

May 4, 2018

MEMO

TO: Marta Williams, Director, Montana Fish, Wildlife, & Parks

CC: Mike Lewis, HD Unit Supervisor  
Charlie Sperry, Responsive Management Unit Supervisor

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

RE: Fish and Wildlife Agency Culture Survey Data Distributions for Montana FWP

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As part of the America's Wildlife Values Project, Montana Fish, Wildlife & Parks (FWP) 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 the agency
- Structures for decision-making
- Wildlife value orientations of employees
- Replication of items from your state's public survey (funding, attitudes, participation)

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 survey questions. In addition to this report, you will also receive a copy of the dataset used to run these analyses with all identifiable details of respondents removed.

Data were gathered in Montana FWP using an online survey in January & February 2018. All permanent full-time employees were offered the opportunity to participate. In total, **465** usable responses were obtained, for a response rate of **71%**.

A comprehensive report on our findings comparing culture across state fish and wildlife agencies will be available upon completion of data collection. Please note that as Montana Fish, Wildlife & Parks graciously served as a pre-test state for this survey effort, your responses may include items that look slightly different from or are not present in the cross-state report.

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 FWP 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	0.7%	1.6%	2.8%	37.6%	57.3%
Experts in natural resource management	0.7%	1.8%	3.7%	32.3%	61.4%
Enforcers of relevant natural resource law	0.9%	3.9%	4.2%	38.0%	53.0%
Innovative in its approach to management	3.5%	16.6%	13.8%	47.6%	18.6%
Perceived as honest by outsiders	5.8%	23.4%	20.9%	45.2%	4.6%
Adaptable in the face of change	6.5%	22.5%	14.6%	46.6%	9.7%
Protectors of America's hunting heritage	0.9%	3.2%	2.3%	27.9%	65.6%
Focused on promoting stewardship	0.2%	6.3%	6.7%	47.9%	38.9%
Compassionate towards fish and wildlife	1.2%	4.6%	10.2%	33.3%	50.8%
Values input from all members of the public	4.2%	12.9%	13.6%	46.7%	22.6%
Prioritizes input from stakeholders who pay license fees	4.9%	10.0%	19.7%	41.9%	23.6%
Willing to take risks	12.0%	25.7%	28.7%	30.8%	2.8%
Forward-looking	5.5%	18.2%	14.1%	49.2%	12.9%
Rule-oriented	1.4%	6.3%	14.2%	47.6%	30.6%
Accountable for its actions	5.8%	13.9%	13.0%	44.8%	22.5%
Transparent and open	7.6%	16.2%	13.7%	44.7%	17.8%
Tolerant of different view points	6.5%	18.8%	16.3%	47.0%	11.4%
Reflective of past actions	3.2%	16.9%	16.9%	47.8%	15.1%
Equitable in its approach to management	4.6%	13.9%	22.0%	46.8%	12.7%
Focused on fair process	3.2%	13.9%	13.9%	47.2%	21.8%
Collaborative	2.6%	10.0%	10.7%	53.8%	23.0%
Doing good and noble work	0.2%	3.0%	7.0%	39.9%	49.9%
Stands for integrity	3.9%	5.8%	14.8%	46.4%	29.0%
Provides employees opportunities to play a role in decision-making	10.2%	17.6%	14.8%	40.6%	16.7%
Science-oriented	1.9%	6.7%	10.0%	49.0%	32.5%
Engaged with the public	1.9%	5.1%	6.3%	49.7%	37.1%
Takes advantage of new opportunities	4.2%	14.4%	18.6%	51.2%	11.6%

Question Text: *Below is a list of phrases that may or may not describe FWP. 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 FWP by selecting one response for each.*

