

**1998 U.S. FISH & WILDLIFE SERVICE
NATIONAL WILDLIFE REFUGE MANAGER SURVEY RESULTS**

[Final Response Rate = **65%**]

I. ECOSYSTEM MANAGEMENT

1. The philosophy behind ecosystem management is sound.

34% strongly agree 56% agree 5% don't know 4% disagree 1% strongly disagree

2. The agency's implementation of the EA is consistent with the philosophy behind ecosystem management.

3% strongly agree 14% agree 19% don't know 46% disagree 18% strongly disagree

3. I fully understand the objectives that the Directorate is trying to achieve with the EA.

3% strongly agree 30% agree 19% don't know 38% disagree 10% strongly disagree

II. DIRECTORATE DECISION

4. The Directorate Decision effectively responds to employee concerns raised in the OSU.

2% strongly agree 6% agree 7% don't know 33% disagree 52% strongly disagree

5. The Directorate Decision will improve management of FWS.

1% strongly agree 5% agree 18% don't know 31% disagree 45% strongly disagree

6. The Directorate Decision will improve my field station's ability to fulfill its core conservation mission.

1% strongly agree 4% agree 19% don't know 37% disagree 39% strongly disagree

7. The increased Regional Office staff mandated by the Directorate Decision is necessary to implement the Ecosystem Approach.

1% strongly agree 7% agree 11% don't know 34% disagree 47% strongly disagree

8. The on-the-ground benefits of the creation of a new Regional programmatic staff structure will outweigh the costs.

1% strongly agree 8% agree 25% don't know 28% disagree 38% strongly disagree

9. In response to the Directorate Decision, my regional office asked me to cut expenditures of divert funds from my unit's operation maintenance budget.

3% strongly agree 5% agree 37% don't know 44% disagree 11% strongly disagree

III. DECISION MAKING & ACCOUNTABILITY

10. The current leadership of the FWS is hostile towards the programmatic identity of the NWRS.
27% strongly agree 36% agree 21% don't know 15% disagree 1% strongly disagree

11. The Directorate Decision will strengthen the NWRS.
1% strongly agree 6% agree 14% don't know 28% disagree 51% strongly disagree

12. Within the Washington Office of FWS, there should be a Deputy Director-Level Chief of Refuges with line authority over matters pertaining to the NWRS.
50% strongly agree 32% agree 14% don't know 3% disagree 1% strongly disagree

13. The NWRS should be its own agency independent of the FWS.
27% strongly agree 21% agree 16% don't know 25% disagree 11% strongly disagree

IV. LEADERSHIP OF THE FISH & WILDLIFE SERVICE

14. Since the Directorate Decision, I am more reluctant to express concerns about implementation of the Ecosystem Approach.
34% strongly agree 40% agree 5% don't know 18% disagree 3% strongly disagree

15. As a result of the Directorate Decision, my confidence in the leadership of the FWS has increased.
1% strongly agree 4% agree 8% don't know 37% disagree 50% strongly disagree

1998 PEER SURVEY REFUGE MANAGERS SPEAK OUT

Responses to Question 16:

"Please indicate, in your opinion, the primary benefits and/or problems of the Directorate's actions in response to the Ohio State University study."

"I am convinced the OSU [Ohio State University] study lacked a proper understanding for how deep the level of dissatisfaction was from within Refuges over the past several years in trying to make an 'Ecosystem Organization' instead of doing ecosystem management. This recent effort at organization disregarded several recent surveys instead it tries to take the good and bad, blend it together so everybody is happy. It is time for the National Wildlife Refuge System to break away and become the National Wildlife Refuge Service."

"The Directorate missed an incredible opportunity to move this agency forward and away from the confusion and discord of the last few years. Instead they took a giant step sideways. The new organization does not make good sense. It will not serve the EA [Ecosystem Approach] well. The Directorate is not listening to its employees."

"The Directorate lauds the Ohio State study as a professional and comprehensive effort; however, they have picked parts they want to implement and modified or rejected the remainder, doing what they wanted in spite of the study and in spite of employees."

"No relationship between results of Ohio State study and decisions regarding organization. Employees spoke with one voice but were ignored."

"I feel betrayed! Ecosystem approach to management we all support and it could have been fun, effective and painless. It is a philosophy. It is the way you think, not the way you organize and budget. All you need to do is tell me to do it, help remove problems and hold me accountable. We would all do it! The reorganization is needless and will cause confusion. I know what I told OSU and what many others told OSU. It sure was not what the Directorate decided to do!"

"Ecosystem management is a grand concept but ecosystem organizational structure is a disaster."

"We didn't need to reorganize last time. Now we're doing the same thing over again and expecting a different result because of 'improved leadership and communication.' It was a bad idea before; it is still a bad idea. Director Clark's 'clarification' notwithstanding, I understand the English language very well; I also understand back-pedaling to 'save face'."

"Adding more bureaucracy at the regional level is a 'smoke and mirrors' response that will serve no useful purpose. Director Clark's arrogant attempt to intimidate field personnel indicates her unwillingness/inability to listen to and learn from those vastly more experienced than she is regarding refuge management and ecosystem management."

"I've been a [Fish & Wildlife] Service employee for [many] years. The last three have personally been extremely frustrating due to the ongoing reorganizations the Service's inept leadership has inflicted upon us. They took an organization whose esprit de corps would have been the envy of any organization and because of poor decisions put morale into a tailspin from which it has yet to recover. While our leadership must be given high marks for allowing discussion of this issue, the Directorate's response to the field's input makes it appear we've been spitting into the wind. They are unable to admit they made a mistake and are now adding additional layers of bureaucracy to try and fix the problem they created. I will be happy to 'step aside' as soon as possible. I'm tired of dealing with the gutless cretins within this organization."

"Management continues to ignore 30 years of independent recommendations as well as the views of the professional staff."

"I believe the Directorate 'missed the boat!' What the field staff wanted was more support people at the regional office level to assist in getting things done. We didn't ask for more 'chiefs!'"

"On-the-ground wildlife management does not need more levels of bureaucracy to wade through!"

"The blind leading the blind. There is no effective leadership in the FWS. Our 'leaders' are mostly bureaucrats who have never worked a day on a field station (some probably have never even visited). They don't appear to have a clue what it takes to run an operation because most have never done it anywhere."

"Director Clark had the perfect opportunity to address Organization and the Ecosystem Approach and 'step out' to make both work for the benefit of the Service. Instead she took the path of agreeing with the small minority who think 'tweaking' the current organization by adding

more bureaucracy and ordering the good little 'eco-nazis' to get in line, will solve the problem. 'It's the organization, stupid!'"

"The Directorate has never had any good perception as to how things operate in the field. What Jamie is doing now is making the situation worse. The only support she has is from the Directorate."

"We have remained in a state of reorganization, restaffing and downsizing for so long I can no longer remember what the original intent was to accomplish. All this is of little consequence and we will start all over again without ever seeing the current plan, whatever it may be, fully implemented. This will be followed by a new plan, a new reorganization, more shuffling around, and hopefully a new survey to show how dissatisfied we all are with the current state of affairs. Fortunately the rank and file employees continue with their work as best they can despite all the grumblings and mumblings from Mount Olympus."

"At the field level there is no confidence in our leadership. We have never been given a reason to have any. We are almost completely demoralized".