

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 | Complete | 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. A pilot was completed |

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| | | | | | | | | with region 1 staff and executive team members (EMT) and the training is now being provided throughout the state. |
| Rec 1-3 | Complete | 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 added five additional courses to the Everfi library. The e-Learning courses are as follows:</p> <ul style="list-style-type: none"> • Diversity: Inclusion in the Modern Workplace • Managing Bias • Diversity, Inclusion & Belonging • Diversity, Inclusion & Belonging for Leaders • Accommodating People with Disabilities • DEI Discussion Guide <p>Additional initiatives for enterprise-wide DEI The DFW DEI team has collected Intercultural Development Inventory scores for the executive team and the Diversity Advisory Committee and is continuing these efforts with staff across the agency. WDFW is committed to creating a Pro-Equity Anti-racism (PEAR) ecosystem as outlined in Executive Order 22-04.</p> |
| Rec 1-3 | Complete | Review the online bystander training options | WDFW | 1/23 | Yes | No | No | HR Training team reviewed bystander training opportunities in Spring, 2023. HR Training then convened internal focus group of staff who to understand their needs. Based on this information, the focus of |

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| | | | | | | | | ongoing trainings will be developing a personal safety policy and trainings to ensure that staff are safe in the field when working with the public. |
| 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 | Complete | 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 complete and the investigative process has been updated. A summary of the investigative process, process flowchart, reporting FAQ, and training video are available to WDFW staff on the WDFW Red Flag Reporting SharePoint page. |
| Rec 5-7 | Complete | Launch the first Employee Affinity Group | WDFW | 06/25 | Yes | No | No | 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. WDFW DEI staff successfully launched two affinity groups: Women's Employee Resource Group. The Executive Sponsor is |

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| | | | | | | | | <p>Laurie Peterson, Fish Program and the Chair is Lauren Bauernschmidt. They meet monthly and have had strong attendance. Larry Delgado is the Executive Sponsor for the Neurodiversity Employee Resource Group along with Daron Williams, the Chair.</p> <p>These ERGs are in the initial “pilot” phase and will conclude June 30, 2025. At which time, the DEI Manager along with the Executive Sponsors and ERG Leadership will host a meeting to identify what worked well, what needs to be improved, and any additional lessons learned.</p> |
| Rec 5-7 | Complete | 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. |

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| 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. |