OUTDOOR INDUSTRY WORKFORCE ASSESSMENT SURVEY

Center for the Outdoor Recreation Economy

outdooreconomy.oregonstate.edu

Oregon State University

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REPORT OF RESEARCH PROCESS AND RESULTS

**Oregon State University | Center for the Outdoor Recreation Economy
in collaboration with:**

Oregon State University Survey Research Center

Oregon State University Office of Institutional Diversity

Outdoor Industry Association

Outdoor Recreation Roundtable

Path to Peak Consulting

Basecamp Outdoor

VF Foundation

STUDY PURPOSE & DESIGN

There has been a collective desire across the outdoor recreation economy to gain a better understanding of two critically important and interconnected pieces of the industry: talent attraction and retention initiatives and diversity, equity, and inclusion outcomes.

Oregon State University's Center for the Outdoor Recreation Economy, in collaboration with college and industry partners, has conducted a study, the "Outdoor Industry Workforce Assessment Survey" to:

▶ Highlight workforce hiring and retention trends

▶ Help inform educational and up-skilling initiatives that aim to make job opportunities in the outdoor industry more accessible and equitable

▶ Provide a snapshot of where the industry stands in their efforts to increase diversity and inclusivity

▶ Surface best practices for inspiration and adoption

The survey was designed by Oregon State University's Office of Institutional Diversity, Outdoor Industry Association, and Outdoor Recreation Roundtable and was piloted by five volunteer outdoor companies. To ensure the survey would gather intended data, the pilot companies completed a test survey and met with the OSU research team to provide feedback on the survey instrument. Comments from the pilot group were compiled and provided to OSU's Survey Research Center to initiate survey revisions. Several iterations of the survey took place before the final survey's release.

Designed as an outdoor industry employer survey, participants were asked several questions about their organizational make-up, hiring practices, and diversity plan practices. Participating organizations were reminded that their responses were voluntary and anonymous and that data would only be shared in aggregate for the purpose of highlighting industry-level trends. Participants were encouraged to complete the survey with a small committee of employees including management teams, HR, DEI, People & Culture, department leaders, and employee resource groups. The survey was expected to take 30-45 minutes presuming participants had all the needed information on hand. The survey was designed and available online using the University Qualtrics license. See Appendix A for copy of survey questionnaire.

Survey findings are intended to help outdoor industry companies, associations, and educators understand the workforce needs and priorities of the industry-at-large, inspiring and guiding strategic efforts to invest in workforce development efforts vital in cultivating a more diverse, equitable, and inclusive outdoor recreation economy.

STUDY POPULATION AND RECRUITMENT

Broad participation in the survey was encouraged to gather the most complete and accurate data possible. The survey was first announced at the Outdoor Retailer tradeshow in August 2021. Following the event and press release from the Outdoor Industry Association, industry collaborators, including the Outdoor Recreation Roundtable, Basecamp Outdoor, Path to Peak Consulting, Confluence of States (State Offices of Outdoor Recreation), and the Statewide Outdoor Business Alliance Network, sent a series of social and email announcements encouraging their members to participate in the survey. Social and email communications directed industry companies to a landing page managed by OSU's Center for the Outdoor Recreation Economy to learn about the study's purpose, how the data would be used, and how to access the survey. The landing page included an interest form that when submitted generated an automatic email with an anonymous link to the online survey. Table 1 shows the level of industry engagement on the survey landing page for the eight and half weeks the survey was open. The survey deadline was extended to early October 2021 for additional survey participation.

Because of broad recruitment efforts by Oregon State University and industry collaborators, a complete list of members was not provided to OSU's Survey Research Center and research staff was unable to conduct a census or select a probability sample.

Engagement	Frequency	Percent
Landing Page Visits (not unique)	1,944	
Interest Form Submissions (survey requests)	332	17.08
Anonymous Survey Clicks/Views	163	49.10

TABLE 1: SURVEY LANDING PAGE ENGAGEMENT

SURVEY DATA COLLECTION AND STORAGE
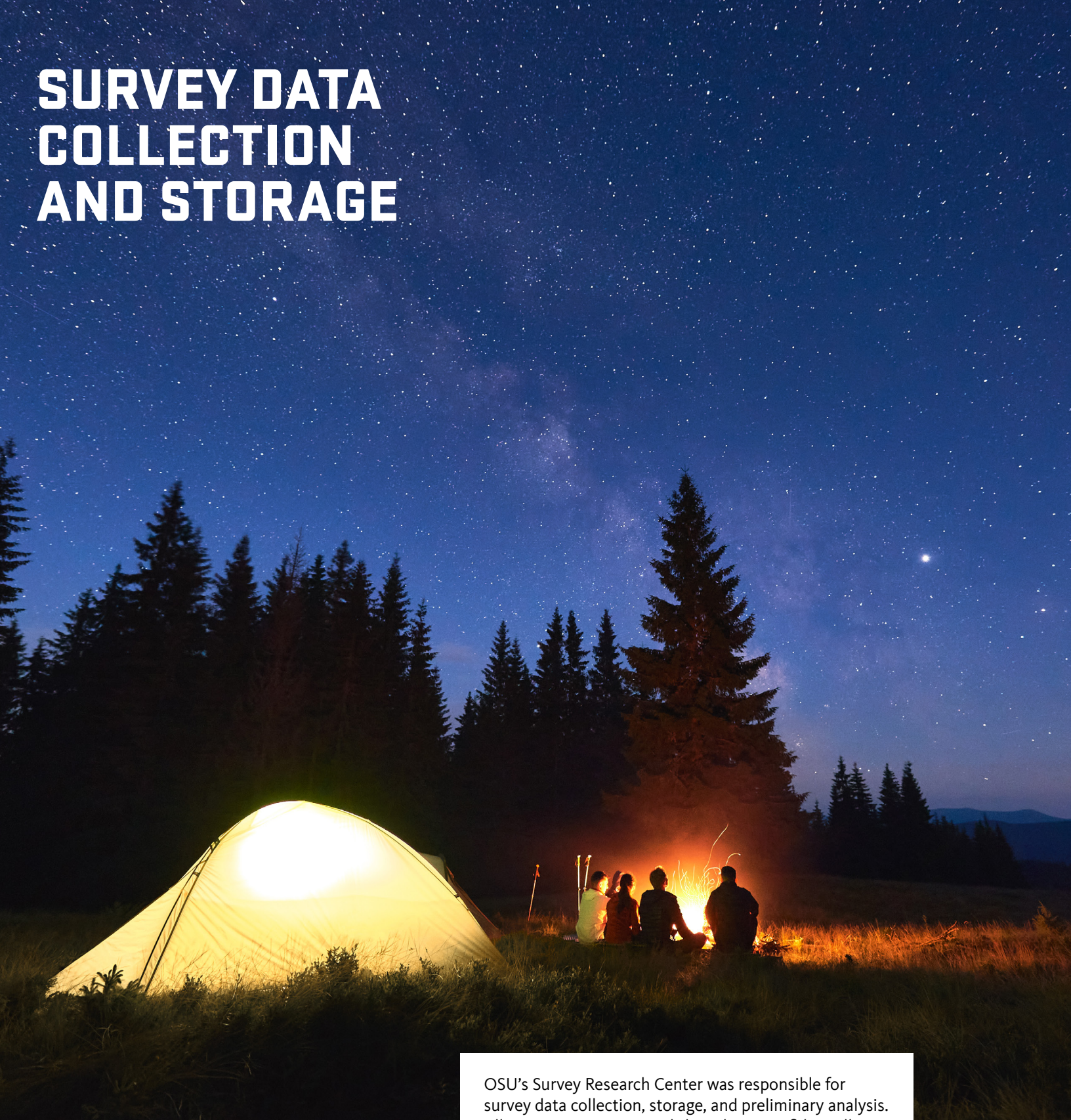
OSU's Survey Research Center was responsible for survey data collection, storage, and preliminary analysis. All survey response records have been confidentially saved by survey research center staff and final data files have been shared internally with OSU's Office of Institutional Diversity and Center for the Outdoor Recreation Economy.

SURVEY RESULTS

SURVEY RESPONSE RATES

Since the exact number of individuals that were made aware of this survey is unknown, traditional methods of calculating response rates cannot be applied. However, Table 2 shows the survey disposition outcomes for the known 163 survey website visits.

Table 3 outlines the three possible return dispositions and coding for this study. Of the 163 views, 27 visitors did not advance into the survey or answer a single question and are coded as "implied refusals." Twenty-nine visitors did not answer enough questions to consider the record complete and are considered "break-offs."

The remaining 107 records were considered complete and used to run analyses.

Disposition	Frequency	Percent	Cumulative	Frequency	Cumulative Percent
Completed	107	65.64		107	65.64
Implied Refusal	27	16.56		134	82.21
Break-offs	29	17.79		163	100.00

TABLE 2: SURVEY DISPOSITION FREQUENCIES

Disposition Label	Definition
Complete	50% - 100% of applicable questions answered
Implied Refusal	No questions answered
Break-offs	1% to less than 50% of applicable questions answered

TABLE 3: RETURN DISPOSITION CODING AND DEFINITIONS

KEY FINDINGS

The survey consisted of three main sections. The first section asked respondents to indicate certain aspects of the organization for which they work/manage/own (e.g. location, size, types, etc.) The second section asked questions pertaining to employee skill-levels, hiring plans, priorities for hiring, likely barriers to hiring, and types of employee professional development and retention strategies in place. The final section focused on the DEI environment within the responding organizations.

The following is a summary of key findings from each survey section. Not all questions are reported but rather a select set of results in some key areas of interest. Simple frequency analysis for all survey questions is available in **Appendix B**.

DEMOGRAPHICS

Survey responses were almost divided in half evenly between "large city/metropolitan/urban/suburban area (population of 50,000 or more)" and "small town or rural area (population less than 49,999)." Companies from 28 states responded, with the highest response rates from Colorado, Michigan, Oregon, and California. The vast majority of respondents (87%) were LLCs, corporations, nonprofits, family-owned businesses, or sole proprietors.

52% 46%

52% located in large Cities/urban areas

46% located in small towns/rural areas

28

Representing 28 states

87%
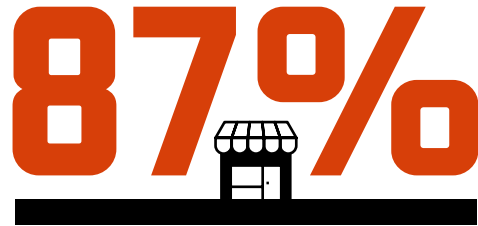
87% are small busnesses, corporations, and nonprofits

Industry Sector	Percent
PRODUCT & MANUFACTURING	22%
NONPROFITS & ASSOCIATIONS	16%
RETAIL TRADE	11%
OTHER	11%
TOUR OPERATORS, OUTFITTERS, GUIDES, CHARTERS	10%
LEISURE & HOSPITALITY	7%
GOVERNMENT	6%
EDUCATION	6%
BUSINESS SERVICES (MARKETING, ACCOUNTING, LEGAL)	5%
SALES/DEALERS	3%
WHOLESALE TRADE	2%
MAINTENANCE SERVICES (REPAIR/RESTORATION)	2%

The largest percentage of responding organizations

22% product and manufacturing

16% nonprofits and associations

11% business functions/ industry sectors

FIGURE 1: PERCENT OF RESPONDING ORGANIZATIONS BY INDUSTRY SECTOR CATEGORY

DEMOGRAPHICS

Camping, non-motorized watersports, climbing/hiking/mountaineering, and bicycling made up 32% or more of responding organizations' outdoor recreation focus or subcategory. Sailing, archery, and equestrian were 10% or fewer of responses.

Category	Percentage
CAMPING	45%
CANOEING/KAYAKING/RAFTING...	37%
CLIMBING/HIKING/MOUNTAINEER...	36%
BICYCLING	32%
FISHING	27%
SKIING/SNOWBOARDING/TELEMA...	27%
APPAREL/FOOTWEAR/ACCESSORIES	26%
BOATING (MOTORIZED CRAFT)	20%
LEISURE AND HOSPITALITY	20%
OTHER	19%
RV-ING	17%
HUNTING/SHOOTING/TRAPPING	14%
GUIDED TOURS/OUTFITTED TRAVEL	14%
MOTORCYCLING/ATV RIDING	11%
SNOW MOBILING	11%
SAILING	10%
ARCHERY	9%
EQUESTRIAN	8%

FIGURE 2: OUTDOOR RECREATION FOCUS/SUBCATEGORY

TOP responding organizations' outdoor recreation focus or subcategory

CAMPING

CANOEING / KAYAKING

CLIMBING/HIKING/ MOUNTAINEERING

45%

37%

36%
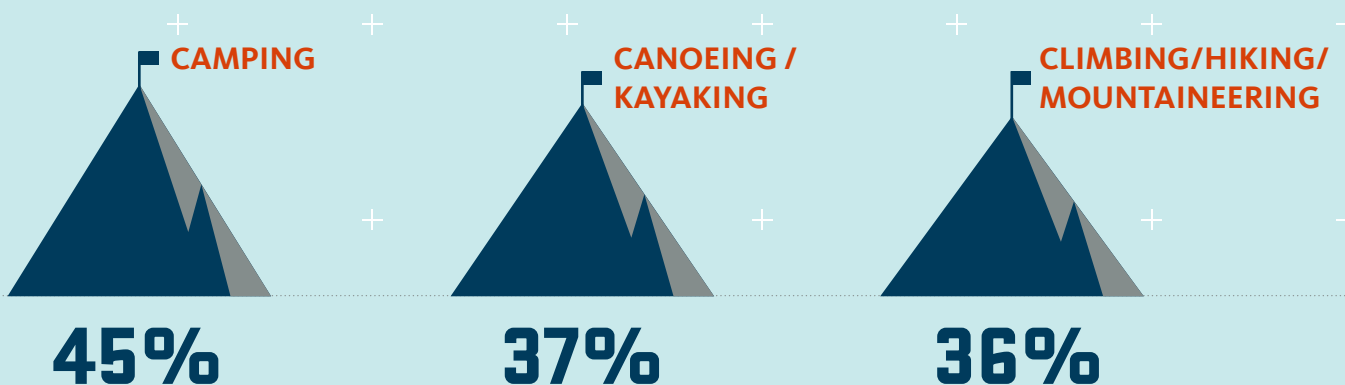
DEMOGRAPHICS

Two-thirds of respondents were small to medium-sized organizations with budget or revenue sizes no greater than $20M. 68% of respondents have 50 employees or less, 31% have 50 or more employees.

Less than $250,000 - $1,000,000 ■ 34%
$1,000,001 - $20,000,000 ■ 34%
$20,000,001 - $100,000,000 ■ 8%
More than $100,000,000 ■ 7%
Prefer not to say/unsure ■ 16%
No response ■ 1%
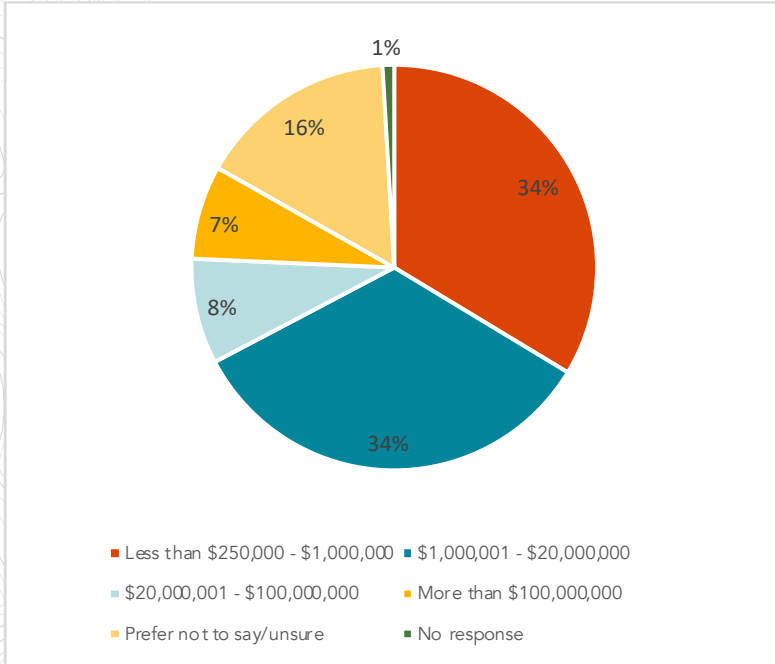
FIGURE 3: ORGANIZATIONAL VALUE/REVENUE EARNED IN LAST FISCAL YEAR, COLLAPSED RESPONSE CATEGORIES

1 - 5 ■ 27%
6 - 10 ■ 12%
11 - 25 ■ 18%
26 - 50 ■ 11%
51 - 100 ■ 10%
101 - 500 ■ 9%
More than 500 ■ 12%
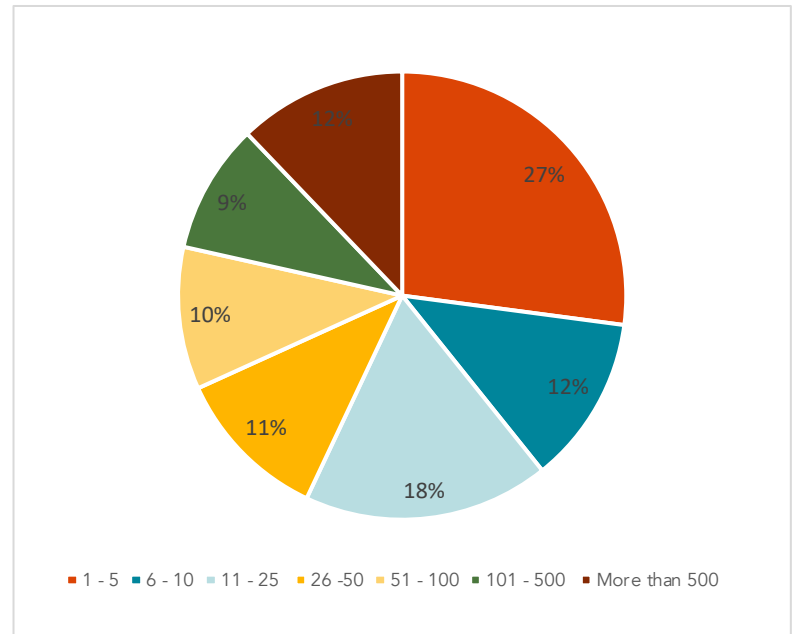
FIGURE 4: NUMBER OF EMPLOYEES BY RESPONDING ORGANIZATIONS

WORKFORCE INSIGHTS

HIRING TRENDS

Many of the hiring trends described in the section are organized by job level; the following job level definitions were provided to survey participants:

▶ **Entry-level:** typically requires minimal professional work experience; common job titles include intern, apprentice, coordinator, administrative assistant, etc.

▶ **Skilled professional:** typically requires some professional work experience and/or relevant education and training; common job titles include assistant manager, associate, specialist, etc.

▶ **Mid-level management:** typically requires significant professional work experience and/or relevant education and training and sits at the intermediate leadership level within the organization responsible for team leading skilled professionals and reporting to executive management; common titles include (senior) manager, (assistant) director

▶ **Executive management:** typically consists of heads of units or functions within the organization; common job titles include general manager, owner, founder, president, CEO, CFO, COO, VP, etc.

The vast majority of surveyed employers across all business functions/sectors and outdoor recreation subcategories are hiring in 2022:

▶ Four out of five organizations will be hiring for entry-level positions (76%)

▶ Four out of five organizations will be hiring for skilled professional positions (78%)

▶ Half of the respondents will be hiring for mid-level management positions (53%)

▶ One out of five will be hiring for executive/senior management positions (26%)

Table 4 presents the potential number of job openings for each job level with the respondents who are hiring in 2022. 43% of hiring employers indicated that 76-100% of openings will be permanent positions.

