

Preparing Women within the Florida Fish and Wildlife Conservation Commission for Leadership Positions

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Abstract

This research paper examines women in leadership positions within law enforcement, specifically the Florida Fish and Wildlife Conservation Commission. The author reviews literature on women in law enforcement, in leadership positions and explores potential correlations between lower numbers of women in supervisory positions in law enforcement. The author looks for correlations by surveying sworn members of the Florida Fish and Wildlife Conservation Commission. After the research was conducted the author provides recommendations to increase fairness in the promotional process and to potentially also increase the numbers of women in supervisory positions.

Introduction

Women have made great strides throughout history trying to achieve equality in their law enforcement careers. There have been many research papers focusing primarily on how women came from being matrons and fought their way to becoming police officers. The intent of this paper is to determine how to continue the progression of successful women in law enforcement.

Paul Clemons, Senior Management Analyst II for the Florida Fish and Wildlife Conservation Commission (FWC) was contacted to provide information on the sworn members within FWC. The data showed that there are 841 sworn members, roughly 8.6% of those are women (Florida Fish and Wildlife Conservation Commission, 2019). In 2013, Florida had 42,346 people in full-time law enforcement positions, approximately 14.2% of which were women (United States Department of Justice). According to The Bureau of Labor Statistics, in 2018 women held 22.5% of the protective service positions nationwide. As of February 21, 2019, the number of females at each rank within FWC requiring promotions were as follows: of the 42 Investigator I positions 6 (14.2%) were women, of the 70 Investigator II positions 8 (11.4%) were women, of the 138 lieutenants positions 10 (7.2%) were women, of the 39 Captains positions 2 (5.1%) were women, of the 11 Majors positions 0 (0%) were women, and of the 5 command positions 0 (0%) were women (P. Clemons, personal communication, February 21, 2019).

Women are established in law enforcement and, for the most part, accepted as equals by their peers. This leads to the question of why, since women are seen as equals, are there so many more men in leadership roles than women. This paper will examine the role mentorship has to play in developing rising leaders and establishing career paths for women, and to identify mentoring strategies for increasing the percentage of women in leadership roles within FWC. It will also explore the challenges women still face when working in law enforcement, especially when there are aspirations for leadership roles.

Additionally, this paper will touch on the effect of isolation for women in law enforcement and the effect of the #MeToo movement.

Literature Review

Women are not expected to chase down the bad guys in skirts and heels anymore and seeing a woman as an officer is no longer a novelty, however, there are still some obstacles to women achieving leadership roles within their law enforcement organizations. There is access to ample literature regarding women in law enforcement, discrimination, and challenges faced, but little can be found on how to overcome the overwhelmingly male dominated command structure within law enforcement organizations. When looking at the 50 largest law enforcement agencies nationwide only 5 of them have a woman serving as the top leader (Balsimo, 2017). It has been said that no real change will be accomplished for women in law enforcement until there are more women in the positions to affect change (Shjarback & Todak, 2019). This review will explore established literature regarding challenges for women in law enforcement, leadership and mentoring strategies, and attempt to identify areas where more research would be beneficial to helping women reach the next level of their careers.

Challenges

When thinking about challenges women face in their careers, regarding promotions and being effective leaders within their organization, one main hurdle is opening the door to positive change. In some organizations the answer to a lower ratio of women in leadership roles is to promote a woman, any woman, whether she is qualified or not. At best this will leave qualified male candidates resentful, at worst, it has the potential to cause damage to the section afflicted with poor leadership. (Smith, 2010). Women desire to be treated fairly and have the same professional experience as their male coworkers (Smith, 2010).

This does not mean expecting a woman to act like a man to succeed, women want to be accepted for their unique strengths, not ostracized for their differences (Smith, 2010). In law enforcement, and beyond, women are different than men. This should not be a revolutionary statement but is sometimes considered one in the context of law enforcement and leadership traits. There are commonly accepted traits for both sexes, such as being assertive for men and being empathetic for women. Women are also seen as better communicators. With today's changing society and push towards community policing women are a natural fit and have a lot to offer with not only police work but in shaping agencies to meet the changing demands of the public they serve. (Shjarback & Todak, 2019). There has been a recent national call for police reform, one reason could be due to the lack of minorities, including women, in leadership positions which have the ability to shape policy (Shjarback & Todak, 2019).

To achieve success women should worry less about altering their behavior to be one of the guys, and instead use their differences as a benefit to the agency and themselves (Saucedo, 2018). When women try to change who they are to fit in or achieve

success it will lead to frustration and disappointment (Saucedo, 2018). Patrick Oliver and Jessica Lagucki (2012) suggest that what the policing profession needs moving forward is more feminine traits and that a woman should not have to take on masculine traits to thrive. Women utilizing their natural abilities such as communication skills and team building are an asset to their organization and bring new tools to law enforcement which helps provide new viewpoints.

It is a common practice for women to try to be everything to everyone. Women experience a double standard in law enforcement where they must prove themselves to their coworkers, but the male's worth is just accepted without the requirement of proving themselves (Veach, 2015). A Pew research study found that the biggest barrier women face when seeking leadership positions is a double standard where women must do more than their male coworkers to prove themselves ("Women and Leadership", 2015) . Women feel they have to constantly show everyone that they belong and did not get where they are just because they are a woman. This constant pressure to over-achieve is demonstrated by research that has shown women who reach a top rank are more educated than their male peers (Shjarback & Todak, 2019). Women feel their mistakes are judged more critically than the same mistakes made by their male counterparts. They feel like they have to work twice as hard and still never progress as fast as their male coworkers. Sometimes when they face obstacles they do not push through to achieve success. (Saucedo, 2018). Women need to remember that to achieve their goals they must work hard, stay the course and show competence in their work. When women show confidence in their ability and have the work product to back it up they need to remember to keep pushing forward and not get discouraged (Saucedo, 2018).

