# The Stewardship Careers Wheel

*Painting a more complete and equitable picture of the careers that care for California's lands and waters*

## Why the Wheel?

Stewards of California's lands and waters face myriad challenges, from climate threats to shrinking budgets. They also share **a fundamental need for a widely skilled workforce, often paired with a desire to address community under-employment or job insecurity.** So why have decades of dedicated practitioner, government leader, and funder effort and innovation to boost workforce development only amounted to modest gains?

Our challenge is not a shortage of passionate, interested, or qualified people. It is the lack of a solid foundation for conversations about—and action on—the structural barriers that keep stewardship from being funded as a priority and recognized as the essential, restorative economic sector of immense fiscal and moral value that it is.

Perhaps no other aspect of our work holds more potent opportunity and boundless need than equitable workforce development. This sector's diversity of organizations, projects, landscapes, and skillsets mean that many are trying to solve this challenge in different ways. Practitioners are thinking about their staffing challenges in terms of fair compensation, training and capacity building, and retention and recruitment, while agencies and nonprofits are undertaking projects at various scales to create and support jobs in stewardship. **But where do restoration practitioners, Tribes, hiring entities, land managers, private landowners, and restoration-focused nonprofit organizations fit into these efforts to "fix workforce development" and what does fixing things look like?**

## How the Stewardship Careers Wheel Helps

With support from Parks California, the California Landscape Stewardship Network and its partners created this **systemic view of workforce development opportunities that can be used to support specific, forward-looking conversations that include community needs for high-quality jobs that bring prosperity and a sense of purpose.** The wheel is not a comprehensive or defining statement of our jobs, workforce needs, or hiring opportunities. However, its wedges represent many essential ways we ensure that California's lands and waters are healthy, safely and equitably accessible, and actively being restored and stewarded.

The Stewardship Careers Wheel is designed to:

- Create shared language for discussing equity-rooted policies, funding needs, and practices.
- Foster regionally and community-relevant, equitable, and responsive workforce development strategies.
- Enable collaboration that builds on the goals of individual agencies and entities without diluting specific on-the-ground needs.
- Promote a culture of equity, community-based learning, and worker-centric project design and implementation.

## How to Use the Wheel

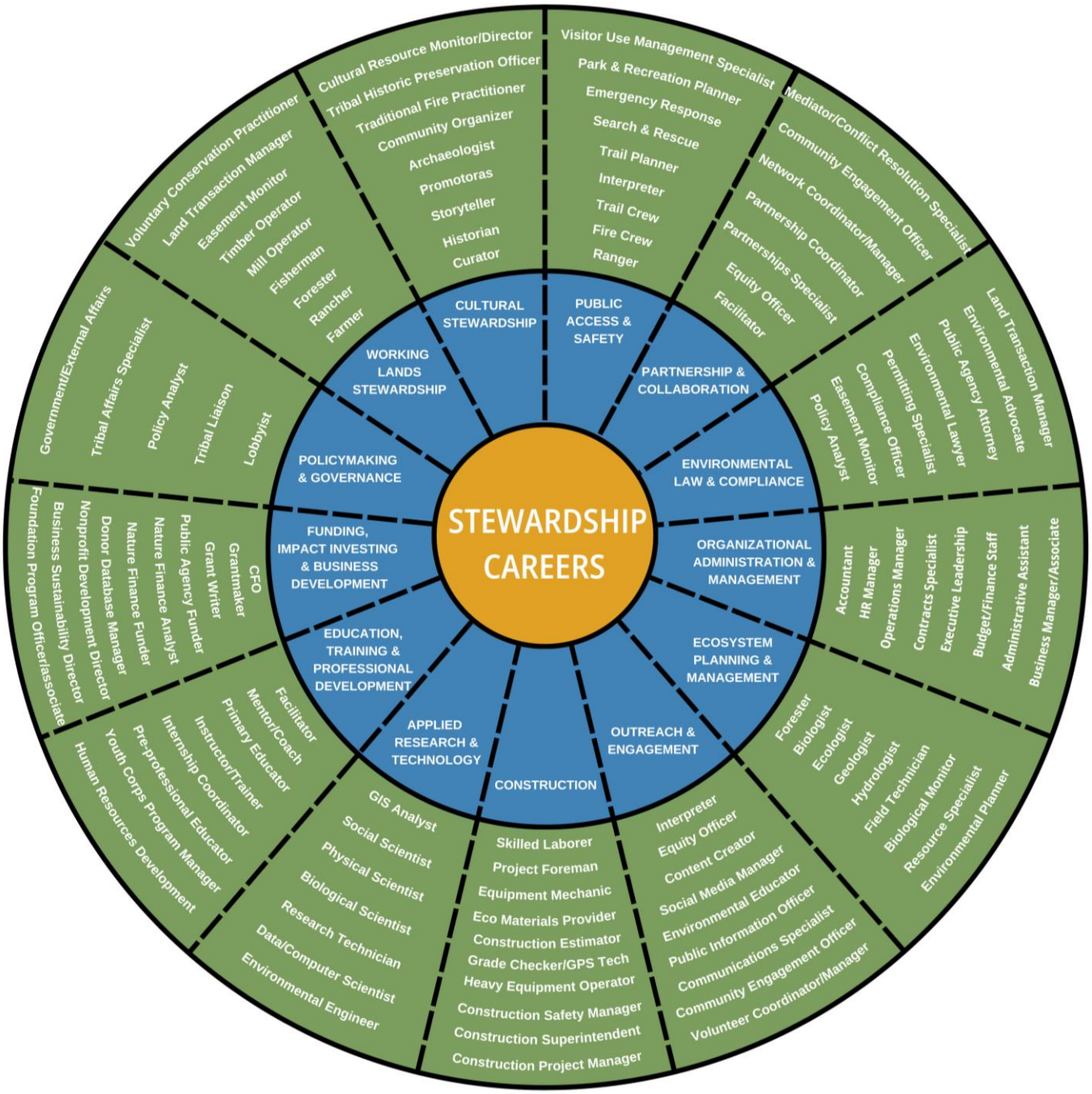
Who makes up the stewardship workforce? The wheel's 13 wedges capture some of the vast array of this sector's essential jobs and functions, as well as a snapshot of related skills and interests.[1] It gives jobseekers at all levels a visual way to see themselves in a stewardship career—even ones they may never have considered being a part of this work. The examples included in each wedge offer a common starting point for conversations about stewardship workforce needs, and can be used to help ground ongoing work to change policies, create worker support systems or training, or seek funding.

