Region 10 Organizational Change – Mid Co

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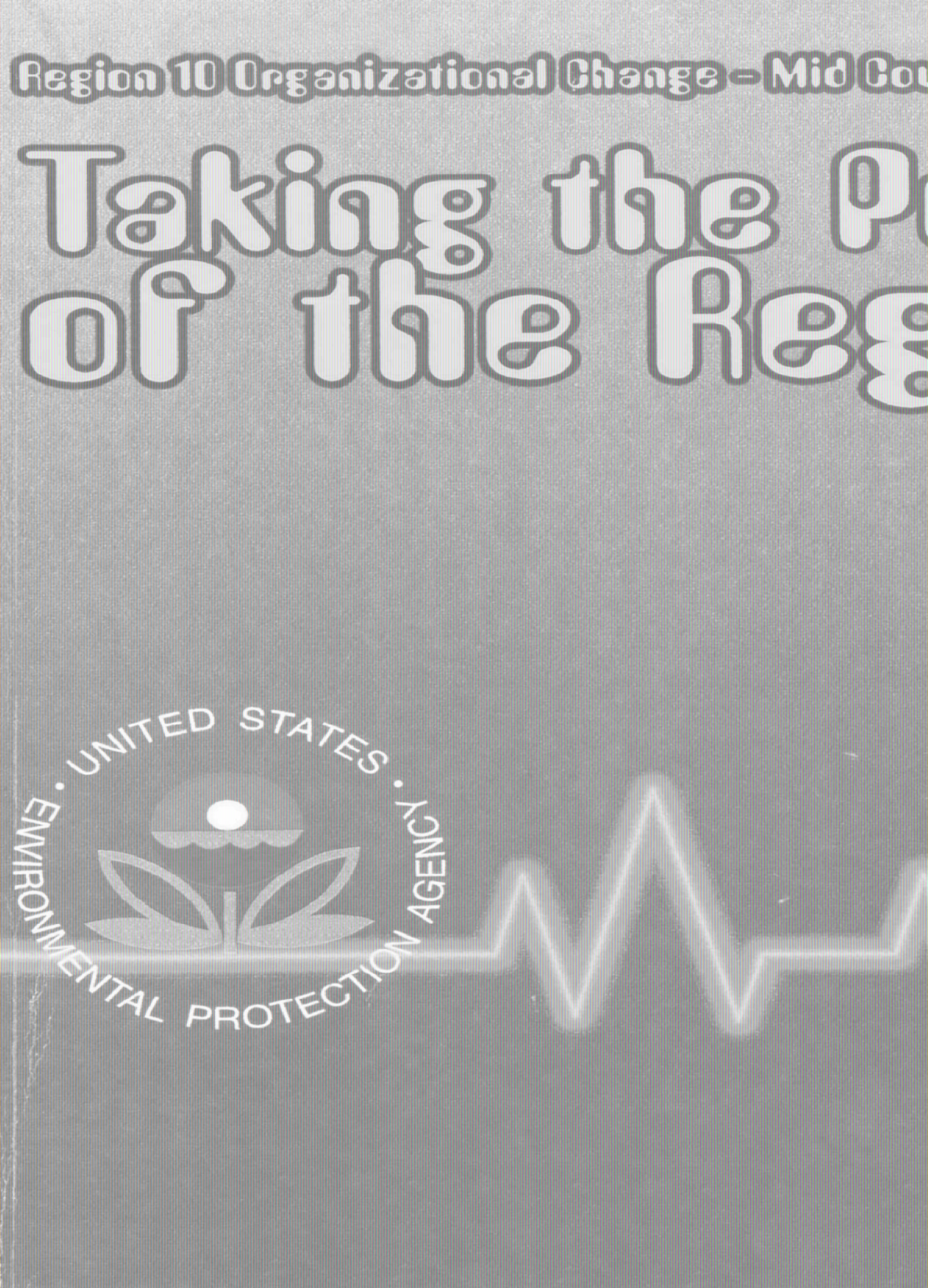

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ORGANIZATIONAL CHANGE MID-COURSE REVIEW

EXECUTIVE SUMMARY

In 1995, a variety of factors came together to cause Region 10 to evaluate the structure under which it was operating and to consider other organization design options. A new structure was implemented which represents a hybrid of media offices and new offices designed to help the region carry out its mission in a more focused, place-based manner.

Between October 1996 and January 1997, a group of Region 10 employees called the Organizational Change Assessment Team (OCAT) undertook a review of how the changes in organizational structure have impacted program functions and staff, and the extent to which progress is being made towards achieving the structural, process and cultural/behavioral changes that the reorganization sought to achieve. OCAT used four primary tools to assess employee views: a LAN-based survey, focus groups, personal interviews and a LAN-based suggestion box. All Region 10 employees and Senior Environmental employees were asked to participate in the assessment.

A broad range of conclusions can be drawn from the information collected by OCAT. Some conclusions stem from concerns about cultural and programmatic impacts associated with agency restructuring. Others are not directly related to the reorganization, but instead stem from concerns about regional operations, goals or priorities. For some topics, significant variation in opinion existed between personnel in different offices and/or personnel in different job categories. The most significant conclusions (those expressed with the greatest frequency by the most people) are summarized below.

The restructuring decisions that appear to have had the greatest impact were the decisions to eliminate the Branch Chief positions and expand unit size. The primary outcome of these decisions was a significant increase in responsibilities of Unit Managers. Yet while their duties changed, it appears that little progress has been made to clarify expectations regarding the role of Unit Managers in the new organization. Staff, Unit Managers, and Office Directors share concerns about the ability of Unit Managers to effectively respond to the many demands on them. Coming to common understanding regarding the role of the Unit Manager, and then aligning behaviors accordingly will be critical if the region is to function effectively.

Regional personnel at all levels expressed concern about the Executive Team. Some people believe that the Executive Team is too large to function effectively. Others believe that the team subscribes to a consensus at all cost dictum which discourages expression of diverse views and/or makes it difficult to make decisions in a timely manner. Still others report not knowing what the Executive Team does or what they value. Many believe that the Executive Team is isolated from the rest of the region, that increased communication between the Executive Team and the rest of the region is needed, and that Unit Managers and staff should be asked to work collaboratively

with the Executive Team more often in the development of priorities and policies for the region.

There are widely held perceptions in Region 10 that the region's environmental goals are not clear, that we are going in too many directions at once (e.g., sectors, partnering efforts, geographic initiatives, etc.), and that investment in new areas (e.g., Senior Non-Supervisory Staff, Office for Innovation) may be coming at the cost of front line environmental protection (e.g., issuing permits, tracking compliance, enforcing violations).

Individuals at all levels of the organization report that Region 10 is not making adequate progress towards protecting the environment and that because of it EPA is not viewed from the outside as a strong environmental leader. Morale is suffering. People are clamoring for increased clarity regarding environmental goals and priorities and a clearer sense of how resources will be invested and disinvested to achieve those goals. They want more tracking of accomplishments and accountability for environmental progress, and they want more traditional enforcement and compliance; tough, timely response to violations of environmental laws and regulations. Staff and Unit Managers are looking to the Executive Team to provide greater direction and leadership in addressing environmental problems.

In the past year, the Region appears to have gained valuable experience in teaming and in understanding how to work effectively across organizational boundaries. However, many people reported feeling confused about who they should be coordinating with. Some feel accountable to everyone, others feel accountable to no one. Many believe that their colleagues, while trying to be inclusive, are at times being too inclusive. Significant concern continues to exist regarding communication and coordination between Seattle-based personnel and personnel in Operation Offices and place-based locations.

Although the region still has a long way to go in achieving a number of the goals set for the reorganization, progress is being made on many fronts. It is perceived that the Region's workforce is more diverse than it was in the past. More people report feeling listened to and supported by management. More people report familiarity with the Region's mission, vision and values. More people claim to have the training and resources they need to do their jobs. Most people feel that they are adequately empowered. It appears that the majority of Region 10 personnel are surfacing from the chaos of 1996 with guarded optimism that we are somewhat better positioned now than before the reorganization to provide improved environmental protection in the future. But they may not be optimistic for long unless tangible evidence of environmental progress can be demonstrated soon.

Based on consideration of all of the opinions submitted during the assessment, OCAT developed a suite of recommendations. Included in the recommendations are the following:

Clarify Region 10's goals and priorities by:

- developing an integrated plan which identifies specific goals for environmental protection, integrates the work of different offices, and establishes priorities for resource investment and disinvestment,

- articulating the Region's enforcement goals and level of commitment to achieving them.

Reenforce what Region 10 values by :

- Identifying "risk-taking", "teaming" and "leadership" as specific categories for award recognition (e.g., annual regional awards) and factors of emphasis in providing special act, on-the-spot, or time off awards .

- Placing greater emphasis on the extent to which employees embody the regional leadership philosophy and/or exemplify commitment to the region's mission, vision, and values when providing performance feedback and discussing individual promotion potential.

- Embracing diversity of opinion within the region by encouraging the constructive expression of different points of view and acknowledging its value in the decision-making process.

Foster effective Region 10 management by:

- Developing basic leadership and supervisory training requirements for Unit Managers which must be completed during their first year of supervision, and continuing education requirements to be completed annually thereafter.

- Reassessing Executive Team, size, structure and process with a goal of promoting faster, more efficient decision-making.

- Utilizing Unit Managers and staff to a greater extent in the collaborative development of regional policy.

- Clarifying expectations regarding the role of the Unit Manager in the new organization.

Improve internal and external communication and coordination by:

- Making additional resources available for use in getting EPA personnel into the field to meet with stakeholders, getting place-based/Operation Office personnel to Seattle, and improving infrastructure to enhance communication between Seattle and place-based/Operation Offices.

- Placing greater emphasis on communicating with the public on topics that are directly related to environmental quality and EPA's role in environmental protection..

- Developing a directory which identifies who in Region 10 is knowledgeable about specific environmental programs or issues.

Promote Region 10 effectiveness by:

- Reducing the Unit Manager to staff ratio for exceptionally large units, units with a significant numbers of place-based/Operation Office personnel reporting to Seattle, and units with significant external coordination and facilities management responsibilities (i.e., Manchester Laboratory).

- Conducting a periodic assessment of Senior Non-Supervisory Staff positions to ensure that the individuals in the positions are assigned difficult and complex projects commensurate with their grade level, and that work effort is being directed to the high priority needs of the region.

- Designating a specific office or specific individuals responsible for tracking accomplishments within the region.

- Continuing to make filling of administrative staff vacancies a high priority within the region.

- Continuing to support self-initiated, lateral movement of staff to new positions within the organization.

Assess organizational effectiveness by:

- Conducting periodic assessment of the overall organizational structure to gauge its effectiveness in meeting cultural, programmatic, and environmental goals, with special attention being paid in the next assessment to the contribution of Senior Non-Supervisory staff positions and the Office for Innovation towards meeting regional goals, the effectiveness of "state teams" in meeting programmatic needs, and the effectiveness of the assignments not positions policy in promoting better, more effective environmental leadership.

INTRODUCTION

In 1995, a variety of factors came together to cause Region 10 to evaluate the structure under which it was operating and to consider other organizational design options. A primary driver of this effort was the nationally mandated requirement to achieve a 1:11 supervisor to staff ratio. Other driving forces were the need to find more effective ways to make it easier for the public to understand and be involved in the work of the agency, to reduce layers of management in order to promote faster decisions, to build in more flexibility to resolve conflicts between mandated programs and community needs, and to better reflect the diversity of the community we serve. The end result of many months of information gathering and analysis was a restructuring of the region. The new organizational structure, which was implemented in 1995, represents a hybrid which includes media offices as well as several new offices designed to help the Agency carry out its mission in a more focused, place-based manner.

It was hoped that the new regional structure would promote improvement in the following areas:

Accountability: clear lines of accountability throughout the organization

Communication and Coordination: responsive to customers and stakeholders, effective internal and external communication and coordination of work

Customer Focus: increased presence in and/or responsiveness to the communities and customers we serve

Integrity, Efficiency and Effectiveness: work processes made more efficient and effective, while retaining the integrity of environmental programs

Measurement and Evaluation: a structure which enables better assessment of our ability to deliver core processes effectively, and to assess the extent to which we are adaptable, accessible, integrated and accountable

Reinvention and Streamlining: a sleeker government with more accountability, with a structure that enhances our ability to be flexible, adaptable and responsive in accommodating change and emerging priorities

As part of the reorganization, the Regional Administrator (RA) committed to conducting periodic assessments to determine how the changes are impacting program functions and staff, and the extent to which progress is being made towards achieving the structural, process and cultural/behavioral changes that the reorganization sought to achieve. This report, and the information contained herein, represents the first comprehensive effort to assess the impact of the reorganization. It is not a final assessment, which realistically cannot be conducted until more time has passed under the new system. Rather, it is an assessment of progress to date to

determine what is working and not working, and to identify areas where enhanced attention and/or mid-course changes in implementation approach may be warranted.

This report will not answer all questions regarding organizational effectiveness or employee morale. Although attempts were made to assess current views on a variety of topics, and information is broken out by offices and job categories, only follow-up dialogue within individual offices will enable managers and staff to truly understand what is behind the views summarized in this report.

ASSESSMENT METHODOLOGY

Eight members of the Regional Office were asked to design and implement the mid-course assessment (Appendix 1). Their participation on the Organizational Change Assessment Team (OCAT) was sought because they represented of a variety of perspectives, offices, interests, job types and grade levels. None of the individuals on OCAT were substantively involved in assessing options for the regional restructuring in 1995.

Four primary tools were used by OCAT to assess employee views regarding the impacts of reorganization: a LAN based survey, focus group discussions, personal interviews, and a RA for a Day LAN-based suggestion box.

LAN Survey - A 54 question computer-based survey was sent to all Region 10 employees during October 1996. A total of 545 individuals responded. In an effort to assess direct changes in employee opinion prior to and post reorganization, the survey contained many of the same exact questions contained in the Region 10 Employee Views survey conducted in 1994 and the Region 10 Empowerment Survey conducted in 1995. New questions were added addressing topics such as teaming, leadership, and diversity. The OCAT survey format enabled respondents to provide optional comments. Although survey respondents were asked to identify what type of position they held (i.e., management, administrative, senior environmental employees, general staff) and what program they worked for (e.g., Office of Environmental Cleanup, Office for Innovation) all responses have been kept confidential. In an effort to protect anonymity, responses from smaller offices (i.e., the RA's Immediate Office, Office of Enforcement, Tribal Office, Office of External Affairs, Operation Offices) were grouped into a single category titled the Combined Small Offices Group.

Focus Groups - During October and November, 1996, OCAT members hosted a series of eight focus groups. The focus groups offered an opportunity for face to face discussion on the impact of the reorganization on like groups of people. Focus group meetings were held for individuals who participated in the original organizational change project, administrative staff, staff who changed assignments during the reorganization, staff involved in teams, and four sessions for general staff. In addition, OCAT members hosted discussion groups at the Hanford Project Office, the Manchester Laboratory, and all of the Operations offices, with the exception of the Juneau office which was interviewed by phone (OCAT travel was canceled due to poor weather). All individuals in Region 10 who felt they belonged to one or more of the advertised groups were offered the opportunity to participate. Approximately 100 people participated in one or more focus group discussion. In order to assure open and frank discussion, assurance was given by OCAT that individual responses would be kept confidential.

As part of the focus group process, discussion participants were asked to respond to a set list of questions. The questions were designed to provide a framework for discussion that encompassed the goals and attributes of the reorganization. Beyond this, group dynamics dictated other discussion areas. Notes were taken by OCAT members and later compiled for use in this report. Focus group questions included the following:

With respect to the Organization Design Attributes (distributed at each focus group, see bullets, page 1), what changes have you observed since reorganization?

How is the new organization more effective/less effective in the job of environmental protection?

How are we accomplishing the goals of flexibility, accountability, empowerment and innovation?

What mid-course changes would you suggest at this point?

Group specific questions:

- Organizational Change Teams - Has the reorganization met the goals and objective that you envisioned during your work on one of the team?

- Administrative Staff - How has the organization changed the way you do your job, both positive and negative?

- Staff Who Changed Jobs - Has your new assignment met your expectations? Are you getting the training you need to be successful?

- Teams: Have we created effective teams?

- Place-Based/Operation Offices - Are we effective in dealing with local issues?

Personal Interviews - From October through December, 1996, one-on-one interviews were conducted with all of the Executive Team members (12 in Seattle, 3 in the Operations Offices) and most Unit Managers (27). In addition, personal interviews were conducted with eight Senior Non-Supervisory staff, three place-based staff (by phone) and any other staff member (12) who requested an interview either because they were unavailable to participate in a focus group or did not feel comfortable doing so.