Job Satisfaction

One important factor to consider when reviewing why women are not holding as many leadership roles, is job satisfaction. Do women want leadership roles in their organizations? Lucila Estrada (2017) conducted research to identify if males or females had greater job satisfaction. She focused her research on males and females who spent the majority of their time on road patrol. She utilized Kendall's rank correlation analyses and found that there was no significant correlation between age or years of service and job satisfaction with female patrol officers. Interestingly, her study indicated there was a positive correlation between years of service and job satisfaction for male patrol officers. The researcher cautioned that the results may have been affected by the small sample size. One other factor this study may have misjudged was only focusing on road patrol, the study did not attempt to analyze the job satisfaction of administrative positions within law enforcement, which could potentially skew the data considering many females occupy administrative roles. This study, or ones like it, have the potential to shed more light onto the subject of job satisfaction and the rate of promotion if it were to be conducted with more participants and include studying relationships between job satisfaction and promotion (Estrada, 2017).

Another area where job satisfaction may relate to women attempting to attain leadership roles is the possibility that some women may prioritize their family life over their careers. Historically, raising children has been the women's role and typically women have more nurturing personalities which could lead them to desire a more stable

environment to focus on their home life (Oliver & Lagucki, 2012). Within the law enforcement field, a promotion often includes longer hours, a shift-change and sometimes a change in location. Future studies could include looking into the relationship between the desire to promote and the desire maintain stability for family units. Results of such a study could highlight why decisions are made and may lead to possible solutions for having to choose family over career (Felprin, 2004).

Like their male coworkers, women have a higher job satisfaction when they feel like they are a valued part of their team. Most women do not want to be promoted to fill a quota or to meet diversity goals. Women would rather work for a strong male leader than an inadequate female one who was promoted due to her sex. There is a disconnect in filling more leadership roles with women and developing more women to be qualified for leadership roles. It is as much a mistake to hire an unqualified woman for a leadership role, simply because she is a woman, as it is to hire an unqualified male for a leadership role simply because he is part of a certain group of people who make the promotional decisions. Not all men have the ability to lead, likewise not all women have the ability to lead. Before affirmative action and people monitoring perceived social injustices began ordering law enforcement agencies to promote more women there were women who assumed leadership roles by sheer determination and hard work. Standards were not lowered for them, they proved their worth, became leaders and paved the way for future women in law enforcement (Smith, 2011). This can lead to the question of job satisfaction being affected when women are promoted due to being a female rather than their performance. Further study would be needed to evaluate this possibility.

Isolation

Isolation from coworkers, whether perceived or real, can affect a woman's sense of belonging to the law enforcement agency and can in turn affect her desire to promote. When trying to fit into the male dominated arena women find themselves faced with a decision to either be a police officer or a woman, rarely both. Women have found that neither role leads them to being a part of the team or fully accepted. People are expected to conform to the gender role that is typically accepted as female, when they act outside of anticipated traits people become uncomfortable with flexible lines of gender traits (Shjarback & Todak, 2019).

Due to this expectation for women to act as their gender traditionally calls for, women who wish to lead are faced with a no-win situation. When they act as their stereotype demands they are not seen as having the traditional leadership traits that are often associated with males, such as determination, assertiveness and decisiveness. When women show more masculine traits, generally associated with men, they are not seen as fulfilling their feminine ideals and are not accepted. Women are able to be seen either as a woman or as a leader, rarely as both. Sometimes even when a woman sheds her feminine traits and acts in a more masculine fashion she still does not achieve leadership roles due to not being accepted as an equal to her male peers. While women may take on male traits they may still be excluded in the workplace hierarchy. Exclusion can result in lack of peer support which can result in isolation (Shjarback & Todak, 2019).

In recent years women have been offered promotions in an effort for law enforcement agencies to diversify (Shjarback & Todak, 2019). This resulted in token

women who may have been given the leadership roles but were never accepted as an equal (Shjarback & Todak, 2019). It has been seen that some women in higher ranks are more visible and face more isolation, this is one theory of why some women choose not to become leaders (Shjarback & Todak, 2019). Women who have reached leadership status may be isolated in an effort to negatively showcase their differences with that of their male peers. Women are often excluded from networks and social interaction, creating a lack of inside information and informal gossip which can leave the women lacking sociability and socialization. There is the potential for men to socially isolate women to ensure the boundaries between the genders remains in place (Shjarback & Todak, 2019).

Penny Phelps (2016) conducted a study to determine if there were correlations between women with rank and women without rank regarding visibility, assimilation and polarization. Phelps used the following definitions for the purpose of her research:

Assimilation

The means by which the dominant group twists the characteristics of a female officer to fit the stereotypical roles deemed appropriate for a woman (Archbold & Schulz, 2008, as cited in Phelps, 2016).

Polarization

Polarization occurs when the similarities of the tokens and the dominant group are minimized, and the differences are exaggerated (Yoder & Sinnott, 1985, as cited in Phelps, 2016).

Visibility

Visibility refers to the belief of the token that she is different, and stands out, from the dominant group (Stroshine & Brandl, 2011, as cited in Phelps, 2016).

The study found no increase in negative behavior towards women with or without rank. One theory the author articulated was that men did not see women as a serious threat to their career and therefore did not feel the need to discriminate against them to keep them from succeeding. One way for men in law enforcement to maintain the differences between men and women may be to fail to recognize good work from their women coworkers (Phelps, 2016).

The study found that women in law enforcement, both with rank and without, experienced discrimination in the form of visibility, assimilation and polarization. While there were no significant differences between women with rank and women without, there was a slight increase in the number of women with rank who reported feeling polarized by their supervisors (Phelps, 2016). This can be shown by the women feeling left out and overlooked (Shjarback & Todak, 2019). This study was conducted by an anonymous web-based survey and did not attempt to determine causation of the feelings of visibility, assimilation and polarization. Further research in this area needs to be conducted to explore the reasons for these feelings before a solution can be sought.

When looking at the role isolation plays on women it is important to also consider how the recent #MeToo movement is affecting women in the workplace. Jorge Oritz, with USA Today, found that human resources professionals are seeing an increase in

awareness of sexual harassment and a decrease in the obstacles to report sexual harassment. Ortiz then explains some of the negative effects of the movement, such as confusion of men on workplace etiquette and less opportunities for women (Ortiz, 2018). A survey by Lean In found that the movement might prove to be very harmful to women in the workplace, specifically those with a desire to promote. The survey found that twice as many male managers now feel uncomfortable working alone with a woman. The survey also states that “almost half of male managers are uncomfortable participating in a common work activity with a woman, such as mentoring, working alone, or socializing together.” Additionally, the survey says data reports that “the number of male managers who are uncomfortable mentoring women has more than tripled from 5% to 16%. This means 1 in 6 male managers may now hesitate to mentor a woman” (Key Findings, 2018).

