEAM/HEM LENGTH: (Required)								
27	28	29	30	31	32	33	34	35
36	N/A							

Men's Blauer Pant Size Chart

SIZE (Required)									
28	30	32	34	36	38	40	42	44	46
48	50	52	54						
Length: (Required)									
Regular		Tall							
INSEAM/HEM LENGTH: (Required)									
27	28	29	30	31	32	33	34	35	
36	N/A								

Open 8 am to 8 pm, 365 Days a Year

Please see our Greater Washington, DC, & Fredericksburg Locations map for additional centers



1 Short Pump
 at Broad St.
 3370 Pump Rd.
 Richmond, VA 23233
 (804) 360-8061

4 Mechanicsville
 East of I-295
 7238 Mechanicsville Tpke.
 Mechanicsville, VA 23111
 (804) 559-9900

7 Genito
 Genito & Hull
 11020 Hull Street Rd.
 Midlothian, VA 23112
 (804) 744-6310

2 Parham
 Parham Rd at I-64
 2205 N. Parham Rd.
 Richmond, VA 23229
 (804) 270-2150

5 Carytown
 at Thompson & Floyd
 12 N. Thompson St.
 Richmond, VA 23221
 (804) 359-1337

8 Chester
 Iron Bridge at Chalkley Rd.
 12101 S. Chalkey Rd.
 Chester, VA 23831
 (804) 796-3636

3 Woodman
 at Parham Rd.
 2300 E. Parham Rd.
 Richmond, VA 23228
 (804) 264-7808

6 Midlothian
 at Buford Rd.
 8110 Midlothian Tpke.
 Richmond, VA 23235
 (804) 320-8160

9 Colonial Heights
 One block east of Southpark Mall
 1260 Temple Ave.
 Colonial Heights, VA 23834
 (804) 518-2597

Authorization for Examination or Treatment

Please check off services needed for your employee's visit.

Use of this form requires an established account with an Industrial Client (I.C.) Number. Forms presented without an I.C. # will not be accepted. If you do not have an active I.C. account, please contact us by calling (866) 253-9139.

Patient Information:

Company Name: VA DEPT OF WILDLIFE RESOURCES	Date of Birth:	I.C. #: See Comments
Patient Name:	Last 4 Digits of SS#:	

Work Related:

<input type="checkbox"/> Injury	<input type="checkbox"/> Illness	Date of Injury _____
---------------------------------	----------------------------------	-----------------------------

Physical Examination:

DOT: <input type="checkbox"/> Pre-employment <input type="checkbox"/> Recertification	NON-DOT: <input checked="" type="checkbox"/> Pre-employment
-------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------

Substance Abuse Testing:

Urine Drug Screens:

- DOT (5-panel)
 Non-DOT (10-panel)
 Instant Drug Screen (5-panel)

Alcohol Screens:

- Breath test (EBT)
 Blood test


Special Procedures:

- PPD Placement
 Chest X-ray
 Hepatitis B
 Flu vaccination
 Other _____

Special Instruction / Comments

11850-PHY-RIVA, 8591-PHY-TW, 5146-PHY-NOVA
1428-WC-RIVA, 8801-WC-TW, 5421-WC-NOVA

Authorization:

Phone: 757.592.6304	Date: 11/21/25
Printed Name: Travis Murray	Signature: 



Pre-Employment Fit for Duty Other: _____

Part 1. To be completed by the Applicant or Employee

Identification of Applicant

Date: _____
 First Name: _____
 Last Name: _____
 Address: _____
 City: _____
 State: _____
 Postal Code: _____

Home Telephone: _____

Work Telephone: _____

Social Security Number:
 _____ - _____ - _____

Birth Date: / / (month/day/year) AGE _____

Gender:
 Male Female

Current Medications

Please list all medicines that you regularly take. List each medicine that has either been prescribed for you by a doctor or that you take on your own. Also list each kind of multi-vitamin, mineral, or other diet supplement that you regularly take. Enter the name, dosage strength, number of times per day used, and reason for taking.

Name of Medication	Dose (each time)	Times (per day)	Reason for Taking Medication

Allergies and Sensitivities

Please list all medications, such as penicillin or aspirin that you have had an allergic or bad reaction to. Also, list any other substances that you know you are sensitive to.

Name of Medication or Substance	Describe Allergic Reaction or Symptoms Produced

Past Surgeries and Hospitalizations

List each surgery or hospitalization that you have had, over your entire lifetime, and indicate the approximate year for each

Year	Surgery or Reason for Hospitalization



Diseases

For each medical history item,

- Check the box in the column labeled "Current" if you currently have the disorder indicated;
- Check the box in the column labeled "Past" if you have had the disorder in the past and have since recovered; and
- Check the box in the column labeled "Family" if there is a known history of this condition within your genetic family.

Blood Diseases:	Current	Past	Family
Anemia, B-12/pernicious	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Anemia, Iron Deficiency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Anemia, other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Anemia, Sickle Cell	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Blood Clots (in arms or legs)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Blood Transfusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hemophilia	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HIV / Aids	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leukemia	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Polycythemia	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Porphyria	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Spleen, absence of	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Spleen, enlarged	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Thrombocytopenia	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Cardiovascular Diseases:	Current	Past	Family
Angina	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Atrial Fibrillation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Congestive Heart Failure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coronary Artery Disease	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Heart Attack	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Heart Valve Disease	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High Blood Pressure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Raynaud's Disease	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Varicose Veins	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Endocrine Diseases:	Current	Past	Family
Addison's Disease	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cushing's Disease	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diabetes, Insulin-Dependent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diabetes, Non-Insulin Dependent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grave's Disease	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hypoglycemia	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overactive Thyroid	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pancreatitis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pheochromocytoma	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Endocrine Diseases:	Current	Past	Family
Pituitary Tumor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Thyroid Cancer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Thyroid Nodule	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Thyroiditis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Underactive Pituitary Gland	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Underactive Thyroid	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Eye, Ear, Nose, or Throat Diseases:	Current	Past	Family
Allergies of Hay Fever	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Amblyopia (lazy eye)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Blind in both Eyes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Blind in one Eye	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cancer of the Larynx	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cancer of the Mouth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cancer of the Tongue	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cataract	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conjunctivitis (chronic)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Deaf in both Ears	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Deaf in one Ear	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Glaucoma	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inner Ear Infections (repeated)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mastoiditis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ménière's Disease	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Periodontal Disease	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Retinal Detachment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outer Ear Infections (repeated)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Salivary Gland Tumor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sinusitis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Temporomandibular Joint Syndrome	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tinnitus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vocal Cord Nodules	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Female Genital Diseases:	Current	Past	Family
Breast Cancer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cervical Cancer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Endometriosis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fibrocystic Breast Disease	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Genital Herpes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gonorrhea	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ovarian Cancer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ovarian Cyst(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pelvic Inflammatory Disease (PID)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pre-Menstrual Syndrome (PMS)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Polycystic Ovarian Syndrome (Stein-Leventhal Syndrome)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Syphilis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Female Genital Diseases:	Current	Past	Family
Uterine Cancer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Uterine Fibroids	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Breast Cancer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Uterine Prolapse	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vaginal (vulva) Cancer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Genital Warts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Gastrointestinal Diseases:	Current	Past	Family
Cancer of the Colon	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cancer of the Liver	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cancer of the Pancreas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cancer of the Stomach	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cirrhosis of the Liver	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Crohn's Colitis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enlarged Liver	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gallstones	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gastritis (stomach irritation)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hemorrhoids	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hepatitis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hiatal Hernia	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Irritable Bowel Disease (spastic colon)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Liver Disease	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pancreatitis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Peritonitis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Polys in large Intestine	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ulcer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ulcerative Colitis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Infectious Disease:	Current	Past	Family
Cholera	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Histoplasmosis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lyme Disease	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Malaria	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mononucleosis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rheumatic Fever	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rocky Mountain Spotted Fever	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rubella	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shingles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Syphilis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tuberculosis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Lung Diseases:	Current	Past	Family
Asbestos (asbestos exposure)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asthma	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Symptoms

In each list below, check all conditions and symptoms that presently concern you.

Endocrine Tract

- Restlessness/Hyperactivity
- Excessive Perspiration
- Wounds slow to heal
- Unusual thinning of hair
- Cold extremities
- Increased thirst
- Increase in body fat
- Cold intolerance
- Relatively sudden weight gain
- Shaking when hungry

Eyes, Ears, Nose, and Throat

- Dizziness or whirling sensation
- Failing vision
- Double vision
- Burning or tearing of the eyes
- Pain in one or both eyes
- Hearing loss
- Ringing sensation in ears
- Pressure sensation in ears
- Pain in one or both ears
- Chronic sinus pressure/congestion
- Chronic nasal drainage
- Repeated mouth sores
- Hoarseness
- Difficulty swallowing
- Frequent cough
- Bleeding when brushing teeth
- Repeated swollen of tender gums
- Increase in number of cavities

Gastrointestinal Tract

- Diarrhea (repeated)
- Vomiting (repeated)
- Nausea (repeated)
- Difficulty swallowing
- Indigestion (repeated)
- Decreased appetite
- Abdominal pain or cramping (repeated)
- Abdominal swelling or bloating
- Constipation
- Excessive gas
- Vomiting blood
- Rectal bleeding (blood in stool)
- Jaundice or yellow of skin

Pulmonary Tract

- Shortness of breath when active
- Shortness of breath at rest
- Waking up gasping for air
- Chronic cough that won't go away
- Frequent wheezing
- Coughing up blood

Cardiovascular System

- Irregular heartbeat
- Leg pain when walking any distance
- Swelling of the feet or ankles
- Palpitations or heart flutters
- Marked fatigue
- Recurrent lightheadedness
- Chest pain

Urinary Tract

- Burning on urination
- Increased urinary frequency
- Blood in urine
- Unable to hold urine
- Repeated mid-back pain

Male Genital Tract

- Dribble when urinating
- Unable to hold urine
- Discharge from the penis
- Pain in testicle
- Testicular swelling
- Problems getting an erection
- Problems maintaining an erection
- Sores in the genital region
- Swollen lymph nodes or knots in groin

Female Genital Tract

- Irregular periods
- Vaginal discharge
- Vaginal itching
- Sores in the genital region
- Painful intercourse
- Bleeding after intercourse
- Breast discharge
- Bleeding between periods
- Swollen lymph nodes or knots in groin
- Breast lump not previously evaluated

Skin

- Repeated rash
- Scaling or oozing of the skin
- Blistering or hives
- Change in color
- Painful moles
- Itching
- Unusual thinning of the hair
- Bleeding of the skin

Blood

- Excessive or lengthy bleeding from cuts
- Bruise easily
- Swollen lymph nodes

Musculoskeletal System

- Progressive joint stiffness
- Joint swelling
- Joint pain
- Repeated neck pain
- Repeated back pain
- Muscle stiffness or pain
- Repeated muscle spasms or cramps
- New mass or nodule in bone or muscle

Nervous System

- Recent headaches
- Dizziness/spinning sensation
- Unusual numbness/tingling
- Hand, leg, or body tremors
- Loss of balance, falling sensation
- Increased forgetfulness
- Back pain
- Neck pain
- Sudden changes in alertness
- Repeated seizures
- Fainting spells
- Loss of consciousness
- Loss of function of any body part



Signed Statement of Applicant

I have completed the preceding information to the best of my ability and attest that this information is a current and accurate reflection of my health status.

Signature of Applicant

Date

Part 2. To be completed by Physician(s)

Applicant

Name: _____

Gender Male Female AGE _____

Weight: _____ pounds Height: _____ feet _____ inches

Frame: _____ BP: _____

Vision (-/+) OD ____ OS ____ OU ____ Color Y N

with OD ____ OS ____ OU ____

Heart rate: rest: _____ 3 min. exercise _____ 3 min. Post _____

Alcohol

use: _____

Nicotine

Use: _____

Physical Examination

Tract Evaluated	Abnormalities	Comments
Head	<input type="checkbox"/> No <input type="checkbox"/> Yes	
Eyes	<input type="checkbox"/> No <input type="checkbox"/> Yes	
Ears	<input type="checkbox"/> No <input type="checkbox"/> Yes	
Dental	<input type="checkbox"/> No <input type="checkbox"/> Yes	
Oropharynx	<input type="checkbox"/> No <input type="checkbox"/> Yes	
Neck	<input type="checkbox"/> No <input type="checkbox"/> Yes	
Chest	<input type="checkbox"/> No <input type="checkbox"/> Yes	
Lungs	<input type="checkbox"/> No <input type="checkbox"/> Yes	
Heart	<input type="checkbox"/> No <input type="checkbox"/> Yes	
Abdomen	<input type="checkbox"/> No <input type="checkbox"/> Yes	
Groin	<input type="checkbox"/> No <input type="checkbox"/> Yes	
Extremities	<input type="checkbox"/> No <input type="checkbox"/> Yes	
Hands	<input type="checkbox"/> No <input type="checkbox"/> Yes	
Feet	<input type="checkbox"/> No <input type="checkbox"/> Yes	
Back	<input type="checkbox"/> No <input type="checkbox"/> Yes	
Skin/hair	<input type="checkbox"/> No <input type="checkbox"/> Yes	
Identifying scars	<input type="checkbox"/> No <input type="checkbox"/> Yes	

Other Findings

EKG results	
PFT results	
CXR results	
PPD results	
Urine Drug	
Audio	
MRSA	

Lab Studies Ordered (check)

<input type="checkbox"/> ordered	CBC
<input type="checkbox"/> ordered	Chem-18
<input type="checkbox"/> ordered	UA
<input type="checkbox"/> ordered	Other:
<input type="checkbox"/> ordered	Other:



Applicant Name: _____
(First) (Middle) (Last)

Approved Not Approved (check one)

Additional Comments:

Signature of Physician/Nurse Practitioner

Date

Physician/Nurse Practitioner Office Address:

Telephone:

Appendix H- Final Offer

1. Final Offer Letter Sample/Template

SAMPLE



David L. Bulova
Secretary of Natural
and Historic Resources

COMMONWEALTH of VIRGINIA
Department of Wildlife Resources

Ryan J. Brown
Executive Director

January 29, 2026

[REDACTED]

I am pleased to offer you employment as the Conservation Police Officer - Probationary, position # [REDACTED] with the Virginia Department of Wildlife Resources. Your appointment into this Classified Non-Exempt position in the Law Enforcement Officer I role is effective February 25, 2026 with a semi-monthly salary of \$2,254.41 (or \$54,106.00 annually).