A consistent format was used for all Executive Team, Unit Manager and Senior Non-Supervisory Staff interviews. Each individual was asked to respond to the eight questions listed below:

> With respect to the Organization Design Attributes, what changes have you observed since the reorganization?
>
> How is the new organization more effective/less effective in the job of environmental protection?
>
> Does the organization feel flatter? If so why?
>
> What mid-course changes would you suggest at this point?
>
> As a supervisor, what were your expectations with respect to your new job under the reorganization? (Note: this question was not asked of Senior Non-Supervisory Staff unless they had previously been a supervisor, in which case the question was modified to explore how their views regarding supervision in the new organization impacted their decision to change jobs).
>
> How does reality compare with your expectations?
>
> Have there been any changes in accountability, flexibility, empowerment, innovation during the past year? What have you done to enhance the above?

Responses to questions were noted. When responses went beyond the scope of the original question, those responses were recorded as well. For Executive Team, Unit Manager and Senior Non-Supervisory staff participants, responses were collated and summarized and an attempt was made to identify major themes or trends.

Individual staff who requested interviews were asked the questions used in the focus groups. Responses to interview questions and other views put forth by interview subjects were noted, although a separate summary of staff interview responses was not prepared for this report. Instead, notes from one-on-one staff interviews were considered in combination with the focus group responses when preparing the section of this report that highlights staff opinion.

RA for A Day Suggestion Box - In an effort to solicit specific recommendations regarding where additional attention or support is needed to enhance the effectiveness of the Region in meeting the organizational change goals, Region 10 employees were provided the opportunity to submit suggestions to OCAT via an "RA for a Day" LAN-based suggestion box.

HOW TO USE THIS REPORT

This report is divided into three sections. The body of the report summarizes the main observations and views expressed during the OCAT assessment. A recommendations section identifies potential follow up areas. The appendices section contains much of the detailed information which can be used to further assess the impact of reorganization on individual offices and job categories.

Overview of Observations and Conclusions - The information compiled during the organizational change review is presented in this report in a variety of formats. The body of the report contains a narrative discussion of the main themes or findings that came out of the mid-course assessment, separate sections summarizing the views expressed during focus groups, and Executive Team, Unit Manager and Senior Non-Supervisory Staff interviews, and a summary of the significant conclusions. The narrative is organized on a topical basis with separate discussions on the cultural/programmatic impacts of reorganization, regional management, employee morale, internal communication and coordination, external communication and coordination, empowerment/risk-taking/accountability, teaming, and diversity. The text reflects the combined summarization of opinions expressed during interviews, focus group discussions and in the survey. In general, it focuses on regional trends rather than differences between individual offices (the later information can be found in the appendices). Where trends in opinion differed significantly between job categories those trends are noted. In addition, where it was possible to ascertain changes in opinion over time by comparing the results from this survey with those of the Employee Views or Empowerment surveys, those trends are noted as well. When before and after comparisons are made, the statistics representing prior response do not include the Senior Environmental Employees since they did not participate in the 1994 Employee Views survey.

OCAT Recommendations - The recommendations section of this report contains a listing of suggestions that the Region may want to consider in either modifying the current organization structure or reassessing how it does business/delivers service on a day-to-day basis. Recommendations came from a variety of sources, including LAN comments, interview suggestions, and OCAT opinion.

Appendices - A variety of appendices are attached to this report which contain more detailed information regarding LAN survey responses, LAN survey comments, RA for A Day suggestions, and Executive Team and Unit Manager interviews. The appendices provide the best source of information for those who are interested in comparing responses between offices, programs, or positions. All comments submitted with the survey or to the RA for A Day mailbox are included in the appendices as submitted, with the exception of a handful that needed to be

edited (name and/or program name removed) either to protect the identity of the respondent or because they were deemed to be mean spirited or particularly hurtful in nature (in these instances, a copy of the unedited comment (minus any indication of the respondents identity) has been provided directly to the individual who the comment was about so that he/she would have knowledge about how they are perceived). Unfortunately, it is impossible to know precisely what was intended by some of the comments, since the software used in implementing the survey was poorly designed for this purpose and a number of comments were truncated.

SUMMARY OF REGIONAL VIEWS

This chapter contains a comprehensive summary of the views expressed by staff and managers during the organizational change mid-course assessment. Observations and conclusions are drawn from the LAN survey, interviews and focus groups, and from comparison of current information to the Employee View and Empowerment surveys conducted prior to the reorganization. Limited information is provided regarding differences in perceptions reported by personnel in different offices and job categories. The information is organized on a thematic basis with separate sections addressing cultural and programmatic impacts of reorganization, regional management, employee morale, empowerment/risk-taking/accountability, external communication and coordination, internal communication and coordination, teaming, and diversity.

Cultural and Programmatic Impacts of Reorganization: Concurrent with the reorganization was a significant effort to better define the Region's vision, mission and values. "Core Processes" and "Strategic Directions" were articulated in an attempt to more systematically focus regional work effort. Resources were moved into new programmatic investment areas. A "Leadership Philosophy" was developed for use in establishing norms of behavior for managers and staff. To some degree, it appears that these efforts have paid off.

In 1994, only 34% of respondents to the Employee Views Survey reported that they could describe Region 10's Values, Vision and Mission Statements. Today 59% respond that they can. A number of individuals commented in the survey that the posting of the mission statement in the elevator lobbies contributed to their increased awareness of these tenets. Today, familiarity of personnel with Region 10's Strategic Directions is only marginally better than it was in 1994 (36% now report that they can describe them, up only 3% from the earlier survey). Fifty-two percent of respondents indicate that they believe their office/program is making progress to adopt core processes in their work. Managers as a group were much more likely to indicate familiarity with these topics than were members of any other job category.

Although many people responded that they are now more familiar with the mission, directions and core processes than in the past, a number of individuals commented that they did not have a clear understanding of the relationship of these tenets to their day to day work or job function, or did not perceive that knowledge of these tenets was having any impact on the focus or quality of the Region's work. A number of individuals , including several Executive Team members, commented that the relationship of these tenets to the work of the agency is not adequately reinforced by regional management.

At the time of the reorganization, Region 10's senior managers put forth the notion that everyone in the region is, or should become, a leader. Leadership would no longer be the bastion of management. Instead, the goal was that each employee would accept the responsibility for doing their part towards achieving the region's goals, mission and vision by communicating openly and

honestly with their peers, managers and external stakeholders, by making principled, timely decisions and being accountable for decisions made, by respecting differences of opinion and resolving conflict constructively, and by serving as a role model to assist others to realize their personal and collective best.

Today, 50% of respondents to the OCAT survey agree or strongly agree that they can describe Region 10's Leadership Philosophy. Fifty-three percent consider **themselves** a leader in Region 10 consistent with this philosophy, yet only 31% agree or strongly agree that **staff and managers, in general**, have embraced the philosophy and are acting accordingly. Managers, more often than any other job category, responded that they had embraced the philosophy and assumed others had too. A range of opinions existed across offices. Interestingly, personnel from the Office for Innovation were more likely than personnel from any other office to respond that they were functioning consistent with the leadership philosophy, but that staff and managers as a whole within the Region had not embraced the philosophy or were acting accordingly.

A significant outcome of the reorganization was the investment of resources in two new areas: Senior Non-Supervisory Staff positions and the Office for Innovation. In general, Senior Non-Supervisory Staff feel that they are providing a valuable service to the Region. However, a number of them advocated periodic reevaluation of Senior Non-Supervisory Staff assignments to ensure that energies are being spent in high priority areas. A number of staff and managers shared the view that while some of the existing Senior Non-Supervisory positions are worthwhile, others were merely created in an attempt to appease "displaced supervisors" and may not, on balance, be benefiting the region.

Regarding the Office for Innovation, a number of individuals commented that they believe the office is doing a good job of advertising what they do and are doing a good job with the services they provide. Many people within all job categories, however, questioned whether resources going to support the work of the Office for Innovation are being redirected at the expense of important "core" environmental work.

Two program areas were specifically identified in the OCAT survey: Pollution Prevention and Enforcement. In 1994, 49% of those responding in the Employee Views Survey agreed or strongly agreed that pollution prevention was the solution of first choice for Region 10 and its partners. Today, only 48% of respondents feel this way. It was not possible to ascertain a reason for the downward trend.

In 1994, 8% of respondents felt that Region 10 was clear about the mix of enforcement activities that result in the best compliance. Today, 13% hold those same opinions. Numerous comments were submitted on the topic of enforcement, many expressing the view that the region is gun shy when it comes to taking a tough stance in enforcing existing laws and statutes. Several individuals commented that the creation of the Office of Enforcement was a move in the right direction towards increased accountability in this area (e.g., we will be able to assess regional performance in a more systematic, comprehensive manner).

Regional Management: The good news about regional management now as compared with 1994, is that confidence in the management team has improved. More employees report that they are being listened to and coached than when previously assessed. One reason that management ratings may be up this year is that more individuals feel that management listens to its employees' need and interests (55 % agreed/strongly agreed, up 14% from 1994).

In 1994, only 20% of respondents to the Employee Views Survey agreed or strongly agreed that Region 10 managers serve as role models and lead by example. Today 37% of those taking the OCAT survey responded in that manner. In 1994, only 18% of employees reported believing that Region 10 managers "walk the talk" as related to the Region's stated values, vision and mission. Today, 34% of employees agree or strongly agree that they do. In 1994, 35% of employees believed that Region 10 managers often made promises to Region 10 employees that weren't kept. Today, only 26% of respondents agreed or strongly agreed with this premise.

One of the key functions of supervision is to provide feedback. Sixty-two percent of employees report that they agree or strongly agree that they do receive feedback from their supervisor that helps improve overall performance in their office. Only 18% of employees disagreed/or strongly disagreed with this assessment. Feedback appears to be most prevalent in the Office for Innovation, with 78% of employees agreeing or strongly agreeing that the feedback they receive from management is valuable.

Although more people responded favorably to management related questions during the OCAT survey that in previous years, a significant number of people were either "on the fence" or simply did not feel able to answer the questions at all.

The bad news about management in Region 10 is that while confidence levels have improved, the majority of regional personnel are still uncertain as to whether they believe in their managers and/or trust their abilities. Management may be listening more now than before, however, numerous respondents to the survey felt compelled to comment that management does not act on employee needs frequently enough. Feedback may be in abundance but coaching and mentoring from supervisors is generally in short supply. Only 45% of respondents to the OCAT survey indicated that their supervisor devotes adequate time and attention to coaching staff. The data indicate that managers in some offices appear to be doing a better job of coaching than managers in other offices.

Not surprisingly, managers responded much more favorably to questions regarding management performance than did employees in other job categories. Senior Environmental Employees were slightly more supportive of management than either administrative or general staff. Significant differences existed between ratings for individual offices.

The extent to which staff and supervisors are able to spend time with each other was a topic that

came up frequently in survey comments, focus group discussions and management interviews. Nearly everyone is in agreement, or at least concerned, that Unit Managers are spread too thin with large numbers of people in their units to supervise and increased responsibility associated with having absorbed many of the former Branch Chief functions. The fallout is that access to unit managers for one-on-one coaching and/or decision making is at an all time premium. Unit managers feel inadequate in their ability to evaluate individual staff performance because it is difficult to assess what they do not see. The situation appears to be particularly difficult for Seattle-based managers who supervise place-based/Operation Office staff. Many staff report feeling isolated from the managers they serve, both Unit Managers and Office Directors. Just about everyone is in agreement that as a whole the organization feels flatter.

A number of individuals, at all levels in the organization, commented that the management team in general, and the Office Directors/RA/RDA in particular, need to exert greater leadership in establishing an environmental agenda for the region. It is well known that they paid a great deal of attention to personnel and budget issues this past year, and for good reason. But many people within the region are also looking to the Executive Team to establish and communicate a clear, unified set of expectations regarding environmental goals, priorities, and outcomes. There exists some uncertainty as to whether the Executive Team can be relied upon to make tough investment/disinvestment decisions, or to hold firm when controversial or unpopular decisions must be made in order to achieve environmental goals.

Forty-three percent of respondents to the OCAT Survey agreed or strongly agreed that Region 10's management is committed to continue to make organizational changes to effectively deliver environmental services. Not surprisingly, managers responded this way more often than did individuals from other job categories. Staff from Ecosystems, Management Programs, and the Combined Small Offices Group also agreed or strongly agreed with this opinion more often than personnel from other offices. Individuals in the Office of Air are the least optimistic that management will continue to make changes to improve delivery of environmental services.

Employee Morale: One result of reorganization is that everyone seems to be feeling overburdened. For some this may be due to uncertainties associated with crafting new directions for the Region (e.g., new offices and program areas). For others this may be due to the onslaught of new job responsibilities (e.g., greater span of control for unit managers, staff who took on new assignments in the "1-2-3 shuffle", administrative staff with larger units to serve, new Unit Managers and Executive Team members). For others, it may merely be the burden of having to read so many LAN messages on a daily basis about so many teaming opportunities, brown bags, and special initiatives (e.g., Project XL, Community Based Environmental Protection Strategy, Regional Geographic Initiatives, Performance Partnership Agreements, the Enforcement Strategy, Sectors, State Teams, Tribal Coordination, etc.); issues and/or opportunities that they will never have the time to become involved in but feel that they are expected to know something about. And there is growing fear that "the eggs are hatching". In the not too distant future the region will be done with all of the planning and scoping and networking about new initiatives and special

emphasis areas. Then, core program staff and managers will have to find the time to carry out the additional work that these efforts generate. Only 27% of OCAT survey respondents agreed or strongly agreed that as a result of reorganization, their unit chose to disinvest in certain parts of the their unit's programs and/or services.

Although feeling overburdened, just about everyone in Region 10 believes that their office performs high quality work. Overall, 81% of respondents agreed or strongly agreed with this view (up 6% from 1994). Sixty-seven percent of respondents indicated that they agreed or strongly agreed that Region 10 employees continue to expand their environmental knowledge (up 6% from 1994). One reason for the improved ratings may be that a significantly greater number of individuals now report that they get the training and resources needed to carry out their work most effectively (52% agreed/strongly agreed, up 23% from 1994).

A number of individuals, including many managers, commented during interviews or in the survey that 1996 was not a banner year for environmental protection, a view that may be impacting morale. A variety of reasons for this view were given, including less enforcement, fewer staff working on direct environmental protection because of diversion of effort and manpower to new functions (e.g. Senior Non-Supervisory Staff, Office for Innovation), widespread distraction over furloughs and budget crisis, and new responsibilities (e.g., establishing cross-office teams, lots of people learning new jobs). While some individuals did not anticipate that the situation will improve under the current organization, others expressed optimism that the worst of the chaos is behind us and that the region is moving, albeit slowly, to a new and stronger position from which to protect the environmental.

Many staff and managers expressed satisfaction with the "people placement" process employed during the reorganization. Many people were given the opportunity to take on new jobs or responsibilities. However, significant concern exists regarding opportunities for future mobility and promotions. With the number of management positions significantly reduced, staff are concerned that opportunities for advancement are now very limited. If they can't move up, at least they would like to move around. Some staff would like to see the opportunity for staff reassignment repeated every 2-3 years. Others felt that the widespread rotations had been extremely disruptive and that too much expertise was drained from critical programs all at once. Administrative staff would like the opportunity to participate in the 1-2-3 process if it is ever offered again.

Unit Managers and Senior Non-supervisory Staff are concerned about whether and how the "assignment not positions" rotations will be implemented. There is fear that they will be moved to jobs for which they have limited interest or experience, just for the sake of movement or because it is simply "their turn." Some staff expressed concern that the rotations would not be implemented due to the complexities inherent in figuring out how to fairly implement such a process while "protecting displaced managers." They viewed these rotations as their only opportunity to break into the management ranks.

For the most part, Unit Managers like their work and wish to remain supervisors. However, for most the workload is very heavy and for some simply overwhelming. Many units range from 15-20 people, while others range to 25 or more. Many more Unit Managers are now supervising more place-based and operations office staff than ever before, a situation which comes with its own unique challenges of communication and coordination. Some Unit Managers report feeling overburdened with the work of the former Branch Chiefs. Others report that they stayed in supervision in the hopes of taking on more "senior management" type work (e.g., policy development, headquarters interaction), but that the day-to-day demands associated with meeting staff and Office Director needs precludes any professional growth in this area. A number of Unit Managers report impending "burn out."

