EXHIBIT J

South Carolina Department of Natural Resources Internal Communications Assessment

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Introduction and Background

The South Carolina Department of Natural Resources is a mid-size state agency with a clear mission: to serve as primary stewards of the state's natural resources. Most DNR employees are well-educated and have a strong sense of the importance of the agency's work. Because of this, a significant percentage of its workforce have been with the agency their entire careers. Many of these longtime employees are poised to retire in the next few years, leaving a deficit of institutional knowledge and a challenge for managers taking the agency into the future. But that large staff turnover won't be the first time the agency has seen the turmoil and confusion of change.

In fact, the agency only became what it is today during the state government restructuring of the early 1990s. Then called the S.C. Wildlife and Marine Resources Department, the agency acquired the Land Resources Commission, Water Resources Commission and Office of the State Geologist. At that time, the agency went from 714.8 FTEs as of 12/31/93 to 815.05 FTEs the following year, taking on widely varying areas of responsibility along with the new employees.

Around 2003, when state government budgets were shrinking and agencies were called upon to tighten their belts, DNR Director John Frampton implemented a cost-saving strategy that called for consolidating offices around the state into four regional offices. Staff from each of the agency's divisions would eventually populate the regional offices, called hubs. This agency restructuring, which compelled employees from the different divisions to be housed and work closely together in each region, also caused some upheaval, and many employees are still adjusting to the new hub system.

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Years ago, as long-time agency employees recall, internal communication was not a problem. A small department with a focused mission, this agency had a tightly knit workforce who all felt, and indeed were, included in agency communication. But the rapid growth of the agency through restructuring and the recent move to the hub system have changed the culture of the agency, causing some large-scale communication problems.

Today, most employees report problems in internal communication in the DNR, leading to dysfunctional behaviors such as guarding of information, mistrust of management, and lack of teamwork. As a result, morale problems, duplication of effort, breakdown of interdivisional cooperation, and diminished customer service have become the norm.

Though this is an acknowledged problem, no research had been conducted to establish where the problems lay and suggest some possible solutions until the agency began a new Vision for the Future planning process in 2004. As part of the larger goal to improve agency functions, the planning committee was required to write a specific approach for improvement of internal communications. This research forms the background for that committee's recommendations, which have yet to be formally submitted.

Problem

As a result of large-scale restructuring during the past ten years, including growing by a third and going to a statewide hub system, communication within the DNR began to break down. Results of this breakdown in communication are declining employee morale,

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duplication of effort, lack of collaborative work, turfism, declining customer service and
mistrust of management.

Research Objectives: To assess DNR's current communication climate--including a close
look at communication at three levels within the organization: employee/supervisor,
inter- and intra-divisional, and agencywide communication, both upward and downward-
-and to evaluate the effectiveness of existing and potential formal communication tools
for correcting defined problems.

We worked with a number of people in determining that there is, in fact, room for
improvement in DNR internal communication and in deciding on the research questions.
This was accomplished through informal interviews of key staff and managers
throughout the agency. Dr. Hardy Merritt made comments on several questionnaire
drafts. It was clear that because there had been no prior research within the agency on this
subject, we would need to first make an effort to understand what others had done to
learn a logical place to start with our own work. Our research questions focused on
internal publics' assessments of the existing communication climate and tools. Though
we consulted a number of sources in the development of our questionnaire, including the
communications audit methodology recommended by the International Communication
Association, we used only a portion of that more lengthy format, choosing instead to keep
the instrument short in hopes of increasing response rate. The instrument was designed to
give us insight into the current communications climate at the DNR and help us evaluate
existing and possible tools for internal communication in the future. The questionnaire
was designed to measure communication at three levels: supervisor/employee, intra and

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inter divisional, and agencywide, including top down/up. No measurement of

interpersonal communications or direct job satisfaction issues were included to limit the

project's scope.

Two open-ended questions were included to gather as many suggestions for

improving communications breakdowns as possible for consideration in follow up focus

groups. These produced 282 written responses, which we sorted into categories,

removing the inappropriate or unhelpful comments, which were, thankfully, relatively

few. The majority of the comments provided were offered in a positive way in a sincere

effort to help.

The research questions were:

Which existing formal communications tools are DNR employees using to get

information within the agency and what other means of getting information are they

using?

How much do DNR employees rely on the grapevine for information?

How well do DNR employees know the mission of the agency and how their job fits into

it?

How do DNR employees feel about access to the information they need and want?

How well does information travel between supervisor and employee, field and main

office, and among divisions and sections within divisions?

Literature

The literature on communication functions in government organizations

emphasizes that good communication with internal and external customers is

instrumental in the pursuit of excellence. Each reference also addresses the topic as both

an issue of great importance in an agency's success and an issue with real problems in

most large organizations. Two relevant references for studying the importance and

history of internal communication are *Corporate Conversations* (Holtz, 2004) and

Effective Communication: A Local Government Guide (Wheeler, 1997). Each of these

references directly relates the success of an agency organization to good internal

communication.

The tools described in each reference for making the internal communication

connection overlap and include: spoken words, printed materials, Web sites, and videos.

Each describes the various uses and drawbacks of these tools and relates that the most

effective medium for a message depends on the audience.

In *Corporate Conversations*, Holtz emphasizes that communication in all of these

formats should be seen by upper management as a vital management function in the

agency, one that affects everything from product quality to employee retention. Though

his book targets private sector businesses, Holtz's message clearly applies to a large

government agency, which like a corporation must deal with a number of communication

tools targeting varying audiences, including differing internal audiences with differing

information needs. Holtz lays out four basic types of employee communication:

communication that is required by law (often HR-related), other HR communication

(benefits, compensation, career, and social), business communication (how the agency is

doing, how employees fit into mission, etc.), and informal communication.

Effective Communication, written by members of the International City/County

Management Association, echoes Holtz in his assessment of the importance of internal

communication and provides specific methods for gathering information about an organization's internal communication climate, including the use of employee surveys, focus groups, and informal interviews. The writers mention the Internal Communication Audit instrument created by the International Communication Association in the 1970s, which provides a comprehensive tool for assessing an organization's efforts to communicate with its employees. This, as mentioned by Dr. Lowndes Stephens in his 1998 paper "Improving Communications Climate in a State Mental Health Agency," is an effective tool for measuring an agency's communications climate. However, Stephens and other researchers have pointed out that it is very long and time consuming, and some shorter version of the instrument could be used effectively.

In her CPM project from 1997, Michelle Goins, of PRT, looks specifically at the importance of Work Environment, Content of Information, and Delivery in the success of internal communication efforts and acknowledges that internal communication has been a problem area for many government organizations. Her project focused on devising a strategy for communications improvement based on assessment of current efforts, study of best practices outside the agency, and informal interviews with key staff. Because PRT is similar to DNR in its sprawling structure with field offices all over the state and a main office in Columbia, Goin's work is especially relevant to this project.

Each of these, and many others consulted during the research process, place emphasis on the importance and complexity of internal communications and describe some of its pitfalls and successes in various settings.

Methods

This research was designed in late August as an online survey with follow-up focus groups, a design appropriate when researchers are primarily attempting to describe specific characteristics of a population (Campbell and Stanley 1963). In this case, we set out to describe the opinions, actions and limited demographics of DNR employees regarding internal communication. Internal communication is defined as dissemination of information--including that required by law, business-related, and informal--throughout all levels of the organization.

Through informal interviews of staff, we developed a set of research questions, as stated above, and designed a survey instrument to answer those questions. The instrument was designed using a likert scale for 42 closed-ended questions and also included two open-ended questions. The survey instrument evolved through several drafts and revisions, with input from DNR middle management and from Dr. Hardy Merritt. It was then pretested on a select group of DNR employees and further revised.

The survey instrument was designed to assess communication at three levels within the agency: supervisor-employee communication, intra and inter divisional communication, agencywide communication. It also asked employees to evaluate existing tools and make suggestions for improving communication within the agency.

Upon completion, the survey was administered to all DNR employees who have access to e-mail through SurveyMonkey.com, an online service that allows participants to click on a link provided through e-mail and then proceed through the electronic survey OR print out the survey and return it by mail to the address included in the introduction.

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We made every effort to make employees feel comfortable with this format by emphasizing that responses would be returned to SurveyMonkey, a third party, and not directly to us. However, we were contacted a number of times by employees who were reluctant to complete the survey because they feared it would not be anonymous. If we heard from a number of people, we suspect that many others also felt the same and neither contacted us nor completed the survey. Out of 850 surveys sent, both electronically and in hard copy for those in the field who have no Web access, we received 436 responses, a 51% response rate.

In addition, a number of respondents were uncomfortable with the inclusion of demographics, which they believed (correctly) would allow those with access to the full dataset (and a lot of free time) to ferret out individual responses. We perceived no hesitance on the part of our test subjects to fill out these questions, which we included to allow additional analysis of the data. For instance, we wanted to be able, at some point, to look at different groups' responses to certain questions: managers vs. employees, different divisions, field vs. main office. These analyses are beyond the scope of this research but remain options for further research in the future. More specific studies of problem areas revealed in this research also provide opportunities for further investigation.

After the initial e-mail with the SurveyMonkey link, we followed up two weeks later with a reminder e-mail, again including the link. We also placed signs around the Columbia office reminding people to check the e-mail and complete the survey.

Data were gathered by SurveyMonkey and reported out in percents and
frequencies. Bar charts for each question were generated by the program and provided for
our use.

All data were in hand by the end of September. We used these data to generate a
series of questions to use in four focus groups planned in each DNR region (hub) around
the state to validate our findings and to clarify some of the suggestions provided in the
open-ended questions. Focus group questions, which were provided in advance to all
participants, are included in Appendix D.

To ensure each region had opportunity for input, we held focus groups in each of
the DNR's four regions. Meetings were populated using a dual approach. We selected
one individual from each division from each region, and asked that division directors also
select one person in their division for each region. We used this method to ensure that the
meetings were not exclusively populated by selections from management (who might
puppet the party line) but that individuals who managers knew were interested in these
issues and had something to add would be included. We made an effort to include
employees working in management positions and non-management positions, as well as
males and females, representatives from different sections of the same division, various
races, field staff and office staff.

Turnout for meetings was overall very good, but varied depending on the size of
the agency's presence in the region. The smallest meeting contained 7 people and the
largest, in the main office in Columbia, contained the full 12.

Meetings were conducted based on the agenda and other materials (see appendices B, C, D, G) by a trained facilitator, who introduced each question and kept the discussions on track.

Findings

For supervisor-employee communication, which is defined as daily communication including communication of policy, business, and interpersonal relations, DNR employees gave supervisors pretty good marks. At this level, information needed to do the job, assignment and assessment of work, mission and fit within mission, HR (benefits, salaries, career paths, etc.), procurement and other policy information, is provided. This is the relationship most employees report is preferable to get this type of information, according to a broad array of literature on the subject, and DNR employees reported in the survey that this information exchange is getting accomplished at DNR. (That does not eliminate, however, a high incidence of reporting dependence on the grapevine for information.)

Primary tools available to supervisors for this type of information exchange are staff meetings, other face to face exchanges, emails and memos.

Nearly *50%* reported that they *strongly agree* that their supervisor communicates expectations clearly, with only *5% strongly disagreeing. 55%* report their supervisors encourage open communication. A large percentage, almost *75% somewhat or strongly agree* their supervisor keeps them well informed about agency and job-related activities. About the same number reported that they trusted their supervisor to communicate the reasons for important decisions.

Marks fell only slightly in assessing the productivity of staff meetings: *70% somewhat agree or strongly agree* that their supervisor conducts productive meetings. While only *11% strongly disagree*, the productivity of staff meetings was strongly questioned during follow up focus groups, and many participants of these groups reported their supervisors don't conduct regular staff meetings at all. The potential of staff meetings as good means of communicating relevant, accurate and timely information to employees and in the exchange of information required to conduct business efficiently was brought out during all four focus groups.

Participants were also critical of supervisors' use of the EPMS tool, citing problems with consistency, fairness, clarity of wording and, in some cases, the document's reflection of the actual job duties.

Based on the focus groups findings, most employee-supervisor communication is done face to face in informal situations and through e-mail. Much of the e-mail is material coming to the supervisors from HR or upper management, which supervisors then may choose to pass along or not, as needed. Though some employees reported they are fine with this filtering of information through supervisors, many were uncomfortable not knowing what information was being withheld. Most report their supervisors do give them the information they need, they would prefer to have all available information provided and decided for themselves what is relevant. Problems with adequate dissemination of information also can occur when one supervisor has too many direct supervisees, especially in a field situation or where the supervisor position is vacant.

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In several focus groups, discussions explored the idea of who is responsible for getting employees information, ultimately. Some place this on the supervisor and some place it on the employees themselves.

Supervisor-Employee Communication

	Strongly or Somewhat Agree	Strongly or Somewhat Disagree
Communicates expectations clearly	84%	16%
Keeps me informed	76%	24%
Holds productive staff meetings	70%	29%
Communicates reasons for important decisions	73%	27%
Explains disruptions to my work	75%	25%
Encourages open communication	83%	17%
Gives me info needed to do my work	81%	18%

Some evidence of communication breakdown emerges when employees were asked about communication among sections within their own divisions. Though the majority of employees strongly or somewhat agree that there is effective communication within their division, a significant *44%* report problems with that level of communication. Only *42%* believe they get adequate information about work going on in other sections of their division.

This finding was supported in focus group discussions, in which some employees reported not even knowing all the functions of their own division and not knowing their fellow employees serving in those functions. Focus group participants revealed that in many cases, the result of this lack of knowledge is inefficient operations (smoke stacks), duplication of effort, turfism, declining morale and poor customer service.

Focus group participants agreed that there is a need for more scheduled meetings at the division level in which staff from different sections can interact with each other. These meetings could have a social component as well; however, there was also concern that we could have too many meetings.

Intra-divisional Communication

	Strongly or Somewhat Agree	Strongly or Somewhat Disagree
Effective communication with my division	57%	44%
Adequate info. about work in other sections within my division	42%	58%

Communication among divisions showed more prominent areas of breakdown. It was interesting that *86%* of employees reported that their work requires sharing knowledge and information with other divisions, when only *64%* report sharing knowledge and information with other divisions. Again, the issue of turfism appears, and according to focus group discussions, hoarding of information is often a problem.

Though focus group participants did name some examples of interdivisional cooperation, in most cases, each division functions as a separate entity under the broad DNR organization. Many people report that this feeling of working in isolation and even in competition with fellow DNR employees became acute when the agency began to grow during state government restructuring in the early 1990. The nature of the agency changed from small enough for everyone to know everyone else to large and diverse in nature. Employees clearly regret the loss of the close-knit feeling of community, and the

result is that employees don't see how individual roles mesh with others to accomplish the mission of the agency.

Inter-divisional Communication

	Strongly or Somewhat Agree	Strongly or Somewhat Disagree
My work requires sharing knowledge and information with other Divisions	86%	14%
My division shares knowledge and info with other divisions	64%	37%
My work is improved by information from other divisions	84%	16%

Communication between main office in Columbia and the field is a problem with much history in DNR, and recent office closings and a shift to the statewide hub system have further exacerbated the problem.

Survey statistics show this hub system is not working well at this time: 44% strongly or somewhat disagree that there is effective communication among divisions within the hub and *58%* strongly or somewhat disagree that there is effective communication between the field and main offices. However, focus groups revealed more positive findings. Hubs are, indeed, providing opportunities for interdivisional interaction as well as establishing a more thorough DNR presence in individual regions. Because of the relative newness of this system, there is ongoing clarification of the channels of communication within hubs and between hubs and Columbia.

Part of this clarification process is working out the business of how the hubs are to function in relation to IT, procurement, marketing/PR, outreach/education, communication with local legislators. These things are still being worked out, and this

was determined to be a communication problem only in that hubs have not been told clearly what their purpose is.

Some field employees working out of regional hubs expressed problems with the we/they mentality between Columbia and the field offices. This mindset can be interpreted as a power struggle, with basic information providing power.

Still many employees provided examples of ways divisions can and are beginning to work together in the hubs, and though there is clearly frustration with the new system, there is also hope.

Columbia/Field/Hubs Communication

	Strongly or Somewhat Agree	Strongly or Somewhat disagree
Effective communication between field and Columbia	42%	58%
Effective communication among divisions within my hub	57%	44%
Effective channels for communication among hubs	56%	45%

Agencywide communication, including the kind of exchanges of information that go to and from the directors office, HR, Legal, and other, is another area to look at for opportunities for improvement. The majority of employees *(59%) strongly or somewhat disagree* that the downward flow of information in the agency is adequate. Focus groups clarified this as a general desire to know what the large issues of the agency are, what the director is doing about them, and how these issues are relevant to them. Though most employees feel they are well informed by the agency *(56%)*, the sense of secrecy around the "third floor" issues remains and fosters a lack of trust of upper management.

Because the survey was administered immediately after the completion of the agency's new Vision for the Future document, which was distributed by mail to all employees, data show high levels of understanding of the agency's mission (*88%*) and new Vision for the Future (*83%*).

The question of whether upper management is listening showed employees' believe there is a problem with the upward flow of information in the agency: *58% disagree or strongly disagree* that upper management at DNR listens, and focus groups support that finding. A majority, *65%*, does not believe the agency has good channels of communication established to encourage employee feedback. In fact, much discussion in the focus groups centered around this issue in two ways: First, some people have access and some don't. Communication with upper management often depends on personal relationships, with long time employees, even non-managers, having better access to managers at the deputy director and director level because they have "known them for years." This results in some employees feeling cut off from access to upper management, especially those in the field, who have a real need to communicate to management about "what's really going on in the field." The sense is that, even in cases where managers have field experience, once they get far away from that in their careers, they forget the reality of field work..

Second comes the idea that much of the mistrust of management in the agency would be alleviated if the deputies and director worked to establish initially strong relationships with employees in the field and in lower level jobs. If there was this rapport, employees would trust that not only were the communications coming from management were accurate but also they were complete.

Agencywide/Director's Office

	Strongly or Somewhat Agree	Strongly or Somewhat Disagree
Downward flow of information is adequate	41%	59%
Org. keeps employees well informed	56%	34%
Org.' goals are communicated clearly	76%	25%
Vision communicated effectively	83%	18%
Mission communicated effectively	88%	12%
Provides opportunities for training on communication	60%	40%
Want additional information on customers/constituents	77%	23%
Upper mgt. listens as well as talks	42%	58%
Get sufficient information about the agency's products and services	64%	36%
Want more information about employee activities/news	88%	12%
Have opportunities to learn more about other areas of the agency	64%	36%
Agency has good channels of communication tat stimulate employee feedback	35%	65%
Given information I need to do my job	80%	21%

Existing tools as well as possible additions to the agency's internal communications toolbox were evaluated in the survey. Overwhelmingly employees said existing communication tools are accurate *(92%)*, and each tool fared relatively well in individual evaluations of effectiveness. For this survey, employees rated the pop server and the grapevine highest, with *79%* agreeing or strongly agreeing that the pop server is effective in providing information to employees and *85%* reporting dependence on the grapevine for information. Many suggestions were in some way related to making the pop server more robust and pushing it more to employees.

Most existing tools within the agency are well-used, and a majority of staff use each of the following tools for some type of information. See Appendix E, question 32 for a chart showing how often employees use each of the existing internal communications tools.

Many of the responses to the open-ended questions provided evaluations of existing tools and suggestions for improving them and for new ones. Focus groups on several occasions brought out the issue of time as related to the gathering of information through existing tools. Some employees feel that one comprehensive outlet for information would save time by preventing the need to read additional sources of information, which may be repetitive. However, the need to acknowledge various internal audiences and provide appropriate communication to meet their various needs was not considered.

Everyone in the agency has an e-mail address, and most employees feel that e-mail is an easy, quick, inexpensive way to communicate within the agency. Though some people do not have access to computers and some do not know how to use e-mail, those groups are small and should not prevent the ongoing widespread use of e-mail for distribution of information.

An employee newsletter, in electronic form, but downloadable and printable for those who prefer it, or perhaps with limited hard copy distribution was well received (*83%* liked the idea), though discussion in focus groups surrounded the time investment involved and staffing issues. Most agreed that this should be centered in HR in partnership with IT. Still, widespread input from divisions would be necessary to make

this a valuable tool, and it would be a difficult task for a small HR office to accomplish alone.

Literature on this subject indicates not only that internal communication using formal channels needs to be done but that it needs to be done well. Any efforts to produce communication products for internal use would be discounted if the product was sloppy, lacked substantive information, was filled with errors or difficult to read. In Corporate Conversations, the author reminds internal communicators that the material must be compelling, understandable, and credible, as well as timely, relevant and accurate.

Tools

	Strongly or Somewhat Agree	Strongly or Somewhat Disagree
SCW is effective in providing information to employees	70%	30%
News release packet is effective in providing information to employees	74%	25%
Pop Server is effective in providing information to employees	79%	21%
Weekly staff meetings are effective in providing information to employees	63%	36%
A newsletter would be effective in providing information to employees	83%	17%
I depend on the grapevine for information about the agency	85%	16%
The communication tools in DNR are accurate	92%	8%

Recommendations and Measurements

For Top-Down Communications
1. Deputy Directors pass along all minutes from DNR Board meetings and Division Director meetings by e-mail or hard copy, as needed. These should be passed to all DNR and marked as optional reading, while required reading should be marked as high priority. This will make information available while helping busy employees sort out the "need to know" from the "additional" information.

> Measurement: Board and Division Director meeting minutes available to all DNR employees within a one-month period for Board minutes and a two-week period for Division Director minutes.

2. Upper Management set up opportunities to interact with staff to establish trust. This should include division directors and director and could be as informal as walking around and hitting different sections in the Columbia office. This activity helps with the need of employees to feel "in-the-know" and cuts down on erroneous information being passed along the grapevine.

> Measurement: Upper management sets up a schedule of regular field visits and meetings with sections on a rotating basis. Managers are more visible in staff offices.

3. Director (or chief of staff) undertakes regular written communication (letter from the director) with all staff through available outlets, including e-mail and electronic newsletter, if available. This communication could include answers to What are the issues the agency is facing now and what I am doing about them. This provides employees a peek into the big picture, which many felt was important for doing their jobs well.

> Measurement: Director sends out a letter from the director on a regular schedule, either by e-mail or by electronic newsletter, or both. (One example might be to keep employees informed as the agency meets or makes progress toward individual goals laid out in the Vision for the Future document.)

4. Supervisors hold weekly staff meetings that accommodate schedules to keep all employees working from the same page and informed of agency information, including information passed to supervisor by division director during weekly division staff meetings.

> Measurement: Supervisors make a regular schedule for weekly staff meetings and require all employees to be present.

5. Supervisors are offered regular training on use of EPMS documents and provided follow-up support from HR.

> Measurement: Make sure that all supervisors have gone through EPMS training, including additional training when changes are made to the EPMS process. HR schedules EPMS training on a regular timetable to accommodate new hires and promotions. HR maintains an EPMS specialist on staff.

Bottom-Up Communications
1. Again, this can be addressed by additional access to upper management by staff on a regular basis. In addition to walking around and informal visits for the purpose of listening to staff, division directors could schedule "Open Door" times during which they are available to hear employees' ideas, problems, etc.
> Measurement: Division directors walk around and visit on a regular basis and monthly Open Door listening opportunities are scheduled.

2. Electronic Bulletin Board will provide employees opportunities to comment and provide feedback on agency issues.
> Measurement: An electronic bulletin board is available to all staff via the intranet, either independent of or within an electronic newsletter.

Lateral Communications
1. Divisions establish computer access stations where available, including NRCS offices, hub offices, and county offices as needed to provide all DNR staff a convenient place to send and receive e-mail via the DNR pop server.
> Measurement: An all-DNR test e-mail is sent requiring a response from every person, and all responses are received. (Every field staff person has a reasonably convenient place to check e-mail.)

2. Hub coordinators make all hub meeting minutes available to all DNR via intranet or e-mail and hard copy, as needed.
> Measurement: hub minutes are available to all DNR.

3. Create a DNR communications committee with each division represented to plan and collect content from Divisions for electronic newsletter.
> Measurement: Committee formed by division directors and meeting schedule established.

4. Electronic newsletter layout assigned to graphics with support from IT.
> Measurement: electronic newsletter is in Graphics queue, recurring monthly. Newsletter is posted on intranet each month by IT.

5. All new employees receive a week-long training period in which they are introduced to the various work of the DNR and the people doing it. Contact info is sent with them.
> Measurement: New employee training schedule is developed by HR and time set to launch.

6. All new employees are introduced to DNR staff via e-mail and walking around, including name, job, contact info.
> Measurement: New hires are given introduction by supervisors within 2 weeks of starting work.

7. Electronic Employee Guide created and posted on intranet, to include all employees' photograph, job title/duties, contact information, area of expertise.
> Measurement: New employee guide available on intranet and updated quarterly by HR/IT.

8. Bolster intranet to make it more interesting and useful for all employees (IT).
> Measurement: Employees surveyed through SurveyMonkey respond that improvements to the intranet have been made.

9. Efforts by division directors to break down communications barriers both with division and among divisions by scheduled information-sharing meetings with social components that allow for interaction.
> Measurement: Intra-divisional and inter-divisional staff meetings planned for near term. These will not have to be on-going once staff become more familiar with other sections/divisions.

Conclusions

Historically a close-knit group, DNR experienced rapid growth and change during

government restructuring a decade ago. With growing numbers and rapid expansion

around the state, the agency's staff could no longer logistically enjoy the same close ties

it once had.

Managers should keep this history in mind when planning ways to improve

internal communication problems. A lot of the problems people report in this area arise

from the loss of close social contact and the small-group feeling. In truth, employees in

general are getting the information they need to do their jobs. It's the feeling of being

included, on the inside, being in-the-know that they are not getting. While there are

places in which internal communications do break down, good efforts are already being

made to improve these problem areas, including the restructuring of the agency into hubs,

which by design should provide for better interdivisional communications by housing

staff from each division together in locations around the state.

Another outstanding effort to get people on the same page and moving ahead

together is the Vision for the Future document. Though long-timers have seen this type of

process wash out many times, the product of this effort is a concise, reader-friendly

document prepared with substance by select staff from every division and presented in an

appealing colorful format. It is undoubtedly the reason so many employees report a

strong knowledge of the agency's vision and mission.

The implementation for that vision has been hammered out by committees formed

from employees at all levels and from all divisions, each headed by a deputy director.

One goal under this broad vision is to improve agency functions, and a number of the strategies for achievement of that goal (beyond the strategy that directly addresses communications problems, for which this research was primarily undertaken) include some form of communication process improvement. Thus communication issues are on the radar screen, acknowledged and being addressed.