Mentoring

Mentoring is an integral part of developing today’s officers into tomorrow’s leaders, especially with women (Oliver & Lagucki, 2012). One of the main reasons women do not apply for promotions is because they do not have a mentor helping them (Felprin, 2004). Having a mentor has many benefits, some of which are understanding organizational values and goals and learning how to think at a higher level (Hughes, 2010; Newman, 2017). Having a mentor has also been shown to help the mentee achieve success, set career goals, have opportunities for professional growth, avoid mistakes and feel worth to the organization.

If women are found to be excluded from social interactions, as previously discussed, a mentor is invaluable in imparting knowledge the woman will need to know to be competitive for leadership roles. The majority of those in leadership roles were mentored and the importance of mentoring in an organization can be taken for granted due to the oftentimes informal nature of it. If women are expected to lead, it is imperative they have the same mentoring opportunities as their male coworkers.

Today’s leaders have a responsibility to mentor promising subordinates and to train their successor (Card, 2018). One area that many organizations are failing at across the board is neglecting to prepare their people for promotions prior to receiving the promotion (Newman, 2017). Further study would be needed to determine if increased mentorship and training before a promotion would help put the right people in the right positions.

Looking forward

When a law enforcement organization is seeking to increase the percentage of women within leadership roles, more needs to be done than arbitrarily filling positions with women. Women have shown a lack of desire to promote into positions where the perception is that they did not earn their place (Shjarback & Todak, 2019). Women want to be a productive member of the team and be valued for their contributions, not dismissed because peers believe they did not deserve their promotion.

Shjarback and Todak (2019) state that specific factors need to be identified that affect, whether negatively or positively, women gaining leadership positions. One such factor they identify as potentially having a positive effect on women applying for

promotions is for organizations to develop more family friendly policies, so women are not forced to choose between their family and their career (Shjarback & Todak, 2019).

A study conducted by Shjarback and Todak attempted to identify the common factors with women nationwide who have achieved mid-level and supervisory roles. They determined that most of the organizations who had women in mid-level and supervisory positions were located in the Mid-West and have 300 or more sworn law enforcement members. According to their research, organizations with women in mid-level or supervisory positions tend to have a higher level of professionalism and promote community-oriented policing. They also found that the single factor that was represented the most in all organizations, who had women in mid-level and supervisory positions, was that they were CALEA accredited (Shjarback & Todak, 2019). CALEA is the Commission on Accreditation for Law Enforcement Agencies and was created in 1979 as a crediting authority to create standards to which all agencies who are a member must be held (CALEA, 2019).

This study will attempt to identify the main factors for women not applying for promotional opportunities within the FWC Division of Law Enforcement. It will also look for differences between women who have promoted and those who have not. The goal of this study is to identify a path forward for women in the FWC using formal and informal mentorship and to find a way to close the gaps between the percentages of men and women with leadership roles within the organization.

Methods

This research was conducted to determine if there was a correlation between mentoring and promotion within the FWC and identify methods which may increase the number of women in leadership positions within the FWC.

This goal of this study to identify correlations within the FWC so data was gathered by providing electronic surveys to all 807 sworn members of the FWC. The difference in the number of sworn members from earlier in the paper is due to open position numbers at the time the survey was deployed. The survey questions were developed to identify the gender, experience and education of each member to set a base line for all members and to identify possible correlations with leadership positions. The survey then asked members if they were a supervisor and was designed to determine the factors that contributed to their answer. Members were also asked about their experience with both formal and informal mentoring within the FWC. Then the members were asked to rate their social interactions with fellow FWC sworn members. Lastly, they were asked if they felt like they were part of the FWC team.

The survey was administered through Survey Monkey and was anonymous to encourage honest answers and more responses.

One strength of the research was having a known number of members the survey was sent to and their demographics. Knowing this information was useful in determining a return rate for the surveys. A weakness of this research was the concern for honesty with returned surveys, this was mitigated by telling the participants that the results were anonymous. Another weakness of this study is the lack of first-hand interviews with women in leadership positions within the FWC. Interviews were not conducted due to not

being able to assure anonymity for participants due to the low number of women in leadership positions.

Results

The survey was sent to all 807 sworn members of FWC. I received 248 responses, for a response rate of 30.7%. Of those 807 responses, some respondents chose to skip some of the questions in the survey. There were 11 total questions, with some questions expanding due to respondents' answers.

The first two questions on the survey were designed to create a base line for the questions on leadership and mentoring. The first question asked how many cumulative years of law enforcement experience the respondent had: 1-5, 6-10, 11-15, 16-20, 21-25, or 25 or more. Thirty-one of the respondents (12.5%) selected 1-5 years, sixty-four (25.8%) had 6-10 years, forty (16.1%) had 11-15 years, forty-four (17.7%) had 16-20 years, thirty-four (13.7%) had 21- 25 years and thirty-four (13.7%) had 25 or more years in law enforcement. One respondent skipped the question.

The second question asked each respondent what their highest level of education was: high school diploma, associates, bachelors, masters, doctorate, or other. Fifty-eight (23.4%) of the respondents had a high school diploma, fifty-six (22.3%) respondents had an associate degree, one hundred and fourteen (46%) had a bachelor's degree. Ten (4%) respondents had a master's degree, two (.8%) had a doctorate and seven (2.8%) indicated other. One respondent did not answer the question.

The third question asked the respondents if they currently supervise anyone, one hundred and forty-five (58.5%) said no and one hundred and three (41.5%) said yes. Participants who said they were not supervisors were asked if they had ever applied for a supervisory position, seventy eight (53.8%) said no and sixty seven (46.2%) said yes. Participants who indicated that they supervised someone were then asked questions relating to supervisory experience. The first follow up question asked how long they had been a supervisor, thirty-seven (35.9) said 1-5 years, twenty nine (28.2%) said 6-10 years, twenty two (21.4%) said 11-15 (8.7%) years, nine said 16-20 years and six said 20 (5.8%) or more years. The same one hundred and three supervisors were then asked if they attended any supervisory classes prior to their first promotion, thirty (29.1%) said no and seventy-three (70.9%) said yes. The same respondents were then asked if they had ever applied for a formal mentoring program in FWC, sixty (58.3%) said yes, forty-three (41.7%) said no and one did not answer. Those that said yes were asked which program they applied for and if they were accepted. Fourteen (32.6%) said captain to major mentoring and twenty-eight (65.1%) said lieutenant to captain mentoring. Six (14.1%) were not accepted to the mentoring program and thirty-seven (86%) were. The one hundred and three supervisors were then asked if they had ever informally mentored someone, eight (7.8%) said no and ninety five (92.2%) said yes. The respondents who had informally mentored someone were asked if the person they mentored was promoted, twenty four (25.3%) said no and seventy one (74.7%) said yes.

