

Introduction

During 2000, the Executive Division of SCDNR conducted 9 regional staff meetings throughout the state (Figure 1, page iv) for employees to make their feelings and needs about work-related issues known. The first regional meeting was held in Pendleton. There was little formal organization of this meeting and results were recorded for future use.

To get a more manageable flow of information, two changes were made in subsequent meetings: standardized questions and small group discussions with facilitators. Participants were organized into groups of 10 or 12 to list and prioritize their top five answers to each question with the help of facilitators, who recorded ranked responses on flip charts. Employees were informed in advance that they should not discuss or list the topics of salary or the view that the Columbia offices had resources available to them that field staff did not. These two items were already known to be high priority to all personnel. However, both continued to show up as concerns in each meeting.

The questions used in meetings that followed Pendleton were:

Question 1: What is the biggest natural resources management challenge in this area of the state?

Question 2: What are the areas that DNR should be addressing that it is not?

Question 3: What is the biggest challenge in my job?

Question 4: What is the most fulfilling aspect of my job?

Question 5: What would help me do my job better?

A sixth question was, "What are the training needs in my work unit?" The information received in this category was taken directly to the appropriate people in the Columbia office for development into a plan of action to meet the identified needs.

Information from all of the meetings was compiled into a single document by Sandy Rucker in the Executive Office. The raw data are available through the agency's pop server as an MSWord document.

Methodology

Nine meetings were held at 7 locations statewide to provide all DNR permanent and grant employees an opportunity to speak out. Meetings were held at Charleston, Clinton, Columbia (two meetings), Florence, Pendleton, Pinopolis (two meetings), and Ridgeland, with approximately 745 permanent and grant employees participating (about 78%). At each meeting, employees from multiple divisions broke out into groups of 10 or 12 by “counting off,” from 1-4 or 1-6 depending on the size of the overall group. Each small group was charged with providing their top five answers to each question, prioritized by consensus ranking. The results were recorded on flip charts by facilitators and later compiled into one Microsoft Word document organized by site and question number.

This document, consisting of 76 pages of raw data, was reviewed by all team members prior to analysis. In preparing the data for analysis, some assumptions were made in ranking data, coding and scoring data and partitioning data. First, we assumed the first five responses for any given question were the group’s top five ranked from most important to least. These top five items from each location were assigned scores from 6 for the top priority to 2 for the lowest priority. A value of 1 was assigned to answers that were not ranked in the top five. Second, Pendleton responses were matched to the questions used in the remainder of the state to insure that every employee’s input carried equal weight. An average priority value of 2.5 was assigned to Pendleton responses since they were not prioritized. Salary and resources allocation from Columbia “to the field” were automatically considered the top two priorities statewide, since they were taken off the table for discussion subsequent to the Pendleton meeting.

Finally, raw data (answers, question number and location) were entered into an Excel spreadsheet and similar answers grouped into “common terms.” Although it was necessary to group the data at various levels to develop an appreciation of the “big picture,” care was taken to retain the contribution of the individual responses. Therefore, the appendices contain specific answers that were grouped to form the common terms used for each question. Fields for each division were created in the spreadsheet and common term responses were assigned to appropriate divisions based on the judgment of the group members, who represent each of DNR’s divisions. Total points, % points, frequency of occurrence, and % frequency were determined for common term responses for all SCDNR (all locations and divisions), each division, and each location using a statistical software package (SAS).

Recommendations for solutions to some of the most prevalent issues are provided in the text. Electronic copies of the report, Excel spreadsheet and Powerpoint presentation are included on the enclosed CD.

Results

Common Term Responses for All SCDNR

Question 1. “What is the biggest natural resources management challenge in this area of the state?”

Answers pertaining to managing sustainable resources, urban sprawl, public education, pollution and public land issues were identified as the biggest natural resource challenges (Table 1). Specific answers that were pooled into the common term “Manage Sustainable Resources” included topics such as protecting natural resources, habitat loss, preserving hunting and fishing areas and overfishing (Appendix 1). The common term “Urban Sprawl” included uncontrolled growth, urban sprawl, effects of coastal development, suburban expansion, and others (Appendix 2). Specific answers were also provided for the common terms “Pollution,” “Public Education” and “Public Land Issues” are provided in Appendices 3-5.

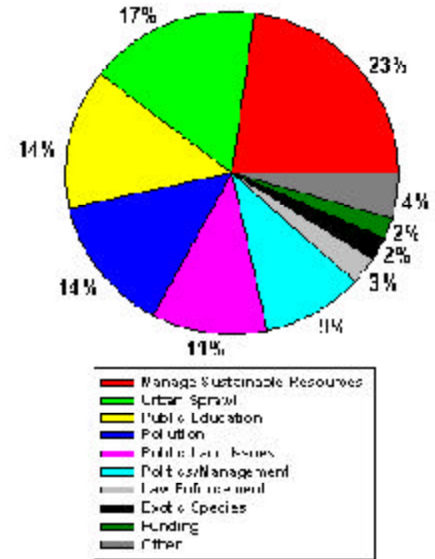


Table 1. Common term response for all SCDNR to Question 1: “What is the biggest natural resources management challenge in this area of the state?”

Common Term	Total Points	% Points	Frequency	% Occurrence
Manage Sustainable Resources	221.5	22.74	75	20.83
Urban Sprawl	162.0	16.63	45	12.50
Public Education	136.0	13.96	59	16.39
Pollution	133.0	13.66	50	13.89
Public Land Issues	109.0	11.19	42	11.67
Politics/Management	95.5	9.80	35	9.72
Law Enforcement	27.0	2.77	8	2.22
Exotic Species	23.0	2.36	11	3.06
Funding	23.0	2.36	11	3.06
Personnel	20.0	2.05	9	2.50
Nuisance Species	19.0	1.95	11	3.06
Academic Education	2.0	0.21	1	0.28
Endangered Species	2.0	0.21	2	0.56
Technology	1.0	0.10	1	0.28

Question 2: “What are the areas that DNR should be addressing that it is not?”

Issues concerning education, personnel, managing sustainable resources, regulations, and internal management dominated responses from DNR employees (Table 2). The common term “Education” indicated a need to educate the public sector about a variety of different levels (hunters, fishers, naturalists, students, teachers, etc.(Appendix 6). Personnel issues included salary discrepancies job advancement, overtime, etc. (Appendix 7). The common term “Manage Sustainable Resources” concerned topics such as marine reserves, long term monitoring programs, and deer management (Appendix 8). Regulations about many different topics were identified in Appendix 9. Some Internal Management Issues were planning for the future, morale, and responding to change (Appendix 10). The remaining responses indicated a need to automate boating and hunting licenses, reflected the frustration that many DNR employees feel about excessive meetings, red tape and paperwork and expressed concern that DNR was not doing enough about uncontrolled growth, development and habitat destruction.

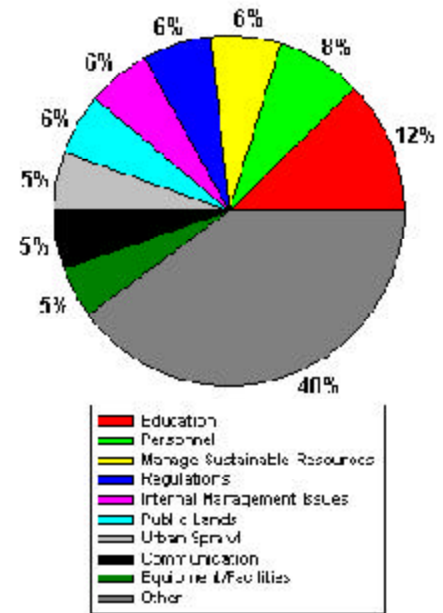


Table 2. Common term response for all SCDNR to **Question 2: “What are the areas that DNR should be addressing that it is not?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Education	166.0	12.32	54	11.34
Personnel	106.5	7.90	37	7.77
Manage Sustainable Resources	87.0	6.46	34	7.14
Regulations	86.0	6.38	30	6.30
Internal Management	79.0	5.86	22	4.62
Public Lands	76.5	5.68	26	5.46
Urban Sprawl	73.5	5.45	17	3.57
Communication	71.5	5.31	27	5.67
Equipment/Facilities	64.5	4.79	26	4.46
Regulatory Authority	62.5	4.64	18	3.78
Habitat Loss	53.0	3.93	16	3.36
Enforcement	51.5	3.82	20	4.20
Staffing	47.5	3.53	16	3.36
Environmental Protection	46.0	3.41	18	3.68
Licensing	42.0	3.12	15	3.15
Boat Titling	38.5	2.86	13	2.73
Administrative	38.0	2.82	15	3.15
Nuisance Wildlife	33.0	2.45	11	2.31
Budget/Funding	30.5	2.26	16	3.36
Non-consumptive	27.0	2.00	12	2.52
Training	26.5	1.97	12	2.52
Exotic Species	24.0	1.78	11	2.31
Technology	17.0	1.26	10	2.10

Question 3: “What is the biggest challenge in my job?”

The biggest challenges in the jobs of DNR employees dealt with personnel, public education, politics/management, communication and time management. Personnel issues included lack of manpower, morale, fairness problems with supervisors and keeping good people (Appendix 11). The common term “Public Education” concerned various issues where DNR employees interacted, educated and instructed members of the public (Appendix 12). “Politics/Management” concerned problems that DNR employees found with micro-management by administrators, excessive paperwork, politics interfering with work, too many meetings and too much red tape (Appendix 13). The lack of communication with other divisions, between field employees and administrators, and the technologies/mechanisms of effective communication were seen as challenges for many employees (Appendix 14). Finding the time to meet deadlines with varied and increasing job responsibilities (common term = “Time Management”) was also found to be a problem (Appendix 15).

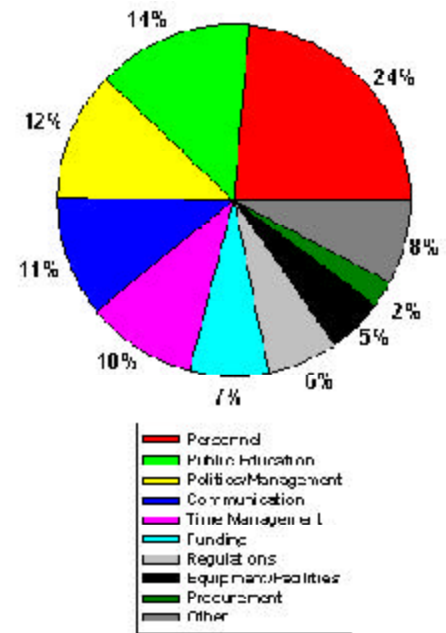


Table 3. Common term response for all SCDNR to **Question 3: “What is the biggest challenge in my job?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Personnel	244.5	23.57	83	22.80
Public Education	149.0	14.36	47	12.91
Politics/Management	122.5	11.81	44	12.09
Communication	115.5	11.13	40	10.99
Time Management	105.0	10.12	36	9.89
Funding	75.0	7.23	27	7.42
Regulations	67.0	6.46	24	6.59
Equipment/Facilities	53.0	5.11	23	6.32
Procurement	25.0	2.41	8	2.20
Technology	18.0	1.73	8	2.20
Nuisance Species	12.0	1.16	4	1.10
Urban Sprawl	11.0	1.06	2	0.55
Law Enforcement	10.0	0.96	4	1.10
Manage Sustainable Resources	2.0	0.19	1	0.27
Public Land Issues	1.0	0.10	1	0.27
Other	27.0			

Question 4: “What is the most fulfilling aspect of my job?”

The most fulfilling aspects of the jobs of DNR employees was working with individuals in the public, protecting natural resources, co-workers, and job recognition and being outdoors. Working with the public was the most frequent and highest scored aspect of why DNR employees like their job. This was expressed in a number of different ways in the specific answers including working with the public, satisfying the public, helping people, keeping people happy, etc. (Appendix 16). DNR employees also felt good about protecting natural resources including those in Law Enforcement that “catch the bad guys” to individuals in other Divisions that help to protect natural resources through research, working with land owners, legislation, etc. (Appendix 17). Specific answers for co-workers, job recognition, and being outdoors are listed in Appendices 18-20.

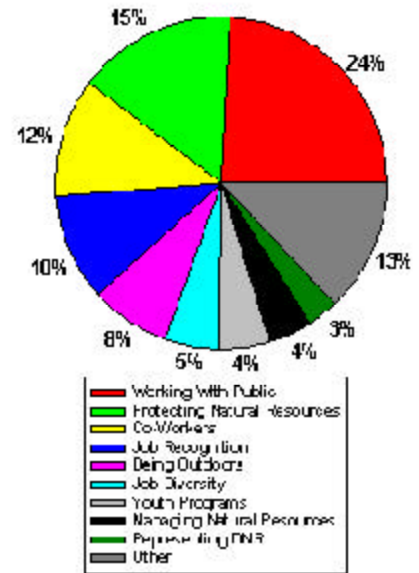


Table 4. Common term response for all SCDNR to **Question 4: “What is the most fulfilling aspect of my job?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Working With Public	192	24.18	60	22.64
Protecting Natural Resources	123	15.49	39	14.72
Co-Workers	92	11.59	30	11.32
Job Recognition	83	10.45	32	12.08
Being Outdoors	59	7.81	21	7.92
Job Diversity	42	5.29	14	5.28
Youth Programs	37	4.91	10	3.77
Managing Natural Resources	34	4.28	12	4.53
Representing DNR	24	3.02	9	3.40
Job Freedom	23	2.90	7	2.64
Personal Benefits	13	1.64	6	2.26
Contributing to Science	12	1.51	4	1.51
Search and Rescue	12	1.51	3	1.13
Educating Public	10	1.26	5	1.89
Providing Quality Experience	9	1.13	3	1.13
Empowerment	4	0.50	1	0.38
Lifelong Dream	4	0.50	1	0.38
Being Proactive	3	0.38	1	0.38
Producing SC Wildlife	3	0.38	1	0.38
Archiving Resources	2	0.25	1	0.38
Fixing Equipment	2	0.25	1	0.38
Fishing	1	0.13	1	0.38
Training	1	0.13	1	0.38
Working With Animals	1	0.13	1	0.38
Other	3			

Question 5: “What would help me do my job better?”

Areas that DNR employees indicated would help them do their job better concerned administration/personnel, tools/equipment, training, communications and paperwork. Specific responses grouped in the common term “Administrative/Personnel” indicated that DNR employees feel that they could do their job better if they had more personnel, did not have to worry about Temporary Grant inequality, had a better chance for advancement, less administrative burdens, etc. (Appendix 21). Better, updated, functioning equipment was also strongly identified as something that would improve job function (Appendix 22). Many different types of training were suggested as helping individuals to perform their jobs better and facilitate career advancement (Appendix 23). Better communication within and between divisions (Appendix 24) as well as reducing paperwork (Appendix 25) were among the top five common terms.

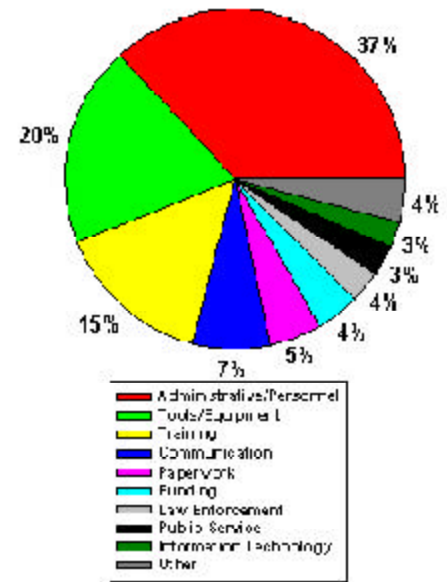


Table 5. Common term response for all SCDNR to Question 5: “What would help me do my job better?”