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Appendices

Appendix A

DNR Internal Communications Climate Survey

Why Reply?

Dear Fellow DNR Employee,

Thank you for taking a few minutes to provide your thoughts on how well we communicate with each other within the DNR and how we can improve our internal communications.

You should have no trouble making your way through the survey. If you do have trouble, please let us know! Call Caroline Foster at (803) 734-3967 or Glenn Gardner at (803) 734-3908.

All answers will be confidential and examined only as part of all responses, so please be honest.

The data collected here will be analyzed and used to generate a report that we hope will do two important things: help us communicate better as an agency...and help US graduate from the Certified Public Manager program!

We would like to have all responses back by September 30, so please fill out the survey and submit it any time before that date. We will share the results with our DNR coworkers as soon as we have them available.

Regards,

Caroline Foster
Glenn Gardner

Return completed surveys to:

Caroline Foster/Glenn Gardner
SCDNR Survey
P.O. Box 167
Columbia, SC 29202

The Survey

1. My supervisor communicates expectations clearly.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

2. My supervisor keeps me well-informed about the agency and job-related activities.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

3. My supervisor holds productive staff meetings.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

4. My supervisor communicates the reasons for important decisions to me and/or my work group.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

5. My supervisor explains the reasons for disruptions in my work.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

6. My supervisor encourages open communication.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

7. My supervisor gives me the information I need to do a good job.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

8. There is effective communication among members of my division.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

9. I have adequate information about what is going on in other sections within my division.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

10. My work requires sharing knowledge and information within my division.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

11. I get adequate information about what goes on in other divisions.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

12. My division shares knowledge and information with other divisions.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

13. My work could be improved by information from other divisions.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

14. There is effective communication between the field offices and the Columbia office.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

15. There is effective communication among the divisions in my hub.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

16. There are effective channels established for communication among hub offices.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

17. The downward flow of information is adequate in this agency.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

18. This organization generally tries to keep employees well-informed.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

19. The goals of this agency are clearly explained.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

20. This agency's Vision for the Future has been communicated effectively to me.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

21. The mission statement of this agency has been adequately communicated to me.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

22. This agency provides opportunities for training on communication topics.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

23. I would like additional information about our agency's customers/constituents.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

24. DNR's upper management listens as well as talks.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

25. The South Carolina Wildlife magazine is an effective means of providing information to employees.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

26. The DNR's news release packet distributed by e-mail is an effective means of providing information to employees.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

27. The POP server is an effective means of providing information to employees.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

28. Weekly staff meetings are an effective means of communicating with employees.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

29. For a time, the DNR published an internal newsletter called the Natural News. Reestablishing an internal newsletter would be an effective means of providing information to employees.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

30. I depend on the "grapevine" (informal chatting with coworkers) for agency information.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

31. In this agency, formal communications, such as the POP server, e-mail, news releases, SCW magazine, SC Wildlife TV and monthly reports are ACCURATE.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

32. How useful are the following communication tools within the agency?

	Very Useful	Useful	Somewhat Useful	Not Useful	Don't Use
South Carolina Wildlife Magazine					
Coast Watch Newsletter					
Jocassee Journal					

(Continued)	Very Useful	Useful	Somewhat Useful	Not Useful	Don't Use
DNR News Release Packet					
DNR POP Server					
DNR Web site					

33. I get sufficient information about this agency's products and services.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

34. I would like additional information about employee activities/news.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

35. I am given the opportunity to learn about other areas of this agency.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

36. This agency has good channels of communication that stimulate employee feedback.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

37. I am given the information I need to do my job.
___Strongly disagree ___Somewhat disagree ___Somewhat agree ___Strongly agree

38. If you could suggest one way to improve DNR internal communications, what would it be? (Use other side if you need additional space.)

39. Please share any other thoughts you have about communication within the DNR. (Use other side if you need additional space.)

This section is for statistical purposes only and will be used to study how different groups of employees view communication within DNR.

44. What is your age?

_____ Under 20 years of age

_____ 21 to 30 years of age

_____ 31 to 40 years of age

_____ 41 to 50 years of age

_____ Over 50 years of age

45. What is your sex?

_____ Male

_____ Female

46. What is you highest level of education?

_____ Some high school

_____ High school diploma

_____ Some college

_____ Two-year college

_____ Four-year college

_____ Graduate or professional degree

47. Do you work:

_____ Full time

_____ Part time

_____ Temporary full time

_____ Temporary part time

_____ Other (please specify)

_____

48. What is your division?

_____ Executive

_____ Land, Water and Conservation

_____ Law Enforcement

_____ Outreach and Support Services

_____ Marine Resources

_____ Wildlife and Freshwater Fisheries

49. How long have you worked for this agency?

_____ Less than 1 year

_____ 1 to 5 years

_____ 6 to 10 years

_____ 11 to 15 years

_____ More than 15 years

50. What is your position in this agency?

_____ I don't supervise anybody

_____ First-line supervisor

_____ Middle management

_____ Top management

_____ Other (please specify)

Thank you for taking the time to complete this survey. The results will be used to evaluate communication channels within the DNR as part of the agency's new Vision for the Future document.

We appreciate your contributions.

Appendix B

Focus Group Agenda

I.   Welcome
II.   Introductions
III.   Review of ground rules (See posted.)
IV.   Review of the goal of the meeting: discuss some findings revealed in the recent survey and evaluate a list of suggestions condensed from the recent survey.
V.   Questions and answers
VI.   Wrap up

Appendix C

Suggestions for Improving Internal Communications (provided by DNR Employees)

E-mail access for everyone
Regular staff meetings
Make intranet more robust
Bring back Natural News or some other form of paper newsletter
Electronic newsletter
Electronic bulletin board
Brown bag lunch: internal presentations
Better use of EPMS to communicate expectations
Develop more avenues of input from employees
Pick a primary source for internal communications and make it comprehensive
Offer new employees a 1-2 week orientation in the agency in which they are introduced
       to key people in each division and their work
Electronic employee manual with photos, name, job title, areas of expertise and contact
       information.
Distribution of minutes from DNR Board meetings and deputy directors' meetings

Appendix D

The discussion topics below are based on information gathered in the recent survey.

1. We learned in the survey that field personnel feel a distinct disconnect with personnel and happenings in the Columbia office.
>--Is this a problem, as you see it? Is this a new problem or one that has a lot of history?
>--If so, how can we work toward correcting the communication gap between the Columbia office and employees who work primarily in the field without adding staff or additional resources?
>--Who would be responsible for making this happen?
>--What is a reasonable timetable for this?

2. We learned in the survey that there's a perception within the agency that information doesn't flow well either from or to the director's and/or deputy directors' offices.
>--Is this a problem, as you see it? Is this a new problem or old problem?
>--If so, how can we work toward improving flow of information to and from upper management?
>--Do you know of any companies or governmental organizations that you feel are doing a good job in this area and what are they doing?
>--What specific information should be included in communication from the third floor?

3. We learned in the survey that while employees place high importance on the sharing of information among sections and divisions, many admit they are not sure what other sections within their division and/or other divisions within the agency are doing.
>--Is this a problem, as you see it?
>--If so, how can we work toward improving intra-divisional and interdivisional communication within DNR (help people learn what others in the agency are doing)?
>--Are there examples in the agency now that are working to help with this communication problem?

4. DNR employees offered a great many suggestions in the survey's open-ended question, which asked, "If you could make one suggestion for improving DNR's internal communication, what would it be?" You have a condensed list with your meeting materials.
>--Are there suggestions you'd like to add to this list?
>--Let's take a look at each of these suggestions: will this work? Is it do-able without significant additional staff or resources? Who would be responsible for doing it?

Appendix E

Survey Data

1. My supervisor communicates expectations clearly.		Response Percent	Response Total
Strongly disagree		5.7%	25
Somewhat disagree		10.3%	45
Somewhat agree		37.8%	165
Strongly agree		46.2%	202
	Total Respondents		437
	(skipped this question)		4

2. My supervisor keeps me well-informed about the agency and job-related activities.		Response Percent	Response Total
Strongly disagree		7.1%	31
Somewhat disagree		17.4%	76
Somewhat agree		38.8%	170
Strongly agree		36.8%	161
	Total Respondents		438
	(skipped this question)		3

3. My supervisor holds productive staff meetings.		Response Percent	Response Total
Strongly disagree		11.2%	48
Somewhat disagree		18%	77
Somewhat agree		41.4%	177
Strongly agree		29.4%	126
	Total Respondents		428
	(skipped this question)		18

4. My supervisor communicates the reasons for important decisions to me and/or my work group.		Response Percent	Response Total
Strongly disagree		8.3%	36
Somewhat disagree		18.7%	81
Somewhat agree		34.8%	151
Strongly agree		38.2%	166
	Total Respondents		434
	(skipped this question)		7

5. My supervisor explains the reasons for disruptions in my work.		Response Percent	Response Total
Strongly disagree		7.1%	30
Somewhat disagree		18.1%	77
Somewhat agree		41.2%	175
Strongly agree		33.6%	143
	Total Respondents		425
	(skipped this question)		16

38

6. My supervisor encourages open communication.

		Response Percent	Response Total
Strongly disagree		7%	30
Somewhat disagree		9.6%	41
Somewhat agree		28.1%	120
Strongly agree		55.3%	236
	Total Respondents		427
	(skipped this question)		14

7. My supervisor gives me the information I need to do a good job.

		Response Percent	Response Total
Strongly disagree		7.2%	31
Somewhat disagree		11.3%	49
Somewhat agree		37.3%	161
Strongly agree		44.2%	191
	Total Respondents		432
	(skipped this question)		9
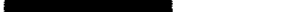
8. There is effective communication among members of my division.

		Response Percent	Response Total
Strongly disagree		17.6%	76
Somewhat disagree		25.5%	110
Somewhat agree		43.4%	187
Strongly agree		13.5%	58
	Total Respondents		431
	(skipped this question)		10

9. I have adequate information about what is going on in other sections within my division.

		Response Percent	Response Total
Strongly disagree		24.9%	108
Somewhat disagree		32.6%	141
Somewhat agree		35.1%	152
Strongly agree		7.4%	32
	Total Respondents		433
	(skipped this question)		8

10. My work requires sharing knowledge and information within my division.

		Response Percent	Response Total
Strongly disagree		2.3%	10
Somewhat disagree		11.8%	51
Somewhat agree		43.2%	187
Strongly agree		42.7%	185
	Total Respondents		433
	(skipped this question)		8

11. I get adequate information about what goes on in other divisions.

		Response Percent	Response Total
Strongly disagree		29.8%	129
Somewhat disagree		40.4%	175
Somewhat agree		25.9%	112
Strongly agree		3.9%	17
	Total Respondents		433
	(skipped this question)		8

12. My division shares knowledge and information with other divisions.

		Response Percent	Response Total
Strongly disagree		6.7%	27
Somewhat disagree		29.6%	120
Somewhat agree		51.7%	210
Strongly agree		12.1%	49
	Total Respondents		406
	(skipped this question)		35

13. My work could be improved by information from other divisions.

		Response Percent	Response Total
Strongly disagree		2.3%	10
Somewhat disagree		13.6%	58
Somewhat agree		54.2%	232
Strongly agree		29.9%	128
	Total Respondents		428
	(skipped this question)		13

40

14. There is effective communication between the field offices and the Columbia office.

		Response Percent	Response Total
Strongly disagree		26%	107
Somewhat disagree		32.3%	133
Somewhat agree		36.7%	151
Strongly agree		5.1%	21
	Total Respondents		412
	(skipped this question)		29

15. There is effective communication among the divisions within my hub.

		Response Percent	Response Total
Strongly disagree		9.8%	39
Somewhat disagree		33.6%	133
Somewhat agree		47.7%	189
Strongly agree		8.8%	35
	Total Respondents		396
	(skipped this question)		45

16. There are effective channels established for communication among hub offices.

		Response Percent	Response Total
Strongly disagree		9.7%	36
Somewhat disagree		34.4%	128
Somewhat agree		48.4%	189
Strongly agree		7.5%	28
	Total Respondents		372
	(skipped this question)		66

17. The downward flow of information is adequate in this agency.

		Response Percent	Response Total
Strongly disagree		24%	103
Somewhat disagree		35.2%	151
Somewhat agree		35.7%	153
Strongly agree		5.1%	22
	Total Respondents		429
	(skipped this question)		12

41
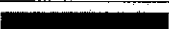
18. This organization generally tries to keep employees well-informed.

		Response Percent	Response Total
Strongly disagree		18.6%	80
Somewhat disagree		25.3%	109
Somewhat agree		46%	198
Strongly agree		10%	43
	Total Respondents		430
	(skipped this question)		11

19. The goals of this organization are clearly explained.

		Response Percent	Response Total
Strongly disagree		6%	26
Somewhat disagree		18.7%	81
Somewhat agree		53.8%	233
Strongly agree		21.5%	93
	Total Respondents		433
	(skipped this question)		8
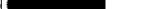
20. This agency's Vision for the Future has been communicated effectively to me.

		Response Percent	Response Total
Strongly disagree		4.6%	20
Somewhat disagree		12.7%	55
Somewhat agree		50.8%	220
Strongly agree		31.9%	138
	Total Respondents		433
	(skipped this question)		8

21. The mission statement of this agency has been adequately communicated to me.

		Response Percent	Response Total
Strongly disagree		1.9%	8
Somewhat disagree		9.8%	42
Somewhat agree		51.2%	220
Strongly agree		37.2%	160
	Total Respondents		430
	(skipped this question)		11
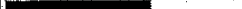
22. This agency provides opportunities for training on communication topics.

		Response Percent	Response Total
Strongly disagree		11.7%	50
Somewhat disagree		27.9%	119
Somewhat agree		48.2%	206
Strongly agree		12.2%	52
	Total Respondents		**427**
	(skipped this question)		14

24. DNR's upper management listens as well as talks.

		Response Percent	Response Total
Strongly disagree		28.7%	122
Somewhat disagree		29.4%	125
Somewhat agree		31.8%	135
Strongly agree		10.1%	43
	Total Respondents		**425**
	(skipped this question)		16

25. The South Carolina Wildlife magazine is an effective means of providing information to employees.

		Response Percent	Response Total
Strongly disagree		7.2%	31
Somewhat disagree		23.1%	99
Somewhat agree		40.9%	175
Strongly agree		28.7%	123
	Total Respondents		**428**
	(skipped this question)		13

26. The DNR's news release packet distributed by e-mail is an effective means of providing information to employees.

		Response Percent	Response Total
Strongly disagree		8.2%	35
Somewhat disagree		17.6%	75
Somewhat agree		**49.1%**	**209**
Strongly agree		25.1%	107
	Total Respondents		426
	(skipped this question)		13

27. The POP server is an effective means of providing information to employees.

		Response Percent	Response Total
Strongly disagree		7.3%	31
Somewhat disagree		13.7%	58
Somewhat agree		**51.1%**	**216**
Strongly agree		27.9%	118
	Total Respondents		423
	(skipped this question)		18

28. Weekly staff meetings are an effective means of communicating with employees.

		Response Percent	Response Total
Strongly disagree		11.4%	48
Somewhat disagree		25.2%	106
Somewhat agree		**40.2%**	**169**
Strongly agree		23.1%	97
	Total Respondents		420
	(skipped this question)		21

29. For a time, the DNR published an internal newsletter called the Natural News. Reestablishing an internal newsletter would be an effective means of providing information to employees.

		Response Percent	Response Total
Strongly disagree		3.3%	14
Somewhat disagree		13.8%	59
Somewhat agree		**48.6%**	**207**
Strongly agree		34.3%	146
	Total Respondents		426
	(skipped this question)		15

30. I depend on the "grapevine" (informal chatting with coworkers) for agency information.

		Response Percent	Response Total
Strongly disagree	▮	4.8%	21
Somewhat disagree	▮▮	11.1%	48
Somewhat agree	▮▮▮▮▮▮▮	44.9%	195
Strongly agree	▮▮▮▮▮▮	39.2%	170
	Total Respondents		434
	(skipped this question)		7

31. In this agency, formal communications, such as the POP server, e-mail, news releases, SCW magazine, SC Wildlife TV and monthly reports are ACCURATE.

		Response Percent	Response Total
Strongly disagree	▮	2.1%	9
Somewhat disagree	▮	5.7%	24
Somewhat agree	▮▮▮▮▮▮▮▮	63%	264
Strongly agree	▮▮▮▮	29.1%	122
	Total Respondents		419
	(skipped this question)		22
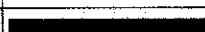
32. How USEFUL are the following communication tools within the agency?

	Very useful	Useful	Somewhat useful	Not useful	Do not use this tool	Response Average
South Carolina Wildlife magazine	28% (123)	31% (134)	28% (123)	8% (35)	4% (17)	2.17
Coast Watch newsletter	10% (41)	14% (61)	19% (81)	8% (35)	48% (203)	2.50
Jocassee Journal	7% (28)	14% (58)	16% (69)	6% (26)	57% (240)	2.51
DNR News Release packet	16% (67)	31% (133)	27% (113)	5% (21)	22% (92)	2.26
DNR POP server	26% (111)	32% (135)	23% (98)	3% (13)	15% (64)	2.04
DNR Web site	29% (125)	31% (132)	23% (100)	7% (29)	10% (41)	2.09
					Total Respondents	428
					(skipped this question)	8

33. I get sufficient information about this agency's products and services.

		Response Percent	Response Total
Strongly disagree	▮▮	6.3%	27
Somewhat disagree	▮▮▮▮	30%	129
Somewhat agree	▮▮▮▮▮▮▮	55.6%	239
Strongly agree	▮▮	8.1%	35
	Total Respondents		430
	(skipped this question)		11

45

34. I would like additional information about employee activities/news.

		Response Percent	Response Total
Strongly disagree		1.7%	7
Somewhat disagree		10.4%	44
Somewhat agree		51.9%	220
Strongly agree		36.1%	153
	Total Respondents		424
	(skipped this question)		17

35. I am given the opportunity to learn about other areas of this agency.

		Response Percent	Response Total
Strongly disagree		14.1%	60
Somewhat disagree		36.9%	157
Somewhat agree		40%	170
Strongly agree		8.9%	38
	Total Respondents		425
	(skipped this question)		16

36. This agency has good channels of communication that stimulate employee feedback.

		Response Percent	Response Total
Strongly disagree		29.1%	124
Somewhat disagree		35.9%	153
Somewhat agree		30.3%	129
Strongly agree		4.7%	20
	Total Respondents		426
	(skipped this question)		15

37. I am given the information I need to do my job.

		Response Percent	Response Total
Strongly disagree		2.6%	11
Somewhat disagree		17.5%	75
Somewhat agree		54%	231
Strongly agree		25.9%	111
	Total Respondents		428
	(skipped this question)		13

38. If you could suggest one way to improve DNR internal communications, what would it be?

	View	Total Respondents	176
		(skipped this question)	260

46

39. Please share any other thoughts you have about communication within the DNR.

View **Total Respondents**	**106**
(skipped this question)	330

40. What is your age?

		Response Percent	Response Total
Under 20 years of age		0%	0
21 to 30 years of age		12.2%	50
31 to 40 years of age		29.4%	121
41 to 50 years of age		32.6%	134
Over 50 years of age		25.8%	106
	Total Respondents		**411**
	(skipped this question)		26

41. What is your sex?

		Response Percent	Response Total
Male		66.3%	267
Female		33.7%	136
	Total Respondents		**403**
	(skipped this question)		34

42. What is your highest level of formal education?

		Response Percent	Response Total
Some high school		1%	4
High school diploma		9.6%	39
Some college		12.6%	51
Two-year college		12.3%	50
Four-year college		35.2%	143
Graduate or professional degree		29.3%	119
	Total Respondents		**406**
	(skipped this question)		31

47

43. Do you work:

		Response Percent	Response Total
Full time		94.4%	389
Part time		0.5%	2
Temporary full time		4.1%	17
Temporary part time		0.7%	3
Other (please specify)		0.2%	1
	Total Respondents		412
	(skipped this question)		25

44. What is your division?

		Response Percent	Response Total
Executive		2.5%	10
Land, Water and Conservation		9.9%	40
Law Enforcement		33%	133
Outreach and Support Services		14.6%	59
Marine Resources		20.1%	81
Wildlife and Freshwater Fisheries		19.9%	80
	Total Respondents		403
	(skipped this question)		34

45. How long have you worked for this agency?

		Response Percent	Response Total
Less than 1 year		7.2%	29
1 to 5 years		17.3%	70
6 to 10 years		21.7%	88
11 to 15 years		15.6%	63
More than 15 years		38.3%	155
	Total Respondents		405
	(skipped this question)		32

48

46. What is your position in this agency?			Response Percent	Response Total
I don't supervise anybody.			59.2%	234
First-line supervisor			22%	87
Middle management			12.7%	50
Top management			2.8%	11
Other (please specify)			3.3%	13
		Total Respondents		395
		(skipped this question)		42

Appendix F

Survey Forum Responses - Question 38

1.	get info to employees and from employees to Columbia without chain of command (we are not in the Army)
2.	They need to quit being so secretive and explain the why of things.
3.	Law enforcement news update every week or two on law changes,programs,etc.
4.	checks & balances between the divisions to ensure accuracy in work
5.	Every needs to be on the same page.
6.	Allow for more field officer input when making policy/decisions.
7.	send written material
8.	Same rules for all employees across the state.
9.	Every employee with a computer to access e-mail. ETC.
10.	Strive for more communication and less intimidation by the Columbia office.
11.	Why are the Captains, Majors, Sgts all driving un-marked trucks? Officers in the field should have these vehicles, not someone who drives to the Columbia office everyday.
12.	A summary of what was done the week before just to let supervisors know what has or have to be done. And rumors are just. That. Rumors
13.	Have meeting with the employees to know what is to be done the week of or before.
14.	All DNR websites need to be more userfriendly. You should not have to search 5-10 minutes for something. It should be in everday common language. Esn. titles of documents.
15.	Bring back Natural News. Produce an album of all personnel with photo, job location, what each does, how to contact
16.	The truth
17.	Let Columbia personnel go to the field offices and work for a couple of days and see what actually happens in the offices there.
18.	To be aware that all are not computer literate and may need other ways of communication. To realize that there is alot of field workers that may not be being considered.
19.	Get better communication from Columbia to District.
20.	the truth
21.	Get workers equipment that is needed! Money is in county funds but cannot access it.
22.	Hub meetings
23.	We need all the information to go up and down the chain without certain officers deciding what information should go up or down the chain.(Less yes man)
24.	Newsletter
25.	Teach and supply officers how to use a computer.
26.	Listen, digest, keep open mind before making a decision.
27.	Give out information at your most early time and not at last moment.
28.	Upper management to listen to field officers instead of Lt. & Capts. That level doesn"t know.

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29.	Mandatory meeting attendance.
30.	Mandate upper level staff to spend time with field officer level employees. IE. Patrol activity.
31.	Administration get off soap boxes about their personal goals and accomplishments and reward employees for their work and not because they are "kissing supervisors butt"
32.	Training in simple computer things like how to operate a computer if we had a computer. It is difficult to receive information if you have never used or owned a computer.
33.	Upper level manangement (Columbia) needs to listen to suggestions from field officers.
34.	All information needs to be channel down to the field.
35.	Computers for all officers.
36.	Need laptop PC's, need summons report forms on line, incident reports, all report forms on line or on CD's.
37.	Teamwork
38.	For anyone that speaks up or out against Columbia, there always seems to be reprecussions. This needs to change.
39.	Have supervisor work with you at LEAST once a month.
40.	Need to get papers out quicker, not after event has occurred.
41.	When your told by supervision that politics won't play into promotions and when its all said and done its obvious they did. It kills moral!!!
42.	I feel that Columbia upper staff only hears what they want to hear. They encourage feedback as long as it goes through chain of command in which it gets censored or filtered. I do hear that none of the four LE regions are working from the same sheet. Whats good for the goose...
43.	Be honest and open minded.
44.	Have a field officer, much like a Sgt. Major in the military report directly to the Colonel and/or the director. This person would not be under a Lt,Capt,Major,Lt Colonel's chain of command. This would allow this person to give timely, truthful, unfiltered and unjaded information to the Colonel or Director about Moral, opinions in the field with out fear(see39)
45.	Quit worrying about losing turf and practicing isolationism. We are all on the same team. We just have slightly different jobs.
46.	Any system that would promote open and honest communication where all suggestions would be considered by persons capable of working changes.
47.	For officers with rank not to think that they are always right and that their way is not the only way to do things.
48.	quit worrying about losing turf and practicing isolationism. We are all on the same team. We just have slightly different jobs.
49.	Any system that would promote open and honest communication where all suggestions would be considered by persons capable of making changes.
50.	Have a short and effective meeting each month with all employees to briefly cover what is going on in the DNR world. When people physically interact with each other they feel a greater accountability towards responsibilities (i.e. keeping each other informed) than when they read an e-mail.
51.	There is to much distance between the levels of management. The agency has lost the "family" atmosphere. More social occasions so that we could get to know people within the agency. There is too much "rumor" and secretive management. There is never time to communicate!

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52.	Have an electronic bulletin board for current events and projects.
53.	have the higher ups become better listeners and not second guess "lower level staff" on the decisions they make such as purchasing; stop the discounting and parental messages.
54.	Weekly staff meetings or at least once a month would be great! In this office it is essential that all of us are on the same page and most of the time we are not even looking at the same book. Along with communication, it is important to be consistent. Consistency is key and in this office the supervisor has apparently lost those keys.
55.	More frequent general staff meetings.
56.	Have concrete lists of what needs to get done and back up plans as well to make sure work is getting done
57.	Require supervisors to pass on information in a timely manner or be reprimanded.
58.	In part I feel that we need to spread the work load back out a bit so that people actually have time to listen to one another, attend information sessions, or read distributed newsletters. Currently there is usually a succession of 'fires' that displace such activities. The result: you notice the May newsletter in your e-mail box as you are cleaning it out in August because there were critical issues at hand until you forgot it was there.
59.	For lower management to stop being scared of disagreeing with upper management and thus for there truely to be open communication between staff and management at all levels.
60.	Certain individuals could use a refresher (or basic) course in english.
61.	I think we should have a brown bag luncheon internal seminar each week. This would provide staff with an opportunity to hear about research and projects in other labs. It would also provide a weekly forum for gathering and making brief announcements relevant to everyone. Everyone is busy here, but we all have to eat lunch and I think people would be available to take a short break and meet in the (newly remodeled) auditorium. (MRD comment)
62.	Weekly meetings should be more organized
63.	It would be nice to have more general satff meeting in which employees can ask questions. Unfortunately the communication at MRD stops at the Directors meetings, Very little information makes its way back to the employees. Usually when it does its through informal channels and is probably not completely accurate after its passed from person to person.
64.	Better comunication between field supervisors and field staff
65.	Disallow the "rumor mill" by making what is expected known to the employee and initiate consequences when what is known is disregarded. We have a mechanism in place for communication (chain of command/EPMS'), but so often rumors, personal feelings (the way "I" want it) and experiences intermingle with the chain causing it to be ineffective.
66.	Superviors need to listen to employees WITHOUT taking it as empty complaining. If there is a complaint, it is being voiced because there is a real problem.
67.	Since I am in the field 90 percent of the time and seldom go to the office I do not get Information in a timely manner. I also work for two supervisors. One I very rarely see or get informantion from and when I do it is often late and puts me in a disadvantage in planning work scheduels. So many times it is not that informantion is not made available to me. It is that one or more of my supervisors are late in contacting me.
68.	As a new employee, I feel that there is a vast resource of knowledge and information spread across the state in the form of annual reports, project reports and raw data. This is basically inaccessable. I feel that a searchable electronic database of previous reports, studies and data would be very useful to improve the future management of resouces by building on past knowledge and information gathered by the agency.
69.	Some method of increasing communications between divisions should be devised.

