

September 13<sup>h</sup>, 2018

MEMO

TO: Paul Peditto, Director, Maryland Department of Natural Resources

CC: Glenn Therres, Associate Director, Wildlife & Heritage Service

FROM: America's Wildlife Values Research Team  
Colorado State University

RE: Fish and Wildlife Agency Culture Survey Data for Maryland Wildlife & Heritage Service

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As part of the America's Wildlife Values Project, Maryland Wildlife & Heritage Service participated in a survey of agency culture that measured employees' perspectives on fish and wildlife management and the culture of your agency. In particular, the survey looked at:

- Characteristics of your fish and wildlife agency
- Management priorities of your agency
- Processes for public & stakeholder inclusion in decision-making
- Employee perspectives on management and culture
- Wildlife Value Orientations of employees

Data were gathered in the Maryland Wildlife & Heritage Service using an online survey in June and July of 2018. All permanent full-time employees were offered the opportunity to participate. In total, **66** usable responses were obtained, for a response rate of **84%**.

Attached are descriptive statistics outlining responses to each of the items on this survey and a list of complete comments provided by respondents in response to open-ended survey questions. In addition to this report, you will also receive a copy of the dataset used to run these analyses. You will notice that many demographic variables have been removed from this dataset to protect the anonymity of respondents, as promised in the original solicitation email and as required of us by law.

A report on our findings comparing culture across state fish and wildlife agencies and linking to public data through the America's Wildlife Values study will be sent to you separately in the fall.

We thank you for your help in this important research. If you have any questions regarding this state report, please contact Leeann Sullivan, the project's research assistant, at [leeann.sullivan@colostate.edu](mailto:leeann.sullivan@colostate.edu).

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**Table 1: Employees' views on agency characteristics**

	<i>Very Uncharacteristic of my Agency</i>	<i>Somewhat Uncharacteristic of my Agency</i>	<i>Neither</i>	<i>Somewhat Characteristic of my Agency</i>	<i>Very Characteristic of my Agency</i>
Protectors of the state's natural resources	1.5%	4.5%	0.0%	24.2%	69.7%
Experts in natural resource management	1.5%	3.1%	3.1%	20.0%	72.3%
Enforcers of relevant natural resource law	9.1%	7.6%	10.6%	42.4%	30.3%
Innovative in its approach to management	3.0%	16.7%	16.7%	40.9%	22.7%
Adaptable in the face of change	6.1%	15.2%	13.6%	36.4%	28.8%
Focused on promoting stewardship	3.0%	4.5%	10.6%	56.1%	25.8%
Compassionate towards fish and wildlife	1.5%	3.0%	9.1%	33.3%	53.0%
Willing to take risks	12.1%	18.2%	16.7%	39.4%	13.6%
Forward-looking	6.1%	16.7%	21.2%	37.9%	18.2%
Accountable for its actions	4.5%	7.6%	12.1%	39.4%	36.4%
Transparent and open	7.6%	12.1%	12.1%	37.9%	30.3%
Tolerant of different view points	4.5%	13.6%	13.6%	42.4%	25.8%
Equitable in its approach to management	4.5%	6.1%	19.7%	48.5%	21.2%
Focused on fair process	4.5%	9.1%	13.6%	40.9%	31.8%
Stands for integrity	6.1%	9.1%	10.6%	40.9%	33.3%
Takes advantage of new opportunities	6.1%	7.6%	22.7%	36.4%	27.3%

Question Text: *Below is a list of phrases that may or may not describe your agency. We want to know how well you think each of these phrases characterizes your agency. Please indicate the extent to which you believe each phrase is uncharacteristic or characteristic of your agency by selecting one response for each.*