Empowerment, Risk-Taking and Accountability: Empowerment, risk-taking, and accountability go hand in hand. You cannot discuss one without the other. Based on the survey results, it appears that most employees are generally satisfied with the current state of decision empowerment in the Region. The responses indicate that employees are feeling somewhat more empowered than when the Empowerment Survey was conducted in 1995. When asked how empowered they are **currently** by their manager/supervisor to make decisions for the majority of their work, 48% of the respondents indicated that the "staff decides with limited manager input." This option was selected much more frequently than any other option and represents a high level of empowerment (second only to the option of making decisions without any manager input). In 1995, only 24% of respondents to the Empowerment Survey claimed as high a level of decision-making empowerment. A full 67% of individual responding to the OCAT survey indicated that they consider their current level of decision making empowerment, be it high, medium or low, to be ideal. Only a small percentage of respondents indicate that their level of empowerment is either "way too much" (2%) or not nearly enough (5%).

Although some individuals would prefer to have more decision-making authority, the gap between the status quo and the desired state is not large. While 48% of respondents said they are currently able to make decisions with only limited manager input, 57% indicated that this would be the level of empowerment they would prefer.

The survey results on questions of empowerment were generally similar across job categories, although the Senior Environmental Employees and managers assumed a slightly greater manager influence in decision making than did general staff or administrative staff. Overall, staff in the Office for Innovation, Waste and Chemicals Management, and Ecosystems seem to be most satisfied with their current level of empowerment. Personnel in the Office of Air report the least degree of overall satisfaction.

Regarding what factors were identified as being most critical to an individual achieving the level of empowerment they desired, manager support, peer support, program area training, and technical support, in that order, ranked highest overall on a region-wide basis considering all job categories. Senior Environmental Employees and personnel in the Office for Innovation more

often than other job categories or offices indicated that they "did not need anything" additional to foster empowerment. Managers, more than other job categories, indicated that "more time" will be a critical factor in achieving their desired level of empowerment.

The focus groups and survey comments provided additional insight in to the empowerment issue. Several participants questioned whether increased empowerment was actually occurring by design; suggesting instead that staff are merely being pushed into being more empowered and taking more risks because their managers are too busy to be involved in the work that they do. Others commented that their Unit Managers are continuing to operate in an overly involved manner, thereby limiting empowerment opportunity. A number of Unit Managers expressed concern that they were feeling compelled to remain involved in staff work on a detailed level because staff continue to seek their technical direction and senior managers continue to ask them detailed questions about program work.

While personnel in general may be feeling reasonably empowered to make decisions, a significant number commented that taking a risk is only a good idea if one can be reasonably assured that the risk will result in a popular, non-controversial outcome. Only 32% of respondents agreed or strongly agreed that there is currently an organizational climate within Region 10 that encourages risk-taking (up 10% from 1994). Managers felt most strongly that risk-taking is encouraged. General staff remain the most skeptical. Survey results indicate that differences of opinion exist between offices. Personnel in the Office for Innovation, Environmental Cleanup, and the Combined Small Offices Group agreed most often that risk taking is encouraged. Personnel in the Offices of Air and Water reported most often that it is not.

So what happens when something does not work out as planned? Who is accountable in this age of empowerment? The answer depends on who you ask. Some respondents expressed the concern that they feel accountable to too many people, that the burden of networking and coordinating is overwhelming. Others commented that the region, in general, feels less accountable since the reorganization. They perceive that no specific office in the region is keeping track of what the region is accomplishing and that there is less control over what the priorities are and what work is getting done. Some believe that individual interests, rather than true agency or environmental need, are dictating where effort is spent. This comment was made by a number of people in regards to the work of Senior Non-Supervisory Staff.

External Communication and Coordination: If there are two things that most everyone in the region agrees upon, it is that we know who our stakeholders/customers are (85% agreed/strongly agreed , up 2% from 1994) and that we know what they want from Region 10, in general (66% agreed/strongly agreed , up 5% from 1994). We believe that we not only ask for and listen to the feedback and suggestions of stakeholders/customers (68% agreed/strongly agreed, up 10% from 1994) but 62% agreed or strongly agreed that we take action based on stakeholder/customer feedback and suggestions (up 23% from 1994). More people than not (53% agreed/strongly agreed, up 33% from 1994) indicated that Region 10 employees are actively pursuing partnership

opportunities to provide successful program delivery to stakeholders/customers. In general, these trends were expressed consistently across offices and job types (although more Senior Environmental Employees and personnel in the Office of Regional Council felt unable to answer questions regarding external communication and coordination than others in the Region). Very few respondents (13% agreed/strongly agreed, down 9% from 1994) felt that Region 10 employees have often made promises to stakeholders/customers in the past year that were not fulfilled, although many (33%) did not feel that they had enough information to answer the question.

But for all of the hard effort at customer/stakeholder relations, the Region as a whole is not feeling optimistic regarding how we are viewed from the outside. Only 20% of the respondents indicate that they believe Region 10 is seen as a leader of integrated environmental problem solving in the Pacific Northwest (up 2% from 1994). Most people either were on the fence (22%) or didn't feel they could answer the question (31%). Comments submitted with the survey and generated during focus groups and interviews indicate that Region 10 employees are concerned that the reorganization has created confusion in state agencies, as well as with the public, regarding who to go to in the Agency for answers to questions. In addition, concern exists that adequate travel funds are not available to get staff out into the field to better understand and/or respond to stakeholder concerns and needs.

Internal Communication and Coordination: Based on the OCAT survey, employee opinion is divided as to whether in Region 10 we work as an **integrated team** internally to best serve our stakeholders/customers (33% agreed/strongly agreed, up 10% from 1994, 31% disagreed/strongly disagreed, down 20% from 1994). Distinct differences of opinion exist between offices and job types, with the Office of Regional Council, Management Programs, and the Combined Small Offices Group, administrative staff, and Senior Environmental Employees expressing the most optimism. The offices of Air, Ecosystems, Water, and Innovation expressed the least optimism regarding this topic, with general staff being equally divided in their agreement and disagreement. The majority of managers were "on the fence" in responding to this question.

In interviews and focus groups, place-based staff expressed significant concern regarding communication and coordination between Seattle-based staff and managers and Operation Office/place-based staff and managers. Some individuals feel the need for more direct and frequent interaction with regional teams, more support and back-up on individual projects, and more detailed accounting of actual work. Although most Operation Office and place-based staff now report directly to supervisors in the Seattle office, it appears that this arrangement may not be meeting their needs. A number of individuals commented that they feel "out of sight/out of mind" as far as their supervisors go and that their needs and work do not get the supervisory attention that they feel they deserve. They are concerned that lack of familiarity will make it difficult, if not impossible, for their Unit Manager to be an effective champion for them when it comes to recommending promotions and/or awards.

The lack of adequate infrastructure, such as workable conference phone systems and up to date computer technology, as well as inadequate money to support travel of place-based/Operation Office personnel to the regional offices, and Seattle supervisors and staff to the Operation/place-based offices were cited as significant impediments to further integration.

Administrative staff report that they know each other and have good communication. Other staff, however, report that the flattening and widening of the organization has complicated matters. They do not know who does what within the new organization, a significant impediment to successful cross-program, multi-media project coordination and teaming. Staff also report that they do not know who is doing what in other EPA regions since regional offices were not held to a consistent model when implementing reorganization in the individual regions.

Because significant uncertainty exists regarding who individuals should coordinate with it is reported that staff and managers alike, while trying to be inclusive, are in many cases being too inclusive. That is, all too frequently they are trying to include everyone in meetings, teams, and/or decisions who may have only a remote interest in an issue. The result may be too many LAN messages to too many people and too many people attending too many meetings.

Although staff feel confusion regarding who to coordinate with on a staff-to-staff programmatic level, both staff and managers report that direct access to the Office Directors and the RA/DRA has improved. No longer is there an expectation that all communication from staff for briefings and/or decision-making purposes need be filtered through their supervisor. While most people see this as progress, a few expressed concern that they no longer know what the ground rules are when it comes to communication with upper management.

Although access to individual Office Directors and the RA/DRA has improved, there is a strongly held view that the Executive Team, as a group, have become more isolated from the pulse of the Region since the reorganization. Some speculate that this is because the Executive Team has spent so much time during the past year working in seclusion on a variety of process and policy issues, without the assistance of Unit Managers or staff. Staff appreciate the distribution of Executive Team minutes, but would prefer substantive, face-to-face discussion of the issues that the Executive Team works on. While a perception exists that the Executive Team has devoted considerable time to "team building" within the Executive Team, staff report skepticism as to whether the management team is in fact any less turf conscious than in the past. Most, but not all, Executive Team members believe that competition for resources is not as pervasive as it used to be.

The Unit Managers as a whole are not feeling particularly well connected or integrated with anyone. Because of their expanded duties associated with increased unit size, Unit Managers are not able to spend the one-on-one time with staff that they could in the past. They have become increasingly distanced from the substance of the work of their staff and, as such, feel less connected both to program and personnel. The Unit Managers report that they would like to contribute more to the development of policy for the region and would welcome the opportunity

to work more closely with the Executive Team. Individual Executive Team members have indicated a willingness to work more closely with Unit Managers as an "integrated management team", although there is some concern as to how this would be facilitated. Many Executive Team members report that it is already excessively difficult to make decisions given the current size of their group (17). They report that meetings are much longer , more frequent, and less productive than they should be.

As a group, the Unit Managers could benefit from spending more time with each other, mentoring and working collaboratively on issues, but have felt unable to carve out the time to do so.

One stick by which the Region may be able to measure whether or not personnel are communicating effectively is the extent to which we are giving each other feedback. Seventy percent of respondents to the OCAT survey agreed or strongly agreed that they give others feedback that helps improve overall performance in the office/region (up 24% from 1994). Fifty-nine percent of respondents reported receiving feedback from their peers that help improve overall performance. Similar opinion on this topic was expressed across all offices and job categories.

Diversity: A number of questions in the LAN survey pertained to diversity. In general the region as a whole received high marks from its employees across all offices and job categories regarding efforts to develop and value a culturally diverse workforce (68 % indicated that they agree or strongly agree that this is something the region is trying to do, up 12 % from the 1995 Empowerment Survey). Similarly, most people across offices and job categories indicated that they are not aware of any prejudicial or discriminatory language or remarks being made in the workplace (74% agreed/strongly agreed), that the people with whom they work show respect for one another (75% agreed/strongly agreed , up 14% from 1995), that they are respected and valued for what they know and can do (71% agreed/strongly agreed), and that they are treated as fairly as other members of their work group (73% agreed/strongly agreed).

Where the picture becomes less clear is in the areas of hiring and recognition. While some offices reported positive ratings in these areas, others did not. Overall, less than half of the respondents felt that in filling jobs in Region 10, competition is open and fair (only 34% agreed/strongly agreed) or that equal opportunity for growth and advancement is being put into action (only 37% agreed/strongly agreed). A variety of reasons for these views were given, including that jobs are "wired" for specific individuals even though they are advertised to the entire region, and that reverse discrimination is now being used to promote minorities and women. A high percentage of respondents to both questions were on the fence or did not feel that they could answer the questions at all. The one group that appeared to be comfortable with hiring practices were the management team, in which the majority of respondents felt that competition is fair and open and that equal opportunity exists for growth and advancement.

There was a range of opinion between offices as to whether work is distributed appropriately

based on grade level (only 31% agreed/strongly agreed overall). In terms of recognition for a job well done, only 55% of the respondents were satisfied with the recognition they receive or the extent to which we communicate about and celebrate each others successes. Managers as a whole expressed more agreement than other personnel that work is distributed fairly and that they receive adequate recognition for the work they do. Administrative and general staff were the least satisfied with the current situation.

A diversity issue that was not queried on the survey but was a significant topic of discussion in focus groups, interviews, and in LAN comments was the issue of diversity of thought and opinion. In general, while there is staff recognition that the management team is more racially diverse and gender diverse than in the past, many people indicated that diversity of opinions seems to be sorely lacking within the management ranks, and that diversity of thought is discouraged at the staff level. Many within the region are concerned that consensus is viewed as the only acceptable outcome and that little room exists for opposing views.

Teaming: Four questions were included in the LAN survey that explicitly addressed issues pertaining to teams and teaming. The instructions to the survey asked that only members of formally designated teams were requested to reply to that section of the survey. Surprisingly, 219 individuals, or roughly half of all survey respondents completed that portion of the survey; a strong indication that teaming is becoming prevalent in Region 10. The results indicate that most team members have a clear understanding of what their team is working to achieve (63% agreed/strongly agreed). This was generally consistent across job categories, with the Senior Environmental Employees being somewhat less certain than the other groups. In terms of how teams are managed, evaluated, and supported, however, responses were less favorable.

When asked whether the degree of authority of their team leader (either delegated from management or negotiated authority given by the team) is clear, only 37% of respondents agreed or strongly agreed that it was. Percentages were significantly higher for some offices such as Innovation, Waste and Chemicals Management and Environmental Assessment, and significantly lower for others including Water, Management, and Air). General staff, as a group, disagreed that the degree of their team leader authority is clear more often than did personnel in other job categories.

In terms of team operation and assessment, most survey respondents indicated dissatisfaction with the status quo. Only 22% of respondents could agree or strongly agree that evaluation criteria had been established to measure their team's work and effectiveness. Managers were the least satisfied with the situation, staff were split, and responses varied across offices. Only 37% of respondents felt that an established process existed for team members to provide feedback to each other. Only 24% of respondents felt that the organization's administrative processes/systems are adequately aligned to support teaming as a new way of doing business. Most managers were on the fence on this question, administrative staff felt most strongly that improvements are needed.

Survey results were generally supported by comments made during focus groups and interviews. Staff felt that managers need to have a better understanding of teaming in general: when they are appropriate, how decisions will be made, and how much effort and time is needed to make a successful team. The most successful team experiences seemed to be those in which the right mix of skills and expertise are present and the team members are committed to a common goal and feel jointly accountable for the progress and outcome. Concerns were expressed regarding the role of internal EPA "coaches" and about the adequacy of training available to support teaming efforts. Most everyone seemed to be uncertain as to the purpose for and effectiveness of state teams in fostering achievement of agency goals. Many individuals commented that they are uncertain as to who to "team with" and as such felt obligated to keep anyone informed who might have a remote interest in their project or issue.

SUMMARY OF FOCUS GROUP DISCUSSIONS/PLACE-BASED INTERVIEWS

During October and November 1996, OCAT hosted a series of focus group meetings intended to gather information from a cross-section of regional staff. Focus groups included teams involved in the original organization change project, administrative staff, staff who changed assignments, staff involved in teams, and four sessions for general staff. OCAT members traveled to interview personnel in the Hanford Project Office, the Manchester Laboratory, and all of the Operation Offices, with the exception of the Juneau office and independently located place-based staff (who were interviewed by phone). Upon request one-on-one interviews were provided for staff who were not able to attend a focus group or did not feel comfortable doing so.

The following information is condensed from notes taken during the focus groups, Operation Office/place-based interviews and one-on-one staff interviews. The comments contained here are the comments that were heard most frequently from the most people and that related to the purpose of the mid-course assessment. Some staff has specific suggestions or recommendations to address issues raised. Those ideas are listed at the end of this chapter.

Empowerment, Accountability and Risk Taking: Empowerment, accountability and risk-taking go hand in hand: you cannot discuss one without the other. There appeared to be general consensus that not much has changed in these areas since the reorganization. The staff believe there are some pockets where managers are more open to discussing levels of empowerment but that this may be due more to span-of-control issues rather than embracing the concepts of empowerment and risk-taking. Some staff felt they are being pushed into being more empowered because their manager is just too busy.

Staff expressed a great deal of uncertainty regarding the issue of accountability. If they are empowered to take risks, are they, alone, accountable for those risks? They are not sure what tasks, activities, or parameters staff and managers are being held accountable for. They are not sure what the consequences will be if goals are not met. Many staff felt that the reorganization emphasized consensus-at-all cost, and that the region now has a no risk-taking environment with reduced individual accountability. They believe that managers first need to understand their roles within the new organization and trust their employees before empowerment, accountability, diversity of opinions, and risk-taking can become a part of the day-to-day work culture.

In general, place-based/Operation Office staff and staff at the Manchester Laboratory reported feeling that they have adequate flexibility and empowerment to accomplish their environmental protection goals.

Communication and Coordination: Most staff attending the focus groups or participating in place-based/Operation Office interviews were of the opinion that communication and coordination within EPA could be improved. Administrative staff reported that they know who each other are and have good communication links. Other staff, however, believe that the flattening and widening of the hierarchy has complicated matters. They do not know who does what within the new organization. This complicates successful cross-program, multi-media project coordination and teaming. Staff also report not knowing who is doing what in other EPA Regions since there was no national consistency on reorganization. There needs to be recognition that communicating and coordinating within the new structure takes more time, hence decision-making takes more time.