Your assigned duty station [REDACTED] County. You must establish a residence per the below-listed division requirements before academy graduation:

Virginia Conservation Police Officers will reside either in their county/city of assignment or within 20 air miles from the county/city boundary of their assignment as long as the drive time does not exceed 30 minutes at posted speed limits on public roadways.

My offer of employment is contingent upon several conditions that are presumed acknowledged and accepted by you once your employment begins:

- You will be employed in a classified position whose terms and conditions of employment are subject to the Virginia Personnel Act (Va. Code 2.2-2900 and following). This is a salaried classified non-exempt position under the U.S. Department of Labor Fair Labor Standards Act (FLSA).
- All new employees are required to receive their pay through the Direct Deposit Program. You will be paid by direct deposit to your designated financial account or have your paycheck deposited into a debit card system in accordance with state policies and procedures.
- You must be authorized to work in the United States as required by the Immigration Reform and Control Act of 1986 and provide the required form I-9 documentation to the Human Resources Division within 3 days of hire.
- You are required to serve an 18-month probationary period, as outlined in the policy. Advancement to Law Enforcement Officer II will occur after successful completion of your probationary period. Your 18-month probationary will end on August 24, 2027.

January 29, 2026

You are now a part of an agency that is dedicated to managing Virginia's wildlife and resources to serve the needs of the Commonwealth; to provide opportunity for all to enjoy wildlife, inland fish, boating and related outdoor recreation and to promote safety for persons and property in connection with boating, hunting and fishing.

Please sign at the bottom of this letter, confirming acceptance of your employment and promptly return it to the attention of the Human Resource Office.

Please report to the Department of Wildlife Resources Headquarters, LE Training – Academy Room, at 7870 Villa Park Drive, Henrico, Virginia 23228 on Wednesday, February 25, 2026 at 9:00 am for your required human resources orientation. Please bring identification for your I-9 form on your first day.

Congratulations on your selection for this position. I look forward to working with you in the future.

Sincerely,



Ryan J. Brown
Executive Director

Signature

Date of Acceptance

LISTS OF ACCEPTABLE DOCUMENTS

All documents containing an expiration date must be unexpired.

* Documents extended by the issuing authority are considered unexpired.

Employees may present one selection from List A or a combination of one selection from List B and one selection from List C.

Examples of many of these documents appear in the Handbook for Employers (M-274).

LIST A Documents that Establish Both Identity and Employment Authorization	OR	LIST B Documents that Establish Identity	AND	LIST C Documents that Establish Employment Authorization
<ol style="list-style-type: none"> 1. U.S. Passport or U.S. Passport Card 2. Permanent Resident Card or Alien Registration Receipt Card (Form I-551) 3. Foreign passport that contains a temporary I-551 stamp or temporary I-551 printed notation on a machine-readable immigrant visa 4. Employment Authorization Document that contains a photograph (Form I-766) 5. For an individual temporarily authorized to work for a specific employer because of his or her status or parole: <ol style="list-style-type: none"> a. Foreign passport; and b. Form I-94 or Form I-94A that has the following: <ol style="list-style-type: none"> (1) The same name as the passport; and (2) An endorsement of the individual's status or parole as long as that period of endorsement has not yet expired and the proposed employment is not in conflict with any restrictions or limitations identified on the form. 6. Passport from the Federated States of Micronesia (FSM) or the Republic of the Marshall Islands (RMI) with Form I-94 or Form I-94A indicating nonimmigrant admission under the Compact of Free Association Between the United States and the FSM or RMI 	OR	<ol style="list-style-type: none"> 1. Driver's license or ID card issued by a State or outlying possession of the United States provided it contains a photograph or information such as name, date of birth, sex, height, eye color, and address 2. ID card issued by federal, state or local government agencies or entities, provided it contains a photograph or information such as name, date of birth, sex, height, eye color, and address 3. School ID card with a photograph 4. Voter's registration card 5. U.S. Military card or draft record 6. Military dependent's ID card 7. U.S. Coast Guard Merchant Mariner Card 8. Native American tribal document 9. Driver's license issued by a Canadian government authority <li style="text-align: center;">For persons under age 18 who are unable to present a document listed above: 10. School record or report card 11. Clinic, doctor, or hospital record 12. Day-care or nursery school record 	AND	<ol style="list-style-type: none"> 1. A Social Security Account Number card, unless the card includes one of the following restrictions: <ol style="list-style-type: none"> (1) NOT VALID FOR EMPLOYMENT (2) VALID FOR WORK ONLY WITH INS AUTHORIZATION (3) VALID FOR WORK ONLY WITH DHS AUTHORIZATION 2. Certification of report of birth issued by the Department of State (Forms DS-1350, FS-545, FS-240) 3. Original or certified copy of birth certificate issued by a State, county, municipal authority, or territory of the United States bearing an official seal 4. Native American tribal document 5. U.S. Citizen ID Card (Form I-197) 6. Identification Card for Use of Resident Citizen in the United States (Form I-179) 7. Employment authorization document issued by the Department of Homeland Security <p style="margin-left: 20px;">For examples, see Section 7 and Section 13 of the M-274 on uscis.gov/i-9-central.</p> <p style="margin-left: 20px;">The Form I-766, Employment Authorization Document, is a List A, Item Number 4. document, not a List C document.</p>
<p>Acceptable Receipts</p> <p>May be presented in lieu of a document listed above for a temporary period.</p> <p>For receipt validity dates, see the M-274.</p>				
<ul style="list-style-type: none"> • Receipt for a replacement of a lost, stolen, or damaged List A document. • Form I-94 issued to a lawful permanent resident that contains an I-551 stamp and a photograph of the individual. • Form I-94 with "RE" notation or refugee stamp issued to a refugee. 	OR	<ul style="list-style-type: none"> • Receipt for a replacement of a lost, stolen, or damaged List B document. 	AND	<ul style="list-style-type: none"> • Receipt for a replacement of a lost, stolen, or damaged List C document.

*Refer to the Employment Authorization Extensions page on [I-9 Central](#) for more information.

Appendix I – Emailed Communications

- 1. Welcome to the Process with Attachments**
- 2. Confirmation of Testing Session with Attachment**
- 3. Interview Confirmation and Duty Station Preference**
- 4. Conditional Offer/ Background Investigation Start**
- 5. Duty Station Preference Update**
- 6. Duty Station Preference Update**
- 7. Selection Process Update**
- 8. Medical and Psychological Screening**
- 9. Not Selected to Move Forward Sample**

Welcome to the 2025 Conservation Police Hiring Process

From CPO Hiring (DWR) <CPO.Hiring@dwr.virginia.gov>

Date Mon 7/14/2025 5:46 PM

Bcc rismith1059@gmail.com <rismith1059@gmail.com>

 5 attachments (2 MB)

2025 Written Testing LawFit Info Sheet.pdf; 2025 CPO Hiring Steps.pdf; 2025 Personal History Questionnaire Info Sheet.pdf; 2025 Authorization For Release of Information.pdf; 2025 Current LEO Applicant Waiver.pdf;

Conservation Police Officer Candidate,

Welcome to the 2025 Conservation Police Officer hiring process! We are excited that you have chosen to pursue this meaningful career in natural resources law enforcement. Over the next several months, we will be going through this multi-stepped process together. This message kicks off our hiring cycle and will share some important information with you. Please be sure to open each of the 5 attachments and review the information.

One of the first things we will be doing is to gather some additional information from each of our candidates. This information is shared with us through completing the Personal History Questionnaire (PHQ). The responses you provide will be used to tell us more about you, your background and work experience. You will have 10 days to complete the PHQ. Please give yourself plenty of time to accurately and fully answer the questions. **You must submit the completed PHQ by the July 25, 2025, deadline.** Here is the link to the PHQ: <https://forms.office.com/g/Y9iqMBgUnk>.

Any candidates who are screened out of the process prior to the written testing dates will be notified via email.

Our hiring process utilizes a written exam and physical agility course as screening steps. You are asked to follow the below link to register for a testing session. We use the National Police Officer Selection Test. A study guide and practice test are available for purchase through Stanard and Associates' website by following the link, applytoserve.com/study/.

Please register for a testing session by following the link, <https://forms.office.com/g/6w66BFXMnT>.

Where is testing taking place?

Virginia Public Safety Training Center
7093 Broad Neck Road
Hanover, VA 23069

Park in the gravel parking lot labeled P1, then follow the DWR signs

When are the testing sessions?

Friday August 8, 10am
Friday August 8, 1pm

Saturday August 16, 10am
Saturday August 16, 1pm

Sunday August 17, 10am
Sunday August 17, 1pm

Monday August 18, 10am
Monday August 18, 1pm

*Please allow ample time for traffic, parking, and checking in. Testing will begin promptly at the listed time.

What do I need to bring with me?

- Valid state, territory, or D.C. issued Driver's License/Identification Card
- Completed and Notarized Authorization for Release of Information
- Completed and Notarized Current LEO Applicant Waiver (*only to be completed by candidates who are currently a law enforcement, corrections officer, or security*)

*A notary public will be onsite, if needed

Is there anything I cannot bring?

- Firearms, knives, or other weapons
- Cellphones, tablets, calculators may not be used during written testing

Candidates often ask us what testing day will be like. Well, it is a professional and friendly atmosphere. You should arrive early enough to get checked in and submit the forms you are required to bring. You should arrive in comfortable athletic wear suitable for completing the agility course. The written testing will happen first and will take approximately 90 minutes. Afterwards you'll walk over to the gymnasium to complete the agility course. You will have two opportunities to successfully complete it. You can find additional information regarding the LawFit Virginia Work Performance Test by following the link, [VA-Law-Enforcement-Work-Performance-Test.docx](#).

Those candidates who score well enough on the POST test and pass the LawFit course will move on in the process. If you are in that group, you will be invited to the panel interview step. **Interviews will be held via Microsoft Teams September 2-5, 2025.** More information about interviews will be included in that invitation email.

In accordance with the Code of Virginia 2.2-2903, veterans, surviving spouse or child of a veteran killed in the line of duty and members of the National Guard will be receive a credit of an additional 5% of their score or, if the applicant is a veteran having a service-connected disability rating fixed by the United States Department of Veterans Affairs, they will receive a credit of an additional 10% of their score. To be eligible for this credit, the candidate must first achieve a passing score on the test. Candidates will need to provide their DD214 and Veterans Affairs Disability Letter, if applicable.

I will be your point of contact and will be working with you throughout the screening process. Please let me know if you have any difficulty with opening any of the links or attachments. All of us here at DWR wish you luck with the process.

Attached Documents

1. 2025 Authorization for Release of Information

2. 2025 Current LEO Applicant Waiver (only to be completed by candidates who are currently a law enforcement, corrections officer, or security)
3. 2025 Personal History Questionnaire Information Sheet
4. 2025 Written Testing/ LawFit Information Sheet
5. 2025 Conservation Police Officer Hiring Steps



Lt. Travis Murray

Project Manager

Virginia Conservation Police

P 757.592.6304

Virginia Department of Wildlife Resources

7870 Villa Park Drive, Suite 400, Henrico, VA 23228

www.dwr.virginia.gov

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Written Testing/ LawFit Information Sheet



The Department of Wildlife Resources recognizes that candidates may have existing personal and professional responsibilities. We are offering multiple in-person testing sessions to work with your availability. Please review the sessions and follow the link to reserve a slot. We will make every attempt to work with you. Contact us if you have any last-minute schedule adjustments, cpo.hiring@dwr.virginia.gov.

Registration link: <https://forms.office.com/g/6w66BFXMnT>

You are asked to head directly to the check-in table located inside Knox Hall upon your arrival. You will be asked to submit your required forms prior to taking the written test.

Where is testing taking place?

Virginia Public Safety Training Center
7093 Broad Neck Road
Hanover, VA 23069
Park in the gravel lot (P1) and following testing signage

When are the testing sessions?

Testing is offered at 10am and 1pm on each of the following days. Friday August 8, Saturday August 16, Sunday August 17, Monday August 18

What do I need to bring with me?

