

# OFFICE OF THE STATE INSPECTOR GENERAL

## Natural Resources Law Enforcement Diversity Recruitment and Hiring

*Performance Audit*  
August 2020



Michael C. Westfall, CPA  
State Inspector General  
Report No. 2021-PA-002



*COMMONWEALTH OF VIRGINIA*  
*Office of the State Inspector General*

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August 19, 2020

The Honorable Ralph Northam  
Governor of Virginia  
P.O. Box 1475  
Richmond, VA 23218

Dear Governor Northam,

The Office of the State Inspector General (OSIG) completed an audit of the diversity recruitment and hiring process within the Natural Resources Secretariat, to include the Department of Conservation and Recreation (DCR), the Department of Wildlife Resources (DWR), formerly known as the Department of Game and Inland Fisheries) and the Virginia Marine Resources Commission (VMRC). The final report, which outlines findings and recommendations for improvement in five major categories, is attached for your review and information. The agencies either agreed or partially agreed to all recommendations and developed corrective action plans to address all recommendations. However, all recommended actions were not addressed in some corrective action plans thereby increasing the risk of the issue remaining unresolved.

OSIG would like to thank DCR Director Clyde Cristman, DWR Executive Director Ryan Brown and VMRC Commissioner Steve Bowman and their staff for cooperation and assistance during this audit.

Respectfully,

A handwritten signature in black ink, appearing to read "Michael C. Westfall", with a long horizontal line extending to the right.

Michael C. Westfall, CPA  
State Inspector General

cc: The Honorable Clark Mercer, Chief of Staff to Governor Northam  
The Honorable Matthew J. Strickler, Virginia Secretary of Natural Resources  
The Honorable Janice Underwood, Commonwealth's Chief Diversity, Equity and Inclusion Officer  
The Honorable J. Chapman Peterson, Chair, Agriculture, Conservation and Natural Resources Committee  
The Honorable Kenneth R. Plum, Chair, Agriculture, Chesapeake and Natural Resources Committee  
Clyde Cristman, Director, Virginia Department of Conservation and Recreation  
Ryan Brown, Executive Director, Virginia Department of Wildlife Resources  
Steve Bowman, Commissioner, Virginia Marine Resources Commission

## HIGHLIGHTS

# NRLE: Diversity in Hiring and Recruitment

## ***What OSIG Found:***

### **A Significant Lack of Diversity among Natural Resources Law Enforcement**

Natural Resources Law Enforcement (NRLE) within the Department of Wildlife Resources (DWR), Department of Conservation and Recreation (DCR) and the Virginia Marine Resources Commission (VMRC) lack diversity reflective of the citizens of the Commonwealth of Virginia. The current workforce is 95 percent, 96 percent and 97 percent white and 94 percent, 90 percent and 98 percent male, respectively.

### **Lack of Targeted and Strategic Community Engagement**

All three NRLE agencies do not strategically plan community engagement to generate new interest in natural resources services or outdoor activities. Outreach events facilitated by the agencies are limited to existing customers and are not inclusive of community partners.

### **Diversity and Inclusion Strategic Plans Need to be Developed or Improved**

The DCR Diversity and Inclusion Strategic Plan does not include measures to evaluate performance, provide a methodology for reporting results or designate leadership to ensure the implementation of the plan. DWR and VMRC do not have diversity and inclusion strategic plans.

### **Need for Diversity Focused Recruitment**

NRLE agencies are not using available resources to implement targeted recruitment activities to attract and hire a diverse workforce.

### **Lack of Effective Diversity Recruitment Analysis**

NRLE agencies are not evaluating the effectiveness of recruitment activities to attract and hire a diverse workforce.

Management concurred or partially concurred with all recommendations. In some instances, corrective action plans were incomplete.

### **Why OSIG Did This Audit**

OSIG conducted this audit to evaluate the quality of diversity recruitment and hiring practices of law enforcement officers within the Natural Resources Secretariat, as law enforcement should reflect the Commonwealth of Virginia's population.

### **What OSIG Recommends**

- NRLE agencies, under the guidance of the Secretary of Natural Resources and the Commonwealth's Chief Diversity, Equity and Inclusion Officer, should create a shared recruiter position that is focused on diversity.
- Each NRLE agency needs to create community engagement director positions.
- Community engagement needs to be improved through better use of existing resources and the cultivation of new resources.
- Diversity and inclusion strategic plans need to be developed or improved.
- Recruiting efforts for a diverse and inclusive workforce need expanding.
- The Secretary of Natural Resources and the Chief Diversity, Equity and Inclusion Officer should guide the implementation of the agencies' action plans.



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## REPORT ACRONYMS

The following is an alphabetical list of acronyms used in the report. This page should be helpful in identifying what each acronym represents.

CPO – Conservation Police Officer  
CO – Conservation Officer/Park Ranger  
DCJS – Department of Criminal Justice Services  
DCR – Department of Conservation and Recreation  
DWR – Department of Wildlife Resources  
DVS – Department of Veterans Services  
EEO – Equal Employment Opportunity  
MPO – Marine Police Officer  
NRLE – Natural Resources Law Enforcement  
VMRC – Virginia Marine Resources Commission

## BACKGROUND

The Secretary of Natural Resources advises the Governor on natural resources issues and works to advance the Governor's top environmental priorities. The Secretary oversees five agencies, including the Virginia Department of Conservation and Recreation (DCR), the Virginia Department of Wildlife Resources (DWR, formerly known as the Virginia Department of Game and Inland Fisheries) and the Virginia Marine Resources Commission (VMRC) that protect and restore the Commonwealth's natural and historic resources.<sup>1</sup> Natural Resources Law Enforcement (NRLE) officers are trained in conventional policing techniques and specialized skills according to the services provided by their agency. OSIG discusses the observable differences in each agency's law enforcement duties below.

### Virginia Department of Wildlife Resources

DWR CPOs, formerly known as Game Wardens, enforce the laws related to hunting, fishing and boating; educate the public and offer assistance in a wide variety of enforcement activities. DCJS fully certifies CPOs with the authority to enforce all of the laws of the Commonwealth.



Source: [dgif.virginia.gov](http://dgif.virginia.gov)

### Virginia Marine Resources Commission

MPOs enforce state and federal commercial and recreational fishery laws and regulations with full arrest powers throughout the Commonwealth. They also conduct search and rescue operations; enforce boating safety laws; respond to emergency calls; investigate boating accidents and criminal activity; and provide counter-terrorism patrols to military installations, shipyards, nuclear power plants and other high-value maritime assets. DCJS also certifies MPOs.



Source: Taken by OSIG on 6.17.19, Leeward Marina, Newport News, VA

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<sup>1</sup> <https://www.naturalresources.virginia.gov/>

## Virginia Department of Conservation and Recreation

DCR COs serve in park maintenance and management capacities with law enforcement powers and duties for Virginia's 37 state parks, 63 natural area preserves and more than 700 miles of trails.<sup>2</sup> CO park management duties include training and supervising seasonal/wage staff, volunteers and other work program participants; assisting with the maintenance of facilities and grounds and the delivery of educational programs. Non-policing responsibilities account for a large part of CO responsibilities when compared to other natural resources and conventional law enforcement agencies.



Source: [dcr.virginia.gov](http://dcr.virginia.gov)

## Diverse Law Enforcement Recruitment Challenges

NRLE agencies are at various stages of developing strategies to improve diversity recruitment and hiring. For example, DCR began a diversity and inclusion initiative in 2017 to ensure the entire agency optimized, supported and celebrated a workforce that is diverse and a work environment that is inclusive.<sup>3</sup> In December 2019, DWR hired a Chief Diversity and Inclusion Officer whose responsibility includes developing the agency's diversity and inclusion strategic plan. VMRC has not actively begun the process of developing a diversity and inclusion plan.

NRLE agencies' management identified challenges with the recruitment of women and people of color such as limited resources for recruitment activities and a lack of diverse public interest in outdoor recreation services provided by their agencies. Each agency has its own Human Resources Department with different internal recruitment and hiring processes.

## OSIG Audit Planning Activities

OSIG spent a full day each in the field with COs, CPOs and MPOs. These ride-alongs provided OSIG with additional understanding of each agency's organization, responsibility, public interaction and authority, which affect recruitments. OSIG found that most officers' interest in hunting, fishing and outdoor recreation at a young age was an important factor in their decision to pursue a career in natural resources law enforcement.

Additionally, to gain a better understanding of each NRLE agency's administration of diversity and inclusion recruitment and hiring practices, as well as their support of an inclusive work environment, OSIG conducted a survey of COs, CPOs and MPOs. OSIG sent the survey to 325

<sup>2</sup> [http://publicreports.dpb.virginia.gov/rdPage.aspx?rdReport=vp\\_StratPlan102&run=Run&selAgency=199&selVersion=2018-20](http://publicreports.dpb.virginia.gov/rdPage.aspx?rdReport=vp_StratPlan102&run=Run&selAgency=199&selVersion=2018-20)

<sup>3</sup> DCR Conservation and Recreation Employment Opportunities Plan, October 2017

officers and received 301 responses (17 of the 301 responses were incomplete). A summary of the survey results are in Appendix I.

OSIG retained the services of Dr. Kendra L. Smith, Director of Community Engagement at the University of Houston College of Medicine, to assist with developing the audit scope and objectives, interpreting the results of audit testing, developing audit findings and recommendations, and reviewing the draft report to ensure it accurately reflects results of the audit.

## SCOPE

The audit scope covered diversity recruitment and hiring within the three law enforcement agencies under the Secretary of Natural Resources (DCR, DWR and VMRC) from fiscal year (FY) 2014 through FY 2019.

## OBJECTIVES

The objectives of this audit were to determine if:

- Current diversity recruitment strategies are consistent with similar size and type of law enforcement agencies and if the strategies are effective in increasing the number of female and minority candidates who apply for law enforcement positions.
- Agencies hold pre-employment testing at a time of year and with sufficient advance notice to attract female and minority candidates.
- The application screening, testing and interview processes are current and/or align with true requirements of the job that would not exclude females and minorities from being offered law enforcement positions.
- NRLE management and administration support an inclusive work environment and provide employee training to promote a culture free from discrimination towards women and minorities.
- Current NRLE outreach and educational programs are designed to offer opportunities to all Virginians and promote interest in hunting, fishing and outdoor recreation.

## METHODOLOGY

OSIG conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that OSIG plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for the findings and conclusions based on the audit objectives. OSIG believes that the evidence obtained provides reasonable basis for the findings and conclusion based on the audit objectives.



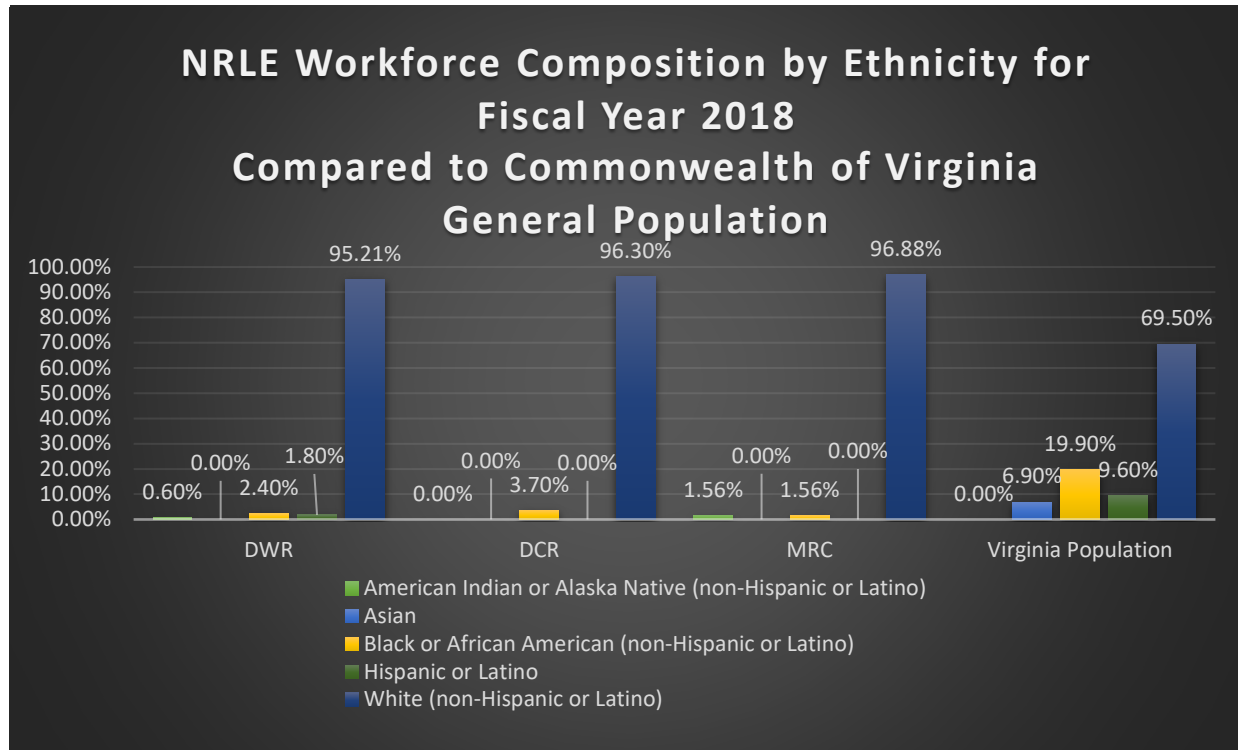
OSIG applied various methodologies during the audit process to gather and analyze information pertinent to the audit scope and to assist with developing and testing the audit objectives. The methodologies included the following:

- Surveying CO's, CPO's and MPO's.
- Analyzing individual NRLE agency recruitment activities, hiring policies and procedures.
- Interviewing key NRLE officers and the agencies' management.
- Researching state and national natural resources law enforcement exemplars.
- Interviewing representatives of Virginia state law enforcement and out-of-state and federal natural resources law enforcement.
- Benchmarking recruitment and hiring trends of NRLE agencies to Virginia state law enforcement and out-of-state and federal natural resources law enforcement.
- Examining a sample of recruitment files from each NRLE agency. To select OSIG's sample of recruitment files for each agency, auditors identified each agency's law enforcement recruitment announcements within the scope where the number of applications was above the average number of applicants for the recruitments in the population. Random selection from that subset was used to establish the final sample. The sample was not used to extrapolate conclusions to the entire population.
- Interviewing representatives of civil, educational and/or social natural resources organizations.
- Observing NRLE educational, recruitment and community engagement events.

## FINDINGS

### SECTION 1 – A SIGNIFICANT LACK OF DIVERSITY AMONG NATURAL RESOURCES LAW ENFORCEMENT

Data analysis showed that at DWR, DCR and VMRC, 95 percent, 96 percent and 97 percent of law enforcement were of white (non-Hispanic or Latino) ethnicity when compared to 70 percent of the Commonwealth’s general population.



Data for workforce composition from University of Virginia – Weldon Cooper Center for Public Service (2018 U.S. Census Age & Sex, Race and Hispanic Estimates for Virginia’s Counties & Cities), FY18 EEO Category - Protective Service Worker for DCR, DGIF, and VMRC. American Indian or Alaska Native statistics and races designated as “Other” or “2 or More Races” not included in Virginia Population data shown above; however, Hispanic and Latino population data was included for context.

#### OBSERVATION 1A – NEED FOR A COLLABORATIVE DIVERSITY STRATEGY

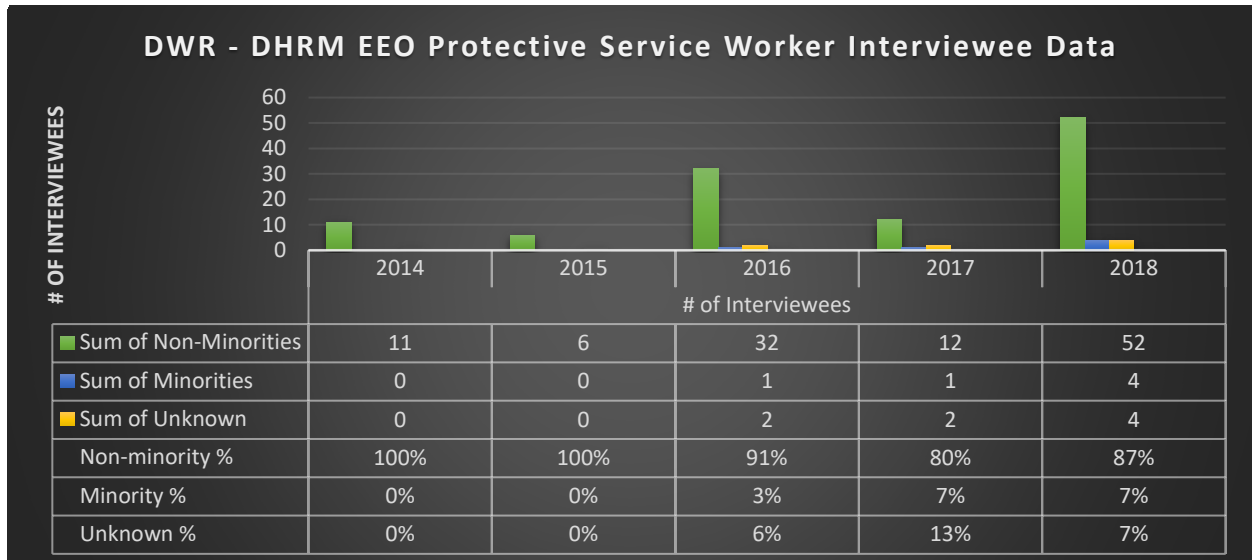
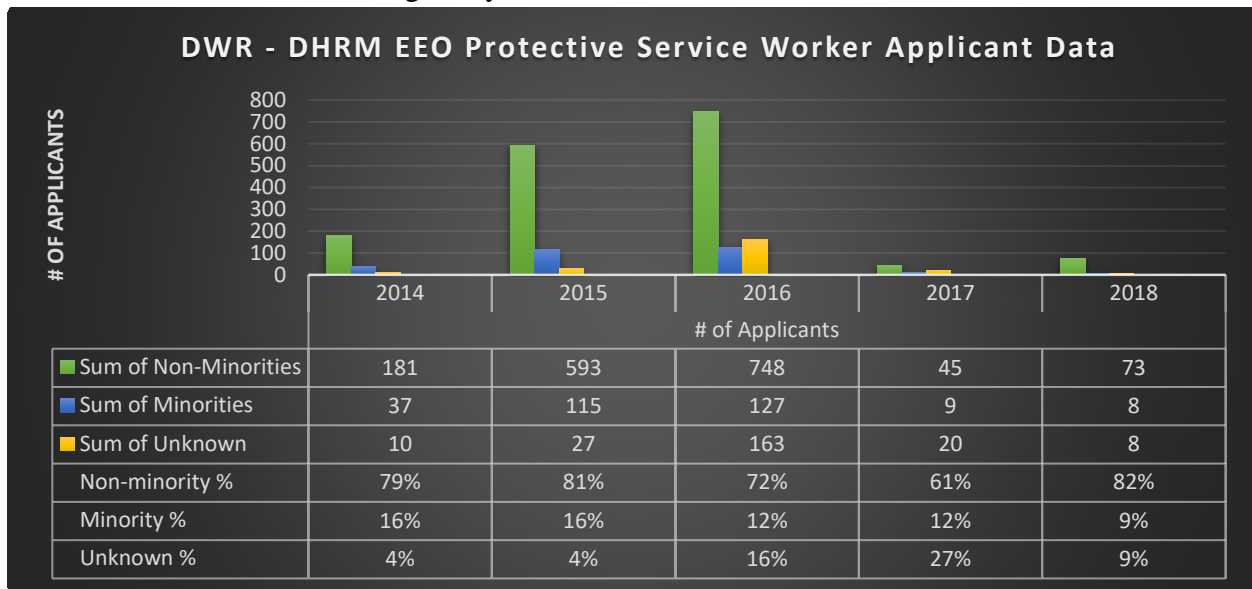
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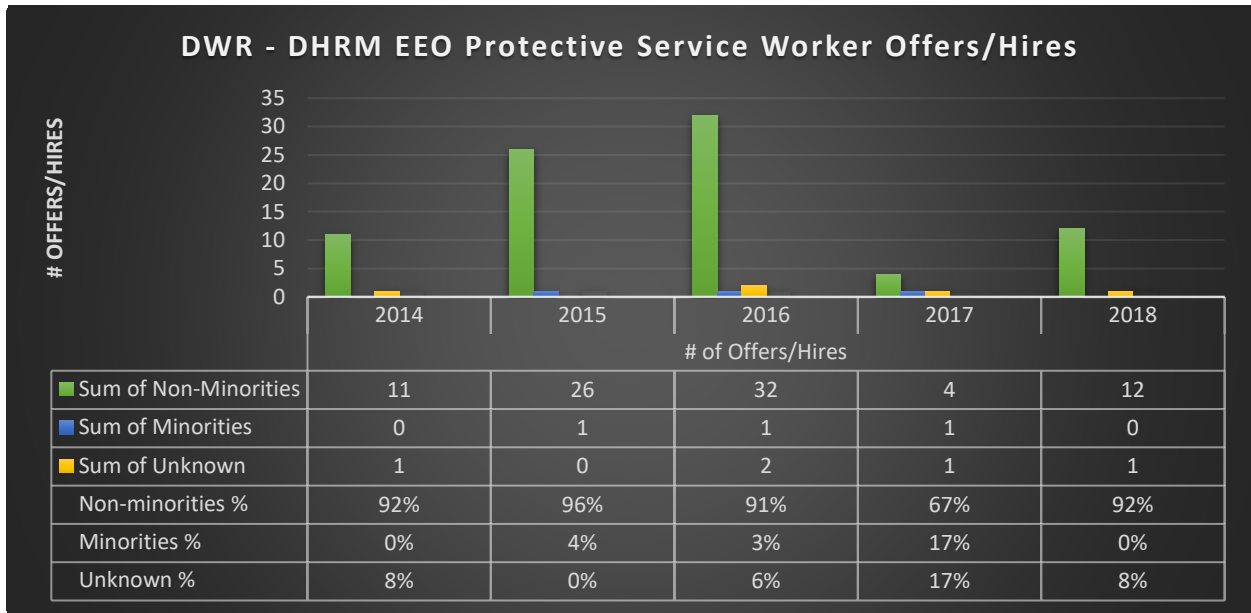
- DWR
- VMRC
- DCR