	Minimum Job Openings	Percent of Openings	Maximum Job Openings	Percent of Openings
Entry-Level	951	53.01	1427	46.03
Skilled Professional	483	26.92	949	30.61
Mid-Level Management	227	12.65	487	15.71
Executive Management	133	7.42	237	7.65
TOTAL	**1,794**	**100.00**	**3,100**	**100.00**

TABLE 4: NUMBER OF OPENINGS BY JOB LEVEL

WORKFORCE INSIGHTS

SKILL REQUIREMENTS

Figure 5 demonstrates the types of skillsets sought by the responding organizations who will be hiring in 2022. The top 5 skills are listed in order of priority for each job level. The lowest prioritized skill is also listed by job level.

	ENTRY LEVEL	SKILLED PROFESSIONAL	MID-LEVEL MANAGEMENT	EXECUTIVE/SR. MANAGEMENT
#1 PRIORITY	Teamwork & Collaboration	Teamwork & Collaboration	Critical Thinking & Problem Solving	Strategic Thinking
#2	Communication	Critical Thinking & Problem Solving	Teamwork & Collaboration	Leadership
#3	Critical Thinking & Problem Solving	Communication	Team Management	Business Acumen
#4	Customer Service	Project or Time Management	Leadership	Financial Acumen
#5	Professionalism	Professionalism	Communication	Critical Thinking & Problem Solving
LOWEST PRIORITY	Team Management	Financial Acumen	Technical-Specialized Skillset	Technical-Specialized Skillset

FIGURE 5: TOP 5 SKILLS BY JOB LEVEL

WORKFORCE INSIGHTS

HIRING CHALLENGES, ATTRACTION & RETENTION EFFORTS

88% of respondents indicated entry-level or skilled professional positions will be the hardest to fill in the next 1-3 years, with 59% expecting skilled professional openings will be the most difficult to fill.
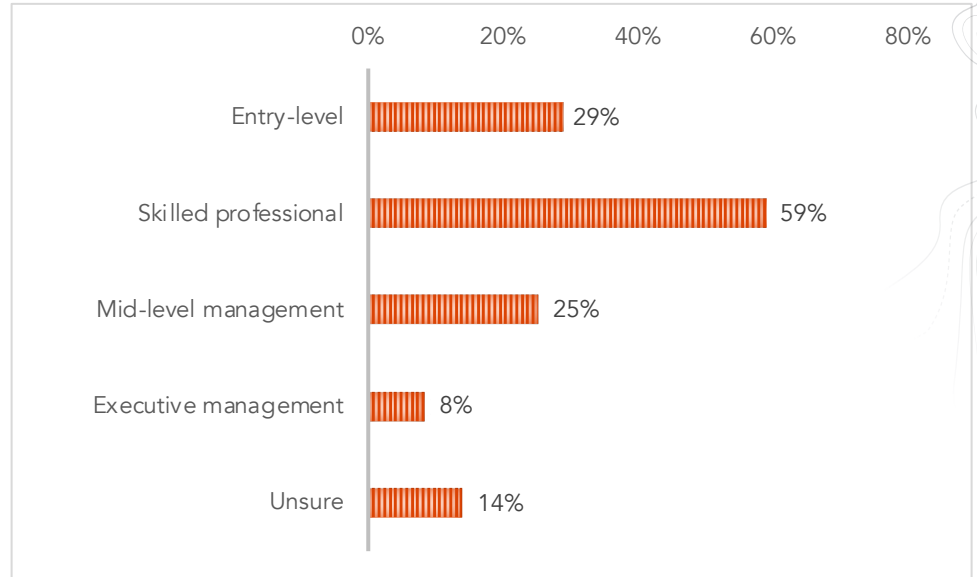
FIGURE 6: HARDEST-TO-FILL SKILL-LEVELS IN NEXT 1 – 3 YEARS

WORKFORCE INSIGHTS

HIRING CHALLENGES, ATTRACTION & RETENTION EFFORTS

Survey respondents provided several examples of the positions that will likely be the hardest to fill in their organizations in the next 1-3 years.

Hardest to fill positions by job level across various outdoor recreation sectors and subcategories are provided below:

▶ **Entry-level:** customer service representative, trail builder, outdoor instructor, social media coordinator, sales representative, camp counsel or, and photographer

▶ **Skilled professional:** bike mechanic, van assembly technician, marine technician instructor, marine electronics instructor, machine operator, equipment operator, and lift mechanic

▶ **Mid-level management:** marketing manager, store manager, assistant manager, trail crew leader, logistics manager, park manager, supply chain manager, warehouse manager, and research and development manager

▶ **Executive management:** leadership roles across programs, product, and finance

Figure 7 presents the outdoor recreation subcategories that indicated the most hiring challenges by job level.

ENTRY LEVEL	Hunting RV Leisure & Hospitality Ski / Snowboard Guiding & Outfitting
SKILLED PROFESSIONAL	RV Moto/ATV Snowmobiling Ski /Snowboard Guiding & Outfitting
MID-LEVEL MANAGEMENT	Apparel / Footwear / Accessories Climbing / Hiking / Mountaineering Fishing Ski / Snowboard Camping
EXECUTIVE / SR. MANAGEMENT	Apparel / Footwear / Accessories RV Canoeing / Kayaking / Rafting Archery Boating

FIGURE 7: OUTDOOR RECREATION SUBCATEGORIES HIRING CHALLENGES BY JOB LEVEL

WORKFORCE INSIGHTS

HIRING CHALLENGES, ATTRACTION & RETENTION EFFORTS

When asked what barriers might be present for recruiting hard-to-fill jobs, "lack of qualified applicants" and "housing options where job is located" were reported as the most likely barriers receiving 66% of overall responses each. "Competition from other regions, industries, or sectors of the industry" and "cost of living where job is located" were also reported as barriers (62% and 60% respectively.)
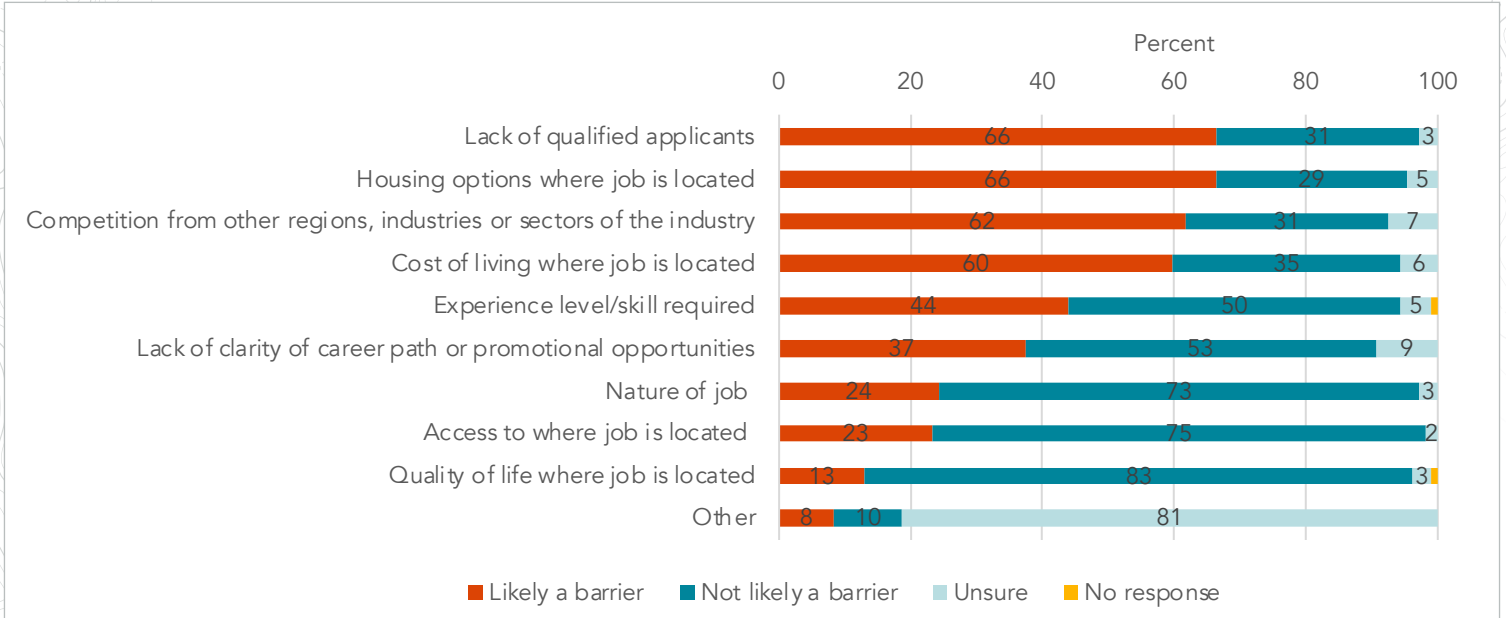
FIGURE 8: LIKELY BARRIERS TO RECRUITING HARD-TO-FILL JOBS

Flexible working hours/work-life balance (81%) and employment benefits (73%) are considered the top employee attraction and retention strategies used among responding organizations. Figure 9 presents other strategies used to attract and retain talent.
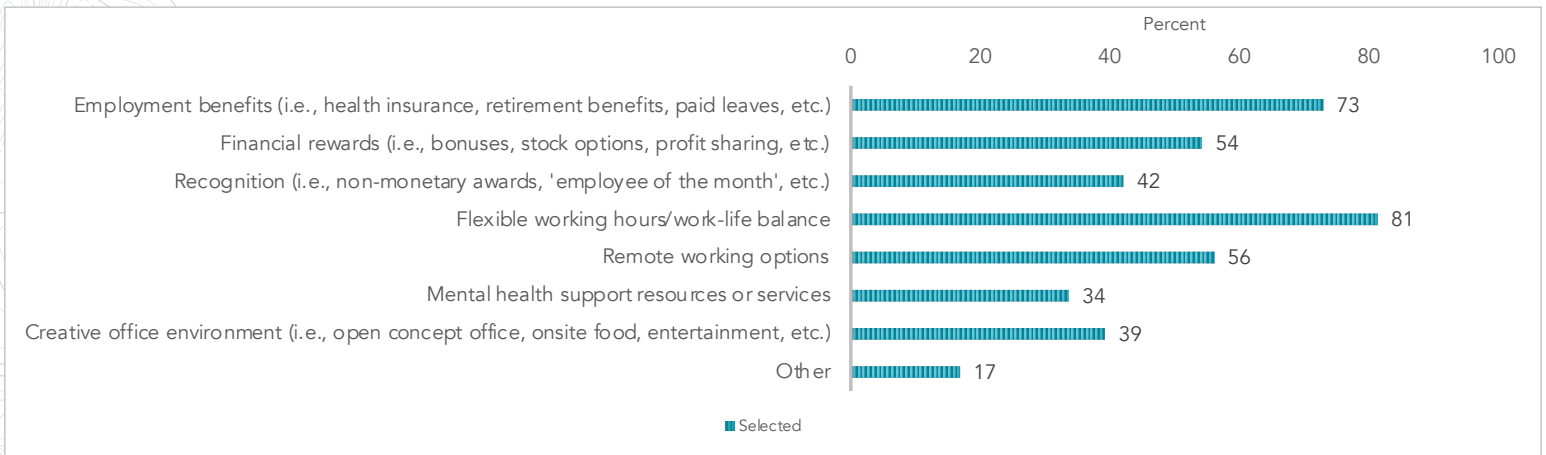
FIGURE 9: ATTRACTION & RETENTION STRATEGIES CURRENTLY USED
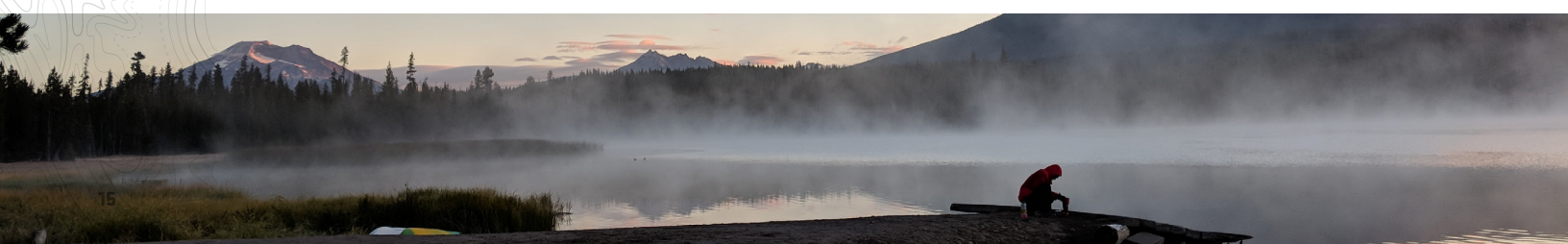
WORKFORCE INSIGHTS

PROFESSIONAL DEVELOPMENT

90% of responding organizations contribute to professional development for employees. New employee training (74%) and reimbursement for external trainings and professional education (61%) are most commonly offered. Figure 10 includes other professional development offerings.

Selected

Percent

Category	Value
We do not contribute to employee professional development at this time	10
New employee training	74
Internship/apprenticeship programs	34
Mentorship programs	26
Internal management/leadership trainings	33
College tuition reimbursement	23
Reimbursement for external trainings, professional/continuing education, and travel expenses	61
Other	2
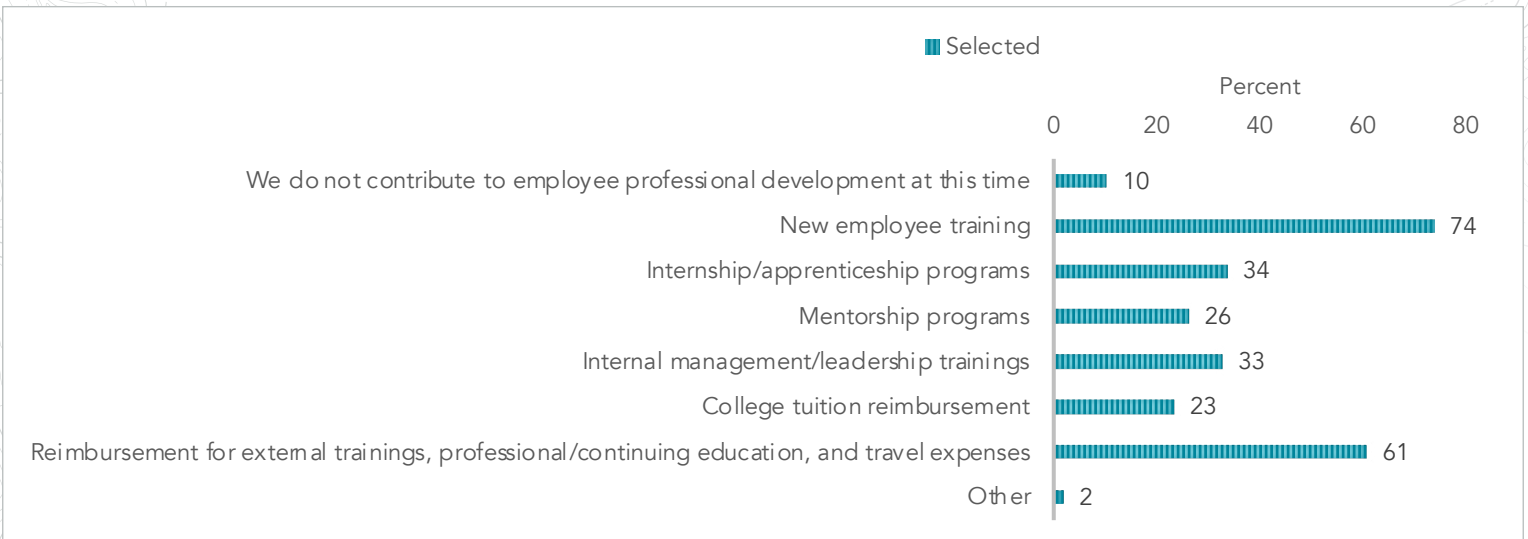
FIGURE 10: PROFESSIONAL DEVELOPMENT OFFERINGS

When considering other professional development opportunities that would benefit organizations, the leading responses included access to industry-specific train-the-trainer programming (49%), collaboration with other industries seeking similar competencies (50%), and creation and/or expansion of hiring pipelines for underrepresented communities (49%). Other considerations can be found in Figure 11.

Selected

Percent

Category	Value
Access to industry-specific train-the-trainer programming	49
	31
Industry-created professional education for employers	33
	41
Support initiatives in K-12 schools	34
	36
Increased programming at higher education institutions	31
	50
Industry career center/network	43
	49
Other	2
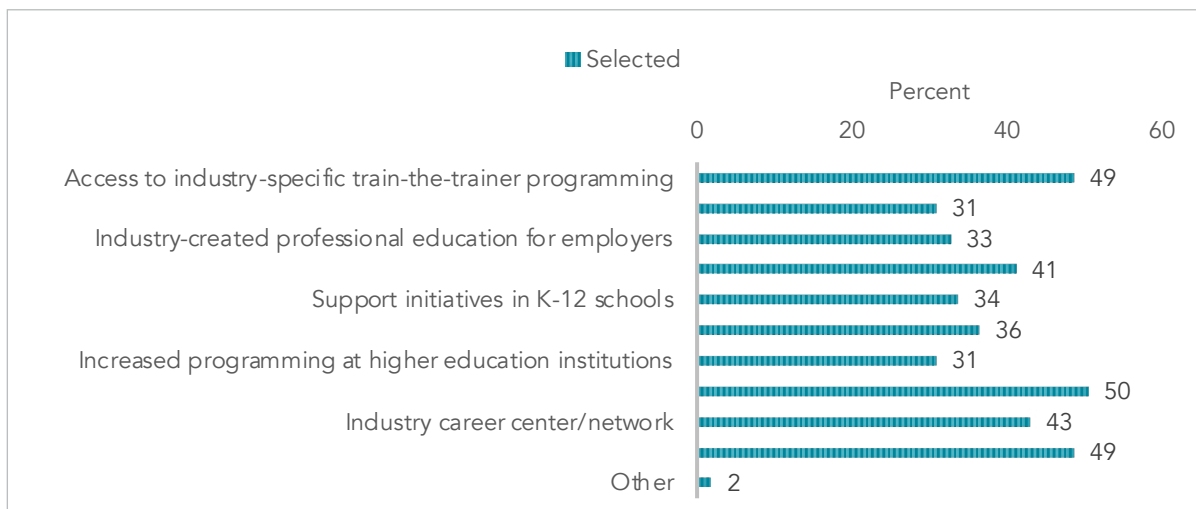
FIGURE 11: CONSIDERED BENEFICIAL PROFESSIONAL DEVELOPMENT OPPORTUNITIES

WORKFORCE INSIGHTS

DIVERSITY, EQUITY, & INCLUSION INSIGHTS

60% of surveyed organizations revealed they have or are in the process of building a diversity plan, a plan for hiring and retaining employees of diverse backgrounds and identities. Of the 37% of surveyed organizations who indicated they do not have a diversity plan, 5% intend on building a diversity plan in the future, while 45% do not intend on building a diversity plan, and 50% are unsure.