- Valid state, territory, or D.C. issued Driver's License/Identification Card
- Completed and Notarized Authorization for Release of Information
- Completed and Notarized Current LEO Applicant Waiver (*only to be completed by candidates who are currently a law enforcement, corrections officer, or security*)

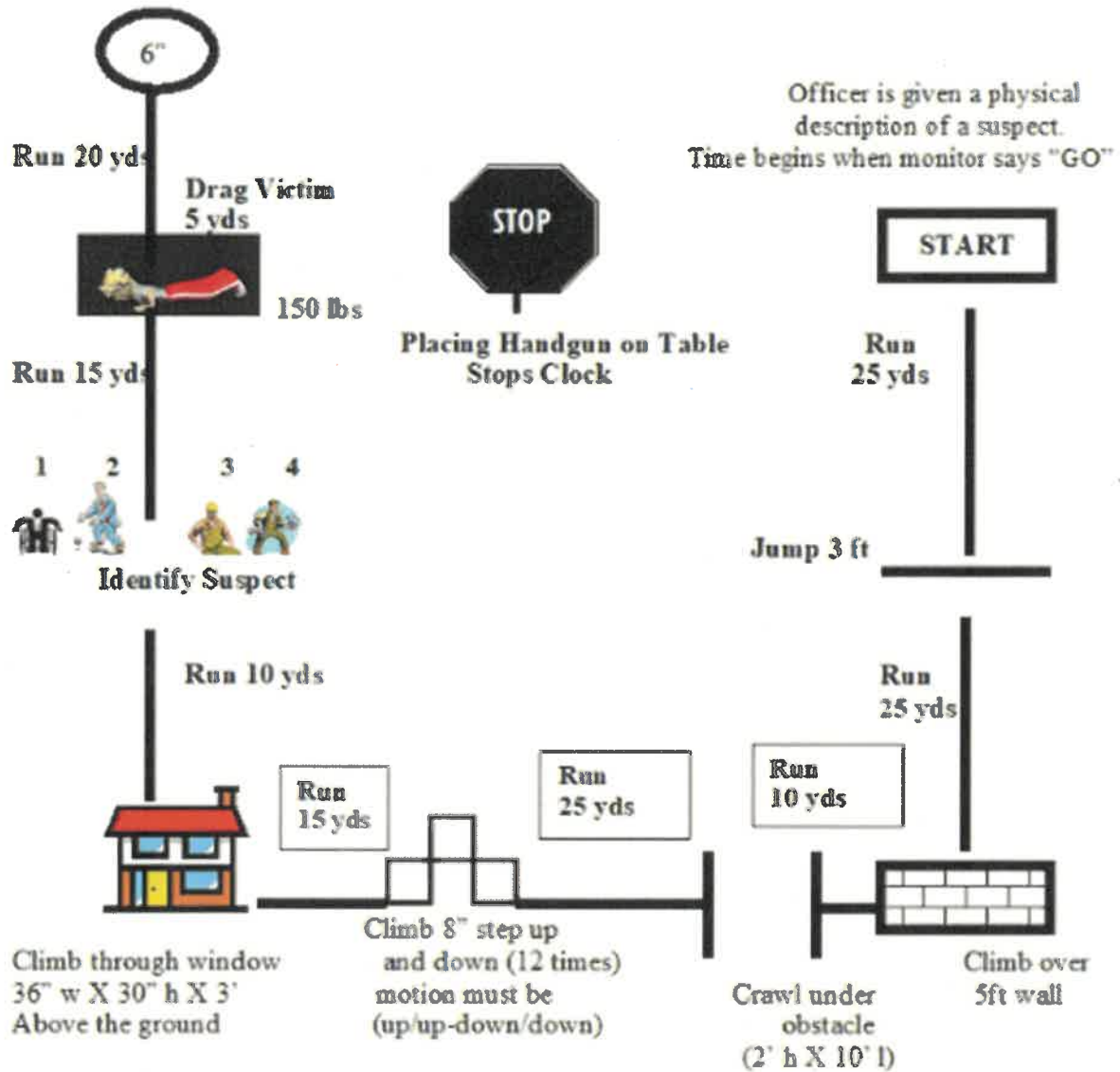
Is there anything I cannot bring?

- Firearms, knives, or other weapons
- Cellphones, tablets, calculators may not be used during written testing

In accordance with the Code of Virginia 2.2-2903, veterans, surviving spouse or child of a veteran killed in the line of duty and members of the National Guard will be receive a credit of an additional 5% of their score or, if the applicant is a veteran having a service-connected disability rating fixed by the United States Department of Veterans Affairs, they will receive a credit of an additional 10% of their score. To be eligible for this credit, the candidate must first achieve a passing score on the test. Candidates will need to provide their DD214 and Veterans Affairs Disability Letter, if applicable.

VIRGINIA LAW ENFORCEMENT WORK PERFORMANCE TEST

Place barrel of weapon through 6" opening
 Pull trigger once – dominant hand
 Pull trigger once – non-dominant hand



Candidates must complete the course in 1:36 or less.

A maximum of two attempts are allowed.

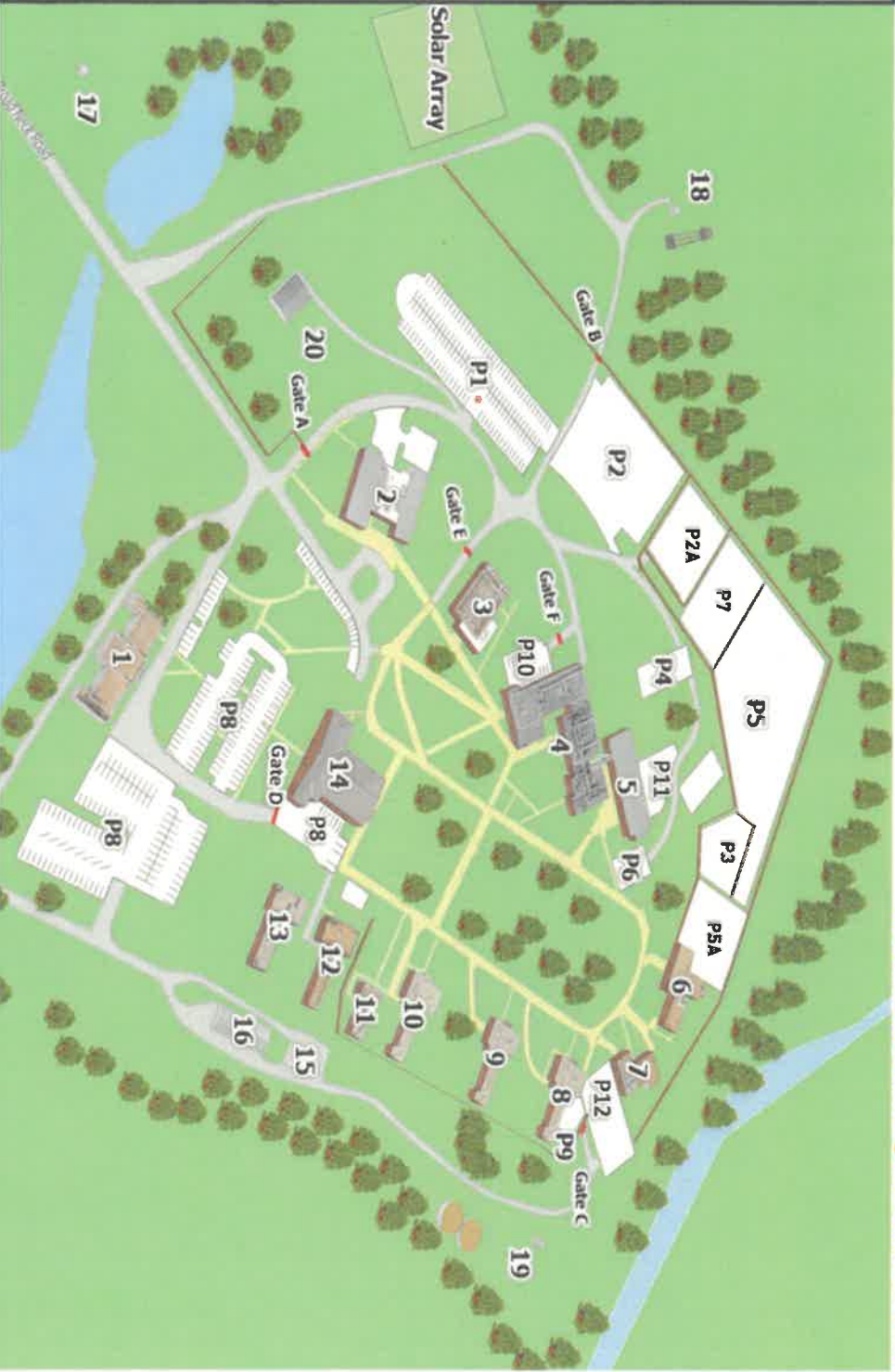
CAMPUS MAP

7093 BROAD NECK ROAD HAMOVER, VA 23069 (804) 537-5316



- BUILDINGS**
- 1 ADMINISTRATION
 - 2 KNOX HALL
 - 3 GYMNASIUM
 - 4 SMYTH HALL
 - 5 SHIPPEN HALL
 - 6 VPSTC 6 VAARNG
 - 7 VPSTC 7 VAARNG
 - 8 VPSTC 8 VAARNG
 - 9 VPSTC 9 VAARNG
 - 10 VPSTC 10 VAARNG
 - 11 MAGISTRATES
 - 12 VACANT
 - 13 VACANT
 - 14 VPSTC/DJJ ADMIN 2
 - 15 MAINTENANCE 1
 - 16 MAINTENANCE 2
 - 17 PUMP HOUSE 2
 - 18 PUMP HOUSE 1
 - 19 WWTP
 - 20 PAVILION

- PARKING**
- P1 VPSTC REAR LOT
 - P2 VDFP LOT
 - P2A VDFP LOT
 - P3 VAARNG POV LOT
 - P4 VPSTC EQUIPMENT LOT
 - P5 VAARNG MOTOR POOL/MOV
 - P6 STAFF PARKING
 - P7 VDWR EQUIPMENT LOT



Date	Conservation Police Officer Hiring Step
July 15	Send PHQ, testing dates, and other information to CPO Candidates
Aug. 8, 16, 17, 18	LawFit and Written Testing Days Location: Virginia Public Safety Training Center Time: 10am, 1pm
Aug. 19	Send mail to CPO Candidates to sign up for interview dates
Sept. 2-5	Interviews for CPO Candidates The interviews will be held virtually via Microsoft Teams (approximately 30 minutes)
Sept. 15-Nov. 7	Background Investigations & Polygraph Exams Each CPO Candidate will be assigned a background investigator. Polygraphs will be conducted by Virginia State Police Examiners.
Nov. 10-14	Background Investigation Reviews. Successful CPO Candidates will be emailed information related to the Medical Screening and Psychological Evaluation.
Nov. -Dec.	Psychological Screening (virtual), Medical testing, fingerprinting, uniform fitting
Jan 16	Candidate Selection: Final Offer of Employment Letters will be emailed to the selected CPO Candidates
Feb 25	First day of the 15 th Basic Training Academy



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Personal History Questionnaire Information Sheet



The role of a Conservation Police Officer demands the highest standards of integrity, responsibility, and public trust. As part of the selection process, you are required to complete this Personal History Questionnaire (PHQ) in full. The information you provide will be used to evaluate your suitability for employment in a law enforcement position that involves the protection of natural resources, enforcement of conservation laws, and interaction with the public.

Please answer all questions truthfully, accurately, and to the best of your ability. Any omission, misrepresentation, or falsification of information may be grounds for disqualification from the hiring process or, if discovered after employment, may result in dismissal. Do not use AI software to generate your written responses in the PHQ.

All information provided in this questionnaire will be treated as confidential and used solely for the purposes of evaluating your qualifications and background for employment as a Conservation Police Officer.

Your cooperation in this process is essential and appreciated. Please let us know if you have any difficulty opening the questionnaire.

Here is the link to the PHQ
<https://forms.office.com/g/Y9iqMBgUnk>

The link will be active through July 25, 2025. You have until then to complete your responses and submit the PHQ. Some candidates may not be selected to move forward based on their PHQ submission. Those candidates will be contacted by email and notified of their removal from the process.



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APPLICANT WAIVER OF LIABILITY

This form is to be completed by conservation police officer applicants who possess law enforcement, corrections, or security certifications.

I, _____, (PRINT FULL NAME) am making application to become a conservation police officer with the Department of Wildlife Resources. I am currently employed as a _____ (INSERT CURRENT JOB TITLE) of and for the _____ (INSERT CURRENT DEPARTMENT/ AGENCY NAME). INITIAL _____

I fully understand that the Department of Wildlife Resources will perform a complete and thorough Background Investigation to ensure that I have the necessary skills, abilities and integrity to perform as a conservation police officer. INITIAL _____

I recognize and understand that this Background Investigation will include but not be limited to personal history, usage of illegal drugs, criminal misconduct, domestic violence, immoral behavior and any other behaviors deemed by the Department of Wildlife Resources to be essential for service as a conservation police officer. I also fully understand that information learned by the Department of Wildlife Resources may result in my not being hired. INITIAL _____

Recognizing all of the above, I hereby give the Department of Wildlife Resources full and complete permission to disclose the findings and results of this comprehensive background investigation to my current employer, _____ (INSERT CURRENT DEPARTMENT/ AGENCY NAME). INITIAL _____

I understand that this disclosure may result in adverse consequences for me in my current job, including but not limited to termination from employment, negative reference for future employment, and possible criminal prosecution. INITIAL _____

I agree to hold the Department of Wildlife Resources harmless from any and all claims made by me as a result of this release of information. I have initialed each of the above paragraphs and have signed this Waiver at the bottom of this page. I fully understand this waiver, and have been offered the opportunity to withdraw my application for employment to the Department of Wildlife Resources. INITIAL _____

Current Employer: _____
Address of Current Employer: _____
Current Department Head: _____ Phone Number: _____
Applicant Signature: _____

COMMONWEALTH OF VIRGINIA
CITY/COUNTY OF _____, to-wit:

Subscribed and sworn to before me this _____ day of _____, _____.