**Table 2: Employees’ views on FWP agency management priorities**

*If forced to choose, my agency would place greater priority on...*

Ecosystem sustainability	65.2%	Increasing game numbers	34.8%
Protecting private property rights	55.6%	Protecting large carnivores	44.4%
Protecting wildlife habitat	70.5%	Providing recreational opportunities	29.5%
Meeting the needs of the resources we manage	54.6%	Meeting the needs of the public	45.4%
Protecting endangered species	37.8%	Protecting game species	62.2%
Long-term planning	47.1%	Day-to-day management	52.9%
The well-being of the resources we manage	70.5%	The well-being of people	29.5%
Efficiency	30.4%	Legitimacy	69.6%
Carnivores	16.4%	Ungulates	83.6%
Hunter recruitment and retention	63.9%	Reaching a diversity of interests	36.1%
Process	50.8%	Outcome	49.2%
Doing what is best	55.9%	Doing what is fair	44.1%
Maintaining cultural traditions	70.8%	Embracing cultural change	29.2%
Tradition	70.7%	Innovation	29.3%
The present	60.8%	The future	39.2%
Fostering a team-based approach	56.4%	Relying on individual action	43.6%
Remaining true to our roots	58%	Adapting to changing social conditions	42%
Educating the public on what is right	46%	Listening to public concern	54%
Traditional stakeholders	60%	All members of the public	40%
Being Proactive	38.8%	Being Reactive	61.2%

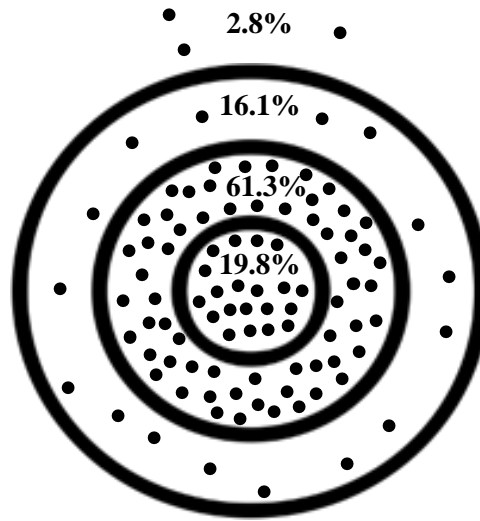
Question Text: *Managers are often forced to choose between competing demands for fish, wildlife, and parks management. We are interested in knowing, in general, how you view the priorities of your agency. Assuming a hypothetical situation in which only one management option was possible, we want to know how you believe FWP 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’ connectedness with the identity and values of FWP.**

	<i>Strongly Disagree</i>	<i>Slightly Disagree</i>	<i>Neither</i>	<i>Slightly Agree</i>	<i>Strongly Agree</i>
My employment at FWP is central to how I identify myself as a person.	8.9%	6.2%	16.9%	44.1%	23.8%
It is important to me that I fit in with the culture of my agency.	6.5%	12.7%	19.8%	41.9%	19.2%
I would like to be seen as a model agency employee.	2.7%	4.0%	16.7%	38.8%	37.9%
I feel a personal commitment to uphold the values of my agency.	1.30%	2.7%	5.3%	37.2%	53.5%

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' alignment with the core values of FWP.**



Question Text: *Envision that the center of the target below is everything that your agency stands for, including its core underlying values. Please indicate how closely you believe you align with your agency by clicking anywhere on the target (e.g. a bullseye would indicate a perfect alignment between yourself and FWP, while outer circles would represent an increasing amount of difference).*

**Table 5: Employees' perceptions of FWP decision-making processes.**

*Scenario 1: Stakeholder Model*

- Agency staff collaborate with key stakeholders to frame problems and identify decision alternatives.
- One-on-one negotiations between agency staff and stakeholders result in a preferred decision alternative.

	<i>Strongly Disagree</i>	<i>Slightly Disagree</i>	<i>Neither</i>	<i>Slightly Agree</i>	<i>Strongly Agree</i>
My agency makes decisions this way for most issues	3.7%	12.2%	12.6%	48.0%	23.4%
My agency makes decisions this way for politically contentious issues.	3.7%	9.9%	13.6%	43.2%	29.7%
My agency makes decisions this way more now than it did in the past.	4.2%	9.5%	40.6%	31.6%	14.1%

*Scenario 2: Public Model*

- Agency staff gather input from a broad array of members of the public to frame problems and identify decision alternatives.
- Agency staff weigh social and biological merit to determine a preferred decision alternative.