- Yes, we have a diversity plan in place
- We do not currently, but are in the process of building our plan
- No, we do not currently have a plan in place
- No response

Of the organizations (n=40) that do not have a diversity plan currently

- Yes, we plan on doing this
- No, we do not plan on doing this
- Not sure
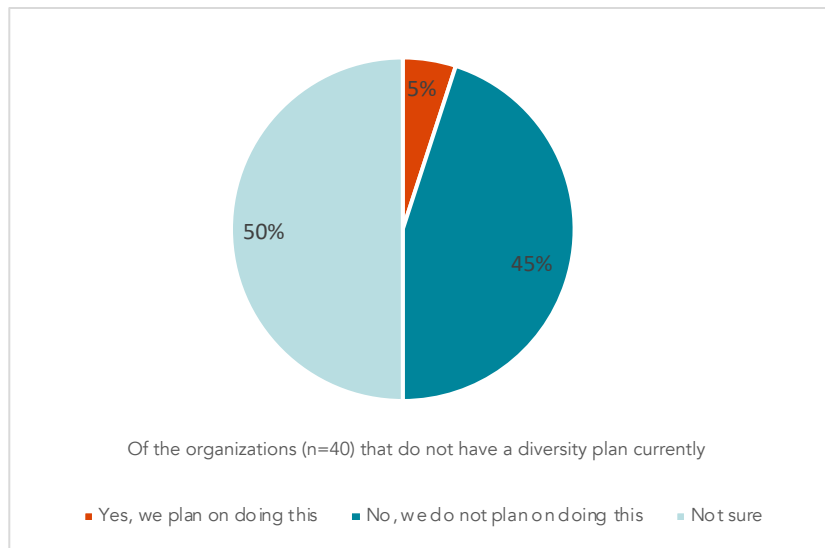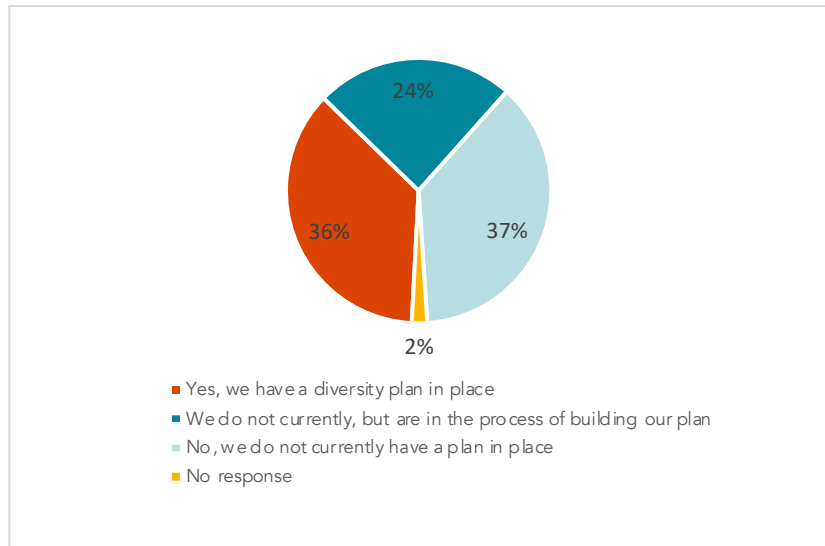
FIGURE 12: DIVERSITY PLAN STATUSES AND PLANS TO BUILD ONE

The respondents who have or are in the process of building a diversity plan tend to be organizations with:

- 26 or more employees (ranging from 90 to 100% of respondents)
- Headquartered locations in large cities/urban areas (69% of organizations in large cities have or are in the process of building a diversity plan; 52% of organizations in small towns have or are in the process of building a diversity plan)
- Business types designated as corporations, nonprofits, or government agencies (family owned, sole proprietorship, and partnership/LLP were least likely to have/be in the process of building a diversity plan)
  Primary business functions/industry sectors in product and manufacturing, nonprofits and associations, leisure and hospitality, or business services
- Outdoor recreation subcategories in climbing/hiking/mountaineering, bicycling, or leisure and hospitality

WORKFORCE INSIGHTS

DEI BEST PRACTICES

The following strategies have been established and are in practice by responding organizations with diversity plans in place.

At the leadership level:

- 60% indicated the executive management team plays a key role in the organization's DEI efforts
- 58% indicated the CEO/President plays a key role in the organization's DEI efforts
- 22% indicated the Chief DEI Officer provides point leadership in the organizations DEI efforts
- The CEO/President or executive management team practice the following DEI efforts:
    - Creates a culture of accountability (83%)
    - Shows a visible commitment to DEI in speeches, written correspondence, and public appearances (77%)
    - Ensures that all senior leadership is engaged in organizational DEI strategies (70%)
    - Ensures that resources (financial and staffing) are available to drive organization DEI efforts (64%)
    - Addresses national/organizational hate or bias incidents (64%)
    - Charges the organization-wide DEI committee (44%)
- 55% agree senior leadership ensures that diversity is prioritized throughout the organization

WORKFORCE INSIGHTS

DEI BEST PRACTICES

At the organizational level:

- 58% work to build an increasingly diverse pipeline of board, leadership and staff members
- 53% agree employee opinions play a key role in leading diversity-related change efforts in the organization
- 39% have a diversity committee that ensures that many different people are involved in shaping the organization's diversity plan
- 30% agree organizational diversity efforts are data-driven and evidence-based
- 31% agree adequate financial resources exist to drive organizational diversity efforts

WORKFORCE INSIGHTS

DEI BEST PRACTICES

At the ground level or in practice, the following strategies are currently used to ensure diversity planning and accountability:

- 38% embed diversity and inclusion goals and plans in the organization-wide strategic plan
- 34% include diversity and inclusion as of one of its core values in the organization's official mission statement
- 32% expect leadership to communicate progress on its diversity, equity and inclusion goals through out the organization
- 31% sustain a diversity committee or task force
- 25% include DEI accountabilities in employee job descriptions and profiles
- 22% embed diversity goals in the overall budget process
- 17% employ dedicated DEI staff
- 17% proactively solicit proposals from and contract with diverse suppliers
- 13% maintain a diversity scorecard to measure our diversity progress

WORKFORCE INSIGHTS

DEI PRACTICES IN EMPLOYEE RECRUITMENT, RETENTION & COMMUNICATIONS

The following strategies have been established and are in practice by responding organizations with diversity plans in place.

In hiring efforts:

- 52% write job descriptions with inclusive language
- 48% make necessary accommodations are made for any applicant with a disability
- 40% emphasize the organization's commitment to diversity, equity, and inclusion in job postings
- 27% require HR/recruiting team or search firms to include diverse candidates in the final pool of candidates
- 25% use DEI-focused interview questions to evaluate candidates
- 22% require at least one member in the hiring committee to have DEI and/or implicit bias training
- 7% ask job applicants to include any diversity accomplishments in their resume

In efforts to recruit historically underrepresented employees:

- 57% encourage employee or network referrals
- 51% engage in social media outreach
- 46% engage in community outreach
- 35% advertise in diversity publications and/or job boards
- 27% use pipeline programs for future employees
- 16% attend diversity-focused recruitment events
- 13% utilize high school, 2-year college, or 4-year college bridge programs
- 12% use strategic funds to hire diverse candidates
- 11% employ dedicated diversity recruitment staff

In efforts to retain historically underrepresented employees:

- 38% provide career advancement opportunities with access to professional development trainings
- 22% honor diversity-related projects in employee evaluations and promotions
- 19% offer mentor programs for diverse employees
- 16% have employee affinity or resource groups

In branding and communication strategies:

- 47% use social media for multicultural marketing (YouTube, Facebook, Instagram, Twitter, etc.)
- 32% include diversity-related information on organization websites
- 22% advertise in diversity publications and websites
- 18% develop diversity-focused recruitment materials and brochures
- 12% have employee ambassadors meet with prospective employees
- 10% employ multicultural/diversity communications staff

WORKFORCE INSIGHTS

DEI PRACTICES IN EMPLOYEE ENGAGEMENT

The following strategies have been established and are in practice by responding organizations with diversity plans in place.

In efforts to train or help employees develop competency in diversity, equity, and inclusion:

▶ **35%** integrate diversity, equity and inclusion concepts into employee orientation and trainings

▶ **33%** integrate diversity, equity and inclusion expectations in guidance for supervision

▶ **32%** acknowledge or encourage employees who model learning or excellence in cultural competence

▶ **20%** outline diversity, equity and inclusion expectations in position descriptions and evaluate expectations during employee reviews and promotions

In efforts to understand/mitigate issues within the organizational climate:

▶ **28%** send organization-wide climate surveys to all employees

▶ **15%** utilize the results from an organizational climate survey as a basis for creating or updating an organizational diversity plan

▶ **11%** benchmark the results of its organizational climate with comparisons from peer organizations

▶ **29%** of survey respondents collect data at a level that describes the diversity make-up of the organization

WORKFORCE INSIGHTS

DEI PRACTICES IN ORGANIZATIONAL DATA COLLECTION
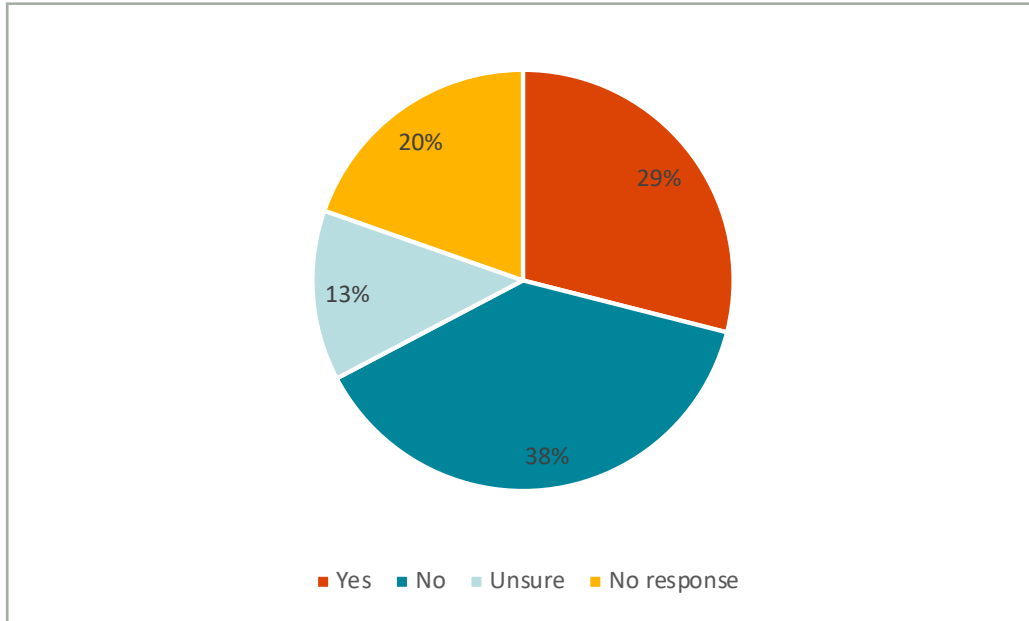
FIGURE 13: PERCENT OF RESPONDING ORGANIZATIONS THAT COLLECT DIVERSITY DATA

Of the responding organizations that collect data, the following types of data are collected:

▶ Demographic information, including gender and race/ethnicity, of leadership team and Board of Directors (87%)

▶ Employee demographic, compensation, or other data required to comply with regulatory requirements (74%)

▶ Qualitative or quantitative feedback from staff on job satisfaction (68%)

▶ Discrepancies in compensation by gender, race, and/or other dimensions of diversity (35%)

▶ Discrepancies in performance rankings by gender, race, and/or other dimensions of diversity (26%)

▶ Feedback from customers on our diversity practices (26%)

Twenty-seven of the 107 responding organizations provided the diversity make-up of their executive team by gender and by race/identity.

Note that for the simple frequency results, some numbers are quite small, there are several "no responses," and 27 is by no means a probability sample. Numbers this small should be regarded with caution since they are representing very few organizations in the outdoor recreation economy. These low cell counts provide little to no power to make definitive statistical statements or conclusions.

WORKFORCE INSIGHTS

DEI PRACTICES IN ORGANIZATIONAL DATA COLLECTION

	Male		Female		Transgender, Non-binary, Gender-fluid	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Zero	2	7.41	1	3.70	8	29.63
1 - 20%	3	11.11	3	11.11	2	7.41
21 - 50%	9	33.33	10	37.04	0	0.00
51 - 70%	3	11.11	4	14.81	0	0.00
71 - 100%	8	29.63	5	18.52	0	0.00
Unsure	1	3.70	1	3.70	2	7.41
No response	1	3.70	3	11.11	15	55.56
TOTAL	**27**	**100.00**	**27**	**100.00**	**27**	**100.00**

	American Indian or Alaska Native		Asian or Asian American		Black or African-American	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Zero	11	40.74	10	37.04	11	40.74
1 - 20%	1	3.70	3	11.11	0	0.00
21 - 50%	1	3.70	0	0.00	0	0.00
51 - 70%	0	0.00	0	0.00	0	0.00
71 - 100%	0	0.00	0	0.00	0	0.00
Unsure	1	3.70	1	3.70	1	3.70
No response	13	48.15	13	48.15	15	55.56
TOTAL	**27**	**100.00**	**27**	**100.00**	**27**	**100.00**

	Hispanic, Latino, Latina, Latinx		Middle Eastern or North African		Native Hawaiian or Pacific Islander	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Zero	10	37.04	10	37.04	11	40.74
1 - 20%	4	14.81	0	0.00	0	0.00
21 - 50%	2	7.41	0	0.00	0	0.00
51 - 70%	0	0.00	0	0.00	0	0.00
71 - 100%	0	0.00	0	0.00	0	0.00
Unsure	1	3.70	2	7.41	1	3.70
No response	10	37.04	15	55.56	15	55.56
TOTAL	**27**	**100.00**	**27**	**100.00**	**27**	**100.00**

	White or Caucasian		Two or more races		Other	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Zero	0	0.00	10	37.04	7	25.93
1 - 20%	0	0.00	2	7.41	0	0.00
21 - 50%	2	7.41	0	0.00	0	0.00
51 - 70%	4	14.81	0	0.00	0	0.00
71 - 100%	18	66.67	0	0.00	0	0.00
Unsure	1	3.70	2	7.41	3	11.11
No response	2	7.41	13	48.15	17	62.96
TOTAL	**27**	**100.00**	**27**	**100.00**	**27**	**100.00**

WORKFORCE INSIGHTS

DEI GOALS FOR THE FUTURE

The final three questions of the survey were open-ended questions asking respondents about their organization's "why" in establishing or enhancing their DEI outcomes and about their goals for the future. The follow are reoccurring statements and individual company quotes provided in this section of the survey.

"We envision a world where our natural resources are healthy, loved, and always protected, and where the outdoors occupies a place of central importance in every person's life."

"We firmly believe that the outdoors are welcome to every human and our core value is to build community."

"We [began] our DE&I journey in the summer of 2020, with the assistance of a consultant, who we have continued to work with into 2021. Our focus has been on 'Inclusion' at our corporate office and have improved our diversity hires by 30% over the same period year-over-year. Our recruiting efforts and intentional focus on improving our internal communication efforts have boosted the belongingness."

"Employee training is something that we are really focusing on to improve the skillsets of everyone, and to improve the efficiency of the operation."

"We value all staff and viewpoints. We give staff the ability to lead and develop projects, goals and the like. However, all staff must be accountable for their actions and own the failures as much as the successes."

The organization's "why" for diversity, equity, and inclusion (what is compelling the organization to achieve its goals for access, belonging, and success):

- To provide equality and belonging for all
- It is a business and moral imperative
- To enhance the customer or employee experience
- To represent communities served
- To improve industry demographics

Organizational goals to improve its workforce diversity efforts:

- Improving efforts to recruit historically underrepresented employees
- Including wage transparency in job descriptions
- Ensuring necessary accommodations are known and made for applicants with disabilities
- Requiring a diverse pool of candidates for open positions
- Developing or partnering with pipeline programs
- Mitigating implicit bias in the selection process

Organizational goals to strengthen employee sense of belonging and success:

- Increasing efforts to improve retention rates
- Assessing and evaluating organizational climate
- Ensuring clear and accessible procedures for employee concerns/reporting
- Investing in DEI education for employees
- Developing and ensuring transparent promotion and advancement pathways
- Celebrating difference, identity, and culture

CONCLUSION

Survey findings provide a snapshot of the workforce and DEI trends for a small swath of the outdoor recreation economy. Across numerous outdoor sectors and subcategories, organizations are hiring in 2022 and are anticipating several barriers to fill open positions, particularly with entry-level and skilled professional openings. Organizations are considering an array of strategies, including professional development, as a way to attract and retain employees. Over half of the responding organizations are making strides to advance diversity, equity, and inclusion outcomes, and survey findings present the practices and goals that have been identified or established within these organizations.

For a clearer picture of the industry's workforce and DEI efforts, more data needs to be collected at the national and state level. This small study can be considered a model for future workforce assessments to maintain an ongoing and up-to-date understanding of workforce needs and to show measurable progress of DEI outcomes.

For now, this study can serve as a spark for new, collaborative conversations and strategic efforts by outdoor companies and organizations, associations, and educators to invest in workforce development and diversity, equity, and inclusion initiatives for the outdoor industry-at-large.

Oregon State University
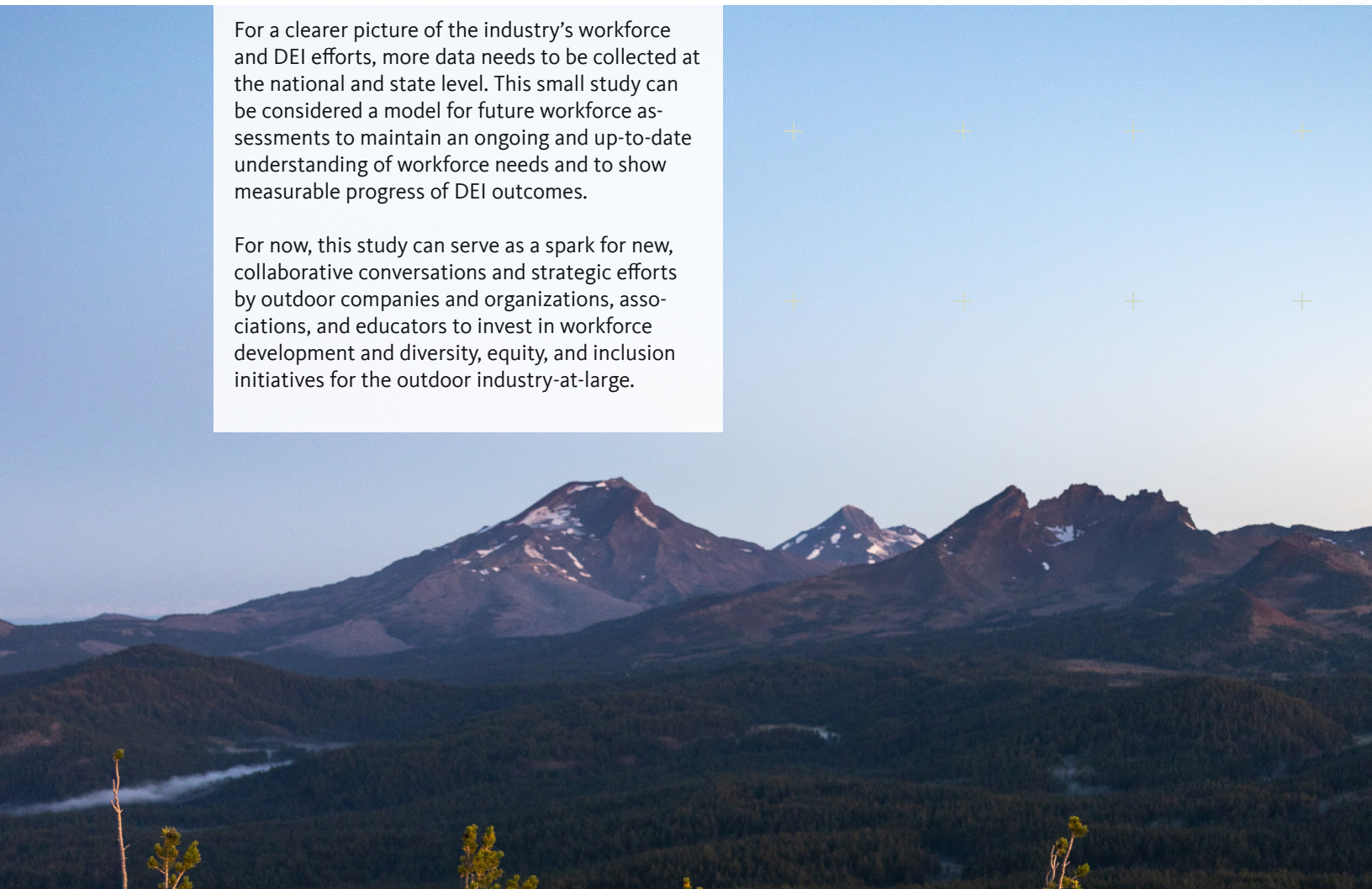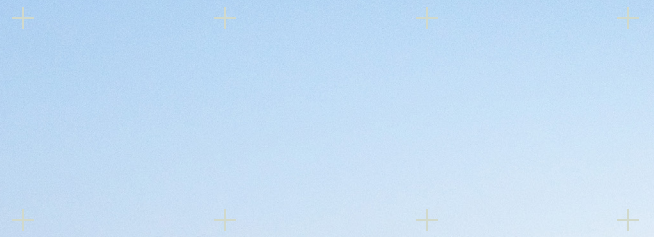
APPENDIX A:
COPY OF SURVEY QUESTIONNAIRE

Outdoor Industry Workforce Assessment

Welcome to the Outdoor Industry Workforce Assessment Survey. This survey was developed by Oregon State University's Center for the Outdoor Recreation Economy, with support from OSU's Office of Institutional Diversity, and in partnership with the Outdoor Industry Association (OIA), Outdoor Recreation Roundtable (ORR), Path to Peak Education + Consulting, Basecamp Outdoor, Confluence of States, and a pilot group of outdoor industry companies. The Oregon State University Survey Research Center (OSU-SRC) is assisting with the data collection and analysis of survey results. Your participation will help industry companies, associations, and educators understand the workforce needs and priorities of the industry-at-large, inspiring and guiding strategic efforts to invest in workforce development efforts vital in cultivating a more diverse, equitable, and inclusive economy.