NOTARY PUBLIC
My Commission Expires: _____

CPO Hiring- Confirmation of Your Testing Session 8/8/25 at 1pm

From CPO Hiring (DWR) <CPO.Hiring@dwr.virginia.gov>

Date Mon 7/28/2025 2:24 PM

Bcc laynedehart506@gmail.com <laynedehart506@gmail.com>; fitzhugh.john@yahoo.com <fitzhugh.john@yahoo.com>; gilbomatt19@gmail.com <gilbomatt19@gmail.com>; JHerring5683@gmail.com <JHerring5683@gmail.com>; jeremymartin101@gmail.com <jeremymartin101@gmail.com>; caleblahc@gmail.com <caleblahc@gmail.com>; ASHLEYGARY.MINTER@HOTMAIL.COM <ASHLEYGARY.MINTER@HOTMAIL.COM>; bnewby19@yahoo.com <bnewby19@yahoo.com>; Herbert_Serrano@icloud.com <Herbert_Serrano@icloud.com>; tightlinesthompson1993@cox.net <tightlinesthompson1993@cox.net>

 1 attachment (800 KB)

2025 Written Testing Session Confirmation Information.pdf;

Conservation Police Officer Candidate,

Thank you for submitting your Personal History Questionnaire and your written testing date preferences. You have been added to the testing roster for the session listed below.

Session: Friday August 8, 2025, at 1pm

Location: Virginia Public Safety Training Center, 7093 Broad Neck Road, Hanover, VA 23069

Building: Smyth Hall Room 401

The Written Testing and LawFit Information Sheet is attached to this email. We encourage you to take time to review the information and utilize the study guides prior to your testing date.

We are excited to see that you are interested in joining the Wildlife Resources Team and look forward to meeting you!



Lt. Travis Murray

Project Manager

Virginia Conservation Police

P 757.592.6304

Virginia Department of Wildlife Resources

7870 Villa Park Drive, Suite 400, Henrico, VA 23228

www.dwr.virginia.gov

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Written Testing/ LawFit Information Sheet



The Department of Wildlife Resources recognizes that candidates may have existing personal and professional responsibilities. We are offering multiple in-person testing sessions to work with your availability. Contact us if you have any last-minute schedule adjustments.

You are asked to head directly to the check-in table located inside the building upon your arrival. You will be asked to submit your required forms prior to taking the written test.

Where is testing taking place?

Virginia Public Safety Training Center
7093 Broad Neck Road
Hanover, VA 23069
Park in the gravel lot (P1) and following testing signage

When are the testing sessions?

Friday August 8, 10am (Smyth Hall Rm. 401)
Friday, August 8, 1pm (Smith Hall Rm. 401)
Saturday August 16, 10am (Knox Hall)
Saturday August 16, 1pm (Knox Hall)
Sunday August 17, 10am (Knox Hall)
Sunday August 17, 1pm (Knox Hall)
Monday August 18, 10am (Knox Hall)
Monday August 18, 1pm (Knox Hall)

What do I need to bring with me?

- Valid state, territory, or D.C. issued Driver's License/Identification Card
- Completed and Notarized Authorization for Release of Information
- Completed and Notarized Current LEO Applicant Waiver (*only to be completed by candidates who are currently a law enforcement, corrections officer, or security*)

Is there anything I cannot bring?

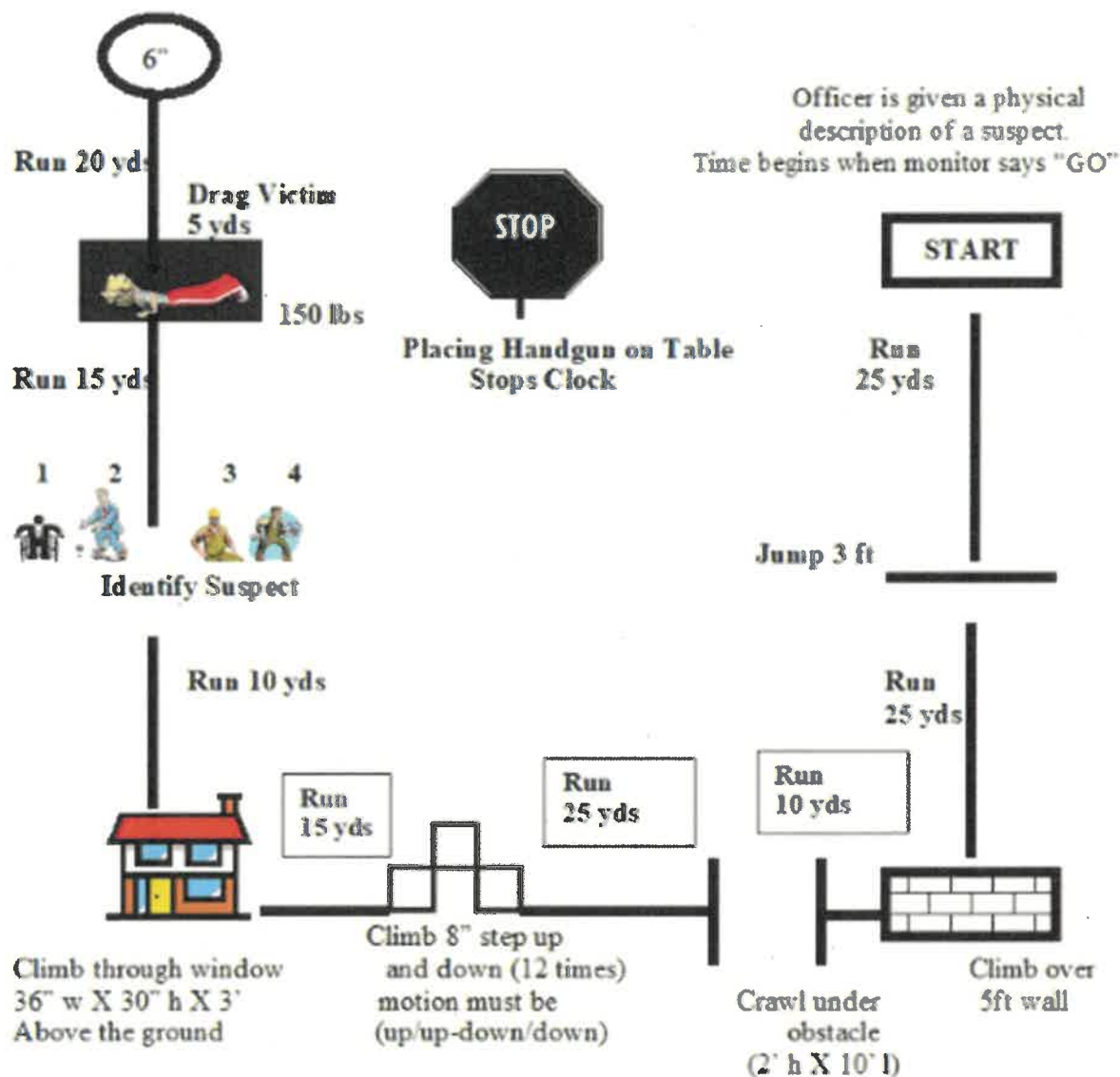
- Firearms, knives, or other weapons
- Cellphones, tablets, calculators may not be used during written testing

In accordance with the Code of Virginia 2.2-2903, veterans, surviving spouse or child of a veteran killed in the line of duty and members of the National Guard will be receive a credit of an additional 5% of their score or, if the applicant is a veteran having a service-connected disability rating fixed by the United States Department of Veterans Affairs, they

will receive a credit of an additional 10% of their score. To be eligible for this credit, the candidate must first achieve a passing score on the test. Candidates will need to provide their DD214 and Veterans Affairs Disability Letter, if applicable.

VIRGINIA LAW ENFORCEMENT WORK PERFORMANCE TEST

Place barrel of weapon through 6" opening
Pull trigger once – dominant hand
Pull trigger once – non-dominant hand



Candidates must complete the course in 1:36 or less.

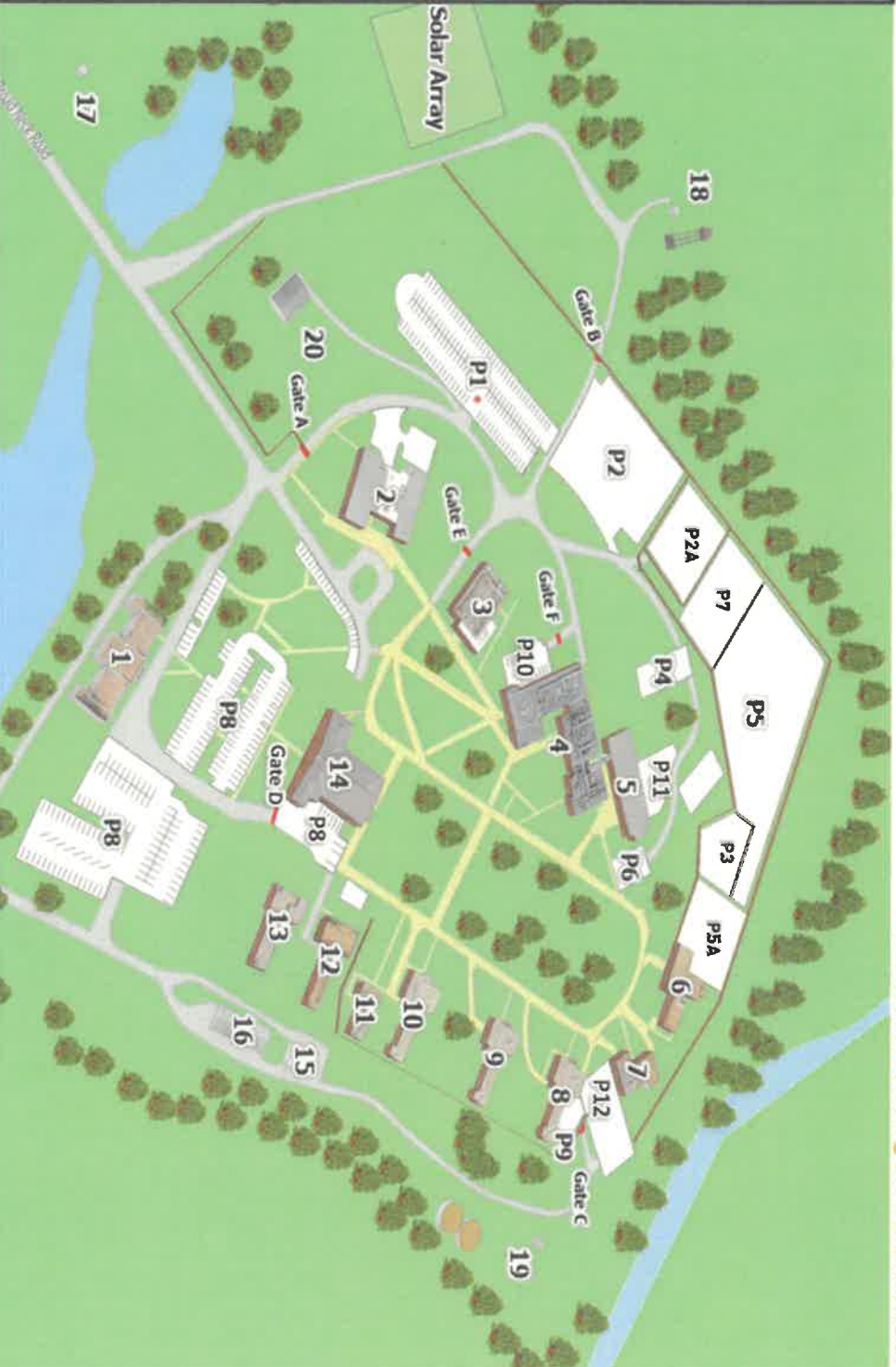
A maximum of two attempts are allowed.

CAMPUS MAP

7093 BROAD NECK ROAD HAMOVER, VA 23069 (804) 537-5316



- BUILDINGS**
- 1 ADMINISTRATION
 - 2 KNOX HALL
 - 3 GYMNASIUM
 - 4 SMYTH HALL
 - 5 SHIPPEN HALL
 - 6 VPSTC 6 VAARNG
 - 7 VPSTC 7 VAARNG
 - 8 VPSTC 8 VAARNG
 - 9 VPSTC 9 VAARNG
 - 10 VPSTC 10 VAARNG
 - 11 MAGISTRATES
 - 12 VACANT
 - 13 VACANT
 - 14 VPSTCIDJJ ADMIN 2
 - 15 MAINTENANCE 1
 - 16 MAINTENANCE 2
 - 17 PUMP HOUSE 2
 - 18 PUMP HOUSE 1
 - 19 WWTP
 - 20 PAVILION
- PARKING**
- P1 VPSTC REAR LOT
 - P2 VDFP LOT
 - P2A VDFP LOT
 - P3 VAARNG POV LOT
 - P4 VPSTC EQUIPMENT LOT
 - P5 VAARNG MOTOR POOL/MOV
 - P5A VAARNG MOTOR POOL/MOV
 - P6 STAFF PARKING
 - P7 VDWR EQUIPMENT LOT



2025 CPO Interview Confirmation and Duty Station List

From CPO Hiring (DWR) <CPO.Hiring@dwr.virginia.gov>

Date Tue 8/26/2025 4:35 PM

To Josie Chaffin <jachaffin@icloud.com>

Dear Jose Chaffin,

Thank you for sharing your interview availability with us. We have tried to accommodate all of the 98 candidates who remain in the hiring process. This email contains information related to your interview and also the list of duty stations that are potentially available to be filled from this hiring cycle.

Interview

The interview will be held via Microsoft Teams. You will have up to 20 minutes to answer the questions provided by the panel. You must have your camera and microphone on for the entirety of the interview. Many candidates have limited experience with virtual interviews. Here are a couple tips to may help:

- **Before the Interview: Prep Like a Pro**

Research the Department: Know their mission, values, recent news, and your interviewer if possible.

