



## 2007 CCHPO Organizational Improvement Conference

Flying Under the Radar  
Performance Improvement in Adverse Times



### Land and Chemicals Division Re-Focus/Re-Invigorate Re-Organize

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### Land and Chemicals Division Re-Focus/Re-Invigorate/Re-Organize A Work in Process

#### History and Background

- 1999 – CCHPO Began Work with Region 5 EPA  
Margaret Guerriero - A Change Agent
- 2002 – A new Regional Administrator for Region 5  
A Halt to all organized change activities using HPO model
- 2004 – Margaret became Director, Waste, Pesticides and Toxics Division (WPTD), one of largest divisions in Region 5 comprised of two former divisions
- WPTD acts as two separate, incompatible entities with different regulations, work cultures, histories, and organizational personalities
- Both former divisions are “step children” in Region 5; one regulates solid waste without *Superfund* funding and name recognition; the other is part of a disassembled division responsible for regulation of pesticides and toxic chemicals; both groups are dispirited.



## Land and Chemicals Division Re-Organization (SCVA)



## Land and Chemicals Division Re-Organization (in process)

# CHALLENGES AND OPPORTUNITIES

- Working from 14 different funding sources = 14 different organizations in LCD “food chain”**
- Working under 4 different Assistant Administrators in HQ**
- Enforcing 7 different regulatory authorities**
- Decreasing Federal and State resources (the ever-shrinking budget)**
- RCRA State Authorization !!Help....They are taking our work!!**
- EPA moving (very s.l.o.w.l.y) away from “regulatory only” Agency toward Voluntary Initiatives and Collaborative Approaches**
- New Core Voluntary Programs: Resource Conservation Challenge + Land Revitalization Initiative**
- New requirements – GPR *environmental* indicators +2020 Goal to Complete Cleanup of RCRA (Solid Waste) facilities**
- RCRA program must be more creative – no “Superfund” for RCRA sites**



## Land and Chemicals Division Re-Organization (in process)

### OK – So How Do I Start???

- **Met with Regional Administrator and Deputy Regional Administrator, key officials of Union, Human Resources, to discuss the proposed reorganization**
- **Next, two all-hands meetings (April 2005 and December 2005) to discuss the proposed reorganization**
- **WPTD Director advised all State Environmental Agency Directors and National Program Managers**
- **Deputy Director initiated standing meeting with Union representatives every two weeks to discuss progress**
- **Three focused meetings with staff**
  - **One listening session focused on grants process**
  - **One listening session on quality assurance**
  - **Focus group discussion analyzing results of grants listening session**



## Land and Chemicals Division Re-Organization

### APPROACH

- Collaboratively brainstormed new “environment” for environmental protection**
- Jointly assessed challenges to programs**
- Benchmarked approaches with other Regions (Region 9)**
- Looked realistically at customer value and financial performance using voluntary vs. regulatory approaches to environmental protection and current resources**
- Embraced voluntary programs with collaborative approaches – better ROI + better customer relations – as future of environmental protection**
- Focused on “Front End” programs vs. “Back End” waste cleanup**
- Team analyzed how the new organization should look as a result of all these changes**
- Compared org and programs that were needed to what was currently in effect**
- Decided where the organization and resource changes could optimize balance between what existed and what was needed**
- Created smaller work groups to develop next steps**



# WORK CULTURE

- Gave Every Branch Chief The Opportunity To Embrace The New Collaborative Work Culture And Focus On The New Initiatives
- Only 1 Of 4 Branch Chiefs Remains And Will Be Reassigned To A Larger Branch With More Responsibility; Two Retired; One Is Being Transferred to a Staff Position
- A New Branch Chief From Outside the Division With Experience In Collaboration With Industry And Communities For Environmental Protection Is Heading Up The Chemicals Division
- The Transferred Manager Fell Into The “Technically Competent/Does Not Embrace Values” Quadrant; He Was Unwilling To Accept Changes In Mission And Emerging Trends In Environmental Protection And Collaborative Management Style; He Is Being Placed In A Staff Position Where He Has The Opportunity To Use His Strengths And Experience
- The Union Is Fully Supportive Of Re-organization. Took Fewer Than 10 Days To Review And Approve.



## Land and Chemicals Division Re-Organization (In Process)

### HOW ARE WE DOING?

MEASURE	FY 2005	FY 2006	FY 2007
Pounds of hazardous materials reduced or avoided through P2 efforts	2,000,000	2,124,120	No data available
Gallons of water reduced or conserved through P2 efforts	37,000,000	98,700,000	
Reduce the number of LUST cleanups that exceed state risk-based standards for human exposure and groundwater migration (LUST cleanups completed)	2,727	3,591	
Number of RCRA hazardous waste facilities with migration of contaminated groundwater under control	21	32	
Number of high priority RCRA facilities with human exposure to toxins controlled	41	40	