Analysis of Equal Employment Opportunity (EEO) – Protective Service Worker data for DWR, DCR and VMRC shows that 95 percent, 96 percent and 97 percent of law enforcement were of white (non-Hispanic or Latino) ethnicity when compared to 70 percent of the Commonwealth’s general population. The disproportion in the percentage of male officers at each agency was

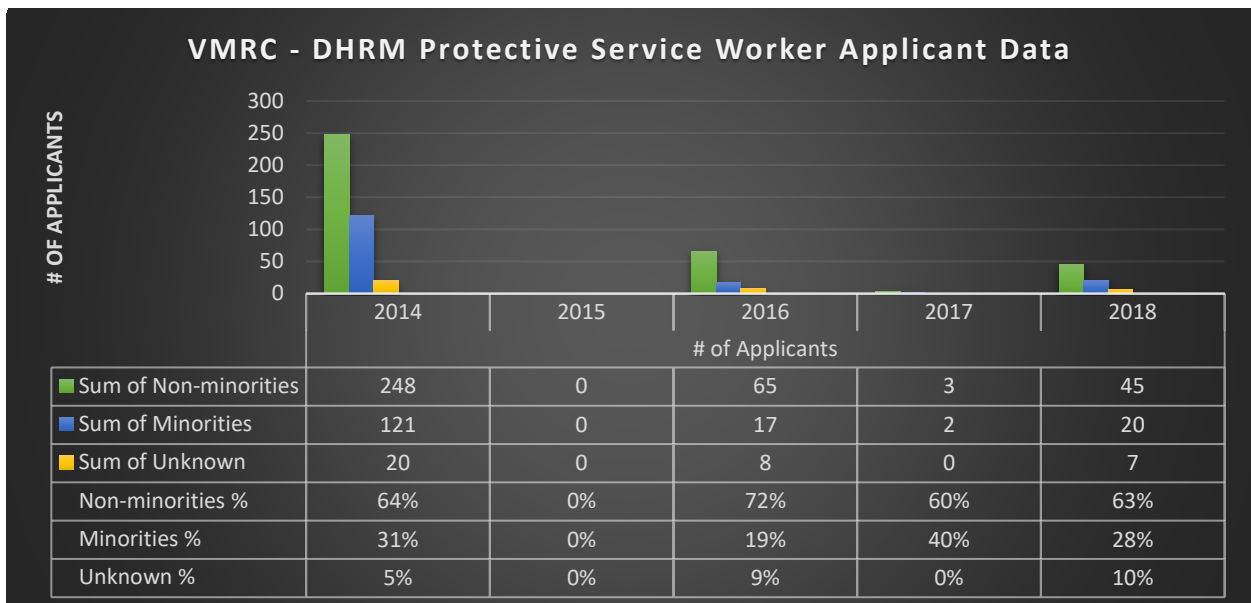
similar as DWR, DCR and VMRC were 94 percent, 90 percent and 98 percent male when only 49 percent of Virginia’s general population was male in 2018.

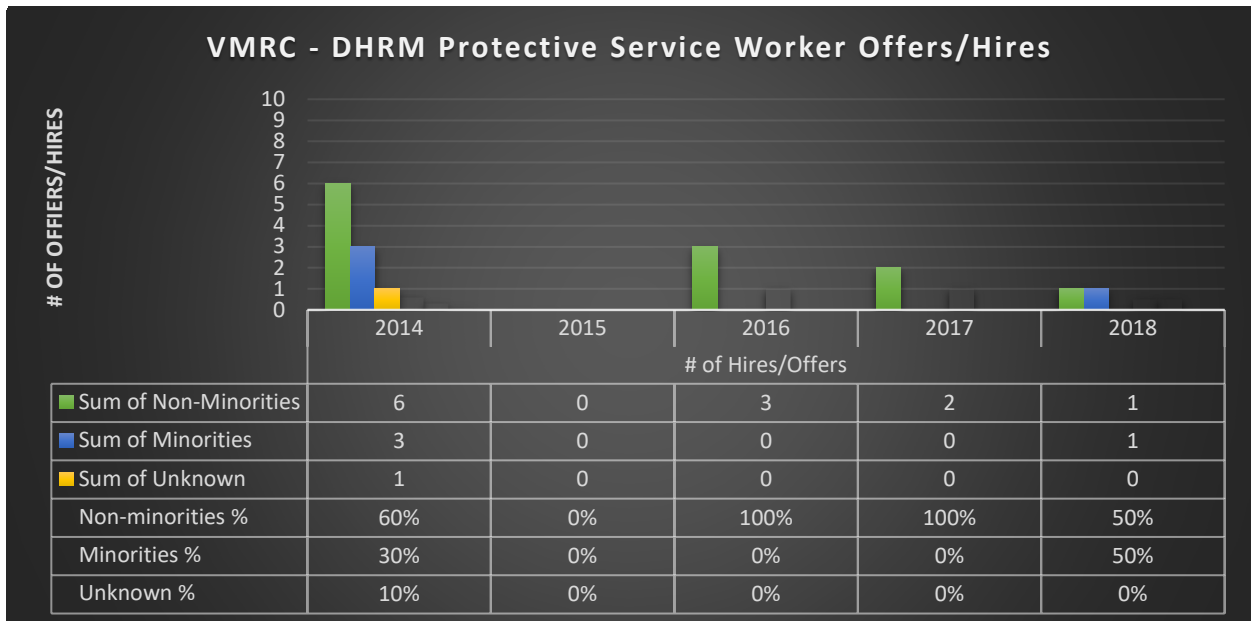
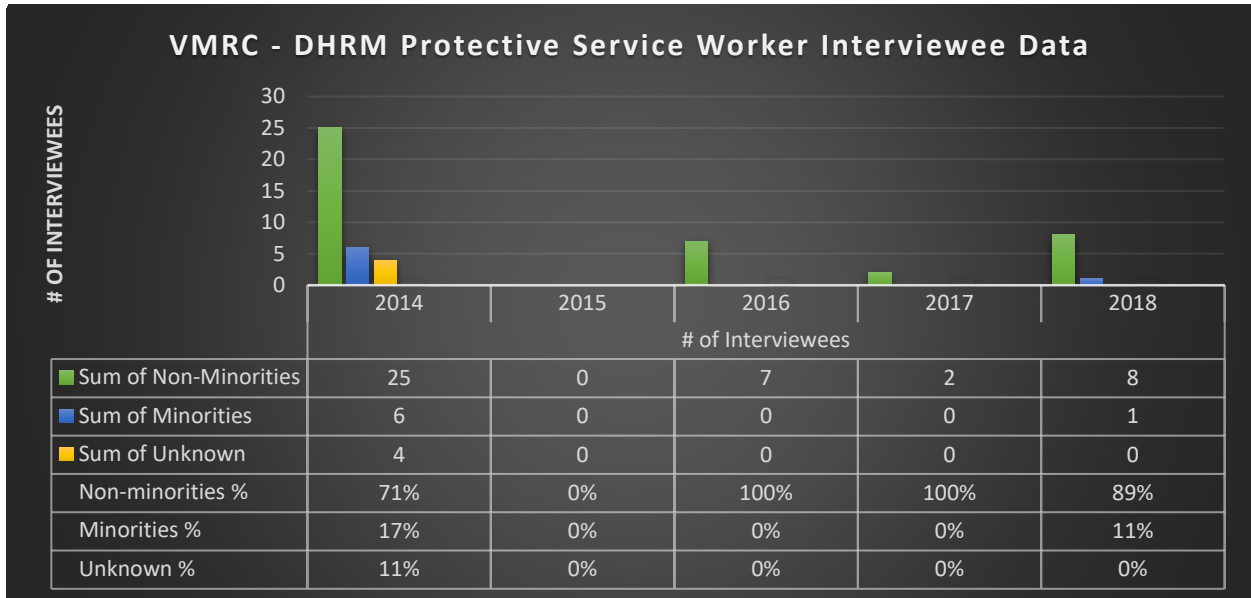
DHRM EEO applicant data between FY 2014 and FY 2018 indicated white persons (non-Hispanic or Latino) also made up the majority of applicants for NRLE positions. For those applicants who chose to identify race, the percentage of minority applicants at DWR ranged from a high of 16 percent in FY 2014 and FY 2015 to a low of nine percent in FY 2018, while white applicants ranged from a high of 82 percent in FY 2018 to a low of 61 percent in FY 2017. Of 127 applicants interviewed between FY 2014 and FY 2018, six were people of color, or approximated five percent. One minority was hired each year for three out of the five years reviewed while in the remaining two years no minorities were hired.





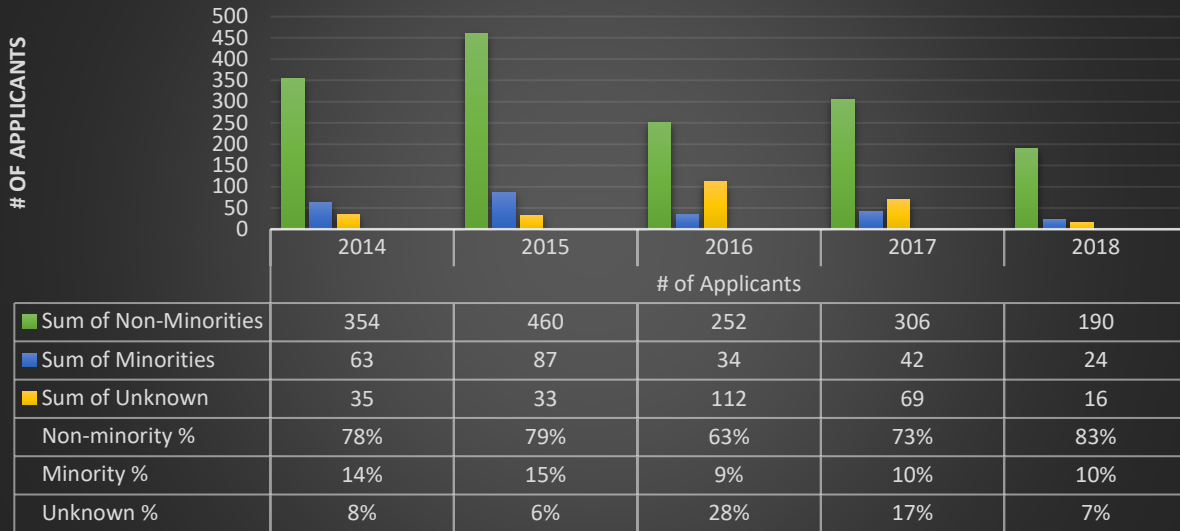
Of all MPO applicants between FY 2014 through FY 2018, 60-72 percent were white (non-Hispanic or Latino). VMRC had the greatest percentage of minority applicants of the three NRLE agencies, with a high of 40 percent in FY 2017. Of the 53 applicants interviewed between FY 2014 and FY 2018, seven were people of color, or 13 percent. In only two of the five years reviewed were minority applicants hired, and in two years reviewed all applicants interviewed and hired were white (non-Hispanic or Latino). There was no evidence of hiring activity in FY 2015.



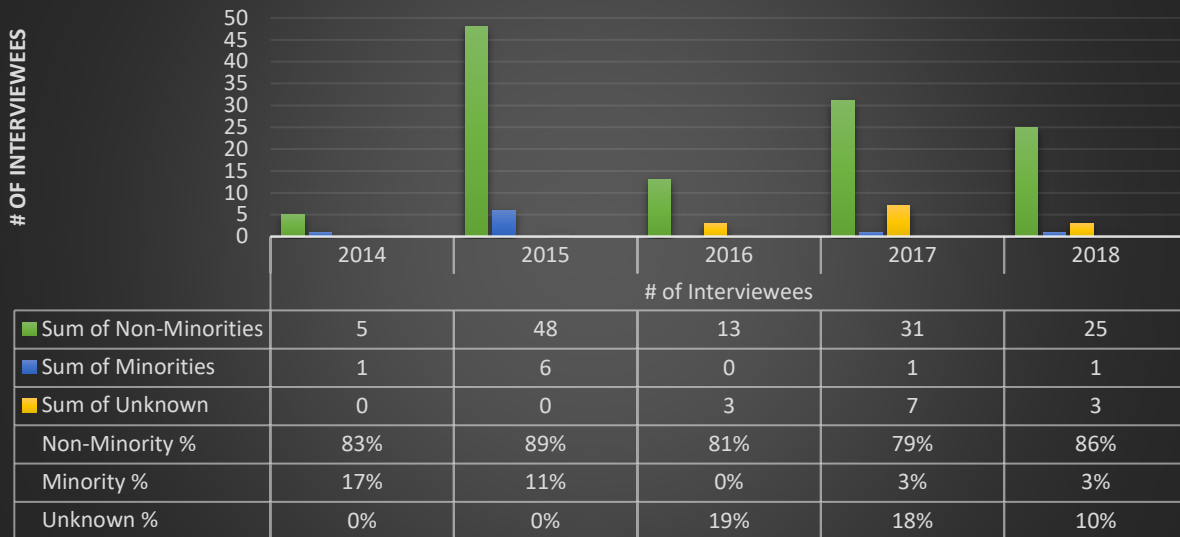


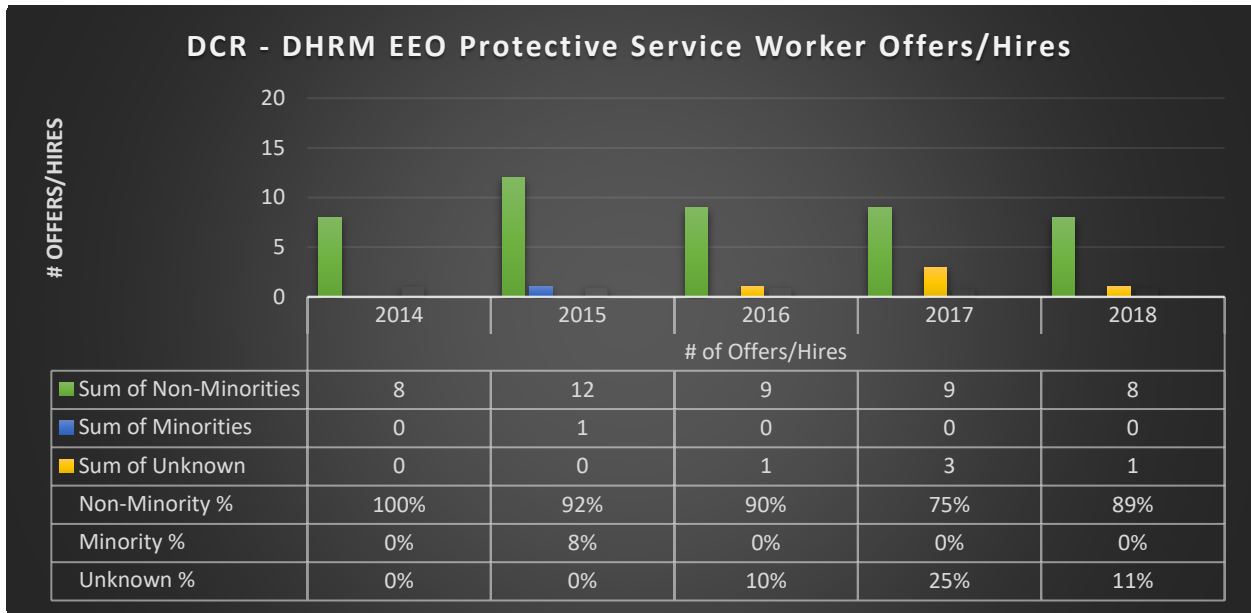
During the years reviewed with DCR CO positions, white persons (non-Hispanic or Latino) accounted for approximately 63-83 percent of all applicants. The number of minority applicants during the same period ranged from a low of nine percent in 2016 to a high of 15 percent in 2015. Auditors found that the only year people of color were hired for CO positions was in 2015 when people of color made up eight percent of new hires, or one of the twelve new hires, while whites made up 75-100% all new hires during the years reviewed. The remaining percentage accounted for those hires whose demographics were unknown.