	<i>Strongly Disagree</i>	<i>Slightly Disagree</i>	<i>Neither</i>	<i>Slightly Agree</i>	<i>Strongly Agree</i>
My agency makes decisions this way for most issues	5.1%	16.6%	11.1%	48.0%	19.2%
My agency makes decisions this way for politically contentious issues.	5.3%	17.3%	14.5%	41.1%	21.7%
My agency makes decisions this way more now than it did in the past.	5.6%	11.9%	39.3%	30.2%	13.0%

*Scenario 3: Expert Model*

- Agency staff rely on their own knowledge and experience to frame problems and identify decision alternatives.

	<i>Strongly Disagree</i>	<i>Slightly Disagree</i>	<i>Neither</i>	<i>Slightly Agree</i>	<i>Strongly Agree</i>
My agency makes decisions this way for most issues	7.2%	22.2%	13.4%	40.9%	16.4%
My agency makes decisions this way for politically contentious issues.	16.5%	22.5%	19.3%	32.9%	8.8%
My agency makes decisions this way more now than it did in the past.	13.5%	21.4%	42.7%	16.8%	5.6%

Question Text: *Below are three hypothetical scenarios that may describe how a state agency frames problems and develops decision alternatives. We are interested in knowing your opinion about how likely each scenario is to be used by FWP to make decisions. Please read each scenario and then indicate the extent to which you disagree or agree with each statement below by selecting one response for each.*

**Table 6: Employees’ perspectives on fish and wildlife management issues.**

	<i>Strongly Disagree</i>	<i>Slightly Disagree</i>	<i>Neither</i>	<i>Slightly Agree</i>	<i>Strongly Agree</i>
With respect to the management of fish, wildlife, and parks, I feel that FWP shares similar values to me.	2.1%	11.4%	4.3%	57.0%	25.2%
Wolves that kill livestock should be lethally removed.	5.0%	13.8%	14.0%	33.0%	34.2%
We should strive for a society that emphasizes environmental protection over economic growth.	1.4%	8.3%	21.4%	39.4%	29.5%
If a black bear attacks a person, that bear should be lethally removed regardless of the circumstances.	17.1%	31.1%	11.6%	16.4%	23.8%
Private property rights are more important than protecting declining or endangered fish and wildlife.	34.4%	38.0%	15.0%	8.8%	3.8%
Local communities should have more control over the management of fish, wildlife, and parks.	26.0%	36.3%	19.3%	14.8%	3.6%
The earth is getting warmer mostly because of human activities such as burning fossil fuels.	10.2%	12.1%	15.2	19.5%	43.0%
Coyotes that kill pets in residential areas should be lethally removed.	8.1%	17.9%	13.2%	28.2%	32.5%

Question Text: *Below is a series of statements about fish, wildlife, parks, and the environment. Please indicate the extent to which you disagree or agree by selecting one answer for each statement.*