Along those same lines, a number of individuals expressed concern that internal communication and coordination problems are frustrating the public, states, tribes and other federal agencies. These "stakeholders" report being unable to make the necessary contacts in a timely manner. Place-based/Operation Office staff report, however, that their local-level customers have given them extremely positive feedback regarding their community presence and involvement in local issues/projects.

There is a strong feeling among the Seattle-based staff that Region 10 is not discussed often enough in the press and that the public does not know what we do. Poor internal and external communication flow may give the appearance that EPA is not well coordinated or accountable and that we are not doing an effective job of protecting the environment. Staff believe that we could do a better job of advertising what EPA is going to do, doing what we say we will do, and then publicly proclaiming what we have done. Many staff attending the focus groups were of the opinion that Unit Managers and Office Directors should be responsible for ensuring that this communication happens. That being said, a minority of staff felt that the Region is doing a better job of outreach to our stakeholders than we had done prior to the reorganization. At least one individual suggested that perhaps the region needs to do a better job of communicating internally about what we are communicating externally.

There is a general feeling that Seattle managers and staff and place-based/Operation Office managers and staff need to do a better job of keeping up with each others issues, work, and initiatives. The place-based/Operation Office staff would like more direct interaction between regional teams, more support and back-up on projects, and more detailed accounting of actual work transmitted on a regular basis. Staff are concerned that the technology is still not in place to effectively communicate between Seattle and remote locations. Conference calling is often very difficult and several people requested that the region reinstate the video conferencing capabilities. Procurement of adequate computer technology for place-based/Operation Office staff is perceived as a high priority need.

Place-based/Operation Office staff reported significant concern about the adequacy of travel funds. There is strong agreement that it does not make sense to place people in priority geographic areas and then deny them the ability to travel to meet with stakeholders while there.

Getting back to the Seattle office is very important for place-based/Operation Office staff to feel that they are in touch with and are part of what is happening in the region.

A number of staff expressed concern that because supervisors in Seattle don't know what place-based staff are doing (and vice-versa), federal, state, tribal and public perceptions of how EPA does its work may be negatively impacted. Remote staff indicated that better communication is the solution, combined with more frequent staff and manager visits to place-based locations and Operation Offices.

Staff from the Manchester Laboratory reported that communication with the Regional Office could be improved. Like other staff in the Region, they are not sure who to communicate with since so many people were reassigned to new jobs during the reorganization. Several people commented that the Regional Office often does not communicate adequately with the lab on important issues or include them on teams. The staff also recommended that if the region reorganizes again, the lab should be on the same level as the Operations Offices.

Diversity: A number of staff reported not seeing much change in diversity at the staff level since the reorganization. There is recognition that senior-level management is more diverse now and better reflects the society we live in. They believe that diversity of opinion, however, is sorely lacking at the management level.

Regional Management: Many Seattle-based staff reported that the Executive Team is more isolated from the pulse of the Region than it had been prior to the reorganization. They speculate that this is because the Executive Team has spent so much time working in isolation on process issues (e.g., promotion policy, assignments-not-positions policy) and on team-building exercises. Many staff do not think that the Executive Team is operating as a team (e.g., there still appears to be competition for resources between Office Directors), or that they are providing strong leadership (which some speculate may go hand-in-hand with a consensus-at-all-costs dictum).

Staff reported that Unit Managers do not seem to have a clear sense of their role as "big picture managers" in the new, flatter organization. With no clear role definitions, many Unit Managers appear to be trying to cover all of the bases and wearing themselves out. With the increased size of units, staff report having a hard time gaining access to their managers for coaching and/or decision-making. Staff question whether Unit Managers are receiving the training and/or guidance they need.

A number of staff stated the belief that managers at all levels need to have a better understanding of teaming and teaming issues. Specifically, they need to better understand when the creation of a team is appropriate and when it is not, and they should better support and recognize how much time and effort is required to make teaming efforts successful.

Although the staff from the Manchester Laboratory reported that the reorganization had not touched them overtly, it did appear to leave its mark. Where there was one lab director and two supervisors prior to restructuring, there is now one lab director/supervisor and two team leaders. The personnel filling these leadership positions remained the same before and after the reorganization, however, their roles and responsibilities changed. Because of this, staff are sometimes confused about who they should go to for decision-making. The two team leaders are not sure either. They feel they have the same responsibilities as before, but less authority. Role clarification may be needed. Staff suggested that perhaps there needs to be an assistant lab director at the laboratory. The proposal was that the director would handle external lab issues, such as partnering with the states and outreach, and the assistant director would handle internal lab and personnel issues. The staff recommended that the assistant lab director be a rotating position.

Regional Structure and Process: Most staff report having liked the 1-2-3 process of facilitating staff reassignments during the reorganization, although several reported feeling like they were in the National Football League draft. Most staff thought the same process should be offered every 2-3 years, except more time should be given to research new assignments. Administrative staff reported feeling that they should have been allowed to participate in this process at the time of the reorganization and hope to be able to do so next time.

In general, Seattle-based staff did not report feeling that the reorganization made for "sleeker" government. They believe that a sleeker government would not have created so many Senior Non-Supervisory Staff positions at the same pay as displaced managers. They do not believe that decisions are being made any better or faster than before the reorganization. In fact, many think that decision-making may be slower due to communication problems, lack of role definitions, and teaming issues. They are concerned that the Region does not appear to be positioned to track environmental progress or environmental results. Some feel that core processes are too complex to measure effectively.

Administrative staff expressed significant concern about their ability to effectively serve larger units. They reported that they have more staff seeking their assistance, which translates into more typing, more travel preparation, more time-keeping, more procurement requests, etc. They do not feel that they have adequate time to do the basics such as proof reading or maintaining filing systems. They are concerned that lack of attention to the basics could reflect poorly on the organization. In addition, administrative staff reported that they do not have adequate time to attend training, regional presentations or to streamline processes. When they are called upon to cover other office's administrative needs, a "no-coverage" domino effect is created since there is not enough administrative staff to go around.

Many staff reported skepticism about the value of the Office for Innovation. They believe that the office is doing a good job of advertising what they do, and that what they do is being done well. However, many staff felt that it is too costly to have the expertise centralized in one office and

that the agency would be better served by having expertise within the programs. Similarly, a variety of opinions were expressed regarding the centralization of all outreach staff into a single office. Some staff suggested that the outreach staff should be moved back into individual programs. Others felt that the function should continue to be centralized.

A number of staff expressed concern that too much manpower has been diverted from "core" environmental work (i.e., permitting writing, risk assessments, State Implementation Plans, etc.) towards initiative-type projects such as project XL, community-based programs, etc. The perceived impact of this shift is a reduction in overall environmental protection.

A number of staff from the Office of Air expressed concern about the organization of their office's work into geographical teams. Many staff do not believe that the split is working or that they are able to do their job efficiently or effectively. Many would prefer to restructure back to a functional group arrangement if they had a choice.

Teaming: Seattle-based staff report that managers at all levels need to have a better understanding of teaming, when teaming is appropriate and when not, how decisions will get made, and what level of support, recognition, and time commitment are required to make a team successful. They believe that this is especially true for self-directed teams who must evaluate one another and perform other functions that are typically assigned to a supervisor.

A number of staff reported that teams do not work unless the team leader is experienced, and all of the team members are committed to a common goal and are accountable for the process and outcome. Getting this commitment has been difficult at times since staff often have competing priorities and seem to view their participation on teams as additional work beyond their core duties.

Many staff expressed concern that not enough resources are being expended on providing adequate training on how to team effectively. A number of individuals suggested that we need to bring in outside vendors who have real world experience working on and with teams. Some staff are confused about the role of internal EPA "coaches", and the role and effectiveness of the "teaming cadre." Specific concern was expressed that the cadre never met with the region's self-directed teams to assess their experience and identify lessons learned.

Many people expressed concern regarding the effectiveness of "state teams." Some appear to be functioning more effectively than others. A number of staff had questions about the purpose and need for state teams, as well as concern that the process is moving very slowly. Just about everyone seemed to agree that we should either invest or disinvest in state teams, and that the region should act quickly, whichever way we go.

The Manchester Laboratory may be able to serve as a model for effective teaming within the region. Laboratory personnel reported that long-standing and specific project teams are focused

and have a common purpose, that no one feels forced to be on a team, that most people know what their role is, that administrative staff are included on teams in a substantive way, and that the synergy created by teams has increased productivity and a sense of accountability.

Possible Mid-Course Corrections/Recommendations: The staff had a number of specific suggestions regarding how to go about improving the way the region does business. Specific staff recommendations included the following:

- Create and maintain a database of what people do and where they can be found. This database would need to be advertised and distributed within the Region and to our stakeholders. This would alleviate some of the current problems with communication and coordination, and foster creation of cross-program and cross-agency teams.

- Reinstate a comprehensive monthly reports on a formal basis. Create a computer-based system that is region-wide and allows for quick and easy entry of accomplishments and completed projects.

- Continue to invest in and improve information technology for place-based personnel and Operations Office staff.

- Publish a geographic initiative newsletter.

- Advertise more effectively within EPA and to our stakeholders what we are doing. Identify good in-house speakers and get them outside the agency to educate our stakeholders on environmental issues. Tie outreach to specific EPA programs so that we can effectively communicate to the public. Look to local newspapers, radio and television as opportunities to provide education on a regional scale.

- Increase outreach to schools.

- Give awards/recognition for managers and staff who promote and accomplish the goals of the reorganization, and who are risk-takers.

- Better define the roles and responsibilities of Unit Managers (Are they more like Branch Chiefs or more like Section Chiefs? Are they truly supposed to be more big picture managers?) Consider designating a percentage of time to be spent doing supervisory work and percentage of time to be spent doing "technical" work so that Unit Managers will be clear about the expectation. Staff could nominate supervisors for an award or recognition who they feel are doing a good job handling their new role.

- Make more explicit management decisions regarding investments, disinvestments and priorities, assign staff and hold them accountable for these priorities. Managers need to be

less afraid of conflict (e.g., willing invest in certain projects at the expense of others).

- Query managers and ask them what types of help or training they need to effectively do their jobs. Set up a formal group to match mentors to managers or staff who need additional training.

- Continue to make filling of administrative vacancies a high priority and continue to promote career development for administrative staff through the creation of upward mobility positions.

- Allocate more resources to place-based/Operation Office travel to meet with stakeholders and to travel to Seattle.

- Allocate more resources to hiring outside EPA teaming consultants who have practical experience in teaming and teaming issues.

- Include teaming as a component of performance agreements. Have managers explicitly identify what teams staff should be on. These steps would make staff more accountable, and would recognize the significant amount of work required to participate in teaming efforts.

- Provide awards for teaming.

- Include administrative staff, in a substantive way, on teams where applicable.

- Include place-based staff and Operation Office personnel more often on regional teams where applicable.

- Offer the 1-2-3 staff assignment process again, only allow more time to research assignments. Consider allowing administrative staff to participate in the process.

- Provide good mapping support of geographic priority areas. Develop a better understanding of GIS capabilities (i.e., how we ask for it, what we can get).

- Reconsider the geographical split in the Office of Air.

- Consider creating a position of Assistant Director at the Manchester Laboratory.

- Reduce supervisor to staff ratios for exceptionally large units.

- Consider placing the Manchester Laboratory on the same level as the Operation Offices.

SUMMARY OF SENIOR NON-SUPERVISORY STAFF INTERVIEWS

The following information is condensed from notes taken during Senior Non-Supervisory Staff interviews. Because of time constraints only nine Senior Non-Supervisory Staff were interviewed, some who had been supervisors previously and others who had not. In general, Senior Non-Supervisory Staff expressed the most concern about the role of the Unit Manager, the functioning of the Executive Team, and the need for increased regional accountability. Senior Non-Supervisory Staff made several specific suggestions for improving how the region does business. Those suggestions are included at the end of this chapter.

Senior Non-Supervisory Staff Job Satisfaction: The Senior Non-Supervisory Staff reported that they looked forward to and were challenged by the opportunity to work in new areas, and that they believe they are doing good work in areas that would not otherwise be addressed. They are concerned, however, that it will not be easy for individual Senior Non-Supervisory Staff to move into new or different program areas in the future as priorities change due to a perceived reluctance in some offices to accept high graded staff.

Senior Non-Supervisory Staff Accountability: Most Senior Non-Supervisory Staff felt that their functions need to be evaluated on a regular basis to assure that the work they are performing is vital to the region and reflects regional priorities. Many Senior Non-Supervisory Staff reported that as the process for rotating supervisors matures, the process for defining the Senior Non-Supervisory Staff positions will also need to be clarified. At the time of the reorganization, when many of the Senior Non-Supervisory Staff positions were created, there was a concept of how the positions could serve the region but the details had not been worked out. In many cases it took a long while for individual Senior Non-Supervisory Staff to define their role and/or to identify their niche. In general it was clear that the Senior Non-Supervisory Staff want their positions to be challenging and to meet the needs and priorities of the region.

Observations Regarding Unit Managers: For the most part Senior Non-Supervisory Staff felt that the workload of the Unit Managers is too great. They reported that the size of the units are too large and that the expectations of the Office Directors and the staff are unrealistic. It was observed that the Unit Managers are performing many Branch Chief functions, as well as Section Chief functions, and are expected to undertake planning, budgeting, performance reviews, and coaching, and to be familiar with the details of the issues within their programs. When asked if they would consider moving to a supervisory position in the future, most Senior Non-Supervisory Staff gave a hesitant yes. Several said that the current Unit Manager position is not nearly as desirable as the Section or Branch Chief positions had been in the past.

Observations Regarding the Executive Team: Several Senior Non-Supervisory Staff reported that the Executive Team is isolated from the rest of the region. Several also expressed the view that the Executive Team appears to have a difficult time making timely decisions, possibly due to having too many people trying to reach consensus on each issue.

Communication and Coordination: Most of the Senior Non-Supervisory Staff felt that little progress, if any, had been made towards better integration of Operation Office and place-based staff into regional operations. It was felt that communications with remote personnel is generally inadequate and needs to be improved.

Environmental Protection: There was general agreement among the Senior Non-Supervisory Staff interviewed that the region is not doing a better job of protecting the environment. The concept of enlisting the states and other federal agencies in partnership to address tough environmental problems was felt to be a good one, however, there was concern about how to assure that external governmental partners follow through (i.e., accountability). Some Senior Non-Supervisory Staff observed that strategic planning is not occurring as well has it had in previous years. Most Senior Non-Supervisory Staff acknowledged that it is too early in the organizational change process to reasonably expect significant environmental progress associated with the reorganization.

Diversity: The Senior Non-Supervisory Staff agreed that the region is looking for diversity in its workforce composition. Several expressed concern, however, that the region is not looking for diversity in workforce opinion. It was suggested that the emphasis on teaming and consensus building was discouraging dissent and individuality. Several Senior Non-Supervisory Staff reported that the drive for consensus could result in conformity of opinion, when diversity of perspective is what is really needed for the region to make the best decisions for personnel and the environment.

Innovation: A range of views were expressed regarding the state of innovation in the region. Some Senior Non-Supervisory Staff felt that innovation was occurring, as evidenced by the willingness of the region to create the Senior Non-Supervisory Staff positions and more place-based positions, and the establishment of some offices that did not conform to the conventional media-driven organizational structure. Other Senior Non-Supervisory Staff felt that the region is still operating in the same "old ruts" and that "real innovation" is not happening.

Possible Mid-Course Corrections/Recommendations: The Senior Non-Supervisory Staff had several suggestions regarding how to go about improving the way the region does business. Specific Senior Non-Supervisory Staff recommendations included the following:

- Careful definition of any new Senior Non-Supervisory Staff positions and periodic reassessment of all Senior Non-Supervisory Staff positions and functions to assure that they are being utilized effectively and are focused on the high priority needs of the region.

- Better definition of the role of the Unit Managers so that the division of labor between the Office Directors and the Unit Managers is clearer.

- Restructuring of the Executive Team (modifications to size and/or process) to facilitate more effective decision-making. One specific suggestion was to have the smaller offices (i.e., Enforcement, Tribal, External Affairs) act in an advisory role rather than being full Executive Team Members.

- Continued movement of staff, including Senior Non-Supervisory Staff, between offices but with special consideration of the impact that loss of technical expertise may have on program effectiveness

SUMMARY OF UNIT MANAGER INTERVIEWS

The following information is condensed from notes taken during Unit Manager interviews conducted in November and December 1997. In reviewing the responses to the Unit Manager interview questions, several themes became apparent. In general, Unit Managers expressed the most concern about role definition, the negative impact of greater Unit Manager responsibility on staff, interaction with the Executive Team, and communications with place-based/Operation Office personnel. For some of the issues, specific suggestions were made for improving a particular situation. Those suggestions are listed at the end of this chapter. More detailed notes from the Unit Manager interviews are included in an appendix to this report.