Know the role: Review and understand the Conservation Police Officer job description and prepare examples that show you're a great fit.

Practice answers: Use the STAR method (Situation, Task, Action, Result) to structure responses.

- **Tech Setup: Smooth and Steady**

Test your gear: Test your equipment and camera field of view prior to the interview time to ensure operability on your device. You may need to adjust your settings to allow video and audio sharing.

Choose a quiet space: Minimize background noise and distractions. Let others know you'll be in an interview.

Neutral background: Keep it clean and professional—or use a virtual background if needed.

Your interview is scheduled for: **September 4, 2025, at 10:00am.** A Teams meeting invite will be sent separately from this email. Please follow that link to join your virtual interview.

The interview will start promptly at the scheduled time. Ensure that you are logged in, with a full charge of battery on your device, 15 minutes before your scheduled start time. If you have any issues accessing the link the day of your interview, please text me.

Duty Station List

We discussed earlier how we planned on sharing the duty station preference list with candidates after the interview step, but we were able to move a little ahead of schedule. I am happy to share with you that the list of potential duty stations that we intend to fill through this hiring announcement is below. After you have taken some time to review the counties, please follow the link to share with us your ranked duty station preference. I have included our residency policy to help inform your decision.

- *CPOs will reside either in their city/county of assignment or within 20 air miles from the city/county boundary of their assignment as long as the drive time does not exceed 30-minutes at posted speed limits on public roadways.*

- Caroline County, Charles City County, Chesterfield County, Greenville County, Halifax County, Henrico County, Fauquier County, Northampton County, Richmond County, and Roanoke County

Duty Station Link: <https://forms.office.com/g/N6JRFkYjm3>

Please let me know if you have any questions,



Lt. Travis Murray

Project Manager

Virginia Conservation Police

P 757.592.6304

Virginia Department of Wildlife Resources

7870 Villa Park Drive, Suite 400, Henrico, VA 23228

www.dwr.virginia.gov

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Department of Wildlife Resources
EMPLOYEE WORK PROFILE: Work Description & Performance Plan
 2021-2022

Position Number

The EWP is written or reviewed by the supervisor and discussed with the employee at the start of the performance cycle.

PART I - Position Identification Information	
1. Employee Name:	2. Agency Name/Code:
	Department of Wildlife Resources/403
3. Work Location & FIPS Code:	4. Occupational Family & Career Group:
	Public Safety - Law Enforcement
5. Role Title:	
Law Enforcement Officer II - 69072 (4)	
Role Code:	Pay Band:
69072	4
6. Standard Occupational Classification Title & Code:	
LAW ENFORCEMENT OFFICER II 33-3030	
7. Work Title:	
Conservation Police Officer	
8. Telecommute Position:	9. Statement of Economic Interest Required:
<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
10. Job Level:	11. FLSA:
<input checked="" type="checkbox"/> Employee <input type="checkbox"/> Supervisor <input type="checkbox"/> Manager Are 2 or more full-time employees supervised? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Exempt <input checked="" type="checkbox"/> Non-Exempt
12. Supervisor's Position Number:	13. Supervisor's Role Title & Code:
	Law Enforcement Officer III - 69073 (5)
14. EEO Code:	15. Effective Date:
D - Protective Service Worker	

PART II - Work Description and Performance Plan
16. Organizational Objective:
<p>Conserve and manage wildlife populations and habitat for the benefit of present and future generations.</p> <p>Connect people to Virginia's outdoors through boating, education, fishing, hunting, trapping, wildlife viewing, and other wildlife-related activities.</p> <p>Protect people and property by promoting safe outdoor experiences and managing human-wildlife conflicts.</p>
17. Purpose of Position:
<p>Provide a full range of law enforcement services pertaining to wildlife, fish and boating; to recognize and appropriately address public safety concerns while providing such services; to provide presentations, exhibits and programs to the public that support the Agency's mission.</p>

18. KSA's and/or Competencies required to successfully perform the work (attach Competency Model, if applicable):

Considerable knowledge of law enforcement practices and procedures as they apply to wildlife and fisheries management and recreational boating. Demonstrated ability to use law enforcement equipment, vehicles, and boats safely and proficiently; to plan and conduct law enforcement operations; to conduct thorough investigations; to recognize, collect and preserve evidence; to interpret and apply complex laws, regulations and court rulings; to provide relevant court testimony; to effect a forcible arrest; to communicate effectively in a variety of venues; to deal courteously and tactfully with the public; to provide educational presentations; to meet the physical demands of the job. Maintain a working knowledge of criminal laws, rules of evidence, lawful search and seizure, court rulings, opinions of the Attorney General, and law enforcement practices as they apply to the enforcement of fish, wildlife and boat laws and regulations. Must work rotating schedules, weekends, and holidays. Maintain the Residence Requirements by establishing and occupying a primary residence that is within 20 air miles or 30 driving minutes from any border of his/her duty station boundary.

19. Education, Experience, Licensure, Certification required for entry into position:

A high school diploma or equivalent; possession of or eligibility for a Virginia driver's license; experience that provides the required knowledge, skills and abilities; successfully completed required position conditions of pre-employment and probationary employment; applicants must achieve and maintain Department of Criminal Justice certification as a law enforcement officer per Code of Virginia.

<p>% Time</p>	<p>20. Core Responsibilities for</p> <hr/> <p>21. Measures for Core Responsibilities</p>
<p>A Percent 45</p>	<p>Core Responsibility: Law Enforcement Patrol</p> <p>Measures:</p> <ul style="list-style-type: none"> ● Plan/conduct patrols and inspections for the purpose of enforcing the wildlife, fish, and boat laws and regulations ● Detect and deter law violations, apprehends and arrests violators, prepares cases for trial, and presents findings in court ● Utilize best practices in order to provide the highest level of service and preserve public trust per the Core Values of the Law Enforcement Division's Office of Professional Standards ● Demonstrate good time management and maximizes the use of work hours to be most efficient ● Show, by own initiative, a willingness to vary work hours to meet seasonal enforcement needs ● Respond to calls for service in a timely manner and supports the district/team concept ● Maintain open communication with fellow officers and supervision ● Utilize a variety of patrol and surveillance techniques to gain compliance with the wildlife, fish, and boat laws and regulations ● Demonstrate good judgment and enforcement actions are within accepted law enforcement practices and procedures per DCJS certification ● Demonstrate initiative/innovation to identify areas and/or activities that need to be addressed and develops an action plan to resolve those issues

	<ul style="list-style-type: none"> ● Utilize a variety of patrol and surveillance techniques to gain compliance with the wildlife, fish, and boat laws and regulations ● Collect and preserves evidence per Department of Forensic Science guidelines ● Provide legally relevant courtroom testimony. ● Demonstrate proficiency in the use of Mobile CAD - Adheres to all state and agency policies, division general orders, supervisory directives and standard operating procedures <p>IF APPLICABLE:</p> <p>Specialized Core Responsibilities:</p> <ul style="list-style-type: none"> ● DCJS Certified or Specialty Instructor ● Field Training Officer (FTO) ● Specialized Units (Honor Guard, Boat Incident Investigative Team, Hunting Incident Investigative Team, Man-tracking, Committees, etc.)
<p>B</p> <p>Percent</p> <p>25</p>	<p>Core Responsibility: Law Enforcement Investigations</p> <p>Measures:</p> <ul style="list-style-type: none"> ● Conduct thorough and complete criminal investigations that are in align with approved training, general orders and standard operating procedures ● Prioritize the investigation of hunting and boating related incidents and ensure that these investigations are brought to a logical conclusion ● Demonstrate good interview and interrogation skills when communicating with suspects and witnesses ● Maintain open communication with fellow officers and supervision where the sharing of information is routine ● Demonstrate good judgment and enforcement actions are within accepted law enforcement practices and procedures, per DCJS standards ● Collect and preserves evidence per Department of Forensic Science guidelines ● Provide relevant and professional courtroom testimony ● Utilize a variety of law enforcement investigative tools during investigations to include Go Outdoors, LInX, etc. ● Self-initiate investigative leads via field work, informants and members of the community ● Demonstrate proficiency and use of Mobile CAD
<p>C</p> <p>Percent</p> <p>20</p>	<p>Core Responsibility: Field Based Reporting and Administrative Responsibilities</p> <p>Measures:</p> <ul style="list-style-type: none"> ● Ensure that case reports are complete, accurate, and timely ● Enter and manages evidence in accordance with standard operating procedures ● Adhere to all state and agency policies, division general orders, supervisory directives and standard operating procedures ● Maintain issued equipment in a state of operational readiness and cleanliness and keeps maintenance and equipment records current ● Ensure purchases are made within state, agency, and division guidelines ● Ensure receipts, invoices, etc. are submitted timely ● Reports and permits are complete, accurate, and timely ● Complete all Agency permits and inspections as assigned

	<ul style="list-style-type: none"> • Ensure email is checked daily and timely responses given • Maintain proficiency with computer applications and consults with IT staff when necessary • Submit accurate time sheets within established time frame • Utilize good time management to prevent excess hours and follows overtime guidelines
<p>D</p> <p>Percent</p> <p>10</p>	<p>Core Responsibility: Educational Outreach, Public Relations, R3 and Agency Cooperation</p> <p>Measures:</p> <ul style="list-style-type: none"> • Participate in cooperative project(s) with Agency staff in other divisions • Communicate with and supports Agency staff in matters that foster the Agency's Mission • Participate in constituent engagement events that support the Agency's mission • Seek expert advice from Agency staff when needed and works professionally and jointly to resolve issues • Seek opportunities to improve job knowledge, skills, and abilities through education and training • Maintain competency in firearms, defensive tactics, driver training and all other required training per DCJS standards • Maintain professional appearance
<p>E</p> <p>Percent</p> <p>%</p>	
<p>F</p> <p>Percent</p> <p>%</p>	<p>Core Responsibility:</p> <p>Measures:</p>
<p>G</p> <p>Percent</p> <p>%</p>	<p>Core Responsibility:</p> <p>Measures:</p>
<p>H</p>	<p>Core Responsibility:</p> <p>Measures:</p>

Percent %	
I Percent %	<p>Core Responsibility: Assignment for Officers: Miscellaneous Special Reports and Projects</p> <p>Measures: This position is designated as essential and in the event of an Emergency Closing that impacts this work location, this position is expected to work normal scheduled hours. The employee may be requested to perform other duties as assigned in order to support essential functions of the agency. The employee may also be requested to assist the agency or state government generally in the event of an emergency declaration by the Governor.</p>
J Percent %	<p>Core Responsibility: Observe and Promote Safe Work Practices</p> <p>Measures: Employee Success Indicators: Observe safe practices and maintain a safe work environment in all work activities; use personal protective equipment when working with tools and equipment or in hazardous circumstances; timely report work hazards, unsafe practices, and accidents to supervisor; if injured accept transitional, return-to-work assignments consistent with abilities; and cooperate fully with agency safety program.</p>

Optional

23. Agency/Department Objectives	
Measures for Agency/Department Objectives	
Measures:	<p>Builds cooperation and unity among department employees and work units by developing and demonstrating interpersonal relations and organizational support competencies: establishes effective working relationships; gives and receives constructive feedback; builds on the ideas of others; resolves conflict constructively; places the mission, programs and services of the agency as a whole before other professional priorities or interests; follows agency policies and practices; anticipates and corrects unproductive or unsafe practices; exhibits attendance and/or punctuality habits that support required performance; contributes to the success of others and the organization; treats others with courtesy and openness; shares information and resources; respects the responsibilities of others by directly involving them in matters pertinent to their official duties; values all department positions as being necessary for the accomplishment of the agency's mission; participates successfully in cooperative projects, activities, operational team meetings, or field trips with assigned divisions in order to promote DWR programs and practices.</p>

PART III – Employee Development	
23. Employee Development Plan/Personal Learning Goals (Learning Steps / Resource Needs):	

<p>Confidentiality Statement:</p> <p>I acknowledge and understand that I may have access to confidential information regarding employees, volunteers, interns or students. In addition, I acknowledge and understand that I may have access to proprietary or other confidential information, business information belonging to the Department of Wildlife Resources (DWR). Therefore, except as required by law, I agree that I will not:</p> <ul style="list-style-type: none">• Access data that is unrelated to my job duties at DWR.• Disclose to any other person, or allow any other person access to, any information related to DWR that is proprietary or confidential and/or pertains to employees, volunteers, interns or students. Disclosure of information includes, but is not limited to, verbal discussions, FAX transmissions, electronic mail messages, voice mail communication, written documentation, "loaning" computer access codes, and/or another transmission or sharing of data. <p>I understand that DWR and its employees, volunteers, interns or students, staff or others may suffer irreparable harm by disclosure of proprietary or confidential information and that DWR may seek legal remedies available to it should such disclosure occur. Further, I understand that violations of this agreement may result in disciplinary action, up to and including, my termination of employment.</p>

PHYSICAL DEMANDS FOR POSITION

II. Work Schedule Requirements

Describe the employee's specific shifts (including rotating) and/or the hours worked, any travel requirements, and overtime.

Physical Demands of Position: For each item below, check one box that most accurately describes the extent of the specific activity performed by this employee during the course of a typical year.