### DCR - DHRM EEO Protective Service Worker Applicant Data



### DCR - DHRM EEO Protective Service Worker Interviewee Data





Each agency is responsible for recruitment and hiring actions consistent with Policy 2.05 – Equal Employment Opportunity, to ensure procedures are conducted with regard to Executive Order Number One (2018) Equal Opportunity. The policy directs state appointing authorities, or agency heads as specified in the Virginia Personnel Act, Code of Virginia § 2.2-2900, to take affirmative measures, as determined by the Director of the Department of Human Resource Management, to emphasize the recruitment of qualified minority, women, disabled persons and older Virginians to serve at all levels of state government without lowering job requirements, performance standards or qualifications.

Although there is similarity across NRLE agencies, each agency addressed diversity in its own way. There was no collaborative effort to improve diversity and inclusion. NRLE lacks diversity reflective of the citizens of the Commonwealth of Virginia and that has also affected these agencies’ abilities to attract, recruit and hire women and people of color. Sixty percent of NRLE survey respondents (171 of 284) indicated that no people of color and 48 percent of the respondents (137 of 284) indicated that no female NRLE officers were assigned to their field office.

**Recommendation 1A**

DCR, DWR and VMRC, in collaboration with and under the guidance of the Secretary of Natural Resources and the Commonwealth’s Chief Diversity, Equity and Inclusion Officer, must work to improve diversity and inclusion. This must be accomplished through the establishment of a shared recruiter, a diversity and inclusion officer for each agency and a community engagement director for each agency (who might be selected from current staff).

The shared recruiter's responsibilities should include:

- Development of individual agency recruitment plans as part of annual diversity and inclusion strategic planning to include annual reviews of applicant and hiring data to determine and implement best practices.
- Implementation of targeted recruitment strategies and activities as described in the plan in collaboration with each agency's diversity and inclusion officer and community engagement directors.
- Documentation of activities to evaluate how working with established partners contributes to a more diverse and robust applicant pool.
- Review of results of all recruitment activities and identification of recruitment sources that lead to achieving a diverse pool of applicants. The results should be reported to agency management, the Secretary of Natural Resources and the Commonwealth's Chief Diversity, Equity and Inclusion Officer.

The community engagement director may be reallocated from officers or staff who might be performing marketing or outreach efforts. With this reallocation, it is expected that the community engagement director will specialize in efforts to increase agency recognition, regularly engage with relevant stakeholders to gain feedback and input, and seek opportunities for collaboration.

The agency community engagement director should:

- Create an internal community engagement task force or work group.
- Develop a community engagement plan.
- Establish benchmarks to evaluate the effectiveness of diversity recruitment and retention efforts.

***DWR Management Response(s):***

DWR **concur**s with all the conditions observed and recommendations as presented with the following response:

- Shared Recruiter: While we believe the best recruitment for law enforcement officers are those who serve in that capacity however, there are benefits DWR can derive from centralized coordination in a share recruiter.
- Diversity and Inclusion Officer: DWR hired a chief diversity and inclusion officer in November 2019.
- Community engagement director will work in conjunction with both the Outreach and Law divisions and the chief diversity and inclusion officer to develop and execute a community engagement plan.



***DWR Corrective Action Plan:***

Appendix II contains DWR's corrective action plan to address the above recommendations.

***VMRC Management Response:***

VMRC **concurs** with all conditions observed and recommendations as presented.

***VMRC Corrective Action Plan:***

Appendix III contains VMRC's corrective action plan received to address the above recommendations.

***OSIG Response:***

VMRC management response does not include establishing a community engagement director. Leadership for the transition to a community engagement approach is necessary to guide and implement actions that secure a strong community presence.

***DCR Management Response:***

DCR **concurs** with all except the shared recruiter as our requirements for LE are different from other NRLE agencies.

***DCR Corrective Action Plan:***

Appendix IV contains DCR's corrective action plan received to address the above recommendations.

***OSIG Response:***

DCR management's action plan does not include hiring a diversity, equity and inclusion officer. As such, there is a risk that adding to the duties of the Deputy Director of Government and Community Relations position will make it difficult to devote the time and effort needed to ensure the findings throughout this report are resolved.

***OBSERVATION 1B - NEED FOR LEGISLATIVE CHANGE IN HIRING PRACTICES THAT DISALLOW OUTSIDE HIRES***  
Applies to:

- DWR

Internal promotion requirements contained in [the Code of Virginia, § 29.1-200](#) disallow the outside hiring of an individual to a non-entry level DWR law enforcement position. These requirements are not conducive to achieving diversity at DWR. This policy has the unintended

consequence of perpetuating a lack of diversity throughout the organization because it limits the introduction of women and employees of color to entry-level jobs, which slows the effort to increase diversity. The introduction of diverse law enforcement officers should take place at all levels and not just entry-level positions.

**Recommendation 1B**

The limitation for internal promotions was rescinded in 2020 with the passage of SB882. As such, no further recommendation is made.

## SECTION 2 – LACK OF TARGETED AND STRATEGIC COMMUNITY ENGAGEMENT

Although agencies hold community events, opportunities exist to better plan events that result in improved community engagement.

### *OBSERVATION 2A – PRIORITIZE INVESTMENTS IN COMMUNITY ENGAGEMENT*

Applies to:

- DWR
- VMRC
- DCR

NRLE agencies have not strategically planned outreach events to attract target populations, including underserved communities that have low participation in outdoor recreation. For example, DCR held a Black History Month event designed for youth at a state park that had significant Black history, but it was located in a less populated area. OSIG found that the event had no attendees. Other outreach events attended by OSIG were targeted to populations already interested in and engaged in outdoor recreation.

Consistent and intentional community engagement signals bidirectional involvement between NRLE agencies and target populations. If implemented correctly, recruitment and program participation from individuals in the target populations will be an outcome of the engagement.

NRLE agencies are using unidirectional engagement techniques, where events and information are shared with the public, but there lacks involvement from individuals from the targeted population who could provide input and feedback on events and identify new opportunities to reach underrepresented populations. Moreover, evidence of target populations' access, interest and sources of information about natural resources is lacking. Regular community engagement will improve access to information and increase interest.

The lack of targeted community engagement contributes to less than desirable diverse population participation in natural resources activities and events, which contributes to a lack of diversity within NRLE.

### **Recommendation 2A**

NRLE agencies must strategically prioritize investments and allocate resources to:

- Create a community engagement director position that will develop and execute engagement strategies.
- Transition from marketing and outreach to a community engagement approach (as illustrated below).
- Seek bidirectional engagement with agencies and individuals from target populations to increase feedback on engagement approach.

- Seek opportunities to collaborate with special interest groups that align with target populations.
- Increase participation by individuals from the target populations.



***DWR Management Response:***

DWR **concur**s with the condition observed and recommendations as presented with the following statement:

DWR has begun a campaign of outreach to outdoor affinity organizations which represent underserved populations. DWR will support and sponsor their existing programs which are aligned with agency missions. The next step is targeting school districts in Hampton Roads, Central Virginia and Northern Virginia with pilot programs designed to introduce students to the enjoyment of the outdoors. Challenges will include economic, cultural and political disconnects with the activities typically promoted by DWR.

***DWR Corrective Action Plan:***

Appendix II contains DWR’s corrective action plan to address the above recommendations.

***VMRC Management Response:***

VMRC **partially concurs** with the condition observed and recommendation(s) as presented.

***VMRC Corrective Action Plan:***

Appendix III contains VMRC's corrective action plan received to address the above recommendations.

***OSIG Response***

See OSIG comment to VMRC corrective action for recommendation 1A.

***DCR Management Response:***

DCR **concur**s with the condition observed and some recommendations as presented.

***DCR Corrective Action Plan:***

Appendix IV contains DCR's corrective action plan received to address the above recommendations.

***OSIG Response***

DCR management response does not address all of the recommended actions and as such, there is a risk of the findings remaining unresolved.

***OBSERVATION 2B -INVOLVE NRLE OFFICERS MORE TO ENHANCE COMMUNITY ENGAGEMENT***

Applies to:

- DWR
- VMRC
- DCR

Although NRLE agencies have educational and outreach representatives, there is a lack of strategic engagement from law enforcement. Law enforcement officer involvement is based on officer availability and not strategic planning. As a result, there are fewer strategic interactions between interested youth or recruits and NRLE officers. In order to reach underrepresented populations and increase interest in natural resources activities, NRLE must use available resources to engage those populations.

When NRLE agencies host outreach events where officers are present, the events are not attended by youth from populations underrepresented in NRLE. Moreover, no formal evaluation of event outcomes takes place to assess the success or failures of agency outreach and marketing programs. NRLE agencies need to hold on a regular basis events designed specifically for attracting diverse populations to outdoor recreation and natural resources law enforcement.

The lack of targeted community engagement contributes to less than desirable diverse population participation in natural resources activities and events, which contributes to a lack of diversity within NRLE.

**Recommendation 2B**

NRLE agencies must strategically use law enforcement officers to plan and execute community engagement activities to improve public perception and increase awareness among underserved and youth populations about natural resources law enforcement.

***DWR Management Response:***

DWR **concur**s with the condition observed and recommendation as presented with the following statement:

Sergeant Michael Hill has represented DWR's Conservation Police Officers for several years in this capacity. Future efforts will be coordinated with the NRLE recruiting coordinator, the community engagement director and the DWR chief diversity officer.

***DWR Corrective Action Plan:***

Appendix II contains DWR's corrective action plan to address the above recommendation.

***VMRC Management Response:***

VMRC **concur**s with the condition and recommendation as presented.

***VMRC Corrective Action Plan:***

Appendix III contains VMRC's corrective action plan received to address the above recommendation.

***OSIG Response***

VMRC management response does not address law enforcement involvement in the development or implementation of the strategic community engagement plan as recommended.

***DCR Management Response(s):***

DCR **does not concur** with the condition observed but **concur**s with the recommendation as presented.

***DCR Corrective Action Plan:***

Appendix IV contains DCR's corrective action plan received to address the above recommendation.

***OBSERVATION 2C - BETTER INVOLVEMENT OF EXTERNAL PARTNERS TO ENHANCE COMMUNITY ENGAGEMENT***

Applies to:

- DWR
- VMRC
- DCR

Agency marketing is limited to social media and information posted on agency internet sites. DWR and DCR outreach events observed by OSIG were targeted to populations already interested in outdoor recreation (VMRC did not hold any outreach events during OSIG observations). Similar to previous notes about community engagement, this type of unfocused and unintentional marketing is not sufficient. Conventional and historical methods of marketing to populations underrepresented in natural resources law enforcement affects the ability to attract candidates that lead to a more diverse law enforcement workforce.

NRLE agencies must talk with community partners to gain input on their engagement approach and develop opportunities for collaboration. Ongoing involvement with partners will support more effective marketing that will attract populations who have not had an opportunity to experience the outdoors and, in turn, to interest diverse youth who may be future NRLE officers.

**Recommendation 2C**

The agencies must establish:

- Partnerships with organizations who serve underrepresented communities.
- Advisory relationships with partners to identify new opportunities for engagement and recruitment.
- An internal system to track and evaluate engagement activities with partner groups underrepresented in outdoor recreation.
- Joint programming with relevant stakeholders.

***DWR Management Response(s):***

DWR **concur**s with the condition observed and recommendations as presented with the following statement:

In the last several months, DWR has established relationships with outdoor affinity organizations such as Outdoor Afro, Latino Outdoors, National African American Gun Association, and ARTEMIS in anticipation of sponsoring and

promoting events in that target their members and constituencies. DWR is also in discussions with Green Top Sporting Goods to develop programs for underrepresented populations.

***DWR Corrective Action Plan:***

Appendix II contains DWR's corrective action plan to address the above recommendations.

***VMRC Management Response(s):***

VMRC **concur**s with the condition and recommendations as presented.

***VMRC Corrective Action Plan:***

Appendix III contains VMRC's corrective action plan received to address the above recommendations.

***OSIG Response***

VMRC does not provide a system of tracking and evaluation the effectiveness of engagement activities.

***DCR Management Response(s):***

DCR **concur**s with the condition and recommendations as presented.

***DCR Corrective Action Plan:***

Appendix IV contains DCR's corrective action plan received to address the above recommendations.

***OSIG Response***

The DCR plans to review current program partnerships but does not account for the establishment of new partnerships with diverse organizations that could help them reach their goal.

***OBSERVATION 2D - BETTER COORDINATE COMMUNITY ENGAGEMENT EVENTS***

Applies to:

- DWR
- VMRC
- DCR

NRLE agencies do not collaborate in developing community engagement events and as such OSIG found few joint events among the agencies. The three agencies have interrelated purposes in natural resources and people attracted to one agency's event may likely find something of



interest at another agency's event. There has not been a strategic effort to attract populations underrepresented in natural resources law enforcement through coordinated events. This lack of coordination appears to be a lost opportunity to save on resources and expand the reach of each agency. A lack of marketing to populations underrepresented in natural resources law enforcement have impacted the ability to attract candidates that lead to a more diverse law enforcement.

**Recommendation 2D**

NRLE agencies must leverage each other's abilities to increase public interest and introduce populations with low participation to natural resources services. The Secretary of Natural Resources and the Commonwealth's Chief Diversity, Equity and Inclusion Officer should organize the collaboration, with fiscal responsibility shared among all NRLE agencies. Each agency must:

- Develop a joint community engagement plan that identifies methods and metrics for engaging populations traditionally underrepresented in NRLE, integrated recruitment strategies and pipeline/activity planning as part of an NRLE diversity and inclusion strategic plan (as discussed in Section 3).
- Implement community engagement activities to include, but not be limited to, coordination among natural resources agencies to reach individuals from targeted groups in support of robust outreach efforts.
- Evaluate and report community engagement outcomes to agency management, the Secretary of Natural Resources and the Commonwealth's Chief Diversity, Equity and Inclusion Officer.

***DWR Management Response:***

DWR **concur**s with the condition observed and recommendations as presented.

***DWR Corrective Action Plan:***

Appendix II contains DWR's corrective action plan to address the above recommendations.

***OSIG Response***

The DWR plan lacks a methodology to evaluate and report to agency management, the Secretary of Natural Resources and the Commonwealth's Diversity, Equity and Inclusion Officer.

***VMRC Management Response:***

VMRC **concur**s with the condition and recommendations as presented

***VMRC Corrective Action Plan:***

Appendix III contains VMRC's corrective action plan received to address the above recommendations.

***OSIG Response***

As with DWR, VMRC's plan does not include the evaluation of outcomes and reporting to agency management, the Secretary of Natural Resources and the Commonwealth's Diversity, Equity and Inclusion Officer.

***DCR Management Response:***

DCR **concur**s with the condition and recommendations as presented.

***DCR Corrective Action Plan:***

Appendix IV contains DCR's corrective action plan received to address the above recommendations.

***OSIG Response***

The DCR plan does not reference the evaluation of outcomes and reporting mechanisms for agency management as well as to the Secretary of Natural Resources and the Commonwealth's Diversity, Equity and Inclusion Officer.

### SECTION 3 – NEED FOR DIVERSITY AND INCLUSION STRATEGIC PLAN IMPROVEMENTS

Strategic plans for diversity and inclusion are lacking when compared to states leading with NRLE diversity. During the last 20 years, exemplars such as the Mississippi Department of Wildlife, Fisheries and Parks have transformed their agencies to reflect the diversity of their states' populations. Since the adoption of the Diversity Action Plan, Mississippi NRLE has become almost equally proportionate with regard to white officers and officers of color. The Diversity Action Plan contains immediate and long term actions required of the agency, such as establishing an agency Chief of Diversity and Equal Opportunity Officer, a cross-disciplinary recruitment team made up of interviewers from various demographic and gender backgrounds, and partnerships with diverse organizations.

#### *OBSERVATION 3A – ESTABLISH AND IMPROVE DIVERSITY AND INCLUSION STRATEGIC PLANS*

Applies to:

- DWR
- VMRC
- DCR

Diversity strategic plans are at different developmental stages among Virginia NRLE agencies. In FY 2018, DCR developed a strategic plan to improve diversity and inclusion in all areas including law enforcement; however, the plan does not include defined performance measures and a system for reporting results. DWR and VMRC have not developed diversity strategic plans.

Just as plans are important to overall agency operations, diversity and inclusion efforts are similarly vital and need to be strategically planned. The steps for addressing a lack of diversity at an organization include outlining a specific mission for diversity, establishing goals and strategies, and taking actions toward the recruitment and hiring of people of varying genders, ethnicities and/or religious affiliations.

Strategic planning in diversity and inclusion has not been a focus of Virginia NRLE until DWR hired a Chief Diversity and Inclusion Officer in December 2019 and DCR established a diversity and inclusion strategic plan in October 2017. The absence of a focus on diversity and inclusion strategic planning has potentially resulted in fewer women and persons of color in the role of law enforcement.

#### **Recommendation 3A**

Strategic plans to improve diversity and inclusion in NRLE agencies must progress or begin. Agency management must refer to exemplars such as Mississippi NRLE agencies

and other Virginia agencies that have diversity and inclusion strategic plans that may be used as models:

- NRLE agencies must establish workgroups or task forces with selected leadership and a system of reporting implementation results to executive management.
- NRLE agencies must seek and use guidance provided by the Secretary of Natural Resources, the Commonwealth's Chief Diversity, Equity and Inclusion Officer and the Department of Human Resources Management (DHRM) to support the development and implementation of diversity and inclusion strategic plans and related workforce development training.
- NRLE agencies must provide regular status reports on the implementation and progression of NRLE diversity and inclusion strategic plans to the Secretary of Natural Resources and the Commonwealth's Chief Diversity, Equity and Inclusion Officer.

***DWR Management Response:***

DWR **concur**s with the condition observed and recommendations as presented with the following statement:

Pursuant to guidance from the Commonwealth's Chief Diversity, Equity, Inclusion Officer, DWR has empaneled an Inclusive Excellence Task Force comprised of members of the workforce charged with the development of the DWR Inclusive Excellence Strategic Plan.

DWR does refer to exemplar agencies which have made strides in diversity, equity, and inclusion efforts. In fact, it was DWR who suggested the Mississippi example to OSIG following a visit by agency leadership to that agency in order to learn more about their efforts.

***DWR Corrective Action Plan:***

Appendix II contains DWR's corrective action plan to address the above recommendation(s).

***VMRC Management Response(s):***

VMRC **concur**s with the condition and recommendation(s) as presented.

***VMRC Corrective Action Plan:***

Appendix III contains VMRC's corrective action plan received to address the above recommendations.

***DCR Management Responses:***

DCR **concurs** with the condition and recommendations as presented.

***DCR Corrective Action Plan:***

Appendix IV contains DCR's corrective action plan received to address the above recommendations.

***OSIG Response***

The DCR plan does not include guidance from the recommended external resources to invigorate diversity and inclusion efforts, and is more of a continuation of existing tactics that have not led to attracting a more diverse workforce.