Although the Unit Managers voiced a number of specific concerns, there was a general tenor of optimism within the group. No one seemed to think that the problems faced are insurmountable. Most Unit Managers seem to want the reorganization to succeed and they are looking for and finding bits and pieces of progress. One Unit Manager noted that "workers make the difference, not the organization", and that the region has good staff. This statement seemed to imply that we will be successful no matter what the organizational structure. Although there was criticism expressed regarding too much communication, there was acknowledgment that internal communication was improving overall. The Unit Managers have a strong sense that regional staff and management are becoming more flexible in terms of working across program lines and in team situations. They believe that people are more receptive to new ideas and new ways of doing things, a major step forward toward accomplishing the goals of the reorganization.

Unit Manager Job Satisfaction: For the most part, the Unit Managers feel that the region is more streamlined now than before the reorganization. They like their work and wish to remain supervisors. It was very clear during the interviews, however, that many Unit Managers are feeling overwhelmed by the work before them. There is too much work to be done, not enough hours in the day to do it, and tremendous uncertainty as to where they should place their time and attention. Many Unit Managers feel that they are expected to be all things to all people, but don't feel like they are satisfying any client adequately.

The workload of the Unit Manager is very heavy and in some cases overwhelming. It appears that they are doing the job of the former Section Chief, as well as having many of the additional duties and responsibilities of a Branch Chief. The workload is exacerbated by their large span of control. Some of the units are of moderate size having 10-12 people. Many range from 15-20 people, while others range to 25 or more. A number of Unit Managers indicated that they believe the staff are bearing the burden of the Unit Manager workload/span of control problem; getting short-changed in terms of coaching, mentoring, performance reviews, and general opportunities to meet with their supervisors. Although in theory the Unit Managers were supposed to become less involve in technical issues following the reorganization, the Unit Managers report that staff and Office Directors still seek detailed technical direction or information from them. There is

simply not enough time for the Unit Manager to be fully knowledgeable about program work and carry out their supervisory responsibilities as well. The Unit Managers do not believe that the current situation is healthy for either the staff or the Unit Manager. Some Unit Managers are concerned about burnout. Most Unit Managers appear willing to do whatever is necessary to get the job done, but they cannot do it indefinitely. There is a need for some form of relief.

A number of Unit Managers had the expectation that because the Branch Chief level position would no longer exist, they would have expanded opportunities for professional growth (e.g., more direct interaction with state and headquarters program counterparts, participation on national policy development workgroups, ability to attend national meetings). These growth opportunities have not materialized in many cases. Some Office Directors have Deputy or Associate Office Directors who have taken on many of the former Branch Chief functions. One Unit Manager referred to the deputies as "phantom" branch chiefs. Although many Unit Managers would welcome the opportunity to take on additional responsibilities for program development and planning, most are concerned that they do not currently have the time to do so.

Observations Regarding the Executive Team: Many Unit Managers expressed concerns about the Executive Team. The most frequently mentioned issues related to the size of the Executive Team, its inability to make timely decisions, and its need to communicate more frequently and directly with the Unit Managers and with the staff.

A number of Unit Managers observed that over the course of the past year, the Executive Team was involved in frequent meetings that lasted for long periods of time. They have the general impression that one of the causes for the long meetings is the size of the Executive Team membership. With so many people participating and the current push to attain consensus, the result appears to be drawn out meetings with few timely decisions being made.

The Unit Managers expressed concern about the lack of communication from the Executive Team to the rest of the region. Currently, communication from the Executive Team appears to be limited to the occasional LAN messages (e.g., meeting minutes) and infrequent office meetings. There does not appear to be adequate effort devoted to keeping the staff or Unit Managers informed, on a substantive level, about what is going on and what the issues are. Some Unit Managers perceive that senior managers expend more effort in communication with external customers than with internal staff.

Many Unit Managers do not feel that they are a part of a management team. They believe that they have something to contribute to the region outside their day-to-day work and they would like an opportunity to work more closely with the Executive Team in developing policy for the region. In addition, they feel that working with the Executive Team on regional problems or issues would provide them a better understanding of the issues and make them better able to foster support within the region for important decisions.

Communication and Coordination: The Unit Managers had mixed opinions regarding how effective communication is within the region. There was general agreement among the Unit Managers that communications had improved since the reorganization. It appears that more effort is being made to share information and include other office's views during decision-making. This can provide better, more holistic solutions to problems. But, it can also cause the decision-making process to take longer. There needs to be careful consideration given to who is included in the information flow and who is included in the decision process. Many Unit Managers noted that there is too much information being floated around and that screening the information to determine which is relevant can be incredibly time consuming.

A number of Unit Managers expressed concern about communication with staff in the Operations Offices and other place-based locations. Some feel that while general communications related to regional activities has improved, communication between supervisors and staff in remote locations has not improved since the reorganization, and may in fact be worse. They recognized that they have a greater responsibility now for keeping place-based/Operations Office staff informed about what is happening since most staff report directly to supervisors in Seattle. Unit Managers acknowledged that additional efforts need to be undertaken to include place-based/Operation Office staff in unit meetings and other meetings or conferences related to their work and the work of the region.

Communication and coordination with states and other stakeholders was not a topic that was brought up frequently during the Unit Managers interviews. This is interesting, if for no other reason than the amount of emphasis placed this past year on partnering, outreach, and coordination of activities with external stakeholders. It is not clear whether this was an oversight on the part of Unit Managers, whether external communication is not perceived as being an important part of their work, or whether the Unit Managers simply do not have time to do much of it.

Environmental Protection: A number of Unit Managers expressed the view that the past year was not a banner year for environmental protection in Region 10. Some Unit Managers felt that their individual programs have done fairly well. Most felt, however, that little progress had been made or that environmental protection had decreased from previous years. There were a number of reasons cited for the lack of progress, including the furlough, budget constraints, reorganization, decreased enforcement, and fewer staff working on direct environmental protection as a result of diversion of manpower to new offices and/or initiatives. The Unit Managers are optimistic, however, that the situation will improve. Clearer definition of the role of the new offices, movement towards a geographic approach, and better definition of state and EPA roles all contribute toward a positive out look for enhanced environmental protection.

Possible Mid-Course Corrections/Recommendations: The Unit Managers had a number of suggestions regarding how to go about improving the way the region does business. Specific Unit Manager recommendations included the following:

- Restructuring of the Executive Team (modifications to size and/or process) to facilitate more effective decision-making. Specific suggestions included combining some of the smaller offices into a single office to be represented by a single Executive Team member, and delegating decisions to smaller workgroups within the Executive Team.

- Greater leadership by the Executive Team in addressing important environmental issues and in developing an environmental vision for the region (i.e., establishing a clear, unified set of expectations regarding environmental goals, priorities, and outcomes).

- More direct and more frequent communication between the Executive Team and the rest of the region. One suggestion was for the Executive Team to hold monthly meetings or forums where staff can come for question-and-answer sessions, as well as general information. In this same vein there was a suggestion that the RA and DRA share their observations with the region regarding progress to date toward attaining the goals of the reorganization.

- Review the functions of the Senior Non-Supervisory Staff and the new offices to ensure that they are supporting the priorities of the region.

- Better definition of the roles and responsibilities of Office Directors and Unit Managers.

- Reestablishment of a regional management team with more collaborative Unit Manager/Executive Team decision-making and regular management team meetings.

- Periodic meetings among Unit Managers to discuss common problems and solutions.

- Training for staff and manager to assist them in making the necessary cultural/behavioral changes that the new organization requires.

- Additional effort to include place-based/Operations Office staff in unit meetings and other meetings or conferences related to the work which is relevant to their office and the region.

- Careful review of the impact of the next rotation of staff and managers on programs and individuals.

- Reduced supervisory to staff ratios for exceptionally large units or units with a significant number of place-based personnel.

SUMMARY OF EXECUTIVE TEAM INTERVIEWS

The following information is condensed from notes taken during Executive Team interviews conducted between November 1996 and January 1997. In reviewing the notes, several themes became evident. The issues which were brought up most often during Executive Team interviews were Executive Team size, Executive Team leadership, Executive Team decision making, size of units, workload of the Unit Managers, accountability, and communication. For some of the themes, specific suggestions were made for improving a particular situation. Those suggestions are listed at the end of this chapter. More detailed notes taken from the interviews are included in an appendix to this report.

Although there were a number of areas identified where improvements could be made, there was a general feeling among the Executive Team that the reorganization was a success and that as a region we are about where we should be. They believe that the new offices have identified their roles and are beginning to move forward in implementing critical work. They perceive that communications and flexibility of staff have generally improved and, because of the movement of people during the reorganization, there is a better understanding between programs. Although there was some disagreement, most of the Office Directors reported feeling that the Executive Team was less turf-oriented than they had been in the past. This was attributed to the reorganization and the efforts of the RA and DRA. The observation was made that the morale of the staff appeared to be better than it had been in the recent past.

Executive Team Size and Process: A number of Executive Team members expressed concern that the size of the Executive Team was negatively impacting the ability of the group to make timely decisions. It was observed that there are approximately 17 Executive Team members and that at any given meeting there can be several alternates sitting in for Executive Team members who could not be present. The large size of the Executive Team, combined with the fact that alternates are often not familiar with the issues, appears to result in meetings that are longer, more frequent and less productive or instructive than they should be. Several Executive Team members indicated that the long and arduous nature of the meetings was negatively impacting their interest and enthusiasm in the work that the Executive Team has to do together.

Another factor which appears to negatively impact Executive Team function has been an emphasis on consensus building. Based on interview comments it appears that the Executive Team as a group, and managers in general, are reluctant to make decisions without having input from everyone and in some cases without having agreement from everyone. The apparent result has been a slow-down in the decision-making process at some levels. One Executive Team member observed, however, that even though decisions were sometimes delayed, the quality of decisions was better due to the variety of perspectives and thorough discussion.

Environmental Leadership: According to a number of the Executive Team members, the region has not done as well this year in protecting the environment as we have in the past. This past year has been one of significant disruption associated with the reorganization (movement of technical staff between programs, new supervisors and new Executive Team members), the furlough, and budget issues. According to several Office Directors, the Executive Team spent much of the year focused internally on team building and administrative types of issues (e.g., promotions policy), with comparatively little substantive effort devoted to establishing an environmental agenda for the region or laying a framework for addressing important environmental issues.

Although few are satisfied with the environmental progress made since reorganization, most Executive Team members believe that the region is organized and positioned now to move forward and take more of a lead role in environmental protection. Regional work in the area of performance partnership agreements with the states, and the regions increased emphasis on tribal issues were cited as areas of great potential.

Accountability: A third area of concern noted by Executive Team members was that of accountability. A number of Office Directors expressed the sentiment that the agency, in general, and the region, in particular, have become less accountable over time. Possible reasons cited by Executive Team Members for this regional trend included: the lack of a functioning tracking system at the national level, the absence of a single office in the region tasked to keep track of regional accomplishments, less management control and direction of staff work associated with the increased emphasis on individual empowerment, and lack of emphasis placed by Office Directors and Unit Managers on implementation of the region's core processes. There is a strong sentiment within the Executive Team that the region needs to get back to the priorities that it set for itself and to follow up on them.

Another area of accountability where Executive Team members (and they believe Unit Managers also) need to improve is that of providing honest, timely feedback to staff. This includes feedback not only when things are going well but also when things are not going well. Several Executive Team members indicated that they perceive the region to be conflict averse and, as a result, regional staff and managers may not deal with people either inside or outside the office as openly and honestly as they could.

Units and Unit Managers: A number of Executive Team members expressed concern about the role of the Unit Manager in the new organization. One concern had to do with the size of units and the workload of Unit Managers. A number of Office Directors perceive that the job of the Unit Manager is much different and much more difficult than the Section Chief job had been in the past. They are concerned that the increased number of staff per unit and the additional

responsibilities associated with the Unit Manager position have resulted in decreased opportunity for staff to meet with their supervisor. There is a perception that some units are too large and that effective management is almost impossible.

Several Office Directors expressed concern that the role of Unit Managers relative to Office Directors in the new organization has not been adequately defined. Office Directors and Unit Managers both appear to have taken on some of the responsibilities of the former Branch Chiefs, but in many cases the division of labor may not be clear to Office Directors, Unit Managers, or to staff. In general, the Office Directors do not believe that the Unit Managers are as knowledgeable about state, program, or headquarters issues as the Branch Chiefs had been, or that they do as effective a job of focusing decisions and activities. They believe this may be due to the time that Unit Managers have to spend on the number of personnel they have to supervise. The Office Directors did not state the desire to reconsider the decision to do away with the Branch Chief position. Rather, the observation indicated that the Branch Chiefs had served a valuable function, one that is taking time to replace.

Another issue regarding Unit Managers that the Executive Team members felt strongly about had to do with the integration of Unit Managers and the Office Directors into a cohesive "management team." Since the reorganization, a management team, as such, has been non-existent. The Executive Team members believe that there is significant skill and experience among Unit Managers that could be used in a collegial sense to advance the goals and objectives of the region. A number of Executive Team members suggested that effort be made to reestablish and implement the management team concept.

Communication and Coordination: Mixed reactions were expressed regarding how well the region is doing in the areas of communication and coordination. Many Office Directors indicated that they believe that the "flattening of the organization" has contributed to improved communications; that access of staff to the Office Director and RA/DRA level has improved. There was also the recognition that staff have less contact with their immediate supervisor because of larger supervisor to staff ratios and increased Unit Manager responsibilities.

Most Office Directors perceived that cross-office communications have improved since the reorganization. They also indicated, however, that while trying to be inclusive, people are in many cases being too inclusive. That is, people are trying to include everyone in meetings and in decisions who may have only a remote interest in an issue. The result is too many LAN messages to too many people and too many people invited to too many meetings. This leads to a waste of time and a lengthened decision-making process. Staff and managers need to include the right people but also need to be selective in their communication activities.

A number of Executive Team members expressed concern that the reorganization has created

confusion in the state offices and with the public regarding who to go to for answers to problems and how to obtain information from the agency.

Place-Based Issues: The Operation Office Directors expressed a number of concerns directly related to their unique circumstance of physical separation from the regional office. They believe that communications between Seattle and the place-based/Operation Office staff needs to be improved significantly. In particular, concern was expressed that place-based/Operation Office staff are often not included or made aware of unit meetings or other discussions which directly relate to their work. It was reported that staff in the Operation Offices often feel that they are not a part of any group; that they are on their own in dealing with problems or issues. The Operation Office Directors held the view that while communication between place-based/Operation Office staff and Seattle is a shared responsibility, more responsibility should be placed on the Seattle office since that is where the supervision is located. The Office Directors indicated that they feel a strong support for place-based activities, in general, but that a thorough, up-front planning effort should be undertaken to ensure that there is sufficient need and workload to support the expense and effort associated with permanently locating personnel in field offices.

Possible Mid-course Corrections/Recommendations: The Executive Team was in universal agreement that any changes which could be made at this time should be evolutionary, rather than revolutionary. Specific suggestions for change made by Executive Team members during the interviews included the following:

- Streamlining of the Executive Team size and decision-making process. One suggestion was to allow one Office Director to represent all of the smaller offices at the Executive Team meetings. This position could be rotated periodically between offices so that each Office Director from a smaller offices would have an opportunity to participate in the Executive Team activities. A second suggestion was to assign many of the decisions now made by the Executive Team as a whole to smaller work groups. This could allow the specific Office Directors working on a particular issue to do the bulk of their work as a subgroup outside of the regular Executive Team meetings, thus shortening the meetings and allowing for faster decision-making.

- Reconsideration of the staff to supervisor ratio for exceptionally large units or those with a significant number of place-based personnel.

- Periodic assessment of new offices and Senior Non-Supervisory positions to ensure that their work reflects the evolving priorities of the region.

- More and better training for staff and managers, especially as related to empowerment and supervision.

- Designation of a single office or group to be responsible for tracking regional activities and progress.

- Continued high priority attention to backfilling administrative vacancies.

SUMMARY OF MAIN CONCLUSIONS

A broad range of conclusions can be drawn from the information collected by OCAT. Some conclusions stem from concerns about cultural and programmatic impacts associated with agency restructuring. Others are not directly related to the reorganization, but instead stem from concerns about regional operations, goals or priorities. For some topics, significant variation in opinion existed between personnel in different offices and/or personnel in different job categories. The most significant conclusions (those expressed with the greatest frequency by the most people) are summarized below.