The fourth question asked all respondents if they had ever been informally mentored, sixty (24.2%) said no, one hundred and eighty-four (74.2%) said yes and four did not answer.

The fifth question asked respondents if anyone of a higher rank than them had ever encouraged them to apply for a promotion, forty one (16.5%) said no, two hundred and four (82.3%) said yes and three did not answer.

Question six asked respondents if anyone of a higher rank than them had ever shown an interest in their career, thirty seven (14.9%) said no, two hundred and six (83.1%) said yes and five did not answer.

The seventh question was designed to determine the frequency of informal mentoring they received from another sworn FWC member while off duty. Sixteen (6.5%) respondents said very often (once a week), forty four (17.7%) said often (once a month), eighty four (33.9%) said seldom (special occasions) and one hundred and one (40.7%) said never. Three respondents did not answer.

The eighth question was designed to determine the frequency of informal mentoring they received from another sworn FWC member while on duty. Thirty seven (14.9%) respondents said (once a week), ninety one (36.7%) said often (once a month), eighty nine (35.9%) said seldom (special occasions) and twenty eight (11.3%) said never. Three respondents did not answer.

Question nine asked if the respondent was male or female, seventeen (6.9%) were female and two hundred and twenty seven (91.5%) were male. Four did not answer. Female respondents were then asked if any women of supervisory level positions had ever been role models or mentors to them, six (35.3%) said no and eleven (64.7%) said yes. The same female respondents were then asked if a male at a supervisory level had ever been a role model or mentor to them, four (23.5%) said no and thirteen (76.5%) said yes.

The tenth question asked if the respondents felt like a part of the FWC team, twenty eight (11.3%) said no, two hundred and twelve (85.5%) said yes and eight did not answer.

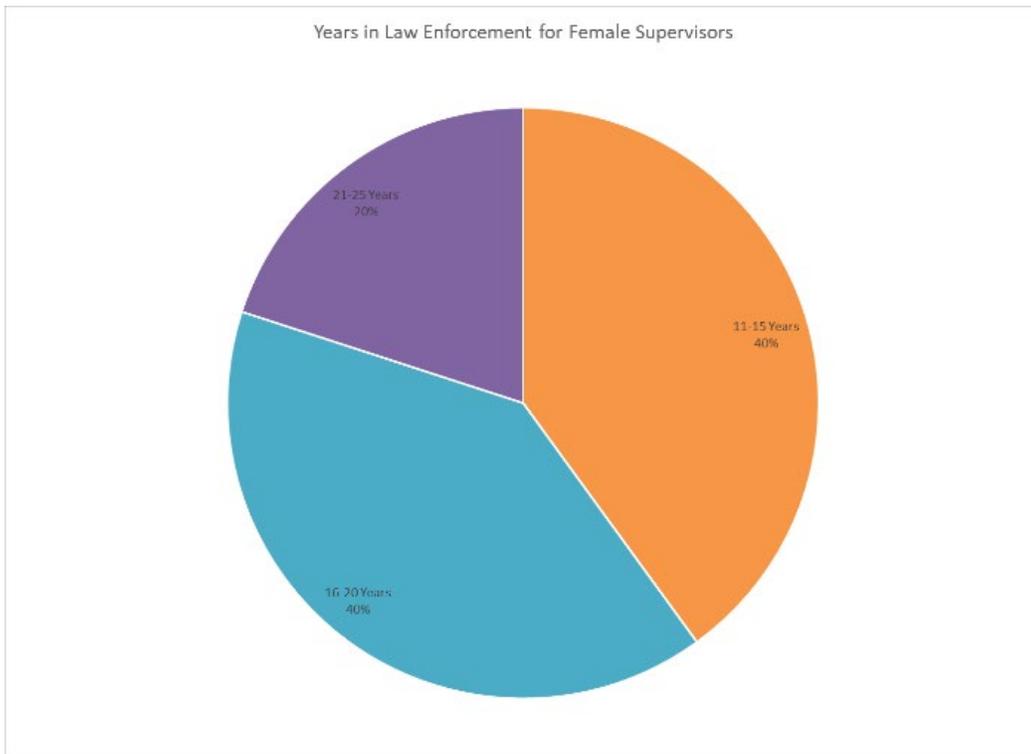
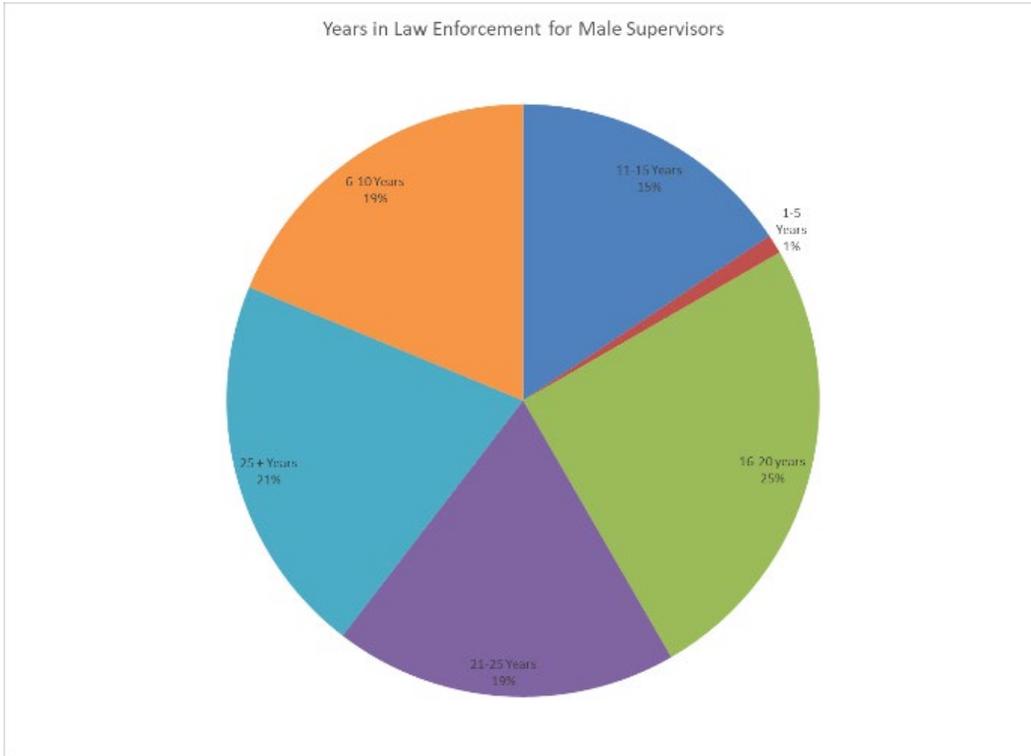
The eleventh question was an open ended comment box asking the respondents if they had any additional comments regarding mentoring or promotion within FWC. There were sixty-two responses. One (1.6%) stated that they were a new officer and felt no changes were needed. Three (4.8%) stated that FWC needed more women in leadership positions. Eighteen respondents felt that the promotional system was not a fair process and that many poor promotional choices had been made. Twenty six (41.9%) would like to see more mentoring within FWC. Seven (11.3%) had questions or statements which did not pertain to mentoring.

