

Cabinet and Governor Appointed Agencies' Performance Audit Action Item(s) & Status

Assessing the Workplace Culture at the Department of Fish and Wildlife

(See also [cabinet agency response](#) for full context to Washington State Auditor's Office (SAO) [report](#), September 2021)

The Department of Fish and Wildlife was included for this performance audit.

SAO Recommendations (Rec) Summary to WDFW:

1. Develop a professional conduct policy, which clearly identifies the consequences for all types of unprofessional behavior. Establish controls to ensure all employees are aware of and understand the policy. For example, have all employees sign to acknowledge they have read and understand the policy or develop training to educate employees on the policy.
2. Ensure all supervisors receive required training on how to effectively manage personnel, including how to respond to observed or reported incidents of unprofessional behavior. Review training content to ensure it emphasizes the necessary soft skills required to manage personnel.
3. Implement a process, such as 360 evaluations, for employees to provide feedback on their supervisors' behavior and effectiveness.
4. Establish clear policies and procedures that outline the investigation process of reports so investigations are handled in a consistent manner and employees know what to expect.
5. Expand opportunities for employees to interact with employees from other programs/regions and different levels of management.
6. Create controls to ensure employees receive and know how to access important information.
7. Establish mechanisms to facilitate regular communication up the chain of command to understand and address the needs and concerns of all employees.
8. Review and update the current initiatives to incorporate the following leading practices:
 - a. Use a combination of data sources, including performance metrics and feedback from staff, to regularly assess areas for improvement
 - b. Update existing initiatives or develop new efforts to address the areas for improvement identified in the monitoring assessment from 8a
 - c. Establish performance metrics to evaluate whether the initiatives are successful
 - d. Clearly and consistently communicate the purpose of the initiatives and how they relate to the core values of the agency to employees and other stakeholders
9. Incorporate these leading practices in all future improvement initiatives.

The table below shows the current status of action items the agency initiated to address issues identified in the performance audit report. **Please see the [cabinet agency response](#) for additional context and any additional steps already taken.**

For an explanation of the columns below, [see the legend](#).

Issue/ Rec	Status	Action Steps	Lead Agency	Due Date	Current Resources ?	Budget Impact?	Legislation Required?	Notes
Rec 1-3	In progress	Launch an agency-wide 360 evaluation approach	WDFW	01/23	Yes	No	No	WDFW has created and launched an agency-wide new training program for all staff: Culture of Feedback. The training is 1 day and open to all staff. The training is based on

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								the Allenbaugh approach and is well recognized and researched approach to improve the giving and receiving of feedback. It is currently being piloted in Region 1 and at EMT.
Rec 1-3	In progress	Assist with implementing enterprise-wide DEI training	WDFW	12/22	Yes	No	No	<p>The agency has purchased a DEI e-Learning Suite from Everfi. Everfi provided the agency with two anti-sexual harassment trainings. The new DEI e-Learning training opportunities will reinforce the Intercultural Development Inventory (IDI) and assist state employees in increasing their cultural awareness. The DEI Team will be adding five additional courses to the Everfi library. The e-Learning courses are as follows:</p> <ul style="list-style-type: none"> o Diversity: Inclusion in the Modern Workplace o Managing Bias o Diversity, Inclusion & Belonging o Diversity, Inclusion & Belonging for Leaders o Accommodating People with Disabilities o DEI Discussion Guide <p>Additional initiatives for enterprise-wide DEI Recently the agency has begun the process of collecting Intercultural Development Inventory scores for the executive team and the Diversity Advisory Committee. WDFW is committed to creating a Pro-Equity Anti-racism (PEAR) ecosystem as outlined in Executive Order 22-04.</p>
Rec 1-3	In Progress	Review the online bystander training options	WDFW	1/23	Yes	No	No	Options are still being reviewed and may include conflict de-escalation training. Some skills are included in the updated new

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								employee and supervisor trainings and in the culture of continuous feedback.
Rec 1-3	Complete	Promoted a movie that illustrates the toll of gender discrimination and sexual harassment within STEM fields	WDFW	8/21	Yes	No	No	Through the month of August 2021 all staff had access to the movie 'Picture a Scientist' through a dedicated link.
Rec 1-3	Complete	Offer a series of reflection sessions on "Picture a Scientist."	WDFW	9/21	Yes	No	No	Staff were offered the opportunity to engage in groups online to reflect on the movie 'Picture a Scientist'
Rec 1-3	Complete	Review of the Mandatory Supervisory Training	WDFW	12/21	Yes	No	No	Review complete and updated training implemented in March 2022.
Rec 1-3	Complete	Restart mandatory supervisory training	WDFW	1/22	Yes	No	No	Implemented March 15, 2022
Rec 4	In Progress	Add a summary of the investigative process to the internal Red Flag Reporting webpage	WDFW	1/23	Yes	No	No	Full update of the Red Flag Reporting page is in process. New DEI manager at WDFW lead on the intranet page update. The investigative process has been updated.
Rec 5-7	Not started	Launch the first Employee Affinity Group	WDFW	01/23	Yes	No	No	<p>Currently DFW staff have the opportunity to participate in statewide resource groups such as RAIN LGBTQ+ business resource group; BUILD, Blacks United in Leadership and Diversity; VERG Washington Veterans Employee Resource Group; Washington State Latino Leadership Network; Disability Inclusion Network; and Washington Immigrant Network.</p> <p>WDFW DEI staff are currently creating the framework to launch Affinity Groups at WDFW. The vision for the future is three pilot groups to be started in early 2023. Women, Veterans, and Neurodiversity affinity groups are planned. Others may be established at a later date.</p>

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Rec 5-7	In Process	Implement internal communication plan and track metrics.	WDFW	6/23	Yes	No	No	New dashboards are in place on agency intranet to communicate progress on agency strategic plan, employee engagement survey measures, and actions that contribute to a respectful and inclusive work environment. The existing plan will be reviewed with information gathered from the 2023 employee engagement survey about how employees prefer to receive their internal communications.
Rec 8-9	Complete	Launch strategic plan tracker to track metrics and implementation	WDFW	8/21	Yes	No	No	Dashboard for strategic plan progress and metrics in place on WDFW intranet August 2021
Rec 8-9	Complete	Encourage all supervisors to connect staff work to activities in the strategic plan during 2020-21 evaluations	WDFW	8/21	Yes	No	No	Communication to supervisors from executive leadership and human resources with guidance to connect staff work to strategic plan activities and goals
Rec 8-9	Complete	Publish Red Flag Reporting dashboards on the WDFW intranet	WDFW	8/21	Yes	No	No	Red Flag Reporting dashboard implemented on WDFW intranet in August 2021.
Rec 8-9	Complete	Publish internal communication plan metrics on the WDFW intranet.	WDFW	1/22	Yes	No	No	New dashboards are in place on agency intranet to communicate progress on agency strategic plan, employee engagement survey measures, and actions that contribute to a respectful and inclusive work environment.
Rec 8-9	Complete	Develop a dashboard for priority questions that WDFW is focusing on for improvement in the state employee engagement survey	WDFW	4/22	Yes	No	No	New dashboards are in place on agency intranet to communicate progress on employee engagement survey measures, and actions that contribute to a respectful and inclusive work environment.