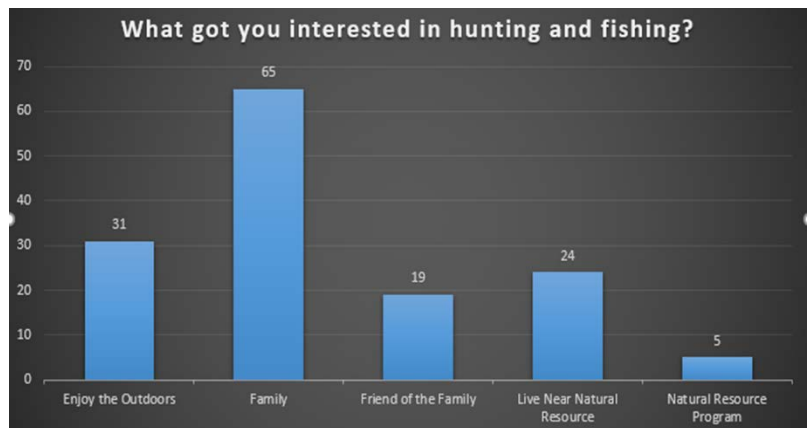
***OBSERVATION 3B - COLLECT EVIDENCE ON OUTREACH EVENTS TO ENHANCE FUTURE PROGRAMMING***

Applies to:

- DWR
- DCR
- VMRC

No formal assessment of past outreach events exists so there is no evidence about program value, participant demographics and the perceived benefits by participants (discussed in Section 2). However, based on a survey of attendees at the Western Virginia Sports Show with DWR, OSIG noted the following:

- Family was identified by 65 of 85 respondents as a reason they became interested in hunting and fishing.
- Five of 85 respondents identified natural resources programs as a reason they became interested in hunting and fishing. Of those five, two were youth (under age 16).



**Note: Respondents could choose more than one option.**

Effective diversity and inclusion strategic plans identify opportunities to expand services to underserved populations. As previously discussed, diversity and inclusion strategic plans need improvement. Without evaluating opportunities from the past, strategic plans will not be as effective.

**Recommendation 3B**

NRLE agencies must include in their diversity and inclusion strategic plans:

- A methodology to evaluate how well outreach events touch populations with low participation in outdoor recreation, including those underserved by the agencies and youth who may develop a lifelong interest in outdoor recreation if they are introduced at an early age.
- The development of programming directed toward schools and youth recreation organizations.
- The development of community engagement relationships and partnerships with a diverse set of outdoor recreational organizations to market outreach events.

***DWR Management Response(s):***

DWR **partially concurs** with the condition observed and recommendations as presented with the following statement:

DWR fully supports any strategic plan which includes valuation tools. However, we believe that youth programming and community partnership development should be elements of the Community Engagement Strategic Plan (see Recommendation 1A).

***DWR Corrective Action Plan:***

Appendix II contains DWR's corrective action plan to address the above recommendations.

***VMRC Management Response(s):***

VMRC **concur**s with the condition and recommendation(s) as presented

***VMRC Corrective Action Plan:***

Appendix III contains VMRC's corrective action plan received to address the above recommendations.

***DCR Management Response(s):***

DCR **concur**s with the condition and recommendation(s) as presented.

***DCR Corrective Action Plan:***

Appendix IV contains DCR's corrective action plan received to address the above recommendation(s).

***OSIG Response***

DCR management response does not address the recommended actions and as such, there is a risk of the findings remaining unresolved.

***OBSERVATION 3C - FOCUS ON FUTURE INTEREST IN NRLE CAREERS***

Applies to:

- DWR
- VMRC
- DCR

NRLE agencies' outreach events have not been strategically planned to attract underserved communities with low involvement in outdoor recreation. OSIG observed that events of cultural significance had no attendees and events were not promoted to boost the interest of women and people of color.

Just as strategic plans are important to overall diversity and inclusion efforts, as previously discussed, community engagement needs to be strategically planned. The future makeup of Virginia NRLE resides in the Commonwealth's youth population. Providing opportunities to youth underrepresented in NRLE are crucial to increasing future diversity and inclusion.

**Recommendation 3C**

NRLE agencies' diversity and inclusion strategic plans must develop and expand community engagement to attract populations not participating in outdoor recreation and generate future interest in natural resources career opportunities, including law enforcement by:

- Increasing the number and frequency of community engagement events in more diverse communities potentially serving larger audiences that include underserved populations.
- Expanding community engagement events and programming in schools and with other youth focused organizations, especially in diverse communities.
- Building relationships with minority and gender-based organizations to reach underserved communities.
- Seeking advice from relevant stakeholders on the development of targeted programming and recruitment endeavors.

***DWR Management Response(s):***

DWR **partially concurs** with the condition observed and recommendation as presented with the following statement:

DWR constituencies include hunters, anglers, wildlife viewers, boaters and recreational shooters. Creating programs that will both appeal to urban youth and not alienate those adults who have a cultural or political objection could prove daunting. We will seek to replicate best practices for such programs.

***DWR Corrective Action Plan:***

Appendix II contains DWR's corrective action plan submitted through the Commonwealth's Chief Diversity, Equity and Inclusion Officer to address the above recommendation.

***VMRC Management Response:***

VMRC **concur**s with the condition and recommendations as presented.

***VMRC Corrective Action Plan:***

Appendix III contains VMRC's corrective action plan received to address the above recommendations.

***OSIG Response***

The VMRC corrective action of developing and implementing a diversity and inclusion strategic plan has not addressed the recommendations, especially the one for a focus on youth programming, to improve interest in NRLE careers.

***DCR Management Response(s):***

DCR **concur**s with the condition and recommendation(s) as presented.

***DCR Corrective Action Plan:***

Appendix IV contains DCR's corrective action plan received to address the above recommendations.

***OSIG Response***

DCR management response has excluded the building of relationships with minority and gender based organizations, and only focuses on the youth portion of the recommended items.



## SECTION 4 - NEED FOR DIVERSITY-FOCUSED RECRUITMENT

As discussed in Section 1, a collaborative effort is needed to increase NRLE diversity. Observation 1A includes recommendations for a shared recruitment officer. Section 2 included recommendations for partnering with other organizations to achieve a diverse workforce. Other opportunities exist to improve recruitment for a diverse NRLE.

### *OBSERVATION 4A - EXPAND RECRUITMENT TO REACH DIVERSE POPULATIONS*

Applies to:

- DWR
- VMRC
- DCR

Female and minority NRLE officers told OSIG that opportunities existed for recruiting outside of higher education natural resources or criminal justice majors. NRLE agencies should not overlook these officers' perspective.

Recruiting for a diverse and inclusive workforce that mirrors the population needs to be extended to areas of interest and organizations where the focus is underserved populations. Although the agencies have tried a number of outreach events, opportunities exist according to NRLE women and persons of color. Without expanding recruitment activities to wider populations, NRLE agencies risk losing potential diverse candidates for employment.

### **Recommendation 4A**

NRLE agencies must expand opportunities for recruitment to include:

- Diverse civic organizations.
- Constituent service organizations.
- Sports clubs.
- Community events.
- Historically minority and gender-based colleges and universities.

NRLE agencies must use these resources and others identified by the Commonwealth's Chief Diversity, Equity and Inclusion Officer and other public or private stakeholders.

### ***DWR Management Response:***

DWR **concurs** with the condition observed and recommendations as presented with the following statement:

DWR requests that the shared NRLE recruitment coordinator establishes a strategy to incentivize law enforcement officers from other state and local organizations to

consider careers in NRLE. We also suggest utilizing DHRM Policy 3.05, Section E - Referral Program to incentivize current staff to actively recruit candidates that will help to meet agency applicant, candidate, and new hire goals.

***DWR Corrective Action Plan:***

Appendix II contains DWR's corrective action plan to address the above recommendation(s).

***VMRC Management Response:***

VMRC **concur**s with the condition and recommendation(s) as presented.

***VMRC Corrective Action Plan:***

Appendix III contains VMRC's corrective action plan received to address the above recommendations.

***DCR Management Response(s):***

DCR **concur**s with the condition and recommendations as presented.

***DCR Corrective Action Plan:***

Appendix IV contains DCR's corrective action plan received to address the above recommendation(s).

***OSIG Response***

As noted in OSIG response to 3A, the DCR plan does not include guidance from the recommendation, and is more of a continuation of existing tactics that have not led to attracting a more diverse workforce.

***OBSERVATION 4B - EVALUATE AND MODIFY HIRING PRACTICES***

Applies to:

- DWR
- VMRC
- DCR

The changes that have occurred in recruitment and hiring processes at NRLE agencies have been in response to external drivers such as changes to DCJS or DHRM requirements. National best practices suggest routine evaluation and modification of hiring processes contribute to attracting larger, more diverse applicant pools. According to one NRLE Human Resource Director, very little change has taken place over a number of years in NRLE application screening, testing and

interview strategies. The lack of significant change has impeded NRLE agencies' abilities to attract a diverse workforce.

**Recommendation 4B**

In collaboration with a natural resources recruitment officer, NRLE agencies must:

- Coordinate documentation of activities to evaluate how working with established partners contributes to a more diverse, robust applicant pool.
- Restructure the recruitment process where each agency's diversity and inclusion advocate actively monitors the pool of candidates ensuring that agencies select a diverse pool of qualified candidates for interview.
- Include women and people of color from each agency or from across state government in the recruitment and hiring process when needed.
- Match interview questions with job responsibilities.
- Perform an in-depth review and update of law enforcement employee work profiles. (DCR has started this process).
- Document and report who participated in interview panels and how they evaluated the candidates interviewed.
- Review results of all recruitment activities and identify what recruitment sources led to achieving a diverse pool of applicants. The results should be reported to agency management, the Secretary of Natural Resources and the Commonwealth's Chief Diversity, Equity and Inclusion Officer.

***DWR Management Responses:***

DWR **concur**s with the condition observed and recommendation(s) as presented.

***DWR Corrective Action Plan:***

Appendix II contains DWR's corrective action plan to address the above recommendations.

***OSIG Response***

DWR management does not confirm the planned barrier analysis will address the recommended items.

***VMRC Management Response:***

VMRC **concur**s with the condition and recommendations as presented.

***VMRC Corrective Action Plan:***

Appendix III contains VMRC's corrective action plan received to address the above recommendation(s).

***OSIG Response***

The VMRC plan does not consider all items listed in the recommendation which increases the risk of not resolving issues related to recruitment and hiring.

***DCR Management Response:***

DCR **concur**s with the condition and recommendations as presented.

***DCR Corrective Action Plan:***

Appendix IV contains DCR's corrective action plan received to address the above recommendations.

***OSIG Response***

The DCR action plan outlines a focus on employee work profiles (EWP's) and reviews of current recruitment processes, but does not provide actionable items that align with OSIG's recommendations. A continuation of existing processes will not result in building a more diverse workforce.

## SECTION 5 – LACK OF EFFECTIVE DIVERSITY RECRUITMENT ANALYSIS

Data analysis and industry comparisons are common tools for identifying potential performance improvements. Opportunities exist for NRLE agencies to improve the use of these tools.

### *OBSERVATION 5A – COLLECT AND ANALYZE NRLE EMPLOYMENT DATA*

Applies to:

- DWR
- VMRC
- DCR

None of the NRLE agencies conducts analysis of employment data of their industry or their law enforcement workforce to understand hiring trends, develop diversity recruitment strategies and establish recruitment best practices. Instead, reports on NRLE demographics are compiled only as needed for external reporting or internal record keeping requirements. Data analysis provides helpful information in identifying improvements needed from past performance. Without such analysis, the causes of past weaknesses in diversity and inclusion may not be identified.

### **Recommendation 5A**

All NRLE agencies, in collaboration with the Secretary of Natural Resources and the Commonwealth's Chief Diversity, Equity and Inclusion Officer, must work with available exemplars such as Mississippi NRLE agencies and other Virginia agencies with successful diversity programs to:

- Improve their diversity recruitment and hiring programs.
- Review and implement best practices in recruitment and retention of a diverse workforce.

In collaboration with Recommendation 3A, NRLE agencies must collect and analyze employment information to include applicant diversity, hiring and retention data of their law enforcement employees to monitor and assess diversity and inclusion strategic plan efforts at least annually. Under the guidance of DHRM and in collaboration with the recommended Natural Resources Recruitment Officer and diversity and inclusion advocates, NRLE agencies must:

- Develop agency recruitment plans as part of annual diversity and inclusion strategic planning to include annual reviews of applicant and hiring data to determine and implement best practices.
- Work to execute targeted recruitment strategies and activities as described in the plan in collaboration with agency community engagement leaders.

***DWR Management Response(s):***

DWR **partially concurs** with the condition observed and recommendation(s) as presented with the following statement:

DWR believes the shared recruiting coordinator should be included in developing the recruitment and hiring program. Additionally, it needs to be noted that the demographics in Mississippi and other more rural states are different than Virginia where an overwhelming percentage of ethnic minorities live in and around the urban centers of Hampton Roads, Central Virginia and Northern Virginia.

***DWR Corrective Action Plan:***

Appendix II contains DWR's corrective action plan to address the above recommendation(s).

***VMRC Management Response:***

VMRC **concur**s with the condition and recommendations as presented.

***VMRC Corrective Action Plan:***

Appendix III contains VMRC's corrective action plan received to address the above recommendation.

***DCR Management Response:***

DCR **concur**s with the condition and recommendation(s) as presented.

***DCR Corrective Action Plan:***

Appendix IV contains DCR's corrective action plan received to address the above recommendations.

***OSIG Response***

The DCR action plan is a review of current recruitment hiring processes and does not provide specific strategies to identify the deficiencies. As stated in OSIG response to 4B, a continuation of existing processes will not result in building a more diverse workforce.

## AUDIT RESULTS

This report presents the results of our audit of Natural Resources Law Enforcement Diversity Recruitment and Hiring at the Department of Wildlife Resources, the Virginia Marine Resources Commission and the Department of Conservation and Recreation.

Based on the results and findings of the audit test work conducted on natural resources law enforcement diversity recruitment and hiring processes, OSIG concluded that internal controls at all three agencies as they relate to the audit objectives were operating properly, except as identified in the report findings.

APPENDIX I – DIVERSITY IN HIRING AND RECRUITMENT OF NRLE – SURVEY RESULTS

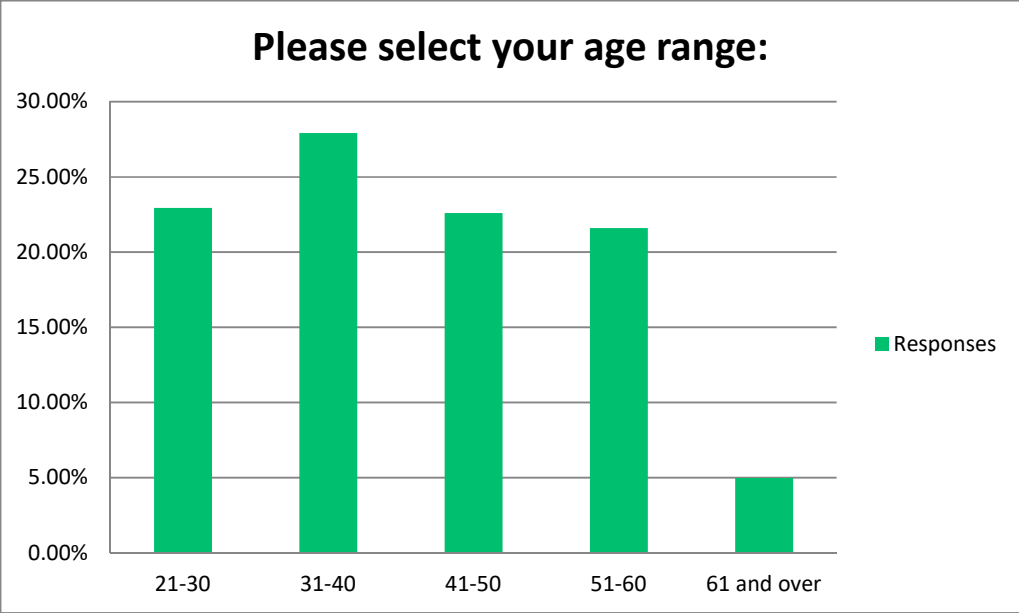
Question #	Question
1	Please select your age range:
2	Gender:
3	Agency:
4	Region:
5	How long have you worked with the agency?
6	Did you have prior law enforcement experience before joining your current department?
7	If you answered "Yes" to Question #6 above, how much prior experience do you have? If you answered "No", please continue to Question #8.
8	Did you have prior military experience before joining your current department?
9	Have you ever attended diversity training in your current department (including initial training)?
10	My agency would benefit from offering periodic formal diversity training to all Conservation/Marine Police Officers.
11	How many Conservation/Marine Police Officers are currently assigned to your field office?
12	How many female Conservation/Marine Police Officers are assigned to your field office?
13	How many minority Conservation/Marine Police Officers, i.e. African American, Hispanic, Asian, Indian, and/or Other are assigned to your field office?
14	The culture of my law enforcement department is receptive to all including women.
15	The culture of my law enforcement department is receptive to all including minorities.
16	Women were among the people involved with my recruitment and hiring as a Conservation/Marine Police Officer.
17	Minorities were among the people involved with my recruitment and hiring as a Conservation/Marine Police Officer.
18	The community I serve is receptive to all including women Conservation/Marine Police Officers.
19	The community I serve is receptive to all including minority Conservation/Marine Police Officers.
20	Law enforcement management supports an environment that is receptive to all including women.
21	Law enforcement management supports an environment that is receptive to all including minorities.
22	Management is committed to providing beneficial diversity training.
23	If I experience or become aware of a diversity matter, I feel comfortable in approaching my immediate supervisor or appropriate personnel.