Common Term	Total Points	% Points	Frequency	% Occurrence
Administrative/Personnel	316.5	36.89	102	36.17
Tools/Equipment	164.5	19.17	52	18.44
Training	128.0	14.92	42	14.89
Communication	63.0	7.34	14	4.96
Paperwork	42.5	4.95	13	4.61
Funding	35.5	4.14	13	4.61
Law Enforcement	26.0	3.03	13	4.61
Public Service	25.5	2.97	10	3.55
Information Technology	21.5	2.51	11	3.90
Personnel	18.0	2.10	4	1.42
Job Recognition	12.0	1.40	7	2.48
Time Management	5.0	0.58	1	0.35

Common Term Responses for Administrative Services Division

Table 6. Common term response for Administrative Services Division to **Question 1: “What is the biggest natural resources management challenge in this area of the state?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Urban Sprawl	26.0	23.64	7	19.44
Public Land Issues	19.0	17.27	5	13.89
Public Education	18.0	16.36	7	19.44
Personnel	13.0	12.73	5	13.89
Funding	13.0	11.82	7	19.44
Politics/Management	13.0	11.82	3	8.33
Pollution	6.0	5.45	1	2.78
Manage Sustainable Resources	1.0	0.91	1	2.78

Table 7. Common term response for Administrative Services Division to **Question 2: “What are the areas that DNR should be addressing that it is not?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Internal Management Issues	30.0	10.70	9	8.18
Boat Titling	29.0	10.34	10	9.09
Regulations	29.0	10.34	9	8.18
Equipment/Facilities	28.0	9.98	12	10.91
Communication	27.5	9.80	15	13.64
Administrative	24.0	8.56	11	10.00
Personnel	23.0	8.20	6	5.45
Budget/Funding	19.0	6.77	10	9.09
Licensing	18.0	6.42	7	6.36
Education	17.5	6.24	5	4.55
Technology	13.0	4.63	6	5.45
Manage Sustainable Resources	10.0	3.57	2	1.82
Urban Sprawl	3.5	1.25	1	0.91
Public Lands	3.0	1.07	1	0.91
Training	3.0	1.07	3	2.73
Environmental Protection	1.0	0.36	1	0.91
Non-Consumptive Uses	1.0	0.36	1	0.91
Staffing	1.0	0.36	1	0.91

Table 8. Common term response for Administrative Services Division to **Question 3: “What is the biggest challenge in my job?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Time Management	57.0	21.03	17	18.68
Personnel	53.0	19.56	17	18.68
Public Education	35.0	12.92	10	10.99
Communication	29.0	10.70	9	9.89
Funding	22.0	8.12	8	8.79
Politics/Management	17.0	6.27	8	8.79
Equipment/Facilities	12.0	4.43	7	7.69
Procurement	9.0	3.32	3	3.30
Nuisance Species	6.0	2.21	1	1.10
Regulations	6.0	2.21	2	2.20
Urban Sprawl	6.0	2.21	1	1.10
Law Enforcement	4.0	1.48	1	1.10
Technology	4.0	1.48	3	3.30
Other	11.0			

Table 9. Common term response for Administrative Services Division to **Question 4: “What is the most fulfilling aspect of my job?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Working With Public	130	28.32	43	28.67
Protecting Natural Resources	69	15.03	21	14.00
Co-Workers	62	13.51	22	14.67
Job Recognition	59	12.85	20	13.33
Youth Programs	39	8.50	10	6.67
Being Outdoors	26	5.66	9	6.00
Job Diversity	21	4.58	7	4.67
Job Freedom	15	3.27	4	2.67
Managing Natural Resources	15	3.27	5	3.33
Representing DNR	13	2.83	4	2.67
Being Proactive	3	0.65	1	0.67
Educating Public	2	0.44	1	0.67
Personal Benefits	2	0.44	2	1.33
Other				

Table 10. Common term response for Administrative Services Division to **Question 5: “What would help me do my job better?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Administrative/Personnel	158	38.44	56	40.29
Tools/Equipment	87	21.17	28	20.14
Training	55	13.38	18	12.95
Communication	50	12.17	11	7.91
Funding	20	4.87	9	6.47
Paperwork	19	4.62	5	3.60
Information Technology	12	2.92	7	5.04
Job Recognition	5	1.22	4	2.88
Time Management	5	1.22	1	0.72

Common Term Responses for Conservation Education and Communication Division

Table 11. Common term response for CEC Division to **Question 1: “What is the biggest natural resources management challenge in this area of the state?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Public Education	120.5	62.44	52	63.41
Urban Sprawl	18.0	9.33	6	7.32
Personnel	11.0	5.70	4	4.88
Politics/Management	11.0	5.70	3	3.66
Funding	10.0	5.18	6	7.32
Public Land Issues	9.5	4.92	3	3.66
Pollution	7.0	4.66	5	6.10
Academic Education	2.0	1.04	1	1.22
Manage Sustainable Resources	2.0	1.04	2	2.44

Table 12. Common term response for CEC Division to **Question 2: “What are the areas that DNR should be addressing that it is not?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Education	130.5	46.52	45	44.12
Communication	28.0	9.98	14	13.73
Personnel	22.0	7.84	5	4.90
Internal Management Issues	16.0	5.70	5	4.90
Budget/Funding	12.0	4.28	5	4.90
Technology	12.0	4.28	5	4.90
Environmental Protection	12.0	4.28	5	4.90
Administrative	11.0	3.92	2	1.96
Public Lands	11.0	3.92	2	1.96
Equipment/Facilities	9.0	3.21	5	4.90
Non-Consumptive Uses	5.0	1.78	2	1.96
Manage Sustainable Resources	4.0	1.43	1	0.98
Urban Sprawl	3.0	1.07	1	0.98
Regulations	2.0	0.71	2	1.96
Training	2.0	0.71	2	1.96
Staffing	1.0	0.36	1	0.98

Table 13. Common term response for CEC Division to **Question 3: “What is the biggest challenge in my job?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Personnel	82.0	22.13	28	22.4
Public Education	69.0	18.62	23	18.4
Time Management	52.0	14.04	16	12.8
Communication	46.0	12.42	15	12.0
Politics/Management	36.5	9.85	11	8.8
Funding	28.0	7.56	12	9.6
Regulations	16.0	4.32	5	4.0
Equipment/Facilities	11.0	2.97	4	3.2
Urban Sprawl	6.0	1.62	1	0.8
Law Enforcement	4.0	1.08	1	0.8
Procurement	4.0	1.08	1	0.8
Technology	4.0	1.08	3	2.4
Nuisance Species	1.0	0.27	1	0.8
Other	11.0			

Table 14. Common term response for CEC Division to **Question 4: “What is the most fulfilling aspect of my job?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Working With Public	164	31.36	53	29.61
Co-Workers	85	16.25	27	15.08
Job Recognition	68	13.00	26	14.53
Being Outdoors	52	9.94	17	9.50
Youth Programs	36	6.88	9	5.03
Protecting Natural Resources	26	4.97	10	5.59
Job Diversity	22	4.21	9	5.03
Representing DNR	21	4.02	8	4.47
Job Freedom	17	3.25	5	2.79
Educating Public	10	1.91	5	2.79
Empowerment	4	0.76	1	0.56
Lifelong Dream	4	0.76	1	0.56
Managing Natural Resources	4	0.76	2	1.12
Being Proactive	3	0.57	1	0.56
Personal Benefits	3	0.57	3	1.68
Producing SC Wildlife	3	0.57	1	0.56
Other	1	0.19	1	0.56

Table 15. Common term response for CEC Division to **Question 5: “What would help me do my job better?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Administrative/Personnel	136.0	36.27	46	36.80
Tools/Equipment	64.0	17.07	21	16.80
Training	51.0	13.60	18	14.40
Communication	45.0	12.00	10	8.00
Funding	19.0	5.07	7	6.40
Public Service	19.0	5.07	5	5.60
Paperwork	17.0	4.53	5	4.00
Job Recognition	10.0	2.67	5	4.00
Information Technology	9.0	2.40	4	3.20
Time Management	5.0	1.33	1	0.80

Common Term Responses for Executive Division

Table 16. Common term response for Executive Division to **Question 1: “What is the biggest natural resources management challenge in this area of the state?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Urban Sprawl	106.0	25.57	25	17.12
Manage Sustainable Resources	84.0	20.27	31	21.23
Politics/Management	64.0	15.54	22	15.07
Pollution	52.0	12.55	20	13.70
Public Land Issues	35.0	8.44	14	9.59
Funding	20.0	4.83	10	6.85
Personnel	20.0	4.83	9	6.16
Public Education	18.5	4.46	9	6.16
Law Enforcement	11.0	2.65	2	1.37
Endangered Species	2.0	0.48	2	1.37
Exotic Species	2.0	0.48	2	1.37

Table 17. Common term response for Executive Division to **Question 2: “What are the areas that DNR should be addressing that it is not?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Personnel	104.5	14.23	35	13.94
Communication	63.0	8.58	25	9.96
Regulatory Authority	62.5	8.51	18	7.17
Internal Management Issues	57.0	7.76	16	6.37
Regulations	48.0	5.54	17	6.77
Staffing	43.5	5.92	13	5.18
Equipment/Facilities	41.0	5.58	15	5.98
Urban Sprawl	41.0	5.58	9	3.59
Education	35.0	4.77	8	3.19
Public Lands	27.5	3.74	11	4.38
Budget/Funding	26.5	3.61	15	5.98
Administrative	26.0	3.54	7	2.79
Manage Sustainable Resources	23.0	3.13	9	3.59
Nuisance Wildlife	23.0	3.13	7	2.79
Training	22.0	3.00	10	3.98
Habitat Loss	20.0	2.72	6	2.39
Exotic Species	17.0	2.31	7	2.79
Environmental Protection	16.0	2.18	6	2.39
Enforcement	13.0	1.77	5	1.99
Technology	13.0	1.77	6	2.39
Non-Consumptive Uses	7.0	0.95	3	1.20
Licensing	5.0	0.68	3	1.20

Table 18. Common term response for Executive Division to **Question 3: “What is the biggest challenge in my job?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Personnel	123.0	21.39	38	19.49
Public Education	97.0	16.87	30	15.38
Time Management	84.0	14.61	26	13.33
Communication	77.0	13.39	27	13.85
Politics/Management	64.0	11.13	26	13.33
Funding	34.0	5.91	14	7.18
Regulations	23.0	4.00	7	3.59
Equipment/Facilities	19.0	3.30	8	4.10
Procurement	16.0	2.78	5	2.56
Technology	7.0	1.22	4	2.05
Nuisance Species	6.0	1.04	1	0.51
Urban Sprawl	6.0	1.04	1	0.51
Law Enforcement	4.0	0.70	1	0.51
Manage Sustainable Resources	2.0	0.35	1	0.51
Public Land Issues	1.0	0.17	1	0.51
Other	12.0			

Table 19. Common term response for Executive Division to **Question 4: “What is the most fulfilling aspect of my job?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Working With Public	157	26.70	47	24.74
Co-Workers	90	15.31	28	14.74
Protecting Natural Resources	84	14.29	24	12.63
Job Recognition	71	12.07	26	13.68
Being Outdoors	27	4.59	8	4.21
Job Diversity	26	4.42	10	5.26
Managing Natural Resources	26	4.42	9	4.74
Representing DNR	25	4.25	7	3.68
Youth Programs	24	4.08	9	4.74
Job Freedom	22	3.74	6	3.16
Personal Benefits	13	2.21	6	3.16
Providing Quality Opportunities	6	1.02	2	1.05
Educating Public	4	0.68	3	1.58
Empowerment	4	0.68	1	0.53
Lifelong Dream	4	0.68	1	0.53
Being Proactive	3	0.51	1	0.53
Contributing to Science	1	0.17	1	0.53
Training	1	0.17	1	0.53

Table 20. Common term response for Executive Division to **Question 5: “What would help me do my job better?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Administrative/Personnel	213.5	42.66	69	42.86
Training	84.0	16.78	29	18.01
Tools/Equipment	70.0	13.99	20	13.66
Communication	45.0	8.99	10	6.21
Funding	32.5	6.49	10	6.21
Paperwork	25.5	5.09	8	4.97
Information Technology	12.5	2.50	5	3.11
Public Service	5.5	1.10	2	1.24
Job Recognition	5.0	1.00	4	2.48
Time Management	5.0	1.00	1	0.62
Law Enforcement	2.0	0.40	1	0.62

Common Term Responses for Law Enforcement Division

Table 21. Common term response for Law Enforcement Division to **Question 1: “What is the biggest natural resources management challenge in this area of the state?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Urban Sprawl	89.0	27.68	21	18.75
Pollution	52.0	16.17	21	18.75
Politics/Management	39.5	12.29	14	12.50
Manage Sustainable Resources	38.0	11.82	11	9.82
Public Education	31.0	9.64	14	12.50
Law Enforcement	27.0	8.40	8	7.14
Personnel	13.0	4.04	6	5.36
Nuisance Species	12.0	3.73	5	4.46
Funding	10.0	3.11	6	5.36
Public Land Issues	8.0	2.49	4	3.57
Endangered Species	1.0	0.31	1	0.89
Exotic Species	1.0	0.31	1	0.89

Table 22. Common term response for Law Enforcement Division to **Question 2: “What are the areas that DNR should be addressing that it is not?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Enforcement	51.5	12.47	20	14.60
Urban Sprawl	43.0	10.41	9	6.57
Equipment/Facilities	35.5	8.60	13	9.49
Regulations	28.0	6.78	10	7.30
Education	25.0	6.05	6	4.38
Personnel	23.0	5.57	6	4.38
Communication	22.0	5.33	12	8.76
Environmental Protection	18.0	4.36	7	5.11
Licensing	17.0	4.12	5	3.65
Budget/Funding	16.0	3.87	6	4.38
Internal Management Issues	16.0	3.87	5	3.65
Public Lands	15.0	3.63	4	2.92
Habitat Loss	14.0	3.39	3	2.19
Nuisance Wildlife	13.0	3.15	4	2.92
Boat Titling	12.5	3.03	4	2.92
Administrative	12.0	2.91	3	2.19
Technology	12.0	2.91	5	3.65
Manage Sustainable Resources	10.0	2.42	2	1.46
Staffing	9.0	2.18	5	3.65
Exotic Species	7.0	1.69	2	1.46
Non-Consumptive Uses	7.0	1.69	2	1.46
Training	6.5	1.57	4	2.92

Table 23. Common term response for Law Enforcement Division to **Question 3: “What is the biggest challenge in my job?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Personnel	98.5	20.23	28	17.95
Communication	69.0	14.17	21	13.46
Public Education	60.0	12.32	20	12.82
Time Management	60.0	12.32	20	12.82
Politics/Management	54.5	11.19	18	11.54
Funding	44.0	9.03	15	9.62
Regulations	20.0	4.11	8	5.13
Procurement	19.0	3.90	5	3.21
Equipment/Facilities	14.0	2.87	4	2.56
Technology	12.0	2.46	5	3.21
Law Enforcement	9.0	1.85	3	1.92
Urban Sprawl	6.0	1.23	1	0.64
Nuisance Species	3.0	0.62	1	0.64
Public Land Issues	1.0	0.21	1	0.64
Other	17.0			

Table 24. Common term response for Law Enforcement Division to **Question 4: “What is the most fulfilling aspect of my job?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Working With Public	158.0	26.33	51	20.00
Protecting Natural Resources	93.0	15.50	29	14.22
Co-Workers	86.0	14.33	28	13.73
Job Recognition	73.0	12.17	28	13.73
Being Outdoors	54.0	9.00	18	8.82
Youth Programs	39.0	6.50	10	4.90
Job Diversity	22.0	3.67	9	4.41
Representing DNR	21.0	3.50	8	3.92
Job Freedom	18.0	3.00	6	2.94
Managing Natural Resources	7.0	1.17	3	1.47
Search and Rescue	7.0	1.17	2	0.98
Educating Public	4.0	0.67	3	1.47
Empowerment	4.0	0.67	1	0.49
Lifelong Dream	4.0	0.67	1	0.49
Being Proactive	3.0	0.50	1	0.49
Personal Benefits	3.0	0.50	3	1.47
Fixing Equipment	2.0	0.33	1	0.49
Contributing to Science	1.0	0.17	1	0.49
Training	1.0	0.17	1	0.49