70.	Have the Deputy Directors communicate fully and honestly with key staff and hold them accountable if they don't.
71.	I beleive the news letter would be a great way to improve the communications. I know a lot of people looked at it as a gossip tool, but I don't hear of deaths, births, etc of other employees, and lots of time people retire and I don't realize it until I go looking for them for an answer to a question. There could be information about our vision and what is planned for the future - like information on the cennential celebration going on. Most people don't realize that we are celebrating anything.
72.	Maybe more awarness meetings to keep DNR employees informed and training classes.
73.	Communication will always vary on the different organizational levels. Directors meet with one another, technicians do not. Agency wide meetings for field biologists or maintenance staff at the Webb Center or Marine Center during the week, like a professional society meeting (SC Fishery Workers Meetings) to see how their job is done in other places around the state would be good for moral and let people get to know peers in other Divisions.
74.	A well maintained (timely and accurate) DNR Intranet (pop server) web site should be the primary location where staff can find information. The Marine Division currently has an Intranet site that is well maintained yet the primary DNR "pop" server is still not as Informative as needed.
75.	Supervisors in Columbia must get into the field more to be in touch with field staff. Supervisors do not have a clue what is really going on in the field. Field staff do not have a clue what is really going on in the Columbia office. The disconnect is real, it is typical of spread out organizations, but it can be overcome. Field staff are not going to be empowered to come to Columbia to learn about the agency and what administrators do and why they do what they do. Adminstrators simply have to have more face-to-face contact with staff in order to effectively communicate, and understand the realities, complexities, and difficulties of work in the field.
76.	Get rid of Frampton and Mcshane
77.	Stop sending us paper materials on information that you send us via email, it's redundant and oxymoronic, if we are trying to save money(ex. SC DNR vision). Just keep trying to make your employees happy. Please keep us abreast with what changes are taking place. Remember that although we are employees we are also constituents as well; and if we begin frowning upon DNR practices/procedures how do you expect us to provide a united front to the public when we as employees aren't happy w/ DNR ourselves. Why does WAL-MART do so well? It portrays the image that the company cares about not only it's consumers but employees as well. I have witnessed how some upper management do not care for my department, therefore me as an employee. It hurts my feelings b/c I enjoy coming to work, even putting up w/ the extremely poor pay, for an organization that doesn't even consider what I do as valuable.
78.	Provide more avenues of input so that more ideas are developed, circulated, and acted on.
79.	Possibly Regional Mtgs. where the different divisions and/or sections present projects (on-going or completed), focus area reports, possible creation of new focus areas, new properties purchased by heritage trust, or land management problems occurring in the region. These could be quarterly, semi-annual, or yearly.
80.	Remove barriers to open discussion of ideas -- not just obvious barriers, but all barriers, including insidious "later-on" reprisals of various kinds. Yes, that's a nebulous statement, but i think we all know the good-old-boy system is alive and well, even though a bit better camoflaged now. Require senior staff to keep up with relevant literature and discuss it with their staff. Embrace progressive change in land and HR management practices and admit failures of the past instead of making excuses.
81.	The DNR website and pop server could be better utilized to communicate what staff are doing. The challenge is to keep it up to date and formated-organized to be user friendly.
82.	What communication? Very little information about the agency comes out of the 3rd floor. Perhaps it is not the 3rd floors fault but the information does not reach the lower level

	employees. We get more information concerning benefits and blood drives than we do about agency issues.
83.	Inform all DNR staff of pertinent personnel changes or additions in Columbia office (i.e. Human Resources personnel, Accounting personnel, Purchasing, etc.)
84.	Weekly updates as to division activities and upcoming local and statewide events. Give more warning of upcoming events and programs. I often get notice of an event or television program with only one or two days notice.
85.	From my time here I think the established lines of communications are very well and helpful.
86.	Encourage the cross training of individuals in among the varied projects of the division
87.	Need better access to supervisor's supervisors. Need to make sure info is being passed up.
88.	Have more buy-in from the staff; however, I am not sure how that could be accomplished. Sadly, we still have a handful of people in every division who are negative and refuse to acknowledge the positive activities going on in the agency. They are content to complain yet they never volunteer to help with anything that could help improve the situation.
89.	Lets pick a primary source for delivering internal communications and make it more robust. I recommend directing all employees to the intranet for all agency info and have links to specialized areas, division info, hub info, monthly message from the Director, holidays, special emergency communictions, agency strategic plan (Vision for the Future)and updates, Jocassee Journal, Coast Watch (whatever this is), Wildlife Shop, employee benefits, training, hub minutes and activities, You're a Natural lottery winners, team awards, etc. The diffusion of info may be hurting us; a single web site could help unite us. Our excellent communications staff (SCW magazine, news, video) should be in charge of developing this site and making it fun and interesting to visit. Make it a common place for all staff to visit each morning while you drink your coffee to catch up on agency activities. Include a short summary of upcoming weekly events (blood drives, fund raisers, Wildlife shop sales, important mtgs, etc).
90.	hold an employee accountable for passing on incorrect information
91.	A true reorganization of the DNR with redefinition of both Divisional and individual job task. This agency operates more from a legacy perspective than from a functional perspective.
92.	Managers should listen with an open mind to all employees and be receptive (not defensive) to criticism.
93.	Staff in Cola. office are always made aware of changes in procedures, particularly with regards to purchasing, human resources, etc. long before it filters into the field offices or we hear it through the "grapevine".
94.	Have weekly or bi-weekly meetings between different departments to discuss issues and share ideas for improvement.
95.	Need better flow of information from the board the minutes posted on the web site are really the only way for rank and file employees to keep up with what is going on. Unfortunately the minutes are usually 3 months out of date when they are posted on the web. The deputy directors need to provide summaries of board actions to rank and file employees not just section leaders soon after each board meeting, at present this does not happen and employees are unaware of what is going on. For some reason there is a tendency by directors to limit information they provide thus the employee rely on the grapevine to keep up to date.
96.	provide email access to all employees rather than depending upon supervisors to share information with employees without computer access.
97.	Use email more effectively - answer emails when you get them (or within a reasonable time frame). Also, limit mass emails that don't apply to everyone (e.g., Columbia office stuff that goes to all field offices too, that is not applicable - need to make more discrete lists).
98.	DNR could improve efficiency and reach more people by using teleconferencing, videoconferencing, polycom and/or webconferencing (desktop meeting). These technologies

	could reduce travel time and expenditures and could be used for much HR training, regulations changes, committee meetings and technical meetings.
99.	Offer training classes at other sites around the state. Columbia is not the "holy" city!
100.	Get news to the employees, before the grapevine, or water cooler conversations do.
101.	For upper management to inform staff via e-mail concerning agency activities and/or new programs for example---TEAM DNR. It is hard for employees to promote programs to the public if they know nothing about them.
102.	DNR does not use the Internet and Intranet to its full advantage. News and communications that go out of this agency use other means first and the Internet is only used as an after thought. We could use a news letter services through the email which would save time and money. Only print brochures and news items for those in the field who may not have access to the Internet or Intranet. All publications should be published to the Intranet. Each division should post on the Intranet their accomplishments and what they are working on.
103.	Revamp the website to make it more user friendly. Also, more communication from the Deputy Director. Highlight those employees that are going outside the state to assist other states in a crisis/disaster.
104.	Staff meetings that include all employees in an area to inform them of what is going on in the area/agency and to allow communication between co-workers to work out problems and to improve efficiency and workflow. Information often does not get passed along to workers outside of the management tier. A newsletter (even an email version) would provide information to all employees who may not receive the information from their supervisors.
105.	Tell people how they can find out about present internal communications. I either have no access to or have not been told about everything mentioned except the website.
106.	Make more of an effort to understand individual personalities and strengths. I have the feeling that DNR Employees are expected to be cookie-cutter images of one another, and in reality that just isn't true. Supervisors need to learn not only how to communicate with their subordinates as a group, but as individuals as well. I know DNR wants to present itself as a united agency with shared goals and procedures, but you have to deal with the reality that you have a diverse group of individuals working toward this goal.
107.	More field visits by Executive office and Administration to field offices to promote awareness of local issues.
108.	Update the web server and pop server regularly and routinely. The Human Resources stuff (for instance) is woefully out-dated. Links to related sites should be checked often and replaced when dead.
109.	Better information from supervisors
110.	Have no opinion.
111.	In it's purest form (i.e., the transmission or flow of information), I'm not sure that internal communications NEEDS to be improved; particularly with e-mail, and competent staff, communication (at least within my division), we are all well-informed. In it's intended form (i.e., understanding the information transmitted), it seems universal that the upper tiers and lower tiers speak different 'languages', due to the different pressures that each group faces. At the lower end (where I am), we just want to be allowed to get our work done without the hassles of bureaucracy. From this vantage point, 'obstacles' that inhibit such progress seem counter-productive. Unfortunately, questioning the existence of policies that are interpreted as obstacles is seen, by upper level folks, as analogous to children whining. So, the only suggestion I can make is for both sides to detach their personal feelings and approach conflict resolution subjectively. As adults, we on the low end should be able to accept decisions and policy that are logical. As adults, upper level managers should be able to convey those reasons in such a way that scrutinizing adults can accept, for reasons other than 'b/c I said so'.
112.	Automate more things that can be sent in electronically (i.e.travel expense reports, mileage

	logs, etc.). Create a "paperless" communication system like the new e-leave for all of the other "forms" we have in the agency.
113.	encouraginf personell to share work with fellow groups rather than have a "this is my turf" attitude. Lessen the impulse to declare ownership of a project and resort to outside resources instead of seeking internal expertise.
114.	Annual statewide meeting of all biologists to provide a forum for a mix of presentations from the various major subject areas.
115.	Have the flow in information move both ways. The all DNR emails seem to be the best way to get immediate news to employees.
116.	Direstor Frampton needs to stop micromanaging the agency. Trust your employees to do the right thing and to do their jobs. As an example, the edict to stop vehicle use, and thus curtain scientific sampling, was ridiculous. There was never a gas shortage in Charleston. We have duties to perform to fulfill the requirements of grants, including field sampling. If it costs a bit more to perform the sampling, we will work within our budgets to do so. Bottom line, if you don't feel that you can trust us to do our jobs, then something is very wrong, and frankly, the difficulty is not at the lower levels, but at the top.
117.	Better use of intranet newsletters phone gang...... having a message put out to DNR employees by phone. There are services that provide this. brite ideas program from employees
118.	Columbia staff should spend more time in the field with field staff routinely. Internal communication can only be improved with one-on-one face time, not more newsletters.
119.	The news releases and other items are not automatically sent to all employees, only to certain employees. Why? That has always been the problem - only upper management is aware of what is going on in the agency. Those of us who answer the telephones are sometimes the last to know.
120.	Make sure that when you get an e-mail, page, phone call, etc. from anyone with DNR that you respond promptly and not wait till it's convenient for you.
121.	make it truely "open communication" rather than pretending we have it (upper management problems)
122.	laptops w/ email access to field biologists
123.	Staff meeting every other month
124.	Deputy Director could provide a statement (weekly or bi-weekly) on his view of current division challenges (natural resoure, personnel, budget, intra-departmental) and our approaches to them. Our sense of team would be enhanced. The value of the "hub" system to the individual or the work group has yet to be explained. One cannot serve two masters.
125.	Give up-to-date information about who is responsible for what within DNR. Possibly an on-going directory with changes, etc.,on-line.
126.	We need More Computer Classes offered at the Local Levels.
127.	I share info from many different sections of DNR, but that was only through one on one contacts. There are still many ongoing projects that I am not aware of. Hopefully the web page will eventually provide summaries of other projects.
128.	Have the Director or Deputy Directors send out e-mail/letters to the employees as he did recently about situations going on within the Department on a weekly or bi-weekly time frame.That way we all have received the information directly from the top as it was said.
129.	We use several channels to disseminate information, which means you need to spend the time to read them all in order to feel like you haven't missed anything. This sometimes feels like repetative reading, and in regard to time-management, I end up picking and choosing one or the other so as not to be neglectful of my office obligations. Perhaps a return to the "Natural News" as a common voice to highlight and summarize the overall agency news would be

	helpful.
130.	monthly newsletter with opportunity for employee comments/questions and answers.
131.	Suggest a series of electronic bulletin boards (legislative, rules, Heritage Trust, Hydrology, Climate, Geology, Jocassee, Executive Office, etc) where information is posted and updated on a regular basis - once a week, every other week or some type of schedule. Plus staff could post a question and then have a response posted. A number of times, a question is asked by one person that a number of people would like to know the answer. I feel this would be very benefical to keeping current and seeing the questions/answers of others - which could be useful in their job.
132.	Stop the perception that information is only made available to certain groups and/or selected personnel! Records may indicate that the information was given out to ALL employees which HAS NOT BEEN TRUE in the past! Employees are not ignorant, however, they are afraid to speak up for fear of getting a supervisor or someone above them in trouble!
133.	Provide logical, informed, and acurate information for the basis of the many "DNR policies" which are not characteristic of the remainder of state government. Stop micromanaging and empower staff to do their jobs. Second-guessing every activity, expenditure, travel request, etc. is very counter-productive to efficiency and morale.
134.	I would like to see some of the gentlemen that hold higher levels of employmnet than I to take a trip with me in the field on a regular day so that they understand that myself and my group have certian in order to do there job in ever changing conditions. I would also like to suggest that all marine vessels be required to be equipped with VHF radios.
135.	More effective distribution of minutes from Board and Advisory meetings, and Director's meeting in a timely manner. More effective distribution of purchasing and procurement policies. They seem to change over time and there appears to be a reluctance to document those changes and make them known throughout the agency.
136.	DNR Management need to keep supervisors informed on activities that effect employees (salary, moral, etc.). Some prime examples: The Career Path Plan, employee knew the prep work had been done, but we have only recently been informed of any information related to it in almost two years. Salary adjustments have been submitted with employees knowledge, yet when Management is approached and asked about them 6-9 months later, the only response is,"it has been sent upstairs, I do not have any information on it." WHY NOT. It makes employees feel they are not important. If nothing was going to be done, why did they ask for recommendations.
137.	1. Exchange days-- A chance for employees from different divisions to visit and learn what other divisions are working on. 2. Natural News was nice but, only if it's sent by e-mail, no paper pubs.
138.	To really communicate. Don't just talk the talk, but walk the walk. Really listen to employees about issues and see if these issues are agency wide and put corrections in place not just bandaids.
139.	I think that people working on projects together need to work on our communication skills by remembering to tell people involved in the same project of major changes in the project, and to check back with eachother frequently. There have been several times that both myself and other staff in my office have been working on a collaborative project with another division, and someone from the other division failed to tell us of a major change in the way that they decided to do something that directly affected us. This caused major delays in our productivity.
140.	Upper management needs to listen to it's employees. Be honest, employees have been told countless thing that are not true. When employees feel that they can't trust the answers they get from upper management, it kills communication.
141.	Provide an agency-wide orientation to all employees that allows the opportunity to meet other staff in other divisions and learn about their responsibilities. This would begin to inform employees about the functions and abilities in the DNR.

142.	Short departmental staff meetings on a more regular basis may be helpful.
143.	A flowchart or organization tree for the each division so you can see who people are, where they work and who they work for.
144.	We have been repeatedly told communication between employees and upper level management would be two-way and "open and honest". This is not the case. We hear nothing from our managers. We were promised monthly general staff meetings - never happened. Minutes of MRD directors meetings on the intranet are usually way out of date. Information that used to be made available to us is no longer forwarded - hard copy or email.
145.	Be more personal. Why not advertise promotions, family additions, new hires, etc. I think this kind of information was published in the newsletter when it was alive. People seem to be a little stuck on "titles" around our agency. It seems that management feels restricted to talking to lower level employees.
146.	Update the DNR Directory - with all the retiring, changing, and rearranging over the last few years, it's hard to know who's where and in charge of what these days. That information would be very useful, but needs to be updated at least quarterly so that it's reliable.
147.	That employees have a chance to visit other departments within DNR.
148.	Better communications between Fisheries and Conservation Districts.
149.	Get it out faster, any and all means.
150.	Information leaks out and goes through the gossip channel, things are so secret here, like only the clique can know stuff!! Favortism is a big thing, rules for one don't apply to the other people some people can break them one after the other.
151.	Consistancy across all divisions of the agency concerning business practices. Also a monthly newsletter such as the Natural News distributed by email would be a great way of keeping staff abreast of ongoings.
152.	Make advisory boards just that, advisory. If they did their jobs and only their jobs and the department wasn't scared of the sitting board we as a department would be better off.
153.	Send a synopsis of deputy director meetings...each division reports there
154.	I feel like we need to be less possessive of projects in our division.
155.	Improve Columbia's method of communicating. WFF e-newsletter that is better than this cut and paste monthly report. Have pictures, show what has been accomplished.
156.	Overal communication is good within my division. Do not know what more could be done at this time.
157.	Establish a clear hierarchy for the divisions in the agency that is apparent. Establish defined SOP's for information exchange and communicate these to everyone and insist that they are enfoced (reduce favoritism) Offer new employees more than a benefits orientation but rather an agency orientation that gives a complete breakdown of the hierarchy and general operating procedures.
158.	Only meet when necessary. Standard weekly staff meetings are often unproductive as there is not enough information to disperse to warrant the meeting.
159.	Intranet (Agency wide) electronic news format
160.	Provide direct answers to questions raised in staff meetings. The answers don't have to be supplied at the staff meeting (I am sure some take some thought) but the question and answer could be published via pop server or email. When answers to questions are not supplied, the rumor mill creates them.
161.	I think the DNR communication is good in the OSS divison.
162.	Listening better to field staff

163.	Bi-annualy State wide staff meetings. IMPROVE MORALE!!
164.	Respect the voices and opinions of the employees in the field.
165.	Hire more secretrarial staff to reduce administrative duties of supervisors so they can plan, lead and communicate.
166.	More efficient meetings, announcements through video cam and modern technology. More back and forth instead of down the chain of command.
167.	Post an on line calendar that would show times and places of all meetings, events and activities taking place through out the division.
168.	It seems there are still barriers between Divisions that hinder good communication. Almost a territorial environment that harbors distrust, which obviously stops any progress of greater communication. And I wish I had a solution to that serious issue!
169.	Many employees within one division do not know what the other divisions do. Need to be able to inform and communicate what our different divisions do so all staff are informed.
170.	Communications needs to be a two way straight. Hello, is anybody listening?
171.	It would be nice to have a general mission statement from each division and section.
172.	Electronic bulletins are a good source of information. I do not believe that employer to employee communications should be in a magazine first. Personal messages from he director, like the gas-shortage one, work well, clearly communitcates the agencies direction, provides explanation, asks for help and show he cares. I'd like to see more of that support and communications.
173.	A list of each employee and what they do. Most of my work involves communicating with the public and years ago when the agency was smaller or more in touch it was easier to keep up with who does what. But with new projects and constant turnovers it is difficult.The "spotlight" section in the magazine is good but there are too few spotlights! Also, we all represent this agency and are often asked questions we don't know. This will happen. But when new Laws concerning our agency are passed we need to know them. I know they are sometimes on the web site, but most of us don't have time to surf the net.
174.	Honesty, less drama, more facts, consistant and timely decisions.
175.	Have 1 major way to disseminate information to all DNR and make sure all employees know what they method is whether it is magazine, pop server, etc. Just make sure that there is one way and that all employees are aware of that one way.
176.	I feel that the Agency Director relays information to the Deputy Directors and some of the Deputy Directors relay it to the next level and then information is hardly ever effectivley communicated to the next level (usually there is gossip). I have been in my position for a year and I have never had a staff meeting with my supervisor. Staff meetings may be a place to start. We are so bombarded with e-mail that one rarley has time to read them all (plus everyone does not have e-mail) and face to face communication usually stops the flow of rumors.

Survey Forum Responses- Question 39

1.	It's OK
2.	Have meeting with our DNR employees and other branch.
3.	POP server could be more userfriendly, easier to find and retrieve info. you're looking for.
4.	Communication will never be the tool for increasing moral at this Dept.
5.	The top only hears what they want too. We need more upper level personnel to take astand and fight for their officers. Controversy is feared I believe. Dicipline and fitness needs to be

	improved. I need to know that my coworkers are able to get to me and get me help if needed.
6.	When hiring upper level staff consider field experience and communication problem will be better.
7.	No upward mobility opportunities except for "special" employees
8.	Say what you mean and mean what you say.
9.	Not everone has regular internet access.
10.	of retribution as is the case now. If the truth is wanted, try this.
11.	Would like to get adequate information about what goes on in other divisions. Big problem with communication between the field offices and the Columbia office. SC Wildlife magazine is by far the best thing in this agency.
12.	Honest communication is discouraged unless you know the other person.
13.	Honest communication is discouraged unless you know the other person.
14.	I feel, as an hourly employee, that I am not valued as much as a "real employee" and therefore I am not kept in the loop in regards to department and agency information. I feel that I could excel even more in my job if I was as well-informed as an employee with a permanent job.
15.	In the early days you were given the opportunity to spend time (1 day) with other projects so that you knew what was going on. The agency has become so short of personal there is never any time to get to know the other people in the agency. Socials are almost non-existant. You were also able to attend meetings "outside" the agency with other states in your field. This networking was of great help especially if you work in a field that is rather unique.
16.	We never know what we are suppose to do, due to the inconsistency directly from our supervisor. In this office especially, we have to make sure that the law is followed and certain licenses are issued according to those laws. It seems that the only thing our supervisor is consistent about is being inconsistent.
17.	I would like to see Human Resources personel stationed at MRD.
18.	Supervisors should not talk down to employees, especially when others are present! That goes without saying but apparently needs to be said!
19.	Rather than sneaky tactics such as holding useless meetings after decisions have been made and plans implemented, have meetings prior to major decisions and let employees have a say in agency matters!
20.	I dearly love SC Wildlife Magazine, but have never thought of it as a mechanism for internal communication. Also, frequently I do not have time to look at mine when it arrives and I may stockpile several months worth before scanning them for articles of particular interest. This is not how I try to handle a document that is intended to keep me abreast of important changes and information about DNR.
21.	I really don't like being talked down to by the Director, or anyone else for that matter. Being told that there will be no "rumors, innuendos", etc. is demeaning and effectively generates an atmoshere not the least conducive to asking questions. I feel that there is a huge disconnect between those managers in Columbia and the worker bees at MRRI and I place the blame squarely on John Frampton for creating the conditions I related above.
22.	I think the administration is trying, but we really don't get a chance to see the "greater vision" of the agency often enough. We are all fairly pigeon-holed within our project. (MRD comment)
23.	I believe the agency is too secretive about issues that face all employees. For example intead

	of having a full staff meeting regarding TG employees migrating over to FTE positions, the meetiing was for these employees only. This created fodder for the rumor mill and the conspiracy theorists. It caused some hard feelings. Also it would be nice to have staff meetings that focus on the positive changes that have occurred over the last 12 months. I have heard of a dozen promotions/pay for performance raises through the grape vine. I have heard of a couple $1000 one time bonuses. Instead of celebrating this as a wonderful success it becomes a big secret. Its too bad. This is an opportunity to announce something positive. It could be done in a general way without disclosing names. As far as the promotions everyone knows about that anyway. Why not share good news as well as bad?
24.	upper management nedds to meet with field staff on a one on one basis
25.	Positive communication is a must from the employee stand point and the supervisor. This survey focuses a lot on the supervisor's responsibility to effectively communicate, but it's a two-fold responsibility. If an employee disagrees with what is expected of him/her, that employee should be professional enough to communicate their disagreements with their supervisor instead of discussing their disgust, dislike, or anger to other staff. When an employee negatively communicates an opinion or feelings to other staff, it generates division. Also, all employees should practice discretion, which will prevent rumors.
26.	I do not feel that my experience, knoweledge and input is of any value to my supervisor. I certainly have been made to feel that way on several occasions.
27.	Magazines,news releases and newsletters are fine if they reach you in a timely matter. Often times the public has this information before I do and when I am questioned about changes I can not give an informed answer. Weekly meetings take me out of the field and away from my assigned work. I think a supervisor could pick up my mail and meet me at least once a week in the field and keep me posted on issues I need to know about
28.	There needs to be more effective communication between divisions on "watershed-related" issues; i.e.hydrology, water quality, habitat, pending permits, etc.
29.	I rarely know what's going on in my division unless I just happen to hear something mentioned by another co-worker.
30.	Communication in my Section is great, however, beyound that is appears to increasingly break down the further up the ladder you go. Communication between my division (WFF) and LE is pretty good. Communication with the other divisions is not good.
31.	No! I ain't talking to you!!
32.	The increased use of the Intranet and electronic communications are critical to better communications within DNR. However, these information dissemination tools are useless if upper level administration, procurement, grants, etc. do not take the time and effort to create clearly written statements, policy documents, and standard operating procedures manuals.
33.	Communicating chaos is what we typically do. Good example, I've seen a 1,000 times. A clear communication starts at the Directors office and moves clearly through Deputy Directors and Chiefs, etc. down to the project or unit supervisors. Where these people tell thier subordinates that they don't like nor agree with what they are about to communicate, but here it is . . . ! Ineffective communications create havoc, cause chaos and destroy morale. This agency historically has put information processing on equal footing with communication. The 2 are not the same. Passing on information is giving out. Communicating is getting through. Keep up the good work. I like the survey, and hope it promotes improved "getting through."
34.	I would like to know what types of PR practices do we actually engage in? How can one better communicate to the public what we do when I am not allowed or unaware of what I am allowed to say? Constituents and others WORLD WIDE have contacted our department and have given extremely positive feedback for the work we do here at SERTC. How can our PR personnel convey to the public so that they are aware of what we do here?
35.	Develop informal and formal lines of vertically upward communication. Good ideas don't just