We suggest assembling a small committee of employees to complete the survey as a group. Depending on your organization's structure, this group might include people from your management teams, HR, DEI, People & Culture, and leads from various departments and employee resource groups. You can expect the survey to take 30 – 45 minutes to complete presuming all needed information is on hand.

Questions are related to the following subjects for your organization: demographics; workforce needs, including recruiting, hiring and retention strategies; diversity, equity and inclusion practices.
Your confidentiality is important to the OSU research team. Your individual submission will not be shared publicly, and data will only be shared in aggregate for the purpose of highlighting industry-level trends. Please note: All responses are voluntary.

Thank you again for your time, energy, and engagement with this valuable endeavor.

Please click the Next button to continue.

Organizations are encouraged to complete this survey as a team. Together, work through the questions, deliberate your responses and achieve consensus. For questions that require additional clarification or inquiry – you may leave the survey and return later to complete the survey. Your previous answers will be saved as long as you use the same device and internet browser when returning.

To note, the survey is organized into 4 sections. The first section asks questions about your organization or company demographics. The remaining sections ask questions around hiring trends, workforce development needs and initiatives, and diversity, equity, and inclusion efforts within your organization.

Section One: Demographics

1. **To start, in which U.S. state is your organization headquartered?**

(drop-down list)

2. **Which of the following best describes the area in which your organization is located?**

- ○ Large city/metropolitan/urban/suburban area (population of 50,000 or more)
- ○ Small town or rural area (population less than 49,999)
- ○ Other (please describe) _____

3. **Which of the following best describes your organization?**

- ○ Sole proprietorship or family owned
- ○ Partnership/LLP
- ○ Limited liability/LLC
- ○ Corporation
- ○ Non-profit
- ○ Government
- ○ Tribal entity
- ○ Other (please describe) _____

4. **Which of the following industry-sector categories best describes the primary business function of your organization?**

- ○ Product & Manufacturing
- ○ Wholesale Trade
- ○ Sales/Dealers
- ○ Retail Trade
- ○ Maintenance Services (Repair/Restoration)
- ○ Tour Operators, Outfitters, Guides, Charters
- ○ Leisure & Hospitality
- ○ Business Services (Marketing, Accounting, Legal)
- ○ Nonprofits & Associations
- ○ Government
- ○ Education
- ○ Other (please describe): _____

5. **In which outdoor recreation activities does your organization focus? Select all that apply.**

- ○ Archery
- ○ Bicycling
- ○ Sailing
- ○ Boating (motorized craft)
- ○ Canoeing/Kayaking/Rafting (non-motorized craft)
- ○ Fishing
- ○ Climbing/hiking/mountaineering
- ○ Camping
- ○ Equestrian
- ○ Hunting/shooting/trapping
- ○ Motorcycling/ATV riding
- ○ RV-ing
- ○ Snow mobiling
- ○ Skiing/Snowboarding/Telemarking/etc.
- ○ Apparel/Footwear/Accessories
- ○ Guided tours/Outfitted travel
- ○ Leisure and hospitality
- ○ Other (please describe) _____

6. **What was the approximate value of revenue (or budget if not-for-profit) for your organization in the last fiscal year?**

- Less than $250,000
- $250,000 - $500,000
- $500,001 - $750,000
- $750,001 - 1,000,000
- $1,000,001 - $3,000,000
- $3,000,001 - $5,000,000
- $5,000,001 - $20,000,000
- $20,000,001 - $50,000,000
- $50,000,001 - $100,000,000
- More than $100,000,000
- Prefer not to say/Unsure

7. **How many individuals are currently employed by your organization?**

- 1 - 5
- 6 - 10
- 11 - 25
- 26 - 50
- 51 - 100
- 101 - 500
- More than 500

Section Two: Workforce

This next section includes questions about your organization's employee hiring and training needs along with the skillsets necessary for specific job levels. Descriptions of job levels can be found below:

Entry-level: typically requires minimal professional work experience; common job titles include intern, apprentice, coordinator, administrative assistant, etc.

Skilled professional: typically requires some professional work experience and/or relevant education and training; common job titles include assistant manager, associate, specialist, etc.

Mid-level management: typically requires significant professional work experience and/or relevant education and training and sits at the intermediate leadership level within the organization responsible for team leading skilled professionals and reporting to executive management; common titles include (senior) manager, (assistant) director

Executive management: typically consists of heads of units or functions within the organization; common job titles include general manager, owner, founder, president, CEO, CFO, COO, VP, etc.

8. **Approximately how many new employees, in each of the following categories, does your organization plan to hire in the next 12 months?**

Q_8	None (0)	1-5	6-10	11-25	26-50	>50	Do Not know
Entry-level							
Skilled professional							
Mid-level management							
Executive management							

9. Approximately what percentage of these new hires in the next 12 months will be permanent positions? (exclude seasonal, contractor, or freelance positions)

> (drop down percentage ranges)

10. Please select up to 5 skillsets your organization will prioritize when hiring entry-level employees in the next 1 to 3 years.

11. Please select up to 5 skillsets your organization will prioritize when hiring skilled professional employees in the next 1 to 3 years.

12. Please select up to 5 skillsets your organization will prioritize when hiring mid-level management employees in the next 1 to 3 years.

13. Please select up to 5 skillsets your organization will prioritize when hiring executive management employees in the next 1 to 3 years.

○ Critical thinking and problem solving
○ Teamwork and collaboration
○ Professionalism
○ Decision making
○ Emotional intelligence
○ Creativity and resilience
○ Analytical
○ Project or time management
○ Social/digital media
○ Business acumen or industry knowledge
○ Financial acumen
○ Team management
○ Leadership
○ Communication (written, oral, nonverbal)
○ Adaptability or change management
○ Strategic thinking
○ Curiosity and continuous learning
○ Customer service
○ Technical-specialized skillset (please describe) _____
○ Other (please describe) _____

14. Which job levels will likely be the hardest to fill in your organization in the next 1 to 3 years? Select all that apply.

○ Entry-level
○ Skilled professional
○ Mid-level management
○ Executive management
○ Unsure

15. What are the types of positions that will likely be the hardest to fill in your organization in the next 1 - 3 years? Please list up to 5 job titles.

> (open text)

16. **Which of the following do you think will be likely barriers for recruiting for your organization's hard-to-fill jobs?**

Q_16	Likely a barrier	Not likely a barrier	Unsure
Competition from other regions, industries or sectors of the industry			
Lack of qualified applicants			
Cost of living where job is located			
Housing options where job is located			
Quality of life where job is located			
Nature of job (working conditions/schedule /unconventional hours)			
Access to where job is located (transportation options in or to the job location)			
Experience level/skill required			
Lack of clarity of career path or promotional opportunities			
Other (please describe)			

17. **What types of employee attraction and retention strategies does your organization support currently? Select all that apply.**

- ○ Employment benefits (i.e., health insurance, retirement benefits, paid leaves, etc.)
- ○ Financial rewards (i.e., bonuses, stock options, profit sharing, etc.)
- ○ Recognition (i.e., non-monetary awards, "employee of the month", etc.)
- ○ Flexible working hours/work-life balance
- ○ Remote working options
- ○ Mental health support resources or services
- ○ Creative office environment (i.e., open concept office, onsite food, entertainment, etc.)
- ○ Other (Please describe) _____

18. **What types of employee professional development does your organization support currently? Select all that apply.**

- ○ We do not contribute to employee professional development at this time
- ○ New employee training
- ○ Internship/apprenticeship programs
- ○ Mentorship programs
- ○ Internal management/leadership trainings
- ○ College tuition reimbursement
- ○ Reimbursement for external trainings, professional/continuing education, and travel expenses
- ○ Other (please describe) _____

19. **Which of the following types of professional development do you believe could benefit your organization? Select all that apply.**

- ○ Access to industry-specific train-the-trainer programming
- ○ Replicable apprenticeship programs
- ○ Industry-created professional education for employers
- ○ Increased marketing of careers in your industry
- ○ Support initiatives in K-12 schools
- ○ Increased programming at the technical/trade school level
- ○ Increased programming at higher education institutions (bachelor's and master's degree specific to industry)
- ○ Collaboration with other industries seeking similar competencies
- ○ Industry career center/network
- ○ Creation and/or expansion of hiring pipelines for underrepresented communities
- ○ Other (please describe) _____

20. **With a 5-year outlook, please use this space to make comments about the anticipated skill or workforce needs for your organization or industry.**

(open text)

Section Three: DEI Index & Goals

The next and final sections of the survey are related to the diversity, equity, and inclusion (DEI) practices and goals of your organization. The questions are designed to establish a benchmark of findings that could inform organizational models and workplace best practices for the outdoor industry.

21. **Does your organization currently have a plan for hiring and retaining employees of diverse backgrounds and identities (a.k.a. a diversity plan)?**

- ○ Yes, we have a diversity plan in place
- ○ We do not currently, but are in the process of building our plan
- ○ No, we do not currently have a plan in place

You indicated you do not have a plan for hiring and retaining employees of diverse backgrounds and identities. Do you plan on building one in the near future?

- ○ Yes, we plan on doing this
- ○ No, we do not plan on doing this
- ○ Not sure

The questions that follow will ask you about DEI practices that are currently in place. Since your organization is in the process of building this plan or intends to do so in the future, please answer these questions thinking about the plan you are building or plan to build.

We understand there may be several reasons why an organization does not currently have a diversity plan or does not see it as being needed. Please use the space below to describe the reasons why your organization does not have a plan in place. Gathering this information will help us understand the industry and its needs.

(open text)

22. **Even though your organization does not have a formal diversity plan in place, we will ask you a series of questions about hiring and retention of employees as well as other practices related to DEI that your organization may use. Please answer these questions to the best of your ability.**

23. Which of the following procedures are practiced in your organization as it relates to DEI strategies at the leadership and organizational level?

Q_23	Is practiced	Is not practice	Unsure	Does not apply OR No diversity plan in place
Our CEO/President plays a key role in the organization's DEI efforts.				
Our executive management team plays a key role in the organization's DEI efforts.				
Our chief diversity, equity and inclusion officer provides point leadership in the organization-wide implementation process.				
Our organization has a diversity committee that ensures that many different people are involved in shaping the organization's diversity plan.				
Our organization works to build an increasingly diverse pipeline of Board, leadership, and staff members.				

24. Which of the following does your CEO/President or executive management team practice when it comes to your organization's DEI efforts?

Q_24	Is practiced	Is not practiced	Unsure	Does not apply
Shows a visible commitment to DEI in speeches, written correspondence, and public appearances				
Ensures that all senior leadership is engaged in organizational DEI strategies				
Charges the organization-wide DEI committee				
Ensures that resources (financial and staffing) are available to drive organizational DEI efforts				
Creates a culture of accountability				
Addresses national/organizational hate or bias incidents				
Other (describe)				

25. Which of the following strategies does your organization currently have to ensure diversity planning and accountability?

Q_25	Have	Does not have	Unsure	Does not apply OR No diversity plan in place
Our organization's official mission statement includes diversity and inclusion as one of its core values.				
Our diversity and inclusion goals and plans are embedded in the organization-wide strategic plan.				
Leadership sustains a diversity committee or task force.				
Leadership maintains a diversity scorecard to measure our diversity progress.				
Leadership communicates its progress on its diversity, equity and inclusion goals throughout the organization.				
Dedicated DEI staff				
DEI accountabilities are included in employee job descriptions/profiles.				
Other (describe)				

26. Please indicate the degree to which you agree or disagree with each of the following statements regarding your organization's diversity plan.

Q_26	Agree	Somewhat agree	Neutral	Somewhat disagree	Disagree	Unsure	Does not apply OR No diversity plan in place
Senior leadership ensures that diversity is prioritized throughout the organization.							
Employee opinions play a key role in leading diversity-related change efforts in our organization.							
Organizational diversity efforts are data-driven and evidence-based.							
Adequate financial resources exist to drive organizational diversity efforts.							

27.   **Which of the following strategies does your organization currently use in its hiring practices?**

Q_27	Use	Do not use	Unsure	Does not apply OR No diversity plan in place
Job postings emphasize the organization's commitment to diversity, equity, and inclusion.				
Job descriptions are written with inclusive language.				
Job applicants are asked to include any diversity accomplishments in their resume.				
The HR/recruiting team or search firms we use must include diverse candidates in the final pool of candidates.				
At least one member in our hiring committee must have DEI and/or implicit bias training.				
Necessary accommodations are made for any applicant with a disability.				
DEI-focused interview questions are used to evaluate candidates.				

The following two questions refer to 'historically underrepresented employees.' This category includes the racial or ethnic minority groups of people who are Black, Hispanic, Latino/a/x, Asian American, and Pacific Islander, American Indian or Alaska Natives, as well as women and LGBTQ people whose representation in employment is smaller than their representation in the U.S. population.

28. Which of the following strategies does your organization currently use <u>to recruit</u> historically underrepresented employees?

Q_28	Use	Do not use	Unsure	Does not apply OR No diversity plan in place
Advertise in diversity publications and/or job boards				
Attend diversity-focused recruitment events				
Community outreach				
Pipeline programs for future employees				
Strategic funds being used to hire diverse candidates				
Dedicated diversity recruitment specialist				
High school, 2-year college, or 4-year college bridge programs				
Social media outreach				
Employee or network referrals				
Other (describe)				

29. **Which of the following efforts does your organization currently use <u>to retain</u> historically under-represented employees?**

Q_29	Use	Do not use	Unsure	Does not apply OR No diversity plan in place
Mentor programs for diverse employees				
Participation in diversity-related projects is honored in evaluation and promotion				
Employee affinity or resource groups				
Career advancement opportunities with access to professional development trainings				
Other (describe)				

30. **Which of the following strategies does your organization currently use to train or help employees develop competency in diversity, equity, and inclusion?**

Q_30	Use	Do not use	Unsure	Does not apply OR No diversity plan in place
Diversity, equity and inclusion concepts are integrated in employee orientation and training curriculum.				
Diversity, equity and inclusion expectations are integrated in guidance for supervision.				
Diversity, equity and inclusion expectations are outlined in position descriptions and evaluated during employee review and promotion.				
Employees who model learning or excellence in cultural competence are acknowledged or encouraged.				
Other (describe)				

31. **Which of the following does your organization currently use to understand/mitigate issues within your organizational climate?**

Q_31	Use	Do not use	Unsure	Does not apply OR No diversity plan in place
Organization-wide climate survey for all employees				
Utilizing the results from an organizational climate survey as a basis for creating or updating an organizational diversity plan				
Benchmarking the results of our organizational climate with comparisons from peer organizations				
Other (describe)				

32. **Which of the following diversity-related branding and communication strategies does your organization currently use?**

Q_32	Use	Do not use	Unsure	Does not apply OR No diversity plan in place
Social media used for multicultural marketing (YouTube, Facebook, Instagram, Twitter, etc.)				
Multicultural/Diversity communications specialist				
Diversity-focused recruitment materials and brochures				
Marketing/advertising in diversity publications and websites				
Employee ambassadors to meet with prospective employees				
Other (describe)				

33. **Which of the following diversity-related information appears on your organization's website?**

Q_33	Appears on website	Does not appear on website	Unsure	Does not apply OR No diversity plan in place
Link to diversity resources on the first level of the organization's web page				
All job postings listed on our human resources page includes an AA/EEO statement				
Human resources page includes information about diversity training				
Human resources page includes information about employee affinity/resource groups				
Employee demographics are available				
Other (describe)				

34. **Which of the following diversity-focused financial strategies currently exist in your organization?**

Q_34	Exists	Does not exist	Unsure	Does not apply OR No diversity plan in place
Diversity goals are embedded in the overall budget process.				
We have an annual diversity fundraising campaign.				
We have organization-wide diversity incentive grants.				
We proactively solicit proposals from and contract with diverse suppliers as part of the organization's overarching supply chain strategy.				
We apply for competitive diversity grants.				
We have a dedicated development officer f ocused on diversity.				
We have a qualified diversity endowment fund.				
We have financial resources set aside for internal diversity and inclusion awards.				
Other (describe)				

35. **Does your organization collect data at a level that describes the diversity make-up of your organization?**

- O - Yes
- O - No
- O - Unsure

36. **Please indicate which of the following types of data is collected within your organization.**

Q_36	Collected	Not collected	Unsure	Does not apply
Demographic information, including gender and race/ethnicity, of leadership team and Board of Directors				
Employee demographic, compensation, or other data required to comply with regulatory requirements				
Discrepancies in performance rankings by gender, race, and/or other dimensions of diversity				
Discrepancies in compensation by gender, race, and/or other dimensions of diversity				
Feedback from customers on our diversity practices				
Qualitative or quantitative feedback from staff on job satisfaction				
Other (describe)				

37. **What is the percentage by gender of your executive management team?**

Q_36	Zero (0)	1%-10%	11%-20%	21%-30%	31%-40%	41%-50%	51%-60%	61%-70%	71%-100%	Unsure/Prefer not to say
Male										
Female										
Other (transgender, non-binary, gender-fluid)										

38. **What is the percentage by race/ethnicity of your executive management team?**

Q_36	Zero (0)	1%-10%	11%-20%	21%-30%	31%-40%	41%-50%	51%-60%	61%-70%	71%-100%	Unsure/Prefer not to say
American Indian or Alaska Native										
Asian or Asian American										
Black or African-American										
Hispanic, Latino, Latina, Latinx										
Middle Eastern or North African										
Native Hawaiian or Pacific Islander										
White or Caucasian										
Two or more races										
Other										

The next few questions are left open so you can express your responses in your own words. These questions have to do with your organization's goals and aspirations for diversity, equity, and inclusion practices in the workplace.