Table 25. Common term response for Law Enforcement Division to **Question 5: “What would help me do my job better?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Administrative/Personnel	189.0	34.71	60	33.33
Tools/Equipment	138.5	25.44	44	24.44
Training	67.0	12.30	25	13.89
Communication	58.0	10.65	13	7.22
Paperwork	26.0	4.78	8	4.44
Law Enforcement	22.0	4.04	11	6.11
Funding	19.0	3.49	8	4.44
Job Recognition	10.0	1.84	5	2.78
Information Technology	9.0	1.65	4	2.22
Time Management	5.0	0.92	1	0.56
Public Service	1.0	0.18	1	0.56

Common Term Responses for Land, Water and Conservation Division

Table 26. Common term response for LWC Division to **Question 1: “What is the biggest natural resources management challenge in this area of the state?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Urban Sprawl	131.0	34.11	32	24.43
Pollution	84.0	21.88	32	24.43
Manage Sustainable Resources	74.0	19.27	27	20.61
Public Land Issues	19.0	4.95	9	6.87
Public Education	18.0	4.69	8	6.11
Politics/Management	15.0	3.91	5	3.82
Exotic Species	14.0	3.65	5	3.82
Personnel	12.0	3.13	5	3.82
Funding	10.0	2.60	6	4.58
Nuisance Species	7.0	1.82	2	1.53

Table 27. Common term response for LWC to **Question 2: “What are the areas that DNR should be addressing that it is not?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Urban Sprawl	51	20.48	12	13.04
Communication	27	10.84	14	15.22
Personnel	22	8.84	5	5.43
Environmental Protection	21	8.43	9	9.79
Manage Sustainable Resources	20	8.03	6	6.52
Habitat Loss	18	7.23	7	7.61
Internal Management Issues	16	6.43	5	5.43
Technology	13	5.22	6	6.52
Budget/Funding	12	4.82	5	5.43
Education	12	4.82	3	3.26
Administrative	11	4.42	2	2.17
Equipment/Facilities	8	3.21	4	4.35
Regulations	5	2.01	5	5.43
Public Lands	4	1.61	3	3.26
Exotic Species	3	1.20	2	2.17
Nuisance Wildlife	3	1.20	1	1.09
Training	2	0.80	2	2.17
Staffing	1	0.40	1	1.09

Table 28. Common term response for LWC to **Question 3: “What is the biggest challenge in my job?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Personnel	105.5	21.82	36	22.64
Public Education	69.0	14.27	20	12.58
Communication	57.0	11.79	18	11.32
Funding	56.0	11.58	17	10.69
Time Management	56.0	11.58	18	11.32
Politics/Management	48.0	9.93	18	11.32
Regulations	27.0	5.58	9	5.66
Equipment/Facilities	14.0	2.90	4	2.52
Technology	13.0	2.69	6	3.77
Urban Sprawl	11.0	2.28	2	1.26
Law Enforcement	5.0	1.03	2	1.26
Procurement	4.0	0.83	1	0.63
Nuisance Species	2.0	0.41	1	0.63
Other	16.0			

Table 29. Common term response for LWC to **Question 4: “What is the most fulfilling aspect of my job?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Working With Public	158.0	27.48	49	25.39
Co-Workers	85.0	14.78	27	13.99
Protecting Natural Resources	74.0	12.87	21	10.88
Job Recognition	68.0	11.83	27	13.99
Being Outdoors	46.0	8.00	17	8.81
Youth Programs	36.0	6.26	9	4.66
Job Diversity	27.0	4.70	10	5.18
Representing DNR	21.0	3.65	8	4.15
Job Freedom	18.0	3.13	6	3.11
Educating Public	9.0	1.57	4	2.07
Managing Natural Resources	8.0	1.39	4	2.07
Empowerment	4.0	0.70	1	0.52
Lifelong Dream	4.0	0.70	1	0.52
Being Proactive	3.0	0.52	1	0.52
Personal Benefits	3.0	0.52	3	1.55
Archiving Resources	2.0	0.35	1	0.52
Fixing Equipment	2.0	0.35	1	0.52
Contributing to Science	1.0	0.17	1	0.52
Training	1.0	0.17	1	0.52
Other	5.0			

Table 30. Common term response for LWC Division to **Question 5: “What would help me do my job better?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Administrative/Personnel	148.0	34.74	49	35.00
Tools/Equipment	94.0	22.07	30	21.43
Communication	50.0	11.74	11	7.86
Training	49.0	11.50	20	14.29
Paperwork	26.0	6.10	8	5.71
Funding	19.0	4.46	8	5.71
Personnel	14.0	3.29	3	2.14
Information Technology	11.0	2.58	5	3.57
Job Recognition	10.0	2.35	5	3.57
Time Management	5.0	1.17	1	0.71

Common Term Responses for Marine Resources Division

Table 31. Common term response for MRD Division to **Question 1: “What is the biggest natural resources management challenge in this area of the state?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Urban Sprawl	109.0	26.20	25	18.80
Manage Sustainable Resources	107.0	25.72	33	24.81
Pollution	72.0	17.31	25	18.80
Public Education	38.0	9.13	15	11.28
Politics/Management	28.0	6.73	8	6.02
Public Land Issues	16.0	3.85	5	3.76
Personnel	12.0	2.88	5	3.76
Exotic Species	11.0	2.64	6	4.51
Funding	10.0	2.40	6	4.51
Law Enforcement	5.0	1.20	1	0.75
Nuisance Species	5.0	1.20	1	0.75
Endangered Species	2.0	0.48	2	1.50
Technology	1.0	0.24	1	0.75

Table 32. Common term response for MRD to **Question 2: “What are the areas that DNR should be addressing that it is not?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Urban Sprawl	39	12.70	9	7.76
Manage Sustainable Resources	34	11.07	17	14.66
Communication	27	8.79	14	12.07
Personnel	25	8.14	8	6.90
Education	24	7.82	5	4.31
Internal Management Issues	22	7.17	6	5.17
Licensing	19	6.19	5	4.31
Environmental Protection	19	6.19	7	6.03
Habitat Loss	17	5.54	4	3.45
Technology	15	4.89	8	6.90
Exotic Species	13	4.23	7	6.03
Budget/Funding	12	3.91	5	4.31
Administrative	11	3.58	2	1.72
Equipment/Facilities	8	2.61	4	3.45
Enforcement	6	1.95	3	2.59
Non-Consumptive Uses	6	1.95	4	3.45
Public Lands	3	0.98	1	0.86
Training	3	0.98	3	2.59
Regulations	2	0.65	2	1.72
Boat Titling	1	0.33	1	0.86
Staffing	1	0.33	1	0.86

Table 33. Common term response for MRD to **Question 3: “What is the biggest challenge in my job?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Personnel	85.0	16.18	25	14.53
Public Education	85.0	16.18	26	15.12
Communication	84.5	16.08	30	17.44
Politics/Management	72.0	13.70	28	16.28
Time Management	61.0	11.61	18	10.47
Funding	45.0	8.56	13	7.56
Regulations	18.0	3.43	7	4.07
Equipment/Facilities	17.0	3.24	5	2.91
Technology	17.0	3.24	7	4.07
Procurement	11.0	2.09	3	1.74
Urban Sprawl	11.0	2.09	2	1.16
Law Enforcement	5.0	0.95	2	1.16
Manage Sustainable Resources	2.0	0.38	1	0.58
Public Land Issues	1.0	0.19	1	0.58
Other	11.0			

Table 34. Common term response for MRD to **Question 4: “What is the most fulfilling aspect of my job?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Working With Public	162.0	26.91	52	25.00
Co-Workers	85.0	14.12	27	12.98
Job Recognition	70.0	11.63	28	13.46
Protecting Natural Resources	67.0	11.13	21	10.10
Being Outdoors	55.0	9.14	19	9.13
Job Diversity	38.0	6.31	13	6.25
Youth Programs	36.0	5.98	9	4.33
Representing DNR	21.0	3.49	8	3.85
Job Freedom	18.0	2.99	6	2.88
Contributing to Science	12.0	1.99	4	1.92
Managing Natural Resources	12.0	1.99	6	2.88
Educating Public	5.0	0.83	4	1.92
Empowerment	4.0	0.66	1	0.48
Lifelong Dream	4.0	0.66	1	0.48
Being Proactive	3.0	0.50	1	0.48
Personal Benefits	3.0	0.50	3	1.44
Archiving Resources	2.0	0.33	1	0.48
Fixing Equipment	2.0	0.33	1	0.48
Fishing	1.0	0.17	1	0.48
Training	1.0	0.17	1	0.48
Working With Animals	1.0	0.17	1	0.48

Table 35. Common term response for MRD Division to **Question 5: “What would help me do my job better?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Administrative/Personnel	180.0	36.51	60	36.36
Tools/Equipment	100.0	20.28	32	19.39
Training	63.0	12.78	23	13.94
Communication	55.0	11.16	12	7.27
Paperwork	26.0	5.27	8	4.85
Funding	19.0	3.85	8	4.85
Information Technology	16.0	3.25	8	4.85
Personnel	14.0	2.84	3	1.82
Job Recognition	12.0	2.43	7	4.24
Time Management	5.0	1.01	1	0.61
Public Service	3.0	0.61	3	1.82

Common Term Responses for Wildlife and Freshwater Fisheries Division

Table 36. Common term response for WFF Division to **Question 1: “What is the biggest natural resources management challenge in this area of the state?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Manage Sustainable Resources	190.5	30.93	59	27.31
Urban Sprawl	124.0	20.13	32	14.81
Public Land Issues	75.5	12.26	31	14.35
Pollution	68.0	11.04	24	11.11
Public Education	47.0	7.63	20	9.26
Politics/Management	40.0	6.49	15	6.94
Nuisance Species	19.0	3.08	11	5.09
Law Enforcement	16.0	2.60	4	1.85
Exotic Species	12.0	2.01	7	3.24
Personnel	12.0	1.95	5	2.31
Funding	10.0	1.95	6	2.78
Endangered Species	1.0	0.16	1	0.46
Technology	1.0	0.16	1	0.46

Table 37. Common term response for WFF to **Question 2: “What are the areas that DNR should be addressing that it is not?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Manage Sustainable Resources	68.0	14.20	23	13.53
Urban Sprawl	55.0	11.48	12	7.06
Habitat Loss	44.0	9.19	14	8.24
Education	39.0	8.14	10	5.88
Public Lands	36.0	7.52	13	7.65
Communication	27.0	5.64	14	8.24
Internal Management Issues	24.0	5.01	7	4.12
Non-Consumptive Uses	23.0	4.80	11	6.47
Personnel	22.0	4.59	5	2.94
Environmental Protection	20.0	4.18	8	4.71
Regulations	19.0	3.97	8	4.71
Exotic Species	18.0	3.76	9	5.29
Equipment/Facilities	15.0	3.13	7	4.12
Technology	15.0	3.13	8	5.29
Nuisance Wildlife	13.0	2.71	5	2.94
Budget/Funding	12.0	2.51	5	2.94
Administrative	11.0	2.30	2	1.18
Licensing	7.0	1.46	2	1.18
Regulatory Authority	5.0	1.04	1	0.59
Training	3.0	0.63	3	1.76
Boat Titling	1.0	0.21	1	0.59
Enforcement	1.0	0.21	1	0.59
Staffing	1.0	0.21	1	0.59

Table 38. Common term response for WFF to **Question 3: “What is the biggest challenge in my job?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Personnel	139.0	20.67	43	19.37
Public Education	116.0	17.25	35	15.77
Communication	89.5	13.31	29	13.06
Politics/Management	86.0	12.79	30	13.51
Funding	55.0	8.18	17	7.66
Time Management	53.0	7.88	17	7.66
Equipment/Facilities	38.0	5.65	14	6.31
Regulations	23.0	3.42	9	4.05
Technology	18.0	2.68	8	3.60
Urban Sprawl	11.0	1.64	2	0.90
Procurement	10.0	1.49	4	1.80
Law Enforcement	8.0	1.19	2	0.90
Nuisance Species	3.0	0.45	1	0.45
Manage Sustainable Resources	2.0	0.30	1	0.45
Public Land Issues	1.0	0.15	1	0.45
Other	20.0			

Table 39. Common term response for WFF to **Question 4: “What is the most fulfilling aspect of my job?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Working With Public	170.0	27.11	54	25.12
Co-Workers	85.0	13.56	27	12.56
Protecting Natural Resources	71.0	11.32	22	10.23
Job Recognition	70.0	11.16	28	13.02
Being Outdoors	55.0	8.77	19	8.84
Youth Programs	39.0	6.22	10	4.65
Job Diversity	38.0	6.06	13	6.05
Representing DNR	21.0	3.35	8	3.72
Managing Natural Resources	19.0	3.03	8	3.72
Job Freedom	18.0	2.87	6	2.79
Contributing to Science	12.0	1.91	4	1.86
Educating Public	5.0	0.80	4	1.86
Empowerment	4.0	0.64	1	0.47
Lifelong Dream	4.0	0.64	1	0.47
Being Proactive	3.0	0.48	1	0.47
Personal Benefits	3.0	0.48	3	1.40
Providing Quality Opportunities	3.0	0.48	1	0.47
Archiving Resources	2.0	0.32	1	0.47
Fixing Equipment	2.0	0.32	1	0.47
Fishing	1.0	0.16	1	0.47
Training	1.0	0.16	1	0.47
Working With Animals	1.0	0.16	1	0.47

Table 40. Common term response for WFF Division to **Question 5: “What would help me do my job better?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Administrative/Personnel	164.0	35.04	53	33.97
Tools/Equipment	100.0	21.37	32	20.51
Training	60.0	12.82	22	14.10
Communication	50.0	10.68	11	7.05
Paperwork	26.0	5.56	8	1.92
Funding	19.0	4.06	8	5.13
Personnel	14.0	2.99	3	5.13
Information Technology	12.0	2.56	6	3.85
Job Recognition	12.0	2.56	7	4.49
Time Management	5.0	1.07	1	0.64
Public Service	4.0	0.85	4	2.56
Law Enforcement	2.0	0.43	1	0.64

Common Term Responses for Pendleton

Table 41. Common term response for Pendleton to **Question 1: “What is the biggest natural resources management challenge in this area of the state?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Public Education	28.0	50.00	8	50.00
Public Land Issues	21.0	37.50	6	37.50
Manage Sustainable Resources	3.5	6.25	1	6.25
Politics/Management	3.5	6.25	1	6.25

Table 42. Common term response for Pendleton to **Question 2: “What are the areas that DNR should be addressing that it is not?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Education	42.0	10.43	12	10.43
Internal Management Issues	42.0	10.43	12	10.43
Regulations	42.0	10.43	12	10.43
Personnel	38.5	9.57	11	9.57
Regulatory Authority	38.5	9.57	11	9.57
Staffing	38.5	9.57	11	9.57
Communication	31.5	7.83	9	7.83
Equipment/Facilities	31.5	7.83	9	7.83
Boat Titling	24.5	6.09	7	6.09
Public Lands	24.5	6.09	7	6.09
Administrative	14.0	3.48	4	3.48
Nuisance Wildlife	14.0	3.48	4	3.48
Enforcement	10.5	2.61	3	2.61
Budget/Funding	3.5	0.87	1	0.87
Training	3.5	0.87	1	0.87
Urban Sprawl	305	0.87	1	0.87