**Table 7: Employees’ views on current and future funding for fish, wildlife, and parks management**

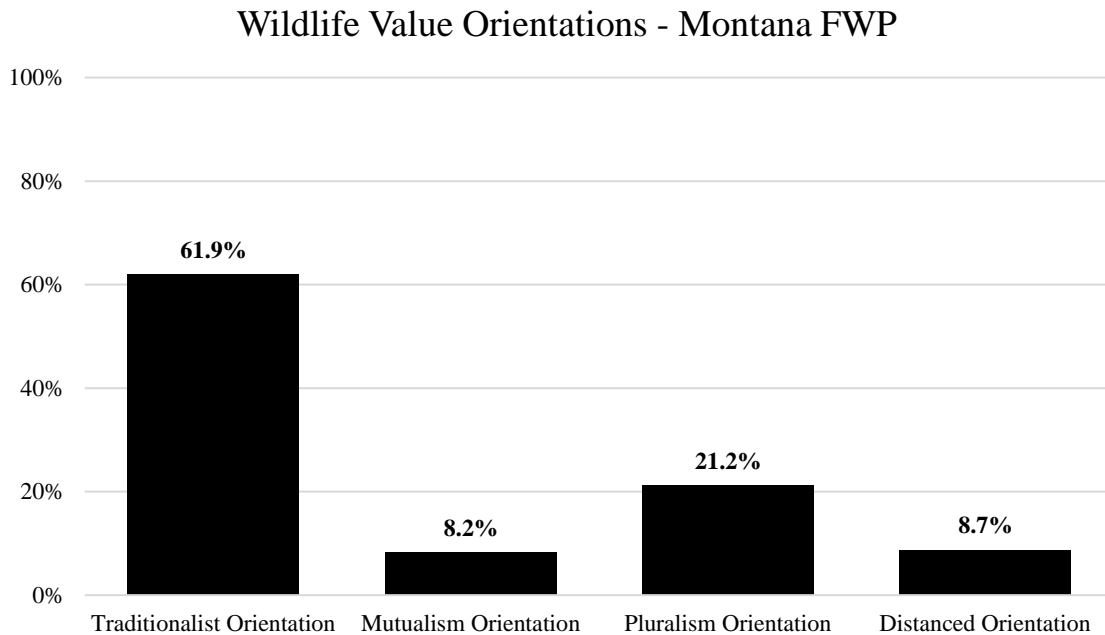
<i>Of the above scenarios, which scenario do you think...</i>	<i>Scenario 1</i>	<i>Scenario 2</i>	<i>Scenario 3</i>	<i>Scenario 4</i>
... best resembles <u>how things are now</u> in Montana?	7.5%	74.2%	16.1%	2.2%
... best resembles <u>how things should be</u> in Montana?	6.3%	6.3%	56.0%	31.5%

Question Text:

FWP hears from many different groups of people about their interests, making decisions difficult. Below is a series of hypothetical scenarios. **Please read each scenario and then answer the two questions that follow.**

<b>SCENARIO 1</b>	<ul style="list-style-type: none"> <li>FWP develops programs that meet the needs <u>primarily of those who hunt, fish, and use state parks.</u></li> <li>These programs are <b>mostly funded by hunters, anglers, and state park users.</b></li> </ul>
<b>SCENARIO 2</b>	<ul style="list-style-type: none"> <li>FWP develops programs that meet the needs <u>primarily of those who hunt, fish, and use state parks, but also places SOME focus on those who participate in other outdoor and/or natural resource based activities (e.g., wildlife viewing, trail use, non-hunted/fished species, boating, native species, river recreation, etc.).</u></li> <li>These programs are <b>mostly funded by hunters, anglers, and state park users.</b></li> </ul>
<b>SCENARIO 3</b>	<ul style="list-style-type: none"> <li>FWP develops programs that meet the needs of <u>those who hunt, fish, and use state parks as well as those who participate in other outdoor and/or natural resource based activities (e.g., wildlife viewing, trail use, non-hunted/fished species, boating, native species, river recreation, etc.).</u></li> <li>These programs are <b>funded not only by hunters, anglers, and state park users, but also by those who participate in other outdoor and/or natural resource based activities.</b></li> </ul>
<b>SCENARIO 4</b>	<ul style="list-style-type: none"> <li>FWP develops programs that meet the needs of <u>all members of the public.</u></li> <li>These programs are <b>funded by everyone</b> (including the groups mentioned above and the general public at large).]</li> </ul>