APPENDIX I – DIVERSITY IN HIRING AND RECRUITMENT OF NRLE – SURVEY RESULTS

**Q1. Please select your age range:**

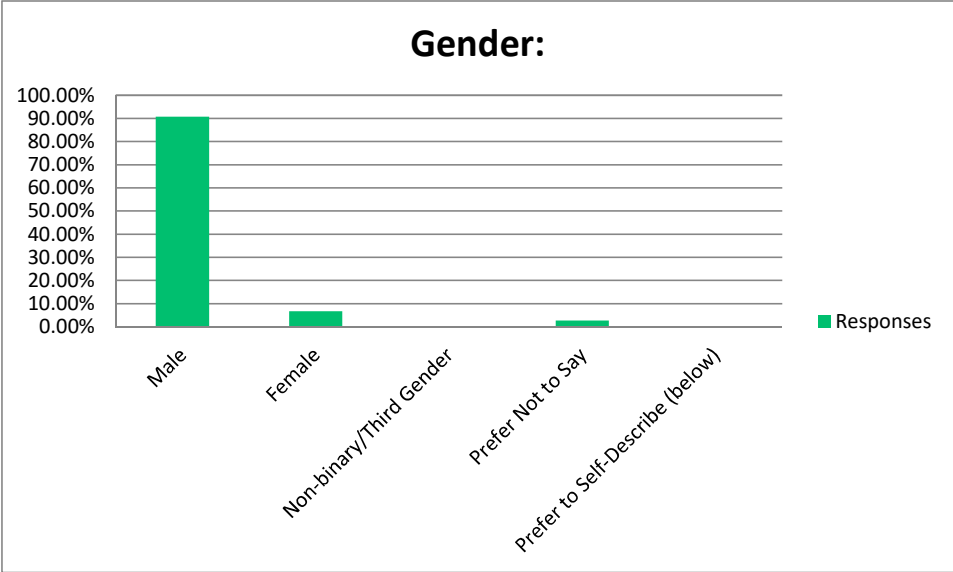
Answer Choices	Responses	
21-30	22.92%	69
31-40	27.91%	84
41-50	22.59%	68
51-60	21.59%	65
61 and over	4.98%	15
<b>Answered</b>		<b>301</b>
<b>Skipped</b>		<b>0</b>



APPENDIX I – DIVERSITY IN HIRING AND RECRUITMENT OF NRLE – SURVEY RESULTS

**Q2. Gender:**

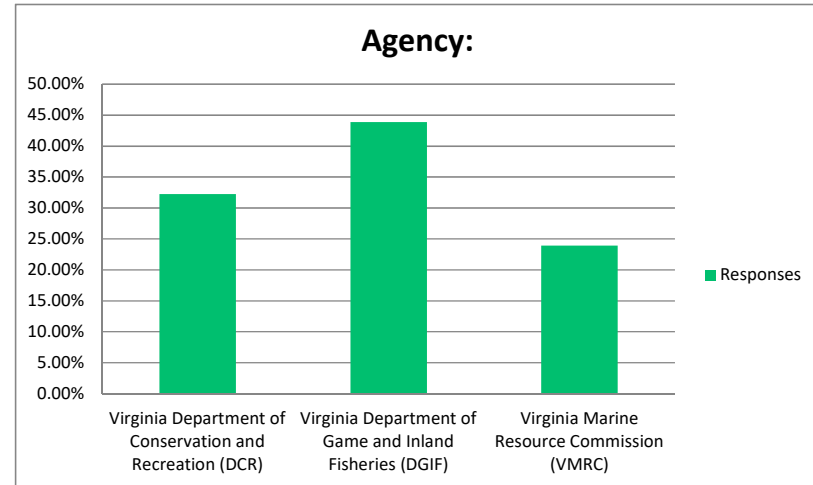
Answer Choices	Responses	
Male	90.70%	273
Female	6.64%	20
Non-binary/Third Gender	0.00%	0
Prefer Not to Say	2.66%	8
Prefer to Self-Describe (below)	0.00%	0
<b>Answered</b>		<b>301</b>
<b>Skipped</b>		<b>0</b>



APPENDIX I – DIVERSITY IN HIRING AND RECRUITMENT OF NRLE – SURVEY RESULTS

**Q3. Agency:**

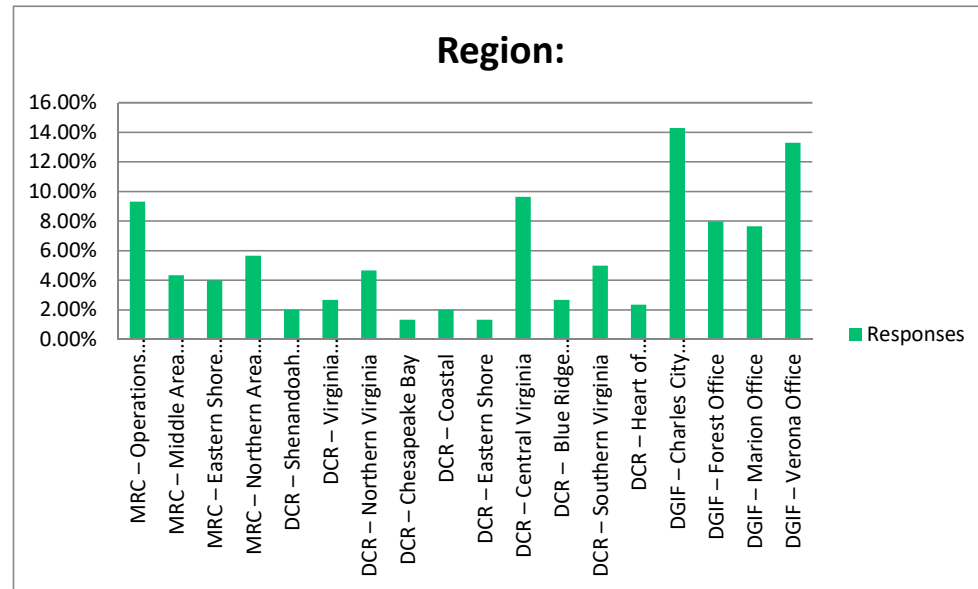
Answer Choices	Responses	
Virginia Department of Conservation and Recreation (DCR)	32.23%	97
Virginia Department of Game and Inland Fisheries (DGIF)	43.85%	132
Virginia Marine Resource Commission (VMRC)	23.92%	72
<b>Answered</b>		<b>301</b>
<b>Skipped</b>		<b>0</b>



APPENDIX I – DIVERSITY IN HIRING AND RECRUITMENT OF NRLE – SURVEY RESULTS

**Q4. Region:**

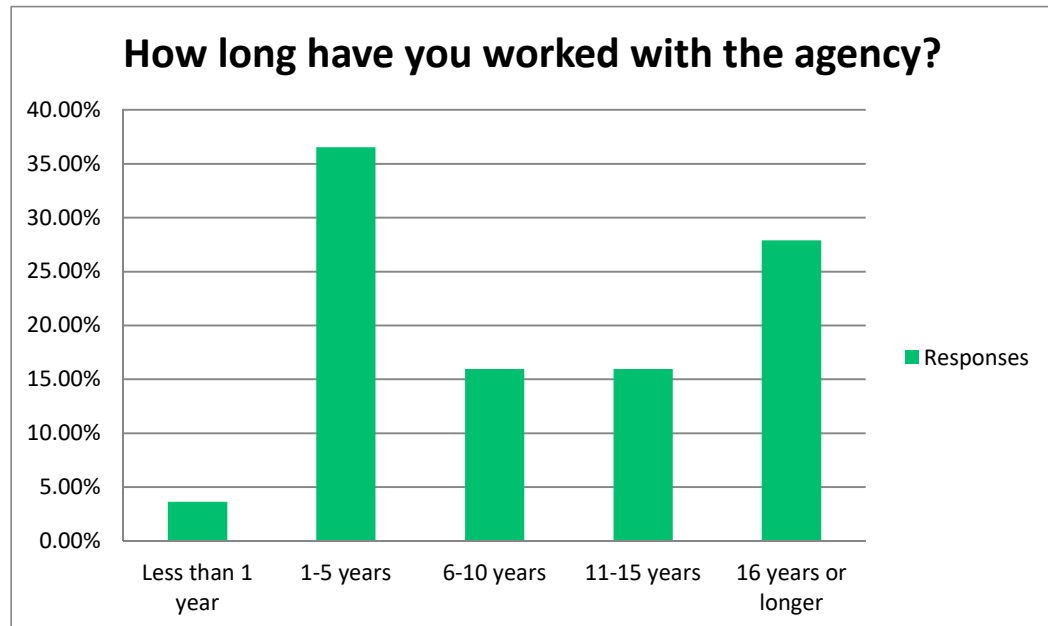
Answer Choices	Responses	
MRC – Operations Southern	9.30%	28
MRC – Middle Area Office	4.32%	13
MRC – Eastern Shore Office	3.99%	12
MRC – Northern Area Office	5.65%	17
DCR – Shenandoah Valley	1.99%	6
DCR – Virginia Mountains	2.66%	8
DCR – Northern Virginia	4.65%	14
DCR – Chesapeake Bay	1.33%	4
DCR – Coastal	1.99%	6
DCR – Eastern Shore	1.33%	4
DCR – Central Virginia	9.63%	29
DCR – Blue Ridge Highlands	2.66%	8
DCR – Southern Virginia	4.98%	15
DCR – Heart of Appalachia	2.33%	7
DGIF – Charles City Office	14.29%	43
DGIF – Forest Office	7.97%	24
DGIF – Marion Office	7.64%	23
DGIF – Verona Office	13.29%	40
<b>Answered</b>		<b>301</b>
<b>Skipped</b>		<b>0</b>



APPENDIX I – DIVERSITY IN HIRING AND RECRUITMENT OF NRLE – SURVEY RESULTS

**Q5. How long have you worked with the agency?**

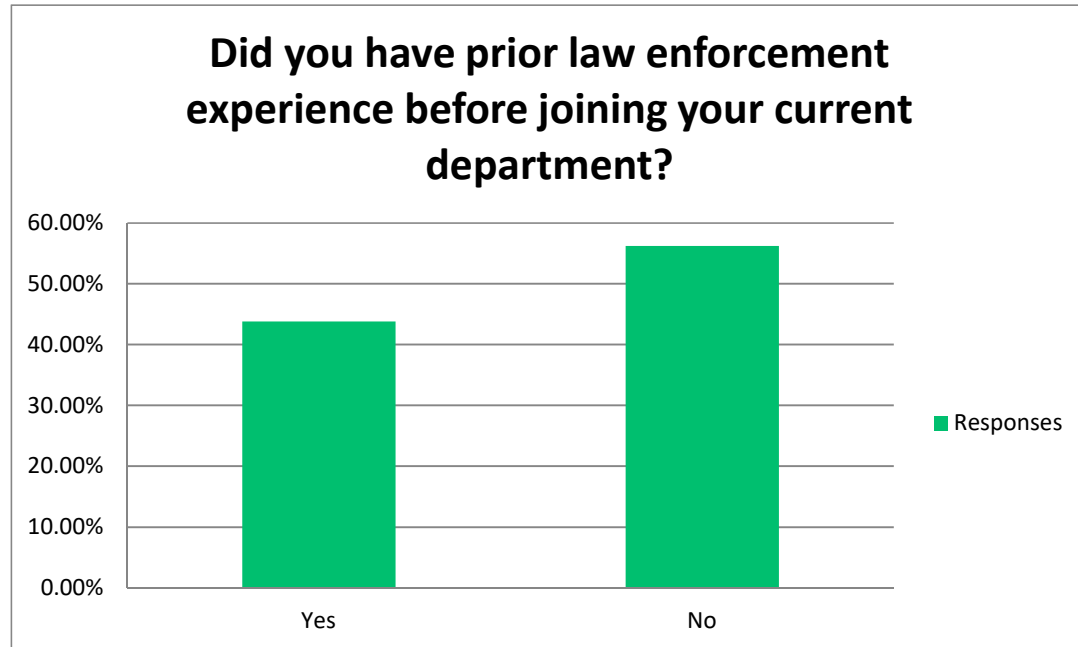
Answer Choices	Responses	
Less than 1 year	3.65%	11
1-5 years	36.54%	110
6-10 years	15.95%	48
11-15 years	15.95%	48
16 years or longer	27.91%	84
<b>Answered</b>		<b>301</b>
<b>Skipped</b>		<b>0</b>



APPENDIX I – DIVERSITY IN HIRING AND RECRUITMENT OF NRLE – SURVEY RESULTS

**Q6. Did you have prior law enforcement experience before joining your current department?**

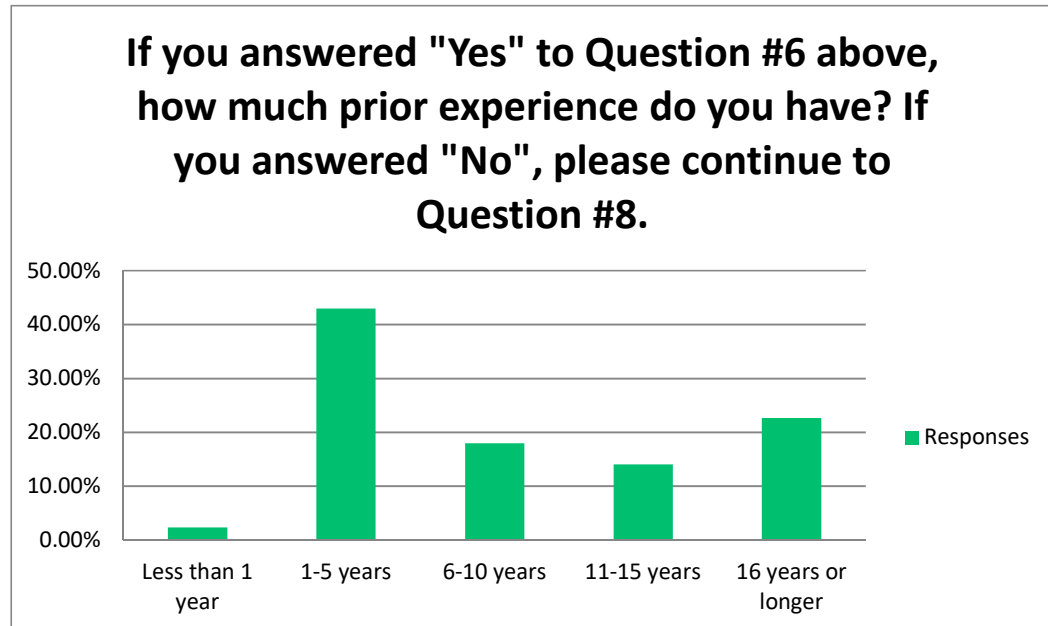
Answer Choice:	Responses	
Yes	43.79%	127
No	56.21%	163
<b>Answered</b>		<b>290</b>
<b>Skipped</b>		<b>11</b>



APPENDIX I – DIVERSITY IN HIRING AND RECRUITMENT OF NRLE – SURVEY RESULTS

**Q7. If you answered "Yes" to Question #6 above, how much prior experience do you have?**

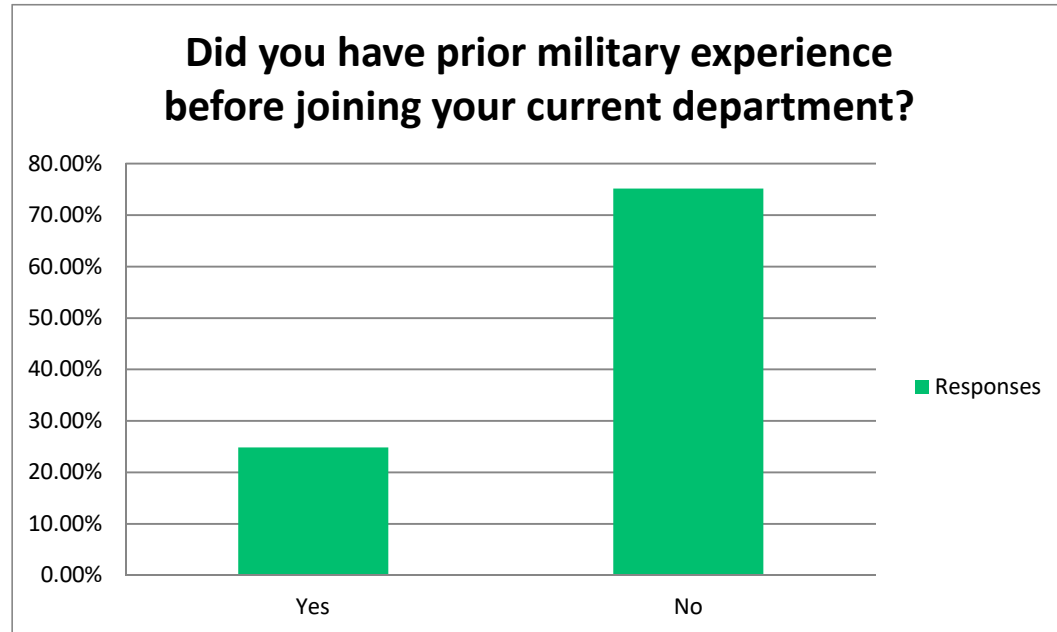
Answer Choices	Responses	
Less than 1 year	2.34%	3
1-5 years	42.97%	55
6-10 years	17.97%	23
11-15 years	14.06%	18
16 years or longer	22.66%	29
<b>Answered</b>		<b>128</b>
<b>Skipped</b>		<b>173</b>



APPENDIX I – DIVERSITY IN HIRING AND RECRUITMENT OF NRLE – SURVEY RESULTS

**Q8. Did you have prior military experience before joining your current department?**

Answer Choices	Responses	
Yes	24.83%	72
No	75.17%	218
<b>Answered</b>		<b>290</b>
<b>Skipped</b>		<b>11</b>

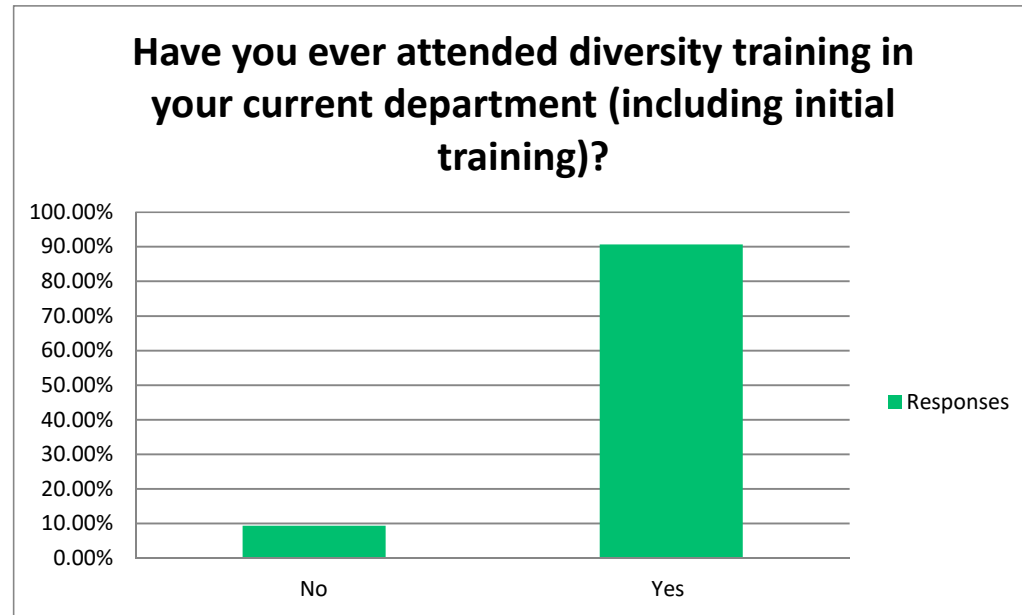




APPENDIX I – DIVERSITY IN HIRING AND RECRUITMENT OF NRLE – SURVEY RESULTS

**Q9. Have you ever attended diversity training in your current department (including initial training)?**

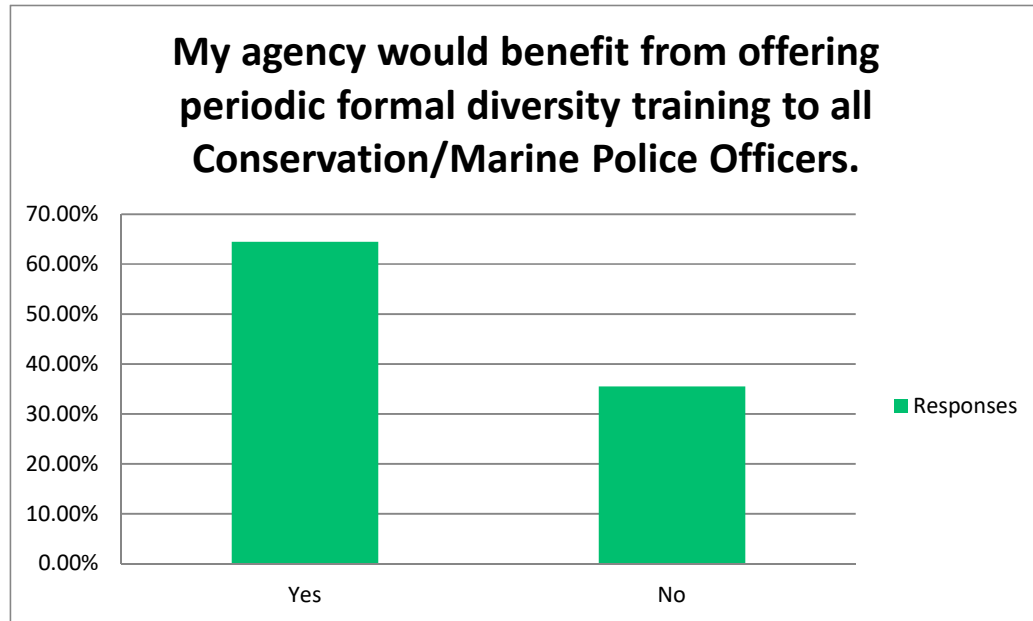
Answer Choices	Responses	
No	9.31%	27
Yes	90.69%	263
<b>Answered</b>		<b>290</b>
<b>Skipped</b>		<b>11</b>