The restructuring decisions that appear to have had the greatest impact were the decisions to eliminate the Branch Chief positions and expand unit site. The primary outcome of these decisions was a significant increase in responsibilities of Unit Managers. Yet while their duties changed, it appears that little progress has been made to clarify expectations regarding the role of Unit Managers in the new organization. Staff, Unit Managers, and Office Directors share concerns about the ability of Unit Managers to effectively respond to the many demands on them. Coming to common understanding regarding the role of the Unit Manager, and then aligning behaviors accordingly will be critical if the region is to function effectively.

Regional personnel at all levels expressed concern about the Executive Team. Some people believe that the Executive Team is too large to function effectively. Others believe that the team subscribes to a consensus at all cost dictum which discourages expression of diverse views and/or makes it difficult to make decisions in a timely manner. Still others report not knowing what the Executive Team does or what they value. Many believe that the Executive Team is isolated from the rest of the region, that increased communication between the Executive Team and the rest of the region is needed, and that Unit Managers and staff should be asked to work collaboratively with the Executive Team more often in the development of priorities and policies for the region.

There are widely held perceptions in Region 10 that the region's environmental goals are not clear, that we are going in too many directions at once (e.g., sectors, partnering efforts, geographic initiatives, etc.), and that investment in new areas (e.g., Senior Non-Supervisory Staff, Office for Innovation) may be coming at the cost of front line environmental protection (e.g., issuing permits, tracking compliance, enforcing violations).

Individuals at all levels of the organization report that Region 10 is not making adequate progress towards protecting the environment and that because of it EPA is not viewed from the outside as

a strong environmental leader. Morale is suffering. People are clamoring for increased clarity regarding environmental goals and priorities and a clearer sense of how resources will be invested and disinvested to achieve those goals. They want more tracking of accomplishments and accountability for environmental progress, and they want more traditional enforcement and compliance; tough, timely response to violations of environmental laws and regulations. Staff and Unit Managers are looking to the Executive Team to provide greater direction and leadership in addressing environmental problems.

In the past year, the Region appears to have gained valuable experience in teaming and in understanding how to work effectively across organizational boundaries. However, many people reported feeling confused about who they should be coordinating with. Some feel accountable to everyone, others feel accountable to no one. Many believe that their colleagues, while trying to be inclusive, are at times being too inclusive. Significant concern continues to exist regarding communication and coordination between Seattle-based personnel and personnel in Operation Offices and place-based locations.

Although the region still has a long way to go in achieving a number of the goals set for the reorganization, progress is being made on many fronts. It is perceived that the Region's workforce is more diverse than it was in the past. More people report feeling listened to and supported by management. More people report familiarity with the Region's mission, vision and values. More people claim to have the training and resources they need to do their jobs. Most people feel that they are adequately empowered. It appears that the majority of Region 10 personnel are surfacing from the chaos of 1996 with guarded optimism that we are somewhat better positioned now than before the reorganization to provide improved environmental protection in the future. But they may not be optimistic for long unless tangible evidence of environmental progress can be demonstrated soon.

OCAT RECOMMENDATIONS

Based on consideration of all of the opinions submitted during the organizational change mid-course assessment, OCAT has developed a suite of recommendations. Some of the recommendations are directly related to the organizational structure and/or ongoing implementation of the organizational change process. Other recommendations may not be related to organizational change but are included because they address issues that a significant number of people in the Region felt strongly about. OCAT recommends that the region do the following:

Clarify Region 10 goals and priorities by:

- Developing an environmental strategic plan for the region which identifies specific goals for environmental protection, integrates the work of different offices, and establishes priorities for resource investment and disinvestment. The relevance of this plan to the day-to-day work of staff must be clearly communicated.

- Articulating the region's enforcement goals and level of commitment to achieving them.

Reinforce Region 10 values by:

- Identifying "risk-taking", "teaming" and "leadership" as specific categories for award recognition (e.g., annual regional awards) and factors of emphasis in providing special act, on-the-spot or time off awards.

- Providing greater acknowledgment of awards of all types. Being willing to publicly recognize the good work of one individual or group even if those who are not recognized may feel disappointed.

- Placing greater emphasis on the extent to which employees embody the regional leadership philosophy and/or exemplify commitment to the region's mission, vision, and values when providing performance feedback and discussing individual promotion potential.

- Embracing diversity of opinion within the region by encouraging the constructive expression of different points of view and acknowledging its value in the decision-making process.

Foster effective Region 10 management by:

- Developing basic leadership and supervisory training requirements for Unit Managers which must be completed during their first year of supervision. Developing continuing education requirements for Unit Manager to be completed on an annual basis thereafter.

- Reassessing Executive Team, size, structure and process with a goal of promoting faster, more efficient decision-making.

- Utilizing Unit Managers and staff to a greater extent in the collaborative development of regional policy (e.g., Executive Team tasks unit manager/staff workgroups to assess options and make recommendations).

- Establishing more opportunities for face-to-face discussion between Executive Team members and other regional personnel (e.g., monthly lunchtime Executive Team Forum).

- Holding regular supervisory management team meetings with Unit Managers and Executive Team members.

- Having specific discussions between individual Unit Managers and their staff to clarify the role of the Unit Manager (i.e., technical expert vs. generalist coach). One option would be for each unit to assess the nature of their Unit Manager/staff interaction, identifying: (1) specifically when and why staff seek Unit Manager involvement or the Unit Manager feels compelled to become involved in staff work, (2) what specific needs that involvement serves (e.g., technical direction, consistency checking, peer review, brainstorming, etc.), and (3) what options, other than direct Unit Manager involvement, exist for meeting staff/Unit manager needs.

- Having specific discussions between individual Unit Managers and their Office Director to clarify expectations regarding the role of Unit Managers in their office (e.g., technical expert vs. generalist coach).

- Having specific discussions between individual managers and their staff regarding the role that the manager will play in programmatic decisions. The "empowerment scale" could be used as a tool for assessing staff empowerment readiness and in facilitating individual staff to Unit Manager dialogue on this issue.

Foster improved internal and external communication and coordination by:

- Making additional resources available for use in getting EPA personnel into the field (to meet with stakeholders), and place-based/Operation Office personnel to Seattle.

- Making additional resources available for use in improving infrastructure to enhance communication between place-based/Operation Office personnel and the regional office (e.g., teleconferencing , video conferencing, computer upgrades, etc.).

- Developing a directory which identifies who is working on or knowledgeable about specific environmental programs or issues within the region.

- Placing a greater emphasis on communicating with the public on topics that are directly related to environmental quality (e.g., water quality, wetlands protection, etc.) and less emphasis on communicating accomplishments that appear primarily administrative in nature.

Promote Region 10 effectiveness by:

- Reducing the Unit Manager to staff ratio for exceptionally large units, units with a significant numbers of place-based/Operation Office personnel reporting to Seattle, and units with significant external coordination and facilities management responsibilities (i.e., Manchester Laboratory).

- Conducting a periodic assessment of Senior Non-Supervisory Staff positions to ensure that the individuals in the positions are assigned difficult and complex projects commensurate with their grade level, and that work effort is being directed to the high priority needs of the region. Communicate where the effort is being spent and it's contribution to the region.

- Designating a specific office or specific individuals responsible for tracking accomplishments within the region.

- Making resources available for use in hiring external consultants with real-world experience with teaming and teaming issues.

- Continuing to make filling of administrative staff vacancies a high priority within the region.

- Continuing to provide career advancement for administrative staff through upward mobility positions.

- Including administrative staff more often on special project teams (for the perspective they bring, not their administrative skills).

- Continuing to support self-initiated, lateral movement of staff to new positions within the organization.

Assess organizational effectiveness by:

Conducting periodic assessment of the overall organizational structure to gauge its effectiveness in meeting cultural, programmatic, and environmental goals. During the next assessment, it is recommended that special attention be paid to assessing the following:

- the contribution of Senior Non-Supervisory staff positions towards meeting regional goals

- the contribution of the Office for Innovation towards meeting regional goals

- the effectiveness of a centralized outreach program in meeting regional and programmatic goals

- the effectiveness of "state teams" in meeting programmatic goals

- the effectiveness of the assignments not positions policy in promoting better, more effective environmental leadership

ORGANIZATIONAL CHANGE ASSESSMENT TEAM

Catherine Krueger, Team Leader	Environmental Cleanup Office
Tamara Langton	Office of Air Quality
Jim Everts	Environmental Cleanup Office
John Bregar	Office of Ecosystems and Communities
Mary Matthews	Office of External Affairs
Don Matheny	Environmental Assessment Office
Christy Lee	Washington Operation Office
Sylvia Kawabata	Office of Water

REGION 10 REORGANIZATION SURVEY

The regional reorganization of 1995 was to achieve four key goals:

- to make it easier for the public to understand and be involved in what we do,
- to reduce layers of management to promote faster decisions,
- to build in more flexibility to resolve conflicts between mandated programs and the community's needs,
- to better reflect the diversity of the community we serve.

The purpose of this survey is to receive feedback on how we as individuals and the region are achieving the stated goals. Your feedback is important to the Region to enable Chuck Clarke to make decisions on how to make a better organization.

Circle the one response that answers the question or represents your most accurate view or opinion. We are also interested in your opinions as to why you answered a question in a certain way. At the end of the survey is the "COMMENTS" section for you to share any comments you have about the reorganization or to explain a response in more detail. All answers/comments will remain anonymous. THANK YOU in advance for completing this survey.

REMINDER: Completed surveys must be sent to Sylvia Kawabata (OW-133) by Thursday, November 7th.

1. What program do you work for? Choose one.

   a. RA's Office, Tribal, Enforcement and Compliance, External Affairs, Ops Office Directors, and the administrative, budget and planning staff in the Ops Offices.
   b. Office of Regional Counsel
   c. Office of Air Quality
   d. Ecosystems and Communities
   e. Environmental Assessment
   f. Environmental Cleanup
   g. Office for Innovation
   h. Management Programs
   i. Waste and Chemicals Management
   j. Office of Water

2. Where do you work?

   a. Operations Office
   b. Placed-Based (Coeur d'Alene, Yakima, LaGrande, etc.)
   c. Manchester Lab
   d. Hanford
   e. Seattle

3. What is your position at Region 10? (Choose one)

   a. Administrative Position (e.g., Environmental Protection Assistant, Office Manager, Clerk)
   b. Senior Environmental Employee
   c. Other Staff (including EPS, engineers, program analysts, Assistant Directors, senior advisors, etc.)
   d. Unit Manager, Director, DRA, RA, (not team leader)

4. I can describe Region 10's Values, Vision, and Mission Statements.

   a. Yes
   b. No

5. I can describe Region 10's "Strategic Directions."

   a. Yes
   b. No

6. I can describe Region 10's Leadership Philosophy.

   a. Yes
   b. No

Choose the one response that best describes your view of each statement. If your experience does not provide enough information for you to respond, select "Can't Answer." **NOTE: At the end of the survey is a "COMMENTS" field where you can submit comments or provide an explanation of your responses. It is especially important t hear your opinions if you responded with a "strongly disagree" or "disagree."**

7. Region 10 Senior Executives and Unit Managers "walk the talk" as related to the Region's stated values, vision, and mission.

   a. **STRONGLY AGREE**
   b. **AGREE**
   c. **ON THE FENCE**
   d. **DISAGREE**
   e. **STRONGLY DISAGREE**
   f. **CAN'T ANSWER**

8. I know who my stakeholders/customers are.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

9. I know what stakeholders/customers want from Region 10, in general.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

10. In Region 10 we work as an integrated team to best serve our stakeholders/customers.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

11. I get the training and resources needed to carry out my work most effectively.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

12. Region 10's management serves as role models and lead by example.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

13. There is an organizational climate within Region 10 that encourages risk taking.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

14. Region 10 tries to develop and value a culturally diverse workforce.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

15. Region 10's management listens to its employees' needs and interests.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

16. Employees in my office ask for and listen to stakeholders/customers feedback/suggestions.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

17. Employees in my office take action based on stakeholder/customer feedback/suggestions.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

18. During the past year, Region 10 employees I know have often made promises to their stakeholder/customers that were not fulfilled.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

19. Employees are actively pursuing partnership opportunities to provide successful program delivery to their stakeholders/customers.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

20. We communicate about and celebrate each other's successes in my office.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

21. I give others feedback that helps improve overall performance in my office/region.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

22. I receive feedback from my peers that helps improve overall performance in my office/region.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

23. My office has high work quality.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

24. During the past year, Region 10 managers have often made promises to Region 10 employees that weren't kept.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

25. I receive feedback from my supervisor that helps improve overall performance in our office.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

26. My supervisor serves primarily as a consultant to staff with a high component of helping with the work rather than a technical expert with a high component of doing the work.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

27. My supervisor devotes adequate time and attention to coaching staff.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

28. In my view, Region 10 employees continue to expand their environmental knowledge.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

29. The "solution of first choice" for Region 10 and its partners is pollution prevention.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

30. Region 10 is clear about the mix of enforcement activities that results in best compliance.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

31. Region 10 is seen as a leader of integrated environmental problem solving in the Pacific Northwest.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

32. Region 10's management is committed to continue to make organizational changes to effectively deliver environmental services.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

33. As a result of the reorganization, my unit has chosen to disinvest in certain parts of our program and/or services to enable more effective delivery of environmental services.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

34. In my unit/office, the work assignments are distributed appropriately based on grade level.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

35. Core processes were defined in the reorganization as important categories of work that produced desired environmental results. Core processes included Direct Program Delivery, Ensuring Compliance with Environmental Laws, Assessment of the Condition of the Environment, Outreach and Environmental Information Exchange, Partnership and Capacity Building, Innovative Environmental Protection Strategies, Resource Focusing, and Geographic Priority Setting. My office/program is making progress to adopt these core processes in our work.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

36. I often collaborate with others outside my office/unit.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

37. I am respected and valued for what I know and can do.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

38. I am treated as fairly as other members of my work group.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

39. I see our organization's stated value about equal opportunity for growth and advancement being put into action.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

40. I am not aware of any prejudicial or discriminatory language or remarks being made in my work place.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

41. In filling jobs in Region 10, competition is open and fair.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

42. I am satisfied with the recognition I receive for doing a good job.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

43. The people with whom I work show respect for one another.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

44. I consider myself a leader within the Region consistent with Region 10's Leadership Philosophy.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

45. I believe that staff and managers in Region 10 have embraced Region 10's Leadership Philosophy and are acting accordingly.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

46. Select the answer that best describes your feeling about the level of empowerment you have in your current job.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

47. Select the answer that best describes the level of decision making empowerment you currently have in your job for the majority of your work.

a. Manager decides without staff input
b. Manager decides with limited staff input
c. Manager decides with extensive staff input
d. Manager decides based on staff recommendations
e. Staff decides with extensive manager input
f. Staff decides with limited manager input
g. Staff decides without manager input

48. Select the answer that best describes the level of decision making empowerment you would like to have in your job for the majority of your work.

a. Manager decides without staff input
b. Manager decides with limited staff input
c. Manager decides with extensive staff input
d. Manager decides based on staff recommendations
e. Staff decides with extensive manager input
f. Staff decides with limited manager input
g. Staff decides without manager input

49. Please select at least one, but no more than three of the items below that are most important for you to get the level of empowerment you desire in your job.

a. Program Area Training
b. Technical Training
c. Peer support
d. Manager support
e. Authority from manager
f. Change in performance agreement
g. Change in position description
h. More time (disinvestments)
i. Don't need anything
j. Other (please provide comments at the end of the survey)

The next five questions are about teams. We are defining teams as self-directed teams or teams with team leaders established since the reorganization. If you are on a team, please respond to the following five questions. If not, please skip to the "COMMENTS" section of the survey.

50. There is a clear understanding of what our team is working together to achieve.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

51. Evaluation criteria have been established to measure our team's work and effectiveness.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

52. There is an established process for team members to provide feedback to each other.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

53. The degree of authority of my team leader (either delegated authority from management or negotiated authority given by the team) is clear.

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

54. The organization's administrative processes/systems are adequately aligned to support teaming as a new way of doing business?

a. STRONGLY AGREE
b. AGREE
c. ON THE FENCE
d. DISAGREE
e. STRONGLY DISAGREE
f. CAN'T ANSWER

Once again, **thank-you** for completing the survey. If you have comments about the reorganization and/or want to further explain a response, please use the section below. NOTE: If you are explaining a response to one of the statements or questions above please identify what statement or question you are responding to followed by your explanation. For example, to explain why you "strongly disagree" with statement #23, please type in "23" followed by your explanation.

EXAMPLE: 23 I strongly disagree because .....