Physical Demand & Frequency	Never	1 - 6 times per year	Monthly	Weekly	Daily
Sitting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Standing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Walking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Bending over	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Climbing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Reaching overhead	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Kneeling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Pushing or Pulling					
With Legs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
With Arms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
With Body	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Lifting or Carrying					
10 lbs. or less	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
11 to 25 lbs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
26 to 50 lbs.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
51 to 75 lbs.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
76 to 100 lbs.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Over 100 lbs.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Repetitive Use of Feet					
Right Only	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Left Only	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Both	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Repetitive Use of Hands					
Right Only	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Left Only	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Both	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Firm / Light Grasping					
Right Only	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Left Only	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Both	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Firm / Strong Grasping					
Right Only	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Left Only	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Both	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

24. Emotional Demands:		
Pace	<input type="checkbox"/> Average	<input checked="" type="checkbox"/> Fast
Multiple Priorities	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Intense Interaction	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Multiple Stimuli	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Frequent Change	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

25. Mental/Sensory Demands:	None	Some	Average	Considerable	Extensive
Memory	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Reasoning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Hearing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Visual Acuity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Reading	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Analyzing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Verbal Communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Written Communication	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

25. Mental/Sensory Demands Continued:		
Is an employee required to drive a car? If yes, please describe:	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is an employee required to operate heavy equipment? If yes, please describe:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the employee exposed to dust, gas, or fumes? If yes, please describe:	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is an employee exposed to marked changes in temperature or humidity? If yes, please describe:	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

III. Physician Comments (To be completed as required by the Return to Work Policy)
Please complete the appropriate box below and provide comments as necessary.

I release _____ to this position as described above on _____

I release _____ to this position as described above with the following restrictions:

Restriction last until: _____

Next appointment is scheduled for: _____

I am unable to release _____ to this position as described above

Is this restriction permanent? Yes No

Next appointment is scheduled for: _____

Physician's Signature: _____ Date: _____

Name: _____

Address: _____

PART IV - Review of Work Description and Performance Plan

Does this change the existing organizational chart (if yes, attach a copy of the current organization chart)? Yes No

Supervisor's Name (Print)

Supervisor's Signature

Date

Reviewer's Name (Print)

Reviewer's Signature NOTE: After Reviewer signs, send to Supervisor


Date

Employee's Signature NOTE: After Employee signs, send to Supervisor

Date

You're Selected to Move Forward in the 2025 CPO Hiring Process!

From CPO Hiring (DWR) <CPO.Hiring@dwr.virginia.gov>
Date Tue 9/9/2025 3:47 PM
To siefmanbrett@gmail.com <siefmanbrett@gmail.com>

 1 attachment (521 KB)
Siefman,_Brett[1].pdf;

Dear Brett Siefman,

We are excited to share that you have been selected to move on to the next step in the 2025 Conservation Police Officer hiring process! This next step consists of a comprehensive background investigation and a polygraph examination. The background investigation will be conducted by VA Dept. of Wildlife Resources staff. Your polygraph examination will be conducted by VA State Police staff. Each of them will be in touch soon to begin the process and set up in person meeting dates.

Here are some items we ask that you complete during this step:

- **Review and sign the attached Conditional Offer of Employment Letter. Once signed, email back to me by Monday, September 15, 2025.** It can be either signed electronically or printed and scanned.
- **Order official transcripts from EVERY High school, college, or vocational school you have attended.** Please have them sent to:
Cpo.Hiring@dwr.virginia.gov
or
Virginia Department of Wildlife Resources
c/o Lt. Murray
P.O. Box 90778, Henrico, VA 23228-0778
- **Request copies of your performance evaluations for the previous 3-year period.** Your employer will be asked for these by your background investigator, but some employers are reluctant to release the information. You can provide them to the background investigator during your meeting.
- If you have not already done so, **complete the duty station preference survey by Monday, September 15, 2025.**



Lt. Travis Murray

Project Manager

Virginia Conservation Police

P 757.592.6304

Virginia Department of Wildlife Resources

7870 Villa Park Drive, Suite 400, Henrico, VA 23228

www.dwr.virginia.gov

CONSERVE. CONNECT. PROTECT.

Duty Station Update 9/15/2025

From CPO Hiring (DWR) <CPO.Hiring@dwr.virginia.gov>

Date Mon 9/15/2025 12:22 PM

Bcc eadler44@gmail.com <eadler44@gmail.com>; mw.arnold29@gmail.com <mw.arnold29@gmail.com>; hunteroashley@gmail.com <hunteroashley@gmail.com>; bourland2001@gmail.com <bourland2001@gmail.com>; rocketj0327@gmail.com <rocketj0327@gmail.com>; bbuckreis@gmail.com <bbuckreis@gmail.com>; cumminsbeast <cumminsbeast@icloud.com>; winifredrenee33@gmail.com <winifredrenee33@gmail.com>; jachaffin@icloud.com <jachaffin@icloud.com>; cummings.daniel97@gmail.com <cummings.daniel97@gmail.com>; jctdavidson97@gmail.com <jctdavidson97@gmail.com>; davila.alexander0025@gmail.com <davila.alexander0025@gmail.com>; rudy_munkey@yahoo.com <rudy_munkey@yahoo.com>; david.b.davis23@icloud.com <david.b.davis23@icloud.com>; alannad1313@gmail.com <alannad1313@gmail.com>; brennan.freking@gmail.com <brennan.freking@gmail.com>; ADFritz21@gmail.com <ADFritz21@gmail.com>; zackthaynes03@gmail.com <zackthaynes03@gmail.com>; JHerring5683@gmail.com <JHerring5683@gmail.com>; davidhessjr02@gmail.com <davidhessjr02@gmail.com>

Dear Candidates,

Thank you for taking the time to tell us about your duty station preferences. As promised, when duty station openings occur or adjustments happen, I will be sharing them with you. That being said, I have two items to share with you.

- 1) Page County has been added to the duty station preference list.
- 2) Our policy for residency requirement has been updated. The change only impacts officers who are assigned to Accomack or Northampton Counties. The change is noted below.

General Order 03-22: Residence Requirements

CPOs are required to live either within their assigned city or county, or within 20 air miles of the city/county boundary of their assignment, provided the drive time does not exceed 30 minutes at posted speed limits on public roads. Due to the unique geographic challenges posed by the Chesapeake Bay Bridge Tunnel, the following exception applies:

- CPOs assigned to Northampton County must establish their physical address in either Northampton County or Accomack County.
- If a Northampton County CPO establishes a residence in Accomack County, the address must be within 20 air miles of the Northampton County boundary, and the drive time must not exceed 30 minutes at posted speed limits on public roads.
- Only CPOs assigned to Northampton or Accomack Counties are permitted to establish a permanent physical address in either of these counties.

If these updates impact your duty station preferences, please retake the Duty Station Survey. If these updates do not impact your duty station preferences, there is no need to retake the survey at this time.

<https://forms.office.com/g/N6JRFkYjm3>



Lt. Travis Murray

Project Manager

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2025 CPO Process- Duty Station Update

From CPO Hiring (DWR) <CPO.Hiring@dwr.virginia.gov>

Date Tue 10/28/2025 9:59 AM

Bcc eadler44@gmail.com <eadler44@gmail.com>; mw.arnold29@gmail.com <mw.arnold29@gmail.com>; hunteroashley@gmail.com <hunteroashley@gmail.com>; bourland2001@gmail.com <bourland2001@gmail.com>; rocketj0327@gmail.com <rocketj0327@gmail.com>; bbuckreis@gmail.com <bbuckreis@gmail.com>; cumminsbeast@icloud.com <cumminsbeast@icloud.com>; winifredrenee33@gmail.com <winifredrenee33@gmail.com>; jachaffin@icloud.com <jachaffin@icloud.com>; davila.alexander0025@gmail.com <davila.alexander0025@gmail.com>; rudy_munkey@yahoo.com <rudy_munkey@yahoo.com>; alannad1313@gmail.com <alannad1313@gmail.com>; brennan.freking@gmail.com <brennan.freking@gmail.com>; ADFritz21@gmail.com <ADFritz21@gmail.com>; adambgoode@gmail.com <adambgoode@gmail.com>; ashtonhatfield892@gmail.com <ashtonhatfield892@gmail.com>; zackthaynes03@gmail.com <zackthaynes03@gmail.com>; davidhessjr02@gmail.com <davidhessjr02@gmail.com>; samuelhoward2020@yahoo.com <samuelhoward2020@yahoo.com>; aaronj95@msn.com <aaronj95@msn.com>

Good morning Conservation Police Officer Candidates,

Thank you for your patience and continued engagement as we progress through the background investigations and polygraph examinations. We know that waiting for notification is tough to do. As I promised early in the hiring process, I want to share with you some updated information related to available duty stations. We will be potentially adding two more duty stations located in southwest Virginia to the list. We know that they be of interest to some of you. Once the final determination has been made, I will be sending out an email asking for your updated duty station preferences.

Thank you for your time,



Lt. Travis Murray

Project Manager

Virginia Conservation Police

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CONSERVE. CONNECT. PROTECT.

2025 Conservation Police Officer Selection Process UPDATE

From CPO Hiring (DWR) <CPO.Hiring@dwr.virginia.gov>

Date Tue 11/18/2025 3:48 PM

Bcc eadler44@gmail.com <eadler44@gmail.com>; hunteroashley@gmail.com <hunteroashley@gmail.com>; bourland2001@gmail.com <bourland2001@gmail.com>; rocketj0327@gmail.com <rocketj0327@gmail.com>; bbuckreis@gmail.com <bbuckreis@gmail.com>; cumminsbeast@icloud.com <cumminsbeast@icloud.com>; winifredrenee33@gmail.com <winifredrenee33@gmail.com>; jachaffin@icloud.com <jachaffin@icloud.com>; rudy_munkey@yahoo.com <rudy_munkey@yahoo.com>; alannad1313@gmail.com <alannad1313@gmail.com>; brennan.freking@gmail.com <brennan.freking@gmail.com>; ADFritz21@gmail.com <ADFritz21@gmail.com>; zackthaynes03@gmail.com <zackthaynes03@gmail.com>; davidhessjr02@gmail.com <davidhessjr02@gmail.com>; samuelhoward2020@yahoo.com <samuelhoward2020@yahoo.com>; aaronj95@msn.com <aaronj95@msn.com>; raine.jewell03@gmail.com <raine.jewell03@gmail.com>; lunsford.hunter <lunsford.hunter@yahoo.com>; kwmanley949@gmail.com <kwmanley949@gmail.com>; gmon3p0@gmail.com <gmon3p0@gmail.com>

Good afternoon Candidates,

It has been brought to my attention that at least one of you had received a notification earlier today from the COV Recruitment Team stating that you were no longer being considered for the CPO position. If you received that email, it was sent in error.

To be clear- **You are still being considered for the position of conservation police officer with the Department of Wildlife Resources.** Please continue to attend your scheduled polygraph, medical screening/uniform fitting, and psychological exams.

I apologize for any hardship or inconvenience you may have experienced due to that email.



Lt. Travis Murray

Project Manager

Virginia Conservation Police

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CONSERVE. CONNECT. PROTECT.

2025 Conservation Police Officer Hiring- Medical and Psychological Screening

From CPO Hiring (DWR) <CPO.Hiring@dwr.virginia.gov>

Date Fri 12/12/2025 5:25 PM

Bcc bdmyers03@icloud.com <bdmyers03@icloud.com>; bnewby19@yahoo.com <bnewby19@yahoo.com>; nickls995@gmail.com <nickls995@gmail.com>; tightlinesthompson1993@cox.net <tightlinesthompson1993@cox.net>; wiggins.johnk@gmail.com <wiggins.johnk@gmail.com>

Congratulations again on being selected to move on to the next steps in the 2025 Conservation Police Officer process! These steps will include psychological screening, medical examination, fingerprinting, and uniform sizing.

Psychological Screening

Location: Virtual

We have contracted with Thinkblot for the psychological screening. They will be reaching out to you in the coming days. **Please let me know if you are not contacted by them by Friday December 19.** You will need to follow the instructions they provide you in order to complete the screening.

Fingerprinting, Uniform Sizing

Location: Department of Wildlife Resources Headquarters, 7870 Villa Park Drive Suite #400, Henrico, VA 23228

These two steps will be conducted at our headquarters in Henrico County. I have spoken to almost all of you about scheduling your appointments. When you arrive for your scheduled time, one of our staff will meet you in the lobby and escort you back. Attire for this meeting is casual. Be mindful that you will be trying on uniforms (including boots), getting fingerprinted using ink, then headed over to have a physical exam.

Medical Examination

Location: Patient First 2300 E Parham Road, Henrico, VA 23228

Medical exams are conducted on a walk-in basis and limited to two CPO candidates per hour. The exams are billed to our department, and there is no cost to you. You will attend your exam after you have completed your fingerprinting and uniform fitting.



Lt. Travis Murray

Project Manager

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CONSERVE. CONNECT. PROTECT.



Outlook

2025 Conservation Police Officer Candidate Status

From CPO Hiring (DWR) <CPO.Hiring@dwr.virginia.gov>

Date Fri 11/21/2025 4:04 PM

Bcc brennan.freking@gmail.com <brennan.freking@gmail.com>; bourland2001@gmail.com <bourland2001@gmail.com>

Dear Conservation Police Officer Candidate,

Thank you for your interest in the position of Conservation Police Officer with the Department of Wildlife Resources. The 2025 hiring process for the 15th Basic Conservation Police Academy was very competitive with more than 400 applicants. Your application, testing results, and submitted information have been reviewed and assessed in line with the specific requirements for the position.

Due to the competitive hiring process, you have not been selected to move forward in the process for Conservation Police Officer. Thank you for considering the Department of Wildlife Resources as a prospective employer and we wish you success in your career. For future employment opportunities with the Department of Wildlife Resources or Commonwealth of Virginia, please visit jobs.virginia.gov.