39. **Please describe your organization's goals to improve its workforce diversity efforts. These goals may pertain to functions of employee/talent attraction, recruitment, and selection.**

Some examples are: efforts to recruit historically underrepresented employees; selection equity initiatives; pipeline programs; mitigating implicit bias in the selection process; necessary accommodations are known and made for applicants with disabilities; require a diverse pool of candidates for open positions; and wage transparency in job descriptions.

(open text response)

40. **Please describe your organization's goals to ‹b›strengthen employee sense of belonging and success. These goals may pertain to functions of organizational climate, employee retention, and overall professional development opportunities.**

Some examples are: efforts to improve retention rates; celebrating difference, identity, and culture; investing in DEI education for employees; assessing and evaluating organizational climate; ensuring clear and accessible procedures for employee concerns/reporting; developing and ensuring transparent promotion and advancement pathways.

(open text response)

41. **What is your "why" for diversity, equity, and inclusion in your organization? What compels and drives your company to achieve its goals for access, belonging, and success?**

(open text response)

Organization/Company Demographics

Q1.3: To start, in which U.S. state is your organization headquartered?				
Q1_3	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Alaska	1	0.93	1	0.93
Arizona	1	0.93	2	1.87
California	10	9.35	12	11.21
Colorado	17	15.89	29	27.10
Connecticut	2	1.87	31	28.97
Florida	2	1.87	33	30.84
Georgia	1	0.93	34	31.78
Idaho	4	3.74	38	35.51
Illinois	1	0.93	39	36.45
Indiana	4	3.74	43	40.19
Maine	2	1.87	45	42.06
Massachusetts	4	3.74	49	45.79
Michigan	15	14.02	64	59.81
Montana	3	2.80	67	62.62
New Hampshire	2	1.87	69	64.49
New Mexico	3	2.80	72	67.29
North Carolina	4	3.74	76	71.03
North Dakota	1	0.93	77	71.96
Oregon	11	10.28	88	82.24
Rhode Island	1	0.93	89	83.18
Tennessee	1	0.93	90	84.11
Texas	1	0.93	91	85.05
Utah	2	1.87	93	86.92
Vermont	2	1.87	95	88.79
Virginia	3	2.80	98	91.59
Washington	3	2.80	101	94.39
West Virginia	1	0.93	102	95.33
Wisconsin	3	2.80	105	98.13
Wyoming	1	0.93	106	99.07
Other not mentioned	1	0.93	107	100.00

Q1.4: Which of the following best describes the area in which your organization is located?				
Q1_4	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Large city/metropolitan/urban/suburban area (population of 50,000 or more)	56	52.34	56	52.34
Small town or rural area (population less than 49,999)	49	45.79	105	98.13
Other (please describe)	2	1.87	107	100.00

Organization/Company Demographics

Q1.5: Which of the following best describes your organization?				
Q1_5	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Sole proprietorship or family owned	10	9.35	10	9.35
Partnership/LLP	2	1.87	12	11.21
Limited liability/LLC	26	24.30	38	35.51
Corporation	31	28.97	69	64.49
Non-profit	25	23.36	94	87.85
Government	8	7.48	102	95.33
Other (please describe)	5	4.67	107	100.00

Organization/Company Demographics

Q1.6: Which of the following industry-sector categories best describes the primary business function of your organization?				
Q1_6	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Product & Manufacturing	24	22.43	24	22.43
Wholesale Trade	2	1.87	26	24.30
Sales/Dealers	3	2.80	29	27.10
Retail Trade	12	11.21	41	38.32
Maintenance Services (Repair/Restoration)	2	1.87	43	40.19
Tour Operators, Outfitters, Guides, Charters	11	10.28	54	50.47
Leisure & Hospitality	7	6.54	61	57.01
Business Services (Marketing, Accounting, Legal)	5	4.67	66	61.68
Nonprofits & Associations	17	15.89	83	77.57
Government	6	5.61	89	83.18
Education	6	5.61	95	88.79
Other (please describe)	12	11.21	107	100.00

Organization/Company Demographics

Q1.7: In which outdoor recreation activities does your organization focus? Select all that apply.

Outdoor recreation activity: Archery				
Q1_7_1	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	97	90.65	97	90.65
Selected	10	9.35	107	100.00

Outdoor recreation activity: Bicycling				
Q1_7_2	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	73	68.22	73	68.22
Selected	34	31.78	107	100.00

Outdoor recreation activity: Sailing				
Q1_7_3	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	96	89.72	96	89.72
Selected	11	10.28	107	100.00

Organization/Company Demographics

Q1.7: In which outdoor recreation activities does your organization focus? Select all that apply.

Outdoor recreation activity: Boating (motorized craft)				
Q1_7_4	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	86	80.37	86	80.37
Selected	21	19.63	107	100.00

Outdoor recreation activity: Canoeing/Kayaking/Rafting (non-motorized craft)				
Q1_7_5	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	67	62.62	67	62.62
Selected	40	37.38	107	100.00

Outdoor recreation activity: Fishing				
Q1_7_6	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	78	72.90	78	72.90
Selected	29	27.10	107	100.00

Organization/Company Demographics

Q1.7: In which outdoor recreation activities does your organization focus? Select all that apply.

Outdoor recreation activity: Climbing/hiking/mountaineering				
Q1_7_7	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	68	63.55	68	63.55
Selected	39	36.45	107	100.00

Outdoor recreation activity: Camping				
Q1_7_8	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	59	55.14	59	55.14
Selected	48	44.86	107	100.00

Outdoor recreation activity: Equestrian				
Q1_7_9	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	98	91.59	98	91.59
Selected	9	8.41	107	100.00

Organization/Company Demographics

Q1.7: In which outdoor recreation activities does your organization focus? Select all that apply.

Outdoor recreation activity: Hunting/ shooting/ trapping				
Q1_7_10	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	92	85.98	92	85.98
Selected	15	14.02	107	100.00

Outdoor recreation activity: Motorcycling/ ATV riding				
Q1_7_11	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	95	88.79	95	88.79
Selected	12	11.21	107	100.00

Outdoor recreation activity: RV-ing				
Q1_7_12	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	89	83.18	89	83.18
Selected	18	16.82	107	100.00

Organization/Company Demographics

Q1.7: In which outdoor recreation activities does your organization focus? Select all that apply.

Outdoor recreation activity: Snow mobiling				
Q1_7_13	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	96	89.72	96	89.72
Selected	11	10.28	107	100.00

Outdoor recreation activity: Skiing/Snowboarding/Telemarking/etc.				
Q1_7_14	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	78	72.90	78	72.90
Selected	29	27.10	107	100.00

Outdoor recreation activity: Apparel/Footwear/Accessories				
Q1_7_15	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	79	73.83	79	73.83
Selected	28	26.17	107	100.00

Organization/Company Demographics

Q1.7: In which outdoor recreation activities does your organization focus? Select all that apply.

Outdoor recreation activity: Guided tours/Outfitted travel				
Q1_7_16	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	92	85.98	92	85.98
Selected	15	14.02	107	100.00

Outdoor recreation activity: Leisure and hospitality				
Q1_7_17	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	86	80.37	86	80.37
Selected	21	19.63	107	100.00

Outdoor recreation activity: Other (please describe)				
Q1_7_18	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	87	81.31	87	81.31
Selected	20	18.69	107	100.00

Organization/Company Demographics

Q1.8: What was the approximate value of revenue (or budget if not-for-profit) for your organization in the last fiscal year?				
Q1_8	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Less than $250,000	23	21.50	23	21.50
$250,000 - $500,000	2	1.87	25	23.36
$500,001 - $750,000	3	2.80	28	26.17
$750,001 - 1,000,000	8	7.48	36	33.64
$1,000,001 - $3,000,000	18	16.82	54	50.47
$3,000,001 - $5,000,000	11	10.28	65	60.75
$5,000,001 - $20,000,000	7	6.54	72	67.29
$20,000,001 - $50,000,000	5	4.67	77	71.96
$50,000,001 - $100,000,000	4	3.74	81	75.70
More than $100,000,000	8	7.48	89	83.18
Prefer not to say/Unsure	17	15.89	106	99.07
No response	1	0.93	107	100.00

Organization/Company Demographics

Q1.9: How many individuals are currently employed by your organization?				
Q1_9	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1 - 5	29	27.10	29	27.10
6 - 10	13	12.15	42	39.25
11 - 25	19	17.76	61	57.01
26 - 50	12	11.21	73	68.22
51 - 100	11	10.28	84	78.50
101 - 500	10	9.35	94	87.85
More than 500	13	12.15	107	100.00

Hiring Trends

Q2.2: Approximately how many new employees, in each of the following categories, does your organization plan to hire in the next 12 months?

Plan to hire in next 12 months - Entry level				
Q2_2_1	Frequency	Percent	Cumulative Frequency	Cumulative Percent
None	15	14.02	15	14.02
1 - 5	53	49.53	68	63.55
6 - 10	5	4.67	73	68.22
11 - 25	2	1.87	75	70.09
26 - 50	9	8.41	84	78.50
More than 50	12	11.21	96	89.72
Do not know	3	2.80	99	92.52
No response	8	7.48	107	100.00

Plan to hire in next 12 months - Skilled professional				
Q2_2_2	Frequency	Percent	Cumulative Frequency	Cumulative Percent
None	14	13.08	14	13.08
1 - 5	58	54.21	72	67.29
6 - 10	8	7.48	80	74.77
11 - 25	11	10.28	91	85.05
26 - 50	2	1.87	93	86.92
More than 50	4	3.74	97	90.65
Do not know	4	3.74	101	94.39
No response	6	5.61	107	100.00

Hiring Trends

Q2.2: Approximately how many new employees, in each of the following categories, does your organization plan to hire in the next 12 months?

Plan to hire in next 12 months - Mid-level management				
Q2_2_3	Frequency	Percent	Cumulative Frequency	Cumulative Percent
None	30	28.04	30	28.04
1 - 5	45	42.06	75	70.09
6 - 10	6	5.61	81	75.70
11 - 25	4	3.74	85	79.44
More than 50	2	1.87	87	81.31
Do not know	5	4.67	92	85.98
No response	15	14.02	107	100.00

Plan to hire in next 12 months - Executive management				
Q2_2_4	Frequency	Percent	Cumulative Frequency	Cumulative Percent
None	52	48.60	52	48.60
1 - 5	25	23.36	77	71.96
6 - 10	1	0.93	78	72.90
More than 50	2	1.87	80	74.77
Do not know	6	5.61	86	80.37
No response	21	19.63	107	100.00

Hiring Trends

Q2.3: Approximately what percentage of these new hires in the next 12 months will be permanent positions? (exclude seasonal, contractor, or freelance positions)				
Q2_3	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1- 25%	33	30.84	33	30.84
26% - 50%	8	7.48	41	38.32
51% - 75%	4	3.74	45	42.06
76% - 100%	46	42.99	91	85.05
Do not know	8	7.48	99	92.52
No response	8	7.48	107	100.00

Hiring Trends

Q2.4: Please select up to 5 skillsets your organization will prioritize when hiring entry-level employees in the next 1 to 3 years.

Priority when hiring entry-level - Critical thinking and problem solving				
Q2_4_1	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	39	48.15	39	48.15
Selected	42	51.85	81	100.00
Frequency Missing = 26				

Priority when hiring entry-level - Teamwork and collaboration				
Q2_4_2	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	12	14.81	12	14.81
Selected	69	85.19	81	100.00
Frequency Missing = 26				

Priority when hiring entry-level - Professionalism				
Q2_4_3	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	52	64.20	52	64.20
Selected	29	35.80	81	100.00
Frequency Missing = 26				

Hiring Trends

Q2.4: Please select up to 5 skillsets your organization will prioritize when hiring entry-level employees in the next 1 to 3 years.

Priority when hiring entry-level - Decision making				
Q2_4_4	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	71	87.65	71	87.65
Selected	10	12.35	81	100.00
Frequency Missing = 26				

Priority when hiring entry-level - Emotional intelligence				
Q2_4_5	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	60	74.07	60	74.07
Selected	21	25.93	81	100.00
Frequency Missing = 26				

Priority when hiring entry-level - Creativity and resilience				
Q2_4_6	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	64	79.01	64	79.01
Selected	17	20.99	81	100.00
Frequency Missing = 26				

Hiring Trends

Q2.4: Please select up to 5 skillsets your organization will prioritize when hiring entry-level employees in the next 1 to 3 years.

Priority when hiring entry-level - Analytical				
Q2_4_7	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	79	97.53	79	97.53
Selected	2	2.47	81	100.00
Frequency Missing = 26				

Priority when hiring entry-level - Project or time management				
Q2_4_8	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	63	77.78	63	77.78
Selected	18	22.22	81	100.00
Frequency Missing = 26				

Priority when hiring entry-level - Social/digital media				
Q2_4_9	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	72	88.89	72	88.89
Selected	9	11.11	81	100.00
Frequency Missing = 26				

Hiring Trends

Q2.4: Please select up to 5 skillsets your organization will prioritize when hiring entry-level employees in the next 1 to 3 years.

Priority when hiring entry-level - Business acumen or industry knowledge				
Q2_4_10	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	72	88.89	72	88.89
Selected	9	11.11	81	100.00
Frequency Missing = 26				

Priority when hiring entry-level - Financial acumen				
Q2_4_11	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	79	97.53	79	97.53
Selected	2	2.47	81	100.00
Frequency Missing = 26				

Priority when hiring entry-level - Team management				
Q2_4_12	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	79	97.53	79	97.53
Selected	2	2.47	81	100.00
Frequency Missing = 26				

Hiring Trends

Q2.4: Please select up to 5 skillsets your organization will prioritize when hiring entry-level employees in the next 1 to 3 years.

Priority when hiring entry-level - Leadership				
Q2_4_13	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	75	92.59	75	92.59
Selected	6	7.41	81	100.00
Frequency Missing = 26				

Priority when hiring entry-level - Communication (written, oral, nonverbal)				
Q2_4_14	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	31	38.27	31	38.27
Selected	50	61.73	81	100.00
Frequency Missing = 26				

Priority when hiring entry-level - Adaptability or change management				
Q2_4_15	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	68	83.95	68	83.95
Selected	13	16.05	81	100.00
Frequency Missing = 26				

Hiring Trends

Q2.4: Please select up to 5 skillsets your organization will prioritize when hiring entry-level employees in the next 1 to 3 years.

Priority when hiring entry-level - Strategic thinking				
Q2_4_16	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	74	91.36	74	91.36
Selected	7	8.64	81	100.00
Frequency Missing = 26				

Priority when hiring entry-level - Curiosity and continuous learning				
Q2_4_17	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	54	66.67	54	66.67
Selected	27	33.33	81	100.00
Frequency Missing = 26				

Priority when hiring entry-level - Customer service				
Q2_4_18	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	39	48.15	39	48.15
Selected	42	51.85	81	100.00
Frequency Missing = 26				

Hiring Trends

Q2.4: Please select up to 5 skillsets your organization will prioritize when hiring entry-level employees in the next 1 to 3 years.

Priority when hiring entry-level - Technical-specialized skillset (please describe)				
Q2_4_19	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	74	91.36	74	91.36
Selected	7	8.64	81	100.00
Frequency Missing = 26				

Priority when hiring entry-level - Other (please describe)				
Q2_4_20	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	78	96.30	78	96.30
Selected	3	3.70	81	100.00
Frequency Missing = 26				

Hiring Trends

Q2.5: Please select up to 5 skillsets your organization will prioritize when hiring skilled professional employees in the next 1 to 3 years.

Priority when hiring skilled professional - Critical thinking and problem solving				
Q2_5_1	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	25	30.12	25	30.12
Selected	57	68.67	82	98.80
No response	1	1.20	83	100.00
Frequency Missing = 24				

Priority when hiring skilled professional - Teamwork and collaboration				
Q2_5_2	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	20	24.10	20	24.10
Selected	62	74.70	82	98.80
No response	1	1.20	83	100.00
Frequency Missing = 24				

Priority when hiring skilled professional - Professionalism				
Q2_5_3	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	55	66.27	55	66.27
Selected	27	32.53	82	98.80
No response	1	1.20	83	100.00
Frequency Missing = 24				

Hiring Trends

Q2.5: Please select up to 5 skillsets your organization will prioritize when hiring skilled professional employees in the next 1 to 3 years.

Priority when hiring skilled professional - Decision making				
Q2_5_4	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	65	78.31	65	78.31
Selected	17	20.48	82	98.80
No response	1	1.20	83	100.00
Frequency Missing = 24				

Priority when hiring skilled professional - Emotional intelligence				
Q2_5_5	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	65	78.31	65	78.31
Selected	17	20.48	82	98.80
No response	1	1.20	83	100.00
Frequency Missing = 24				

Priority when hiring skilled professional - Creativity and resilience				
Q2_5_6	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	67	80.72	67	80.72
Selected	15	18.07	82	98.80
No response	1	1.20	83	100.00
Frequency Missing = 24				

Hiring Trends

Q2.5: Please select up to 5 skillsets your organization will prioritize when hiring skilled professional employees in the next 1 to 3 years.

Priority when hiring skilled professional - Analytical				
Q2_5_7	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	71	85.54	71	85.54
Selected	11	13.25	82	98.80
No response	1	1.20	83	100.00
Frequency Missing = 24				

Priority when hiring skilled professional - Project or time management				
Q2_5_8	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	51	61.45	51	61.45
Selected	31	37.35	82	98.80
No response	1	1.20	83	100.00
Frequency Missing = 24				

Priority when hiring skilled professional - Social/digital media				
Q2_5_9	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	78	93.98	78	93.98
Selected	4	4.82	82	98.80
No response	1	1.20	83	100.00
Frequency Missing = 24				

Hiring Trends

Q2.5: Please select up to 5 skillsets your organization will prioritize when hiring skilled professional employees in the next 1 to 3 years.

Priority when hiring skilled professional - Business acumen or industry knowledge				
Q2_5_10	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	65	78.31	65	78.31
Selected	17	20.48	82	98.80
No response	1	1.20	83	100.00
Frequency Missing = 24				

Priority when hiring skilled professional - Financial acumen				
Q2_5_11	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	80	96.39	80	96.39
Selected	2	2.41	82	98.80
No response	1	1.20	83	100.00
Frequency Missing = 24				

Priority when hiring skilled professional - Team management				
Q2_5_12	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	69	83.13	69	83.13
Selected	13	15.66	82	98.80
No response	1	1.20	83	100.00
Frequency Missing = 24				

Hiring Trends

Q2.5: Please select up to 5 skillsets your organization will prioritize when hiring skilled professional employees in the next 1 to 3 years.

Priority when hiring skilled professional - Leadership				
Q2_5_13	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	68	81.93	68	81.93
Selected	14	16.87	82	98.80
No response	1	1.20	83	100.00
Frequency Missing = 24				

Priority when hiring skilled professional - Communication (written, oral, nonverbal)				
Q2_5_14	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	45	54.22	45	54.22
Selected	37	44.58	82	98.80
No response	1	1.20	83	100.00
Frequency Missing = 24				

Priority when hiring skilled professional - Adaptability or change management				
Q2_5_15	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	68	81.93	68	81.93
Selected	14	16.87	82	98.80
No response	1	1.20	83	100.00
Frequency Missing = 24				

Hiring Trends

Q2.5: Please select up to 5 skillsets your organization will prioritize when hiring skilled professional employees in the next 1 to 3 years.