Table 43. Common term response for Pendleton to **Question 3: “What is the biggest challenge in my job?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Politics/Management	10.5	60.00	3	60.00
Communication	3.5	20.00	1	20.00
Personnel	3.5	20.00	1	20.00

Table 44. Common term response for Pendleton to **Question 5: “What would help me do my job better?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Administrative/Personnel	80.5	54.76	23	54.76
Training	21.0	14.29	6	14.29
Tools/Equipment	17.5	11.90	5	11.90
Funding	10.5	7.14	3	7.14
Public Service	10.5	7.14	3	7.14
Information Technology	3.5	2.38	1	2.38
Paperwork	3.5	2.38	1	2.38

Common Term Responses for Clinton

Table 45. Common term response for Clinton to **Question 1: “What is the biggest natural resources management challenge in this area of the state?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Manage Sustainable Resources	33	31.13	6	24.00
Public Land Issues	22	20.75	5	20.00
Public Education	16	15.09	5	20.00
Politics/Management	11	10.38	3	12.00
Funding	8	7.55	2	8.00
Pollution	6	5.66	1	4.00
Urban Sprawl	4	3.77	1	4.00
Exotic Species	3	2.83	1	4.00
Personnel	3	2.83	1	4.00

Table 46. Common term response for Clinton to **Question 2: “What are the areas that DNR should be addressing that it is not?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Manage Sustainable Resources	25	20.49	5	16.67
Public Lands	15	12.30	4	13.33
Personnel	14	11.48	3	10.00
Regulations	13	10.66	3	10.00
Enforcement	10	8.20	2	6.67
Licensing	10	8.20	3	10.00
Education	9	7.38	2	6.67
Training	7	5.74	2	6.67
Budget/Funding	4	3.28	1	3.33
Internal Management Issues	4	3.28	1	3.33
Boat Titling	3	2.46	1	3.33
Communication	3	2.46	1	3.33
Habitat Loss	3	2.46	1	3.33
Nuisance Wildlife	2	1.64	1	3.33

Table 47. Common term response for Clinton to **Question 3: “What is the biggest challenge in my job?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Public Education	38	26.95	9	27.27
Personnel	34	24.11	8	24.24
Regulations	23	16.31	5	15.15
Politics/Management	13	9.22	3	9.09
Time Management	12	8.51	3	9.09
Communication	8	5.67	2	6.06
Funding	5	3.55	1	3.03
Urban Sprawl	5	3.55	1	3.03
Equipment/Facilities	3	2.13	1	3.03

Table 48. Common term response for Clinton to **Question 4: “What is the most fulfilling aspect of my job?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Working With Public	27	27.00	5	20.00
Protecting Natural Resources	20	20.00	6	24.00
Managing Natural Resources	15	15.00	4	16.00
Being Outdoors	7	7.00	2	8.00
Job Recognition	7	7.00	2	8.00
Providing Quality Opportunities	6	6.00	2	8.00
Youth Programs	6	6.00	1	4.00
Co-Workers	5	5.00	1	4.00
Job Diversity	4	4.00	1	4.00
Representing DNR	3	3.00	1	4.00

Table 49. Common term response for Clinton to **Question 5: “What would help me do my job better?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Administrative/Personnel	30	34.09	6	26.09
Training	17	19.32	5	21.74
Tools/Equipment	13	14.77	3	13.04
Public Service	11	12.50	3	13.04
Paperwork	8	9.09	3	13.04
Funding	5	5.68	1	4.35
Law Enforcement	4	4.55	2	8.70

Common Term Responses for Columbia a.m.

Table 50. Common term response for Columbia a.m. to **Question 1: “What is the biggest natural resources management challenge in this area of the state?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Public Education	40	22.86	21	24.71
Urban Sprawl	36	20.57	11	12.94
Manage Sustainable Resources	31	17.71	17	20.00
Pollution	20	11.43	8	9.41
Politics/Management	18	10.29	8	9.41
Exotic Species	11	6.28	5	5.89
Nuisance Species	7	4.00	4	4.71
Public Land Issues	7	4.00	7	8.24
Academic Education	2	1.14	1	1.18
Personnel	2	1.14	2	2.35
Funding	1	0.57	1	1.18

Table 51. Common term response for Columbia a.m. to **Question 2: “What are the areas that DNR should be addressing that it is not?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Education	42	24.00	17	20.00
Equipment/Facilities	15	8.57	7	8.24
Urban Sprawl	15	8.57	4	4.71
Non-Consumptive Uses	12	6.86	5	5.88
Licensing	10	5.71	4	4.71
Personnel	9	5.14	5	5.88
Administrative	7	4.00	2	2.35
Enforcement	7	4.00	7	4.71
Public Lands	7	4.00	6	7.06
Technology	7	4.00	2	2.35
Environmental Protection	6	3.43	3	3.53
Nuisance Wildlife	6	3.43	1	1.18
Regulatory Authority	6	3.43	2	2.35
Communication	5	2.86	5	5.88
Budget/Funding	4	2.29	4	4.71
Exotic Species	4	2.29	2	2.35
Habitat Loss	3	1.71	3	3.53
Manage Sustainable Resources	3	1.71	3	3.53
Regulations	3	1.71	2	2.35
Boat Titling	2	1.14	2	2.35
Training	2	1.14	2	2.35

Table 52. Common term response for Columbia a.m. to **Question 3: “What is the biggest challenge in my job?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Personnel	34	18.89	19	21.84
Communication	32	17.78	15	17.24
Public Education	31	17.22	11	12.64
Time Management	27	15.00	15	17.24
Equipment/Facilities	15	8.33	6	6.90
Funding	12	6.67	6	6.90
Regulations	8	4.44	3	3.45
Procurement	7	3.89	2	2.30
Politics/Management	6	3.33	5	5.75
Technology	1	0.56	1	1.15
Other	7	3.89	4	4.60

Table 53. Common term response for Columbia a.m. to **Question 4: “What is the most fulfilling aspect of my job?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Working With Public	36	34.29	12	26.67
Job Recognition	20	19.05	10	22.22
Job Diversity	11	10.48	3	6.67
Co-Workers	10	9.52	5	11.11
Protecting Natural Resources	9	8.57	5	11.11
Educating Public	5	4.76	1	2.22
Being Outdoors	4	3.81	3	6.67
Producing SC Wildlife	3	2.86	1	2.22
Archiving Resources	2	1.90	1	2.22
Job Freedom	2	1.90	1	2.22
Managing Natural Resources	1	0.95	1	2.22
Personal Benefits	1	0.95	1	2.22
Representing DNR	1	0.95	1	2.22

Table 54. Common term response for Columbia a.m. to **Question 5: “What would help me do my job better?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Administrative/Personnel	42	41.58	18	43.90
Tools/Equipment	26	25.74	6	14.63
Training	19	18.81	9	21.95
Paperwork	4	3.96	1	2.44
Communication	3	2.97	1	2.44
Information Technology	3	2.97	2	4.88
Funding	1	0.99	1	2.44
Job Recognition	1	0.99	1	2.44
Law Enforcement	1	0.99	1	2.44
Public Service	1	0.99	1	2.44

Common Term Responses for Columbia p.m.

Table 55. Common term response for Columbia p.m. to **Question 1: “What is the biggest natural resources management challenge in this area of the state?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Urban Sprawl	43	36.13	9	31.01
Pollution	28	23.53	7	24.14
Politics/Management	13	10.92	3	10.34
Manage Sustainable Resources	9	7.56	3	10.34
Public Land Issues	7	5.88	2	6.90
Personnel	6	5.04	1	3.45
Exotic Species	6	5.04	2	6.90
Nuisance Species	5	4.20	1	3.45
Public Education	2	1.68	1	3.45

Table 56. Common term response for Columbia p.m. to **Question 2: “What are the areas that DNR should be addressing that it is not?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Education	30	22.06	9	19.57
Public Lands	19	13.97	4	8.70
Personnel	18	13.24	8	17.39
Regulatory Authority	13	9.56	3	6.52
Communication	9	6.62	4	8.70
Training	9	6.62	4	8.70
Exotic Species	6	4.41	2	4.35
Urban Sprawl	6	4.41	1	2.17
Administrative	5	3.68	1	2.17
Environmental Protection	5	3.68	2	4.35
Manage Sustainable Resources	5	3.68	2	4.35
Staffing	4	2.94	1	2.17
Regulations	3	2.21	2	4.35
Budget/Funding	2	1.47	1	2.17
Internal Management	1	0.74	1	2.17
Non-Consumptive Uses	1	0.74	1	2.17

Table 57. Common term response for Columbia p.m. to **Question 3: “What is the biggest challenge in my job?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Time Management	23	19.17	5	16.67
Funding	21	17.50	6	20.00
Communication	20	16.67	6	20.00
Public Education	13	10.83	3	10.00
Personnel	10	8.33	3	10.00
Politics/Management	9	7.50	2	6.67
Equipment/Facilities	6	5.00	1	3.33
Technology	5	4.17	1	3.33
Law Enforcement	4	3.33	1	3.33
Procurement	4	3.33	1	3.33
Other	5	4.17		

Table 58. Common term response for Columbia p.m. to **Question 4: “What is the most fulfilling aspect of my job?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Working With Public	29	21.17	12	25.53
Protecting Natural Resources	25	18.25	9	19.15
Co-Workers	21	15.33	7	14.89
Job Recognition	14	10.22	3	6.38
Job Freedom	11	8.03	2	4.26
Personal Benefits	10	7.30	3	6.38
Being Outdoors	7	5.11	3	6.38
Search and Rescue	5	3.65	1	2.13
Representing DNR	4	2.92	2	4.26
Youth Programs	4	2.92	1	2.13
Educating Public	3	2.19	2	4.26
Job Diversity	1	0.73	1	2.13
Other	3	2.19		

Table 59. Common term response for Columbia p.m. to **Question 5: “What would help me do my job better?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Communication	20	20.41	4	16.67
Personnel	18	18.37	4	16.67
Paperwork	12	12.24	4	16.67
Training	11	11.22	3	12.50
Tools/Equipment	11	11.22	3	12.50
Administrative/Personnel	10	10.20	2	8.33
Funding	6	6.12	2	8.33
Job Recognition	5	5.10	1	4.17
Time Management	5	5.10	1	4.17

Common Term Responses for Florence

Table 60. Common term response for Florence to **Question 1: “What is the biggest natural resources management challenge in this area of the state?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Manage Sustainable Resources	25	26.88	7	20.00
Pollution	22	23.66	6	17.14
Public Land Issues	18	19.35	7	20.00
Public Education	9	9.68	4	11.43
Law Enforcement	5	5.38	1	2.86
Funding	4	4.30	2	5.71
Nuisance Species	2	2.15	2	5.71
Urban Sprawl	4	4.30	3	8.57
Exotic Species	2	2.15	1	2.86
Politics/Management	2	2.15	2	5.71

Table 61. Common term response for Florence to **Question 2: “What are the areas that DNR should be addressing that it is not?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Education	19	16.96	4	9.76
Manage Sustainable Resources	14	12.50	5	12.20
Environmental Protection	13	11.61	4	9.76
Regulations	11	9.82	3	7.32
Nuisance Wildlife	9	8.04	3	7.32
Personnel	9	8.04	3	7.32
Exotic Species	7	6.25	2	4.88
Equipment/Facilities	7	6.25	3	7.32
Habitat Loss	6	5.36	2	4.88
Communication	4	3.57	1	2.44
Boat Titling	3	2.68	1	2.44
Technology	3	2.68	3	7.32
Administrative	2	1.79	2	4.88
Enforcement	2	1.79	2	4.88
Licensing	1	0.89	1	2.44
Staffing	1	0.89	1	2.44
Training	1	0.89	1	2.44

Table 62. Common term response for Florence to **Question 3: “What is the biggest challenge in my job?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Personnel	39	31.71	12	37.91
Public Education	16	13.01	5	11.63
Regulations	14	11.38	5	11.63
Time Management	12	9.76	3	6.98
Politics/Management	8	6.50	3	6.98
Communication	6	4.88	2	4.65
Funding	6	4.88	3	6.98
Nuisance Species	6	4.88	1	2.33
Law Enforcement	4	3.25	1	2.33
Equipment Facilities	3	2.44	3	6.98
Other	9	7.32	5	11.63

Table 63. Common term response for Florence to **Question 4: “What is the most fulfilling aspect of my job?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Working With Public	25	25.25	7	21.21
Youth Programs	19	19.19	4	12.12
Protecting Natural Resources	12	12.12	4	12.12
Job Diversity	8	8.08	3	9.09
Co-Workers	7	7.07	3	9.09
Job Recognition	6	6.06	2	6.06
Empowerment	4	4.04	1	3.03
Lifelong Dream	4	4.04	1	3.03
Being Proactive	3	3.03	1	3.03
Being Outdoors	3	3.03	2	6.06
Job Freedom	3	3.03	2	6.06
Providing Quality Opportunities	3	3.03	1	3.03
Managing Natural Resources	1	1.01	1	3.03
Representing DNR	1	1.01	1	3.03

Table 64. Common term response for Florence to **Question 5: “What would help me do my job better?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Administrative/Personnel	35	39.33	13	40.63
Tools/Equipment	28	31.46	11	34.38
Communication	15	16.85	3	9.38
Training	9	10.11	3	9.38
Information Technology	1	1.12	1	3.13
Paperwork	1	1.12	1	3.13

Common Term Responses for Ridgeland

Table 65. Common term response for Ridgeland to **Question 1: “What is the biggest natural resources management challenge in this area of the state?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Manage Sustainable Resources	30	26.79	10	19.23
Law Enforcement	16	14.29	6	11.54
Public Land Issues	14	12.50	5	9.62
Public Education	14	12.50	8	15.38
Urban Sprawl	12	10.71	7	13.46
Pollution	11	9.82	6	11.54
Politics/Management	7	6.25	4	7.69
Nuisance Species	3	2.68	3	5.77
Funding	3	2.68	1	1.92
Exotic Species	2	1.79	2	3.85

Table 66. Common term response for Ridgeland to **Question 2: “What are the areas that DNR should be addressing that it is not?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Habitat Loss	18	15.93	4	7.55
Licensing	14	12.39	5	9.43
Equipment/Facilities	9	7.96	6	11.32
Manage Sustainable Resources	8	7.08	3	5.66
Enforcement	7	6.19	2	3.77
Urban Sprawl	6	5.31	1	1.89
Administrative	5	4.42	5	9.43
Boat Titling	5	4.42	1	1.89
Education	5	4.42	4	7.55
Internal Management Issues	5	4.42	2	3.77
Personnel	5	4.42	1	1.89
Public Lands	5	4.42	3	5.66
Non-Consumptive Issues	4	3.54	3	5.66
Staffing	4	3.54	3	5.66
Exotic Species	3	2.65	1	1.89
Regulations	3	2.65	3	3.66
Communication	2	1.77	1	1.89
Environmental Protection	2	1.77	2	3.77
Budget/Funding	1	0.88	1	1.89
Nuisance Wildlife	1	0.88	1	1.89
Regulatory Authority	1	0.88	1	1.89

Table 67. Common term response for Ridgeland to **Question 3: “What is the biggest challenge in my job?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Personnel	27	22.69	7	14.89
Public Education	21	17.65	6	12.77
Regulations	16	13.45	7	14.89
Funding	8	6.72	2	4.26
Time Management	8	6.72	5	10.64
Communication	7	5.88	2	4.26
Politics/Management	7	5.88	7	14.89
Urban Sprawl	6	5.04	1	2.13
Equipment/Facilities	5	4.20	3	6.38
Nuisance Species	5	4.20	2	4.26
Law Enforcement	2	1.68	2	4.26
Public Land Issues	1	0.84	1	2.13
Other	6			