APPENDIX I – DIVERSITY IN HIRING AND RECRUITMENT OF NRLE – SURVEY RESULTS

**Q10. My agency would benefit from offering periodic formal diversity training to all Conservation/Marine Police Officers.**

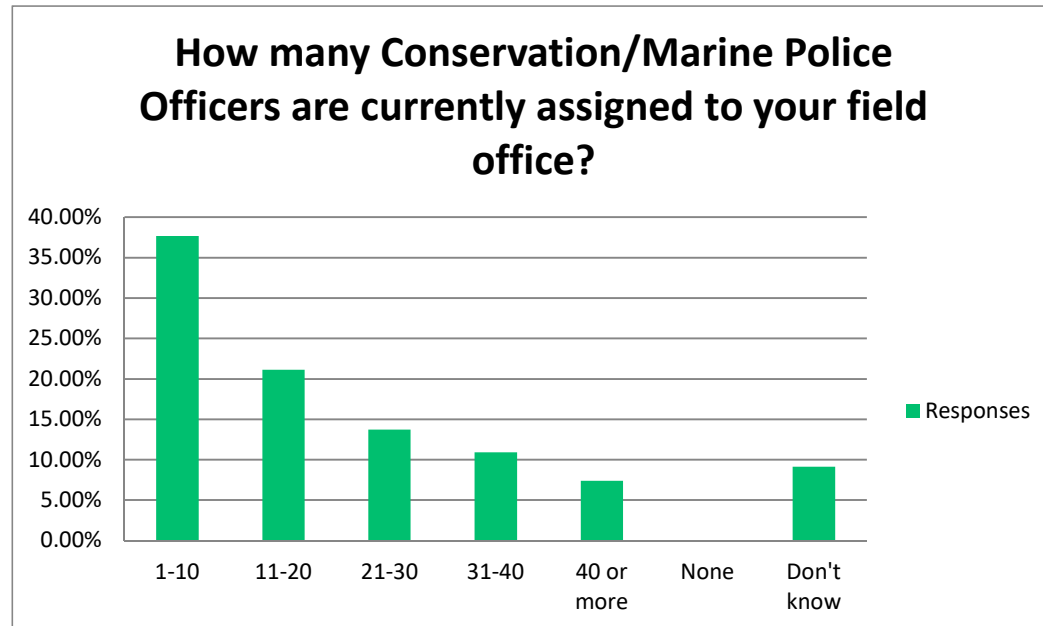
Answer Choices	Responses	
Yes	64.48%	187
No	35.52%	103
	<b>Answered</b>	<b>290</b>
	<b>Skipped</b>	<b>11</b>



APPENDIX I – DIVERSITY IN HIRING AND RECRUITMENT OF NRLE – SURVEY RESULTS

**Q11. How many Conservation/Marine Police Officers are currently assigned to your field office?**

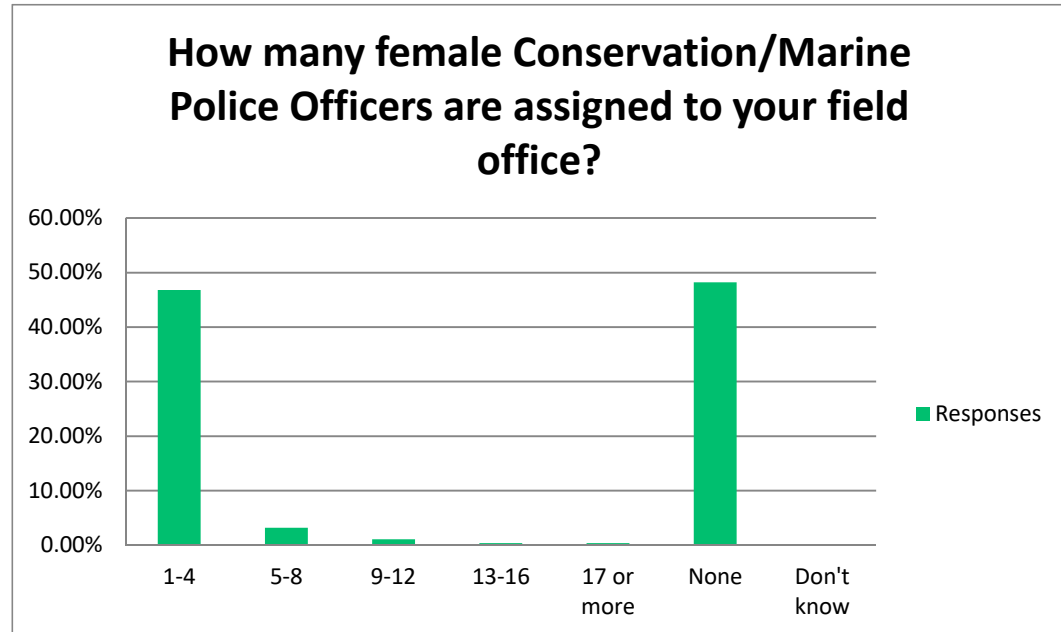
Answer Choices	Responses	
1-10	37.68%	107
11-20	21.13%	60
21-30	13.73%	39
31-40	10.92%	31
40 or more	7.39%	21
None	0.00%	0
Don't know	9.15%	26
<b>Answered</b>		<b>284</b>
<b>Skipped</b>		<b>17</b>



APPENDIX I – DIVERSITY IN HIRING AND RECRUITMENT OF NRLE – SURVEY RESULTS

**Q12. How many female Conservation/Marine Police Officers are assigned to your field office?**

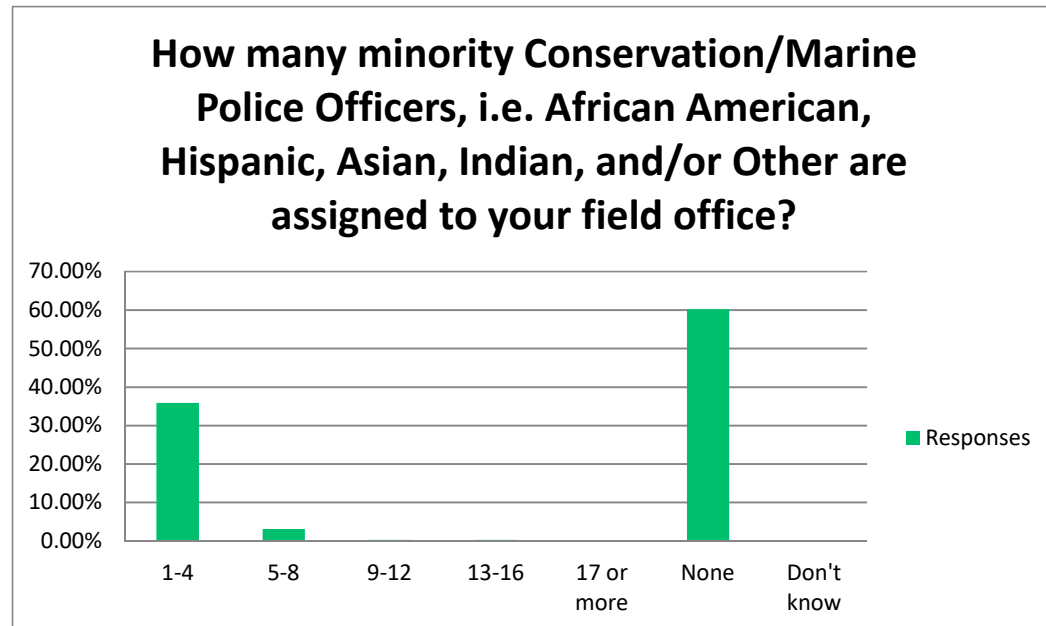
Answer Choices	Responses	
1-4	46.83%	133
5-8	3.17%	9
9-12	1.06%	3
13-16	0.35%	1
17 or more	0.35%	1
None	48.24%	137
Don't know	0.00%	0
<b>Answered</b>		<b>284</b>
<b>Skipped</b>		<b>17</b>



APPENDIX I – DIVERSITY IN HIRING AND RECRUITMENT OF NRLE – SURVEY RESULTS

**Q13. How many minority Conservation/Marine Police Officers are assigned to your field office?**

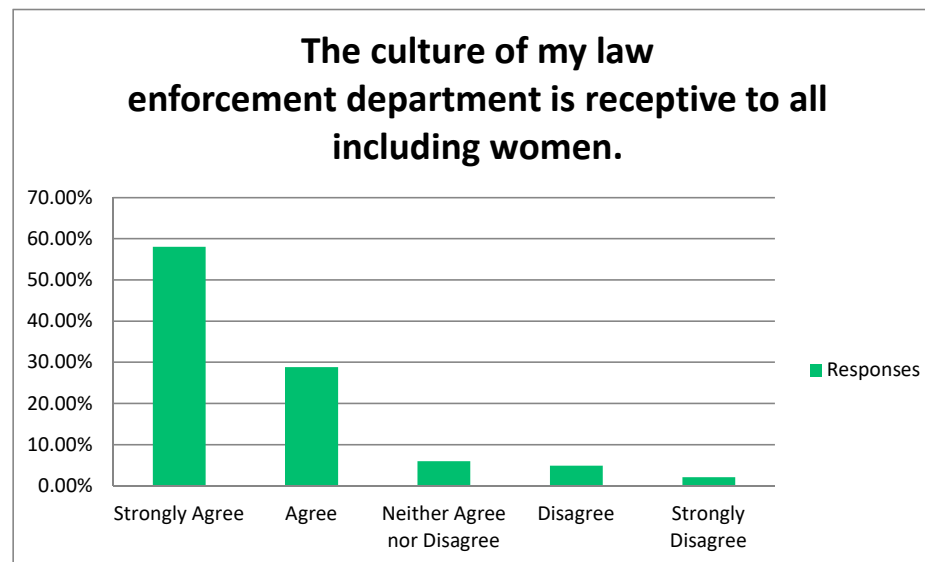
Answer Choices	Responses	
1-4	35.92%	102
5-8	3.17%	9
9-12	0.35%	1
13-16	0.35%	1
17 or more	0.00%	0
None	60.21%	171
Don't know	0.00%	0
<b>Answered</b>		<b>284</b>
<b>Skipped</b>		<b>17</b>



APPENDIX I – DIVERSITY IN HIRING AND RECRUITMENT OF NRLE – SURVEY RESULTS

**Q14. The culture of my law enforcement department is receptive to all including women.**

Answer Choices	Responses	
Strongly Agree	58.10%	165
Agree	28.87%	82
Neither Agree nor Disagree	5.99%	17
Disagree	4.93%	14
Strongly Disagree	2.11%	6
<b>Answered</b>		<b>284</b>
<b>Skipped</b>		<b>17</b>

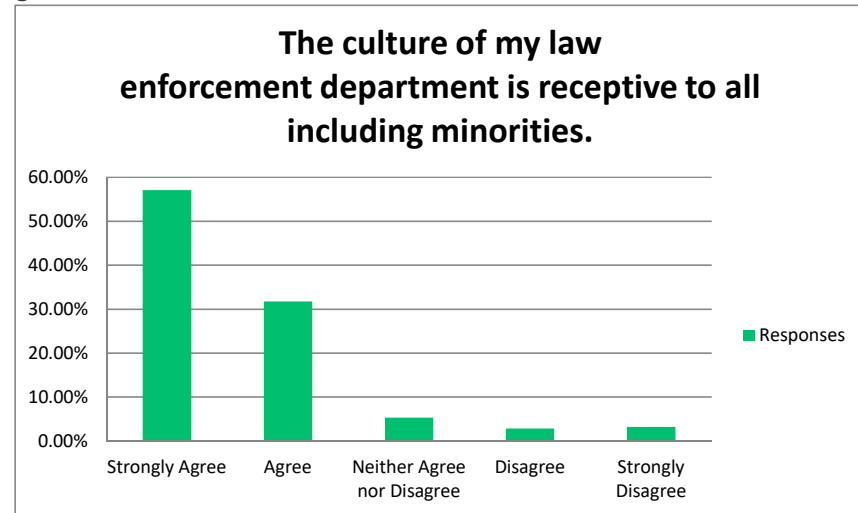


APPENDIX I – DIVERSITY IN HIRING AND RECRUITMENT OF NRLE – SURVEY RESULTS

Diversity in Hiring and Recruitment of Natural Resources Law Enforcement

**Q15. The culture of my law enforcement department is receptive to all including minorities.**

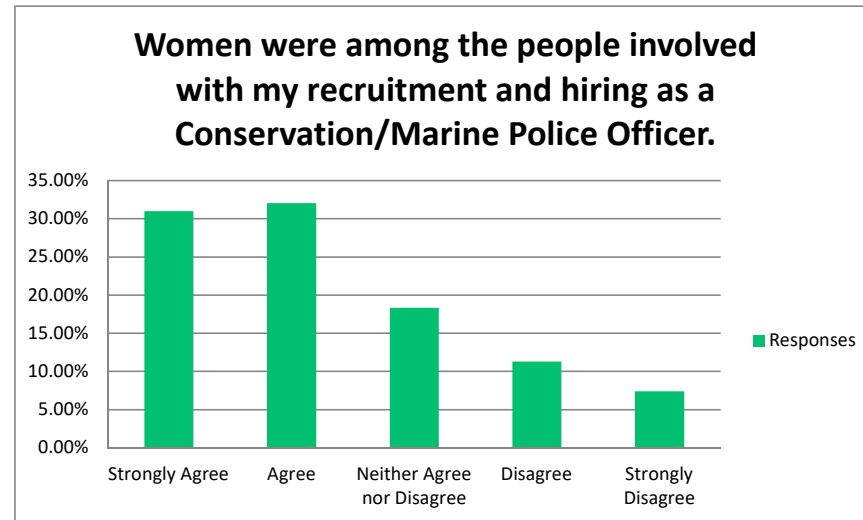
Answer Choices	Responses	
Strongly Agree	57.04%	162
Agree	31.69%	90
Neither Agree nor Disagree	5.28%	15
Disagree	2.82%	8
Strongly Disagree	3.17%	9
<b>Answered</b>		<b>284</b>
<b>Skipped</b>		<b>17</b>



APPENDIX I – DIVERSITY IN HIRING AND RECRUITMENT OF NRLE – SURVEY RESULTS

**Q16. Women were among the people involved with my recruitment and hiring as a Conservation/Marine Police Officer.**

Answer Choices	Responses	
Strongly Agree	30.99%	88
Agree	32.04%	91
Neither Agree nor Disagree	18.31%	52
Disagree	11.27%	32
Strongly Disagree	7.39%	21
<b>Answered</b>		<b>284</b>
<b>Skipped</b>		<b>17</b>

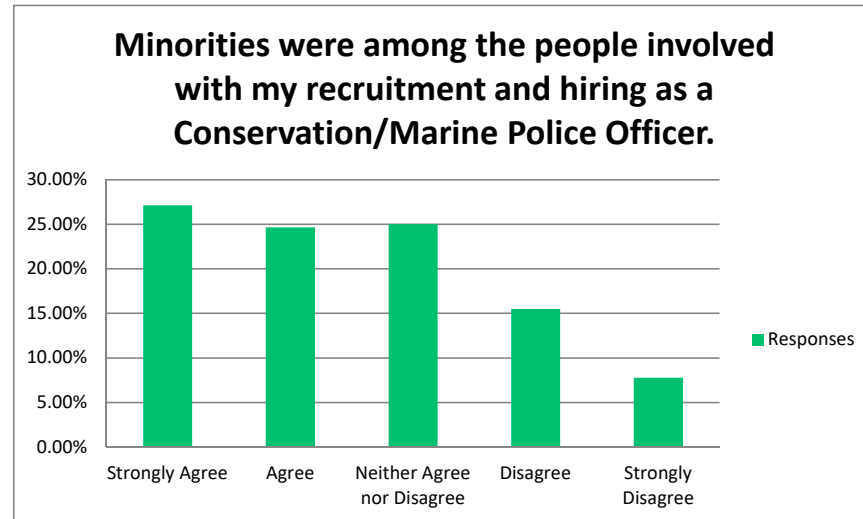




APPENDIX I – DIVERSITY IN HIRING AND RECRUITMENT OF NRLE – SURVEY RESULTS

**Q17. Minorities were among the people involved with my recruitment and hiring as a Conservation/Marine Police Officer.**

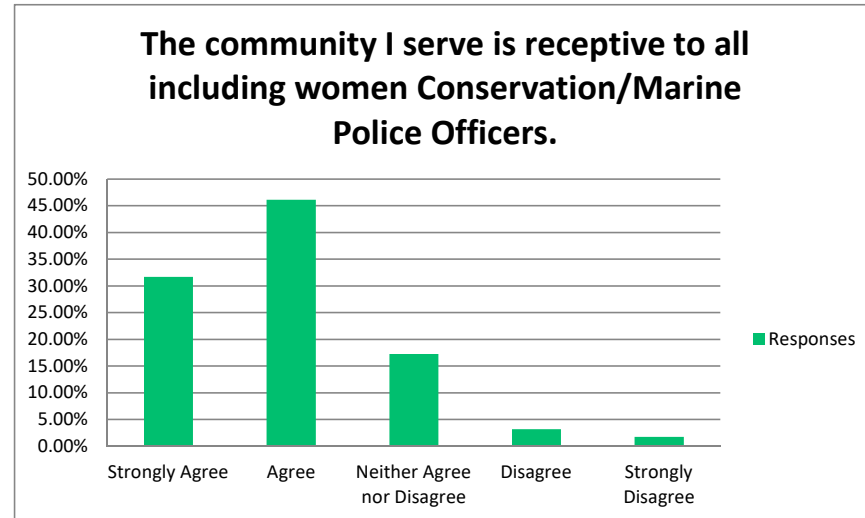
Answer Choices	Responses	
Strongly Agree	27.11%	77
Agree	24.65%	70
Neither Agree nor Disagree	25.00%	71
Disagree	15.49%	44
Strongly Disagree	7.75%	22
<b>Answered</b>		<b>284</b>
<b>Skipped</b>		<b>17</b>