	develop at the top.
36.	It is not open.
37.	Staff recently began receiving minutes of the regular meetings of the Deputy Director's - that was a positive and useful step for better internal communications. Similar sharing of summary information could be helpful at other levels....perhaps a regular sharing of summary information from the regions/hubs... this may already exist in the from of our monthly report of activities that we provide to the Board. I've never seen this monthly report in it's final form so I don't know how useful it would be for staff but it might be worth posting on the pop server.
38.	We need a lot more communication.
39.	From the perspective of the field offices, communication from Columbia office is limited to e-mails directed at "All DNR". However, with the numerous personnel changes within Columbia office, little to no communication is given to the field. For instance, several new Human Resources personnel have been hired with no word given to the field offices of these changes or their job duties. The first notice I got was an e-mail from a new person's name sending the job postings. Do you expect us to assume this will now be the contact person for job postings? Accounting personnel changes have also made it difficult for those of us in the field to know who to call. Even if we stumble upon the right person, the DNR phone book shows a number for that person when they were in a different division. It is most frustrating to try to get information after making numerous long-distance calls before I stumble upon the right person. These are divisions of the Department that all employees need to know the correct person to contact. How difficult is it to send an e-mail introducing yourself, giving your contact information and stating what functions your job covers? Can you imagine how the lack of pertinent contact information makes the field office personnel feel, especially when it is my job to know these contacts? INSIGNIFICANT. Fortunately for me there are personnel within my division who were brought up-to-date and then provided me with the correct information. Too bad it doesn't come directly from the source.
40.	Please continue in it's development
41.	There is a huge division between those in the top positions with a few exceptions) and those who are in the trenches doing the leg work. It is difficult to command respect for those in the highest positions since they are inaccessible, unapproachable and do not know the art of listening and respecting the people who work for them. The discord and low morale felt around the agency starts at the top levels...if you can't respect those who are in authority then you can only expect to have bitter, burnt-out individuals representing this agency.
42.	Just because people are not hearing what they want to hear does not mean we are not communicating.
43.	Minutes of all Board meetings, Deputy Director meetings, Hub Coordinator meetings need to be shared with all staff. Possibly posted on the new and improved intranet site. Progress on the Vision needs to be monitored and presented to staff on a regular basis.
44.	I had never even HEARD of the DNR news release packet until now.
45.	Get direct feedback from lower level employees
46.	I feel that many of the communication (and other) problems that we face in this agency result from hold over (legacy) organizational structures and policies. It is not that the lines of communications are not available from the top down through each Division; it is more that the cross linkages are not understood or, in many cases, seen as necessary. I feel that I am probably better informed than many just because I have to seek information out in order to do my job. No one wants to address what really needs to happen which, in my opinion, is a total reorganization of the DNR and removal of redundancy and cross-purpose policies that exist. In many ways, we still operate as four agencies. There seems to be a lack of understanding of what a DNR really should do and how the component parts lead to a comprehensive policy toward natural resources conservation and protection. From my supervisor I get pretty good direction on my specific job duties but I can not name one overarching policy of this agency toward natural resources. That is why communications are

	less than optimal.
47.	There seems to be a lot of "secrets" that we find out about anyway. Why not be more open with good news, bad news, any news. We often get no response, or a delayed response to requests. An immediate reponse would help (e.g., "I have received your request for travel (or whatever) and am considering it. Here are the problems I see....I need clarification on this item before a decision can be made....". All communications should have a time/date stamp for each office it passes through.
48.	Another example of bad communication is that the logic on travel approval is less than apparent. Thus employees submit travel request with no real expectation of what will or will not be approved. The common response is John doesn't feel that the travel is necessary. Well what does he feel is necessary, is he informed enough to understand what meeting are important for the many professional disciplines within the agency? I doubt it. Some guidance would greatly reduce requests that have no chance of being approved. In addition, if there is a goal for the reduction in travel it might make more sense to tell each employee this is what you spent on travel in year X we need to reduce travel by 15%. Thus you can travel as appropriate within this bubgetary constraint.
49.	As a relatively new employee who may not have complete information or be thoroughly exposed to the agency, thus far I am very disappointed with internal communications in DNR. External communications seem to be good with the exception of regulations being too complex for the public. Being in a remote field office, I recieve some email communications, but other field staff without email are completely excluded. It appears that HQ administration covets information rather than sharing information. Not sure it this is a lack of trust or a power issue or just complacency??
50.	The SCDNR website is not very good as compared to other state DNR websites but it has been improving. Continued improvement and seachablity of the website will greatly improve the distribition of information. We often have to work hard to find and get info from the web site. Often the HR related info (on pop server/memos) leaves as many questions as answers (poorly written communications and communications sent out before applications are up and running have caused some confusion. There's also conflicting info sent out from Cola office.
51.	We need an employee picnic once a year, where we can meet other employees.
52.	Employees need to learn more about the other divisions within DNR. There seems to be segmentation in the agency. Columbia employees would benefit from visiting and learning about the four regions and Charleston and vice versa.
53.	Need public relations support to promote programs for constituents
54.	Highlight an employee/division of the month to explain what they do for a living within DNR. This would help acquaint the staff of each division.
55.	Mostly those in the management positions get information as to what is going on in the agency. Not much information is passed between divisions and it would be good if all employees knew more about what happens in other divisions to see how their job relates to the agency as a whole. This would improve morale as well as it will make employees feel as they are a part of the agency.
56.	Within my division, consistency in procedure is a problem - people are expeceted to do a little bit of everything. Unfortunately, when you dabble in a lot of things, you don't become proficent at any of them. I understand that cross-training is important, but supervisors need to understand two things: First, you can't expect one person to do everything, and second, that you have to work with people's strengths.
57.	There is a disconnect between Columbia and local offices.
58.	None.
59.	Other than the comments above, I was wondering WHY revision of the mission statement and vision of the future was necessary? I began work here 5 years ago and I really don't see how the new documents change anything. As an external document, it seems to me that

simply highlighting the accomplishments of this agency's research, outreach, and law enforcement efforts would be sufficient to convey to legislators that we are doing our jobs. This process would've taken considerably less time, money and effort. As an internal document, I am lost as to (1) what has really changed and (2) HOW the agency plans to make me a more honest/accountable person than I was before I came here. I spent 4 years at and graduated from a military college with perhaps the strictest honor code in the country, and there were still young adults there that couldn't be 'molded', even under the strict regimens that were allowed to be practiced there. Zero tolerance for dishonor was the solution; it got rid of bad apples, but in the end it may not have changed the behavior of those expelled. I noticed a similar inability to change long-standing personal characteristics when I first came to work here five years ago. Although we tout ourselves as the 'stewards of natural resources', we draw our employees from the same social pool as all other employers; thus, not all employees actually care about natural resources, as reflected in the fact that not all SCDNR employees recycle, and some might even litter. Ironic isn't it?? I guess what it really comes down to (at least with respect to recyling and litter) is that some people chose this agency because they are passionate about their work (particularly researchers), work that cannot be duplicated elsewhere in the state, while for others, who sought employment with SCDNR not out of love for natural resources, but simply b/c it is just a job. With regards to the former, they will do the 'right thing' simply b/c it is the right thing. With regards to the latter, there needs to be discipline for infractions. Clearly theft should not be tolerated, but what about actions that are in direct contrast to our 'stewards' policy? I don't think somebody should be fired for not recycling, nor receive a bonus for doing so, but where the public perception is at stake, shouldn't we actually be leading by example rather than just suggesting, through glossy exposures, that we do?

60.	Decisions are often made in Columbia by the higer ups without valuable input from the field personnel. It's OK if they don't follow the field staff recommendations, but it is NOT OK if they don't even know what these recommendations might be.
61.	In our section, managers are empowered to reach goals set forth in section-wide priority plan. Agency directives often preclude us from fully reaching our goals because from a division standpoint we are not allowed to make pertinent program decisions, e.g. hiring replacements, fund allocations, expenditures. Intra-division communication has improved with the HUB approach.
62.	Since the minutes of the Board meetings are available to the public upon request, why are the minutes not distributed to all employees by e-mail so we can be aware of what is going on in our agency? Also, why not provide the minutes of the Advisory Board meetings to the employees?
63.	I understand the Web page is being updated and made more user friendly. Hopefully this is taking place as I have received several calls from both citizens & legislators saying they can't find the information they need easily on the DNR Web page. We are suppose to be a public friendly agency so we need to make sure the Web page works properly to help us be public friendly.
64.	only small portion of DNR has been always emphasized though they don't truely represent this agency's total activity
65.	cell phones: great idea
66.	The DLEO program needs to coordinate and communicate much better than at present. I have very little supervision and guidance with the program. It is probable that Law Enforcement could use DLEO more than at present without disruption of daily duties.
67.	We need more Good Press
68.	Need to update all communications equipment within the department from computers to new radios using funds that are available especially grants....
69.	Carol has started posting the Deputy Director's meeting minutes. I find this helpful in keeping in touch with the ebb and flow of "Upper Management" decisions. Otherwise, the "Grapevine" gossip seems to be the only way to keep abreast of what new directives may be

	headed our way. I would also like to compliment John on his use of direct email communiques to keep us alert to issues affecting our agency, as for example his most recent email concerning the gas shortage.
70.	List of individuals with specific topic(s). Post this on the POP server so that an individual can find out quickly who can answer questions related to a topic. Examples: Topic - Shrimping; Contact Person - XXX with phone number and email address. Would be helpful to DNR employees and to better serve our consitutents. Topic - Heritage Trust/Property Management; Person - XXX I feel this would help everyone, new employees especially, but others as well.
71.	Monthly staff meetings should be required and information passed to employees as well as employees reporting on progress.
72.	We are in our 100 YR CENT.Celebration and many employees are working hard on committees, etc, however, some employees in the field have questioned what is going on and maybe this would be a GREAT WAY to kick start a new communication strategy. Sometimes the simple things mean more to an employee coming from the Director or DD rather than an employee hearing it from another employee as if they were left out again!
73.	Honesty, follow-up and accuracy would be refreshing to employees and when dealing with the public.
74.	Policies & procedures need to be in writing especially from procurement and accounting. These policies and procedures seems to change day to day and employees don't know that these polcies and procedures have changed until they try to process something through the system. It becomes very frustrating that the left hand doesn't know what the right is doing and you are caught in the middle.
75.	We have had a lot of problems lately in figuring out what is going on with the status of major decisions, particularly the hiring of personnel. Our office has had several vacancies open for nearly one year (or in some cases even longer). When the deputy directors have informed our office of the status of filling the vacancies, the answer is always the same "It's in the pile". We have no idea of how long these things will take, and we don't know what we should do to take temporary measures to do our jobs in the meantime. Decisions such as hiring temporary help or modifying our work activities are difficult to make when we don't know if a job will be posted in a week or in three years. I wish that we could have a better idea of the administration's plan (and human resources' plan) for the time frame for filling these positions. Our decisions are often based upon speculations and guessing rather than knowledge. I hope that things will improve when we complete the DNR vision for the future action teams, but at this point, I really do not think that the upper management listens very well to its employees. There are a number of issues that all of the biologists I have interacted with seem to be in total agreement upon, but the executive office, does not seem willing to consider their opinion on the issue.
76.	Create some type of survey to identify what are the needs of the employees.
77.	In terms of internal communications, there should be a program in place that is committed to ensuring that employees are provided inforamtion about the agency and its operations. Currently, internal communications seem to be left to individuals/programs and most employees are unaware of the many things going on (especially positive things) in the agency.
78.	I do not know anything about what the Land, Water and Conservation District folks do within my Region. Would like better communitcation with that Division.
79.	Communciation in MRD is non-existent
80.	I (and everyone else) hear lots of talk from the upper management. That's really all it is, just talk. In my opinion we don't really have any leaders in this agency, just a bunch of talkers. Leaders inspire people and make them proud and excited to work here. Leaders DO things. There must be a purpose behind communication or it is worthless. Until real issues are actually addressed (and by this I mean actual action is taken to solve/improve these problems) within the agency: Employee Retention, Salaries, Career Paths, etc, most of the

	employees will simply do what we always do... Nod politely, smile, and mentally ask whomever is doing the yacking this month to pass the 50lb bag of salt!
81.	My supervisor shares with me what she hears about what's going on in DNR. But many times we're both at a loss because word doesn't get down here. She's in charge of the DNR Internet Redesign, and I'm helping with that. We desparately need up-to-date information to put in the new web pages, and it's really hard to come by. Knowing who to contact is sometimes quite a challenge, so a new DNR directory which includes organizational information would really help. I'm probably biased, but I believe the DNR website can be an effective way for us to keep up with what others in DNR are working on. Meetings tend to get dry and seem to take time away from one's schedule just when it's most inconvenient. When a question comes up, checking the web would be a quick and easy answer. The key to this is for everyone to realize that their info on the web is only as good as they each make it - we can't devine this stuff out of thin air. Everyone's got to be proactive for this to work well. Beyond that, I think e-mail is a pretty good way to desseminate information. It's a lot quicker than a meeting, and if I have a question, I can contact someone. If it's something that doesn't effect me or that I'm not interested in, I can just file it. I appreciate the Director and Deputy Director meeting with us occasionally when something of general importance is happening. But too many meetings can be a real waste of time. Thanks for doing this , and good luck sorting these answers. Hope I've helped!
82.	#28 I am in a field office. Don't have access to weekly staff meetings.
83.	The only thing I can share about communication within DNR is there is NONE!!
84.	Since I came to DNR the only major problems I have faced is due to communication. DNR Management seems to be trying to address these issues which is great. But, a lot of the issues evolve on a lower than management level. It seems to me that the group trying to resolve some of the communication issues, should consult with staff who battle these issues daily.
85.	Tools-except for the magazine, pop server & web...I don't get the other tools
86.	I am out of the office a lot in my job. I Still notice a bit of "Turf defensiveness" & sometimes I am purposely excluded from projects.
87.	there is no communication within the DNR. We are told not to "rock the boat" or "make any waves" or we'll get shut down. If anything, we are encouraged to keep to ourselves, keep quiet, and don't talk to anyone or you'll get fired. Sure there are training opportunities in Columbia, but there is no money to travel. If we want to take annual leave and use our own vehicle, we can go up there, but we've been told time and time again that no travel will be approved unless you are in an upper level management position.
88.	I am in the WFF division but I am stationed in Charleston. I have access to the MRD Intranet and all the MRD emails. They are more effective in communicating information to their employees. I get information about what is going on from them and I never get the information from my hub coordinator in Columbia. I have no idea who is in or what goes on in my division outside of my immediate working group. Our work is never included in the monthly report. We have to write a monthly report never to see it communicated to the others in my division. The work and effort of the WFF coastal biologists are poorly disseminated throughout our division. After working here four years in the same position, I had to email Columbia and ask to be on the email distribution list so that I did receive the emails that were sent out (few and far between).
89.	Best form of communication to reach a large audience is through email. It gives the informant the opportunity to carefully select his words and the message is the same to everyone.
90.	E-mail is a wonderful tool, but sometime I think it would be benefical to either discuss the topic in person or at least by telephone.
91.	We need an updated directory with the persons job responsibilites listed.....
92.	Many times it is not the supervisor's fault that communication from the upper level in

	Columbia is not relayed to the field because he is not properly communicated to. That made some of the first few questions hard to answer. Input from the staff level needs to be obtained before major decisons are made by committees who do not know the mechanics or logistics of field operations. Things have changed (for the better) since many of the supervisory staff in Columbia were in the field. When you communicate with staff on an issue, follow through with it in a timely manner.
93.	I hear the most confusion and resentment about information coming from upper levels of DNR and upper levels of MRD. It is often confusing, changes rapidly, not well thought out, lacks all the details needed, etc. This generates problems for staff trying to follow directions or get things done.
94.	I know I should have more staff meeting but it is hard to cover the window and the phone and have a meeting. I will work on having more.
95.	IMPROVE MORALE!!
96.	We need to break down barriers between divisions. Maybe each HUB should have one person who acts as an Assistant Chief who works with all of the divisions in that unit to bring them together. This person could schedule work days, etc, communicate effectively and efficiently joint projects, etc. HUBS also need more secretarial help. The biggest breakdown is between Columbia and the Field. If supervisors had more administrative help, they could communicate more effectively.
97.	Post a "who to call for what list" and or frequently asked questions. Procurement issues Leave Mail service Telephone service e-mail service Uniforms ID badges All new hires, full time, temporary, part time should be introduced with an e-mail providing what their position will be, supervisor, phone number, e-mail address, room number.
98.	Utilize the POP server (DNR Intranet)more to provide up to the minute news and info on agency matters. SC Magazine, newsletters have too much of a time lag for some information. Could use the server to provide small bits of info that would inform staff what all divisions are doing and current issues facing the agency.
99.	When employees ask questions they should receive honest answers not evasiveness. Employees should not be denigrated for gossiping when that is the only source of information which is often the case. The top needs to listen to questions and comments from those in the trenches.
100.	What we're supposed to be doing and what we actually do sometimes do not jive. That is very difficult to explain to the public and our partners. If we're not doing the job, we shouldn't say we are and remove it from the mission statement/job description. BTW, my own job description needs updating desperately!!!!
101.	Weekly staff meetings may be too frequent. Electronic bulletins are a clear way to communicate. Would have like to seen some N/A choices on the survey. I do not get new releases or some of the other publications mentioned so they are not distrbuted to the broad DNR pool. It's not that I don;t use it as they are not available to me.
102.	There is a lot going on in the agency and we are such a diverse group that it is difficult to keep up with every project and with every aspect of the agency. I find the webpage very useful and, in particular, the NEWS releases. The magazine is also great.
103.	There are means of communication that all of us are not included in such as press releases. E-mail has greatly increased the communication within this agency. But face to face meetings are the best way to communicate. We are lucky in my section that we have a staff meeting every other Monday after the directors meeting to be kept informed on what is going on. If needed we have them every Monday. If all of us are going to be going in different directions we will have a short meeting to be sure everything is covered as well as ample coverage of phones in our offices. With so many people leaving and none of the jobs being filled as yet our staff has been cut in half. We couldn't function if we didn't have good communication within our section.
104.	It could be better, but who is avaiable to make it happen. We can hardly be effective

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	communicators with the general public due to a lack of time, personnel and message, so who should be suprised that we don't do that great inside. The most effective tool relies on friendship and personal relations with individuals who actually know something.
105.	Require supervisors to have staff meetings. It is impossible to be effective without them. My supervisor goes to staff meetings and we hear about things in the 3 meetings we have per year. This is not productive. At least once a month would be most helpful.
106.	I feel folks without computers and in the field are totally left out of the communication loop.

Appendix G

Focus Group Observations and Comments

General Comments

There's probably not a person in the field that doesn't know that our mission is resource management. There's probably only about 20% of the people in the (Columbia) office that realize our mission is resource management.

Good or bad, there's always been an us (field) and them (Cola office) mentality.

One of my pet peeves is to find out that there are brand new people (in the DNR) who are sending out important information and we don't get introduced to them, not even by e-mail.

As a new field employee, I have run into continuous and constant problems figuring out standard protocol for primarily administrative functions like purchasing...or just the organization and some of the areas up there that we have to work with...

How we have to do business causes more consternation and conundrum than anything else in our agency, be it purchasing, personnel or newsletters... now that we've regionalized there's another layer.

Training is dropped by the wayside when there's other work to be done.

Every training class I've signed up for so far, every HR class I've signed up for, has been canceled. I've signed up for five, I think.

Temper orientation/training length with the need to have an employee out in the field performing their job.

I'm real interested from a personal perspective about the major issues that John Frampton deals with.

It's a perception of most people in the field that your ideas are probably not of great concern to (Frampton).

As long as (Frampton) is listening, he doesn't have to be out there, necessarily...

Most times you hear the chief's coming you say something's gone wrong... people have to believe he's really there to learn and to listen...not to check up.

Folks complain (Executive) is micro-managing.

It seems like the direction (of the DNR)...that the higher ups are open to improvement...it has been recognized that things aren't working the way they are and everything's not as good as it could be...

I think the higher you get on the chain there may be some folks up there that aren't that receptive. It might depend on how long you've been with the agency and the comfort level you have with the higher ups...

Sometimes we don't see how our individual roles mesh to do what we're supposed to do, and that is protect and manage the natural resources of our state and provide the citizens with the benefits of that.

(We met at the) Webb center when we started this (hub) process about what are we supposed to be doing...what is our function? Our mission? It's never been defined...explained.

How did that make us feel when (Exec) asked us to come up and meet with them and we hoped the reason was they would listen to issues and concerns that we have on our minds and they all left after lunch...

There's a lot of people that we in the field, in all divisions, come in contact with that are on advisory boards, legislators...I just think it would be a good idea is we had an idea of the important issues before the board...

I'm a field biologist...and I don't have people to say go do the field work I'm going to go interact with the legislature...and go to county commission meetings...there's no staff for that...

I don't think we should be afraid to cross divisional lines...the regional lines don't always make sense functionally...

They indiscriminately close free office space...free...they had to pay a phone bill...with this hub system. They will be moving people where they have exposure...and it's not going to be available (at the new place)...that doesn't make sense to me...none...

Communication Flow

The disconnect is the ineffective approach to get information back up (to the executive level). The fact that only fifty percent of the people responded to the survey because they were scared...I mean let's stop the meeting right now. That should explain a lot of the issues.

They think information is power and they wanna hold on to it, or they just have favorite ones they want to share it with. And if you ain't on their favorite list you don't get the information.

Somewhere the information is being lost from the Columbia office to the immediate supervisor who supervises the field officers.

There's a cutoff point somewhere that they're not distributing the information properly...supervisors should be made to get the persons they supervise to initial and sign that on this day I got this information.

Some field employees have better access to other divisions because of the hub office location, but the onus is on you to seek each other out when you're there.

The experience I have with field people is that they really don't want to hear from Cola.

The info we need to do our job is provided well enough...there's no need for more info.

We should be hearing from the third floor twice a month, and at the very least, once a month. Even if it's not particularly newsworthy, so that they acknowledge that we are out there doing a good job.

(Columbia keeps) the burden off of us and lets us go about our jobs by not being flooded with all these things that are being handled in Cola.

All of the communications are going downhill and there's no means for information to come back up hill.

The information's out there, finding it, reading it...just don't have time to do it.

That should be my supervisors' responsibility to get the information (to me), especially if it's important like laws changing.

Our deputy held a conference call with all of us to tell us what's going on and we get our minutes mailed to us.

We think we're getting it all. We don't know if we're getting it all. That's the problem. You don't know what you didn't get...so if you get it all, you can choose.

If you schedule a meeting every three months and you know it's going to happen on this day you can schedule around it.

Should we not be thinking regional meetings...for each region, where you bring all the divisions together...rather than just divisions? That way there would be sharing between divisions too...and you get to interact with each other.

(We need) more training of managers—how to communicate with their employees, for example...

71

We became supersized (by restructuring). I think our communications have lagged in keeping up with everything that goes on within our agency.

I don't know whom to call for info to perform necessary work functions here in the field...we never hear about personnel changes or new hires.

Don't distribute All DNR e-mails if the info doesn't pertain to all, or if some employees would be excluded from an announcement (like flu shots or health screenings).

It's not an issue that we've built walls between divisions...but communication is...its more incidental than direct.

If Cola wants us to depend on e-mail, they should buy us all laptops and train us.

Don't advertise an open door policy if middle management can deny you access to it.

There will always be people who will complain regardless of efforts to improve communication.

Communication Tools

I just don't want us to be over dependent on the e-mail and computers and stuff because not everyone has 'em and not everybody is computer literate.

We're all spread out . . . having one supervisor over three counties is a huge breakdown. It's too much responsibility for one supervisor.

Our office in the field is either our truck or our house. (We need) onboard computers in our trucks.

An electronic bulletin board where you can access where there's classes coming up for (personnel). That would be an avenue. But I think we need more than one means of communication—it doesn't just need to be e-mail and it doesn't just need to be monthly meetings. It needs to be a lot of different things and it might be that we go toward this electronic bulletin board or bring back the newsletter, I don't know.

(Electronic bulletin board items) could come out periodically, once a month or so, and it would be in an e-mail would be a simple list of brief descriptions telling what the longer content would be with a link.

(Employees) have to receive paychecks every two weeks...with that...that might be an alterative to e-mail (to get information out).

Don't we need a newsletter to look forward at what's coming up? It seems we have the past stuff but we need to have something to look forward.

I'd tell each deputy director to provide info about the top five or six things going on in your office…and you'll follow those until they play out and anything else that comes up can be added on to the newsletter.

I hate paper..so if it comes to my e-mail I'd be more likely to look at that than to read all the natural news things in the mailbox that a lot of people don't end up reading. Maybe not putting one in every box but sending ten of them to (a regional office)

(Provide) work stations at field offices… everybody has an e-mail account to do e-leave.

Consider computer access via public libraries, willing co-workers personal PC, LWC/WFF offices outside hub offices.

I don't know that there should be any department wide system for (staff mtgs). We either have to have them after work or before work (because of customer service job).

There are two statewide hub meetings a year…one in January and we just had one in Nov…and the results of those meetings should be made available to all staff…

Determine how often there's enough info that needs to be shared before scheduling regular meetings.

How about an electronic employee manual? I think also a part of that would be for everyone to have a certain group of key words that would allow someone to search for them…

There are too many opportunities to let personal issues interfere with the EPMS…too many supervisors misuse EPMS.