55. **COMMENTS:**

C

Responses from entire Region.

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1. What program do you work for? Choose one.

	Responses
RA's Office, Tribal, Enforcement and Compliance, External Affairs	58
Office of Regional Counsel	32
Office of Air Quality	35
Ecosystems and Communities	62
Environmental Assessment	70
Environmental Cleanup	92
Office for Innovation	18
Management Programs	56
Waste and Chemicals Management	48
Office of Water	74
Total	545

2. Where do you work?

	Responses
Operations Office	70
Placed-Based (Coeur d'Alene, Yakima, LaGrande, etc.)	3
Manchester Lab	21
Hanford	7
Seattle	446
Total	547

3.What is your position at Region 10?

	Responses
Administrative Position	90
Senior Environmental Employee (SEE)	42
Other Staff	378
Unit Manager, Director, DRA, RA, (not teamleader)	42
Total	552

4. I can describe Region 10's Values, Vision, and Mission Statements.

	Responses
Yes	321
No	228
Total	549

5. I can describe Region 10's "Strategic Directions."

	Responses
Yes	194
No	356
Total	550

6. I can describe Region 10's Leadership Philosophy.

	Responses
Yes	270
No	277
Total	547

7. Region 10 Senior Executives and Unit Managers "walk the talk" as related to the Region's stated values, vision, and mission.

	Responses
STRONGLY AGREE	15
AGREE	167
ON THE FENCE	159
DISAGREE	62
STRONGLY DISAGREE	37
CAN'T ANSWER	106
Total	546

8. I know who my stakeholders/customers are.

	Responses
STRONGLY AGREE	198
AGREE	264
ON THE FENCE	30
DISAGREE	13
STRONGLY DISAGREE	8
CAN'T ANSWER	32
Total	545

9. I know what stakeholders/customers want from Region 10, in general.

	Responses
STRONGLY AGREE	78
AGREE	281
ON THE FENCE	103
DISAGREE	28
STRONGLY DISAGREE	6
CAN'T ANSWER	54
Total	550

10. In Region 10 we work as an integrated team to best serve our stakeholders/customers.

	Responses
STRONGLY AGREE	23
AGREE	157
ON THE FENCE	157
DISAGREE	128
STRONGLY DISAGREE	44
CAN'T ANSWER	41
Total	550

11. I get the training and resources needed to carry out my work most effectively.

	Responses
STRONGLY AGREE	58
AGREE	228
ON THE FENCE	114
DISAGREE	110
STRONGLY DISAGREE	34
CAN'T ANSWER	8
Total	552

12. Region 10's management serves as role models and lead by example.

	Responses
STRONGLY AGREE	23
AGREE	178
ON THE FENCE	154
DISAGREE	109
STRONGLY DISAGREE	47
CAN'T ANSWER	40
Total	551

13. There is an organizational climate within Region 10 that encourages risk taking.

	Responses
STRONGLY AGREE	21
AGREE	157
ON THE FENCE	138
DISAGREE	122
STRONGLY DISAGREE	61
CAN'T ANSWER	54
Total	553

14. Region 10 tries to develop and value a culturally diverse workforce.

	Responses
STRONGLY AGREE	104
AGREE	269
ON THE FENCE	89
DISAGREE	30
STRONGLY DISAGREE	14
CAN'T ANSWER	41
Total	547

15. Region 10's management listens to its employees' needs and interests.

	Responses
STRONGLY AGREE	64
AGREE	235
ON THE FENCE	123
DISAGREE	60
STRONGLY DISAGREE	37
CAN'T ANSWER	29
Total	548

16. Employees in my office ask for, and listen to the feedback/suggestions of stakeholders/customers.

	Responses
STRONGLY AGREE	81
AGREE	294
ON THE FENCE	89
DISAGREE	24
STRONGLY DISAGREE	5
CAN'T ANSWER	61
Total	554

17. Employees in my office take action based on stakeholder/customer feedback/suggestions.

	Responses
STRONGLY AGREE	63
AGREE	275
ON THE FENCE	104
DISAGREE	24
STRONGLY DISAGREE	4
CAN'T ANSWER	80
Total	550

18. During the past year, Region 10 employees I know have often made promises to their stakeholder/customers that were not fulfilled.

	Responses
STRONGLY AGREE	10
AGREE	63
ON THE FENCE	84
DISAGREE	174
STRONGLY DISAGREE	38
CAN'T ANSWER	184
Total	553

19. Employees are actively pursuing partnership opportunities to provide successful program delivery to their stakeholders/customers.

	Responses
STRONGLY AGREE	54
AGREE	237
ON THE FENCE	101
DISAGREE	26
STRONGLY DISAGREE	13
CAN'T ANSWER	118
Total	549

20. We communicate about and celebrate each other's successes in my office.

	Responses
STRONGLY AGREE	57
AGREE	242
ON THE FENCE	110
DISAGREE	86
STRONGLY DISAGREE	27
CAN'T ANSWER	27
Total	549

21. I give others feedback that helps improve overall performance in my office/region.

	Responses
STRONGLY AGREE	53
AGREE	327
ON THE FENCE	95
DISAGREE	34
STRONGLY DISAGREE	5
CAN'T ANSWER	33
Total	547

22. I receive feedback from my peers that helps improve overall performance in my office/region.

	Responses
STRONGLY AGREE	42
AGREE	282
ON THE FENCE	107
DISAGREE	84
STRONGLY DISAGREE	18
CAN'T ANSWER	21
Total	554

23. My office has high work quality.

	Responses
STRONGLY AGREE	154
AGREE	289
ON THE FENCE	49
DISAGREE	20
STRONGLY DISAGREE	8
CAN'T ANSWER	31
Total	551

24. During the past year, Region 10 managers have often made promises to Region 10 employees that weren't kept.

	Responses
STRONGLY AGREE	48
AGREE	95
ON THE FENCE	114
DISAGREE	138
STRONGLY DISAGREE	19
CAN'T ANSWER	140
Total	554

25. I receive feedback from my supervisor that helps improve overall performance in our office.

	Responses
STRONGLY AGREE	69
AGREE	272
ON THE FENCE	94
DISAGREE	71
STRONGLY DISAGREE	26
CAN'T ANSWER	20
Total	552

26. My supervisor serves primarily as a consultant to staff.

	Responses
STRONGLY AGREE	130
AGREE	231
ON THE FENCE	61
DISAGREE	59
STRONGLY DISAGREE	40
CAN'T ANSWER	29
Total	550

27. My supervisor devotes adequate time and attention to coaching staff.

	Responses
STRONGLY AGREE	58
AGREE	189
ON THE FENCE	116
DISAGREE	95
STRONGLY DISAGREE	55
CAN'T ANSWER	38
Total	551

28. In my view, Region 10 employees continue to expand their environmental knowledge.

	Responses
STRONGLY AGREE	73
AGREE	294
ON THE FENCE	79
DISAGREE	37
STRONGLY DISAGREE	6
CAN'T ANSWER	57
Total	546

29. The "solution of first choice" for Region 10 and its partners is pollution prevention.

	Responses
STRONGLY AGREE	71
AGREE	189
ON THE FENCE	102
DISAGREE	75
STRONGLY DISAGREE	12
CAN'T ANSWER	99
Total	548

30. Region 10 is clear about the mix of enforcement activities that results in best compliance.

	Responses
STRONGLY AGREE	12
AGREE	61
ON THE FENCE	110
DISAGREE	132
STRONGLY DISAGREE	68
CAN'T ANSWER	169
Total	552

31. Region 10 is seen as a leader of integrated environmental problem solving in the Pacific Northwest.

	Responses
STRONGLY AGREE	17
AGREE	93
ON THE FENCE	119
DISAGREE	116
STRONGLY DISAGREE	32
CAN'T ANSWER	172
Total	549

32. Region 10's management is committed to continue to make organizational changes to effectively deliver environmental services.

	Responses
STRONGLY AGREE	38
AGREE	194
ON THE FENCE	129
DISAGREE	58
STRONGLY DISAGREE	28
CAN'T ANSWER	104
Total	551

33. As a result of the reorganization, my unit has chosen to disinvest in certain parts of our program and/or services.

	Responses
STRONGLY AGREE	19
AGREE	125
ON THE FENCE	84
DISAGREE	135
STRONGLY DISAGREE	39
CAN'T ANSWER	145
Total	547

34. In my unit/office, the work assignments are distributed appropriately based on grade level.

	Responses
STRONGLY AGREE	18
AGREE	152
ON THE FENCE	93
DISAGREE	120
STRONGLY DISAGREE	51
CAN'T ANSWER	117
Total	551

35. My office/program is making progress to adopt these core processes in our work.

	Responses
STRONGLY AGREE	51
AGREE	231
ON THE FENCE	91
DISAGREE	37
STRONGLY DISAGREE	23
CAN'T ANSWER	117
Total	550

36. I often collaborate with others outside my office/unit.

	Responses
STRONGLY AGREE	191
AGREE	250
ON THE FENCE	48
DISAGREE	35
STRONGLY DISAGREE	4
CAN'T ANSWER	19
Total	547

37. I am respected and valued for what I know and can do.

	Responses
STRONGLY AGREE	83
AGREE	309
ON THE FENCE	70
DISAGREE	26
STRONGLY DISAGREE	10
CAN'T ANSWER	52
Total	550

38. I am treated as fairly as other members of my work group.

	Responses
STRONGLY AGREE	110
AGREE	296
ON THE FENCE	55
DISAGREE	40
STRONGLY DISAGREE	15
CAN'T ANSWER	39
Total	555

39. I see our organization's stated value about equal opportunity for growth and advancement being put into action.

	Responses
STRONGLY AGREE	38
AGREE	164
ON THE FENCE	142
DISAGREE	79
STRONGLY DISAGREE	45
CAN'T ANSWER	80
Total	548

40. I am not aware of any prejudicial or discriminatory language or remarks being made in my work place.

	Responses
STRONGLY AGREE	138
AGREE	265
ON THE FENCE	40
DISAGREE	50
STRONGLY DISAGREE	19
CAN'T ANSWER	39
Total	551

41. In filling jobs in Region 10, competition is open and fair.

	Responses
STRONGLY AGREE	32
AGREE	154
ON THE FENCE	104
DISAGREE	88
STRONGLY DISAGREE	42
CAN'T ANSWER	130
Total	550

42. I am satisfied with the recognition I receive for doing a good job.

	Responses
STRONGLY AGREE	62
AGREE	243
ON THE FENCE	105
DISAGREE	89
STRONGLY DISAGREE	36
CAN'T ANSWER	19
Total	554

43. The people with whom I work show respect for one another.

	Responses
STRONGLY AGREE	99
AGREE	311
ON THE FENCE	79
DISAGREE	41
STRONGLY DISAGREE	9
CAN'T ANSWER	11
Total	550

44. I consider myself a leader within the Region consistent with Region 10's Leadership Philosophy.

	Responses
STRONGLY AGREE	64
AGREE	221
ON THE FENCE	87
DISAGREE	43
STRONGLY DISAGREE	10
CAN'T ANSWER	119
Total	544

45. I believe that staff and managers in Region 10 have embraced Region 10's Leadership Philosophy and are acting accordingly.

	Responses
STRONGLY AGREE	16
AGREE	149
ON THE FENCE	146
DISAGREE	69
STRONGLY DISAGREE	29
CAN'T ANSWER	134
Total	543

46. Select the answer that best describes your feeling about the level of empowerment you have in your current job.

	Responses
Way too much	13
More than ideal	49
Ideal	350
Less than Ideal	90
Not nearly enough	25
Total	527

47. How empowered are you by your manager/supervisor to make decisions in your job for the majority of your work.

	Responses
Manager decides without staff input	6
Manager decides with limited staff input	33
Manager decides with extensive staff input	71
Manager decides based on staff recommendations	91
Staff decides with extensive manager input	24
Staff decides with limited manager input	248
Staff decides without manager input	39
Total	512

48. Select the answer that best describes the level of decision making empowerment you would like to have in your job for the majority of your work.

	Responses
Manager decides without staff input	5
Manager decides with limited staff input	9
Manager decides with extensive staff input	40
Manager decides based on staff recommendations	112
Staff decides with extensive manager input	32
Staff decides with limited manager input	295
Staff decides without manager input	22
Total	515

49. Select from the items below those that are most important for you to get the level of empowerment you desire in your job.

	Responses
Program Area Training	164
Technical Support	147
Peer Support	172
Manager Support	266
Authority from Mangager	122
Change in performance agreement	23
Change in position description	40
Don't need anything	89
More Time (Disinvestments)	105
Other (List in comments box)	48
Total	523

50. There is a clear understanding of what our team is working to achieve.

	Responses
STRONGLY AGREE	35
AGREE	105
ON THE FENCE	32
DISAGREE	22
STRONGLY DISAGREE	15
CAN'T ANSWER	14
Total	223

51. Evaluation criteria have been established to measure our team's work and effectiveness.

	Responses
STRONGLY AGREE	8
AGREE	43
ON THE FENCE	40
DISAGREE	81
STRONGLY DISAGREE	26
CAN'T ANSWER	22
Total	220

52. There is an established process for team members to provide feedback to each other.

	Responses
STRONGLY AGREE	19
AGREE	61
ON THE FENCE	42
DISAGREE	56
STRONGLY DISAGREE	20
CAN'T ANSWER	18
Total	216

53. The degree of authority of my team leader (either delegated authority from management or negotiated authority given by the team) is clear.

	Responses
STRONGLY AGREE	18
AGREE	62
ON THE FENCE	52
DISAGREE	40
STRONGLY DISAGREE	22
CAN'T ANSWER	20
Total	214

54. The organization's administrative processes/systems are adequately aligned to support teaming as a new way of doing business.

	Responses
STRONGLY AGREE	8
AGREE	45
ON THE FENCE	50
DISAGREE	49
STRONGLY DISAGREE	28
CAN'T ANSWER	38
Total	218

D

1996 Reorganization Survey Results without SEE responses.

1. What program do you work for? Choose one.

	Responses
RA's Office, Tribal, Enforcement and Compliance, External Affairs	50
Office of Regional Counsel	30
Office of Air Quality	33
Ecosystems and Communities	55
Environmental Assessment	69
Environmental Cleanup	83
Office for Innovation	16
Management Programs	53
Waste and Chemicals Management	43
Office of Water	70
Total	502

2. Where do you work?

	Responses
Operations Office	60
Placed-Based (Coeur d'Alene, Yakima, LaGrande, etc.)	2
Manchester Lab	19
Hanford	6
Seattle	414
Total	501

3. What is your position at Region 10?

	Responses
Administrative Position	90
Senior Environmental Employee (SEE)	0
Other Staff	378
Unit Manager, Director, DRA, RA, (not teamleader)	42
Total	510

4. I can describe Region 10's Values, Vision, and Mission Statements.

	Responses
Yes	292
No	212
Total	504

5. I can describe Region 10's "Strategic Directions."

	Responses
Yes	177
No	328
Total	505

6. I can describe Region 10's Leadership Philosophy.

	Responses
Yes	248
No	254
Total	502

7. Region 10 Senior Executives and Unit Managers "walk the talk" as related to the Region's stated values, vision, and mission.

	Responses
STRONGLY AGREE	12
AGREE	154
ON THE FENCE	149
DISAGREE	58
STRONGLY DISAGREE	35
CAN'T ANSWER	94
Total	502

8. I know who my stakeholders/customers are.

	Responses
STRONGLY AGREE	184
AGREE	249
ON THE FENCE	24
DISAGREE	12
STRONGLY DISAGREE	7
CAN'T ANSWER	22
Total	498

9. I know what stakeholders/customers want from Region 10, in general.

	Responses
STRONGLY AGREE	73
AGREE	262
ON THE FENCE	98
DISAGREE	26
STRONGLY DISAGREE	5
CAN'T ANSWER	40
Total	504

10. In Region 10 we work as an integrated team to best serve our stakeholders/customers.

	Responses
STRONGLY AGREE	19
AGREE	139
ON THE FENCE	152
DISAGREE	118
STRONGLY DISAGREE	39
CAN'T ANSWER	36
Total	503

11. I get the training and resources needed to carry out my work most effectively.

	Responses
STRONGLY AGREE	49
AGREE	205
ON THE FENCE	107
DISAGREE	105
STRONGLY DISAGREE	32
CAN'T ANSWER	7
Total	505

12. Region 10's management serves as role models and lead by example.

	Responses
STRONGLY AGREE	19
AGREE	161
ON THE FENCE	146
DISAGREE	98
STRONGLY DISAGREE	46
CAN'T ANSWER	34
Total	504

13. There is an organizational climate within Region 10 that encourages risk taking.

	Responses
STRONGLY AGREE	16
AGREE	148
ON THE FENCE	133
DISAGREE	111
STRONGLY DISAGREE	55
CAN'T ANSWER	42
Total	505

14. Region 10 tries to develop and value a culturally diverse workforce.

	Responses
STRONGLY AGREE	95
AGREE	242
ON THE FENCE	84
DISAGREE	27
STRONGLY DISAGREE	12
CAN'T ANSWER	39
Total	499

15. Region 10's management listens to its employees' needs and interests.

	Responses
STRONGLY AGREE	62
AGREE	214
ON THE FENCE	117
DISAGREE	53
STRONGLY DISAGREE	35
CAN'T ANSWER	21
Total	502

16. Employees in my office ask for, and listen to the feedback/suggestions of stakeholders/customers.

	Responses
STRONGLY AGREE	77
AGREE	271
ON THE FENCE	82
DISAGREE	23
STRONGLY DISAGREE	4
CAN'T ANSWER	50
Total	507

17. Employees in my office take action based on stakeholder/customer feedback/suggestions.

	Responses
STRONGLY AGREE	60
AGREE	261
ON THE FENCE	95
DISAGREE	20
STRONGLY DISAGREE	4
CAN'T ANSWER	64
Total	504

18. During the past year, Region 10 employees I know have often made promises to their stakeholder/customers that were not fulfilled.