Discussion

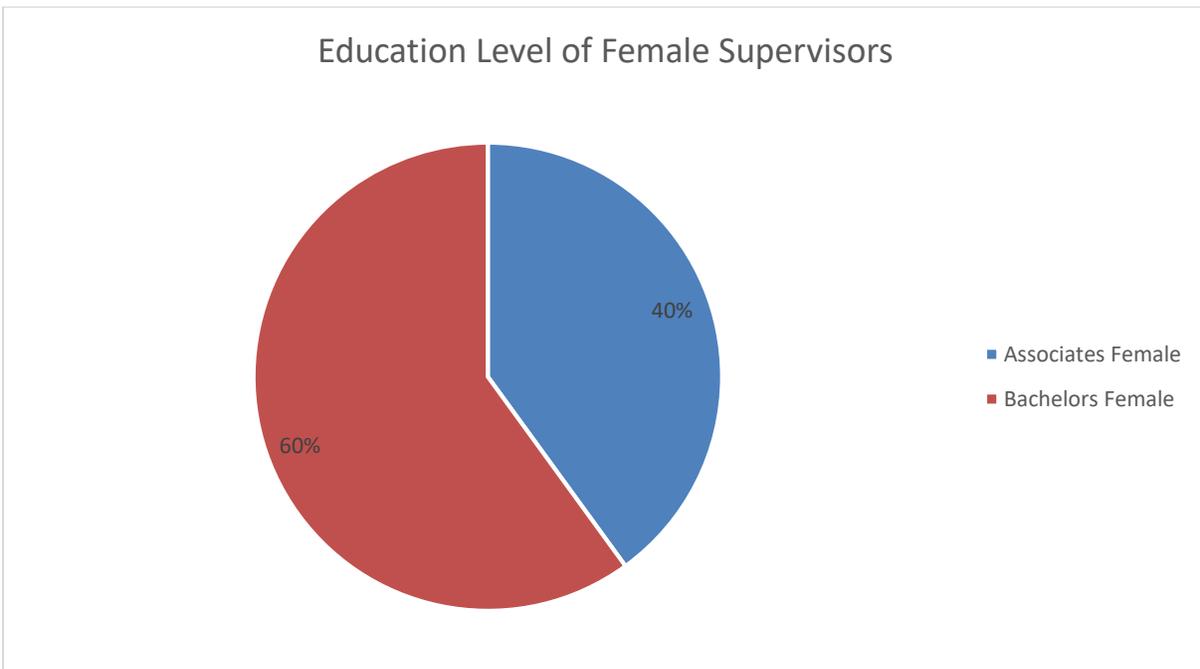
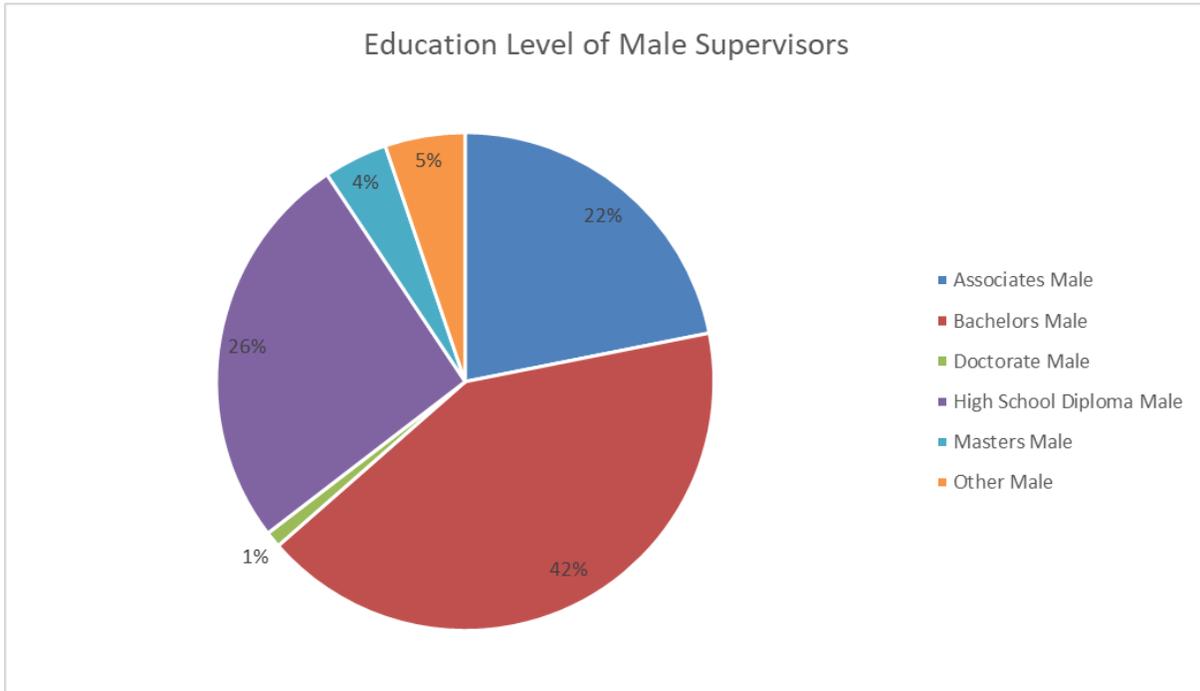
This research was conducted in an attempt to determine a correlation between mentoring and promotion within FWC and to identify other factors that may contribute to attaining leadership positions within FWC. The return rate was lower than anticipated but did provide a close representation of FWC's male to female ratio which helps for comparison purposes.