Virginia

Explore career opportunities with Virginia State Government, making a difference in communities through impactful programs and services across the Commonwealth.

www.jobs.virginia.gov

Appendix J- Hiring Process

1. CPO Selection Process by the Numbers

2025 Conservation Police Officer Selection Process- By The Numbers

Applicant Pool	418 submitted applications
	55 were screened out with mandatory criteria
	5 withdrawals during application period
# Screened in with Application	355
Personal History Questionnaire	
# Sent Personal History Questionnaire	355
# Completed PHQ	207
# Screened out based on PHQ	33
Written Testing	
# Invited to Written Testing/ Physical Agility	355
# RSVP'd	223
# Did not respond/ RSVP	24
Session Attendance	
Fri AM	22
Fri PM	9
Sat AM	20
Sat PM	22
Sun AM	8
Sun PM	7
Mon AM	14
Mon PM	21
Written Test Scoring	
# Passed	112
Group A	46
Group B	29
Group C	37
# Failed	10
# No Show	27
# Withdrawals during phase	
LawFit	
# Passed	104
# Failed	19
Failed due to:	
Wall	11
Time	3
Other	5
All candidates who passed LawFit and POST test were invited to interview.	
Interviews	
# invited	98
# RSVP's	93
# Did not RSVP	5
# Did not show	4
# Interviewed	89
Interview Ratings	
Very Highly Recommend	21
Highly Recommend	37
Recommend	23
Recommend with reservations	1
Do not recommend	6

CANDIDATES GROUPED in Group 1, Group 2a, Group 2b, Group 2c	
Group 1: Interview rating of Very Highly and Highly; Group 2a: Interview rating of Recommend with POST score A; Group 2b: Interview rating of recommend with POST score B; Group 2c: Interview rating of recommend with POST score C	
Conditional Offer	
# of conditional offers extended	59
# of conditional offers accepted	58
# of declines	1
Background investigations	
Group 1	58
# Background started	58
# Moved on	32
# Screened out	20
# withdrawals	6
Group 2a	9
# Background started	3
# Moved on	2
# Screened out	1
# withdrawals	
Group 2b	3
# Background started	0
# Moved on	0
Group 2c	11
# Background started	0
# Moved on	0
Polygraph	
# invited	58
# completed	39
# cancelled by DWR staff	19
# screened out	0
CUT MADE	
Top 30 Candidates Selected to Move On	
Medical	
# Approved	30
# Not approved	0
# Withdrawals	0
Psychological	
Ratings (A-F Scale Used)	
A+	0
A	0
A-	0
B+	0
B	1
B-	2
C+	7
C	8
C- and below were screened out	
C-	6
D+	0

D	6
D-	0
F	0
End of Screening	
# Remaining after screening steps completed	17
# of authorized positions	10
Final Offer	
# accepted	10
# declined	0
# Hired	10



Inclusive Excellence Strategic Plan

2022-2026

(updated April 2024)





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MESSAGE FROM THE DIRECTOR

The Commonwealth has changed dramatically since the birth of this agency in 1916. Along with the evolution of successes and new challenges in wildlife conservation, Virginia's rich geographic and biological diversity is now matched by its demographic diversity. Preservation of species, habitat, and promotion of wildlife-based recreation for the generations to come depends on our ability to reach both new and traditional constituencies and to serve the needs of all Virginians.

Accordingly, I am pleased to present the Department of Wildlife Resources' 2021-2025 Inclusive Excellence Strategic Plan. This Plan, which was developed with input from staff throughout the agency via our Inclusive Excellence Council, outlines our goals and initiatives to build a workforce that will deliver on our mission to "CONSERVE. CONNECT. PROTECT."

Implementing the Inclusive Excellence Strategic Plan will increase our capabilities; promote diversity, opportunity, and inclusion among the agency's staff; make the outdoors available, accessible, and safe for all Virginians; and help ensure that wildlife and outdoor recreation are enjoyed and supported by generations to come. To paraphrase President John F. Kennedy's memorable speech, we choose this undertaking not because it is easy, but because it is hard; because these goals will serve to organize and measure the best of our energies and skills, because this challenge is one that we are willing to accept, one we are unwilling to postpone, and one we intend to accomplish.

Each of us is responsible for ensuring the success of this Plan and I look forward to working with colleagues and constituents to achieve these important objectives.



Ryan Brown
Executive Director,
Department of Wildlife Resources

INCLUSIVE EXCELLENCE TERMS

If an organization is going to move towards Inclusive Excellence, there must be alignment of goals and mutual intentionality. This is not achievable without a shared vocabulary. To that point, some of the terms below can be found in the Governor's ONE Virginia Plan and will be repeated throughout the Virginia Department of Wildlife Resources' (DWR) journey.

DIVERSITY

is defined broadly as all of the characteristics that make individuals unique. It is used to describe the various combinations of group/ social differences (e.g., race/ethnicity, class, gender, gender identity, sexual orientation, country of origin, and ability, as well as cultural, political, religious and other affiliations) and human differences (e.g., personality, learning style, and life experiences). DHRM's working definition of diversity is to foster a collaborative work environment that is inclusive of every employee by recognizing and effectively utilizing their talent, skills, and perspectives to create a unified and high-performance workforce.

INCLUSION

is used to describe the active, intentional, and ongoing engagement with diverse people, practices, and communities (intellectual, social, cultural, geographical) in ways that increase one's cultural affirmation and respect, content knowledge, cognitive sophistication, and empathetic understanding of the complex ways individuals interact with and within systems and organizations. More importantly, genuine and full inclusion fosters a sense of belonging and respect for the differences and uniqueness that all employees bring to the workplace, without the impact of inequities.

INCLUSIVE EXCELLENCE

requires that we establish a welcoming and productive community that engages all of its diversity in the service to an organization, for both internal and external stakeholders. It requires affirmation and respect for cultural, social, racial, religious, gender, and ability differences among the organization's stakeholders. It includes organizational improvements in access/success, climate/culture, education/training, infrastructure/accountability, and community engagement.

INTENTIONALITY

is the characteristic of an individual's or organization's acts that requires them to:

- 1) have goals;
- 2) select behaviors that are in the service of attaining the goals; and
- 3) to call into conscious awareness a desired future state. It is this philosophy that will move DWR towards Inclusive Excellence.

OPPORTUNITY

is a critical factor in making Virginia the best place to live, work, and raise a family. The Commonwealth has dedicated resources to promoting ideas, policies, and practices that improve quality of life and expand economic opportunities for Virginians. Opportunity refers to ensuring that all individuals have equal access to employment, advancement, and development, regardless of factors such as gender, race, sexuality, age, and other characteristics. It emphasizes creating a level playing field where everyone has a fair chance to succeed based on their abilities and efforts. Opportunity requires that people are free from disparate and unlawful obstacles in pursuing their own happiness and success. Opportunity, however, is not opposed to different outcomes resulting from conscientious and fair efforts, as long as everyone faces the same obstacles.

UNDERREPRESENTED

refers to populations that are disproportionately lower in number relative to their number in the national/state population.

DWR's INCLUSIVE EXCELLENCE VISION

The Virginia Department of Wildlife Resources (DWR) will strive to create a work environment that provides all employees equal access to information, development and opportunity. By building an inclusive work environment, we will promote, then leverage, the diversity of people, talent and ideas. As a public agency, our ability to understand, embrace and operate in a multicultural Commonwealth — both among our stakeholders and our employees — is critical to our long-term sustainability and specifically impacts our ability to meet DWR's mission.



INCLUSIVE EXCELLENCE

CORE PRINCIPLES

Below are the four core principles of Inclusive Excellence at DWR. Each has a specific Goal(s) that is to be accomplished by executing on specific Strategic Initiatives. It is anticipated that this list of initiatives will continue to grow over the four-year lifespan of this plan and such additions will be noted in the annual report on progress.

Too often, strategic plans require certain “outputs” from organizational components. In order to be intentional in our efforts, the plan features Targeted Outcomes which will ultimately determine success. While creating a diverse, equitable, and inclusive workplace is the responsibility of every employee, some divisions are more responsible for the execution of specific initiatives than others.

The Accountable Divisions charts assign responsibility for each initiative. The accountable divisions for each strategic initiative are requested to collaborate in the submission of proposed metrics for each of the strategic initiatives within 90 days of the final approval of this plan, as they possess the subject-matter expertise to execute more efficiently.

- Recruiting
- Culture
- Awareness
- Connecting

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 reasonable artificial barriers to hiring.

STRATEGIC INITIATIVES

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.
2. Develop enhanced relationships with college administrators and proficiency with HANDSHAKE[1] technology to assist in recruitment.
3. Track applicant flow data for various demographics. Provide a semi-annual report to leadership for action and accountability consideration.
4. Engage diverse recruiting venues, websites, magazines, business publications, and professional and college outdoors-oriented affinity organizations.

[1] HANDSHAKE is an online employment solution for college students used by more than 500,000 employers.

5. Provide clear applicant preferred education qualifications and certification requirements to all colleges and universities.
6. Engage subject matter expert(s) to review interview processes to ensure objectivity in candidate selections.
7. Establish an employer branding strategy which includes images of underrepresented and underserved populations.
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.
9. Foster an environment in which interns are paid a wage that will allow them to live independent of other income during the internship.
10. Review the LawFit[2] measurables and water swimming requirements to ensure that they are appropriate and/or can be obtained at the conclusion of a CPO academy.
11. Offer training to ensure that individuals conducting background investigations are doing so equitably and the process is free from bias.
12. Expand advertisements through all avenues that will attract a diverse population such as radio, billboards, social media sites, LinkedIn, Indeed, etc.
13. Communicate and follow hiring timelines including the requirements for completing the Conservation Police Officers academy.
14. Standardize the sharing of information regarding prerequisites and conditions of positions to all interviewing candidates.
15. Perform salary studies to ensure equity in all offers of employment.
16. Avoid including minimal requirements in a position description that can be obtained after employment.

[2] The LawFit LLC is an initial physical fitness assessment tool developed by the National Center for Public Safety Fitness of George Mason University. After this assessment is complete the candidate is expected to complete several hours of physical fitness training leading to optimal performance, endurance, and strength with the management of disease, fatigue, and stress and reduced sedentary behavior. Candidates are tested periodically over a 26-28 week training period.

TARGETED OUTCOMES

- Increased number of underrepresented applicants in the pool.
- Increased rate of underrepresented candidates interviewed and hired.
- Increased the number of interns from underrepresented groups.
- Increased rate of underrepresented interns entering the conservation field and working for DWR.

ACCOUNTABLE DIVISIONS

	DIVERSITY INCLUSION	EXECUTIVE OFFICE	FINANCE PLANNING	FISHERIES	HUMAN RESOURCES	LAW	OUTREACH	WILDLIFE
1					X			
2					X			
3	X				X			
4	X				X		X	
5					X			
6	X				X			
7	X						X	
8	X				X			
9	X		X		X			
10	X				X	X		
11	X				X	X		
12	X						X	
13					X	X		
14					X			
15					X			
16					X			

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.

STRATEGIC INITIATIVES

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 the 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 backgrounds and interests may network, mentor, and create a safe space consistent with DWR's policies.

TARGETED OUTCOMES

- Reduction in grievances.
- Reduction in EEO/discrimination claims.
- Reduction in customer complaints.
- Increased employee retention rates.
- Increased employee engagement.
- Increased applicants.
- Increase scores on annual climate surveys.

ACCOUNTABLE DIVISIONS

	DIVERSITY INCLUSION	EXECUTIVE OFFICE	FINANCE PLANNING	FISHERIES	HUMAN RESOURCES	LAW	OUTREACH	WILDLIFE
1	X	X	X	X	X	X	X	X
2	X	X	X	X	X	X	X	X
3				X	X	X		X
4				X	X	X		X
5		X	X	X	X	X		X
6		X			X			
7		X			X			
8	X				X			
9	X	X	X	X	X	X	X	X
10	X				X			
11				X	X			
12	X	X		X	X	X	X	X
13		X	X	X	X	X	X	X
14	X	X	X	X	X	X	X	X
15	X	X						

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.

STRATEGIC INITIATIVES

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.

AWARENESS

TARGETED OUTCOMES

- Increased hiring and promotion of those from underrepresented populations.
- Improved communication between employees from different backgrounds.
- Improved support for Inclusive Excellence.
- Reduction in EEO/discrimination claims.

ACCOUNTABLE DIVISIONS

	DIVERSITY INCLUSION	EXECUTIVE OFFICE	FINANCE PLANNING	FISHERIES	HUMAN RESOURCES	LAW	OUTREACH	WILDLIFE
1	X					X		
2	X							
3		X			X			
4	X				X			
5	X							
6					X			
7	X	X			X			
8	X			X		X	X	X
9		X			X			
10	X							
11	X	X	X	X	X	X	X	X

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 partnership with outdoor-oriented affinity organizations.

STRATEGIC INITIATIVES

1. Create DWR branded content that highlights DWR's mission and ways to get involved to be distributed at parks, schools and colleges.
2. Establish strategic relationships with outdoor affinity organizations to better understand their views on outdoor activities and conservation.
3. Include more diverse images in both print and electronic media.
4. Implement a language access strategy for multi-lingual speakers and individuals with disabilities.
5. Update website with images and languages that are inclusive of those in the Commonwealth.

6. Partner with other Virginia outdoor organizations to create synergy in messages to diverse audiences.
7. Seek opportunities to acquire and develop lands and waters that will assist in promoting high-quality outdoor wildlife experiences closer to our urban communities.
8. Seek to convert or expand the usage of DWR's current lands and waters to accommodate activities in which underrepresented groups participate. [4]
9. Host events that target underrepresented populations.
10. Seek sponsorships and participation in outdoor programs and events that are held by, or target, underrepresented populations.
11. Develop a Community Engagement Plan and dedicate an employee to its execution.
12. Share Inclusive Excellence awareness content on website and social media.