**Table 8: Wildlife value orientations among employees within FWP**



**Table 9: Responses to individual wildlife value orientation items.**

	<i>Strongly Disagree</i>	<i>Moderately Disagree</i>	<i>Slightly Disagree</i>	<i>Neither</i>	<i>Slightly Agree</i>	<i>Moderately Agree</i>	<i>Strongly Agree</i>
Humans should manage fish and wildlife populations so that humans benefit.	8.7%	19.8%	14.4%	11.3%	22.4%	17.5%	5.9%
Animals should have rights similar to the rights of humans.	30.6%	24.0%	16.4%	12.1%	9.0%	5.7%	2.1%
We should strive for a world where there's an abundance of fish and wildlife for hunting and fishing.	0.7%	3.1%	5.7%	11.8%	28.9%	22.7%	27.0%
I view all living things as part of one big family.	9.7%	10.6%	7.8%	17.5%	23.2%	18.2%	13.0%
Hunting does not respect the lives of animals.	56.6%	25.5%	8.5%	3.5%	2.1%	2.4%	1.4%
I feel a strong emotional bond with animals.	6.1%	6.4%	5.4%	18.4%	27.7%	20.6%	15.4%
The needs of humans should take priority over fish and wildlife protection.	11.4%	22.5%	20.1%	17.1%	18.0%	7.6%	3.3%
I care about animals as much as I do other people.	15.9%	17.3%	17.3%	14.5%	16.6%	12.3%	6.2%
Fish and wildlife are on earth primarily for people to use.	30.3%	23.7%	13.0%	11.4%	10.0%	6.4%	5.2%
I take great comfort in the relationships I have with animals.	4.5%	4.0%	4.0%	23.2%	23.9%	23.4%	17.0%
I believe that wildlife have intentions.	12.4%	10.7%	7.9%	33.4%	20.5%	10.3%	4.8%
It is acceptable for people to kill wildlife if they think it poses a threat to their property.	4.7%	12.5%	14.9%	6.6%	32.4%	19.4%	9.5%
We should strive for a world where humans and fish and wildlife can live side by side without fear.	16.8%	15.4%	11.4%	20.6%	15.6%	11.1%	9.0%
It is acceptable for people to kill wildlife if they think it poses a threat to their life.	1.0%	1.0%	2.9%	1.4%	12.1%	26.1%	55.6%
I value the sense of companionship I receive from animals.	2.9%	3.6%	5.2%	22.4%	24.0%	20.0%	21.9%
People who want to hunt should be provided the opportunity to do so.	0.5%	0.7%	1.9%	2.9%	8.6%	26.8%	58.7%
Wildlife are like my family and I want to protect them.	18.6%	19.0%	11.9%	22.6%	15.0%	8.1%	4.8%
I believe that wildlife have minds of their own.	4.5%	6.9%	6.7%	18.3%	24.8%	21.7%	17.1%
It is acceptable for people to use fish and wildlife in research even if it may harm or kill some animals.	2.1%	6.2%	5.9%	11.6%	23.3%	29.9%	20.9%
It would be more rewarding for me to help animals rather than people.	16.9%	16.9%	13.3%	29.7%	11.9%	7.4%	4.0%
Hunting is cruel and inhumane to the animals.	64.0%	21.1%	7.3%	2.6%	2.6%	0.9%	1.4%
I believe that wildlife appear to experience emotions.	9.5%	11.7%	6.2%	16.9%	29.0%	14.8%	11.9%

Question Text: *Below are statements that represent a variety of ways people feel about fish and wildlife. Please indicate the extent to which you disagree or agree by selecting one answer for each statement.*



**Table 10: Participation in non-work-related fish, wildlife, and parks activities.**

	<i>Yes</i>	<i>No</i>
Have you ever participated in recreational fishing?	99.0%	1.0%
Did you participate in recreational fishing in the past 12 months?	77.6%	22.4%
Have you ever participated in recreational hunting?	88.4%	11.6%
Did you participate in recreational hunting in the past 12 months?	70.8%	29.2%
Have you ever taken a recreational trip for which fish or wildlife viewing was the primary purpose of the trip?	88.2%	11.8%
Did you take any recreational trips in the past 12 months for which fish or wildlife viewing was the primary purpose of the trip?	66.7%	33.3%
Have you ever visited a Montana State Park?	99.1%	0.9%
Did you visit a Montana State Park in the past 12 months?	83.4%	16.6%