The first subject for analysis is the differences in the backgrounds of male and female supervisors within FWC. The research shows that of the one hundred and one respondents who currently supervise someone and identified their gender 5% were female while 95% were male. Of the females, 100% had 11 or more years of experience

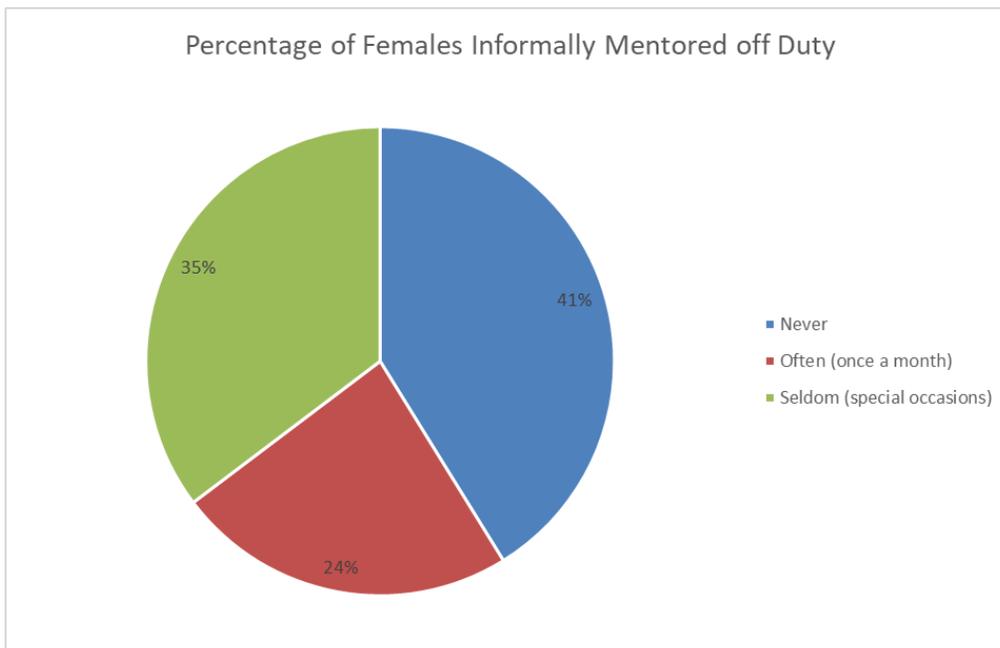
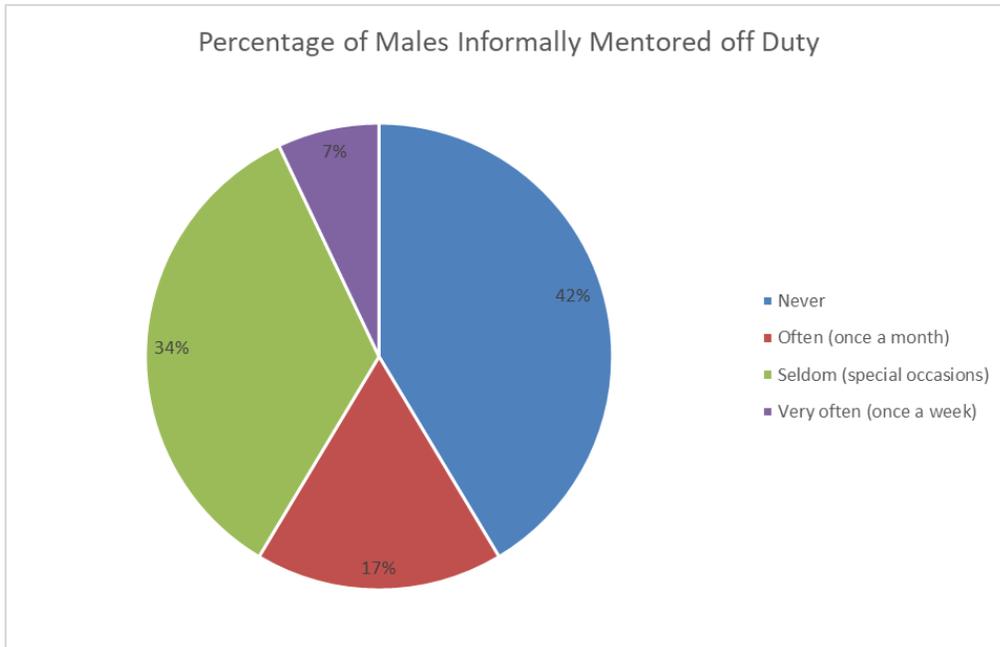
compared to 80.2% of males. The pie charts below show the percentage of years of law enforcement experience for both male and female supervisors.