Table 68. Common term response for Ridgeland to **Question 4: “What is the most fulfilling aspect of my job?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Working With Public	26	27.08	6	16.67
Being Outdoors	14	14.58	4	11.11
Co-Workers	10	10.42	4	11.11
Managing Natural Resources	10	10.42	3	8.33
Protecting Natural Resources	10	10.42	4	11.11
Job Recognition	7	7.29	6	16.67
Job Freedom	6	6.25	1	2.78
Representing DNR	6	6.25	1	2.78
Job Diversity	2	2.08	2	5.56
Personal Benefits	2	2.08	2	5.56
Contributing to Science	1	1.04	1	2.78
Educating Public	1	1.04	1	2.78
Youth Programs	1	1.04	1	2.78

Table 69. Common term response for Ridgeland to **Question 5: “What would help me do my job better?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Tools/Equipment	26	27.96	11	28.95
Administrative/Personnel	19	20.43	7	18.42
Law Enforcement	17	18.28	8	21.05
Training	15	16.13	5	13.16
Information Technology	9	9.68	4	10.53
Paperwork	5	5.38	1	2.63
Funding	2	2.15	2	5.26

Common Term Responses for Pinopolis 1

Table 70. Common term response for Pinopolis 1 to **Question 1: “What is the biggest natural resources management challenge in this area of the state?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Politics/Management	17	47.22	4	28.57
Urban Sprawl	6	16.67	1	7.14
Personnel	4	11.11	2	14.29
Public Land Issues	4	11.11	2	14.29
Funding	3	8.33	3	21.43
Pollution	1	2.78	1	7.14
Public Education	1	2.78	1	7.14

Table 71. Common term response for Pinopolis 1 to **Question 2: “What are the areas that DNR should be addressing that it is not?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Internal Management Issues	8	21.05	2	11.76
Budget/Financing	6	15.79	4	23.53
Education	6	15.79	1	5.88
Environmental Protection	6	15.79	2	11.76
Communication	5	13.16	1	5.88
Enforcement	2	5.26	2	11.76
Regulations	2	5.26	2	11.76
Exotic Species	1	2.63	1	5.88
Personnel	1	2.63	1	5.88
Public Lands	1	2.63	1	5.88

Table 72. Common term response for Pinopolis 1 to **Question 3: “What is the biggest challenge in my job?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Politics/Management	12	36.36	2	18.18
Personnel	8	24.24	3	27.27
Communication	7	21.21	3	27.27
Time Management	4	12.12	1	9.09
Equipment/Facilities	1	3.03	1	9.09
Public Education	1	3.03	1	9.09

Table 73. Common term response for Pinopolis 1 to **Question 4: “What is the most fulfilling aspect of my job?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Being Outdoors	6	24.0	2	28.57
Working With Public	6	24.0	1	14.29
Co-Workers	5	20.0	1	14.29
Protecting Natural Resources	4	16.0	1	14.29
Youth Programs	4	16.0	2	28.57

Table 74. Common term response for Pinopolis 1 to **Question 5: “What would help me do my job better?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Communication	6	30.0	1	16.67
Training	5	25.0	1	16.67
Administration/Personnel	4	20.0	1	16.67
Tools/Equipment	3	15.0	1	16.67
Funding	2	10.0	2	33.33

Common Term Responses for Pinopolis 2

Table 75. Common term response for Pinopolis 2 to Question 1: “What is the biggest natural resources management challenge in this area of the state?”

Common Term	Total Points	% Points	Frequency	% Occurrence
Manage Sustainable Resources	43	27.56	15	25.00
Urban Sprawl	34	21.79	9	15.00
Pollution	32	20.51	14	23.33
Public Land Issues	13	8.33	5	8.33
Politics/Management	10	6.41	5	8.33
Public Education	9	5.77	5	8.33
Law Enforcement	6	3.85	1	1.67
Funding	5	3.21	3	5.00
Endangered Species	2	1.28	2	3.33
Personnel	2	1.28	1	1.67

Table 76. Common term response for Pinopolis 2 to Question 2: “What are the areas that DNR should be addressing that it is not?”

Common Term	Total Points	% Points	Frequency	% Occurrence
Urban Sprawl	25	20.66	6	15.79
Manage Sustainable Resources	12	9.92	5	13.16
Internal Management Issues	11	9.09	2	5.26
Habitat Loss	10	8.26	3	7.89
Enforcement	9	7.44	4	10.53
Regulations	9	7.44	3	7.89
Licensing	7	5.79	2	5.26
Education	6	4.96	3	7.89
Non-Consumptive Issues	6	4.96	1	2.63
Environmental Protection	5	4.13	1	2.63
Public Lands	5	4.13	1	2.63
Communication	4	3.31	1	2.63
Regulatory Authority	4	3.31	1	2.63
Training	3	2.48	1	2.63
Equipment/Facilities	2	1.65	1	2.63
Boat Titling	1	0.83	1	2.63
Nuisance Wildlife	1	0.83	1	2.63
Technology	1	0.83	1	2.63

Table 77. Common term response for Pinopolis 2 to **Question 3: “What is the biggest challenge in my job?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Personnel	43	26.54	15	25.86
Communication	24	14.81	7	12.07
Public Education	24	14.81	7	12.07
Time Management	19	11.73	4	6.90
Equipment/Facilities	17	10.49	6	10.34
Politics/Management	17	10.49	7	12.07
Funding	6	3.70	3	5.17
Regulations	6	3.70	4	6.90
Manage Sustainable Resources	2	1.23	1	1.72
Procurement	2	1.23	2	3.45
Nuisance Species	1	0.62	1	1.72
Technology	1	0.62	1	1.72

Table 78. Common term response for Pinopolis 2 to **Question 4: “What is the most fulfilling aspect of my job?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Working With Public	30	23.62	11	26.19
Protecting Natural Resources	29	22.83	7	16.67
Job Recognition	17	13.39	6	14.29
Co-Workers	11	8.66	4	9.52
Job Diversity	8	6.30	2	4.76
Being Outdoors	7	5.51	2	4.76
Search and Rescue	7	5.51	2	4.76
Youth Programs	5	3.94	1	2.38
Representing DNR	4	3.15	1	2.38
Managing Natural Resources	3	2.36	1	2.38
Fixing Equipment	2	1.57	1	2.38
Educating the Public	1	0.79	1	2.38
Job Freedom	1	0.79	1	2.38
Training	1	0.79	1	2.38
Working With Animals	1	0.79	1	2.38

Table 79. Common term response for Pinopolis 2 to **Question 5: “What would help me do my job better?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Administration/Personnel	35	34.31	11	33.33
Tools/Equipment	34	33.33	10	30.30
Communication	139	12.75	3	9.09
Funding	9	8.82	2	6.06
Law Enforcement	4	3.92	2	6.06
Paperwork	3	2.94	1	3.03
Training	2	1.96	2	6.06
Information Technology	1	0.98	1	3.03
Public Service	1	0.98	1	3.03

Common Term Responses for Charleston

Table 80. Common term response for Charleston to **Question 1: “What is the biggest natural resources management challenge in this area of the state?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Manage Sustainable Resources	47	38.84	16	36.36
Urban Sprawl	23	19.01	4	9.09
Public Education	17	14.05	6	13.64
Politics/Management	14	11.57	5	11.36
Pollution	11	9.09	5	11.36
Personnel	3	2.48	2	4.55
Public Land Issues	3	2.48	3	6.82
Funding	1	0.83	1	2.27
Exotic Species	1	0.83	1	2.27
Technology	1	0.83	1	2.27

Table 81. Common term response for Charleston to **Question 2: “What are the areas that DNR should be addressing that it is not?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Manage Sustainable Yield	20	15.63	11	21.57
Urban Sprawl	18	14.06	4	7.84
Habitat Loss	13	10.16	3	5.88
Personnel	12	9.38	5	9.80
Budget/Funding	10	7.81	4	7.84
Communication	8	6.25	4	7.84
Environmental Protection	8	6.25	3	5.88
Internal Management	8	6.25	2	3.92
Education	7	5.47	2	3.92
Technology	6	4.69	4	7.84
Administrative	5	3.91	1	1.96
Enforcement	4	3.13	1	1.96
Non-Consumptive Uses	4	3.13	2	3.92
Exotic Species	3	2.34	3	5.88
Environmental Protection	1	0.78	1	1.96
Training	1	0.78	1	1.96

Table 82. Common term response for Charleston to **Question 3: “What is the biggest challenge in my job?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Personnel	46	32.39	15	30
Politics/Management	40	28.17	12	24
Funding	17	11.97	6	12
Procurement	12	8.45	3	6
Technology	11	7.75	5	10
Communication	8	5.63	2	4
Public Education	5	3.52	5	10
Equipment/Facilities	3	2.11	2	4

Table 83. Common term response for Charleston to **Question 4: “What is the most fulfilling aspect of my job?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Co-Workers	23	21.90	5	16.67
Being Outdoors	14	13.33	3	10.00
Protecting Natural Resources	14	13.33	3	10.00
Working With Public	13	12.38	6	20.00
Job Recognition	12	11.43	3	10.00
Contributing to Science	11	10.48	3	10.00
Job Diversity	8	7.62	2	6.67
Representing DNR	5	4.76	2	6.67
Managing Natural Resources	4	3.81	2	6.67
Fishing	1	0.95	1	3.33

Table 84. Common term response for Charleston to **Question 5: “What would help me do my job better?”**

Common Term	Total Points	% Points	Frequency	% Occurrence
Administrative/Personnel	61	50.83	21	48.84
Training	28	23.33	7	16.28
Paperwork	7	5.83	2	4.65
Communication	6	5.00	2	4.65
Job Recognition	6	5.00	5	11.63
Tools/Equipment	6	5.00	2	4.65
Information Technology	4	3.33	2	4.65
Public Service	2	1.67	2	4.65

Discussion and Recommendations

The SCDNR sponsored a series of state-wide regional meetings to enable employees to provide feedback regarding priorities and issues for the agency. This report, prepared as a group project by the 12 members of the 2000-2001 Workshop in Leadership Development (W.I.L.D.) class, provides the analyses of the responses from the complex and extensive dataset generated by the 9 regional meetings.

A task of this nature is somewhat daunting and never perfect. The W.I.L.D. group was given the large raw dataset, and charged with organizing and analyzing the data. Since the data were not always collected in a consistent, unbiased way, the validity of the analyses was hampered somewhat by the lack of scientific rigor. For future survey efforts, study design and plans for data analyses should be developed “*a priori*” rather than “*a posteriori*.”

For this effort, there were a number of issues and assumptions that had to be addressed by the group, including the appropriate partitioning of the data, methods for coding and scoring the data, and development of a ranking scheme. An important overriding issue was that groupings of the data at various levels were needed to develop an appreciation of the “big picture.” However, the W.I.L.D. group was also sensitive to the charge of capturing representation by the individual employees who attended the meetings. The report is therefore organized so that the overall agencywide summary is provided, but there are also a series of tables and appendices in which the data are expressed to provide details of specific responses.

Efforts were made to partition the data in various ways, but it is very important to emphasize that this required in many cases judgments that cannot be regarded as unbiased. This is especially true for the analyses organized by divisions. Although information organized by divisions would seem to be a valuable way of looking at the data, the structure of the meetings (employees from multiple divisions at the same meeting) required the W.I.L.D. group to make subjective decisions about division-specific relevance. There are certainly other methods and approaches that could be used with these data, but these results do represent a sincere effort by the W.I.L.D. group, 12 employees from a range of diverse positions from the different Divisions, to organize and interpret employee feedback. Despite these caveats, the results of these efforts provided some very interesting perspectives.

Question 1 involved identification of important current and future activities and natural resource issues. The biggest natural resources management challenges were managing sustainable resources, urban sprawl, pollution, and public education. These responses reinforce the strong commitment of DNR employees to managing resources in a responsible and sustainable manner, and further indicate an awareness that human activities associated with development, loss of natural habitat, and pollution are our greatest challenges.

Important issues that were not being adequately addressed by SCDNR (Question 2) were predominantly education, personnel, managing sustainable resources and regulations. Regulations continue to cause various types of recurring problems for employees. Many employees encouraged the development of rules and regulations for hunting and fishing that are more simplified and more user friendly; and many continue to be frustrated by enforcement problems. It was interesting that education ranked so high in both questions 1 and 2. Education included public relations campaigns, programs that target various user groups (hunters, fishers, naturalists, etc.), natural resource camps, elementary, middle, or high school groups, college and graduate students, and teachers. The overall impression was that ultimately, education should be one of SCDNR’s most important priorities. Education is important to acceptance of regulations and management practices by S.C. constituencies, as well as future user groups and leaders.

Questions 3–5 were more involved with employee issues and identification of areas that would facilitate employee effectiveness. As discussed above, the results of Question 2 indicated that there are serious concerns about personnel issues that are not being addressed, and personnel also emerged as the most important issue in Questions 3 and 5. With regard to the biggest challenge of their jobs (Question 3), employees overwhelmingly identified personnel as the single most important factor, followed by public education, politics/management, communication and time management. Likewise, the responses to “what would help me do my job better” (Question 5), also overwhelmingly identified administrative and personnel issues as the single most important factor; tools/equipment and training were also identified as important issues for this question. Efforts to improve the productivity and effectiveness of employees would benefit from changes in administrative policies and reductions in paperwork. Certainly these are complex issues, but there was an overall impression that human resources should play more of an advocacy role for employee rights and career advancement. Meaningful training programs that serve to improve employee skills and opportunities for career advancement are needed. Employees wanted more appreciation, including the fostering of excellence rather than mediocrity, “quality pay for quality performance,” and a stronger sense of fairness. There continues to be a concern that internal politics and management practices promote inequities. Better communication between divisions and more “cross-divisional” approaches are needed. This may provide more flexibility in career moves and job advancement. Personnel management as well as the day-to-day tasks of individual jobs need modern tools and equipment. More computers and computerized approaches for facilitating communication and improving time management, for tracking hiring and personnel issues, for reducing redundant paperwork, for purchasing, etc. are needed.

The response to the most fulfilling aspect of their jobs (Question 4) reinforced the notion that SCDNR employees place a high priority on the importance of their interactions with the public. There were also strong indications that employees felt that “protecting natural resources,” the second ranked response to this question, provided a strong sense of social and ethical commitment to SCDNR’s missions. There was also an appreciation of the quality of peers and co-workers, as well as the opportunity to be outdoors, etc. Overall SCDNR employees are a dedicated group who genuinely try to serve the people by protecting the natural resources of South Carolina.

This report is organized so that the responses to the questions posed were grouped and ranked to facilitate identification of important priorities. This report could be regarded as an employee mandate, that can be used by the Director and Deputy Directors of the SCDNR to prioritize the important activities and allocate resources appropriately. The current budget situation may require reallocation of funds so that the most important activities are sustained while less important ones are reduced. Education emerged as an important priority, so the SCDNR should consider strengthening education activities, not cutting them. Often in times of budget crisis, educational sections are the first and hardest hit. It was obvious from this exercise that the employees of SCDNR placed a very high priority on natural resource education and educational programs should be spared. It would be appropriate to identify and target other sources of education funds. For example, since SCDNR employees spend a lot of time on educational programs in schools and colleges, it may be possible to tap into other state educational funding sources since education has been identified as a high priority in South Carolina. Conversely, SCDNR may need to take a very careful look at reducing activities that fell out as low priority issues. For example, are the costs (labor, travel, etc.) associated with nuisance wildlife calls (e.g. raccoons, alligators, etc.) disproportionately high for the benefits gained? Is this an activity that could be more appropriately privatized?