While comprehensive, the wheel is not complete. Rather, we offer it as a tool for you to adapt, challenge, build upon and use to create a workforce as resilient as the landscapes they serve.

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[1] Generic titles (e.g., program manager) were not included, and some wedges speak to specific jobs *and* ways of working. Job titles have been parsed from skills that are helpful in several jobs (e.g., writer).

# Stewardship Careers Wheel




*This work was made possible through a grant between Parks California and The Stewardship Network (on behalf of the California Landscape Stewardship Network) and a subcontract to the Watershed Research and Training Center. The Stewardship Careers Wheel and adjoining table was produced in partnership with Parks California, Ecological Workforce Initiative, and members of the California Landscape Stewardship Network.*

# Stewardship Careers Wheel Wedge Descriptions

| Wedge | These are roles that involve: |
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| Applied Research and Technology | Studies and monitoring to inform assessments, project performance, and adaptive management |
| Construction | Physically constructing creating restoration, mitigation, and stewardship projects |
| Cultural Stewardship | Protecting, revitalizing, and interpreting Indigenous culture and resources, as well as other sources of cultural heritage, traditions, knowledge, and practices |
| Ecosystem Planning and Management | Land acquisition; conservation/restoration/stewardship project planning; land, fish, and wildlife management; or ongoing maintenance and stewardship of lands and waters |
| Education, Training and Professional Development | Workforce and career development, education, curriculum development and instruction, certification or continuing education credit delivery, formal degrees, or work experience programming |
| Environmental Law and Compliance | Permitting, environmental law, compliance monitoring, site analysis, project-level Tribal consultation, and reporting |
| Funding, Impact Investing, and Business Development | Philanthropy, fundraising, grant-making, and market-based approaches |
| Organizational Administration and Management | Agency and organizational executive leadership and coordination, management and direction, administration, human resources |
| Outreach and Engagement | Communications, public affairs, community engagement, volunteer engagement, environmental education, interpretation, media management, and storytelling |
| Partnership and Collaboration | Partnership coordination, facilitation, and process management; Tribal consultation, engagement, and collaboration |
| Policymaking and Governance | Advocacy; policy development, implementation, and analysis; local, state, federal government relations; and Tribal relations |
| Public Access and Safety | Recreation planning, development, infrastructure management and maintenance; visitor use management; public safety; Tribal and equitable access studies, planning, and implementation |
| Working Lands Stewardship | Implementing practices that maintain or enhance ecological health and productivity in agriculture, ranching, forestry, or fisheries |