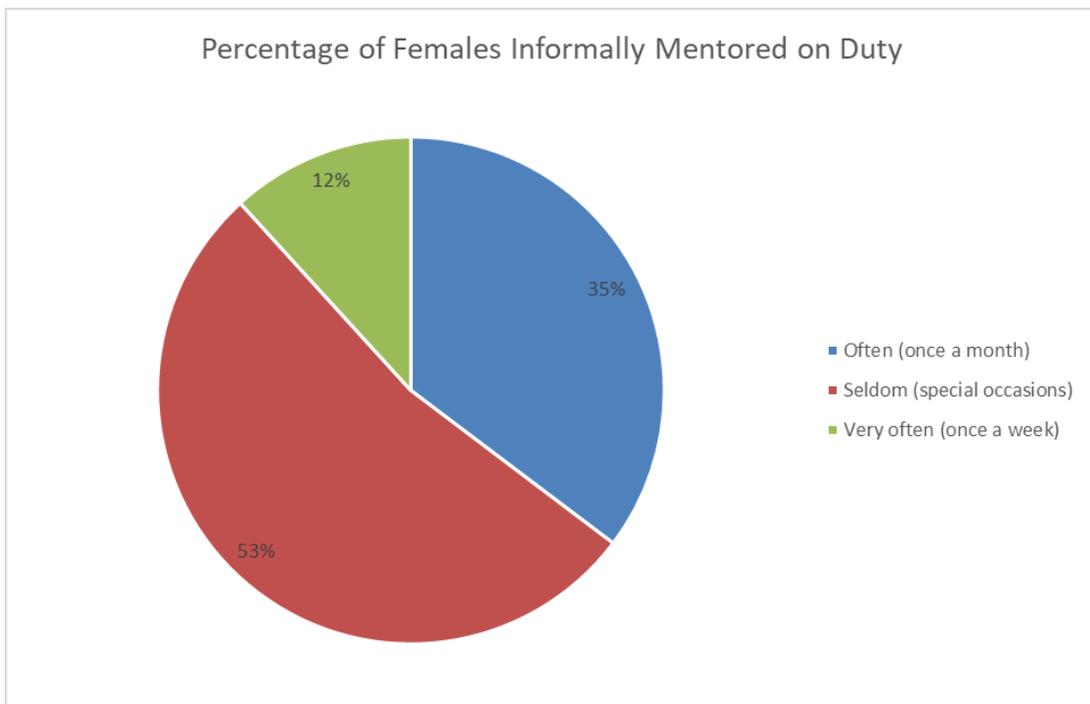
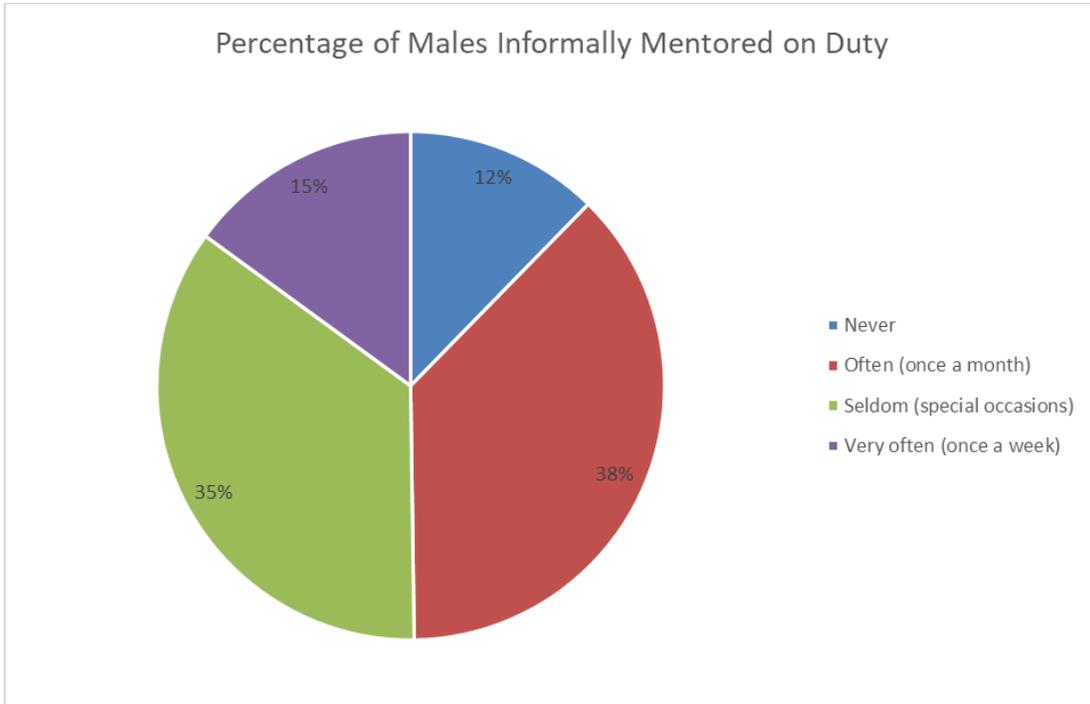
When analyzing education research found that 80% of the females had a bachelor's degree and 20% had an associate's degree. The male supervisory respondents indicated that 26% had a high school diploma, 21% had an associate's degree, 42% had a bachelor's degree, 4.2% had a master's, 1% had a doctorate and 5.2% had other.



This research also shows that of the female supervisors 80% are never informally mentored off duty and 20% are seldom informally mentored off duty. Their male counterparts indicated that 36.5% are never informally mentored off duty, 34.4% are seldom informally mentored off duty, 24% are often informally mentored off duty and 5.2% are very often informally mentored off duty. Female respondents indicated that 80% are seldom informally mentored off duty and 20% are often informally mentored on duty. The charts below show the difference in percentages of males and females being informally mentored off duty.



Male respondents said 7.3% were never informally mentored on duty, 29.2% were seldom informally mentored on duty, 45.8% were often informally mentored on duty and 17.7% were very often informally mentored on duty. The below charts show the difference of males and females being informally mentored on duty.