Priority when hiring skilled professional - Strategic thinking				
Q2_5_16	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	65	78.31	65	78.31
Selected	17	20.48	82	98.80
No response	1	1.20	83	100.00
Frequency Missing = 24				

Priority when hiring skilled professional - Curiosity and continuous learning				
Q2_5_17	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	71	85.54	71	85.54
Selected	11	13.25	82	98.80
No response	1	1.20	83	100.00
Frequency Missing = 24				

Priority when hiring skilled professional - Customer service				
Q2_5_18	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	63	75.90	63	75.90
Selected	19	22.89	82	98.80
No response	1	1.20	83	100.00
Frequency Missing = 24				

Hiring Trends

Q2.5: Please select up to 5 skillsets your organization will prioritize when hiring skilled professional employees in the next 1 to 3 years.

Priority when hiring skilled professional - Technical-specialized skill-set (please describe)				
Q2_5_19	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	70	84.34	70	84.34
Selected	12	14.46	82	98.80
No response	1	1.20	83	100.00
Frequency Missing = 24				

Priority when hiring skilled professional - Other (please describe)				
Q2_5_20	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	79	95.18	79	95.18
Selected	3	3.61	82	98.80
No response	1	1.20	83	100.00
Frequency Missing = 24				

Hiring Trends

Q2.6: Please select up to 5 skillsets your organization will prioritize when hiring mid-level management employees in the next 1 to 3 years.

Priority when hiring mid-level management - Critical thinking and problem solving				
Q2_6_1	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	24	42.11	24	42.11
Selected	31	54.39	55	96.49
No response	2	3.51	57	100.00
Frequency Missing = 50				

Priority when hiring mid-level management - Teamwork and collaboration				
Q2_6_2	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	26	45.61	26	45.61
Selected	29	50.88	55	96.49
No response	2	3.51	57	100.00
Frequency Missing = 50				

Priority when hiring mid-level management - Professionalism				
Q2_6_3	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	39	68.42	39	68.42
Selected	16	28.07	55	96.49
No response	2	3.51	57	100.00
Frequency Missing = 50				

Hiring Trends

Q2.6: Please select up to 5 skillsets your organization will prioritize when hiring mid-level management employees in the next 1 to 3 years.

Priority when hiring mid-level management - Decision making				
Q2_6_4	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	36	63.16	36	63.16
Selected	19	33.33	55	96.49
No response	2	3.51	57	100.00
Frequency Missing = 50				

Priority when hiring mid-level management - Emotional intelligence				
Q2_6_5	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	43	75.44	43	75.44
Selected	12	21.05	55	96.49
No response	2	3.51	57	100.00
Frequency Missing = 50				

Priority when hiring mid-level management - Creativity and resilience				
Q2_6_6	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	46	80.70	46	80.70
Selected	9	15.79	55	96.49
No response	2	3.51	57	100.00
Frequency Missing = 50				

Hiring Trends

Q2.6: Please select up to 5 skillsets your organization will prioritize when hiring mid-level management employees in the next 1 to 3 years.

Priority when hiring mid-level management - Analytical				
Q2_6_7	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	53	92.98	53	92.98
Selected	2	3.51	55	96.49
No response	2	3.51	57	100.00
Frequency Missing = 50				

Priority when hiring mid-level management - Project or time management				
Q2_6_8	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	44	77.19	44	77.19
Selected	11	19.30	55	96.49
No response	2	3.51	57	100.00
Frequency Missing = 50				

Priority when hiring mid-level management - Social/digital media				
Q2_6_9	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	55	96.49	55	96.49
No response	2	3.51	57	100.00
Frequency Missing = 50				

Hiring Trends

Q2.6: Please select up to 5 skillsets your organization will prioritize when hiring mid-level management employees in the next 1 to 3 years.

Priority when hiring mid-level management - Business acumen or industry knowledge				
Q2_6_10	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	42	73.68	42	73.68
Selected	13	22.81	55	96.49
No response	2	3.51	57	100.00
Frequency Missing = 50				

Priority when hiring mid-level management - Financial acumen				
Q2_6_11	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	48	84.21	48	84.21
Selected	7	12.28	55	96.49
No response	2	3.51	57	100.00
Frequency Missing = 50				

Priority when hiring mid-level management - Team management				
Q2_6_12	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	26	45.61	26	45.61
Selected	29	50.88	55	96.49
No response	2	3.51	57	100.00
Frequency Missing = 50				

Hiring Trends

Q2.6: Please select up to 5 skillsets your organization will prioritize when hiring mid-level management employees in the next 1 to 3 years.

Priority when hiring mid-level management - Leadership				
Q2_6_13	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	27	47.37	27	47.37
Selected	28	49.12	55	96.49
No response	2	3.51	57	100.00
Frequency Missing = 50				

Priority when hiring mid-level management - Communication (written, oral, nonverbal)				
Q2_6_14	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	35	61.40	35	61.40
Selected	20	35.09	55	96.49
No response	2	3.51	57	100.00
Frequency Missing = 50				

Priority when hiring mid-level management - Adaptability or change management				
Q2_6_15	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	48	84.21	48	84.21
Selected	7	12.28	55	96.49
No response	2	3.51	57	100.00
Frequency Missing = 50				

Hiring Trends

Q2.6: Please select up to 5 skillsets your organization will prioritize when hiring mid-level management employees in the next 1 to 3 years.

Priority when hiring mid-level management - Strategic thinking				
Q2_6_16	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	35	61.40	35	61.40
Selected	20	35.09	55	96.49
No response	2	3.51	57	100.00
Frequency Missing = 50				

Priority when hiring mid-level management - Curiosity and continuous learning				
Q2_6_17	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	50	87.72	50	87.72
Selected	5	8.77	55	96.49
No response	2	3.51	57	100.00
Frequency Missing = 50				

Priority when hiring mid-level management - Customer service				
Q2_6_18	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	43	75.44	43	75.44
Selected	12	21.05	55	96.49
No response	2	3.51	57	100.00
Frequency Missing = 50				

Hiring Trends

Q2.6: Please select up to 5 skillsets your organization will prioritize when hiring mid-level management employees in the next 1 to 3 years.

Priority when hiring mid-level management - Technical-specialized skillset (please describe)				
Q2_6_19	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	55	96.49	55	96.49
No response	2	3.51	57	100.00
Frequency Missing = 50				

Priority when hiring mid-level management - Other (please describe)				
Q2_6_20	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	54	94.74	54	94.74
Selected	1	1.75	55	96.49
No response	2	3.51	57	100.00
Frequency Missing = 50				

Hiring Trends

Q2.7: Please select up to 5 skillsets your organization will prioritize when hiring executive management employees in the next 1 to 3 years.

Priority when hiring executive management - Critical thinking and problem solving				
Q2_7_1	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	18	64.29	18	64.29
Selected	10	35.71	28	100.00
Frequency Missing = 79				

Priority when hiring executive management - Teamwork and collaboration				
Q2_7_2	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	19	67.86	19	67.86
Selected	9	32.14	28	100.00
Frequency Missing = 79				

Priority when hiring executive management - Professionalism				
Q2_7_3	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	19	67.86	19	67.86
Selected	9	32.14	28	100.00
Frequency Missing = 79				

Hiring Trends

Q2.7: Please select up to 5 skillsets your organization will prioritize when hiring executive management employees in the next 1 to 3 years.

Priority when hiring executive management - Decision making				
Q2_7_4	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	20	71.43	20	71.43
Selected	8	28.57	28	100.00
Frequency Missing = 79				

Priority when hiring executive management - Emotional intelligence				
Q2_7_5	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	23	82.14	23	82.14
Selected	5	17.86	28	100.00
Frequency Missing = 79				

Priority when hiring executive management - Creativity and resilience				
Q2_7_6	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	23	82.14	23	82.14
Selected	5	17.86	28	100.00
Frequency Missing = 79				

Hiring Trends

Q2.7: Please select up to 5 skillsets your organization will prioritize when hiring executive management employees in the next 1 to 3 years.

Priority when hiring executive management - Analytical				
Q2_7_7	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	24	85.71	24	85.71
Selected	4	14.29	28	100.00
Frequency Missing = 79				

Priority when hiring executive management - Project or time management				
Q2_7_8	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	24	85.71	24	85.71
Selected	4	14.29	28	100.00
Frequency Missing = 79				

Priority when hiring executive management - Social/digital media				
Q2_7_9	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	28	100.00	28	100.00
Frequency Missing = 79				

Hiring Trends

Q2.7: Please select up to 5 skillsets your organization will prioritize when hiring executive management employees in the next 1 to 3 years.

Priority when hiring executive management - Business acumen or industry knowledge				
Q2_7_10	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	12	42.86	12	42.86
Selected	16	57.14	28	100.00
Frequency Missing = 79				

Priority when hiring executive management - Financial acumen				
Q2_7_11	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	17	60.71	17	60.71
Selected	11	39.29	28	100.00
Frequency Missing = 79				

Priority when hiring executive management - Team management				
Q2_7_12	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	23	82.14	23	82.14
Selected	5	17.86	28	100.00
Frequency Missing = 79				

Hiring Trends

Q2.7: Please select up to 5 skillsets your organization will prioritize when hiring executive management employees in the next 1 to 3 years.

Priority when hiring executive management - Leadership				
Q2_7_13	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	11	39.29	11	39.29
Selected	17	60.71	28	100.00
Frequency Missing = 79				

Priority when hiring executive management - Communication (written, oral, nonverbal)				
Q2_7_14	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	23	82.14	23	82.14
Selected	5	17.86	28	100.00
Frequency Missing = 79				

Priority when hiring executive management - Adaptability or change management				
Q2_7_15	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	24	85.71	24	85.71
Selected	4	14.29	28	100.00
Frequency Missing = 79				

Hiring Trends

Q2.7: Please select up to 5 skillsets your organization will prioritize when hiring executive management employees in the next 1 to 3 years.

Priority when hiring executive management - Strategic thinking				
Q2_7_16	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	10	35.71	10	35.71
Selected	18	64.29	28	100.00
Frequency Missing = 79				

Priority when hiring executive management - Curiosity and continuous learning				
Q2_7_17	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	27	96.43	27	96.43
Selected	1	3.57	28	100.00
Frequency Missing = 79				

Priority when hiring executive management - Customer service				
Q2_7_18	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	26	92.86	26	92.86
Selected	2	7.14	28	100.00
Frequency Missing = 79				

Hiring Trends

Q2.7: Please select up to 5 skillsets your organization will prioritize when hiring executive management employees in the next 1 to 3 years.

Priority when hiring executive management - Technical-specialized skillset (please describe)				
Q2_7_19	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	28	100.00	28	100.00
Frequency Missing = 79				

Priority when hiring executive management - Other (please describe)				
Q2_7_20	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	27	96.43	27	96.43
Selected	1	3.57	28	100.00
Frequency Missing = 79				

Hiring Trends

Q2.8: Which job levels will likely be the hardest to fill in your organization in the next 1 to 3 years? Select all that apply.

Job level, hardest to fill - Entry level				
Q2_8_1	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not selected	74	69.16	74	69.16
Selected	31	28.97	105	98.13
No response	2	1.87	107	100.00

Job level, hardest to fill - Skilled professional				
Q2_8_2	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not selected	42	39.25	42	39.25
Selected	63	58.88	105	98.13
No response	2	1.87	107	100.00

Job level, hardest to fill - Mid-level management				
Q2_8_3	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not selected	78	72.90	78	72.90
Selected	27	25.23	105	98.13
No response	2	1.87	107	100.00

Hiring Trends

Q2.8: Which job levels will likely be the hardest to fill in your organization in the next 1 to 3 years? Select all that apply.

Job level, hardest to fill - Executive management				
Q2_8_4	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not selected	96	89.72	96	89.72
Selected	9	8.41	105	98.13
No response	2	1.87	107	100.00

Job level, hardest to fill - Unsure				
Q2_8_5	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not selected	90	84.11	90	84.11
Selected	15	14.02	105	98.13
No response	2	1.87	107	100.00

Hiring Trends

Q2.10: Which of the following do you think will be likely barriers for recruiting for your organization's hard-to-fill jobs?

Barriers for recruiting - Competition from other regions, industries or sectors of the industry				
Q2_10_1	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Likely a barrier	66	61.68	66	61.68
Not likely a barrier	33	30.84	99	92.52
Unsure	8	7.48	107	100.00

Barriers for recruiting - Lack of qualified applicants				
Q2_10_2	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Likely a barrier	71	66.36	71	66.36
Not likely a barrier	33	30.84	104	97.20
Unsure	3	2.80	107	100.00

Barriers for recruiting - Cost of living where job is located				
Q2_10_3	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Likely a barrier	64	59.81	64	59.81
Not likely a barrier	37	34.58	101	94.39
Unsure	6	5.61	107	100.00

Hiring Trends

Q2.10: Which of the following do you think will be likely barriers for recruiting for your organization's hard-to-fill jobs?

Barriers for recruiting - Housing options where job is located				
Q2_10_4	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Likely a barrier	71	66.36	71	66.36
Not likely a barrier	31	28.97	102	95.33
Unsure	5	4.67	107	100.00

Barriers for recruiting - Quality of life where job is located				
Q2_10_5	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Likely a barrier	14	13.08	14	13.08
Not likely a barrier	89	83.18	103	96.26
Unsure	3	2.80	106	99.07
No response	1	0.93	107	100.00

Barriers for recruiting - Nature of job (working conditions/schedule/unconventional hours)				
Q2_10_6	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Likely a barrier	26	24.30	26	24.30
Not likely a barrier	78	72.90	104	97.20
Unsure	3	2.80	107	100.00

Hiring Trends

Q2.10: Which of the following do you think will be likely barriers for recruiting for your organization's hard-to-fill jobs?

Barriers for recruiting - Access to where job is located (transportation options in or to the job location)				
Q2_10_7	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Likely a barrier	25	23.36	25	23.36
Not likely a barrier	80	74.77	105	98.13
Unsure	2	1.87	107	100.00

Barriers for recruiting - Experience level/ skill required				
Q2_10_8	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Likely a barrier	47	43.93	47	43.93
Not likely a barrier	54	50.47	101	94.39
Unsure	5	4.67	106	99.07
No response	1	0.93	107	100.00

Barriers for recruiting - Lack of clarity of career path or promotional opportunities				
Q2_10_9	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Likely a barrier	40	37.38	40	37.38
Not likely a barrier	57	53.27	97	90.65
Unsure	10	9.35	107	100.00

Hiring Trends

Q2.10: Which of the following do you think will be likely barriers for recruiting for your organization's hard-to-fill jobs?

Barriers for recruiting - Other (please describe)				
Q2_10_10	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Likely a barrier	9	8.41	9	8.41
Unsure	11	10.28	20	18.69
No response	87	81.31	107	100.00

Hiring Trends

Q2.11: What types of employee attraction and retention strategies does your organization support currently? Select all that apply.

Employee attraction and retention strategies - Employment benefits (i.e., health insurance, retirement benefits, paid leaves, etc.)				
Q2_11_1	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not selected	28	26.17	28	26.17
Selected	78	72.90	106	99.07
No response	1	0.93	107	100.00

Employee attraction and retention strategies - Financial rewards (i.e., bonuses, stock options, profit sharing, etc.)				
Q2_11_2	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not selected	48	44.86	48	44.86
Selected	58	54.21	106	99.07
No response	1	0.93	107	100.00

Employee attraction and retention strategies - Recognition (i.e., non-monetary awards, 'employee of the month', etc.)				
Q2_11_3	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not selected	61	57.01	61	57.01
Selected	45	42.06	106	99.07
No response	1	0.93	107	100.00

Hiring Trends

Q2.11: What types of employee attraction and retention strategies does your organization support currently? Select all that apply.

Employee attraction and retention strategies - Flexible working hours/work-life balance				
Q2_11_4	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not selected	19	17.76	19	17.76
Selected	87	81.31	106	99.07
No response	1	0.93	107	100.00

Employee attraction and retention strategies - Remote working options				
Q2_11_5	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not selected	46	42.99	46	42.99
Selected	60	56.07	106	99.07
No response	1	0.93	107	100.00

Employee attraction and retention strategies - Mental health support resources or services				
Q2_11_6	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not selected	70	65.42	70	65.42
Selected	36	33.64	106	99.07
No response	1	0.93	107	100.00

Hiring Trends

Q2.11: What types of employee attraction and retention strategies does your organization support currently? Select all that apply.

Employee attraction and retention strategies - Creative office environment (i.e., open concept office, onsite food, entertainment, etc.)				
Q2_11_7	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not selected	64	59.81	64	59.81
Selected	42	39.25	106	99.07
No response	1	0.93	107	100.00

Employee attraction and retention strategies - Other (Please describe)				
Q2_11_8	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not selected	88	82.24	88	82.24
Selected	18	16.82	106	99.07
No response	1	0.93	107	100.00

Hiring Trends

Q2.12: What types of employee professional development does your organization support currently? Select all that apply.

Employee professional development - We do not contribute to employee professional development at this time				
Q2_12_0	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not selected	93	86.92	93	86.92
Selected	11	10.28	104	97.20
No response	3	2.80	107	100.00

Employee professional develop-ment - New employee training				
Q2_12_1	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not selected	25	23.36	25	23.36
Selected	79	73.83	104	97.20
No response	3	2.80	107	100.00

Employee professional development - Internship/ apprentice-ship pro-grams				
Q2_12_2	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not selected	68	63.55	68	63.55
Selected	36	33.64	104	97.20
No response	3	2.80	107	100.00

Hiring Trends

Q2.12: What types of employee professional development does your organization support currently? Select all that apply.

Employee professional development - Mentorship programs				
Q2_12_3	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not selected	76	71.03	76	71.03
Selected	28	26.17	104	97.20
No response	3	2.80	107	100.00

Employee professional development - Internal manage-ment/leader-ship trainings				
Q2_12_4	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not selected	69	64.49	69	64.49
Selected	35	32.71	104	97.20
No response	3	2.80	107	100.00

Employee professional development - College tuition reim-bursement				
Q2_12_5	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not selected	79	73.83	79	73.83
Selected	25	23.36	104	97.20
No response	3	2.80	107	100.00

Hiring Trends

Q2.12: What types of employee professional development does your organization support currently? Select all that apply.

Employee professional development - Reimbursement for external trainings, professional/ continuing education, and travel expenses				
Q2_12_6	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not selected	39	36.45	39	36.45
Selected	65	60.75	104	97.20
No response	3	2.80	107	100.00

Employee professional develop- ment - Other (please describe)				
Q2_12_7	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not selected	102	95.33	102	95.33
Selected	2	1.87	104	97.20
No response	3	2.80	107	100.00

Hiring Trends

Q2.13: Which of the following types of professional development do you believe could benefit your organization? Select all that apply.

Benefit your organization - Access to industry-specific train-the-trainer programming				
Q2_13_1	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	49	45.79	49	45.79
Selected	52	48.60	101	94.39
No response	6	5.61	107	100.00

Benefit your organization - Replicable apprenticeship programs				
Q2_13_2	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	68	63.55	68	63.55
Selected	33	30.84	101	94.39
No response	6	5.61	107	100.00

Benefit your organization - Industry-created professional education for employers				
Q2_13_3	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	66	61.68	66	61.68
Selected	35	32.71	101	94.39
No response	6	5.61	107	100.00

Hiring Trends

Q2.13: Which of the following types of professional development do you believe could benefit your organization? Select all that apply.