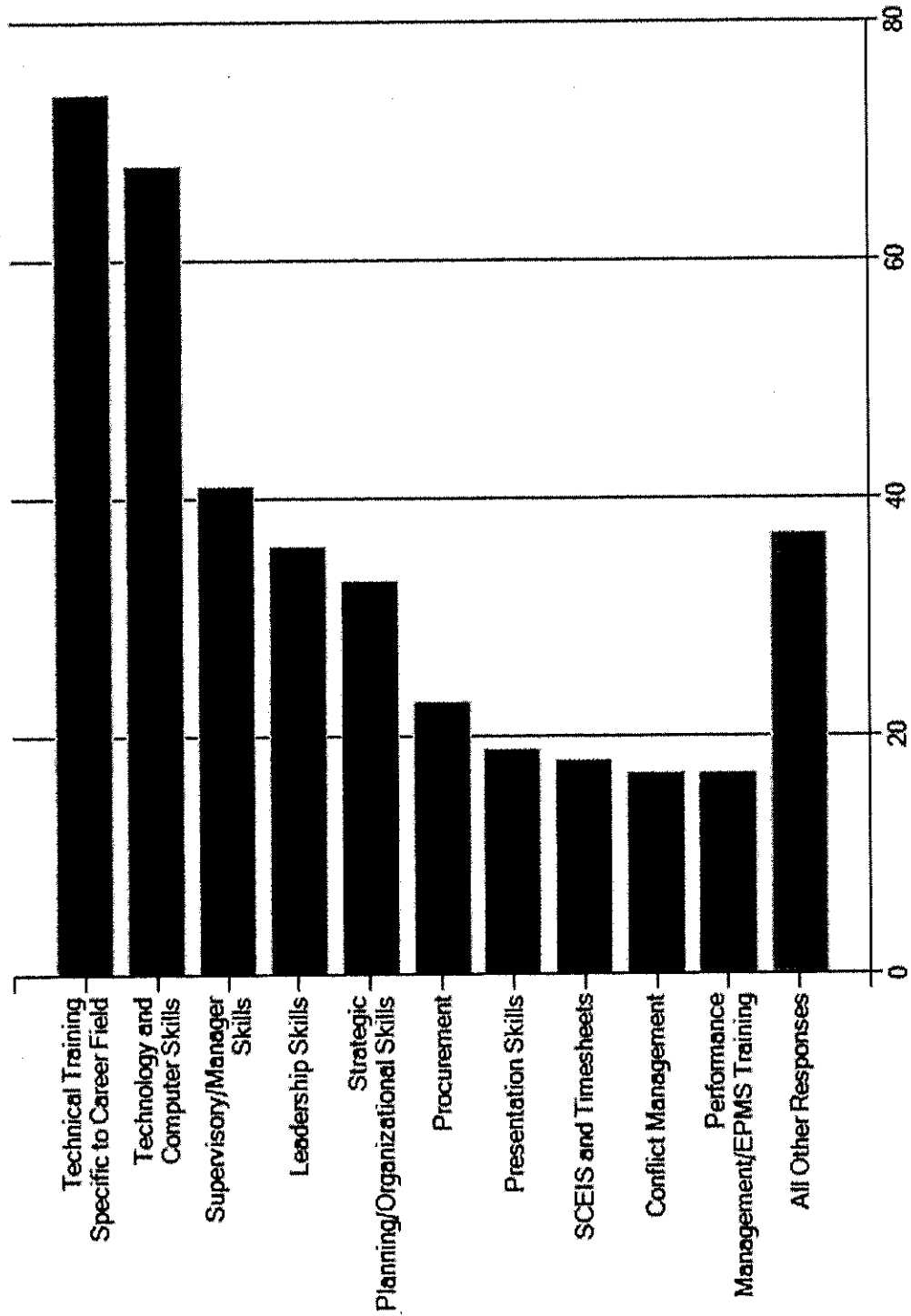It's hard to make (EPMS) important for your employees when you can't attach money to it…

SCDNR Training Needs Assessment

2011

DNR

In which of the areas listed below would YOU like to receive additional training? Please select your top 3.

What are the 3 most important TECHNICAL training needs that you would identify for your work unit or division?

.Net
Access
Access
Access database training
Access/database management
additional grants courses
Adobe Acrobat Training
Adobe Photoshop CS4 Training
Adobe Software
Advanced customer service training
Advanced technology and computer skills
advances in small impoundment management
age growth imbedding process
Aircraft powerplant & systems operations
aquaculture
ArcGIS
ArcGIS applications development & programming
ARCVIEW GIS
Attending meetings
AutoCad Civil drafting
Availability of professional certification training
(e.g Microsoft, CompTIA, Cisco etc.)
Basic Accounting skills
Basic GIS training
Basic GPS training
Beginners boat operation / maintenance
Biometry - statistics
Black bear/wildlife nuisance resolution
boat handling
boat maintenance and procedures
BOAT MOTOR MAINTENANCE
BOAT TRAILER MAINTENANCE
BUI field sobriety training
Business Objects
Business Objects
Business Objects applications development
C #
C# .NET
Cat 5 pesticide certification
CDL training & certification
Chainsaw use/safety/tree felling techniques
Climate Change
collaborative processes
computer

Computer graphics integration with video
computer programs....word, excel, etc.
computer skill
computer skills
Computer skills
Computer skills
Computer Skills
COMPUTER SKILLS
Computer Skills (Access, ArcGIS)
Computer Skills (EXCEL, etc)
Computer skills and statistics
Computer software
Construction Management
Continued BUI Training
Courtroom procedures
Courtroom procedures for jury trial
covert operations / investigations
customer service
Customer service
Data (base) management
Data acquisition / data management
Data entry standards and file management
protocol
data management
database integration
database programming
deep sea fishing
Defensive Tactics
Developing quantitative skills for data analysis
DLEO training and proper equipment
drug intradiction during day to day operations
ecological modeling opportunities
Efficient data entry procedures that reduce
repeated effort
Electrical components troubleshooting
electrofishing boat operation
Electrofishing safety and methodology
Electronics / electrical knowledge training
Emergency Response/Hurricane Evacuation
EPMS Training
epms training
erosion control
ESRI ArcGIS
ESS/MSS HR portal access
Excel

EXCEL
Excel Training
Field ID of SC native animals
Finding Grants, Getting Grants, Writing Grants
Fire Pumper school
Firearms
Firearms Training
Fish Disease Diagnosis
fish health classes
Fish Identification
fisheries survey design (intercept, mail, phone)
FLIR Training
Forestry Applications
Formal Education Training for K-12 ED
furbearer / trapping tactics
Further Computer Skills
Geographic Information Systems advanced training opportunities
GeoTrimble
GIS
GIS
GIS
GIS
GIS - intro for new users
GIS training
GIS training
GIS training for environmental managers
GIS/ArcView
GIS/GPS training
GIS: ArcMap
Government Finance Officer Association Membership
GPS
Grant Writing
grant writing
Grant Writing training
Graphics software advanced training
hand to hand combat
Herbicide Application
Herbicide application CEU's
herbicide applications
HR training in reporting
HTML
hydroacoustics applications
IFR Recurrent Training
Illustrator Software
ImageNow Administrator Training
ImageNow DataCapture Administrator Training
In Design Software
Increased analytical training
Increasing computer language skills

integration of web and database functions
Interpretation of Fisheries Data
knot tying
Laboratory
Leadership Training
limnology, fish biology and ecology training opportunities
Management Information System Training
Methodology
Microsoft Access
Microsoft Access
Microsoft office (Word, Excel, Access)
Microsoft Software
More firearms practice
more physical fitness
more time on the firing range
Motorola Mobile Two way radio repair schools
Motorola Potable radio repair
Motorola wireless Canopy/Microwave
nongame fish traps / baskets
Object-oriented programming
Observation skills
OCRM & COE permitting
officer safety
Officer Safety
operation of benthic sampling equipment
Oracle
Oracle
Oracle Database
Oracle Universal Content Management Training
Orienteering
OSHA Requirements for keeping the Supply Room up to code.
other equipment use
Outboard engine maintenance and repair
Outboard motor repair and maintenance
Outlook as a contact management tool
Pesticide Applications
Pesticide training
planning/ organization
population or stock assessment
Population Genetics (Offsite)
Power Point
powerpoint presentation skills
prescribed burning training
Prescribed Fire
prescribed fire
Prescribed Fire Management
presentation preparations - power point
presentation skills
Presentation Skills

Prioritization and Time Management
Procurement
Procurement
procurement for the rest of my staff
Procurement Procedures
procurement training that staff can understand
Procurement/Grant Issues
Procurement Procedures on Contracts for
Inventory
Protocol for Computer Skills
Protocol for Customer Service
Protocol for Procurement
Quick Books Management for Inventory
RCW banding training
road maint.
Safety in operation of Agricultural and Heavy
Equipment
Sampling & statistics for field botany / ecology
SC American Fishery Society annual conference
SC Marine Educators annual conference
SCEIS
SCEIS
SCEIS
SCEIS
SCEIS
SCEIS Account Ledgers / Balances
sceis and timesheets
SCEIS Procurement
SCEIS reporting
SCEIS Time Sheets
side scan sonar
small boat operation
SMALL ENGINE MAINTENANCE
Software -- Adobe Professional
Software -- InDesign,
Software -- Photoshop
software training (Microsoft, statistical analysis
programs)
Species Identification
Spreadsheet and database training
SQL query writing
States Organization for Boating Access (SOBA)
annual Clean Vessel Act workshop
statistical analysis
statistical analysis
Statistical Programs
Statistical software
Statistics
Statistics
Staying current with technology and trends
Stock Assessment tools (NOAA stock assessment

courses)
stock assessment training
Strategic Planning/Implementation of Education
Programs
Strategic Planning/Organizational Skills
strategic scenario planning
Street Survival
structured decision making
supervisory / manager skills
tactical driving in these big ford trucks
taxonomic identifications of fish and inverts
Team Building
Technical Training Specific to career Field
technical writing
Technical Paper writing
Technical Report Writing
Technical training specific to career field
Technical training specific to career field
technical writing
Technology - audio equipment
Technology - computer applications/code
Technology - video editing
technology and computer
Technology and computer skills
Technology and computer skills
technology training (software for research
purposes)
Technology/Computer/SCEIS
telephone features
Timber Management
time management
timesheet issues for SCEIS
training in software that we use.
Use of mobile mapping applications and GPS
varies due to wide variety of job duties in this
Region
Water Quality Assessment
weapons training
web programming
wetland delineation
wetland laws/field delineation/forestry bmps
Wetlands and Environmental Permitting
Wildland Firefighting
Wildlife related legal updates
wildlife survey/population estimation techniques
WORD
Workplace safety
Workshops and field trips in my specialty

Please use the space below to list any specific technical training that you would like to receive as well as any training topic not listed in Question 1 that you feel is needed for your position.

* R statistical software
* Introductory data analysis training for fishery biologists

A basic GIS class would be infinitely helpful.

Additional training in computer technology would be helpful. i.e. excel, access, GIS, etc.

ArcGIS

Attend DNR conferences or seminars that involve web and technical personnel from other state DNR offices.

Attend meetings, interact with other scientists, researchers, keeping up with the literature.

Business Objects Administration
Oracle Application Server Administration

Business Process Training, Database Design Training, SQL Training, Records Management, Document Imaging

CompTIA A+, CompTIA Network+, CompTIA Security+, Cisco CCNA, Cisco CCNP, Microsoft Certified Professional (MCP), Microsoft Office Specialist (MOS)

covert operations / investigations
DLEO training- defensive tactics, handcuffing, shooting techniques, car stops
Wetlands ID/Delineation/environmental permitting
OSHA requirements, ADA requirements
ATV safety & operation
timber inventory/measurement/cruising
heavy equipment use/maintenance/safety/operation

Even though we have went to SCEIS, I use Quickbooks to accurately manage my inventory. I have basic knowledge of the software but would like to better understand features about the software.

fish filleting
GIS skills would have been very useful in several instances. I just don't have the basic knowledge to make a map and without GIS support staff in the regional HUB office those needs go unfulfilled.
Time management and prioritization in times of reduced resources.

grants management course updates

hatchery manager classes

How to /concealment/ camouflage

I believe we are going to need in-house training on climate change issues, impacts and adaptation if it is going to be embraced by staff as an agency priority.

I would like to complete the 18 month course that qualifies me as a manager. Due to budget cuts I haven't been able to enroll.

I would love to receive additional training in Illustrator and In Design. I work in the Graphics Section and would like to improve my design skills as well as use these skills to better design for the Classic.

Investigative training, crime scene preservation, emergency vehicle operations training

It would be most beneficial if I could enter and track requisitions, FPRs, etc. for Region 1, as well as have the ability to monitor specific account balances and ledger transactions

Letter Writing
living in today's world with a very limited income
Management and Team building skills
More firearms and defensive tactics training to improve officer safety.
None for my position but numerous for staff
NOT FOR MY POSITION ONLY   certain staff need specific training ex.
wetland delineation training, permitting, DLEO staff needs proper training and
equipment, capture & immobilization & legal chemicals,

Oracle Certification
outboard engine repair and maintenance training
Physical Fitness Standards
Physical fitness standards implemented
Pond management, Aquatic vegetation
Public management courses
First Aid/CPR
Regional Counterdrug Training Academy, Meridan MS (www.rcta.org)
more training via FLETC
SC Procurement procedures
OSE Procedures
SCEIS Asset Management
Government Finance Officer Certification

Scientific diving certification
Small boat and trailer operation (not just safety)
Staff need to attend professional meetings to stay up-to-date with current
techniques and engaged in innovation for their production techniques.
For example:
SC Chapter of American Fisheries Society Meeting
SC Carolina Aquatic Plant Management Meeting
Stock assessment training, fisheries survey design and analysis, additional
statistics/biometry classes,
Stock assessment
(Advanced) statistics
Data base management

Stress Management
The ability to attend States Organization for Boating Access (SOBA) annual
Clean Vessel Act workshop.

The agency previously offered small classes on boat and motor maintenance.
I came into the agency after they had stopped this. It would be awesome to
know what to do in certain situations if you are on the water and something
happens to the motor; more of a trouble-shooting class on boats and motors.

Training from State Office of Human Resources and Budget & Control Board
specifically concerning budgets and financial operations of the state.

UCAR COMET Online MET Courses
University of Wisconsin at Stevens Point Courses:
Needs Assessment in Environmental Ed and Interpretation
Leadership Development in Environmental Ed-Strategic Planning &
Implementation
Fundamentals of Environmental Ed

Use of pivot tables in Excel, Intro to GIS, Experimental design and sample
size, Mussel identification workshop

Various "Continuing Education" courses from Universities/Extension Services such as Clemson, UGA, Auburn, etc.; Seminars/Conferences from professional organizations such as The Wildlife Society, Society of American Foresters, Partners in Flight, National Bobwhite Technical Committee, Quality Deer Management Association, Native Plant Societies/Exotic Pest Plant Councils, Prescribed Fire Councils, etc.

Water quality assessment
Radio tag implantation techniques in fish
BVET or GIS survey techniques

We need the means to record field survey data in realtime and propagate these records digitally for use in various datasets/databases without repeat keystroking.

While training is key to the success of an employee, I think isolation from co-workers and colleagues from other agencies can just as detrimental as no training. The exchange of information and ideas allows employees to view challenges in different ways and find possibly a better resolution. No biologist/technician meetings, no regional meetings, or professional meetings (even those that meet every other year) will eventually cause alienation between staff. Teamwork that used to be prevalent in DNR is a rarity now.

With limited resources onsite, we cannot determine many fish diseases and must ship them to Auburn University for diagnosis. When the state and agency's budget improves, it would be ideal if our staff could take coldwater fish disease training so that perhaps we could obtain the necessary equipment to do any diagnosis onsite.

Please list any training or personal development courses that you completed and found beneficial. (i.e. What are some courses that you have taken and would highly recommend to others?)

1)Team-building exercises (i.e. Ropes Course, etc.)

2)Leadership Training based on Stephen Covey's book, The 7 Habits of Highly Effective People.
1.)Emotional Intelligence

2.)Ethical Leadership

3.)Progressive Discipline
Adaptive Leadership by the Management Assistance Team
Advanced Excel, Access, Word, SAP
Aggressive Criminal Enforcement (ACE)
Any computer classes were always helpful. Excel, especially was a good one because we do so much with spreadsheets now a days. I think everyone should take this class, basic or advanced.
APM and CPM have been VERY beneficial to me. I have also attended technical training on my own that has been beneficial.
Applied Environmental Education Evaluation through University of Wisconsin at Stevens Point
Basic grants management

Advanced grants management
Certified Public Manager
Certified Public Managers
Chemical Immobilization of Wildlife
Coastal Birding workshop

Pumper training
Conflict Management (conflict resolution), Strategic Planning/ Organizational skills (time management), EPMS training, Stream Restoration courses, Corps wetland delineation courses, wetlands courses, FERC workshops
Conflict resolution

Doing more with less
contract officer representative
Courses in purchasing, Microsoft Access, grant writing
CPM
crime scene investigations at SCCJA
Ecological Analysis using R (basic)
emergency vehicle operations training
EPMS

Progressive Discipline
Excel.

Word Perfect
First Line Supervision

Supervisory Practices
First-aid / CPR / AED training
Franklin Covey "What Matters Most"
Good to Great

Emotional Intelligence

Hands on Excel course through Midlands Tech.

Haven't had the opportunity to take any training courses in the last couple of years other than CPR and defensive driving.

I have attended several Procurement classes, which I recommend for all Administrative Assistants who handle any purchasing paperwork

I have taken a few software courses at Midlands Tech and found them to be great. I learned a lot and was able use these skills to better perform my job.

I haven't taken any as only a single one has been offered since I have been hired (limited space)!

I haven't taken the course, but from what I heard the CPM class is great and I would be interested in that class.

I took a MS Access class from PST in Charleston a few years ago, and applied the things I learned to create my own Access databases for work.

Intro GIS course offered through USC's Geology Dept.

Managing Difficult People

Supervisory Practices

MOTORBOAT OPERATERS CERTIFICATION GIVEN TO FEDERAL EMPLOYEES AND VOLUNTEERS

Multiple Motorola Radio schools

NOAA CSC Collaborative Learning, NOAA CSC Project Design and Evaluation, NOAA CSC Conflict Management, ASMFC Basic Stock Assessment Training

otolith workshop

Performance Management/EPMS Training

Progressive Discipline

SC Certified Public Manager course

some leadership classes have been beneficial but hard to implement under the DNR system

certain portions of some supervisor training classes have been beneficial

Specific Skills Training

Supervisory manager skills

Supervisory Skills

Collaborative Learning

NOAA-CSC courses on process skills

Supervisory/Management Training

supervisory/manager skills, performance management/EPMS training, Progressive discipline, Presentation skills,

The required boater safety and driver training courses were both beneficial.

Time management

Violence in the Workplace course years ago was good. Also we had a Media Relations class that was useful.

Wildlife capture and immobilization

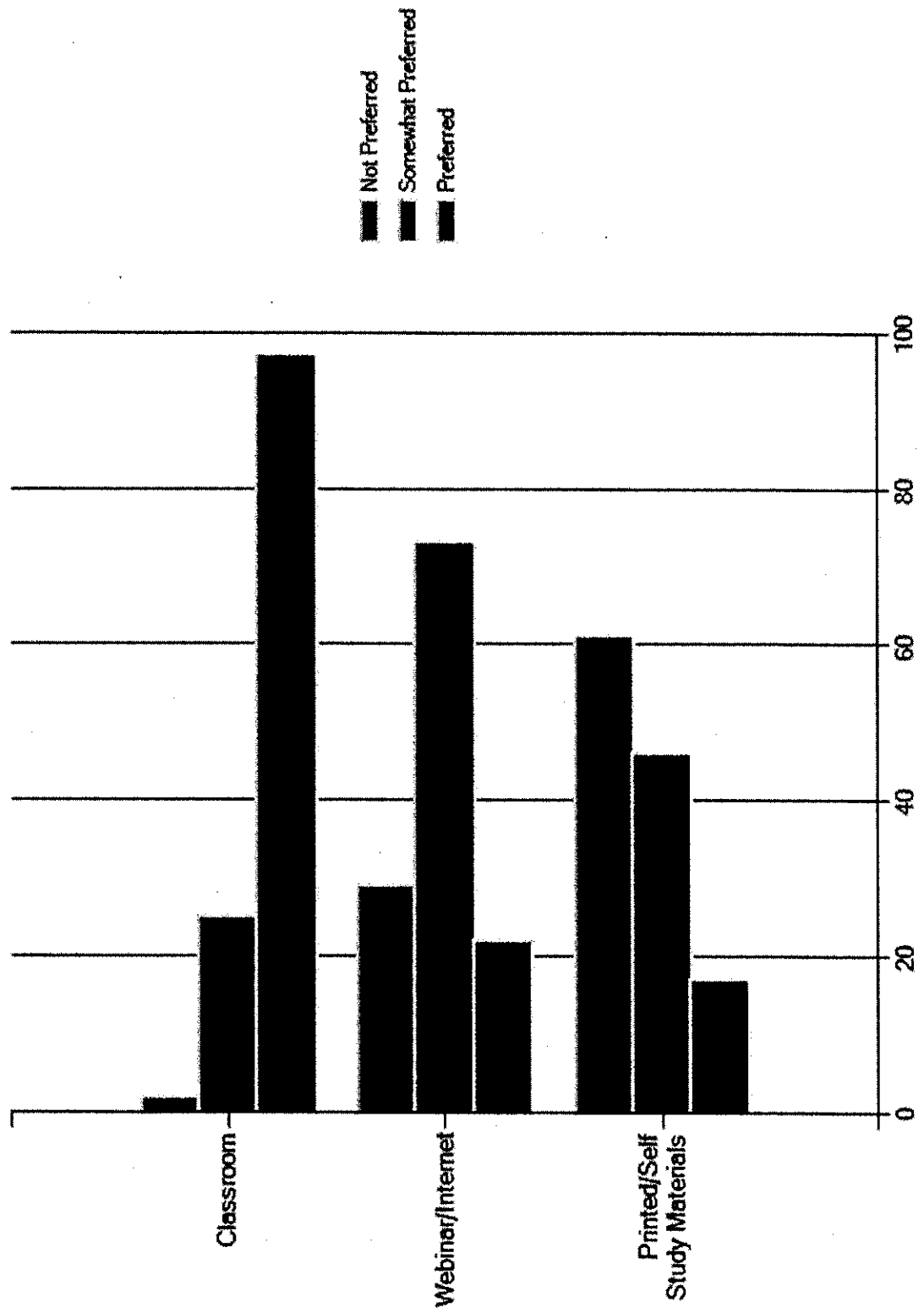Bird ID workshops

Native Plant ID refreshers

Wildlife Immobilization training - the only technical training offered since my employment with WFF division (5 years)

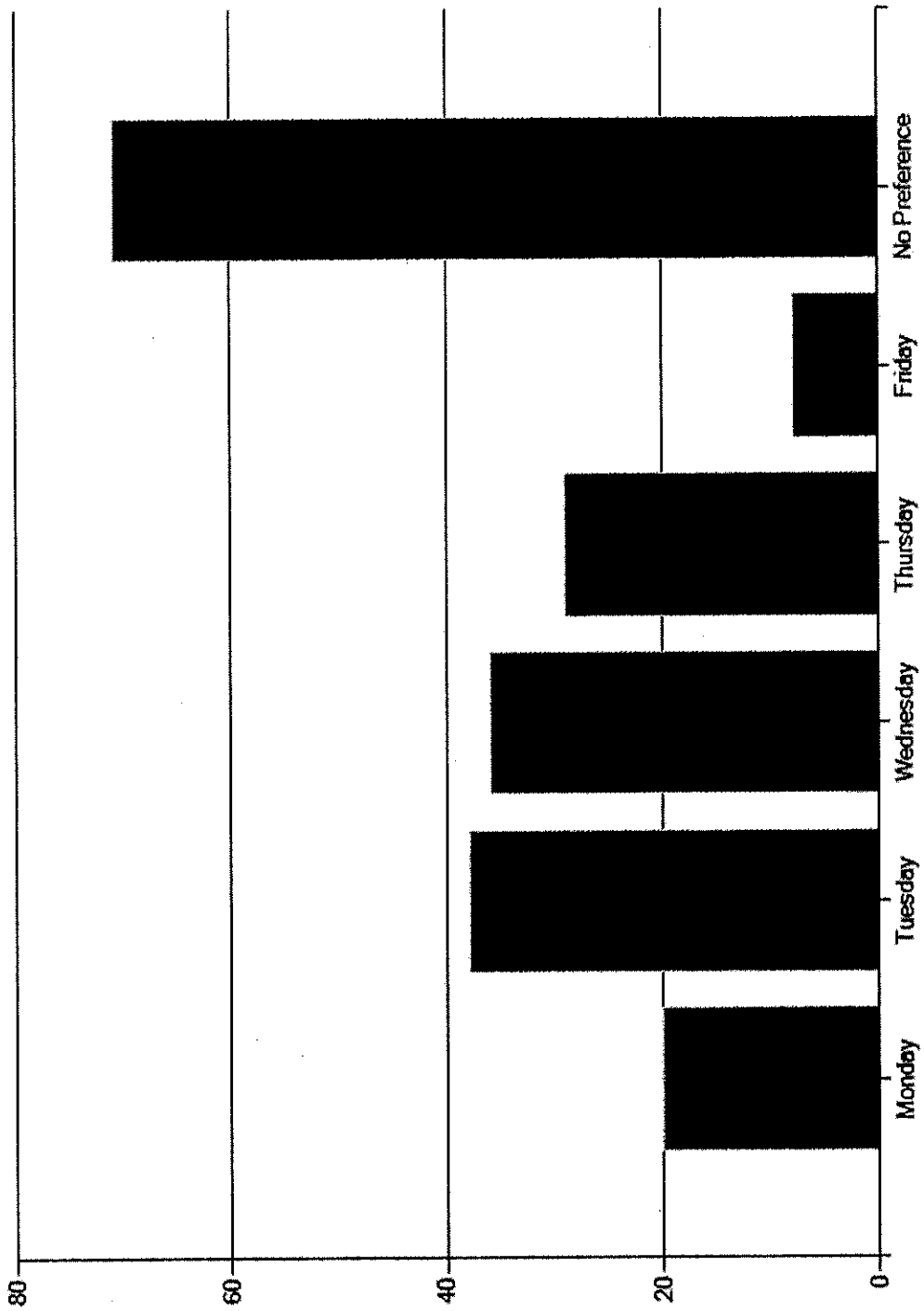Workshop In Leadership Development (WILD) through SCDNR

Specific Skills through SCCJA
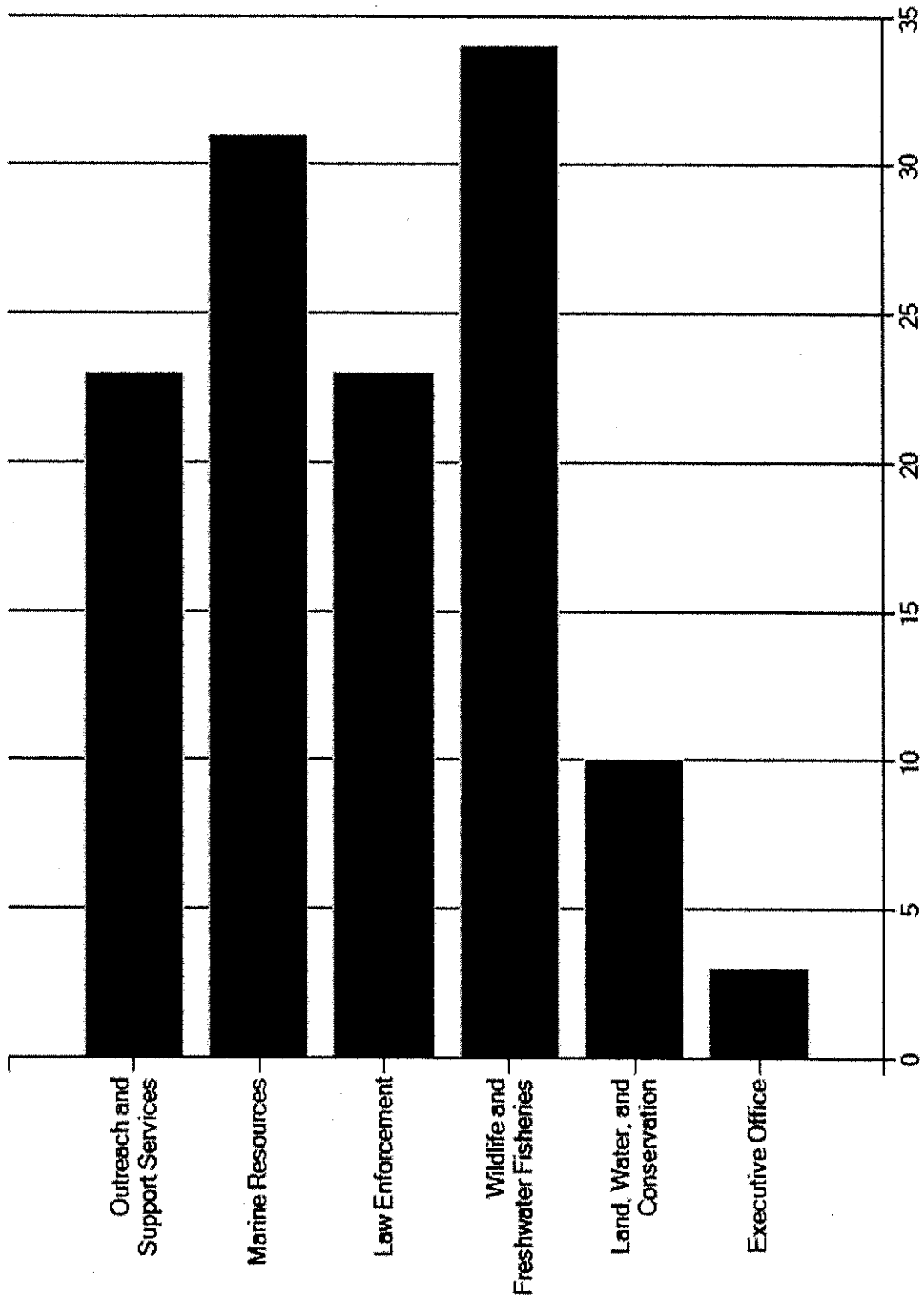
1st Line Supervision through State HR

What is your preference for the following training delivery methods?