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

**Table 11: Employee participation in non-work-related outdoor recreation in Montana.**

	<i>Percent Participating</i>		<i>Percent Participating</i>
Camping	76.1%	Backpacking	47.7%
Snowmobiling	11.2%	OHV/ATV use or dirt-biking	23.0%
Picnicking/day use	71.8%	Mountain biking	28.8%
Horseback riding	18.1%	Cross-country skiing	31.4%
Mountain/rock climbing	13.5%	Nature photography	43.9%
Trail walking/hiking/running	78.5%	Motorized boating	44.9%
Non-motorized boating (e.g. kayaking/canoeing/rafting)	55.3%	Outdoor/nature education programs	30.3%
Visiting historical/cultural sites	57.2%	None...I did not participate in any of the activities listed	0.2%

Question Text: *We would like to learn more about your non-work-related participation in other outdoor recreation activities. Which of the following activities did you participate in during the past 12 months in Montana? Please select all that apply.*

**Table 12: Percent of respondents working in each FWP region.**

	<i>Percent in Region</i>		<i>Percent in Region</i>
Region 1	13.4%	Region 2	10.6%
Region 3	14.6%	Region 4	10.8%
Region 5	8.2%	Region 6	6.5%
Region 7	5.0%	Helena/Headquarters	30.9%

Question Text: *In which FWP region do you work?(Select one).*

**Table 13: Percent of respondents working in each FWP division.**

	<i>Percent in Division</i>		<i>Percent in Division</i>
Fisheries	25.7%	Wildlife	22.3%
Parks	10.2%	Enforcement	13.6%
Licensing	0.7%	Technology Services	4.9%
Lands	0.7%	Responsive Management Unit	1.0%
Communication & Education	3.9%	Human Resources	2.2%
Administrative Support	8.3%	Accounting, Budget Development, Federal Compliance, etc.	2.2%
Central Support Services	1.2%	Legal Unit	1.0%
Design & Construction	1.5%	Director’s Office	0.7%

Question Text: *In what part of FWP do you work?(Select one).*

**Table 14: Percent of respondents in leadership positions**

	<i>Yes</i>	<i>No</i>
Statewide Management Team	6.4%	93.6%
Division Bureau Chief; Regional Fish, Wildlife, or Parks Manager; Warden Captain; or Unit Supervisor	16.5%	83.5%

Question Text: *a) Are you currently part of FWP’s Statewide Management Team? B) Are you currently a Division Bureau Chief; Regional Fish, Wildlife or Parks Manager; Warden Captain; or Unit Supervisor?(Select one).*

**Table 15: Years employed in Montana Fish, Wildlife and Parks**

	<i>Years worked in FWP</i>	<i>Years in current position</i>
0-1 years	9.8%	16.3%
2-5 years	22.0%	34.2%
6-10 years	20.0%	23.6%
11-20 years	29.3%	20.4%
21-30 years	13.4%	4.2%
30+ years	5.6%	1.2%

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

**Table 16: Age demographics in Montana Fish, Wildlife and Parks**

<i>Age</i>	<i>Percent of Respondents</i>
20-30	8.7%
31-40	27.8%
41-50	27.5%
51-60	24.3%
61+	11.6%
Average Age	45 years

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

**Table 17: Gender demographics in Montana Fish, Wildlife and Parks**

<i>Percent of Respondents</i>	
Male	67.9%
Female	32.1%

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

**Table 18: Education demographics in Montana Fish, Wildlife and Parks**

<i>Percent of Respondents</i>	
Less than high school	0%
High school diploma or equivalent (e.g., GED)	6.5%
2-year associate's degree or trade school	7.5%
4-year college degree	46.5%
Advanced degree beyond 4-year college degree	39.5%

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

**Table 19: Racial demographics in Montana Fish, Wildlife and Parks**

<i>Percent of Respondents</i>	
White	85.0%
Black or African American	0%
Hispanic or Latino	1.1%
American Indian or Alaska Native	1.5%
Asian	1.1%
Native Hawaiian or Other Pacific Islander	0.2%

Question Text: *Are you...? (Select one or more categories)*