Benefit your organization - Increased marketing of careers in your industry				
Q2_13_4	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	57	53.27	57	53.27
Selected	44	41.12	101	94.39
No response	6	5.61	107	100.00

Benefit your organization - Support initiatives in K-12 schools				
Q2_13_5	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	65	60.75	65	60.75
Selected	36	33.64	101	94.39
No response	6	5.61	107	100.00

Benefit your organization - Increased programming at the technical/trade school level				
Q2_13_6	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	62	57.94	62	57.94
Selected	39	36.45	101	94.39
No response	6	5.61	107	100.00

Hiring Trends

Q2.13: Which of the following types of professional development do you believe could benefit your organization? Select all that apply.

Benefit your organization - Increased programming at higher education institutions (bachelor's and master's degree specific to industry)			
Q2_13_7	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	68	63.55	68	63.55
Selected	33	30.84	101	94.39
No response	6	5.61	107	100.00

Benefit your organization - Collaboration with other industries seeking similar competencies			
Q2_13_8	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	47	43.93	47	43.93
Selected	54	50.47	101	94.39
No response	6	5.61	107	100.00

Benefit your organization - Industry career center/network			
Q2_13_9	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	55	51.40	55	51.40
Selected	46	42.99	101	94.39
No response	6	5.61	107	100.00

Hiring Trends

Q2.13: Which of the following types of professional development do you believe could benefit your organization? Select all that apply.

Benefit your organization - Creation and/or expansion of hiring pipelines for under-represented communities				
Q2_13_10	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	49	45.79	49	45.79
Selected	52	48.60	101	94.39
No response	6	5.61	107	100.00

Benefit your organization - Other (please describe)				
Q2_13_11	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not Selected	99	92.52	99	92.52
Selected	2	1.87	101	94.39
No response	6	5.61	107	100.00

Diversity, Equity, and Inclusion (DEI) Practices and Goals

Q3.2: Does your organization currently have a plan for hiring and retaining employees of diverse backgrounds and identities (a.k.a. a diversity plan)?				
Q3_2	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Yes, we have a diversity plan in place	39	36.45	39	36.45
We do not currently, but are in the process of building our plan	26	24.30	65	60.75
No, we do not currently have a plan in place	40	37.38	105	98.13
No response	2	1.87	107	100.00

Diversity, Equity, and Inclusion (DEI) Practices and Goals

Q3.3: You indicated you do not have a plan for hiring and retaining employees of diverse backgrounds and identities. Do you plan on building one in the near future?				
Q3_3	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Yes, we plan on doing this	2	5.00	2	5.00
No, we do not plan on doing this	18	45.00	20	50.00
Not sure	20	50.00	40	100.00
Frequency Missing = 67				

Diversity, Equity, and Inclusion (DEI) Practices and Goals

Q3.5: Please use the space below to describe the reasons why your organization does not have a [diversity] plan in place.				
Q3_5_Coded	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Lack of resources	8	25.81	8	25.81
Diversity present in workforce	4	12.90	12	38.71
Lack of diversity in surrounding area	6	19.35	18	58.06
Hiring most qualified employee	13	41.94	31	100.00
Frequency Missing = 76				

Diversity, Equity, and Inclusion (DEI) Practices and Goals

Q3.7: Which of the following procedures are practiced in your organization as it relates to DEI strategies at the leadership and organizational level?

DEI strategies - Our CEO/President plays a key role in the organization's DEI efforts.				
Q3_7_1	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	27	25.23	27	25.23
Is practiced	62	57.94	89	83.18
Is not practiced	3	2.80	92	85.98
Unsure	9	8.41	101	94.39
No response	6	5.61	107	100.00

DEI strategies - Our executive management team plays a key role in the organization's DEI efforts.				
Q3_7_2	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	27	25.23	27	25.23
Is practiced	64	59.81	91	85.05
Is not practiced	5	4.67	96	89.72
Unsure	5	4.67	101	94.39
No response	6	5.61	107	100.00

DEI strategies - Our chief diversity, equity and inclusion officer provides point leadership in the organization-wide implementation process.				
Q3_7_3	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	64	59.81	64	59.81
Is practiced	24	22.43	88	82.24
Is not practiced	2	1.87	90	84.11
Unsure	11	10.28	101	94.39
No response	6	5.61	107	100.00

Diversity, Equity, and Inclusion (DEI) Practices and Goals

Q3.7: Which of the following procedures are practiced in your organization as it relates to DEI strategies at the leadership and organizational level?

DEI strategies - Our organization has a diversity committee that ensures that many different people are involved in shaping the organization's diversity plan.				
Q3_7_4	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	45	42.06	45	42.06
Is practiced	42	39.25	87	81.31
Is not practiced	8	7.48	95	88.79
Unsure	6	5.61	101	94.39
No response	6	5.61	107	100.00

DEI strategies - Our organization works to build an increasingly diverse pipeline of Board, leadership, and staff members.				
Q3_7_5	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	24	22.43	24	22.43
Is practiced	62	57.94	86	80.37
Is not practiced	5	4.67	91	85.05
Unsure	10	9.35	101	94.39
No response	6	5.61	107	100.00

Diversity, Equity, and Inclusion (DEI) Practices and Goals

Q3.8: Which of the following does your CEO/President or executive management team practice when it comes to your organization's DEI efforts?}

DEI efforts/practices - Shows a visible commitment to DEI in speeches, written correspondence, and public appearances				
Q3_8_1	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply	8	11.43	8	11.43
Is practiced	54	77.14	62	88.57
Is not practiced	2	2.86	64	91.43
Unsure	4	5.71	68	97.14
No response	2	2.86	70	100.00
Frequency Missing = 37				

DEI efforts/practices - Ensures that all senior leadership is engaged in organizational DEI strategies				
Q3_8_2	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply	5	7.14	5	7.14
Is practiced	49	70.00	54	77.14
Is not practiced	7	10.00	61	87.14
Unsure	6	8.57	67	95.71
No response	3	4.29	70	100.00
Frequency Missing = 37				

DEI efforts/practices - Charges the organization-wide DEI committee				
Q3_8_3	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply	20	28.57	20	28.57
Is practiced	31	44.29	51	72.86
Is not practiced	7	10.00	58	82.86
Unsure	10	14.29	68	97.14
No response	2	2.86	70	100.00
Frequency Missing = 37				

Diversity, Equity, and Inclusion (DEI) Practices and Goals

Q3.8: Which of the following does your CEO/President or executive management team practice when it comes to your organization's DEI efforts?}

DEI efforts/practices - Ensures that resources (financial and staffing) are available to drive organizational DEI efforts				
Q3_8_4	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply	7	10.00	7	10.00
Is practiced	45	64.29	52	74.29
Is not practiced	7	10.00	59	84.29
Unsure	9	12.86	68	97.14
No response	2	2.86	70	100.00
Frequency Missing = 37				

DEI efforts/practices - Creates a culture of accountability				
Q3_8_5	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply	1	1.43	1	1.43
Is practiced	58	82.86	59	84.29
Is not practiced	5	7.14	64	91.43
Unsure	4	5.71	68	97.14
No response	2	2.86	70	100.00
Frequency Missing = 37				

Diversity, Equity, and Inclusion (DEI) Practices and Goals

Q3.8: Which of the following does your CEO/President or executive management team practice when it comes to your organization's DEI efforts?

DEI efforts/practices - Addresses national/organizational hate or bias incidents				
Q3_8_6	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply	7	10.00	7	10.00
Is practiced	45	64.29	52	74.29
Is not practiced	8	11.43	60	85.71
Unsure	8	11.43	68	97.14
No response	2	2.86	70	100.00
Frequency Missing = 37				

DEI efforts/practices - Other (describe)				
Q3_8_7	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply	8	11.43	8	11.43
Is practiced	2	2.86	10	14.29
No response	60	85.71	70	100.00
Frequency Missing = 37				

Diversity, Equity, and Inclusion (DEI) Practices and Goals

Q3.9: Which of the following strategies does your organization currently have to ensure diversity planning and accountability?

Diversity planning and accountability - Our organization's official mission statement includes diversity and inclusion as one of its core values.				
Q3_9_1	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	22	20.56	22	20.56
Have	36	33.64	58	54.21
Does not have	31	28.97	89	83.18
Unsure	4	3.74	93	86.92
No response	14	13.08	107	100.00

Diversity planning and accountability - Our diversity and inclusion goals and plans are embedded in the organization-wide strategic plan.				
Q3_9_2	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	25	23.36	25	23.36
Have	41	38.32	66	61.68
Does not have	17	15.89	83	77.57
Unsure	10	9.35	93	86.92
No response	14	13.08	107	100.00

Diversity planning and accountability - Leadership sustains a diversity committee or task force.				
Q3_9_3	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	36	33.64	36	33.64
Have	33	30.84	69	64.49
Does not have	19	17.76	88	82.24
Unsure	5	4.67	93	86.92
No response	14	13.08	107	100.00

Diversity, Equity, and Inclusion (DEI) Practices and Goals

Q3.9: Which of the following strategies does your organization currently have to ensure diversity planning and accountability?

Diversity planning and accountability - Leadership maintains a diversity scorecard to measure our diversity progress.				
Q3_9_4	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	35	32.71	35	32.71
Have	14	13.08	49	45.79
Does not have	30	28.04	79	73.83
Unsure	14	13.08	93	86.92
No response	14	13.08	107	100.00

Diversity planning and accountability - Leadership communicates its progress on its diversity, equity and inclusion goals throughout the organization.				
Q3_9_5	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	31	28.97	31	28.97
Have	34	31.78	65	60.75
Does not have	20	18.69	85	79.44
Unsure	7	6.54	92	85.98
No response	15	14.02	107	100.00

Diversity planning and accountability - Dedicated DEI staff				
Q3_9_6	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	32	29.91	32	29.91
Have	18	16.82	50	46.73
Does not have	37	34.58	87	81.31
Unsure	6	5.61	93	86.92
No response	14	13.08	107	100.00

Diversity, Equity, and Inclusion (DEI) Practices and Goals

Q3.9: Which of the following strategies does your organization currently have to ensure diversity planning and accountability?

Diversity planning and accountability - DEI account-abilities are included in employee job descriptions/profiles.				
Q3_9_7	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	30	28.04	30	28.04
Have	27	25.23	57	53.27
Does not have	26	24.30	83	77.57
Unsure	10	9.35	93	86.92
No response	14	13.08	107	100.00

Diversity planning and accountability - Other (describe)				
Q3_9_8	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	17	15.89	17	15.89
Have	2	1.87	19	17.76
Does not have	1	0.93	20	18.69
Unsure	1	0.93	21	19.63
No response	86	80.37	107	100.00

Diversity, Equity, and Inclusion (DEI) Practices and Goals

Q3.10: Please indicate the degree to which you agree or disagree with each of the following statements regarding your organization's diversity plan.

Organization's diversity plan - Senior leadership ensures that diversity is prioritized throughout the organization.				
Q3_10_1	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	18	16.82	18	16.82
Agree	41	38.32	59	55.14
Somewhat agree	18	16.82	77	71.96
Neutral	7	6.54	84	78.50
Somewhat disagree	5	4.67	89	83.18
Disagree	1	0.93	90	84.11
No response	17	15.89	107	100.00

Organization's diversity plan - Employee opinions play a key role in leading diversity-related change efforts in our organization.				
Q3_10_2	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	18	16.82	18	16.82
Agree	36	33.64	54	50.47
Somewhat agree	21	19.63	75	70.09
Neutral	10	9.35	85	79.44
Somewhat disagree	3	2.80	88	82.24
Disagree	2	1.87	90	84.11
No response	17	15.89	107	100.00

Diversity, Equity, and Inclusion (DEI) Practices and Goals

Q3.10: Please indicate the degree to which you agree or disagree with each of the following statements regarding your organization's diversity plan.

Organization's diversity plan - Organizational diversity efforts are data-driven and evidence-based.				
Q3_10_3	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	27	25.23	27	25.23
Agree	17	15.89	44	41.12
Somewhat agree	15	14.02	59	55.14
Neutral	12	11.21	71	66.36
Somewhat disagree	4	3.74	75	70.09
Disagree	6	5.61	81	75.70
Unsure	9	8.41	90	84.11
No response	17	15.89	107	100.00

Organization's diversity plan - Adequate financial resources exist to drive organizational diversity efforts.				
Q3_10_4	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	26	24.30	26	24.30
Agree	19	17.76	45	42.06
Somewhat agree	14	13.08	59	55.14
Neutral	11	10.28	70	65.42
Somewhat disagree	3	2.80	73	68.22
Disagree	9	8.41	82	76.64
Unsure	8	7.48	90	84.11
No response	17	15.89	107	100.00

Diversity, Equity, and Inclusion (DEI) Practices and Goals

Q3.11: Which of the following strategies does your organization currently use in its hiring practices?

Hiring practices - Job postings emphasize the organization's commitment to diversity, equity, and inclusion.				
Q3_11_1	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	24	22.43	24	22.43
Use	40	37.38	64	59.81
Do not use	15	14.02	79	73.83
Unsure	10	9.35	89	83.18
No response	18	16.82	107	100.00

Hiring practices - Job descriptions are written with inclusive language.				
Q3_11_2	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	18	16.82	18	16.82
Use	56	52.34	74	69.16
Do not use	2	1.87	76	71.03
Unsure	13	12.15	89	83.18
No response	18	16.82	107	100.00

Hiring practices - Job applicants are asked to include any diversity accomplishments in their resume.				
Q3_11_3	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	32	29.91	32	29.91
Use	8	7.48	40	37.38
Do not use	36	33.64	76	71.03
Unsure	13	12.15	89	83.18
No response	18	16.82	107	100.00

Diversity, Equity, and Inclusion (DEI) Practices and Goals

Q3.11: Which of the following strategies does your organization currently use in its hiring practices?

Hiring practices - The HR/recruiting team or search firms we use must include diverse candidates in the final pool of candidates.				
Q3_11_4	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	31	28.97	31	28.97
Use	29	27.10	60	56.07
Do not use	16	14.95	76	71.03
Unsure	13	12.15	89	83.18
No response	18	16.82	107	100.00

Hiring practices - At least one member in our hiring committee must have DEI and/or implicit bias training.				
Q3_11_5	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	36	33.64	36	33.64
Use	23	21.50	59	55.14
Do not use	19	17.76	78	72.90
Unsure	11	10.28	89	83.18
No response	18	16.82	107	100.00

Diversity, Equity, and Inclusion (DEI) Practices and Goals

Q3.11: Which of the following strategies does your organization currently use in its hiring practices?

Hiring practices - Necessary accommodations are made for any applicant with a disability.				
Q3_11_6	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	23	21.50	23	21.50
Use	51	47.66	74	69.16
Do not use	3	2.80	77	71.96
Unsure	12	11.21	89	83.18
No response	18	16.82	107	100.00

Hiring practices - DEI-focused interview questions are used to evaluate candidates.				
Q3_11_7	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	30	28.04	30	28.04
Use	27	25.23	57	53.27
Do not use	15	14.02	72	67.29
Unsure	17	15.89	89	83.18
No response	18	16.82	107	100.00

Diversity, Equity, and Inclusion (DEI) Practices and Goals

Q3.13: Which of the following strategies does your organization currently use to recruit historically underrepresented employees?

Strategies to recruit historically underrepresented employees - Advertise in diversity publications and/or job boards				
Q3_13_1	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	25	23.36	25	23.36
Use	37	34.58	62	57.94
Do not use	16	14.95	78	72.90
Unsure	9	8.41	87	81.31
No response	20	18.69	107	100.00

Strategies to recruit historically underrepresented employees - Attend diversity-focused recruitment events				
Q3_13_2	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	26	24.30	26	24.30
Use	17	15.89	43	40.19
Do not use	32	29.91	75	70.09
Unsure	12	11.21	87	81.31
No response	20	18.69	107	100.00

Strategies to recruit historically underrepresented employees - Community outreach				
Q3_13_3	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	20	18.69	20	18.69
Use	49	45.79	69	64.49
Do not use	12	11.21	81	75.70
Unsure	6	5.61	87	81.31
No response	20	18.69	107	100.00

Diversity, Equity, and Inclusion (DEI) Practices and Goals

Q3.13: Which of the following strategies does your organization currently use to recruit historically underrepresented employees?

Strategies to recruit historically underrepresented employees - Pipeline programs for future employees				
Q3_13_4	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	24	22.43	24	22.43
Use	29	27.10	53	49.53
Do not use	23	21.50	76	71.03
Unsure	11	10.28	87	81.31
No response	20	18.69	107	100.00

Strategies to recruit historically underrepresented employees - Strategic funds being used to hire diverse candidates				
Q3_13_5	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	28	26.17	28	26.17
Use	13	12.15	41	38.32
Do not use	29	27.10	70	65.42
Unsure	17	15.89	87	81.31
No response	20	18.69	107	100.00

Strategies to recruit historically underrepresented employees - Dedicated diversity recruitment specialist				
Q3_13_6	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	28	26.17	28	26.17
Use	12	11.21	40	37.38
Do not use	41	38.32	81	75.70
Unsure	5	4.67	86	80.37
No response	21	19.63	107	100.00

Diversity, Equity, and Inclusion (DEI) Practices and Goals

Q3.13: Which of the following strategies does your organization currently use to recruit historically underrepresented employees?

Strategies to recruit historically underrepresented employees - High school, 2-year college, or 4-year college bridge programs				
Q3_13_7	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	29	27.10	29	27.10
Use	14	13.08	43	40.19
Do not use	31	28.97	74	69.16
Unsure	13	12.15	87	81.31
No response	20	18.69	107	100.00

Strategies to recruit historically underrepresented employees - Social media outreach				
Q3_13_8	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	22	20.56	22	20.56
Use	55	51.40	77	71.96
Do not use	7	6.54	84	78.50
Unsure	3	2.80	87	81.31
No response	20	18.69	107	100.00

Diversity, Equity, and Inclusion (DEI) Practices and Goals

Q3.13: Which of the following strategies does your organization currently use to recruit historically underrepresented employees?

Strategies to recruit historically underrepresented employees - Employee or network referrals				
Q3_5_test_9	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	18	16.82	18	16.82
Use	61	57.01	79	73.83
Do not use	3	2.80	82	76.64
Unsure	5	4.67	87	81.31
No response	20	18.69	107	100.00

Strategies to recruit historically underrepresented employees - Other(describe)				
Q3_13_10	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	20	18.69	20	18.69
Use	4	3.74	24	22.43
Unsure	1	0.93	25	23.36
No response	82	76.64	107	100.00

Diversity, Equity, and Inclusion (DEI) Practices and Goals

Q3.14: Which of the following strategies does your organization currently use to retain historically underrepresented employees?

Strategies to retain historically underrepresented employees - Mentor programs for diverse employees				
Q3_14_1	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	29	27.10	29	27.10
Use	20	18.69	49	45.79
Do not use	28	26.17	77	71.96
Unsure	9	8.41	86	80.37
No response	21	19.63	107	100.00

Strategies to retain historically underrepresented employees - Participation in diversity-related projects is honored in evaluation and promotion				
Q3_14_2	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	34	31.78	34	31.78
Use	23	21.50	57	53.27
Do not use	19	17.76	76	71.03
Unsure	11	10.28	87	81.31
No response	20	18.69	107	100.00

Strategies to retain historically underrepresented employees - Employee affinity or resource groups				
Q3_14_3	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	34	31.78	34	31.78
Use	17	15.89	51	47.66
Do not use	25	23.36	76	71.03
Unsure	10	9.35	86	80.37
No response	21	19.63	107	100.00

Diversity, Equity, and Inclusion (DEI) Practices and Goals

Q3.14: Which of the following strategies does your organization currently use to retain historically underrepresented employees?