Legend: Not Preferred, Somewhat Preferred, Preferred

Categories: Classroom, Webinar/Internet, Printed/Self Study Materials

Please select the most desirable day(s) of the week for you to attend training programs.

To which SCDNR division are you assigned?
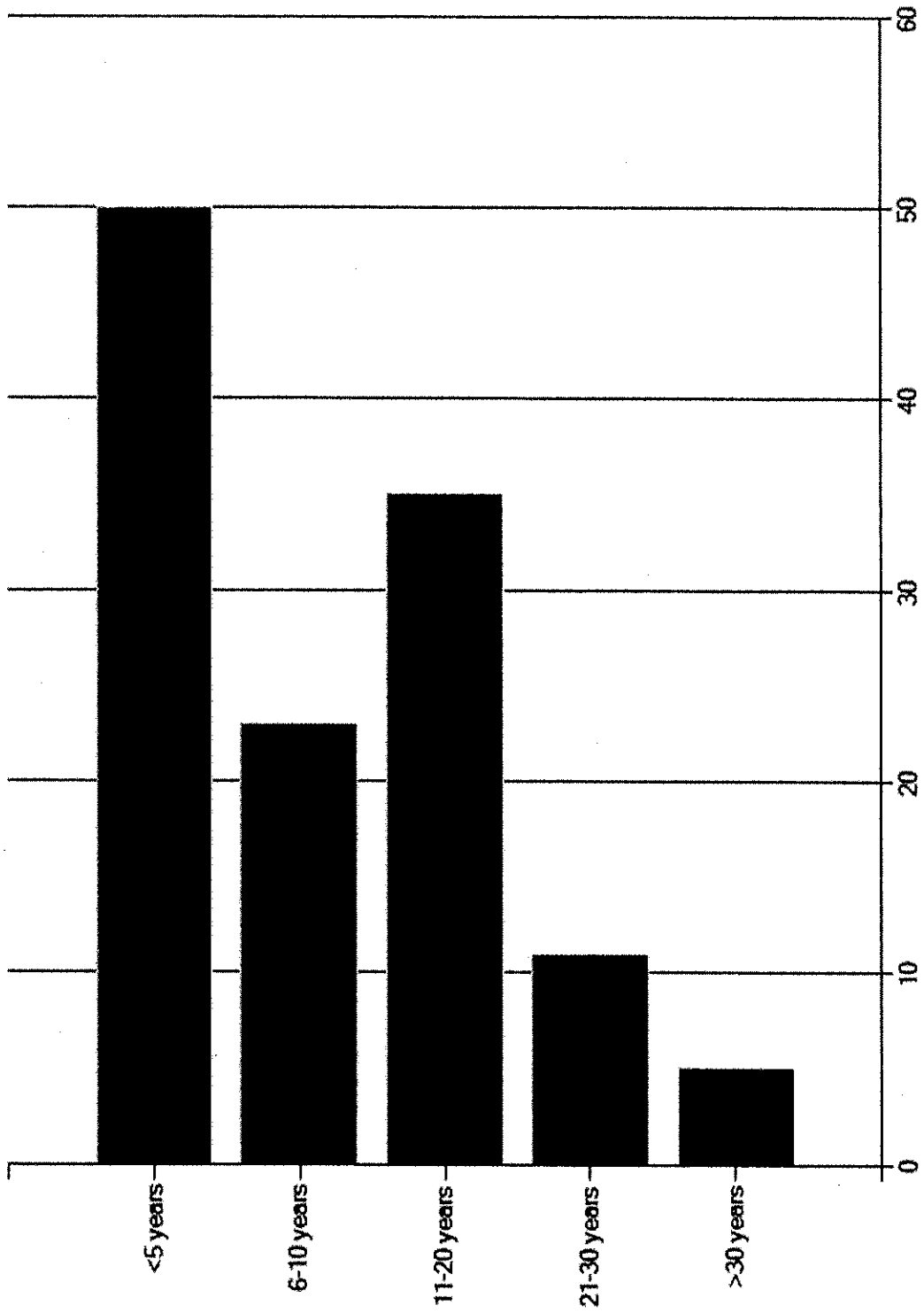
Division	Value
Outreach and Support Services	23
Marine Resources	31
Law Enforcement	23
Wildlife and Freshwater Fisheries	34
Land, Water, and Conservation	10
Executive Office	3

In which area/region do you primarily work?
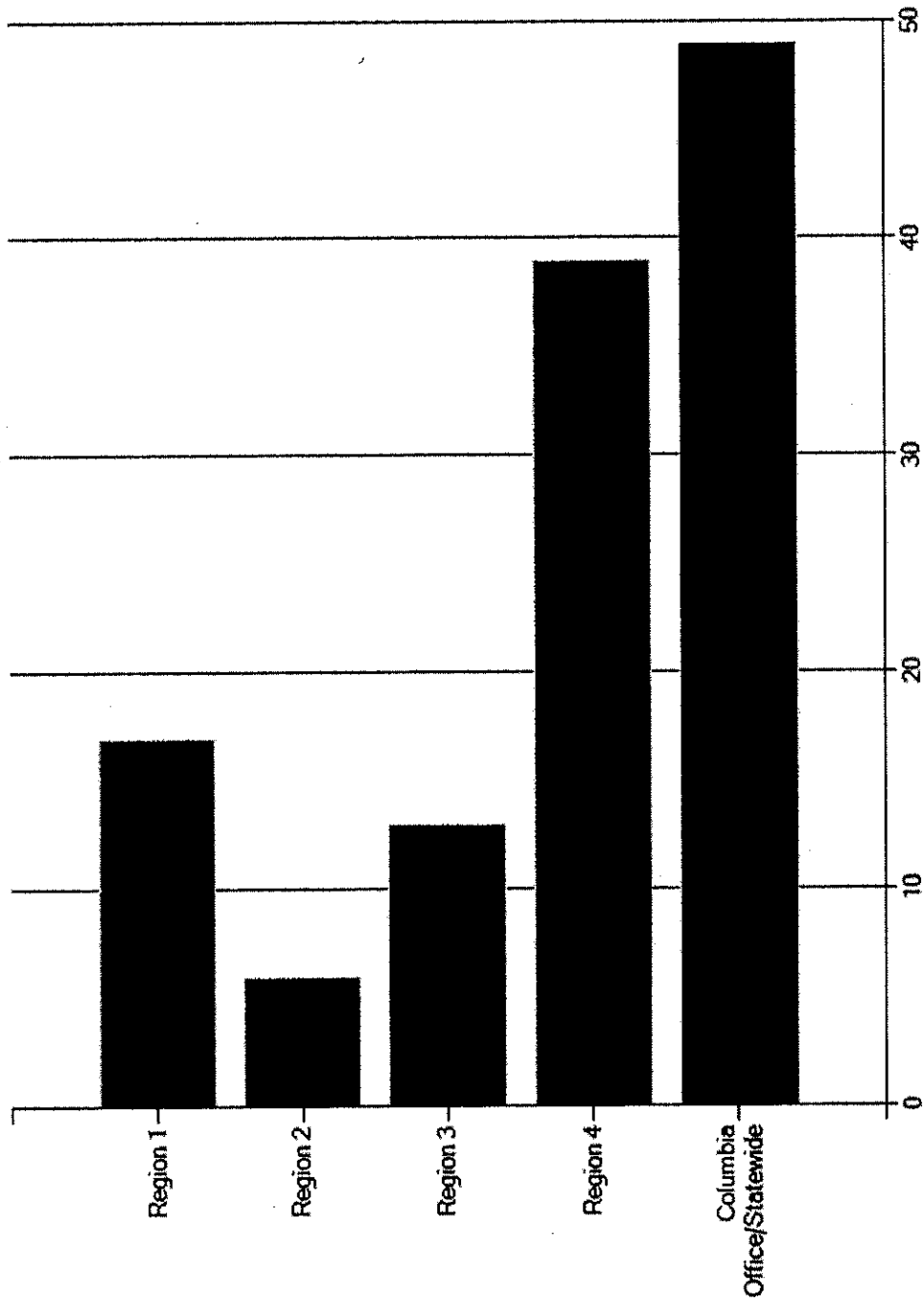
How long have you been employed by SCDNR?

Outreach and Support Services

Training Assessment Report

In which of the areas listed below would YOU like to receive additional training? Please select your top 3.

Answer Options	Response Percent	Response Count
Supervisory/Manager Skills	34.8%	8
Leadership Skills	34.8%	8
Technology and Computer Skills	60.9%	14
Hiring and Recruitment	0.0%	0
Sexual Harassment	0.0%	0
Presentation Skills	13.0%	3
Strategic Planning/Organizational Skills	21.7%	5
Conflict Management	4.3%	1
Customer Service	8.7%	2
Performance Management/EPMS Training	26.1%	6
Progressive Discipline	0.0%	0
Grievance Procedures	0.0%	0
Technical Training Specific to Career Field	47.8%	11
SCEIS and Timesheets	30.4%	7
Procurement	26.1%	6
Hiring and Firing Procedures	4.3%	1
Workplace Violence	0.0%	0
Workplace Safety/OSHA Requirements	4.3%	1
	answered question	23
	skipped question	0

Staff Training

What are the 3 most important TECHNICAL training needs that you would identify for your work unit or division?

.Net
Access
additional grants courses
Adobe Acrobat Training
Adobe Photoshop CS4 Training
Adobe Software
ArcGIS applications development & programming
AutoCad Civil drafting
Basic Accounting skills
Business Objects
Business Objects
Business Objects applications development
C #
C# .NET
Computer graphics integration with video
Construction Management
Customer service
database integration
Formal Education Training for K-12 ED
GIS
Government Finance Officer Association Membership
HR training in reporting
Illustrator Software
ImageNow Administrator Training
ImageNow DataCapture Administrator Training
In Design Software
Management Information System Training
Microsoft Software
Object-oriented programming
OCRM & COE permitting
Oracle
Oracle Database
Oracle Universal Content Management Training
Outlook as a contact management tool
procurement for the rest of my staff
Protocol for Computer Skills
Protocol for Customer Service
Protocol for Procurement
SCEIS
SCEIS
SCEIS
SCEIS reporting
Software -- Adobe Professional
Software -- InDesign,
Software -- Photoshop
Strategic Planning/Implementation of Education Programs
Team Building
Technology - audio equipment

Technology - computer applications/code
Technology - video editing
timesheet issues for SCEIS
training in software that we use.

Please use the space below to list any specific technical training that you would like to receive as well as any training topic not listed in Question 1 that you feel is needed for your position.

SC Procurement procedures

OSE Procedures
University of Wisconsin at Stevens Point Courses:

Needs Assessment in Environmental Ed and Interpretation

Leadership Development in Environmental Ed-Strategic Planning & Implementation

Fundamentals of Environmental Ed
Business Process Training, Database Design Training, SQL Training, Records Management, Document Imaging
I would like to complete the 18 month course that qualifies me as a manager. Due to budget cuts I haven't been able to enroll.
None for my position but numerous for staff
Attend DNR conferences or seminars that involve web and technical personnel from other state DNR offices.
NA
A basic GIS class would be infinitely helpful.
grants management course updates
Management and Team building skills
I would love to receive additional training in Illustrator and In Design. I work in the Graphics Section and would like to improve my design skills as well as use these skills to better design for the Classic.
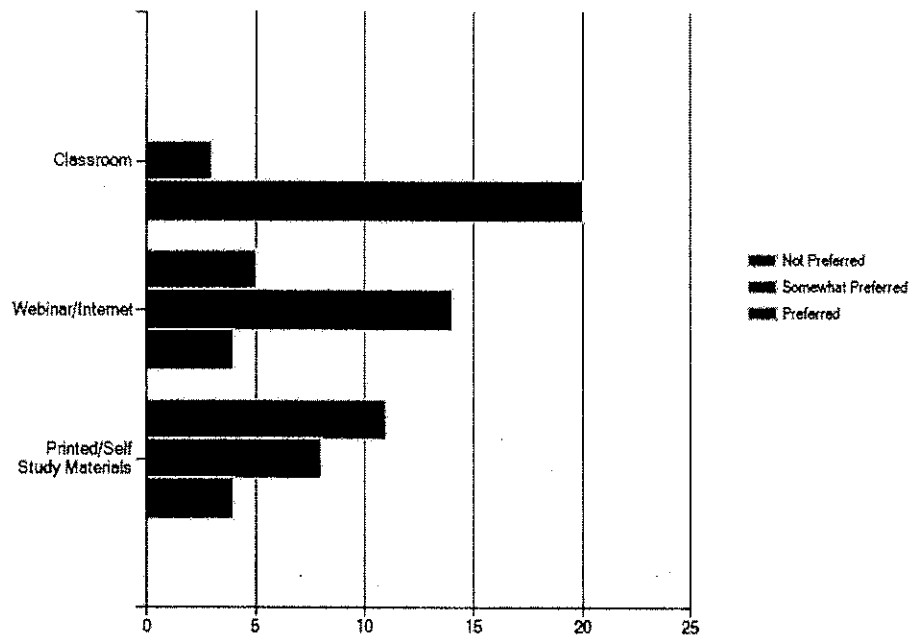Oracle Certification
Business Objects Administration
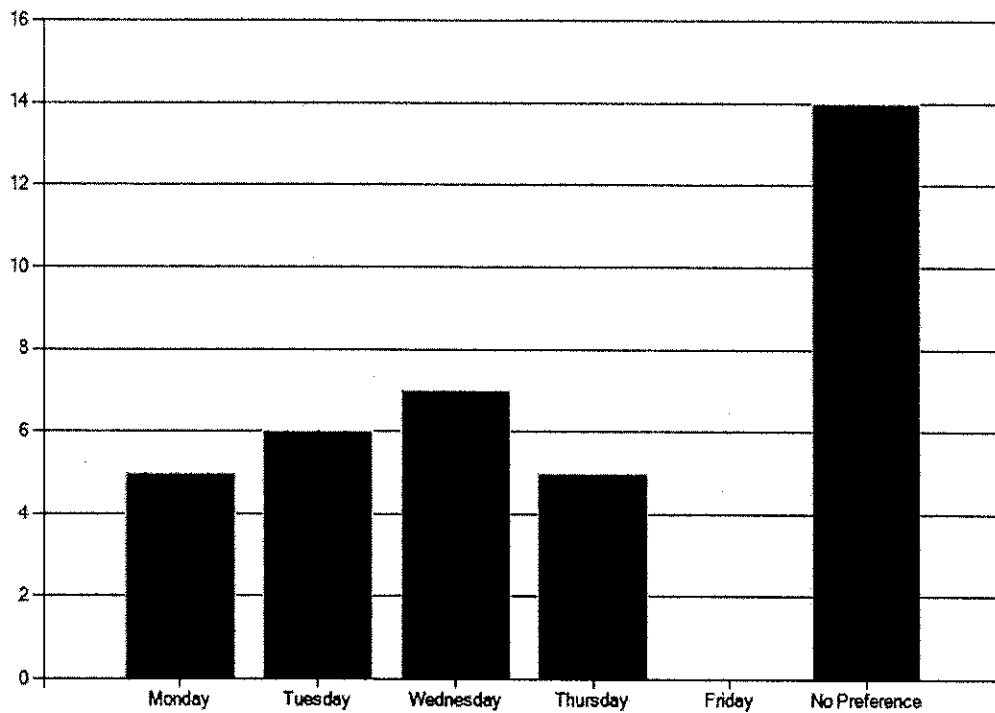
Oracle Application Server Administration
SCEIS Asset Management

Government Finance Officer Certification

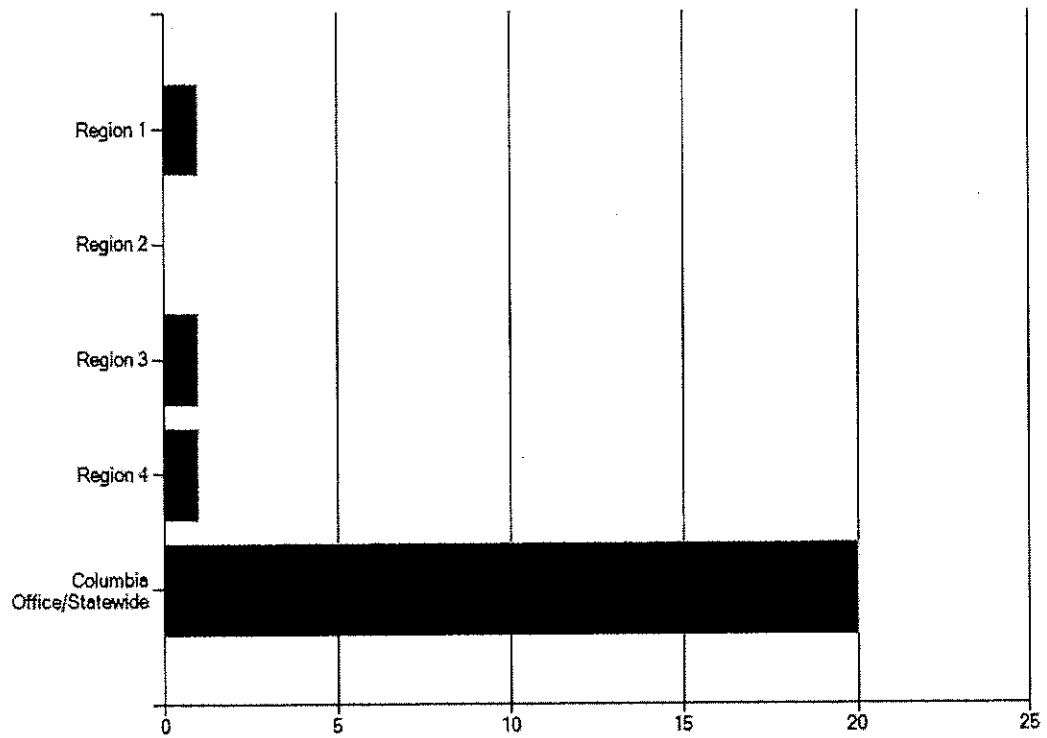## What is your preference for the following training delivery methods?

Legend:
- Not Preferred
- Somewhat Preferred
- Preferred

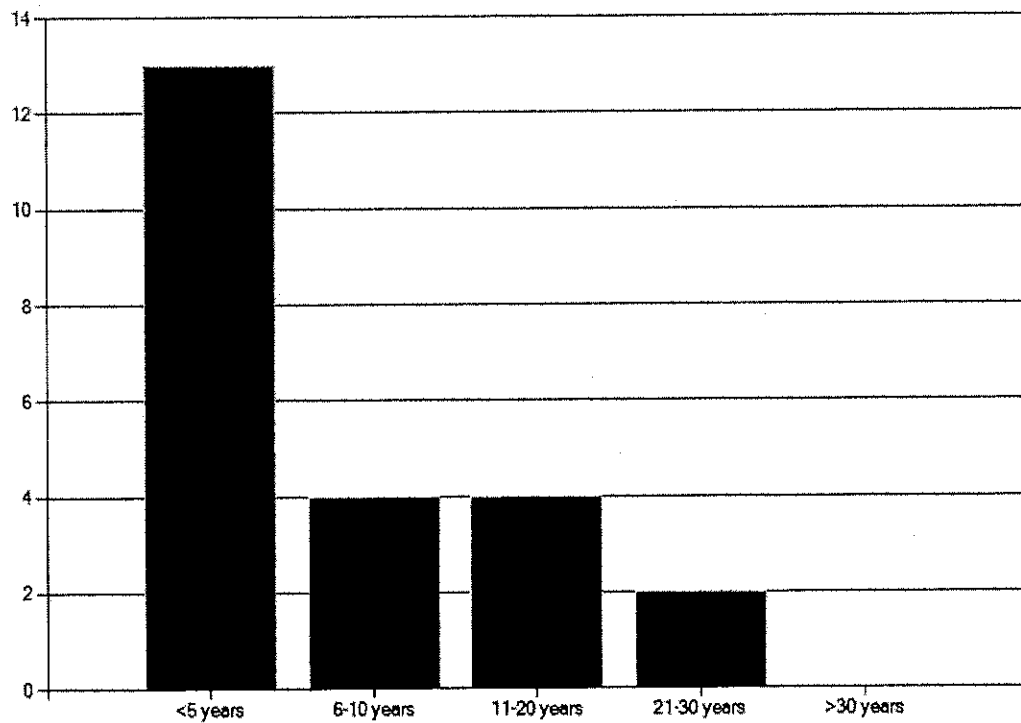## Please select the most desirable day(s) of the week for you to attend training programs.

In which area/region do you primarily work?

How long have you been employed by SCDNR?

Marine Resources

Training Assessment Report

In which of the areas listed below would YOU like to receive additional training? Please select your top 3.

Answer Options	Response Percent	Response Count
Supervisory/Manager Skills	35.5%	11
Leadership Skills	29.0%	9
Technology and Computer Skills	64.5%	20
Hiring and Recruitment	9.7%	3
Sexual Harassment	0.0%	0
Presentation Skills	22.6%	7
Strategic Planning/Organizational Skills	29.0%	9
Conflict Management	19.4%	6
Customer Service	9.7%	3
Performance Management/EPMS Training	9.7%	3
Progressive Discipline	3.2%	1
Grievance Procedures	6.5%	2
Technical Training Specific to Career Field	61.3%	19
SCEIS and Timesheets	3.2%	1
Procurement	29.0%	9
Hiring and Firing Procedures	3.2%	1
Workplace Violence	0.0%	0
Workplace Safety/OSHA Requirements	9.7%	3
answered question		31
skipped question		0
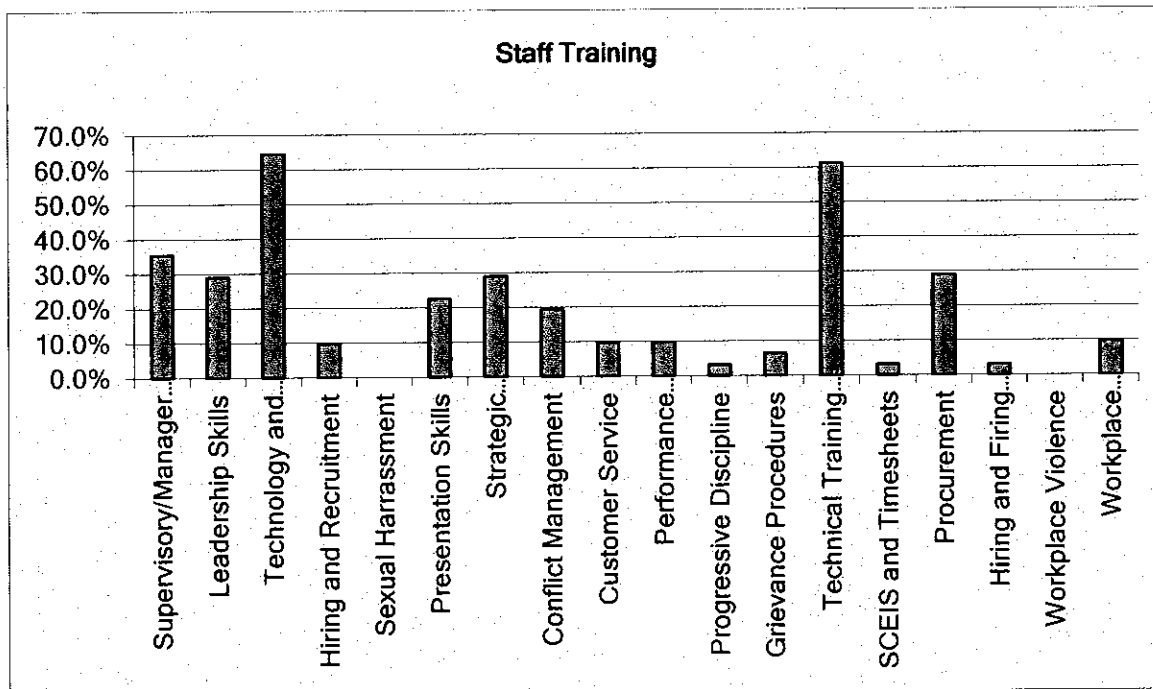
Staff Training

What are the 3 most important TECHNICAL training needs that you would identify for your work unit or division?