In conclusion, the most important general recommendations that emerged from the results of our analyses are:

- ◆ The management of sustainable resources and mitigation of the impacts of human activities (including urban sprawl, loss of habitat, increased pollution pressures) continue to be important priorities for the SCDNR. Management policies and regulations that are based on sound science, and that are user-friendly and enforceable should be encouraged.

- ◆ Education programs at all levels should be encouraged to facilitate the development of an “informed public” and to insure that students, teachers, and future leaders have a sound appreciation of natural resource issues. Public interactions and education are the keys to public support.
- ◆ Significant changes are needed in personnel policies and technologies so that employee effectiveness is enhanced. Technologies and management practices that increase efficiency while reducing paperwork and other impediments are needed. More opportunities for career advancement are needed. The Human Resources office should serve as an advocate for employees, and should facilitate improved communication at a variety of levels (between employees, between divisions, between administrators and employees, etc).

Appendices

Appendix 1. Specific answers to Question 1 that made up Common Term “Manage Sustainable Resources” (all SCDNR).

Manage Sustainable Resources	Total Points	% Points	Frequency	% Occurrence
Protecting Natural Resources	23.0	10.38	5	6.67
Habitat Loss	12.0	5.42	3	4.00
Preserving Hunting and Fishing Areas	12.0	5.42	2	2.67
Overfishing	10.0	4.51	4	5.33
Habitat Improvement for Quail	8.0	3.61	1	1.33
Protect Critical Habitat of Wildlife	8.0	3.61	2	2.67
Overpopulation of Deer	7.0	3.16	2	2.37
Deer Herd Personnel, Tagging System	6.0	2.71	1	1.33
Flathead Catfish Population	6.0	2.71	1	1.33
Losing Hunting Habitat	6.0	2.71	1	1.33
Loss of Habitat (Hardwood Trees)	6.0	2.71	1	1.33
Loss of Wildlife Habitat	6.0	2.71	1	1.33
Sustainable Resource Exploration	6.0	2.71	2	2.37
Habitat Protection (Logging, Wildlife)	5.0	2.26	1	1.33
Habitat Destruction (Logging, etc)	5.0	2.26	1	1.33
Santee Cooper Water	5.0	2.26	1	1.33
Shrimp Baiting	5.0	2.26	1	1.33
Balance Economic and Habitat Development	4.0	1.81	1	1.33
Over-harvesting Natural Resources	4.0	1.81	1	1.33
Overuse of Resources	4.0	1.81	1	1.33
38 others	69.5			

Appendix 2. Specific answers to Question 1 that made up Common Term “Urban Sprawl” (All SCDNR).

Urban Sprawl	Total Points	% Points	Frequency	% Occurrence
Uncontrolled growth	49	30.25	10	22.22
Urban Sprawl	21	12.96	2	4.44
Effects of Development/Growth	6	3.70	3	6.66
Increased People	6	3.70	1	2.22
Effects of Coastal Development	6	3.70	1	2.22
Suburban Expansion	6	3.70	1	2.22
Suburban Encroachment on Wildlife	6	3.70	1	2.22
Unplanned Growth/Urban Sprawl	6	3.70	1	2.22
Unplanned Residential Expansion	6	3.70	1	2.22
Destruction of Resources	5	3.09	1	2.22
Loss of Wildlife Habitat	5	3.09	1	2.22
Loss of Habitat/Urban Sprawl	4	2.47	1	2.22
Address Habitat Degradation	4	2.47	1	2.22
Urban Areas	4	2.47	1	2.22
Loss of agriculture to developed areas	3	1.85	1	2.22
Non-permitted growth	3	1.85	1	2.22
Lack of Habitat/Urban Sprawl	2	1.23	1	2.22
Over-development	2	1.23	1	2.22
People	2	1.23	1	2.22
Sporadic Development	2	1.23	1	2.22
Too Many Docks	2	1.23	1	2.22
Too Many People	2	1.23	1	2.22
Decline of Wildlife Habitat	1	0.62	1	2.22
Development in Critical Areas	1	0.62	1	2.22
Global Gateway	1	0.62	1	2.22
Increased Commercial Activity	1	0.62	1	2.22
Maintaining Quality Natural Resources	1	0.62	1	2.22
Massive Population Growth/Land Use	1	0.62	1	2.22
More Public Greenspace	1	0.62	1	2.22
Overcrowding of Waterways	1	0.62	1	2.22
Too Many Roads	1	0.62	1	2.22
Wildlife Human Conflict	1	0.62	1	2.22

Appendix 3. Specific answers to Question 1 that made up Common Term “Public Education” (All SCDNR).

Public Education	Total Points	% Points	Frequency	% Occurrence
Public Education	24.0	17.65	9	15.25
Educating Public About Natural Res.	17.5	12.87	5	8.47
Get Into Schools and Community	7.0	5.15	1	1.69
Anti-Hunting Groups	6.0	4.41	1	1.69
Boating Safety on Waterways	6.0	4.41	1	1.69
Educating Public About DNR	6.0	4.41	1	1.69
Public Education About Litter	5.0	3.68	1	1.69
PR Concerning Wildlife Regulations	5.0	3.68	1	1.69
Public Education About Natural Res.	4.0	2.94	1	1.69
Losing Hunters	4.0	2.94	1	1.69
Public Awareness of DNR Programs	4.0	2.94	1	1.69
Have Clemson Number	3.5	2.57	1	1.69
Education Programs	3.0	2.21	1	1.69
Introduce Youth to Hunting/Fishing	3.0	2.21	1	1.69
Recruitment of Hunters	3.0	2.21	1	1.69
Decline in Hunters	2.0	1.47	2	3.39
Education	2.0	1.47	1	1.69
Lack of Young Hunters/Fishers	2.0	1.47	1	1.69
Provide Quality Outdoor Experience	2.0	1.47	1	1.69
Public Awareness of DNR	2.0	1.47	1	1.69
Boating Safety	1.0	0.74	2	3.69
Education about Com./Recr. Shrimping	1.0	0.74	1	1.69
Conservation Education	1.0	0.74	1	1.69
Agency Coordination of Public Ed.	1.0	0.74	1	1.69
Agency Coordination of Outreach Prog.	1.0	0.74	1	1.69
Nineteen Others	19			

Appendix 4. Specific answers to Question 1 that made up Common Term “Pollution” (All SCDNR).

Pollution	Total Points	% Points	Frequency	% Occurrence
Litter	19	14.29	5	10.00
Mercury Levels in Fishes	10	7.52	2	4.00
Water Pollution	10	7.52	2	4.00
Water Quality	9	6.77	3	6.00
Pollution	8	6.02	2	4.00
Water and Land Quality Pollution	7	4.51	7	14.00
Filleting of Stripers on Water	6	4.51	1	2.00
Adequate Water for Humans	6	4.51	1	2.00
Pollution (Air and Water)	6	4.51	2	4.00
Pollution (Development)	6	4.51	1	2.00
Insect Control	5	3.76	2	4.00
Non-point Source Pollution	5	3.73	1	2.00
Water Quality Degraded by Industry	5	3.73	1	2.00
Carcass Disposal	4	3.01	2	4.00
Water Quality – Pollutants	4	3.01	1	2.00
Stream Water Quality	3	2.26	1	2.00
Pollution Effects on Shrimp	2	1.50	1	2.00
Littering	2	1.50	2	4.00
Spraying Aquatic Vegetation	2	1.50	1	2.00
Toxic Waste	2	1.50	1	2.00
Use of Aquatic Herbicides	2	1.50	1	2.00
Chemical Pollution	1	0.75	1	2.00
Clean Water	1	0.75	1	2.00
Crabbers Throwing Debris Off Docks	1	0.75	1	2.00
Effects of Pollution on Wildlife	1	0.75	1	2.00
Hazardous Waste	1	0.75	1	2.00
Non-point Source Water Discharge	1	0.75	1	2.00
Overuse of Insecticides	1	0.75	1	2.00
Water and Air Quality	1	0.75	1	2.00
Water Quality Sedimentation	1	0.75	1	2.00
Watershed Degradation	1	0.75	1	2.00

Appendix 5. Specific answers to Question 1 that made up Common Term “Public Land Issues” (All SCDNR).

Public Land Issues	Total Points	% Points	Frequency	% Occurrence
Buy Land	17.5	16.06	5	11.90
Increase Land Purchases	6.0	5.50	1	2.38
Increase/Maintain Access Public Land	6.0	5.50	1	2.38
Purchase New Public Lands	6.0	5.50	1	2.38
Increase Amount of Protected Land	5.0	4.59	1	2.38
Lake Crowding	5.0	4.59	1	2.38
Land Rent Too High	5.0	4.59	1	2.38
Loss of Prime Farmland	5.0	4.59	1	2.38
Permanent Protection of Habitat	5.0	4.59	1	2.38
Lack of WMA Facilities and Funds	4.0	3.67	2	4.76
More WMA Land	4.0	3.67	1	2.38
More Public Use Areas (WMAs)	4.0	3.67	1	2.38
Public Access (Waters)	4.0	3.67	1	2.38
Land Acquisition Promotion	3.5	3.21	1	2.38
Lack of Traditional Agriculture	3.0	2.75	1	2.38
Loss of Public Hunting Land	3.0	2.75	1	2.38
Acquire Property	2.0	1.83	1	2.38
State’s Inability to Pay Price for Land	2.0	1.83	1	2.38
Balance Multiple Uses of Land	1.0	0.92	1	2.38
Erosion	1.0	0.92	1	2.38
Erosion (Runoff)	1.0	0.92	1	2.38
Heritage Trust	1.0	0.92	1	2.38
Information on Regulations	1.0	0.92	1	2.38
Lack of Data Collection on WMA Use	1.0	0.92	1	2.38
Lack of Respect for Personal Property	1.0	0.92	1	2.38
Land Acquisition	1.0	0.92	1	2.38
Land Preservation	1.0	0.92	1	2.38
Land Use Planning	1.0	0.92	1	2.38
Loss of Public Areas for Hunting	1.0	0.92	1	2.38
Need More Public Areas	1.0	0.92	1	2.38
Land for Habitat Protection	1.0	0.92	1	2.38
Private/Public Land Lease Conflict	1.0	0.92	1	2.38
River Flood Basin Development	1.0	0.92	1	2.38
Loss of Public/Personal Lands	1.0	0.92	1	2.38

Appendix 6. Specific answers to Question 2 that made up Common Term “Education” (All SCDNR).

Public Education	Total Points	% Points	Frequency	% Occurrence
Broaden the Constituency Base	10.5	6.33	3	5.56
Public Education	9.0	5.42	3	5.56
Improve Marketing Strategies	7.0	4.22	2	3.70
Increase Television Use	7.0	4.22	2	3.70
Publish Trout Stocking Schedule	7.0	4.22	2	3.70
Do a Better Job Reaching Kids	6.0	3.61	1	1.85
Expand Natural Resources Training	6.0	3.61	1	1.85
Educate Public on DNR	6.0	3.61	1	1.85
List of Hunting and Fishing Guides	6.0	3.61	1	1.85
Make State Funding Requests for Public	6.0	3.61	1	1.85
Take Public Stand in Support of Guns	6.0	3.61	1	1.85
Wildlife Education in School	6.0	3.61	1	1.85
Expanded Education	5.0	3.01	1	1.85
More Emphasis on Non Hunting Activities	5.0	3.01	1	1.85
More Outreach on Environment	5.0	3.01	1	1.85
Need to Attract More Hunters/Fishers	5.0	3.01	1	1.85
Public Outreach	5.0	3.01	1	1.85
Address Public Concern for Natural Resources	4.0	2.41	1	1.85
Educate Public About DNR	4.0	2.41	1	1.85
One Voice for Agency	4.0	2.41	1	1.85
Develop Questionnaire of What Public Wants	3.5	2.11	1	1.85
Education Improvement	3.5	2.11	1	1.85
Need a Visibility Campaign	3.5	2.11	1	1.85
More Homeowner Assistance	3.0	1.81	1	1.85
Public Survey on Any Topics	3.0	1.81	1	1.85
Use Technology to Educate Public	3.0	1.81	1	1.85
DNR to Support Further Education	2.0	1.20	1	1.85
Educate Residents About Non-Game Species	2.0	1.20	1	1.85
Public Education/Stewardship Education	2.0	1.20	1	1.85
Public Perception of DNR	2.0	1.20	1	1.85
Recruitment of Youth	2.0	1.20	1	1.85
Web Based Education	1.0	0.60	1	1.85
Advertise Where to Call for Information	1.0	0.60	1	1.85
Educate Public About Less Wasteful Behavior	1.0	0.60	1	1.85
Education on Areas Available for Hunting	1.0	0.60	1	1.85
Make Information More Accessible	1.0	0.60	1	1.85
Mandatory Wildlife Education in Schools	1.0	0.60	1	1.85
More DNR Education in Shools	1.0	0.60	1	1.85
More PSA's	1.0	0.60	1	1.85
More Information on K-9	1.0	0.60	1	1.85
Seven Others	7			

Appendix 7. Specific answers to Question 2 that made up Common Term “Personnel” (All SCDNR).

Personnel	Total Points	% Points	Frequency	% Occurrence
Address Discrepancies in Salaries	21.0	19.72	6	16.22
Job Advancement	9.0	8.45	2	5.41
Set Up Longevity Increases in Pay	7.0	6.57	2	5.41
Overtime/Field Personnel	6.0	5.63	1	2.70
Remove Blatant Salary Bias	6.0	5.63	1	2.70
Salary	6.0	5.63	1	2.70
Compensation for Overtime	5.0	4.69	1	2.70
Rewarding Quality Staff	5.0	4.69	1	2.70
Examine Pay Regimes for Day vs Night	3.5	3.29	1	2.70
Hire Less, Compensate More	3.5	3.29	1	2.70
Institute Step Increases in Pay	3.5	3.29	1	2.70
Development of Career Paths	3.0	2.82	1	2.70
Flex Time	3.0	2.82	1	2.70
Follow Through With Upgrading Women	3.0	2.82	1	2.70
Increase Diversity in the Workforce	3.0	2.82	1	2.70
Opportunity for Advancement	3.0	2.82	1	2.70
State Employee Twenty Year Retirement	2.0	1.88	1	2.70
Temporary Grant Inequality	2.0	1.88	1	2.70
Women in Management/Diversity	2.0	1.88	1	2.70
Define Career Path	1.0	0.94	1	2.70
Equal Pay, Equal Work	1.0	0.94	1	2.70
Improve Minority Recruitment	1.0	0.94	1	2.70
Permanent Merit Pay	1.0	0.94	1	2.70
Promote Within Agency Before Going Outside	1.0	0.94	1	2.70
Promotion of Women Employees Within DNR	1.0	0.94	1	2.70
Review Job Classifications	1.0	0.94	1	2.70
Sabbaticals	1.0	0.94	1	2.70
Shorter Retirement	1.0	0.94	1	2.70
Twenty Year Law Enforcement Retirement	1.0	0.94	1	2.70

Appendix 8. Specific answers to Question 2 that made up Common Term “Manage Sustainable Resources” (All SCDNR).