Strategies to retain historically underrepresented employees - Career advancement opportunities with access to professional development trainings				
Q3_14_4	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	30	28.04	30	28.04
Use	40	37.38	70	65.42
Do not use	11	10.28	81	75.70
Unsure	6	5.61	87	81.31
No response	20	18.69	107	100.00

Strategies to retain historically underrepresented employees - Other (describe)				
Q3_14_5	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	18	16.82	18	16.82
Use	1	0.93	19	17.76
Unsure	1	0.93	20	18.69
No response	87	81.31	107	100.00

Diversity, Equity, and Inclusion (DEI) Practices and Goals

Q3.15: Which of the following strategies does your organization currently use to train or help employees develop competency in diversity, equity, and inclusion?

Strategies to train or help employees develop competency in diversity, equity, inclusion - Diversity, equity and inclusion concepts are integrated in employee orientation and training curriculum.				
Q3_15_1	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	27	25.23	27	25.23
Use	37	34.58	64	59.81
Do not use	15	14.02	79	73.83
Unsure	7	6.54	86	80.37
No response	21	19.63	107	100.00

Strategies to train or help employees develop competency in diversity, equity, inclusion - Diversity, equity and inclusion expectations are integrated in guidance for supervision.				
Q3_15_2	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	28	26.17	28	26.17
Use	35	32.71	63	58.88
Do not use	17	15.89	80	74.77
Unsure	6	5.61	86	80.37
No response	21	19.63	107	100.00

Strategies to train or help employees develop competency in diversity, equity, inclusion - Diversity, equity and inclusion expectations are outlined in position descriptions and evaluated during employee review and promotion.				
Q3_15_3	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	32	29.91	32	29.91
Use	21	19.63	53	49.53
Do not use	25	23.36	78	72.90
Unsure	8	7.48	86	80.37
No response	21	19.63	107	100.00

Diversity, Equity, and Inclusion (DEI) Practices and Goals

Q3.15: Which of the following strategies does your organization currently use to train or help employees develop competency in diversity, equity, and inclusion?

Strategies to train or help employees develop competency in diversity, equity, inclusion - Employees who model learning or excellence in cultural competence are acknowledged or encouraged.				
Q3_15_4	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	29	27.10	29	27.10
Use	34	31.78	63	58.88
Do not use	16	14.95	79	73.83
Unsure	7	6.54	86	80.37
No response	21	19.63	107	100.00

Strategies to train or help employees develop competency in diversity, equity, inclusion - Other (describe)				
Q3_15_5	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	15	14.02	15	14.02
Use	1	0.93	16	14.95
Do not use	2	1.87	18	16.82
No response	89	83.18	107	100.00

Diversity, Equity, and Inclusion (DEI) Practices and Goals

Q3.16: Which of the following does your organization currently use to understand/mitigate issues within your organizational climate?

Use to understand/mitigate issues within your organizational climate - Organization-wide climate survey for all employees				
Q3_16_1	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	26	24.30	26	24.30
Use	30	28.04	56	52.34
Do not use	25	23.36	81	75.70
Unsure	3	2.80	84	78.50
No response	23	21.50	107	100.00

Use to understand/mitigate issues within your organizational climate - Utilizing the results from an organizational climate survey as a basis for creating or updating an organizational diversity plan				
Q3_16_2	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	32	29.91	32	29.91
Use	16	14.95	48	44.86
Do not use	30	28.04	78	72.90
Unsure	7	6.54	85	79.44
No response	22	20.56	107	100.00

Diversity, Equity, and Inclusion (DEI) Practices and Goals

Q3.16: Which of the following does your organization currently use to understand/mitigate issues within your organizational climate?

Use to understand/mitigate issues within your organizational climate - Benchmarking the results of our organizational climate with comparisons from peer organizations				
Q3_16_3	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	31	28.97	31	28.97
Use	12	11.21	43	40.19
Do not use	32	29.91	75	70.09
Unsure	10	9.35	85	79.44
No response	22	20.56	107	100.00

Use to understand/mitigate issues within your organizational climate - Other (describe)				
Q3_16_4	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	14	13.08	14	13.08
Unsure	1	0.93	15	14.02
No response	92	85.98	107	100.00

Diversity, Equity, and Inclusion (DEI) Practices and Goals

Q3.17: Which of the following diversity-related branding and communication strategies does your organization currently use?

Diversity-related branding and communication strategies used - Social media used for multicultural marketing (YouTube, Facebook, Instagram, Twitter, etc.)				
Q3_17_1	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	22	20.56	22	20.56
Use	50	46.73	72	67.29
Do not use	10	9.35	82	76.64
Unsure	3	2.80	85	79.44
No response	22	20.56	107	100.00

Diversity-related branding and communication strategies used - Multicultural/Diversity communications specialist				
Q3_17_2	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	32	29.91	32	29.91
Use	11	10.28	43	40.19
Do not use	33	30.84	76	71.03
Unsure	9	8.41	85	79.44
No response	22	20.56	107	100.00

Diversity-related branding and communication strategies used - Diversity-focused recruitment materials and brochures				
Q3_17_3	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	29	27.10	29	27.10
Use	19	17.76	48	44.86
Do not use	29	27.10	77	71.96
Unsure	8	7.48	85	79.44
No response	22	20.56	107	100.00

Diversity, Equity, and Inclusion (DEI) Practices and Goals

Q3.17: Which of the following diversity-related branding and communication strategies does your organization currently use?

Diversity-related branding and communication strategies used - Marketing/advertising in diversity publications and websites				
Q3_17_4	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	30	28.04	30	28.04
Use	24	22.43	54	50.47
Do not use	22	20.56	76	71.03
Unsure	9	8.41	85	79.44
No response	22	20.56	107	100.00

Diversity-related branding and communication strategies used - Employee ambassadors to meet with prospective employees				
Q3_17_5	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	30	28.04	30	28.04
Use	13	12.15	43	40.19
Do not use	37	34.58	80	74.77
Unsure	5	4.67	85	79.44
No response	22	20.56	107	100.00

Diversity-related branding and communication strategies used - Other (describe)				
Q3_17_6	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	13	12.15	13	12.15
No response	94	87.85	107	100.00

Diversity, Equity, and Inclusion (DEI) Practices and Goals

Q3.18: Which of the following diversity-related information appears on your organization's website?

Diversity-related information appears on organization's website - Link to diversity resources on the first level of the organization's web page				
Q3_18_1	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	33	30.84	33	30.84
Appears on website	16	14.95	49	45.79
Does not appear on website	29	27.10	78	72.90
Unsure	6	5.61	84	78.50
No response	23	21.50	107	100.00

Diversity-related information appears on organization's website - All job postings listed on our human resources page includes an AA/EEO statement				
Q3_18_2	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	29	27.10	29	27.10
Appears on website	34	31.78	63	58.88
Does not appear on website	12	11.21	75	70.09
Unsure	10	9.35	85	79.44
No response	22	20.56	107	100.00

Diversity-related information appears on organization's website - Human resources page includes information about diversity training				
Q3_18_3	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	39	36.45	39	36.45
Appears on website	10	9.35	49	45.79
Does not appear on website	26	24.30	75	70.09
Unsure	10	9.35	85	79.44
No response	22	20.56	107	100.00

Diversity, Equity, and Inclusion (DEI) Practices and Goals

Q3.18: Which of the following diversity-related information appears on your organization's website?

Diversity-related information appears on organization's website - Human resources page includes information about employee affinity/resource groups				
Q3_18_4	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	41	38.32	41	38.32
Appears on website	7	6.54	48	44.86
Does not appear on website	30	28.04	78	72.90
Unsure	7	6.54	85	79.44
No response	22	20.56	107	100.00

Diversity-related information appears on organization's website - Employee demographics are available				
Q3_18_5	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	34	31.78	34	31.78
Appears on website	6	5.61	40	37.38
Does not appear on website	37	34.58	77	71.96
Unsure	8	7.48	85	79.44
No response	22	20.56	107	100.00

Diversity-related information appears on organization's website - Other (describe)				
Q3_18_6	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	12	11.21	12	11.21
No response	95	88.79	107	100.00

Diversity, Equity, and Inclusion (DEI) Practices and Goals

Q3.19: Which of the following diversity-focused financial strategies currently exist in your organization?

Diversity-focused financial strategies in organization - Diversity goals are embedded in the overall budget process.				
Q3_19_1	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	31	28.97	31	28.97
Exists	24	22.43	55	51.40
Does not exist	21	19.63	76	71.03
Unsure	8	7.48	84	78.50
No response	23	21.50	107	100.00

Diversity-focused financial strategies in organization - We have an annual diversity fundraising campaign.				
Q3_19_2	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	33	30.84	33	30.84
Exists	8	7.48	41	38.32
Does not exist	37	34.58	78	72.90
Unsure	5	4.67	83	77.57
No response	24	22.43	107	100.00

Diversity-focused financial strategies in organization - We have organization-wide diversity incentive grants.				
Q3_19_3	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	36	33.64	36	33.64
Exists	4	3.74	40	37.38
Does not exist	38	35.51	78	72.90
Unsure	6	5.61	84	78.50
No response	23	21.50	107	100.00

Diversity, Equity, and Inclusion (DEI) Practices and Goals

Q3.19: Which of the following diversity-focused financial strategies currently exist in your organization?

Diversity-focused financial strategies in organization - We proactively solicit proposals from and contract with diverse suppliers as part of the organization's overarching supply chain strategy.				
Q3_19_4	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	36	33.64	36	33.64
Exists	18	16.82	54	50.47
Does not exist	18	16.82	72	67.29
Unsure	12	11.21	84	78.50
No response	23	21.50	107	100.00

Diversity-focused financial strategies in organization - We apply for competitive diversity grants.				
Q3_19_5	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	37	34.58	37	34.58
Exists	12	11.21	49	45.79
Does not exist	27	25.23	76	71.03
Unsure	8	7.48	84	78.50
No response	23	21.50	107	100.00

Diversity-focused financial strategies in organization - We have a dedicated development officer focused on diversity.				
Q3_19_6	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	34	31.78	34	31.78
Exists	10	9.35	44	41.12
Does not exist	36	33.64	80	74.77
Unsure	4	3.74	84	78.50
No response	23	21.50	107	100.00

Diversity, Equity, and Inclusion (DEI) Practices and Goals

Q3.19: Which of the following diversity-focused financial strategies currently exist in your organization?

Diversity-focused financial strategies in organization - We have a qualified diversity endowment fund.				
Q3_19_7	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	36	33.64	36	33.64
Exists	1	0.93	37	34.58
Does not exist	40	37.38	77	71.96
Unsure	7	6.54	84	78.50
No response	23	21.50	107	100.00

Diversity-focused financial strategies in organization - We have financial resources set aside for internal diversity and inclusion awards.				
Q3_19_8	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	33	30.84	33	30.84
Exists	7	6.54	40	37.38
Does not exist	37	34.58	77	71.96
Unsure	7	6.54	84	78.50
No response	23	21.50	107	100.00

Diversity-focused financial strategies in organization - Other (describe)				
Q3_19_9	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply OR No diversity plan in place	12	11.21	12	11.21
No response	95	88.79	107	100.00

Diversity, Equity, and Inclusion (DEI) Practices and Goals

Does your organization collect data at a level that describes the diversity make-up of your organization?				
Q3_20	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Yes	31	28.97	31	28.97
No	41	38.32	72	67.29
Unsure	14	13.08	86	80.37
No response	21	19.63	107	100.00

Diversity, Equity, and Inclusion (DEI) Practices and Goals

Q3.21: Please indicate which of the following types of data is collected within your organization.

Types of data collected within organization - Demographic information, including gender and race/ethnicity, of leadership team and Board of Directors				
Q3_21_1	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply	1	3.23	1	3.23
Collected	27	87.10	28	90.32
Not collected	2	6.45	30	96.77
Unsure	1	3.23	31	100.00
Frequency Missing = 76				

Types of data collected within organization - Employee demographic, compensation, or other data required to comply with regulatory requirements				
Q3_21_2	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply	3	9.68	3	9.68
Collected	23	74.19	26	83.87
Not collected	1	3.23	27	87.10
Unsure	4	12.90	31	100.00
Frequency Missing = 76				

Diversity, Equity, and Inclusion (DEI) Practices and Goals

Q3.21: Please indicate which of the following types of data is collected within your organization.

Types of data collected within organization - Discrepancies in performance rankings by gender, race, and/or other dimensions of diversity				
Q3_21_3	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply	6	19.35	6	19.35
Collected	8	25.81	14	45.16
Not collected	9	29.03	23	74.19
Unsure	8	25.81	31	100.00
Frequency Missing = 76				

Types of data collected within organization - Discrepancies in compensation by gender, race, and/or other dimensions of diversity				
Q3_21_4	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply	7	22.58	7	22.58
Collected	11	35.48	18	58.06
Not collected	6	19.35	24	77.42
Unsure	7	22.58	31	100.00
Frequency Missing = 76				

Diversity, Equity, and Inclusion (DEI) Practices and Goals

Q3.21: Please indicate which of the following types of data is collected within your organization.

Types of data collected within organization - Feedback from customers on our diversity practices				
Q3_21_5	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply	6	19.35	6	19.35
Collected	8	25.81	14	45.16
Not collected	12	38.71	26	83.87
Unsure	3	9.68	29	93.55
No response	2	6.45	31	100.00
Frequency Missing = 76				

Types of data collected within organization - Qualitative or quantitative feedback from staff on job satisfaction				
Q3_21_6	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply	3	9.68	3	9.68
Collected	21	67.74	24	77.42
Not collected	4	12.90	28	90.32
Unsure	2	6.45	30	96.77
No response	1	3.23	31	100.00
Frequency Missing = 76				

Types of data collected within organization - Other (describe)				
Q3_21_7	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Does not apply	3	9.68	3	9.68
No response	28	90.32	31	100.00
Frequency Missing = 76				

Diversity, Equity, and Inclusion (DEI) Practices and Goals

What is the percentage by gender of your executive management team? Male				
Q3_22_1	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Zero	2	7.41	2	7.41
1% - 10%	1	3.70	3	11.11
11% - 20%	2	7.41	5	18.52
21% - 30%	2	7.41	7	25.93
31% - 40%	1	3.70	8	29.63
41% - 50%	6	22.22	14	51.85
51% - 60%	2	7.41	16	59.26
61% - 70%	1	3.70	17	62.96
71% - 100%	8	29.63	25	92.59
Unsure/prefer not to say	1	3.70	26	96.30
No response	1	3.70	27	100.00
Frequency Missing = 80				

Diversity, Equity, and Inclusion (DEI) Practices and Goals

What is the percentage by gender of your executive management team? Female				
Q3_22_2	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Zero	1	3.70	1	3.70
1% - 10%	2	7.41	3	11.11
11% - 20%	1	3.70	4	14.81
21% - 30%	3	11.11	7	25.93
41% - 50%	7	25.93	14	51.85
51% - 60%	3	11.11	17	62.96
61% - 70%	1	3.70	18	66.67
71% - 100%	5	18.52	23	85.19
Unsure/prefer not to say	1	3.70	24	88.89
No response	3	11.11	27	100.00
Frequency Missing = 80				

Diversity, Equity, and Inclusion (DEI) Practices and Goals

What is the percentage by gender of your executive management team? Other transgender, non-binary, gender-fluid				
Q3_22_3	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Zero	8	29.63	8	29.63
11% - 20%	2	7.41	10	37.04
Unsure/prefer not to say	2	7.41	12	44.44
No response	15	55.56	27	100.00
Frequency Missing = 80				

Diversity, Equity, and Inclusion (DEI) Practices and Goals

What is the percentage by race/ethnicity of your executive management team? American Indian or Alaska Native				
Q3_23_1	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Zero	11	40.74	11	40.74
1% - 10%	1	3.70	12	44.44
31% - 40%	1	3.70	13	48.15
Unsure/prefer not to say	1	3.70	14	51.85
No response	13	48.15	27	100.00
Frequency Missing = 80				

What is the percentage by race/ethnicity of your executive management team? Asian or Asian American				
Q3_23_2	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Zero	10	37.04	10	37.04
1% - 10%	1	3.70	11	40.74
11% - 20%	2	7.41	13	48.15
Unsure/prefer not to say	1	3.70	14	51.85
No response	13	48.15	27	100.00
Frequency Missing = 80				

Diversity, Equity, and Inclusion (DEI) Practices and Goals

What is the percentage by race/ethnicity of your executive management team? Black or African-American				
Q3_23_3	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Zero	11	40.74	11	40.74
Unsure/prefer not to say	1	3.70	12	44.44
No response	15	55.56	27	100.00
Frequency Missing = 80				

What is the percentage by race/ethnicity of your executive management team? Hispanic, Latino, Latina, Latinx				
Q3_23_4	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Zero	10	37.04	10	37.04
1% - 10%	2	7.41	12	44.44
11% - 20%	2	7.41	14	51.85
21% - 30%	1	3.70	15	55.56
41% - 50%	1	3.70	16	59.26
Unsure/prefer not to say	1	3.70	17	62.96
No response	10	37.04	27	100.00
Frequency Missing = 80				

Diversity, Equity, and Inclusion (DEI) Practices and Goals

What is the percentage by race/ethnicity of your executive management team? Middle Eastern or North African				
Q3_23_5	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Zero	10	37.04	10	37.04
Unsure/prefer not to say	2	7.41	12	44.44
No response	15	55.56	27	100.00
Frequency Missing = 80				

What is the percentage by race/ethnicity of your executive management team? Native Hawaiian or Pacific Islander				
Q3_23_6	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Zero	11	40.74	11	40.74
Unsure/prefer not to say	1	3.70	12	44.44
No response	15	55.56	27	100.00
Frequency Missing = 80				

Diversity, Equity, and Inclusion (DEI) Practices and Goals

What is the percentage by race/ethnicity of your executive management team? White or Caucasian				
Q3_23_7	Frequency	Percent	Cumulative Frequency	Cumulative Percent
41% - 50%	2	7.41	2	7.41
51% - 60%	1	3.70	3	11.11
61% - 70%	3	11.11	6	22.22
71% - 100%	18	66.67	24	88.89
Unsure/prefer not to say	1	3.70	25	92.59
No response	2	7.41	27	100.00
Frequency Missing = 80				

What is the percentage by race/ethnicity of your executive management team? Two or more races				
Q3_23_8	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Zero	10	37.04	10	37.04
1% - 10%	2	7.41	12	44.44
Unsure/prefer not to say	2	7.41	14	51.85
No response	13	48.15	27	100.00
Frequency Missing = 80				

Diversity, Equity, and Inclusion (DEI) Practices and Goals

What is the percentage by race/ethnicity of your executive management team? Other				
Q3_23_9	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Zero	7	25.93	7	25.93
Unsure/prefer not to say	3	11.11	10	37.04
No response	17	62.96	27	100.00
Frequency Missing = 80				
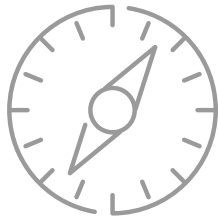
REIMAGINING THE FUTURE OUTDOOR RECREATION WORKFORCE

Outdoor recreation has always presented remarkable opportunities — to unify communities, bridge social divides, improve mental and physical health, and foster a love of place. At the heart of these opportunities are the millions of people who make up the outdoor economy's workforce, supporting businesses and communities in rural and urban areas nationwide. We believe a focused strategy on workforce development must play a central role in growing the impact of the outdoor recreation industry, protecting our wild places, and transforming conservation and recreation into drivers for economic prosperity.

Center for the Outdoor Recreation Economy

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