Access

Access database training

Access/database management
age growth imbedding process
aquaculture
Availability of professional certification training
(e.g Microsoft, CompTIA, Cisco etc.)

Biometry - statistics
boat handling
collaborative processes
Computer Skills (Access, ArcGIS)
Computer skills and statistics
Computer software
customer service
Data (base) management
data management
deep sea fishing
Developing quantitative skills for data analysis
ESRI ArcGIS
fisheries survey design (intercept, mail, phone)
GeoTrimble
GIS
GIS
GIS
GIS training
GIS training for environmental managers
Grant Writing
grant writing
Increased analytical training
Increasing computer language skills
knot tying
Laboratory
Microsoft Access
Microsoft Access
operation of benthic sampling equipment
other equipment use
population or stock assessment
Population Genetics (Offsite)
powerpoint presentation skills
presentation preparations - power point
presentation skills
Presentation Skills
Procurement
SC American Fishery Society annual conference
SC Marine Educators annual conference
side scan sonar

small boat operation
software training (Microsoft, statistical analysis programs)
States Organization for Boating Access (SOBA) annual Clean Vessel Act workshop
statistical analysis
statistical analysis

Statistical Programs
Stock Assessment tools (NOAA stock assessment courses)
stock assessment training
strategic scenario planning
structured decision making
taxonomic identifications of fish and inverts
Technical Training Specific to career Field
technical writing
Technical Report Writing
technical writing
technology and computer
Technology and computer skills
technology training (software for research purposes)
Technology/Computer/SCEIS
telephone features
time management

Q3. Please use the space below to list any specific technical training that you would like to receive as well as any training topic not listed in Question 1 that you feel is needed for your position.

The ability to attend States Organization for Boating Access (SOBA) annual Clean Vessel Act workshop.
See Question 2
Scientific diving certification
Additional training in computer technology would be helpful. i.e. excel, access, GIS, etc.
Stock assessment training, fisheries survey design and analysis, additional statistics/biometry classes,
Stock assessment

(Advanced) statistics

Data base management
fish filleting
* R statistical software

* Introductory data analysis training for fishery biologists
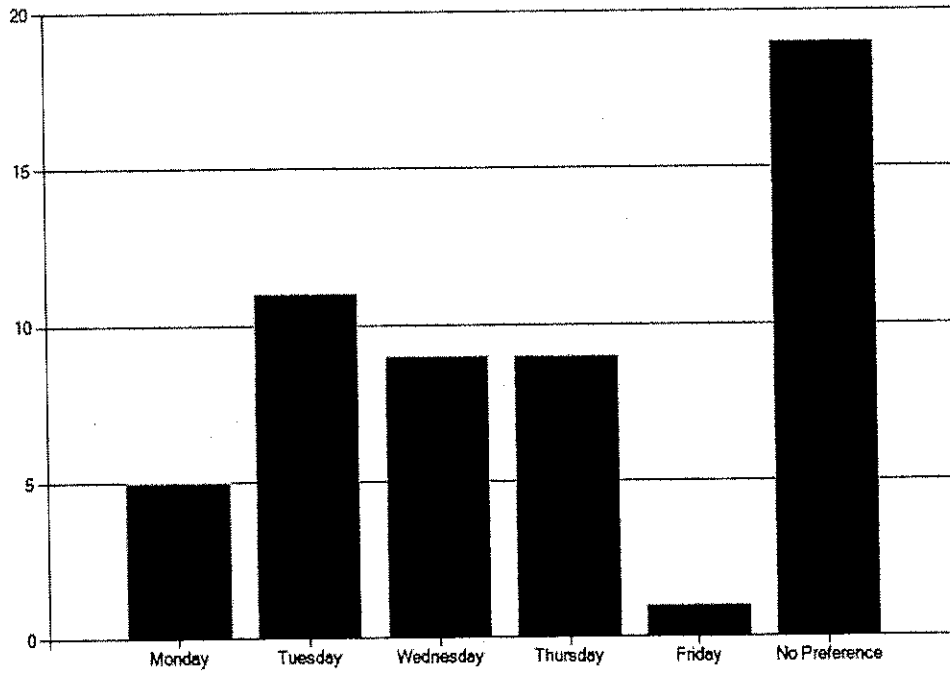Small boat and trailer operation (not just safety)
ArcGIS
CompTIA A+, CompTIA Network+, CompTIA Security+, Cisco CCNA, Cisco CCNP, Microsoft Certified Professional (MCP), Microsoft Office Specialist (MOS)
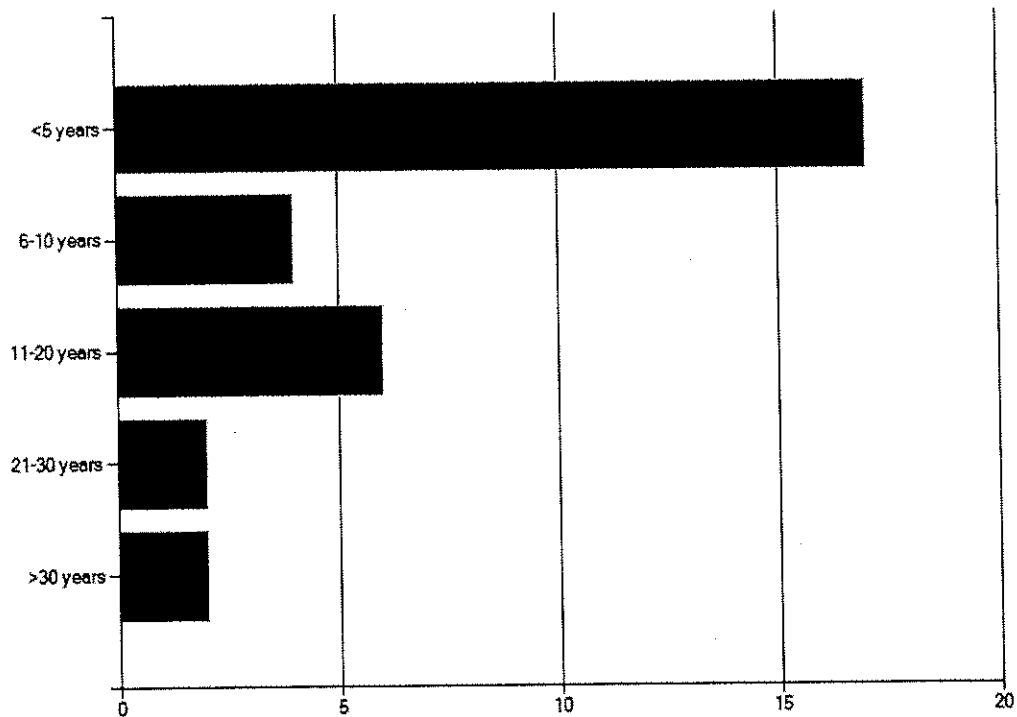
What is your preference for the following training delivery methods?
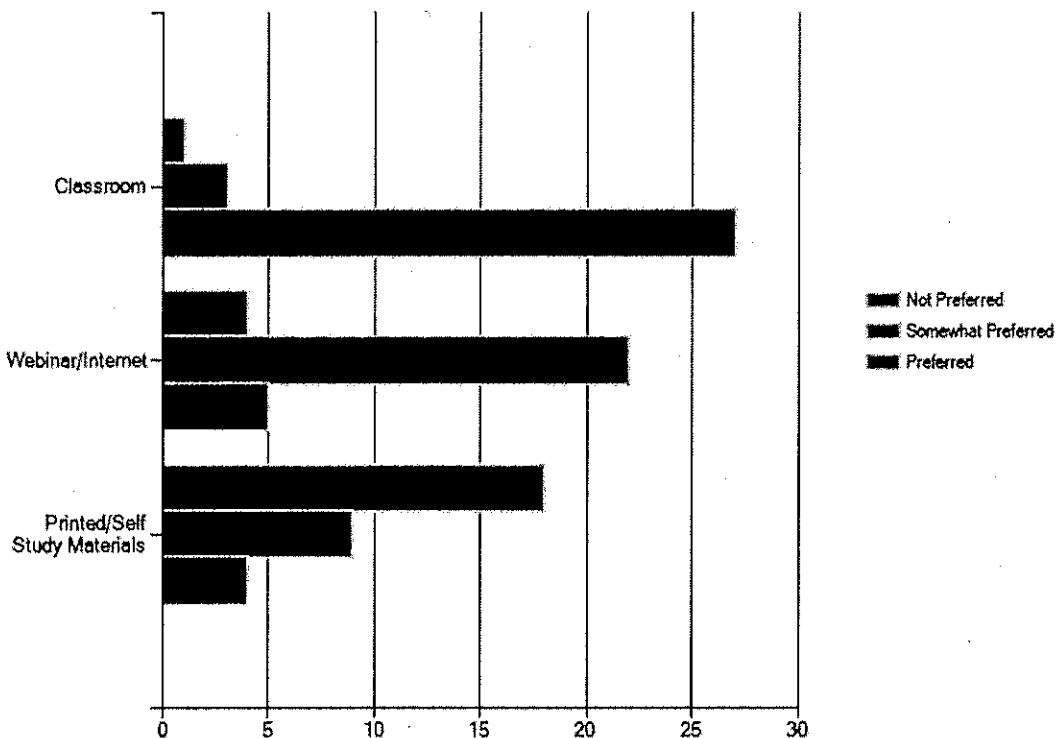
Please select the most desirable day(s) of the week for you to attend training programs.

**How long have you been employed by SCDNR?**

Law Enforcement
Training Assessment Report

Law Enforcement Staff Training

In which of the areas listed below would YOU like to receive additional training? Please select your top 3.

Answer Options	Response Percent	Response Count
Supervisory/Manager Skills	47.8%	11
Leadership Skills	30.4%	7
Technology and Computer Skills	34.8%	8
Hiring and Recruitment	4.3%	1
Sexual Harassment	0.0%	0
Presentation Skills	13.0%	3
Strategic Planning/Organizational Skills	26.1%	6
Conflict Management	26.1%	6
Customer Service	0.0%	0
Performance Management/EPMS Training	17.4%	4
Progressive Discipline	4.3%	1
Grievance Procedures	13.0%	3
Technical Training Specific to Career Field	43.5%	10
SCEIS and Timesheets	17.4%	4
Procurement	17.4%	4
Hiring and Firing Procedures	8.7%	2
Workplace Violence	0.0%	0
Workplace Safety/OSHA Requirements	13.0%	3
answered question		23
skipped question		0
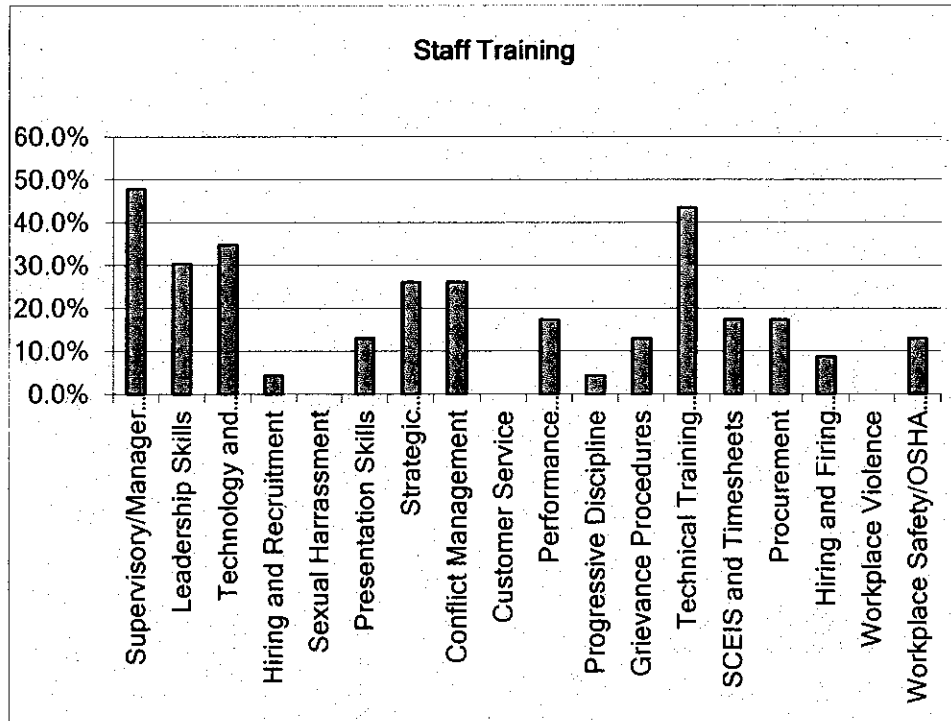
Staff Training

Staff Training

What are the 3 most important TECHNICAL training needs that you would identify for your work unit or division?

GPS
Aircraft powerplant & systems operations
BUI field sobriety training
computer programs....word, excel, etc.
computer skill
Computer Skills
Computer skills
COMPUTER SKILLS
Computer Skills (EXCEL, etc)
Continued BUI Training
Courtroom procedures
Courtroom procedures for jury trial
covert operations / investigations
Defensive Tactics
drug intradiction during day to day operations
EPMS Training
epms training
ESS/MSS HR portal access
Excel Training
Firearms
Firearms Training
FLIR Training
furbearer / trapping tactics
Further Computer Skills
hand to hand combat
IFR Recurrent Training
Leadership Training
More firearms practice
more physical fitness
more time on the firing range
Motorola Mobile Two way radio repair schools
Motorola Potable radio repair
Motorola wireless Canopy/Microwave
nongame fish traps / baskets
Observation skills
Officer Safety
officer safety
OSHA Requirements for keeping the Supply Room up to code.
planning/ organization
Procurement
Procurement Procedures
Procurement/Grant Issues

Procurement Procedures on Contracts for Inventory
Quick Books Management for Inventory
SCEIS
Strategic Planning/Organizational Skills
Street Survival
supervisory / manager skills
tactical driving in these big ford trucks
Technical training specific to career field
weapons training
Wildlife related legal updates

Q3 Staff Training

Please use the space below to list any specific technical training that you would like to receive as well as any training topic not listed in Question 1 that you feel is needed for your position.

Letter Writing

Physical Fitness Standards

Physical fitness standards implemented

More firearms and defensive tactics training to improve officer safety.

How to /concealment/ camouflage

Investigative training, crime scene preservation, emergency vehicle operations training

covert operations / investigations

Regional Counterdrug Training Academy, Meridan MS (www.rcta.org)
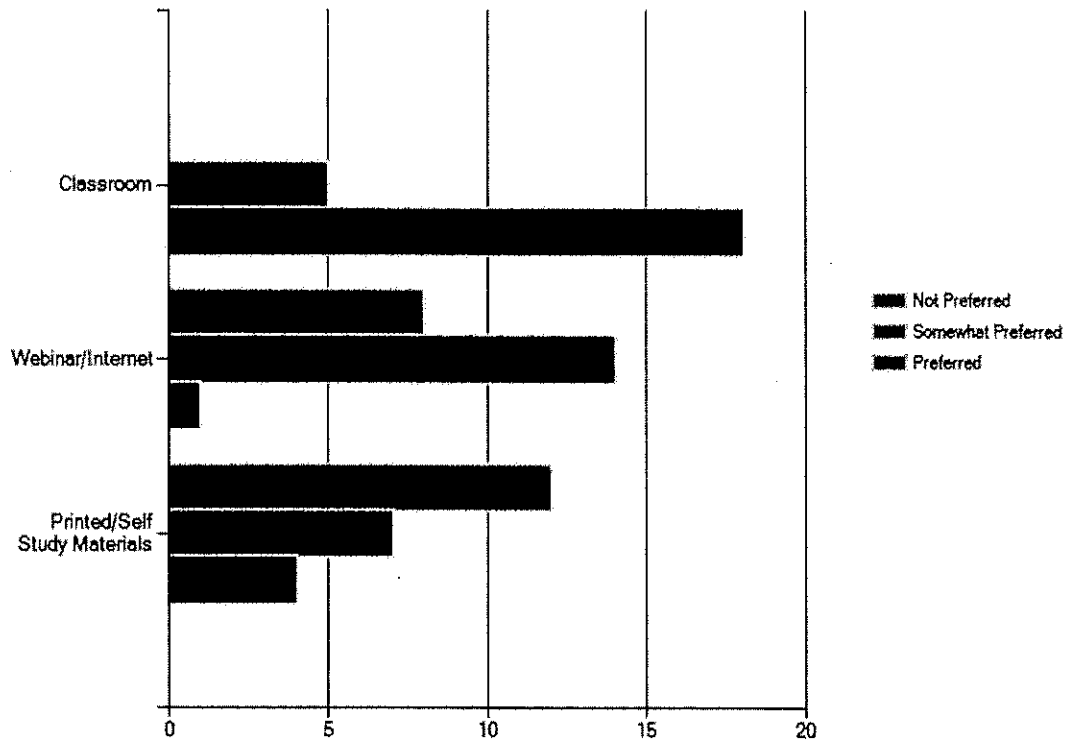
more training via FLETC

N/A

N/A

Even though we have went to SCEIS, I use Quickbooks to accurately manage my inventory. I have basic knowledge of the software but would like to better understand features about the software.

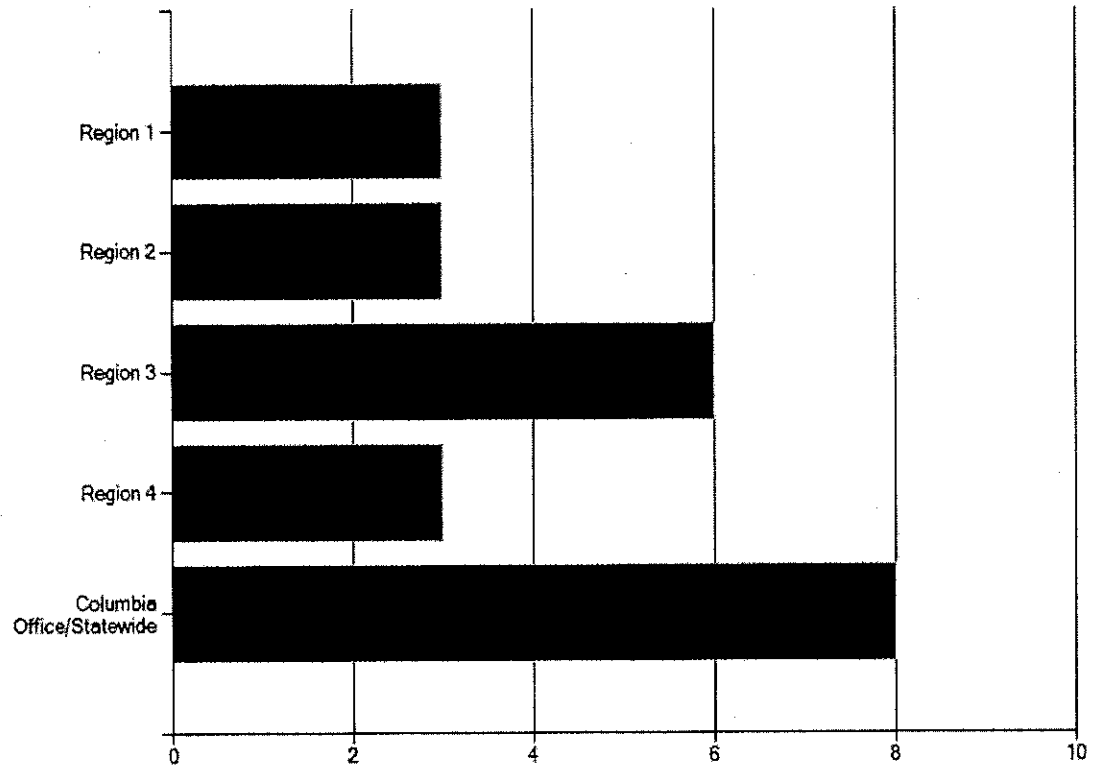Mu suggestions are for the general staff, not myself.

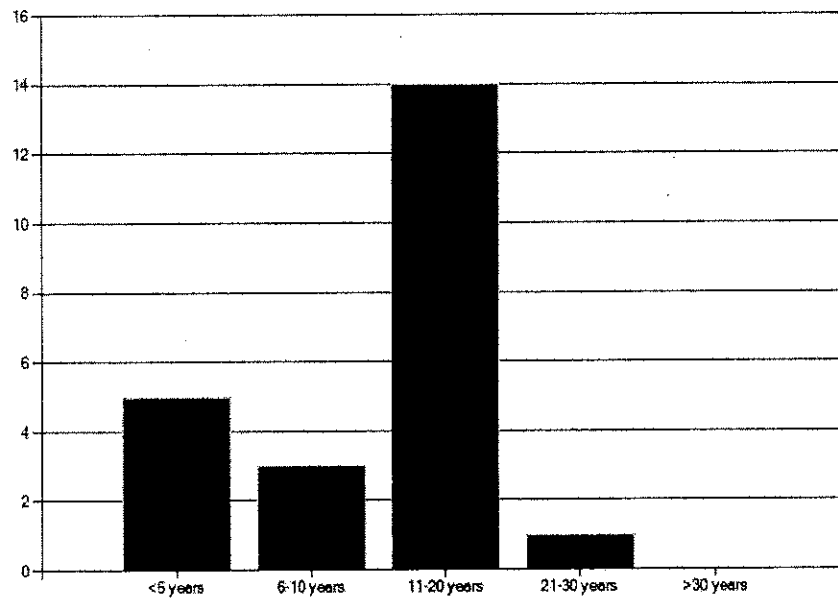## What is your preference for the following training delivery methods?

Legend:
- Not Preferred
- Somewhat Preferred
- Preferred

Please select the most desirable day(s) of the week for you to attend training programs.
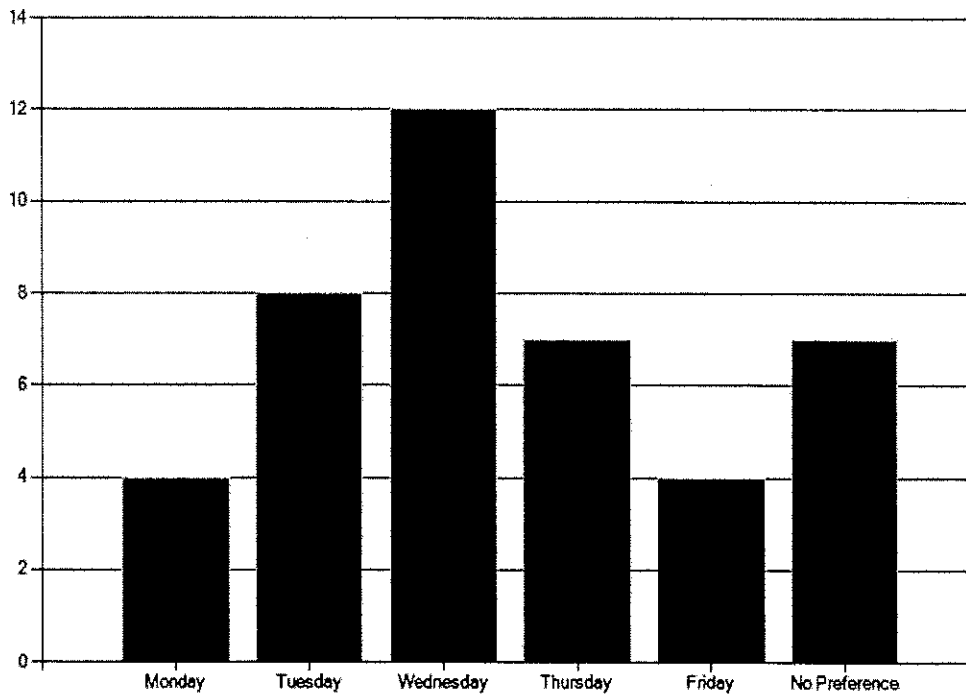
## In which area/region do you primarily work?

How long have you been employed by SCDNR?