Manage Sustainable Resources	Total Points	% Points	Frequency	% Occurrence
Mediate Balance – Preservation/Conservation	8	9.20	2	5.88
Marine Reserves	7	8.05	3	8.82
Check More Private Ponds for Fishing	6	6.90	1	2.94
Classify Feral Hogs/Coyotes as Game Animals	6	6.90	1	2.94
Coyotes and Wild Hogs	6	6.90	1	2.94
Economic Value of Natural Resources	6	6.90	1	2.94
Long-Term Monitoring Programs	5	5.75	1	2.94
Quality Deer Management	5	5.75	1	2.94
Tagging System for Deer	5	5.75	1	2.94
“Study” Resolution and Reporting Back	4	4.60	1	2.94
Deer Baiting	3	2.45	1	2.94
Domestic Animals	3	2.45	1	2.94
Pond Development for Non-Farm Communities	3	2.45	1	2.94
Blend Research vs Management	2	2.30	1	2.94
Lack of Surface Water Storage	2	2.30	1	2.94
Aquatic Disease	1	1.15	1	2.94
Better Balance of Freshwater Species	1	1.15	1	2.94
Conflict Between Animals’ Needs and People	1	1.15	1	2.94
Conservation in Research	1	1.15	1	2.94
Coordinate with Logging Practice	1	1.15	1	2.94
Genetics in Stock Enhancement	1	1.15	1	2.94
Insect Control	1	1.15	1	2.94
Inventory of Natural Resources	1	1.15	1	2.94
More Accountability Through Comm Fisheries	1	1.15	1	2.94
More Studies on Declining Species (Quail)	1	1.15	1	2.94
Multispecies vs Single Species Management	1	1.15	1	2.94
Overfishing	1	1.15	1	2.94
Research and Address Quail and Rabbits	1	1.15	1	2.94
Saltwater Stocking of Inshore Game Fish	1	1.15	1	2.94
Science Based Decision Making	1	1.15	1	2.94
Socio-Economic Issues With Fishermen	1	1.15	1	2.94

Appendix 9. Specific answers to Question 2 that made up Common Term “Regulations” (All SCDNR).

Regulations	Total Points	% Points	Frequency	% Occurrence
Simplify Laws, Rules, Regulations	21	26.42	6	20.00
Parity of Regulations – Upper/Lower State	14	16.28	4	13.33
Statewide Consistent Stand Wildlife Enclosure	10	11.63	2	6.67
Make it Illegal to Posses Game Animals	7	8.14	2	6.67
Simplify Laws and Conform Statewide	6	6.98	1	3.33
Baitfish Regulations	4	4.65	1	3.33
Hunting From Public Roads	4	4.65	1	3.33
More Consistency Statewide for Hunting Laws	3	3.49	1	3.33
Uniform Regulations for Deer Hunting	3	3.49	1	3.33
Closing Loopholes in Regulations	2	2.33	1	3.33
Houseboat Regulations	2	2.33	3	6.67
Regulating Release Animal Hunting /Fishing	2	2.33	1	3.33
Uniform State Regulations	2	2.33	1	3.33
Address Running Pens and Fenced Enclosure	1	1.16	1	3.33
Dog/Road Hunting	1	1.16	1	3.33
OSHA and ADA Regulation Compliance	1	1.16	1	3.33
Review/Clarify Regulations/Laws	1	1.16	1	3.33
Stiffer Fines for Littering	1	1.16	1	3.33
Strict Enforcement for Private Docks	1	1.16	1	3.33

Appendix 10. Specific answers to Question 2 that made up Common Term “Internal Management Issues” (All SCDNR).

Internal Management Issues	Total Points	% Points	Frequency	% Occurrence
Fully Integrate LWCD in Department	17.5	22.15	5	22.73
Planning for the Future	8.0	10.13	2	9.09
Be More Flexible, Respond to Change	7.0	8.86	2	9.09
More Proactive, Watch for Negatives, Change	7.0	8.86	2	9.09
Morale	6.0	7.59	1	4.55
Review of Existing Programs	6.0	7.59	1	4.55
Intense Evaluations of Supervisor	5.0	6.33	1	4.55
Being Late for Work	4.0	5.06	1	4.55
Promptly Follow Through on Issues	4.0	5.06	1	4.55
Employee Should be First Priority	3.5	4.43	1	4.55
Take Politics Out	3.5	4.43	1	4.55
Work on Chain of Command	3.5	4.43	1	4.55
Assist Local Governments	2.0	2.53	1	4.55
Follow Through on Projects/Tasks	1.0	1.27	1	4.55
Get Rid of Poor Staffs	1.0	1.27	1	4.55

Appendix 11. Specific answers to Question 3 that made up Common Term “Personnel” (All SCDNR).

Personnel	Total Points	% Points	Frequency	% Occurrence
Morale	14.0	5.73	4	4.82
Lack of Manpower	12.0	4.91	3	3.61
Job Recognition	10.0	4.09	2	2.41
Temporary Grant Inequality	10.0	4.09	2	2.41
Enforcing Regulations Limited Manpower	8.0	3.27	2	2.41
Lack of Personnel	8.0	3.27	2	2.41
Too Much Area for Officers	8.0	3.27	5	6.02
Dealing With Different Personalities	7.0	2.86	2	2.41
Closer Evaluation of Supervisor	6.0	2.45	1	1.20
Excessive, Diverse Hours	6.0	2.45	1	1.20
Keeping Up to Date With Changes	6.0	2.45	1	1.20
Lack of Personnel and Office Space	6.0	2.45	1	1.20
Maintaining Proficiency in Areas of Job	6.0	2.45	1	1.20
Meeting Unannounced Last Minute Deadlines	6.0	2.45	1	1.20
More Work, Less Money and Time	6.0	2.45	1	1.20
Supervising	6.0	2.45	1	1.20
Doing Work Correctly	5.0	2.04	1	1.20
Hiring and Keeping Good Personnel	5.0	2.04	1	1.20
Increase # LEOs	5.0	2.04	1	1.20
Recognition for Outstanding Employee	5.0	2.04	1	1.20
Understaffed	5.0	2.04	1	1.20
Encroachment on Collateral Duties	4.0	1.64	1	1.20
Increased Work Load With Same Staff	4.0	1.64	1	1.20
Maintaining Morale	4.0	1.64	1	1.20
Meeting Deadlines With Short Staff	4.0	1.64	1	1.20
Working in Areas of Heavy Activity	4.0	1.64	1	1.20
Workload Allocation	4.0	1.64	1	1.20
Don't Write Specific Job Qualifications	3.5	1.43	1	1.20
Fairly Evaluating Employee	3.0	1.23	1	1.20
Hiring and Firing	3.0	1.23	1	1.20
Keeping Qualified Staff	3.0	1.23	1	1.20
Lack of Efficient Job Postings	3.0	1.23	1	1.20
Problems With Keeping and Rewarding Staff	3.0	1.23	1	1.20
Respecting Your Employee	3.0	1.23	1	1.20
Working With Implied Overtime	3.0	1.23	1	1.20
Employee Training	2.0	0.82	1	1.20
Hiring is a Nightmare	2.0	0.82	2	2.41
Lack of Recognition	2.0	0.82	1	1.20
Staff for Field Offices	2.0	0.82	1	1.20
Supervision	2.0	0.82	2	2.41
Support From Supervisors	2.0	0.82	1	1.20
Twenty-five Others	28			

Appendix 12. Specific answers to Question 3 that made up Common Term “Public Education” (All SCDNR).

Public Education	Total Points	% Points	Frequency	% Occurrence
Public Education	21	14.09	8	17.02
Satisfying the Public	17	11.41	4	8.51
Dealing With Public	13	8.60	6	12.77
Better Visual Aids for Directions	6	4.03	1	2.13
Dealing With Public (Know-How)	6	4.03	1	2.13
Educating Public – Natural Resources	6	4.03	1	2.13
Image (Public Sees Everyone as LEOs)	6	4.03	1	2.13
Changing Public Attitudes	5	3.36	1	2.13
Coordination of Local Interests	5	3.36	1	2.13
Involving Youth and Women in Hunting	5	3.36	1	2.13
Making the Public Happy	5	3.36	1	2.13
Media Leaves DNR Out	5	3.36	1	2.13
Pleasing the Public	5	3.36	1	2.13
Doing a Good Job, Pleasing Public	4	2.68	1	2.13
Getting People to Understand About DNR	4	2.68	1	2.13
Informing the Public	4	2.68	1	2.13
Lack of Public Education	4	2.68	1	2.13
Public Needs to be Responsible for Actions	4	2.68	1	2.13
Dealing With General Public	3	2.01	1	2.13
Explaining to Public Reason for Laws	3	2.01	1	2.13
Educating the Public	3	2.01	1	2.13
Educating the Public on Natural Resources	3	2.01	1	2.13
Trying to Satisfy the Public	3	2.01	1	2.13
Satisfy Persons/Groups With Diverse Interests	2	1.34	2	4.26
Working With the Public	2	1.34	2	4.26
Assist Public With Wetlands	1	0.67	1	2.13
Balance Between Public Needs and DNR	1	0.67	1	2.13
Balance Between Public Wants and DNR	1	0.67	1	2.13
Letting Public Know How to Reach Us	1	0.67	1	2.13

Appendix 13. Specific answers to Question 3 that made up Common Term “Politics/Management” (All SCDNR).

Politics/Management	Total Points	% Points	Frequency	% Occurrence
Micro-Personnel	17.0	13.88	3	6.82
Paperwork	12.0	9.80	7	15.91
Paperwork (Too Much)	12.0	9.80	2	4.55
Administration & Cancer of Politics	6.0	4.90	1	2.27
Politics	6.0	4.90	3	6.82
Politics/Management and Admin	6.0	4.90	1	2.27
Timely Administrative Service	6.0	4.90	1	2.27
Access to Tax Commission Records	5.0	4.08	1	2.27
Administrative Paperwork – Forms	5.0	4.08	1	2.27
Dealing With Politics	5.0	4.08	2	4.55
Inconsistent Regulations	5.0	4.08	1	2.27
Gone Crazy With Paperwork	4.0	3.27	1	2.27
Determine Direction of DNR	3.5	2.86	1	2.27
Inconsistent Policy Directions	3.5	2.86	1	2.27
Reduce Number of Counties for Staff	3.5	2.86	1	2.27
Administration Not Customer Supported	3.0	2.45	1	2.27
Lack of Support From Upper Management	3.0	2.45	1	2.27
Paperwork Accuracy	2.0	1.63	2	4.55
Red Tape	2.0	1.63	1	2.27
Timesheets	1.0	0.82	1	2.27
Amount of Paperwork – Unnecessary	1.0	0.82	1	2.27
Changes in Forms/Paperwork	1.0	0.82	1	2.27
Commercialize Recreational Shrimping	1.0	0.82	1	2.27
Future Direction	1.0	0.82	1	2.27
Getting Good Legislation Passed	1.0	0.82	1	2.27
Having to Wait on Approval	1.0	0.82	1	2.27
Keeping Up With Paperwork Changes	1.0	0.82	1	2.27
Lack of Support from Administration	1.0	0.82	1	2.27
Support From Legislature	1.0	0.82	1	2.27
Magnitude of Agency	1.0	0.82	1	2.27
Too Many Meetings	1.0	0.82	1	2.27

Appendix 14. Specific answers to Question 3 that made up Common Term “Communication” (All SCDNR).

Communication	Total Points	% Points	Frequency	% Occurrence
Communication	20.0	17.32	7	17.50
Communication With Other Divisions	8.0	6.93	2	5.00
Dealing With Different Personalities	7.0	6.06	2	5.00
Communication Between Divisions	6.0	5.19	1	2.50
Employees Learning More Aspects of DNR	6.0	5.19	1	2.50
Keeping Up With Informational Handouts	6.0	5.19	1	2.50
Lack of Communication With Cola	6.0	5.19	1	2.50
Coordination of Local Interests	5.0	4.33	1	2.50
Keeping Up With Regulations	5.0	4.33	1	2.50
Media Leaves DNR Out	5.0	4.33	1	2.50
Turf Battles Between Divisions	5.0	4.33	1	2.50
Staying Abreast of Division Policies	4.0	3.46	1	2.50
Lack of Teamwork – Consider All Options	3.5	3.03	1	2.50
Getting Voice Mail – Not Real Person	3.0	2.60	1	2.50
Non Prioritized Demands	3.0	2.60	1	2.50
Standardize Communications	3.0	2.60	1	2.50
Communicate Effectively With Public	2.0	1.73	1	2.50
Communicating in a Timely Manner	2.0	1.73	1	2.50
Inter-Agency Cooperation	2.0	1.73	1	2.50
Making Sure Public Information is Correct	2.0	1.73	1	2.50
Department Not Trustworthy	1.0	0.87	1	2.50
Interpreting Communication	1.0	0.87	1	2.50
Keeping Up to Date With Brochures	1.0	0.87	1	2.50
Lack of Communication With Columbia	1.0	0.87	1	2.50
Lack of Cooperation With Agency	1.0	0.87	1	2.50
Lack of Cooperation State and Federal	1.0	0.87	1	2.50
Balance Public Wants DNR Stand	1.0	0.87	1	2.50
Lack of Communication Within Section	1.0	0.87	1	2.50
Lack of Boat Titling Information	1.0	0.87	1	2.50
Letting Public Know How to Reach Us	1.0	0.87	1	2.50
Trying to Keep Everyone Happy	1.0	0.87	1	2.50
Turf Battles Between Agencies	1.0	0.87	1	2.50

Appendix 15. Specific answers to Question 3 that made up Common Term “Time Management” (All SCDNR).

Time Management	Total Points	% Points	Frequency	% Occurrence
Time Management	26	24.76	6	16.67
Prioritizing (Time Management)	19	18.10	4	11.11
Excessive, Diverse Hours	6	5.71	1	2.78
Lack of Time	6	5.71	1	2.78
Too Many Meetings	6	5.71	2	5.56
Multiple Tasks at Once	5	4.76	1	2.78
Job Fulfillment in Allotted Time	4	3.81	1	2.78
Meeting Deadlines in Short Time	4	3.81	1	2.78
Multiple Responsibilities	4	3.81	1	2.78
Areas to be Covered	3	2.86	1	2.78
Other Duties as Assigned	3	2.86	1	2.78
Staying Focused on Task	3	2.86	1	2.78
Stress and Meeting Deadlines	2	1.90	1	2.78
Covering Geographic Area Required	1	0.95	1	2.78
Keeping Up With Workload	1	0.95	1	2.78
Performing More Duties With Same Staff	1	0.95	1	2.78
Short Deadlines for Administration	1	0.95	1	2.78
Too Many Job Responsibilities	1	0.95	1	2.78
Too Much Time Away From Home	1	0.95	1	2.78
Eliminate Non-Essential Meetings	1	0.95	1	2.78
Find Time to Get Everything Done	1	0.95	1	2.78
Lack of Time to Finish Increasing Workload	1	0.95	1	2.78
Meeting Diverse Set of Demands	1	0.95	1	2.78
Multitasking	1	0.95	1	2.78
Not Enough Time	1	0.95	1	2.78
Too Many Irons in the Fire	1	0.95	1	2.78
Volumes of Work	1	0.95	1	2.78

Appendix 16. Specific answers to Question 4 that made up Common Term “Working With Public” (All SCDNR).

Working With Public	Total Points	% Points	Frequency	% Occurrence
Working With Public	51	26.47	16	26.68
Satisfying the Public	12	6.25	2	3.33
Public Appreciation	11	5.73	3	5.00
Keeping People Happy	8	4.17	2	3.33
Helping People	7	3.65	2	3.33
Public Education	7	3.65	4	6.67
Being a Public Servant	6	3.13	1	1.67
Providing a Service	6	3.13	1	1.67
Satisfying Inmate user Groups	6	3.13	1	1.67
Helping Public Get Needed Info	6	3.13	1	1.67
Providing Needed Service to Public	5	2.60	1	1.67
Assisting/Pleasing Public	5	2.60	1	1.67
Assisting Public, Providing Service	5	2.60	1	1.67
Good Side of Dealing With Public	5	2.60	1	1.67
Producing Materials that Inform Public	5	2.60	1	1.67
Interviewing Fishermen	4	2.08	1	1.67
Meet/Assist the Public	4	2.08	1	1.67
Provide Landowner Public Assistance	4	2.08	1	1.67
Helping Public Get Data They Need	4	2.08	1	1.67
Finally Being Able to Help Someone	3	1.56	1	1.67
Producing Ethical Sportsmen	3	1.56	1	1.67
Solving Customer Problems	3	1.56	1	1.67
Taking People Outdoors	3	1.56	1	1.67
Assisting the Public	3	1.56	1	1.67
Helping People Enjoy Outdoors	2	1.04	1	1.67
Providing for the Public	2	1.04	1	1.67
Public Appreciation for Wildlife	2	1.04	1	1.67
Ability to Help the Public	1	0.52	1	1.67
Being Complimented by Public	1	0.52	1	1.67
Dealing With Public	1	0.52	1	1.67
Positive Feedback From Public	1	0.52	1	1.67
Providing Good Customer Service	1	0.52	1	1.67
Quick (Correct) Responses from Public	1	0.52	1	1.67
Dealing With Different People	1	0.52	1	1.67
Helping Others	1	0.52	1	1.67
Helping Others Involved in Tragedies	1	0.52	1	1.67
Working With People	1	0.52	1	1.67

Appendix 17. Specific answers to Question 4 that made up Common Term “Protecting Natural Resources” (All SCDNR).