CONNECTING

TARGETED OUTCOMES

- Increased participation of underrepresented populations at outreach and community engagement events.
- Increased visitation at Wildlife Management Areas (WMA), and other wild spaces, by underrepresented populations.
- Increased allowable alternative use of WMAs.[5]
- Increased participation in events designed to introduce underrepresented populations to outdoor activities.

[3] & [4] This plan in no way promotes interference with WMAs' primary purpose as wildlife habitat. Any use must be consistent with the purposes for which the property was purchased or compatible with management objectives.

ACCOUNTABLE DIVISIONS

	DIVERSITY INCLUSION	EXECUTIVE OFFICE	FINANCE PLANNING	FISHERIES	HUMAN RESOURCES	LAW	OUTREACH	WILDLIFE
1							X	
2	X						X	
3	X						X	
4							X	
5							X	
6		X				X	X	
7				X				X
8				X				X
9	X			X		X	X	X
10	X			X		X	X	X
11	X	X			X		X	
12	X						X	



State Government Metrics Dashboard

Implementing Inclusive Excellence: Measuring Progress

Agency: Department of Wildlife Resources

GOAL 1: Access and Success (DWR Core Principle RECRUITING)

Recruit and retain a diverse workforce.

Action	Resources Required / Fiscal Impact	Lead Person(s)	Anticipated Deliverable or Result	Impact	Timeframe	Progress Notes
Implement a comprehensive college recruiting plan to incorporate partnering with HBCUs, internships, representative imagery, and data monitoring.	Funding for increased campus visits, internships and wider outreach.	HR Director Outreach Director	Increased applications for entry-level positions from underrepresented groups. Increased number of Law candidates and academy participants among those underrepresented.	<input checked="" type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low	<input type="checkbox"/> Short-Term <input checked="" type="checkbox"/> Medium <input type="checkbox"/> Long-Term	<input type="checkbox"/> Not yet begun <input type="checkbox"/> Ongoing <input checked="" type="checkbox"/> In progress <input type="checkbox"/> Complete
Implement a centralized, paid internship program.	Funding up to 10 internships annually at a living wage.	Outreach Director	Equitable access to conservation experience for interested students.	<input type="checkbox"/> High <input checked="" type="checkbox"/> Medium <input type="checkbox"/> Low	<input type="checkbox"/> Short-Term <input type="checkbox"/> Medium <input checked="" type="checkbox"/> Long-Term	<input type="checkbox"/> Not yet begun <input type="checkbox"/> Ongoing <input checked="" type="checkbox"/> In progress <input type="checkbox"/> Complete
Perform audit of screenings, interviews, and background checks to eliminate artificial barriers in recruiting.	Retain subject matter expert contractors to perform audit	Chief DEI Officer HR Director	Eliminate artificial barriers to the hiring of underrepresented applicants. Establish transparency in the recruiting and hiring processes.	<input checked="" type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low	<input type="checkbox"/> Short-Term <input checked="" type="checkbox"/> Medium <input type="checkbox"/> Long-Term	<input checked="" type="checkbox"/> Not yet begun <input type="checkbox"/> Ongoing <input type="checkbox"/> In progress <input type="checkbox"/> Complete

GOAL 2: Climate and Intergroup Relations (DWR Core Principle CULTURE)

Create and sustain an agency culture that affirms and respects diversity and employs inclusive practices throughout daily operations.

Action	Resources Required / Fiscal Impact	Lead Person(s)	Anticipated Deliverable or Result	Impact	Timeframe	Progress Notes
Conduct an annual climate survey of the workforce. Track progress and course correct towards a more inclusive work environment.	Funding to Retain subject matter experts to assist in developing the tool.	Chief DEI Officer	Annual feedback from the workforce that informs leadership on needed actions and strategies.	<input type="checkbox"/> High <input checked="" type="checkbox"/> Medium <input type="checkbox"/> Low	<input checked="" type="checkbox"/> Short-Term <input type="checkbox"/> Medium <input type="checkbox"/> Long-Term	<input checked="" type="checkbox"/> Not yet begun <input type="checkbox"/> Ongoing <input type="checkbox"/> In progress <input type="checkbox"/> Complete
Conduct reviews of all policies, practices and procedures to ensure alignment with Inclusive Excellence goals	Staff time for members of the Inclusive Excellence Council will be required. In the alternative, outside subject matter experts may need to be retained.	Chief DEI Officer	Aligned policies, practices and procedures.	<input checked="" type="checkbox"/> High <input checked="" type="checkbox"/> Medium <input type="checkbox"/> Low	<input type="checkbox"/> Short-Term <input checked="" type="checkbox"/> Medium <input type="checkbox"/> Long-Term	<input type="checkbox"/> Not yet begun <input type="checkbox"/> Ongoing <input type="checkbox"/> In progress <input type="checkbox"/> Complete
Continue recognition of contributions by underrepresented groups advancing conservation and wildlife management.	Cost of travel and honorarium for speakers.	Chief DEI Officer	Exposing the workforce to the diversity of contributions to the agency's work.	<input type="checkbox"/> High <input type="checkbox"/> Medium <input checked="" type="checkbox"/> Low	<input type="checkbox"/> Short-Term <input type="checkbox"/> Medium <input checked="" type="checkbox"/> Long-Term	<input type="checkbox"/> Not yet begun <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> In progress <input type="checkbox"/> Complete

GOAL 3: Training and Education (DWR Core Principle AWARENESS)

Engage in learning the concepts of DE&I, and the importance of these concepts in completing the agency mission.

Action	Resources Required / Fiscal Impact	Lead Person(s)	Anticipated Deliverable or Result	Impact	Timeframe	Progress Notes
Offer regular training to all employees emphasizing DWR's expectations of inclusive excellence in the workplace.	Funding of trainers and on-line training modules (if not provided by the DHRM)	Chief DEI Officer HR Director	A workforce aware of DWR's value and expectations of their behaviors. Fewer conflicts and complaints among employees.	<input checked="" type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low	<input checked="" type="checkbox"/> Short-Term <input type="checkbox"/> Medium <input type="checkbox"/> Long-Term	<input type="checkbox"/> Not yet begun <input type="checkbox"/> Ongoing <input checked="" type="checkbox"/> In progress <input type="checkbox"/> Complete
Educate public facing personnel on issues of cultural competency relevant to their work.	Funding of trainers and on-line training modules (if not provided by the DHRM)	Chief DEI Officer Law Colonel Outreach Director	Reduction in the number of complaints from the public related to differences in cultural understanding.	<input type="checkbox"/> High <input checked="" type="checkbox"/> Medium <input type="checkbox"/> Low	<input type="checkbox"/> Short-Term <input checked="" type="checkbox"/> Medium <input type="checkbox"/> Long-Term	<input type="checkbox"/> Not yet begun <input type="checkbox"/> Ongoing <input checked="" type="checkbox"/> In progress <input type="checkbox"/> Complete
Produce annual report on progress of Inclusive Excellence Plan.	No fiscal impact	Chief DEI Officer	Measures of success towards reaching inclusive excellence.	<input type="checkbox"/> High <input checked="" type="checkbox"/> Medium <input type="checkbox"/> Low	<input type="checkbox"/> Short-Term <input checked="" type="checkbox"/> Medium <input type="checkbox"/> Long-Term	<input checked="" type="checkbox"/> Not yet begun <input type="checkbox"/> Ongoing <input type="checkbox"/> In progress <input type="checkbox"/> Complete

GOAL 4: Infrastructure and Accountability (DWR Core Principle CULTURE)

Create and sustain an agency or departmental infrastructure that effectively supports progress and accountability in achieving diversity goals.

Action	Resources Required / Fiscal Impact	Lead Person(s)	Anticipated Deliverable or Result	Impact	Timeframe	Progress Notes
Develop an Ombudsman Program that provides a safe space for those facing challenges in the workplace	Funding to retain vendor who will serve in the ombudsman capacity.	Executive Director	Ensuring that all voices within the workforce are heard. Avoiding workplace conflict	<input type="checkbox"/> High <input type="checkbox"/> Medium <input checked="" type="checkbox"/> Low	<input type="checkbox"/> Short-Term <input checked="" type="checkbox"/> Medium <input type="checkbox"/> Long-Term	<input checked="" type="checkbox"/> Not yet begun <input type="checkbox"/> Ongoing <input type="checkbox"/> In progress <input type="checkbox"/> Complete
Establish a framework for the development of employee resource groups.	Funding for each group's annual activities.	Chief DEI Officer	Employee resource groups will increase mentoring and employee engagement.	<input checked="" type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low	<input type="checkbox"/> Short-Term <input type="checkbox"/> Medium <input checked="" type="checkbox"/> Long-Term	<input checked="" type="checkbox"/> Not yet begun <input type="checkbox"/> Ongoing <input type="checkbox"/> In progress <input type="checkbox"/> Complete
Conduct standardized exit interview/survey with all departing staff. Compile data in annual report to leadership.	No fiscal impact.	HR Director	Annual report to leadership used to address current policies and practices.	<input type="checkbox"/> High <input checked="" type="checkbox"/> Medium <input type="checkbox"/> Low	<input type="checkbox"/> Short-Term <input checked="" type="checkbox"/> Medium <input type="checkbox"/> Long-Term	<input checked="" type="checkbox"/> Not yet begun <input type="checkbox"/> Ongoing <input type="checkbox"/> In progress <input type="checkbox"/> Complete

GOAL 5: Community Engagement (DWR Core Principle CONNECTING)

Focus community engagement activities on those that provide measurable, direct, equitable, and sustained benefit to all of Virginia's diverse communities.

Action	Resources Required / Fiscal Impact	Lead Person(s)	Anticipated Deliverable or Result	Impact	Timeframe	Progress Notes
Establish strategic partnerships with outdoor affinity organizations to understand and support their views on outdoor activities and conservation.	Funding for event programming.	Outreach Director Chief DEI Officer	Partnered programming with groups such as Outdoor Afro, Latino Outdoors, and ARTEMIS. Increased participation of underrepresented groups in DWR events.	<input checked="" type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low	<input type="checkbox"/> Short-Term <input type="checkbox"/> Medium <input checked="" type="checkbox"/> Long-Term	<input type="checkbox"/> Not yet begun <input type="checkbox"/> Ongoing <input checked="" type="checkbox"/> In progress <input type="checkbox"/> Complete
Utilize visual imagery that reflects the diversity of the Commonwealth in all public documents and electronic media.	Cost of hiring models and/or purchasing stock imagery.	Outreach Director	More underrepresented groups on public publications, electronic media and advertisements. The result has been increased interest in DWR by those groups.	<input checked="" type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low	<input checked="" type="checkbox"/> Short-Term <input type="checkbox"/> Medium <input type="checkbox"/> Long-Term	<input type="checkbox"/> Not yet begun <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> In progress <input type="checkbox"/> Complete
Convert and/or expand the usage of DWR's current lands and water to accommodate activities in which underrepresented groups participate.	Potentially high fiscal impact (i.e. creating shooting complex, clearing hiking trails, building camping shelters, etc.)	Executive Director Chief of Wildlife Chief of Fisheries	New revenue through access permit purchases by new constituents.	<input checked="" type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low	<input type="checkbox"/> Short-Term <input type="checkbox"/> Medium <input checked="" type="checkbox"/> Long-Term	<input type="checkbox"/> Not yet begun <input type="checkbox"/> Ongoing <input checked="" type="checkbox"/> In progress <input type="checkbox"/> Complete

CONCLUSION

The Inclusive Excellence Council (IEC) is composed of the representatives from each DWR division and led by the Chief Diversity and Inclusion Officer. Primary among the IEC's charges were developing an Inclusive Excellence Strategic Plan that would address the Agency's need to evolve both internally and externally. The IEC utilized the following plan development process:

- **Defined parameters of Diversity, Opportunity, and Inclusion**

We studied the Agency's mission and R3 Strategic Plan and worked within the Commonwealth's ONE Virginia Plan for diversity, equity and inclusion which clearly defines the Governor's vision for an inclusive Commonwealth.

- **Developed a Vision Statement**

The developed vision was vetted and approved by the Director's Working Group.

- **Assessed Needs**

We reviewed areas of improvement highlighted in previous diversity studies, Joint Legislative and Review Commission (JLARC) study and Office of State Inspector General (OSIG) audit. The IEC also retained a third-party facilitator to perform a qualitative assessment through meetings with members of the workforce.

- **Reviewed Best Diversity and Inclusion Practices in Conservation**

While relatively a new area, we were able to study industry trends and challenges.

- **Established Priorities**

Once the Core Principles were determined, the IEC divided into teams to establish goals, initiatives and targeted outcomes for each one.

- **Determined Accountability and Measures**

The final and most important task to insure success was assigning accountability to agency divisions to devise measures and produce outcomes.

In developing the Plan, the IEC believes it has given DWR a roadmap to becoming an employer of choice among the Commonwealth's agencies and a model steward in making Virginia's outdoor spaces available, accessible and safe for its diverse population. We look forward to working toward the continued growth of the Agency through Inclusive Excellence.

2024-25 DWR Inclusive Excellence Council

George P. Braxton, J.D., C.D.E. (Chair)

1st Sgt. Michael Hill (Vice-Chair)

Carrie Colburn

Lt. Jessica Fariss

Marlo Gibson

Ronald Hughes

Sgt. Amanda Nevel

Doreen Richmond

Jaime Sajecki

Kelsey Steenburgh

Jeffrey Trollinger