APPENDIX I – DIVERSITY IN HIRING AND RECRUITMENT OF NRLE – SURVEY RESULTS

**Q18. The community I serve is receptive to all including women Conservation/Marine Police Officers.**

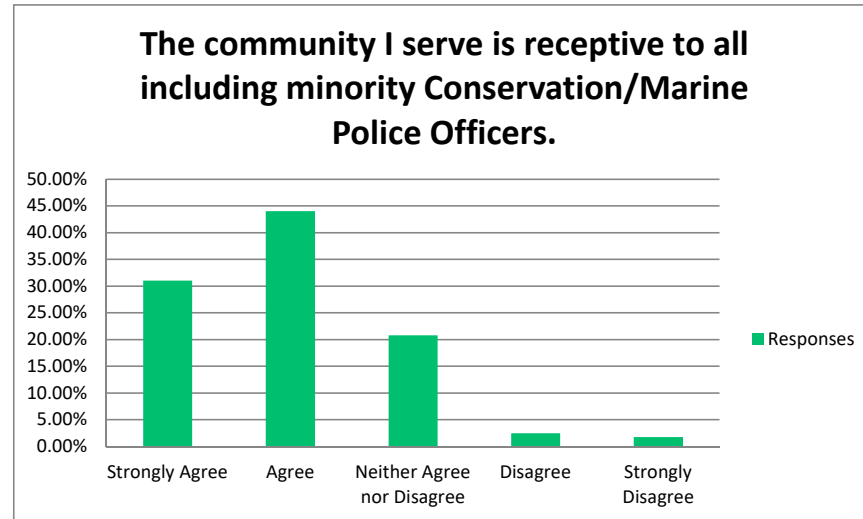
Answer Choices	Responses	
Strongly Agree	31.69%	90
Agree	46.13%	131
Neither Agree nor Disagree	17.25%	49
Disagree	3.17%	9
Strongly Disagree	1.76%	5
<b>Answered</b>		<b>284</b>
<b>Skipped</b>		<b>17</b>



APPENDIX I – DIVERSITY IN HIRING AND RECRUITMENT OF NRLE – SURVEY RESULTS

**Q19. The community I serve is receptive to all including minority Conservation/Marine Police Officers.**

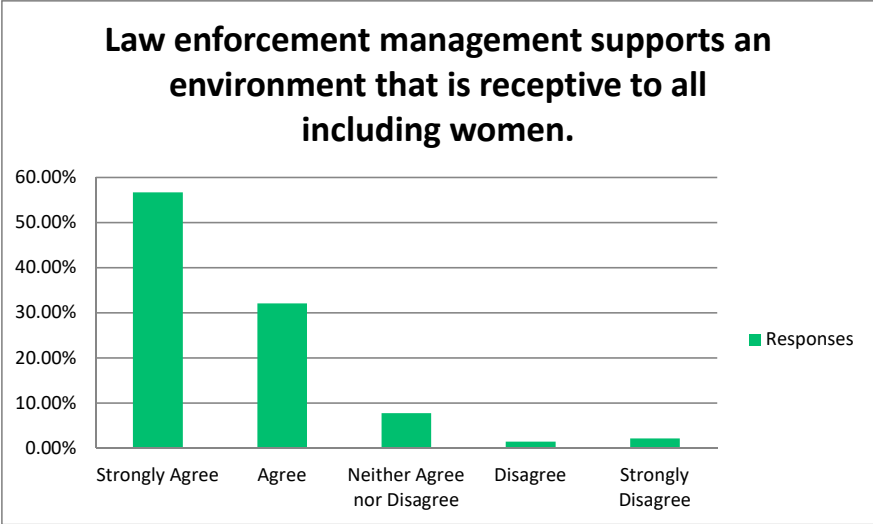
Answer Choices	Responses	
Strongly Agree	30.99%	88
Agree	44.01%	125
Neither Agree nor Disagree	20.77%	59
Disagree	2.46%	7
Strongly Disagree	1.76%	5
<b>Answered</b>		<b>284</b>
<b>Skipped</b>		<b>17</b>



APPENDIX I – DIVERSITY IN HIRING AND RECRUITMENT OF NRLE – SURVEY RESULTS

**Q20. Law enforcement management supports an environment that is receptive to all including women.**

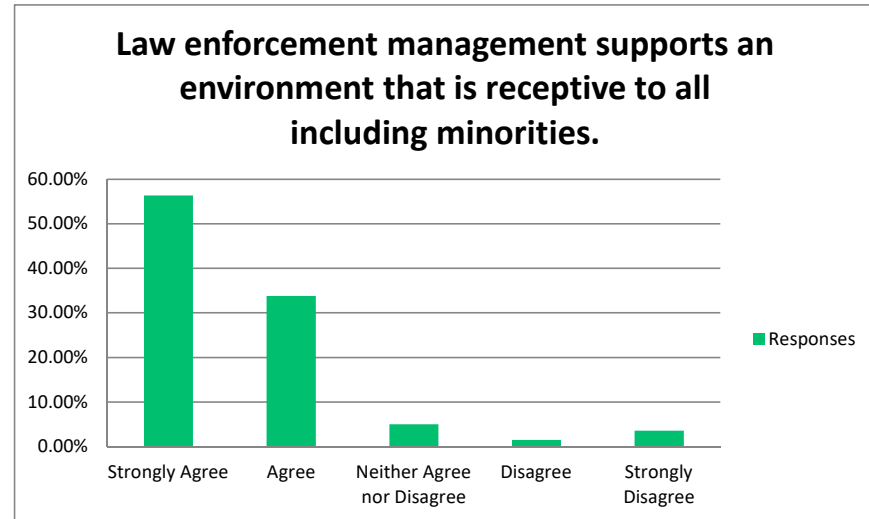
Answer Choices	Responses	
Strongly Agree	56.69%	161
Agree	32.04%	91
Neither Agree nor Disagree	7.75%	22
Disagree	1.41%	4
Strongly Disagree	2.11%	6
<b>Answered</b>		<b>284</b>
<b>Skipped</b>		<b>17</b>



APPENDIX I – DIVERSITY IN HIRING AND RECRUITMENT OF NRLE – SURVEY RESULTS

**Q21. Law enforcement management supports an environment that is receptive to all including minorities.**

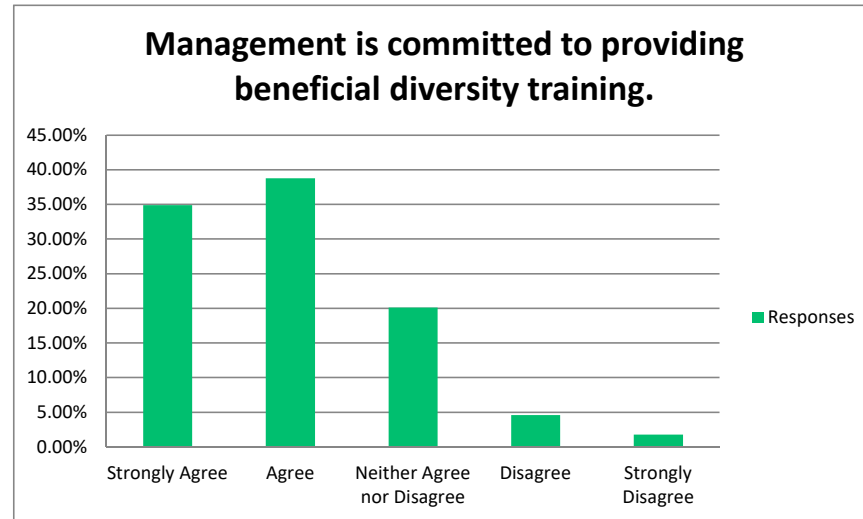
Answer Choices	Responses	
Strongly Agree	56.34%	160
Agree	33.80%	96
Neither Agree nor Disagree	4.93%	14
Disagree	1.41%	4
Strongly Disagree	3.52%	10
<b>Answered</b>		<b>284</b>
<b>Skipped</b>		<b>17</b>



APPENDIX I – DIVERSITY IN HIRING AND RECRUITMENT OF NRLE – SURVEY RESULTS

**Q22. Management is committed to providing beneficial diversity training.**

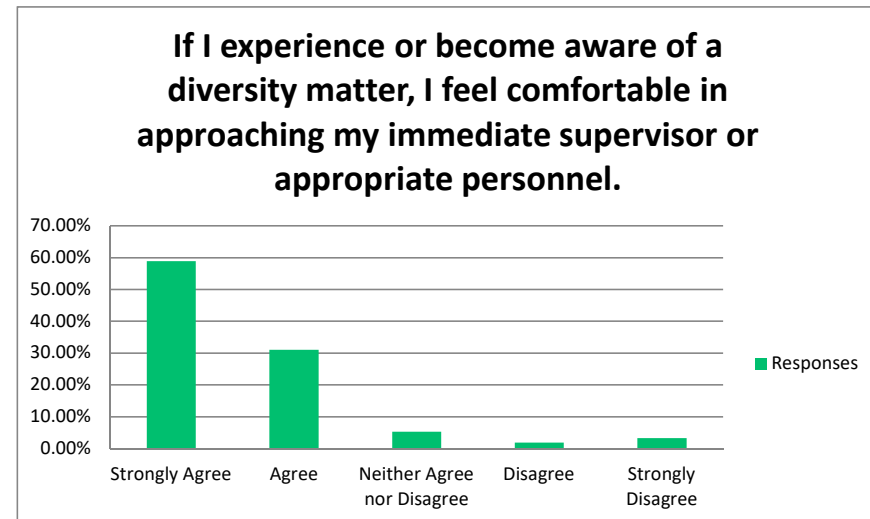
Answer Choices	Responses	
Strongly Agree	34.86%	99
Agree	38.73%	110
Neither Agree nor Disagree	20.07%	57
Disagree	4.58%	13
Strongly Disagree	1.76%	5
<b>Answered</b>		<b>284</b>
<b>Skipped</b>		<b>17</b>



APPENDIX I – DIVERSITY IN HIRING AND RECRUITMENT OF NRLE – SURVEY RESULTS

**Q23. If I experience or become aware of a diversity matter, I feel comfortable in approaching my immediate supervisor or appropriate personnel.**

Answer Choices	Responses	
Strongly Agree	58.80%	167
Agree	30.99%	88
Neither Agree nor Disagree	5.28%	15
Disagree	1.76%	5
Strongly Disagree	3.17%	9
Please feel free to comment on your answer.		18
<b>Answered</b>		<b>284</b>
<b>Skipped</b>		<b>17</b>



## APPENDIX II - DWR CORRECTIVE ACTION PLAN

RECOMMENDATION NO.	RECOMMENDATION	CORRECTIVE ACTION	DELIVERABLE	ESTIMATED COMPLETION DATE	RESPONSIBLE POSITION
<p><b>Observation 1A</b> Need for a collaborative diversity strategy.</p>	<p>Concur</p>	<ul style="list-style-type: none"> <li>• Shared Recruiter: While we believe the best recruitment for law enforcement officers are those who serve in that capacity however, there are benefits DWR can derive from centralized coordination.</li> <li>• Diversity and Inclusion Officer: DWR hired a chief diversity and inclusion officer in November 2019.</li> <li>• Community</li> </ul>	<ul style="list-style-type: none"> <li>• Shared Recruiter: Suggest within 90 days of hire to assist with acquisition of new recruits.</li> <li>• DGIF has hired a chief diversity and inclusion officer.</li> <li>• Community Engagement Director will be hired or assigned within 90 days of the</li> </ul>	<ul style="list-style-type: none"> <li>• Suggest that Office of the Secretary of Natural Resources hire the Shared Recruiter as soon as possible.</li> <li>• Diversity and Inclusion Officer hired.</li> <li>• Community Engagement Director to be hired or assigned</li> </ul>	<p>Office of the Secretary for Natural Resources.</p> <p>N/A (action complete)</p> <p>Ryan Brown, DWR Director</p>



<b>RECOMMENDATION NO.</b>	<b>RECOMMENDATION</b>	<b>CORRECTIVE ACTION</b>	<b>DELIVERABLE</b>	<b>ESTIMATED COMPLETION DATE</b>	<b>RESPONSIBLE POSITION</b>
		engagement director will work in conjunction with both the Outreach and Law divisions and the chief diversity and inclusion officer to develop and execute a community engagement plan.	end of the current hiring freeze.	within 90 days of the end of the current hiring freeze.	
<b>Observation 1B</b>	Concur	***Rescinded with the passage of SB882***	N/A	N/A	N/A

<b>RECOMMENDATION NO.</b>	<b>RECOMMENDATION</b>	<b>CORRECTIVE ACTION</b>	<b>DELIVERABLE</b>	<b>ESTIMATED COMPLETION DATE</b>	<b>RESPONSIBLE POSITION</b>
<p><b>Observation 2A</b> Prioritize investments in community engagement.</p>	<p>Concur</p>	<ul style="list-style-type: none"> <li>• DWR has begun a campaign of outreach to outdoor affinity organizations which represent underserved populations. DWR will support and sponsor their existing programs which are aligned with agency missions. The next step is targeting school districts in Hampton Roads, Central Virginia and Northern Virginia with pilot programs designed to introduce</li> </ul>	<ul style="list-style-type: none"> <li>• Co-sponsored events with affinity outdoor organizations.</li> <li>• Pilot program with school district(s) to introduce underrepresented students to outdoors activities.</li> </ul>	<p>(Due to COVID-19 and the prohibition on large gatherings, and several school district going to virtual education, it is difficult to predict when it will be advisable to put such programs in place. We remain optimistic that such programming can take place in Fall, 2021.)</p>	<p>George Braxton, Chief Diversity and Inclusion Officer</p>

<b>RECOMMENDATION NO.</b>	<b>RECOMMENDATION</b>	<b>CORRECTIVE ACTION</b>	<b>DELIVERABLE</b>	<b>ESTIMATED COMPLETION DATE</b>	<b>RESPONSIBLE POSITION</b>
		<p>students to the enjoyment of the outdoors. Challenges will include economic, cultural and political disconnects with the activities typically promoted by DWR.</p> <ul style="list-style-type: none"> <li>• Supporting and sponsoring the programming of already-existing third party affinity outdoor organizations such as Outdoor Afro, Latino Outdoor, NAAGA and</li> </ul>			

<b>RECOMMENDATION NO.</b>	<b>RECOMMENDATION</b>	<b>CORRECTIVE ACTION</b>	<b>DELIVERABLE</b>	<b>ESTIMATED COMPLETION DATE</b>	<b>RESPONSIBLE POSITION</b>
		<p>Inner-City Anglers will give DWR access to populations previously underserved by past efforts by the agency, which had not included such groups. DWR believes this method, coupled with other efforts (for example, outreach to school districts in Hampton Roads, Central Virginia, and Northern Virginia with pilot programs) is an effective and</p>			

<b>RECOMMENDATION NO.</b>	<b>RECOMMENDATION</b>	<b>CORRECTIVE ACTION</b>	<b>DELIVERABLE</b>	<b>ESTIMATED COMPLETION DATE</b>	<b>RESPONSIBLE POSITION</b>
		efficient way to transition to a community engagement approach.			
<b>Observation 2B</b>	Concur	Future efforts will be coordinated with the NRLE recruiting coordinator, the	<ul style="list-style-type: none"> <li>• CPOs will participate in sponsored activities</li> </ul>	(Due to COVID-19 and the prohibition on large gatherings,	<ul style="list-style-type: none"> <li>• Conservation Police Officer Colonel (TBD)</li> </ul>

RECOMMENDATION NO.	RECOMMENDATION	CORRECTIVE ACTION	DELIVERABLE	ESTIMATED COMPLETION DATE	RESPONSIBLE POSITION
Involve NRLE officers more to enhance community engagement.		community engagement director and the DWR chief diversity officer.	mentioned above.	and several school districts going to virtual education, it is difficult to predict when it will be advisable to put such programs in place. We remain optimistic that such programming can take place in Fall, 2021.)	<ul style="list-style-type: none"> <li>• George Braxton, Chief Diversity and Inclusion Officer</li> </ul>
<b>Observation 2C</b> Better involvement of external partners to enhance community engagement.	Concur	In the last several months, DWR has established relationships with outdoor affinity organizations such as	<ul style="list-style-type: none"> <li>• Pilot fishing, “junior marksperson” and wildlife viewing programs targeting</li> </ul>	(Due to COVID-19 and the prohibition on large gatherings, and several school districts	George Braxton, Chief Diversity and Inclusion Officer

<b>RECOMMENDATION NO.</b>	<b>RECOMMENDATION</b>	<b>CORRECTIVE ACTION</b>	<b>DELIVERABLE</b>	<b>ESTIMATED COMPLETION DATE</b>	<b>RESPONSIBLE POSITION</b>
		<p>Outdoor Afro, Latino Outdoors, National African American Gun Association, and ARTEMIS in anticipation of sponsoring and promoting events in that target their members and constituencies. DWR is also in discussions with Green Top Sporting Goods to develop programs for underrepresented populations.</p>	<p>students from underrepresented populations in conjunction with Green Top Sporting Goods and outdoor affinity groups.</p> <ul style="list-style-type: none"> <li>Tracking and evaluation of engagement activities will be one of the duties of the Community Engagement Director.</li> </ul>	<p>going to virtual education, it is difficult to predict when it will be advisable to put such programs in place. We remain optimistic that such programming can take place in Fall, 2021.)</p>	
<b>Observation 2D</b>	Concur	<ul style="list-style-type: none"> <li>Hire/assign a Community Engagement Director</li> </ul>	<ul style="list-style-type: none"> <li>Develop comprehensive schedule of events to publish,</li> </ul>	<ul style="list-style-type: none"> <li>March 1, 2021 (or 90 days following the</li> </ul>	Community Engagement Director (TBD)

<b>RECOMMENDATION NO.</b>	<b>RECOMMENDATION</b>	<b>CORRECTIVE ACTION</b>	<b>DELIVERABLE</b>	<b>ESTIMATED COMPLETION DATE</b>	<b>RESPONSIBLE POSITION</b>
Better coordinate community engagement events.			<p>promote and distribute to volunteers.</p> <ul style="list-style-type: none"> <li>• Per OSIG Recommendation 2A, DWR will hire/assign a Community Engagement Director who will develop a plan that will include collaboration with other NRLE agencies on a joint community engagement plan.</li> </ul>	hiring/assignment of the Community Engagement Director; see above.)	