**Table 2: Employees' views on management priorities of the agency**

<i>If forced to choose, my agency would place greater priority on...</i>			
Protecting wildlife habitat	57.6%	Providing recreational opportunities	42.4%
Meeting the needs of the resources we manage	43.9%	Meeting the needs of the public	56.1%
Protecting endangered species	50.0%	Protecting game species	50.0%
Long-term planning	36.4%	Day-to-day management	63.6%
Efficiency	32.3%	Legitimacy	67.7%
Carnivores	13.6%	Ungulates	86.4%
Hunter recruitment and retention	68.2%	Reaching a diversity of interests	31.8%
Process	39.4%	Outcome	60.6%
Doing what is best	53.8%	Doing what is fair	46.2%
Tradition	60.6%	Innovation	39.4%
The present	69.7%	The future	30.3%
Science	33.3%	Politics	66.7%
Remaining true to our roots	46.2%	Adapting to changing social conditions	53.8%
Educating the public on what is right	40.9%	Listening to public concern	59.1%
Traditional stakeholders	71.2%	All members of the public	28.8%
Being proactive	40.9%	Being reactive	59.1%

Question Text: *Managers are often forced to choose between competing demands for fish and wildlife management. We are interested in knowing, in general, how you view the priorities of your agency. Assuming a hypothetical situation in which only one management option was possible, we want to know how you believe your agency would prioritize different goals and objectives. Please respond to the following series of questions by picking one of the two response options for each comparison.*

**Table 3: Employees' perspectives on fit within agency culture**

	<i>Strongly Disagree</i>	<i>Slightly Disagree</i>	<i>Neither</i>	<i>Slightly Agree</i>	<i>Strongly Agree</i>
I usually agree with how my agency prioritizes goals and objectives.	9.1%	13.6%	15.2%	48.5%	13.6%
With regard to the management of fish and wildlife, I believe my agency shares similar values to me.	4.5%	16.7%	10.6%	40.9%	27.3%
I believe my agency should focus more on adapting to change.	0.0%	6.1%	24.2%	47.0%	22.7%
In this agency, if someone acts in an inappropriate way, others will strongly disapprove.	4.5%	16.7%	15.2%	47.0%	16.7%
I believe my agency should focus more on being transparent and accountable to the general public.	3.0%	19.7%	36.4%	33.3%	7.6%
My employment at this agency is central to how I identify myself as a person.	4.5%	10.6%	15.2%	39.4%	30.3%
It is important to me that I fit in with the culture of my agency.	10.6%	22.7%	12.1%	39.4%	15.2%
I would like to be seen as a model agency employee.	6.1%	6.1%	12.1%	37.9%	37.9%
In this agency, there are clear expectations for how people should act in most situations.	1.5%	15.2%	7.6%	50.0%	25.8%
I feel a personal commitment to uphold the values of my agency.	0.0%	9.1%	7.6%	34.8%	48.5%
My agency provides adequate opportunities for employees to play a role in decision-making.	9.1%	18.2%	12.1%	43.9%	16.7%
People agree upon what behaviors are appropriate or inappropriate in most situations in this agency.	4.5%	18.2%	10.6%	43.9%	22.7%
The views of the public in my state are changing with regards to fish and wildlife management.	3.0%	3.0%	19.7%	42.4%	31.8%