Wildlife and Freshwater Fisheries

Training Assessment Report

**In which of the areas listed below would YOU like to receive additional training?
Please select your top 3.**

Answer Options	Response Percent	Response Count
Supervisory/Manager Skills	23.5%	8
Leadership Skills	26.5%	9
Technology and Computer Skills	47.1%	16
Hiring and Recruitment	0.0%	0
Sexual Harassment	2.9%	1
Presentation Skills	11.8%	4
Strategic Planning/Organizational Skills	26.5%	9
Conflict Management	8.8%	3
Customer Service	0.0%	0
Performance Management/EPMS Training	8.8%	3
Progressive Discipline	2.9%	1
Grievance Procedures	0.0%	0
Technical Training Specific to Career Field	82.4%	28
SCEIS and Timesheets	17.6%	6
Procurement	11.8%	4
Hiring and Firing Procedures	2.9%	1
Workplace Violence	0.0%	0
Workplace Safety/OSHA Requirements	14.7%	5
answered question		*34*
skipped question		*0*
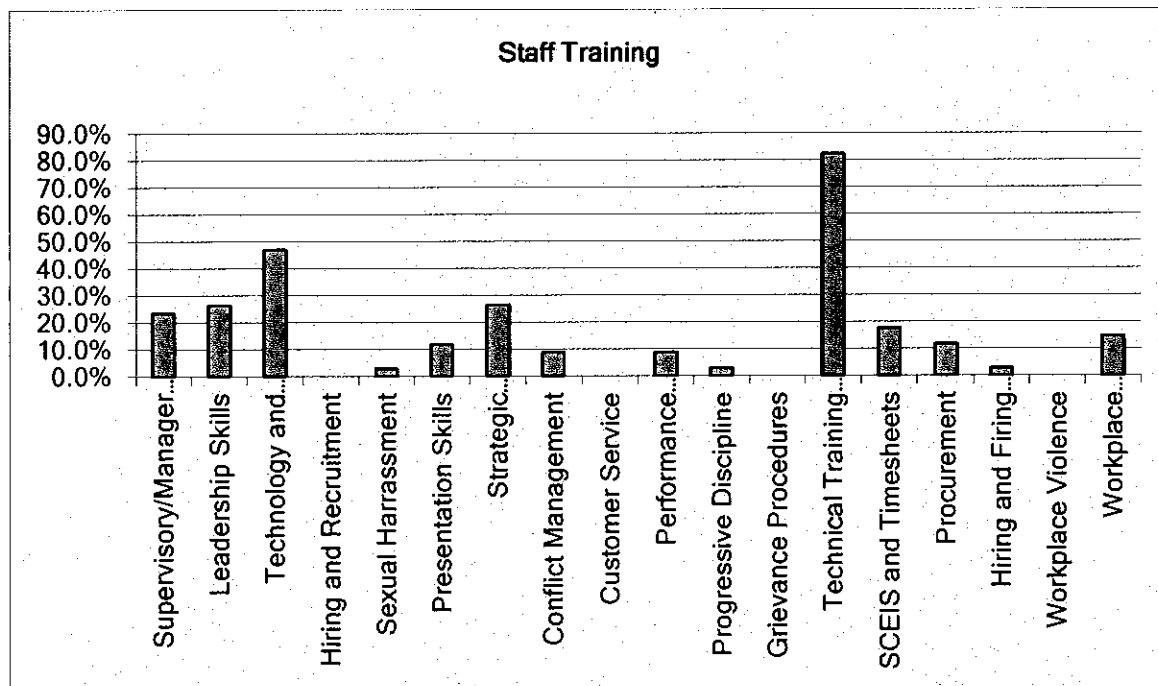
Staff Training

What are the 3 most important TECHNICAL training needs that you would identify for your work unit or division?

advances in small impoundment management
ArcGIS
Basic GIS training
Basic GPS training
Beginners boat operation / maintenance
Black bear/wildlife nuisance resolution
boat maintenance and procedures

BOAT MOTOR MAINTENANCE
BOAT TRAILER MAINTENANCE
Cat 5 pesticide certification
CDL training & certification
Chainsaw use/safety/tree felling techniques
computer
Computer skills
computer skills
DLEO training and proper equipment
ecological modeling opportunities
Electrical components troubleshooting
electrofishing boat operation
Electrofishing safety and methodology
Electronics / electrical knowledge training

erosion control
EXCEL
Fire Pumper school
Fish Disease Diagnosis
fish health classes
Fish Identification
Forestry Applications
Geographic Information Systems advanced training
opportunities
GIS - intro for new users
GIS/ArcView
GIS/GPS training
Graphics software advanced training
Herbicide Application
herbicide applications
hydroacoustics applications
Interpretation of Fisheries Data
limnology, fish biology and ecology training
opportunities
Methodology
Microsoft office (Word, Excel, Access)
Orienteering
Outboard engine maintenance and repair
Outboard motor repair and maintenance
Pesticide Applications
Pesticide training

prescribed burning training
Prescribed Fire
Prescribed Fire Management
Prioritization and Time Management
procurement training that staff can understand
RCW banding training
road maint.
Safety in operation of Agricultural and Heavy
Equipment
SCEIS
sceis and timesheets
SCEIS Procurement
SCEIS Time Sheets
SMALL ENGINE MAINTENANCE
Species Identification
Spreadsheet and database training
Statistics
Statistics
Technical Paper writing
Technical training specific to career field
Technology and computer skills
Timber Management
varies due to wide variety of job duties in this
Region
Water Quality Assessment
wetland delineation
wetland laws/field delineation/forestry bmps
Wetlands and Environmental Permitting
wildlife survey/population estimation techniques
WORD

Workplace safety

Please use the space below to list any specific technical training that you would like to receive as well as any training topic not listed in Question 1 that you feel is needed for your position.

NOT FOR MY POSITION ONLY   certain staff need specific training ex. wetland delineation training, permitting, DLEO staff needs proper training and equipment, capture & immobilization & legal chemicals,

Water quality assessment

Radio tag implantation techniques in fish

BVET or GIS survey techniques

DLEO training- defensive tactics, handcuffing, shooting techniques, car stops

Wetlands ID/Delineation/environmental permitting

OSHA requirements, ADA requirements

ATV safety & operation

timber inventory/measurement/cruising

heavy equipment use/maintenance/safety/operation

Public management courses

First Aid/CPR

Training from State Office of Human Resources and Budget & Control Board specifically concerning budgets and financial operations of the state.

With limited resources onsite, we cannot determine many fish diseases and must ship them to Auburn University for diagnosis. When the state and agency's budget improves, it would be ideal if our staff could take coldwater fish disease training so that perhaps we could obtain the necessary equipment to do any diagnosis onsite.

It would be most beneficial if I could enter and track requisitions, FPRs, etc. for Region 1, as well as have the ability to monitor specific account balances and ledger transactions

The agency previously offered small classes on boat and motor maintenance. I came into the agency after they had stopped this. It would be awesome to know what to do in certain situations if you are on the water and something happens to the motor; more of a trouble-shooting class on boats and motors.

Stress Management

Various "Continuing Education" courses from Universities/Extension Services such as Clemson, UGA, Auburn, etc.; Seminars/Conferences from professional organizations such as The Wildlife Society, Society of American Foresters, Partners in Flight, National Bobwhite Technical Committee, Quality Deer Management Association, Native Plant Societies/Exotic Pest Plant Councils, Prescribed Fire Councils, etc.

Staff needs to attend professional meetings to stay up-to-date with current techniques and engaged in innovation for their production techniques.

For example:

SC Chapter of American Fisheries Society Meeting

SC Carolina Aquatic Plant Management Meeting

Use of pivot tables in Excel, Intro to GIS, Experimental design and sample size, Mussel identification workshop

Pond management, Aquatic vegetation

living in today's world with a very limited income

outboard engine repair and maintenance training

GIS skills would have been very useful in several instances. I just don't have the basic knowledge to make a map and without GIS support staff in the regional HUB office those needs go unfulfilled.

Time management and prioritization in times of reduced resources.

While training is key to the success of an employee, I think isolation from co-workers and colleagues from other agencies can just as detrimental as no training. The exchange of information and ideas allows employees to view challenges in different ways and find possibly a better resolution. No biologist/technician meetings, no regional meetings, or professional meetings (even those that meet every other year) will eventually cause alienation between staff. Teamwork that used to be prevalent in DNR is a rarity now.
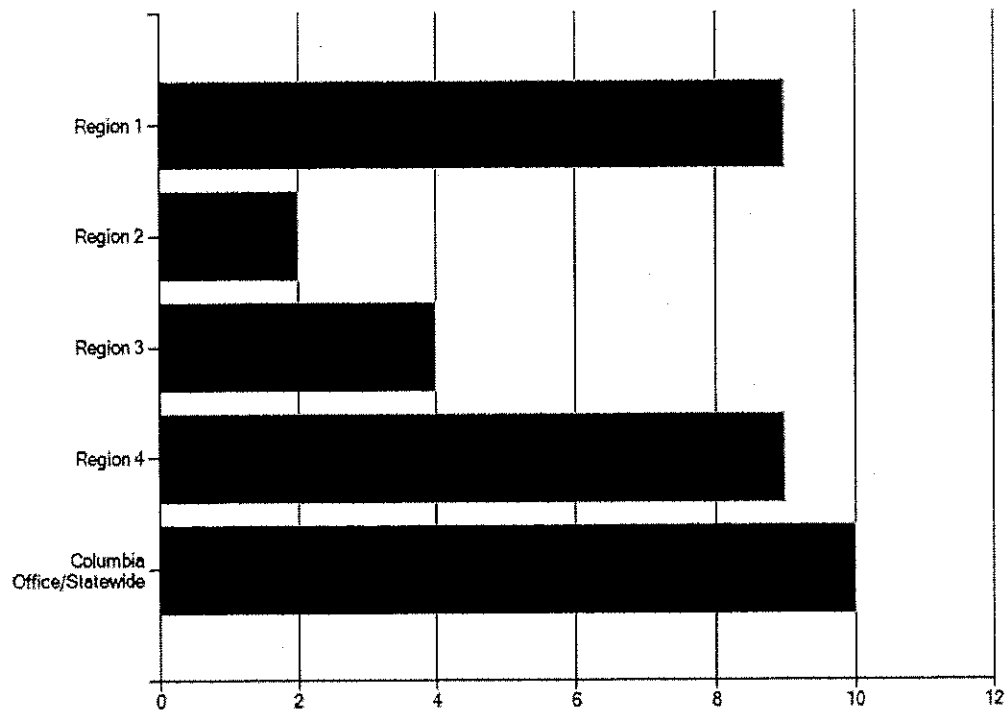
hatchery manager classes

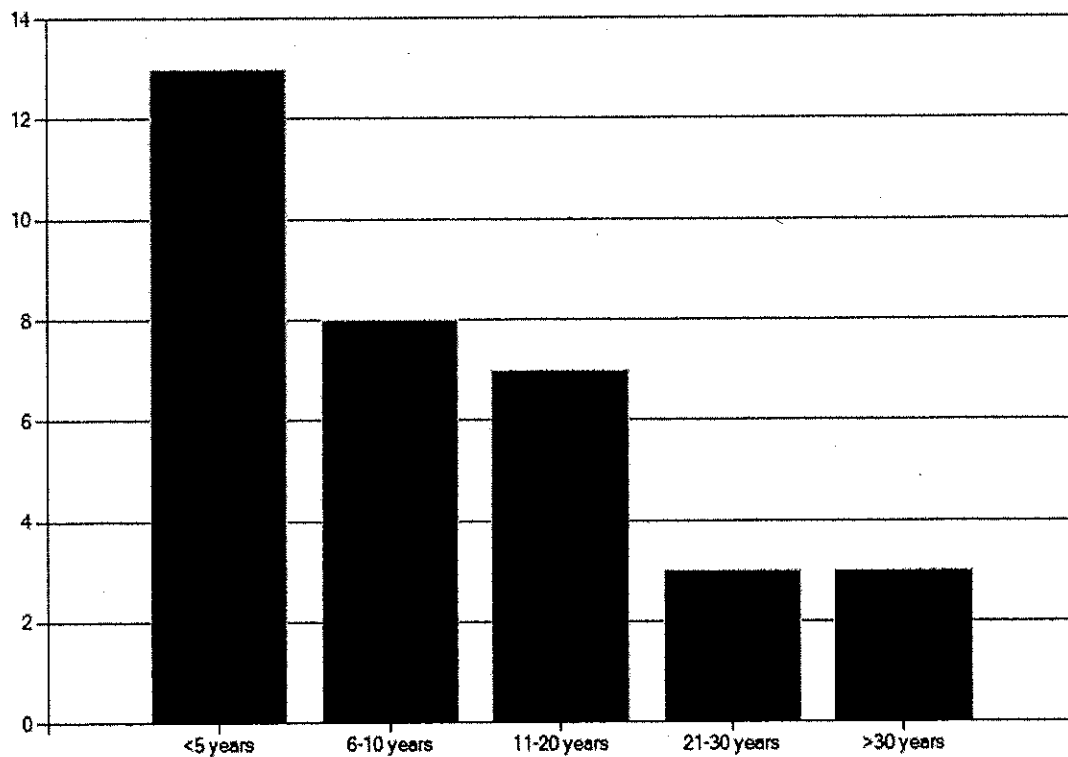**What is your preference for the following training delivery methods?**
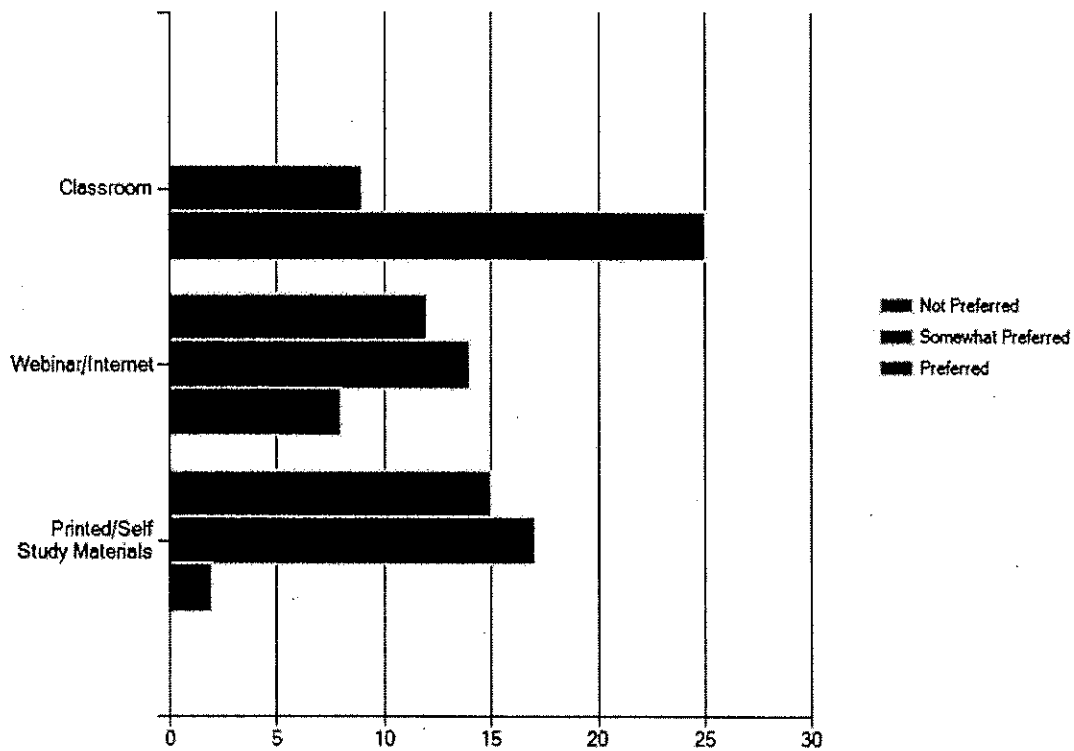
Legend:
- Not Preferred
- Somewhat Preferred
- Preferred

Please select the most desirable day(s) of the week for you to attend training programs.
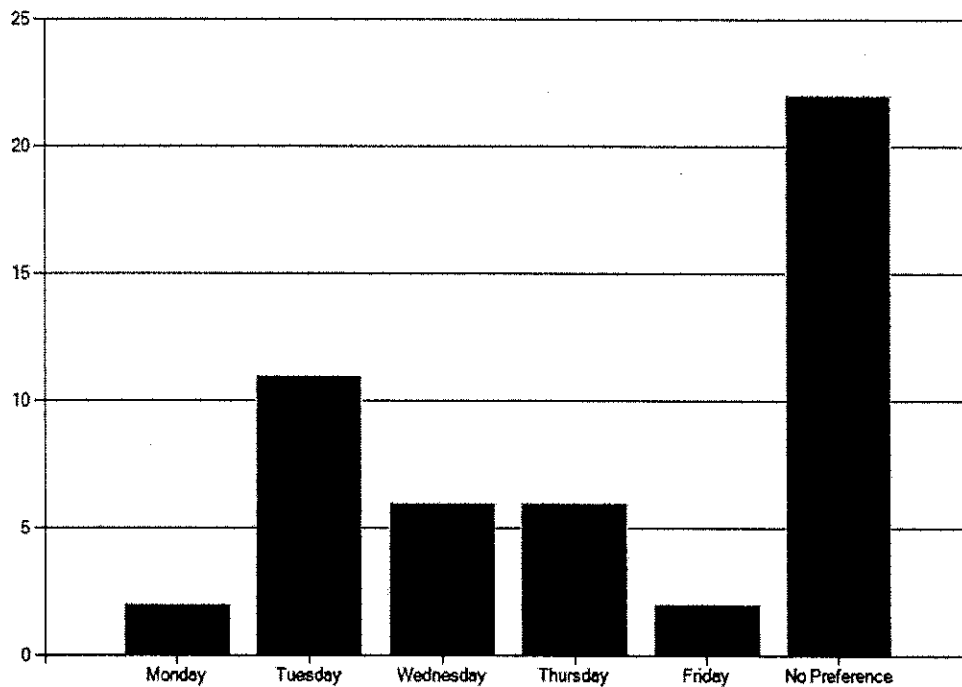
## In which area/region do you primarily work?

How long have you been employed by SCDNR?

Land Water and Conservation

Training Assessment Report

In which of the areas listed below would YOU like to receive additional training? Please select your top 3.

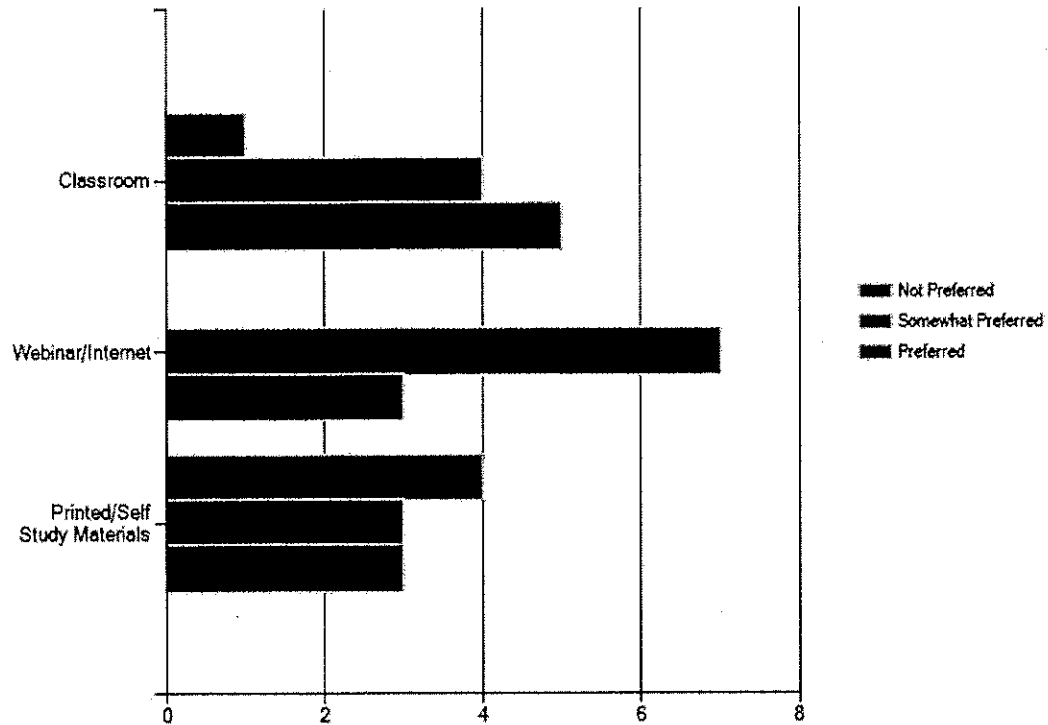| Answer Options	Response Percent	Response Count
Supervisory/Manager Skills	20.0%	2
Leadership Skills	30.0%	3
Technology and Computer Skills	80.0%	8
Hiring and Recruitment	0.0%	0
Sexual Harassment	0.0%	0
Presentation Skills	20.0%	2
Strategic Planning/Organizational Skills	20.0%	2
Conflict Management	0.0%	0
Customer Service	0.0%	0
Performance Management/EPMS Training	10.0%	1
Progressive Discipline	0.0%	0
Grievance Procedures	0.0%	0
Technical Training Specific to Career Field	60.0%	6
SCEIS and Timesheets	0.0%	0
Procurement	0.0%	0
Hiring and Firing Procedures	0.0%	0
Workplace Violence	0.0%	0
Workplace Safety/OSHA Requirements	10.0%	1
	answered question	10
	skipped question	0
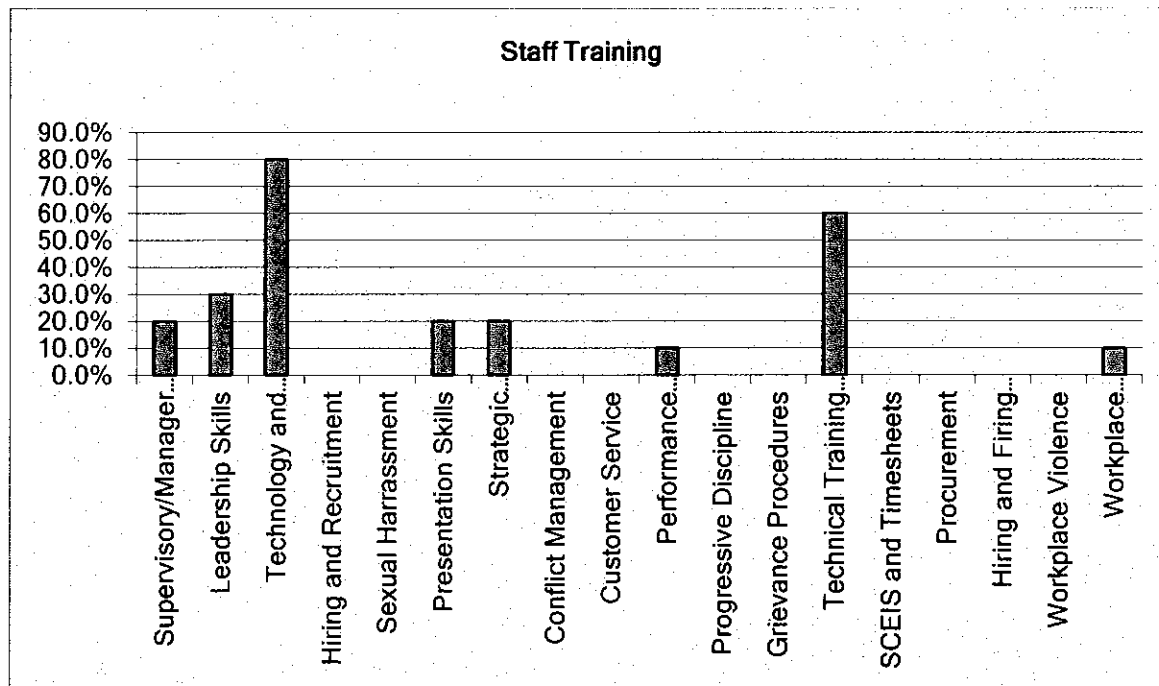
Staff Training

What are the 3 most important TECHNICAL training needs that you would identify for your work unit or division?

ARCVIEW GIS
Attending meetings
Climate Change
Data acquisition / data management
Data entry standards and file management protocol
database programming
Efficient data entry procedures that reduce repeated effort
Field ID of SC native animals
Finding Grants, Getting Grants, Writing Grants
GIS training
GIS: ArcMap
Grant Writing training
Herbicide application CEU's
HTML
integration of web and database functions
Oracle
Sampling & statistics for field botany / ecology
SQL query writing
Staying current with technology and trends
Use of mobile mapping applications and GPS
web programming
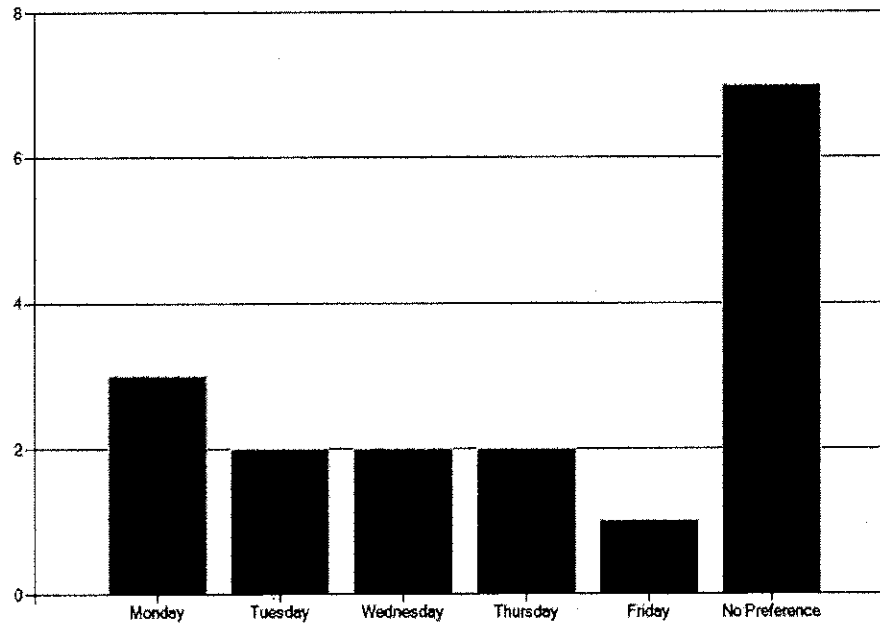Workshops and field trips in my specialty

Q3. Please use the space below to list any specific technical training that you would like to receive as well as any training topic not listed in Question 1 that you feel is needed for your position.

Attend meetings, interact with other scientists, researchers, keeping up with the literature.
We need the means to record field survey data in realtime and propagate these records digitally for use in various datasets/databases without repeat keystroking.
I believe we are going to need in-house training on climate change issues, impacts and adaptation if it is going to be embraced by staff as an agency priority.
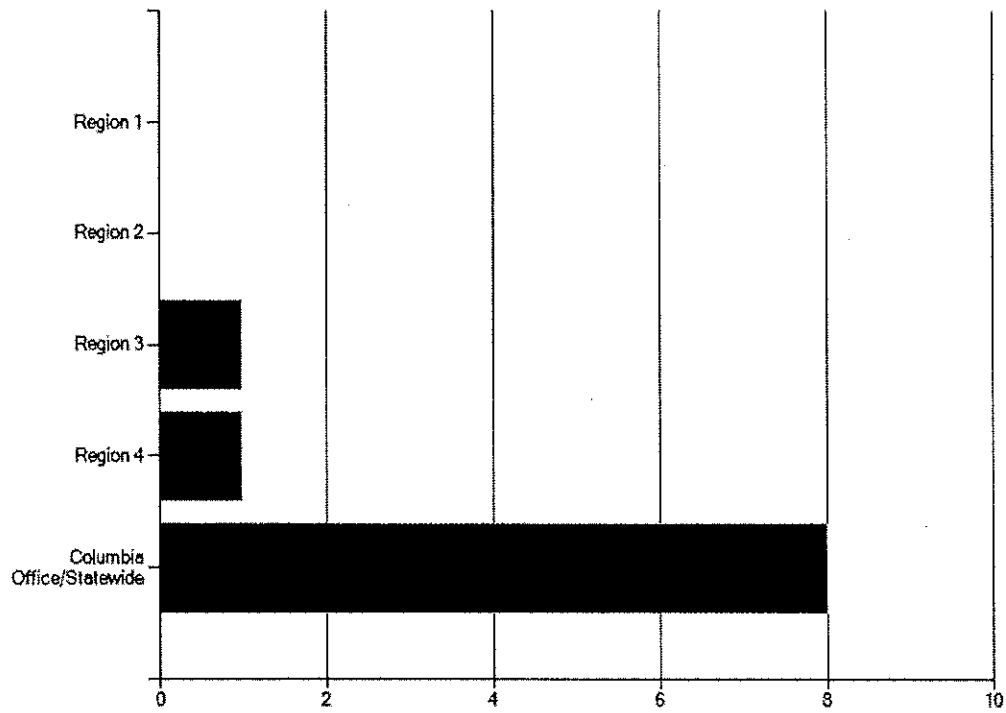UCAR COMET Online MET Courses

What is your preference for the following training delivery methods?

Legend:
- Not Preferred
- Somewhat Preferred
- Preferred

Please select the most desirable day(s) of the week for you to attend training programs.

In which area/region do you primarily work?

How long have you been employed by SCDNR?