Protecting Natural Resources	Total Points	% Points	Frequency	% Occurrence
Protecting Natural Resources	40	32.52	8	20.51
Case Investigation, Catching Suspect	8	6.50	3	7.69
Protecting/Conserving Natural Res	7	5.69	2	5.13
Insure Natural Resources for Future	6	4.88	1	2.56
Making a Good Case	6	4.88	1	2.56
Convicting a Well-Known Violator	4	3.25	1	2.56
Making a Difference, Protect Nat Res	4	3.25	1	2.56
Protecting Land Preserves, Trusts, etc.	4	3.25	1	2.56
Protecting the “Planet”	4	3.25	1	2.56
Providing Landowner Public Assists	4	3.25	1	2.56
Seeing Large Tract of Land Protected	4	3.25	1	2.56
Helping to Protect Land and Property	4	3.25	1	2.56
Catching the “Bad” Guys	3	2.44	1	2.56
Protecting Resources	3	2.44	2	5.13
Providing Protection for Public, Land	3	2.44	1	2.56
Resource Protection	3	2.44	1	2.56
Ability to Protect Natural Resources	2	1.63	1	2.56
Reduce Harmful Effects Development	2	1.63	1	2.56
Research Applied to Policy	2	1.63	1	2.56
Reducing Impacts of Projects	2	1.63	1	2.56
Apprehending Major Violators	1	0.81	1	2.56
Finishing Project on Habitat Protection	1	0.81	1	2.56
Helping Protect and Enhance Species	1	0.81	1	2.56
Natural Resources Appreciation	1	0.81	1	2.56
Resource Protection	1	0.81	1	2.56
Protecting Endangered Species	1	0.81	1	2.56
Putting the Bad Guy Away	1	0.81	1	2.56

Appendix 18. Specific answers to Question 4 that made up Common Term “Co-Workers” (All SCDNR).

Co-Workers	Total Points	% Points	Frequency	% Occurrence
Co-Workers	38	41.30	10	33.33
Working With Dedicated People	6	6.52	1	3.33
The People at DNR	6	6.52	1	3.33
Interacting With Co-Workers	5	5.43	1	3.33
People/Co-Workers	5	5.43	1	3.33
Teamwork of Department Personnel	5	5.43	1	3.33
Working With Other Officers	5	5.43	1	3.33
Work With Good People	4	4.35	1	3.33
Co-Worker Approval of Job Well Done	3	3.26	1	3.33
Strong, Concerned Supervisor	3	3.26	1	3.33
Close Working Relationship on Project	2	2.17	1	3.33
Helping Field Staff With Paperwork	1	1.09	1	3.33
Peer Support, Personal, Professional	1	1.09	1	3.33
People I Work With	1	1.09	1	3.33
People We Work With	1	1.09	1	3.33
People We Work With and Meet	1	1.09	1	3.33
Training New DNR Officers	1	1.09	1	3.33
Great Co-Workers	1	1.09	1	3.33
Growth of Employees	1	1.09	1	3.33
Peers	1	1.09	1	3.33
Working With Talented Co-Workers	1	1.09	1	3.33

Appendix 19. Specific answers to Question 4 that made up Common Term “Job Recognition” (All SCDNR).

Job Recognition	Total Points	% Points	Frequency	% Occurrence
Job Well Done	16	19.28	4	12.50
Making Officers and Customers Happy	6	7.23	2	6.25
Seeing Benefits of Job Done	6	7.23	1	3.13
Job Satisfaction	6	7.23	1	3.13
Job Recognition	5	6.02	1	3.13
Seeing Changes as a Result of Work	5	6.02	1	3.13
Doing Good Job, Saving Tax Money	4	4.82	1	3.13
Job Satisfaction Teamwork	4	4.82	1	3.13
Being Thanked for Information	4	4.82	1	3.13
Completing Job Despite Politics	3	3.61	1	3.13
Satisfaction Helping Someone	3	3.61	1	3.13
Doing Best That Can Be Done	2	2.41	1	3.13
Feeling of Personal Involvement	2	2.41	1	3.13
Getting Paid to do Enjoyable Work	2	2.41	1	3.13
Working on Timely Issues	2	2.41	1	3.13
Completing Job Despite Limited Resou	1	1.20	1	3.13
Doing Something That I Believe In	1	1.20	1	3.13
Enjoying Work	1	1.20	1	3.13
Making a Difference	1	1.20	1	3.13
Recognition From Superior Officers	1	1.20	1	3.13
Seeing Accomplishments	1	1.20	1	3.13
Accomplishing Your Goals	1	1.20	1	3.13
Appreciation From Wildlife Personnel	1	1.20	1	3.13
Feeling of Making a Difference	1	1.20	1	3.13
Finding Solutions - Complex Problems	1	1.20	1	3.13
Getting the Job Done	1	1.20	1	3.13
Satisfaction Solving Staff Problems	1	1.20	1	3.13
Seeing Improvements Through Actions	1	1.20	1	3.13

Appendix 20. Specific answers to Question 4 that made up Common Term “Being Outdoors” (All SCDNR).

Being Outdoors	Total Points	% Points	Frequency	% Occurrence
Being Outdoors	37	59.68	9	42.85
Ability to Be Outdoors In Environment	5	8.06	1	4.76
Working Outdoors	4	6.45	1	4.76
Smell of March Mud	3	4.84	1	4.76
Being Out in Natural Resources	2	3.23	1	4.76
Outdoors	2	3.23	1	4.76
Great Outdoors	2	3.23	1	4.76
Working Outdoors/Environment	2	3.23	1	4.76
Outdoor Work	1	1.61	1	4.76
Riding in Boat All Day	1	1.61	1	4.76
Working Outside Office Environment	1	1.61	1	4.76
Research – Getting Out of Office	1	1.61	1	4.76
Working Outdoors	1	1.61	1	4.76

Appendix 21. Specific answers to Question 5 that made up Common Term “Administrative/Personnel” (All SCDNR).

Administrative/Personnel	Total Points	% Points	Frequency	% Occurrence
Increase Emphasis on DNR Law Enforcement	10.5	3.32	3	2.94
More incentives to Present Employees	10.5	3.32	3	2.94
Positive Reinforcement	10.5	3.32	3	2.94
More Personnel	10.0	3.16	2	1.96
Temporary Grant Inequality	10.0	3.16	3	2.94
Clemson Needs a Dispatcher	7.0	2.21	2	1.96
Improve Environment Purchasing vs Employee	7.0	2.21	2	1.96
More of These Meetings	7.0	2.21	2	1.96
Provide Trout Stocking Schedule	7.0	2.21	2	1.96
Timely budget Updates	7.0	2.21	2	1.96
Chance for Advancement	6.0	1.90	1	0.98
Decreased Politics/Management	6.0	1.90	1	0.98
Department Data Base	6.0	1.90	1	0.98
Less Administrative Burdens	6.0	1.90	1	0.98
More Manpower	6.0	1.90	1	0.98
More Staff/Administrative Assistants	6.0	1.90	1	0.98
Personnel – More Staff	6.0	1.90	1	0.98
Resolve Issues	6.0	1.90	1	0.98
Visit Other Sections	6.0	1.90	1	0.98
Assignment By Needs vs Favoritism	6.0	1.90	1	0.98
Administrative Support	5.0	1.58	2	1.96
Common Radio Communication	5.0	1.58	1	0.98
Credit Cards	5.0	1.58	1	0.98
Fix Radio System	5.0	1.58	1	0.98
Get Rid of My Supervisor	5.0	1.58	1	0.98
Less Administration	5.0	1.58	1	0.98
Less Time With Non-Essential Meetings	5.0	1.58	1	0.98
More Competent Manpower	5.0	1.58	1	0.98
Better Communication Within Division	4.0	1.26	1	0.98
Better Designed Office Facilities	4.0	1.26	1	0.98
Cooperation With State/Feds	4.0	1.26	1	0.98
Improvement in Administrative Services	4.0	1.26	1	0.98
Less Meetings	4.0	1.26	1	0.98
Local Level Needs More Power	4.0	1.26	1	0.98
Micro-Personnel	4.0	1.26	2	0.98
More Efficient Administration	4.0	1.26	1	0.98
More Staff	4.0	1.26	1	0.98
More Support From Department	4.0	1.26	1	0.98
No Time Restrictions	4.0	1.26	1	0.98
Respect From Supervisors	4.0	1.26	1	0.98
Seventeen Others	51			

Appendix 22. Specific answers to Question 5 that made up Common Term “Tools/Equipment” (All SCDNR).

Tools/Equipment	Total Points	% Points	Frequency	% Occurrence
Better Equipment	15.0	9.12	4	7.69
Cell Phones	9.0	5.47	4	7.69
More and Better Equipment	9.0	5.47	2	3.85
Cell Phones for Field Personnel	7.0	4.26	2	3.85
Equipment to do the Job	7.0	4.26	2	3.85
Better Radios	6.0	3.65	1	1.92
Covert Surveillance Equipment	6.0	3.65	1	1.92
More Equipment	6.0	3.65	2	3.85
Working Equipment	6.0	3.65	1	1.92
Proper Equipment	6.0	3.65	1	1.92
Cameras	5.0	3.04	1	1.92
Equipment (Proper, Better, More)	5.0	3.04	1	1.92
More Equipment/More Personnel	5.0	3.04	1	1.92
Proper Equipment, etc.	5.0	3.04	1	1.92
More Input on Equipment Purchases	5.0	3.04	1	1.92
Specialized Equipment for My Job	5.0	3.04	1	1.92
Better Communication Equipment	4.0	2.43	1	1.92
Car Phone	4.0	2.43	1	1.92
Paper Shredders	4.0	2.43	1	1.92
Updated New Equipment	4.0	2.43	1	1.92
Unmarked Vehicles - Law Enforcement	3.5	2.13	1	1.92
Ability to Buy Own Equipment	3.0	1.82	1	1.92
Credit Cards for Small Purchases	3.0	1.82	1	1.92
Laptops For Field Personnel	3.0	1.82	1	1.92
Resources to do Job Without Agency	3.0	1.82	1	1.92
Be Fully Equipped	2.0	1.22	1	1.92
Equipment	2.0	1.22	2	3.85
Quality/Updated Equipment	2.0	1.22	1	1.92
Safety Equipment, Blue Lights	2.0	1.22	1	1.92
Updated Office Equipment	2.0	1.22	1	1.92
Updated Equipment	2.0	1.22	2	3.85
Air Patrols	1.0	0.61	1	1.92
Credit Cards Without Limits	1.0	0.61	1	1.92
Easy Access to Supplies	1.0	0.61	1	1.92
Equipment Shortage	1.0	0.61	1	1.92
Range Finder	1.0	0.61	1	1.92
Realistic Clothing Budget	1.0	0.61	1	1.92
Telephones in Vehicles	1.0	0.61	1	1.92
Unmarked Vehicles	1.0	0.61	1	1.92

Appendix 23. Specific answers to Question 5 that made up Common Term “Training” (All SCDNR).

Training	Total Points	% Points	Frequency	% Occurrence
Training	12.0	9.38	4	9.52
Computer Training	7.0	5.47	2	4.76
Continuing Education (Technical/Scientific)	6.0	4.69	1	2.38
Changing Tasks w/ Demographics	6.0	4.69	1	2.38
Continuing Education/Training for Staff	5.0	3.91	1	2.38
Intra-Department Education	5.0	3.91	1	2.38
More Training – Continued on the Job	5.0	3.91	1	2.38
Technical Training	5.0	3.91	1	2.38
A Better Trained Supervisor	4.0	3.13	1	2.38
More Training	4.0	3.13	1	2.38
Professional Training Through College Classes	4.0	3.13	1	2.38
Open Minded Supervisors	4.0	3.13	1	2.38
Increase Emphasis on Field Level Training	3.5	2.73	1	2.38
Share Training Across Divisions	3.5	2.73	1	2.38
Training From Outside Sources	3.5	2.73	1	2.38
Training in Nuisance Animal Control	3.5	2.73	1	2.38
Training in Needed In Fish and Duck ID	3.5	2.73	1	2.38
Work in Field With One Employee to Train	3.5	2.73	1	2.38
Better Training	3.0	2.34	1	2.38
Better Understanding of What is to be Done	3.0	2.34	1	2.38
Continuing Education Paid by DNR	3.0	2.34	1	2.38
Stress Training	3.0	2.34	1	2.38
More Teamwork	3.0	2.34	1	2.38
Realistic Training Scenarios	3.0	2.34	1	2.38
Time Set Aside for Specialized Training	3.0	2.34	1	2.38
Training in Field for New Officers	3.0	2.34	1	2.38
Less Interference From Supervisors	3.0	2.34	1	2.38
Better Education for Employees	2.0	1.56	1	2.38
Support From Training, Education	2.0	1.56	1	2.38
Better Instructions	1.0	0.78	1	2.38
Clearer Instructions	1.0	0.78	1	2.38
Others Understanding Their Duties	1.0	0.78	1	2.38
Selective Training	1.0	0.78	1	2.38
Employee Classes on Regulations	1.0	0.78	1	2.38
Ongoing Training Workshops	1.0	0.78	1	2.38
Training Facility	1.0	0.78	1	2.38
Training to Stay Up to Date	1.0	0.78	1	2.38
Time to Develop Skills	1.0	0.78	1	2.38

Appendix 24. Specific answers to Question 5 that made up Common Term “Communication” (All SCDNR).

Communication	Total Points	% Points	Frequency	% Occurrence
Better Communication	12	19.05	2	14.29
Communication	8	12.70	3	21.43
Better Communication Between Divisions	6	9.52	1	7.14
Better Communication With Staff	6	9.52	1	7.14
Better Dissemination of Information	6	9.52	1	7.14
Intra-Agency Communication	6	9.52	1	7.14
Admin Communication – Columbia	5	7.94	1	7.14
Better Radio Communication	5	7.94	1	7.14
Interdepartmental Communication	4	6.35	1	7.14
Better Communication Within DNR	3	4.76	1	7.14
Tie in to NRVC	2	3.17	1	7.14

Appendix 25. Specific answers to Question 5 that made up Common Term “Paperwork” (All SCDNR).

Paperwork	Total Points	% Points	Frequency	% Occurrence
Less Paperwork	10.0	23.53	3	23.08
Less Red Tape	9.0	21.18	2	15.38
Elimination of Paperwork Chaos	5.0	11.76	1	7.69
Reduction in Administration Paperwork	4.0	9.41	1	7.69
Reduce Paperwork	3.5	8.24	1	7.69
Less Administrative Restrictions - Paperwork	3.0	7.06	1	7.69
Less Admin Restrictions & Paperwork	3.0	7.06	1	7.69
Quicker Responses, Cut Red Tape	3.0	7.06	1	7.69
Not Losing Paperwork in Columbia	1.0	2.35	1	7.69
Paperwork	1.0	2.35	1	7.69