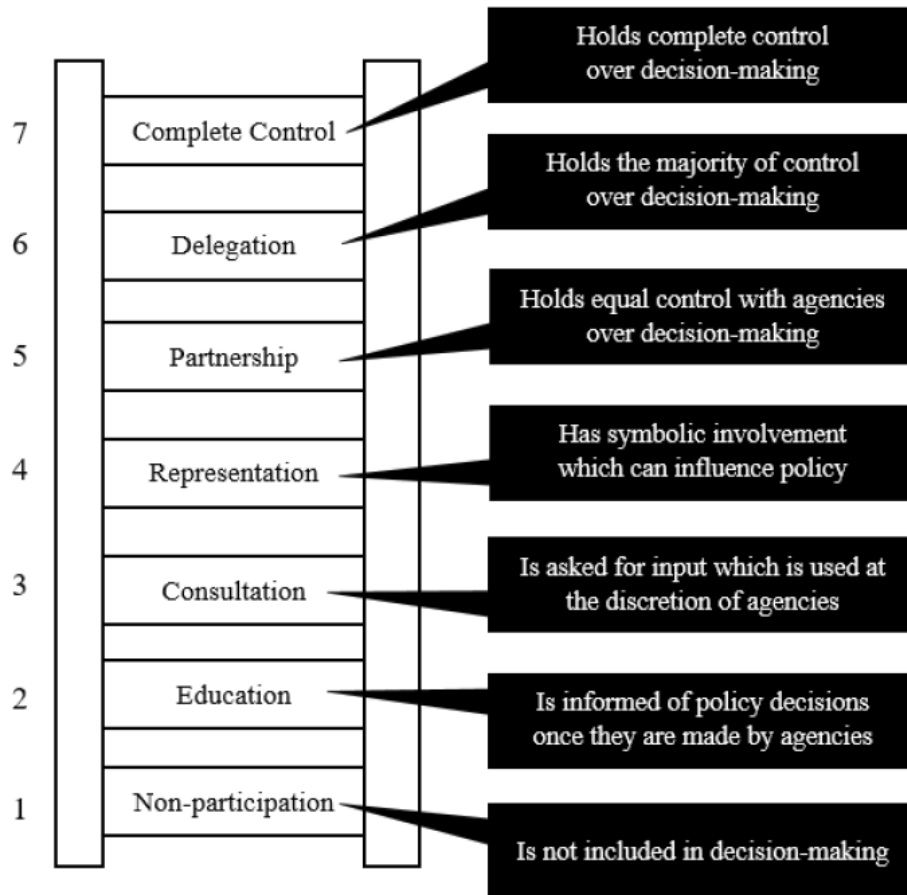
Question Text: *We want to know about the ways in which you personally identify with your agency. Please indicate the extent to which you disagree or agree with the following statements by selecting one response for each.*

**Table 4: Employees' views on public and stakeholder participation**

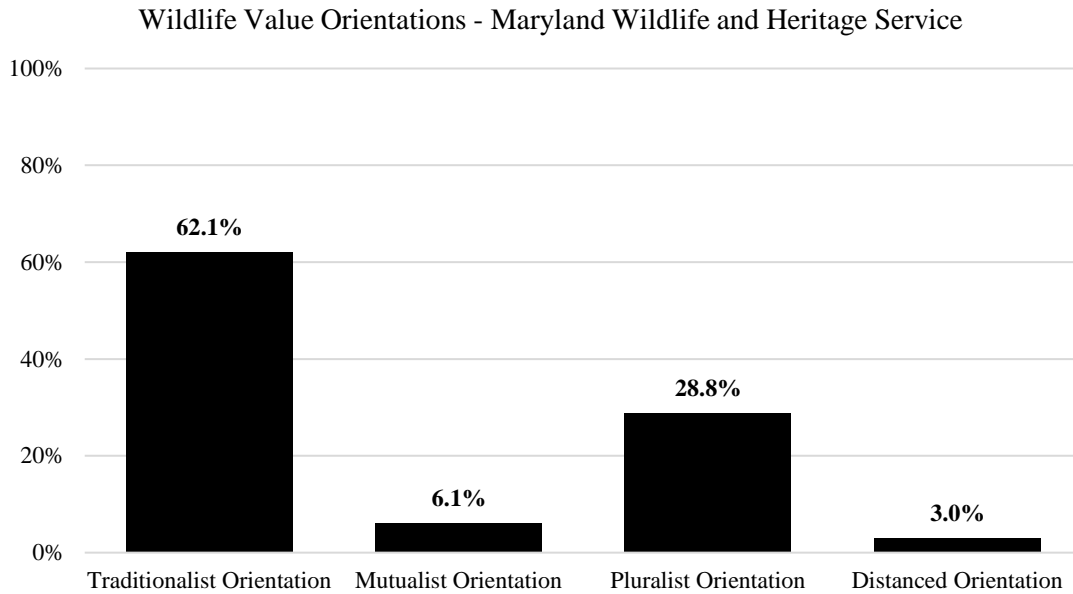
At what level do you believe your agency...	Non-participation	Education	Consultation	Representation	Partnership	Delegation	Complete Control
...currently includes the <b>general public</b> in decision-making?	0.0%	7.6%	27.3%	50.0%	7.6%	6.1%	1.5%
...currently includes <b>paying stakeholders</b> in decision-making?	1.5%	9.2%	9.2%	46.2%	18.5%	12.3%	3.1%
... <b>should</b> include the <b>general public</b> in decision-making?	0.0%	1.5%	28.8%	45.5%	19.7%	0.0%	4.5%
...should include <b>paying stakeholders</b> in decision-making?	1.5%	4.6%	24.6%	50.8%	16.9%	0.0%	1.5%

Question Text: Please indicate your answer to each of the following questions using the numbers listed next to each "rung" on the ladder (image below).