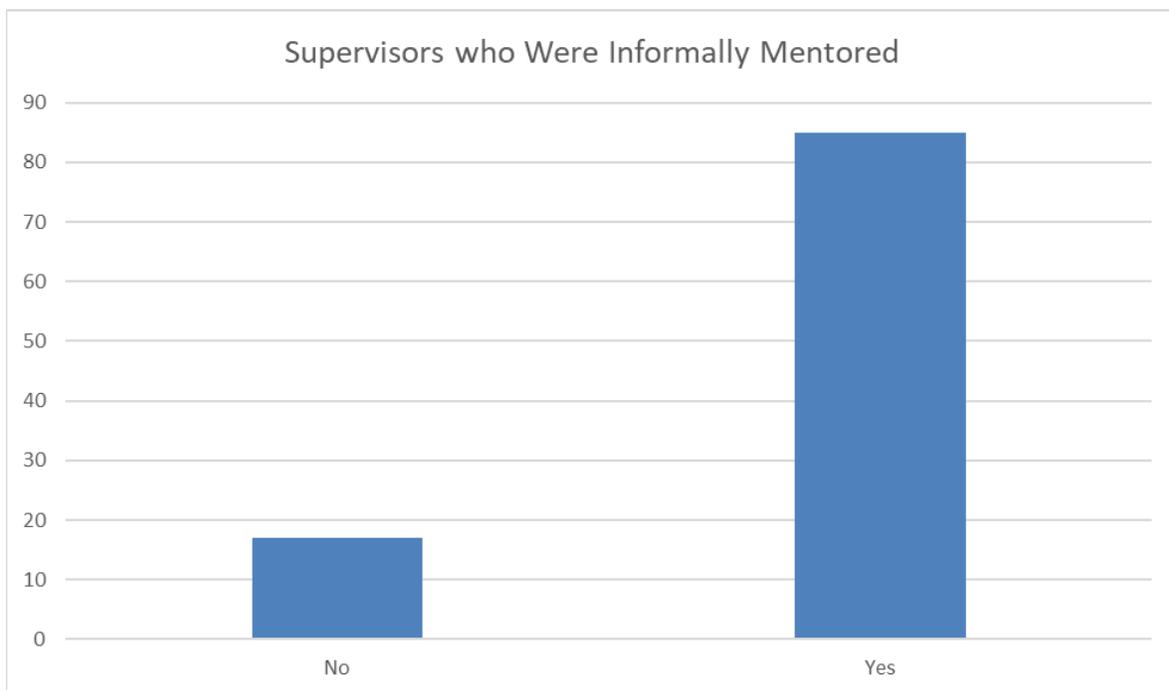


When analyzing the results of female supervisors compared to male supervisors the generalization can be made that female supervisors as a whole have more law enforcement experience, a higher educational level and receive less informal mentoring both off and on duty. This supports the majority of the literature reviewed.

When looking at the respondents who said they did not feel like part of the FWC team no correlations can be found on gender, experience or mentoring. More research would be needed to understand the lack of belonging felt by respondents.

The open text comments received regarding the unfair promotional process and poor promotional choices were surprisingly made by male respondents, additional research would need to be conducted to determine the reason behind the comments.

While looking at the research one is able to make the argument that women are not promoted as often as their male counterparts due to lack of informal mentoring. However, if you remove gender from the comparison, the correlation can still be made that the more informal mentoring a person gets the higher their likelihood of being promoted is. The below chart shows the number of supervisors who were ever informally mentored compared to those that were not.



More research would be needed to determine the reason for this. One of the comments from a respondent believed that informal mentoring leads to a better understanding of the next step in promotions due to providing a peak behind the curtain of leadership.

Recommendations

After analyzing the survey results and considering already established research this researcher believes that there is a path forward that will increase the number of women in leadership roles within FWC. The first, and arguably most important, step is to establish informal mentoring programs. This researcher's recommendation is to create an informal mentoring program in each area that is open to anyone who is interested. This would allow both males and females who are not receiving informal mentoring to have access to career advice, leadership training and discussions on culture within FWC. The ideal program would not be structured but instead offer a designated place and time for all members to meet and receive mentoring. One downside to this type of informal mentoring program is that it would rely on attendee's personal motivation and may still be missing those who are not receiving any encouragement for career growth.

The next recommendation this researcher has is to revise the promotional process to remove the appearance of bias. A redevelopment of the process could include a set interview panel, pre interview written assignments or points for years of service and educational background. This has the potential to not only increase women in leadership positions but also to provide a sense of fairness to the promotional process for all members.

Captain Kara Hooker has been in law enforcement for over 15 years. Her law enforcement career began with the Florida Department of Environmental Protection in 2004. She was promoted to field lieutenant in the Northwest Region in 2010. In July of 2012, the Florida Department of Environmental Protection merged into the Florida Fish and Wildlife Conservation Commission. Kara was promoted to Captain in the Investigations Section in 2013 with the responsibility of coordinating captive wildlife statewide. Kara has a Bachelor of Science in Criminology from The Florida State University.

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Appendix A

Survey sent out to all sworn FWC members:

Mentoring and Leadership within the FWC

This research is being conducted to determine if there is a correlation between mentoring and promotion within the FWC.

For purposes of this project, the following definitions apply:

Mentor: An experienced or trusted advisor who has either a higher rank or more experience than the mentee.

Informal mentoring: Most often, this kind of relationship develops when two people discover they have common interests. The mentoring process is not structured and usually involves social activities both on and off duty. These activities may include fishing, hunting, taking breaks together, voluntarily working together, and more. Informal mentoring may not be the intended purpose of the relationship, but the mentor will share ideas and advice with the mentee.

Formal Mentoring Program: The two official mentor programs within the FWC are the Lieutenant to Captain Program and the Captain to Major program.

Questions

- 1) Years in law enforcement, including other agencies.
 - a. 1-5
 - b. 6-10
 - c. 11-15
 - d. 16-20
 - e. 21-25
 - f. 25+

- 2) What is your current level of education?
 - a. High School Diploma
 - b. Associates
 - c. Bachelors
 - d. Masters
 - e. Doctorate
 - f. Other

- 3) Do you currently supervise anyone? y/n
 - a. If yes
 - i. How long have you been a supervisor? Drop down
 1. 1-5
 2. 6-10
 3. 11-15
 4. 16-20
 5. 20+
 - ii. Did you attend any supervisory or leadership classes prior to your first promotion? y/n
 - iii. Have you ever applied for a formal mentor program within FWC? y/n
 1. If yes – drop down for lieutenant to captain or captain to major
 2. Were you accepted?
 - iv. Have you ever informally mentored someone? y/n
 1. If yes- were they promoted?
 - b. If no
 - i. Have you ever applied for a supervisory position?
- 4) Have you ever been informally mentored?
- 5) Has anyone of a higher rank than you ever encouraged you to apply for a promotion?
- 6) Has anyone of a higher rank than you ever shown an interest in your career?
- 7) Have you been informally mentored by another sworn FWC member while off duty?
 - a. Very often (once a week)
 - b. Often (once a month)
 - c. Seldom (special occasions)
 - d. Never
- 8) Have you been informally mentored by another sworn FWC member while on duty?
 - a. Very often (once a week)
 - b. Often (once a month)
 - c. Seldom (special occasions)
 - d. Never

9) Gender – male / female

a. If female

i. Have any women in FWC that held supervisory level positions served as role models or mentors for you?

ii. Have any men in FWC that held supervisory level positions served as role models or mentors for you?

10) Do you feel like part of the FWC LE team? y/n

11) Thank you for taking the time to complete this survey. Do you have any additional comments regarding mentoring or promotion within FWC?