<b>RECOMMENDATION NO.</b>	<b>RECOMMENDATION</b>	<b>CORRECTIVE ACTION</b>	<b>DELIVERABLE</b>	<b>ESTIMATED COMPLETION DATE</b>	<b>RESPONSIBLE POSITION</b>
<p><b>Observation 3A</b> Establish and improve diversity and inclusion strategic plans.</p>	<p>Concur</p>	<p>Pursuant to guidance from the Commonwealth’s Chief Diversity, Equity, Inclusion Officer, DWR has empaneled an Inclusive Excellence Task Force comprised of members of the workforce charged with the development of the DWR Inclusive Excellence Strategic Plan.</p>	<ul style="list-style-type: none"> <li>• DWR Inclusive Excellence Plan</li> </ul>	<ul style="list-style-type: none"> <li>• December 1, 2020</li> </ul>	<p>George Braxton, Chief Diversity and Inclusion Officer</p>
<p><b>Observation 3B</b> Collect evidence on outreach events to enhance future programming.</p>	<p>Partially concur</p>	<p>Hire/assign a Community Engagement Director</p>	<ul style="list-style-type: none"> <li>• Comprehensive database on all community engagement events.</li> </ul>	<p>March 1, 2021 (or 90 days following the hiring/assignment of the Community</p>	<p>Community Engagement Director (TBD)</p>

RECOMMENDATION NO.	RECOMMENDATION	CORRECTIVE ACTION	DELIVERABLE	ESTIMATED COMPLETION DATE	RESPONSIBLE POSITION
				Engagement Director; see above.)	
<p><b>Observation 3C</b> Focus on future interest in NRLE careers.</p>	<p>Partially concur</p>	<ul style="list-style-type: none"> <li>• DWR will work with shared recruiter to develop strategies attract those interested in law enforcement and/or the outdoors in a career as a NRLE officer.</li> <li>• Per the DWR response to Recommendation 2A, the agency will focus on building relationships with underserved communities. Our Inclusive Excellence Council, which will be assisting with the</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule CPOs to attend meetings of college pre-Law Enforcement organizations with focus on minority serving institutions.</li> <li>• Develop and support outdoor-based programs in previously underserved schools.</li> <li>• Creation of advisory</li> </ul>	<p>(Due to COVID-19 and the prohibition on large gatherings, and several colleges and universities going to virtual education, it is difficult to predict when it will be advisable to put such programs in place. We remain optimistic that such programming can</p>	<ul style="list-style-type: none"> <li>• Shared Recruiter (TBD)</li> <li>• Conservation Police Officer Colonel (TBD)</li> </ul>

<b>RECOMMENDATION NO.</b>	<b>RECOMMENDATION</b>	<b>CORRECTIVE ACTION</b>	<b>DELIVERABLE</b>	<b>ESTIMATED COMPLETION DATE</b>	<b>RESPONSIBLE POSITION</b>
		<p>development of the agency’s Diversity and Inclusion Strategic plan, has begun meeting. However, DWR is aware that efforts at diversity, inclusion, and equity are adaptive in nature. Many of the outdoor activities the agency administers, such as hunting, angling, boating and wildlife viewing, involve equipment and activities not common for many urban families. Initial conversations with City of Richmond officials have</p>	<p>council for initiatives targeting previously underserved communities.</p>	<p>take place in Fall, 2021.)</p>	

<b>RECOMMENDATION NO.</b>	<b>RECOMMENDATION</b>	<b>CORRECTIVE ACTION</b>	<b>DELIVERABLE</b>	<b>ESTIMATED COMPLETION DATE</b>	<b>RESPONSIBLE POSITION</b>
		<p>pointed out some of the challenges in introducing DWR-administered activities. The agency plans to continue its efforts to engage the relevant communities while being fully aware of the uniqueness of the audiences.</p>			
<p><b>Observation 4A</b> Expand recruitment to reach diverse populations.</p>	<p>Concur</p>	<p>DWR requests that the shared NRLE recruitment coordinator establishes a strategy to incentivize law enforcement officers from other state and local organizations to</p>	<p>Shared Recruiter develop strategy.</p>	<p>March 1, 2021</p>	<ul style="list-style-type: none"> <li>• Shared Recruiter (TBD)</li> <li>• George Braxton, Chief Diversity and Inclusion</li> </ul>

<b>RECOMMENDATION NO.</b>	<b>RECOMMENDATION</b>	<b>CORRECTIVE ACTION</b>	<b>DELIVERABLE</b>	<b>ESTIMATED COMPLETION DATE</b>	<b>RESPONSIBLE POSITION</b>
		consider careers in NRLE. We also suggest utilizing DHRM Policy 3.05, Section E - Referral Program to incentivize current staff to actively recruit candidates that will help to meet agency applicant, candidate, and new hire goals.			<p style="text-align: center;">Officer</p> <ul style="list-style-type: none"> <li>• Rebecca Lane, Human Resources</li> </ul>
<p><b>Observation 4B</b> Evaluate and modify hiring practices.</p>	Concur	DWR will retain a contractor to perform a barrier analysis of the hiring process.	Barrier analysis of the hiring process.	June 1, 2021	<ul style="list-style-type: none"> <li>• George Braxton, Chief Diversity and Inclusion Officer</li> <li>• Rebecca Lane, Human Resources</li> </ul>

<b>RECOMMENDATION NO.</b>	<b>RECOMMENDATION</b>	<b>CORRECTIVE ACTION</b>	<b>DELIVERABLE</b>	<b>ESTIMATED COMPLETION DATE</b>	<b>RESPONSIBLE POSITION</b>
<b>Observation 5A</b> Collect and analyze NRLE employment data.	Partially Concur	DWR believes the shared recruiting coordinator should be included in developing the recruitment and hiring program.	Comprehensive hiring and recruiting data delivered to the shared recruiter.	December 1, 2020	Rebecca Lane, Human Resources

## APPENDIX III - VMRC CORRECTIVE ACTION PLAN

RECOMMENDATION NO.	RECOMMENDATION	CORRECTIVE ACTION	DELIVERABLE	ESTIMATED COMPLETION DATE	RESPONSIBLE POSITION
1A	<b>Collaborate Diversity Strategy</b>	Development of Community Engagement Task Force (CETF) to improve community outreach, and ensure MRC has the staffing resources to implement the corrective action plan.	Development of Community engagement plan with measureable metrics and the CETF will submit a report to the Commissioner every 6 months.	01/2021	Division Chief CEO CETF Members
			Review the NRLE recruitment files for the period of 2015 – 2018	09/30/2020	Director HR DWR Recruiter MRC LE Chief

<b>RECOMMENDATION NO.</b>	<b>RECOMMENDATION</b>	<b>CORRECTIVE ACTION</b>	<b>DELIVERABLE</b>	<b>ESTIMATED COMPLETION DATE</b>	<b>RESPONSIBLE POSITION</b>
			Develop a Diversity and Inclusion Officer job description and determine funding requirements.	08/30/2020	Director HR Director of D & I
			Prepare and provide the SNR a request to fill for a position Of Diversity and Inclusion Officer.	10/01/2020	Director HR Chief of Finance Dep. Commissioner
2A	<b>Prioritize Investments in Community Engagement</b>	Develop and execute a strategic engagement plan for underserved communities.	Strategic engagement plan.	02/01/2021	Division Chiefs DCR CEO DWR Chief D&I Off. MRC D&I Off.



<b>RECOMMENDATION NO.</b>	<b>RECOMMENDATION</b>	<b>CORRECTIVE ACTION</b>	<b>DELIVERABLE</b>	<b>ESTIMATED COMPLETION DATE</b>	<b>RESPONSIBLE POSITION</b>
					CEO/CETF
2A Cont.	<b>Prioritize Investments in Community Engagement</b>	MRC to collaborate with DCR and DWR to expand reach and develop bidirectional strategies.	Measureable metrics to be developed in conjunction with DCR, DWR, CETF.	12/2021	Division Chiefs  DCR CEO  DWR Chief D&I  MRC D&I Off.  MRC CEO/CETF
2B	<b>Involve NRLE Officers More to Enhance Community Engagement</b>	Develop strategic engagement plan for underserved communities in conjunction with regularly scheduled events. Targeted areas will be primary, secondary, higher education facilities, and communities with	Approval and execution of strategic plan.	06/2021	DCR CEO  DWR Chief D&I  MRC D&I Off.  MRC CEO/CETF  MPO

<b>RECOMMENDATION NO.</b>	<b>RECOMMENDATION</b>	<b>CORRECTIVE ACTION</b>	<b>DELIVERABLE</b>	<b>ESTIMATED COMPLETION DATE</b>	<b>RESPONSIBLE POSITION</b>
		underserved/underrepresented communities.			
2C	<b>Better Involvement of External Partners to Enhance Community Engagement</b>	CETF will develop relationships with universities, schools and outreach programs that serve underrepresented communities such as Kiwanis Fishing, Boy and Girls Club, Boy/Girl Scouts, etc.	VMRC has developed relationships with the communities and met the metrics outlined in the community engagement plan.	ongoing	Division Chiefs DCR CEO DWR Chief D&I MRC CEO/CETF MPO
2D	<b>Better Coordinate Community Engagement Events</b>	Collaborate with DCR and DWR to establish Community Engagement	Community engagement committee is established.	01/2022	DCR CEO DWR Chief D&I MRC CEO/CETF

<b>RECOMMENDATION NO.</b>	<b>RECOMMENDATION</b>	<b>CORRECTIVE ACTION</b>	<b>DELIVERABLE</b>	<b>ESTIMATED COMPLETION DATE</b>	<b>RESPONSIBLE POSITION</b>
		Committee that reviews engagement.			Division Chief
3A	<b>Establish and Improve Diversity and Inclusion Strategic Plans</b>	Develop a comprehensive Diversity and Inclusion Strategic Plan with support of DHRM, and the office of Diversity and Inclusivity; establish metrics.  Annual report to Commissioner, Secretary, and Chief Diversity Officer.	Development and approval of strategic plan.	ongoing	Human Resources Division Chiefs DWR D&I Off. MRC CEO/CETF MRC D&I Off.
3B	<b>Collect Evidence on Outreach Events to Enhance Future Programming</b>	Develop and implement a Diversity Strategic Plan with support of	Development and approval of strategic plan.	ongoing	Human Resources Division Chiefs

<b>RECOMMENDATION NO.</b>	<b>RECOMMENDATION</b>	<b>CORRECTIVE ACTION</b>	<b>DELIVERABLE</b>	<b>ESTIMATED COMPLETION DATE</b>	<b>RESPONSIBLE POSITION</b>
		DRHM, and Office of Equity, Diversity and Inclusivity; plan will include a method of evaluating outreach events' success relevant to participation, targeted populations, and avenues used to reach targeted populations, etc.			MRC D&I Off.  CEO
3C	<b>Focus on Future Interest in NRLE Careers</b>	Develop and implement a Diversity Strategic Plan with support of DRHM, and Office of Equity, Diversity and Inclusivity.	Approval and execution of DSP.	03/2021	Human Resources Division Chiefs MRC D&I Off. CEO/CETF

<b>RECOMMENDATION NO.</b>	<b>RECOMMENDATION</b>	<b>CORRECTIVE ACTION</b>	<b>DELIVERABLE</b>	<b>ESTIMATED COMPLETION DATE</b>	<b>RESPONSIBLE POSITION</b>
3C Cont.			Focus is to be on community engagement and diverse recruiting with measurements that will guide future enhancements needed.	ongoing	Human Resources Division Chiefs MRC D&I Off.  CEO/CETF
4A	<b>expand recruitment to reach diverse populations</b>	Expand efforts beyond what is described in Sections 1 and 2 (community engagement) to include entities that are beyond criminal justice and higher education.	Development and execution of a recruiting plan.  The agency will establish a cross disciplinary recruitment teams comprised of staff across divisions and management levels. This team	10/2021	Division Chief  CEO  CETF  MPO

<b>RECOMMENDATION NO.</b>	<b>RECOMMENDATION</b>	<b>CORRECTIVE ACTION</b>	<b>DELIVERABLE</b>	<b>ESTIMATED COMPLETION DATE</b>	<b>RESPONSIBLE POSITION</b>
			<p>will represent the agency at external recruiting events.</p> <p>Demonstrable changes in applications.</p>		
4B	<b>Evaluate and Modify Hiring Practices</b>	Human Resources Department and Diversity and Inclusion Director will analyze the demographics of the applicant pool for all positions; to assess recruitment activities, sources used and the outcome with steps to report results to SNR	VMRC will develop a methodology to assess recruitment activities, sources used and the outcome with steps to report results to SNR and the Chief D & I officer.	03/2021	Human Resources Division Chief MRC D&I Off. CEO CETF

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		and the Chief D & I officer.			
5A	<b>Collect and analyze NRLE Employment Data</b>	Coordinate with Human Resources Director to evaluate current recruiting, testing and hiring practices. Update or reform in accordance with current laws and practices.	Under the guidance of DHRM and in collaboration with the recommended Natural Resources Recruitment Officer and D & I advocates, VMRC will develop agency recruitment plans as part of annual D & I strategic planning to include annual reviews of applicant and	ongoing	Human Resources Division Chief MRC D&I Off. CEO/CETF

<b>RECOMMENDATION NO.</b>	<b>RECOMMENDATION</b>	<b>CORRECTIVE ACTION</b>	<b>DELIVERABLE</b>	<b>ESTIMATED COMPLETION DATE</b>	<b>RESPONSIBLE POSITION</b>
			hiring data to determine and implement best practices;		
5A Cont.			MRC’s diversity officer will develop and execute a strategy to retain talent and ensure a supportive working environment.	02/2021	Human Resources Division Chief MRC D&I Off. COE/CWTF
			VMRC will work with DHRM, Office of Diversity and Inclusivity, collaborate with DWR to train	ongoing	Human Resources Division Chief MRC D&I Off. COE/CWTF



<b>RECOMMENDATION NO.</b>	<b>RECOMMENDATION</b>	<b>CORRECTIVE ACTION</b>	<b>DELIVERABLE</b>	<b>ESTIMATED COMPLETION DATE</b>	<b>RESPONSIBLE POSITION</b>
			agency on diversity in the workforce. Training will include Executive management, Supervisors, Law Enforcement management, and all agency staff.		

## APPENDIX IV - DCR CORRECTIVE ACTION PLAN

RECOMMENDATION NO.	RECOMMENDATION	CORRECTIVE ACTION	DELIVERABLE	ESTIMATED COMPLETION DATE	RESPONSIBLE POSITION
1A	We agree with all except the shared recruiter as our requirements for LE are different from other NRLE agencies.	<p>Review/update of DCR Diversity and inclusion Recruitment plan that is already in place.</p> <p>DCR has already added DEI and Community Engagement as a position responsibility to the Deputy Director of Government and Community Relations position and is currently changing all Director level staff</p>	<p>Data on % change of diverse recruits since implementing.</p> <p>Complete changes to all Division Directors EWP to reflect DEI goals.</p> <p>DCR DEI sub-committee for Partnerships and Community Engagement will review and make</p>	<p>September 30th 2020</p> <p>September 30th 2020</p>	<p>Director of HR</p> <p>Deputy Director of Government and Community Relations.</p> <p>Deputy Director of Administration</p>

		<p>EWP to reflect DEI goals.</p> <p>Review partnerships for each program and develop an outreach strategy that supports program goals.</p> <p>Review recruitment practice as it applies to NRLE.</p>	<p>recommendations for program partnership development.</p> <p>DCR DEI Sub-committee for Attraction and Recruitment will make specific recommendations for NRLE staff recruitment.</p> <p>HR will review all LE recruitment activities and identification of sources leading to a diverse pool of applicants.</p>	January 1st. 2021	
1B	Does not apply to DCR	N/A	N/A	N/A	N/A
2A	We agree with the observation and some of the recommendation	Review of current partnerships and community	Development of a comprehensive list of current and	January 1st. 2021	Deputy Director of Government and Community Relations

		engagement efforts to gauge effectiveness.	potential program partnerships.  In coordination with the DCR DEI sub-committee on Partnership and Engagement, develop a community engagement plan that increases visibility of the agency in underrepresented communities.		
2B	We do not agree with the observation but do agree with the recommendation.	Continue to ensure DCR LE officers are present at events and programs to engage with the public.	In coordination with Internal DEI Attraction and Recruitment Sub-committee with LE participation, develop a list of annual programs and outreach events to	January 1st. 2021	Deputy Director of Government and Community Relations

			ensure DCR LE participation.		
2C	We agree with this observation and recommendation.	Review current program partnerships.	Identify partnership gaps in target communities. Develop an evaluation and tracking method to track engagement of target populations.	January 1st. 2021	Deputy Director of Government and Community Relations
2D	We agree with this observation and recommendation as presented.	Work with other NR agencies to ensure cross agency representation at programs and community events.	Identify opportunities where all Virginia NR agencies can be represented at community events and programs focused on underrepresented communities.	January 1st. 2021	Deputy Director of Government and Community Relations
3A	We agree with the observation as well as the recommendations as presented.	Reinvigorate DCR's DI committee.	Reestablish the DCR DI as the DEI committee and ensure participation	Completed as of July 1st 2020	DCR Director Deputy Director of Administration Deputy Director of Government

		Develop and implement the agency DEI plan.	from all agency divisions.  Develop, monitor and report agency metrics for DEI goals.	January 1st, 2021	and Community Relations  Director of HR
3B	We agree with the observation as well as the recommendations as presented.	Update current goals and develop metrics to reach the desired goal of the DEI committee.	Update reporting methods used to evaluate program effectiveness with underserved populations.  Review current and develop new visitor service plans that focus on underserved populations.	January 1st, 2021	Deputy Director of Administration  Deputy Director of Government and Community Affairs.  Deputy Director of Operations  Director of HR  Director of State Parks
3C	We agree with the observation as well as the recommendations as presented.	Review current programing with a focus on increasing diversity both in	Develop and increase the amount of programming that prioritizes diverse	January 1st, 2021	Deputy Director of Government and Community Affairs.

		<p>program representation as well as participation.</p>	<p>and inclusive stories with a focus on youth and young adults.</p> <p>Review the current YCC programs and other youth based programs in regards to recruitment that are currently diverse and serve as a pipeline for future positions with DCR.</p>		<p>Deputy Director of Operations</p> <p>Director of State Parks</p>
4A	<p>We agree with the observation as well as the recommendations as presented.</p>	<p>Review existing recruitment methods and identify gaps in the recruitment strategy with a focus on underrepresented communities.</p>	<p>Develop LE and general recruitment strategies that focus on underserved community engagement in coordination with the DEI sub-committee for Attraction &amp; Recruitment</p>	<p>January 1st, 2021</p>	<p>Deputy Director of Administration</p> <p>Director of HR</p>

4B	We agree with the observation as well as the recommendations as presented.	<p>Continue efforts to update all EWP's to reflect position core competencies and behavioral values as well as ensuring diverse representation on all position recruitment interview panels.</p> <p>Review current method of documenting and evaluating recruitment efforts, monitor candidate pools and documenting interview panel participants as well as responses.</p>	<p>Complete updates to all DCR EWP's to reflect position core competencies and behavioral values in coordination with the DEI sub-committee on Retention &amp; Inclusion.</p> <p>Update documentation of the recruitment and interview process.</p> <p>Develop evaluation methods for recruitment efforts.</p>	January 1st, 2021	<p>Deputy Director of Administration</p> <p>Director of HR</p>
5A	We agree with the observation as well as the recommendations as presented.	Review the agency's current recruitment strategies to identify deficiencies that lead to populations being	Develop strategies and metrics to ensure diverse representation within the agency by development and	January 1st, 2021	<p>Deputy Director of Administration</p> <p>Deputy Director of Government</p>



		underrepresented within DCR ranks.	review of annual recruitment plans.		and Community Affairs  Director of HR
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