**Public participation in decision-making has been conceptualized by researchers as a "ladder" with the bottom rungs representing minimal public involvement and the upper rungs representing significant opportunities for the public to shape decision-making, as described below.**



**Table 5: Wildlife value orientation types among employees**



**Table 6: Employees’ views on the future of global biodiversity**

<i>Very Pessimistic</i>	<i>Moderately Pessimistic</i>	<i>Slightly Pessimistic</i>	<i>Neither</i>	<i>Slightly Optimistic</i>	<i>Moderately Optimistic</i>	<i>Very Optimistic</i>
9.2%	20.0%	29.2%	3.1%	21.5%	16.9%	0.0%

Question Text: *Research suggests that while some people in the conservation profession feel optimistic about the future of biodiversity, others may feel pessimistic. How would you describe your own views on the future of global biodiversity?*

**Table 7: Participation in non-work-related fish and wildlife activities.**

	<i>Yes</i>	<i>No</i>
Have you ever participated in recreational fishing?	98.4%	1.6%
Did you participate in recreational fishing in the past 12 months?	77.8%	22.2%
Have you ever participated in recreational hunting?	88.9%	11.1%
Did you participate in recreational hunting in the past 12 months?	77.8%	22.2%
Have you ever taken a recreational trip for which fish or wildlife viewing was the primary purpose of the trip?	82.3%	17.7%
Did you take any recreational trips in the past 12 months for which fish or wildlife viewing was the primary purpose of the trip?	69.8%	30.2%

Question Text: *We would like to learn about your non-work related fish and wildlife activities. Please select one option for each question below.*

**Table 8: Percent of respondents working in regional offices and central headquarters.**

	<i>Percent in Region</i>		<i>Percent in Region</i>
Regional Office	82.5%	Headquarters	17.5%

Question Text: *Do you work in a regional/field office or in your agency's headquarters? (Select one).*

**Table 9: Percent of respondents working in each division.**

	<i>Percent in Division</i>		<i>Percent in Division</i>
Wildlife	87.3%	Other	12.7%

Question Text: *How would you identify the division in which you work? (Select one).*

**Table 10: Years employed in your agency**

	<i>Years in Agency</i>	<i>Years in current position</i>
0-1 years	3.2%	6.3%
2-5 years	12.7%	30.2%
6-10 years	9.5%	14.3%
11-20 years	31.7%	41.3%
21-30 years	28.6%	6.3%
30+ years	14.3%	1.6%

Question Text: *a) How many years have you worked for your agency in total?  
b) How many years have you worked in your current position?*

**Table 11: Age demographics in your agency**

<i>Age</i>	<i>Percent of Respondents</i>
20-30	16.1%
31-40	14.5%
41-50	27.4%
51-60	33.9%
61+	8.1%
Average Age	46 years

Question Text: *In what year were you born?*

**Table 12: Gender demographics in your agency**

	<i>Percent of Respondents</i>
Male	72.9%
Female	27.1%

Question Text: *Do you identify as...?*

**Table 13: Education demographics in your agency**

	<i>Percent of Respondents</i>
Less than high school	0.0%
High school diploma or equivalent (e.g., GED)	4.8%
2-year associate's degree or trade school	9.7%
4-year college degree	58.1%
Advanced degree beyond 4-year college degree	27.4%

Question Text: *What is the highest level of education you have completed?*

**Table 14: Racial demographics in your agency**

	<i>Percent of Respondents</i>
White	96.9%
Black or African American	0.0%
Hispanic or Latino	0.0%
American Indian or Alaska Native	0.0%
Asian	1.6%
Native Hawaiian or Other Pacific Islander	0.0%
Other	1.6%

Question Text: *Are you...? (Select one or more categories). Note respondents could select no responses or more than one.*