	Responses
STRONGLY AGREE	9
AGREE	55
ON THE FENCE	80
DISAGREE	163
STRONGLY DISAGREE	34
CAN'T ANSWER	165
Total	506

19. Employees are actively pursuing partnership opportunities to provide successful program delivery to their stakeholders/customers.

	Responses
STRONGLY AGREE	50
AGREE	225
ON THE FENCE	94
DISAGREE	24
STRONGLY DISAGREE	12
CAN'T ANSWER	98
Total	503

20. We communicate about and celebrate each other's successes in my office.

	Responses
STRONGLY AGREE	49
AGREE	221
ON THE FENCE	105
DISAGREE	80
STRONGLY DISAGREE	27
CAN'T ANSWER	20
Total	502

21. I give others feedback that helps improve overall performance in my office/region.

	Responses
STRONGLY AGREE	46
AGREE	305
ON THE FENCE	89
DISAGREE	34
STRONGLY DISAGREE	5
CAN'T ANSWER	23
Total	502

22. I receive feedback from my peers that helps improve overall performance in my office/region.

	Responses
STRONGLY AGREE	35
AGREE	259
ON THE FENCE	101
DISAGREE	79
STRONGLY DISAGREE	16
CAN'T ANSWER	17
Total	507

23. My office has high work quality.

	Responses
STRONGLY AGREE	146
AGREE	267
ON THE FENCE	41
DISAGREE	18
STRONGLY DISAGREE	8
CAN'T ANSWER	25
Total	505

24. During the past year, Region 10 managers have often made promises to Region 10 employees that weren't kept.

	Responses
STRONGLY AGREE	47
AGREE	89
ON THE FENCE	104
DISAGREE	133
STRONGLY DISAGREE	18
CAN'T ANSWER	116
Total	507

25. I receive feedback from my supervisor that helps improve overall performance in our office.

	Responses
STRONGLY AGREE	59
AGREE	250
ON THE FENCE	87
DISAGREE	68
STRONGLY DISAGREE	26
CAN'T ANSWER	15
Total	505

26. My supervisor serves primarily as a consultant to staff.

	Responses
STRONGLY AGREE	119
AGREE	210
ON THE FENCE	55
DISAGREE	57
STRONGLY DISAGREE	39
CAN'T ANSWER	24
Total	504

27. My supervisor devotes adequate time and attention to coaching staff.

	Responses
STRONGLY AGREE	51
AGREE	168
ON THE FENCE	105
DISAGREE	92
STRONGLY DISAGREE	54
CAN'T ANSWER	34
Total	504

28. In my view, Region 10 employees continue to expand their environmental knowledge.

	Responses
STRONGLY AGREE	66
AGREE	268
ON THE FENCE	74
DISAGREE	36
STRONGLY DISAGREE	6
CAN'T ANSWER	49
Total	499

29. The "solution of first choice" for Region 10 and its partners is pollution prevention.

	Responses
STRONGLY AGREE	65
AGREE	168
ON THE FENCE	97
DISAGREE	72
STRONGLY DISAGREE	12
CAN'T ANSWER	88
Total	502

30. Region 10 is clear about the mix of enforcement activities that results in best compliance.

	Responses
STRONGLY AGREE	10
AGREE	56
ON THE FENCE	100
DISAGREE	125
STRONGLY DISAGREE	66
CAN'T ANSWER	148
Total	505

31. Region 10 is seen as a leader of integrated environmental problem solving in the Pacific Northwest.

	Responses
STRONGLY AGREE	14
AGREE	85
ON THE FENCE	113
DISAGREE	110
STRONGLY DISAGREE	31
CAN'T ANSWER	150
Total	503

32. Region 10's management is committed to continue to make organizational changes to effectively deliver environmental services.

	Responses
STRONGLY AGREE	35
AGREE	176
ON THE FENCE	123
DISAGREE	53
STRONGLY DISAGREE	26
CAN'T ANSWER	91
Total	504

33. As a result of the reorganization, my unit has chosen to disinvest in certain parts of our program and/or services.

	Responses
STRONGLY AGREE	18
AGREE	117
ON THE FENCE	79
DISAGREE	126
STRONGLY DISAGREE	38
CAN'T ANSWER	123
Total	501

34. In my unit/office, the work assignments are distributed appropriately based on grade level.

	Responses
STRONGLY AGREE	15
AGREE	143
ON THE FENCE	85
DISAGREE	114
STRONGLY DISAGREE	50
CAN'T ANSWER	97
Total	504

35. My office/program is making progress to adopt these core processes in our work.

	Responses
STRONGLY AGREE	47
AGREE	220
ON THE FENCE	85
DISAGREE	36
STRONGLY DISAGREE	22
CAN'T ANSWER	94
Total	504

36. I often collaborate with others outside my office/unit.

	Responses
STRONGLY AGREE	180
AGREE	230
ON THE FENCE	44
DISAGREE	28
STRONGLY DISAGREE	4
CAN'T ANSWER	14
Total	500

37. I am respected and valued for what I know and can do.

	Responses
STRONGLY AGREE	76
AGREE	285
ON THE FENCE	67
DISAGREE	23
STRONGLY DISAGREE	8
CAN'T ANSWER	45
Total	504

38. I am treated as fairly as other members of my work group.

	Responses
STRONGLY AGREE	100
AGREE	272
ON THE FENCE	51
DISAGREE	34
STRONGLY DISAGREE	15
CAN'T ANSWER	35
Total	507

39. I see our organization's stated value about equal opportunity for growth and advancement being put into action.

	Responses
STRONGLY AGREE	35
AGREE	151
ON THE FENCE	133
DISAGREE	72
STRONGLY DISAGREE	45
CAN'T ANSWER	66
Total	502

40. I am not aware of any prejudicial or discriminatory language or remarks being made in my work place.

	Responses
STRONGLY AGREE	127
AGREE	246
ON THE FENCE	32
DISAGREE	46
STRONGLY DISAGREE	18
CAN'T ANSWER	36
Total	505

41. In filling jobs in Region 10, competition is open and fair.

	Responses
STRONGLY AGREE	30
AGREE	148
ON THE FENCE	98
DISAGREE	78
STRONGLY DISAGREE	39
CAN'T ANSWER	111
Total	504

42. I am satisfied with the recognition I receive for doing a good job.

	Responses
STRONGLY AGREE	54
AGREE	221
ON THE FENCE	100
DISAGREE	81
STRONGLY DISAGREE	35
CAN'T ANSWER	16
Total	507

43. The people with whom I work show respect for one another.

	Responses
STRONGLY AGREE	89
AGREE	287
ON THE FENCE	73
DISAGREE	39
STRONGLY DISAGREE	8
CAN'T ANSWER	8
Total	504

44. I consider myself a leader within the Region consistent with Region 10's Leadership Philosophy.

	Responses
STRONGLY AGREE	61
AGREE	210
ON THE FENCE	80
DISAGREE	39
STRONGLY DISAGREE	7
CAN'T ANSWER	101
Total	498

45. I believe that staff and managers in Region 10 have embraced Region 10's Leadership Philosophy and are acting accordingly.

	Responses
STRONGLY AGREE	14
AGREE	134
ON THE FENCE	141
DISAGREE	65
STRONGLY DISAGREE	25
CAN'T ANSWER	120
Total	499

46. Select the answer that best describes your feeling about the level of empowerment you have in your current job.

	Responses
Way too much	12
More than ideal	45
Ideal	325
Less than Ideal	81
Not nearly enough	21
Total	484

47. How empowered are you by your manager/supervisor to make decisions in your job for the majority of your work.

	Responses
Manager decides without staff input	6
Manager decides with limited staff input	30
Manager decides with extensive staff input	64
Manager decides based on staff recommendations	79
Staff decides with extensive manager input	19
Staff decides with limited manager input	236
Staff decides without manager input	38
Total	472

48. Select the answer that best describes the level of decision making empowerment you would like to have in your job for the majority of your work.

	Responses
Manager decides without staff input	5
Manager decides with limited staff input	6
Manager decides with extensive staff input	33
Manager decides based on staff recommendations	102
Staff decides with extensive manager input	27
Staff decides with limited manager input	281
Staff decides without manager input	20
Total	474

49. Select from the items below those that are most important for you to get the level of empowerment you desire in your job.

	Responses
Program Area Training	151
Technical Support	133
Peer Support	161
Manager Support	254
Authority from Mangager	115
Change in performance agreement	20
Change in position description	37
Don't need anything	76
More Time (Disinvestments)	102
Other (List in comments box)	45
Total	481

50. There is a clear understanding of what our team is working to achieve.

	Responses
STRONGLY AGREE	33
AGREE	102
ON THE FENCE	30
DISAGREE	18
STRONGLY DISAGREE	14
CAN'T ANSWER	12
Total	209

51. Evaluation criteria have been established to measure our team's work and effectiveness.

	Responses
STRONGLY AGREE	7
AGREE	40
ON THE FENCE	38
DISAGREE	77
STRONGLY DISAGREE	24
CAN'T ANSWER	19
Total	205

52. There is an established process for team members to provide feedback to each other.

	Responses
STRONGLY AGREE	17
AGREE	57
ON THE FENCE	39
DISAGREE	54
STRONGLY DISAGREE	20
CAN'T ANSWER	16
Total	203

53. The degree of authority of my team leader (either delegated authority from management or negotiated authority given by the team) is clear.

	Responses
STRONGLY AGREE	16
AGREE	57
ON THE FENCE	49
DISAGREE	37
STRONGLY DISAGREE	22
CAN'T ANSWER	19
Total	200

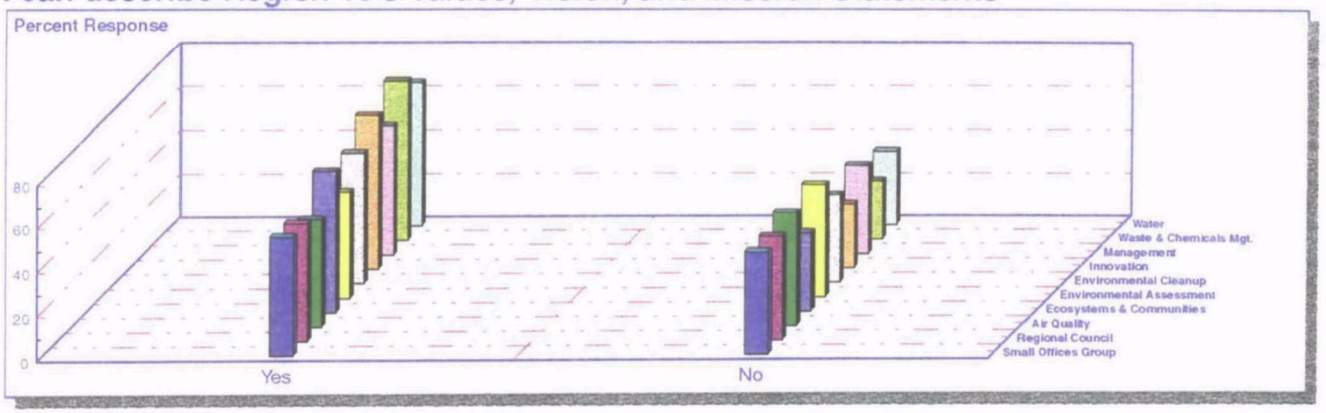
54. The organization's administrative processes/systems are adequately aligned to support teaming as a new way of doing business.

	Responses
STRONGLY AGREE	7
AGREE	42
ON THE FENCE	48
DISAGREE	45
STRONGLY DISAGREE	27
CAN'T ANSWER	35
Total	204

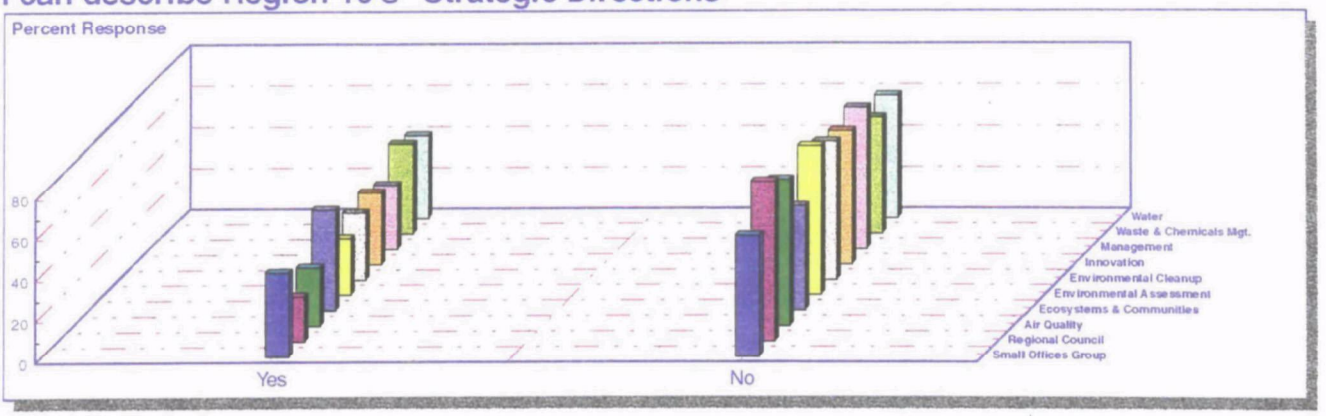
E

Region 10 Survey Results -- By Office

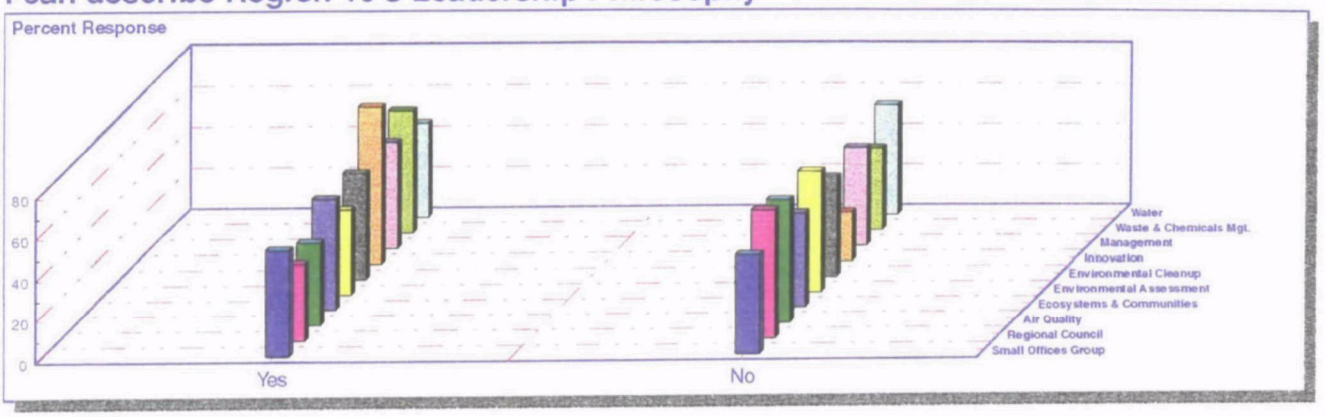
#4. I can describe Region 10's Values, Vision, and Mission Statements



#5. I can describe Region 10's "Strategic Directions"



#6. I can describe Region 10's Leadership Philosophy

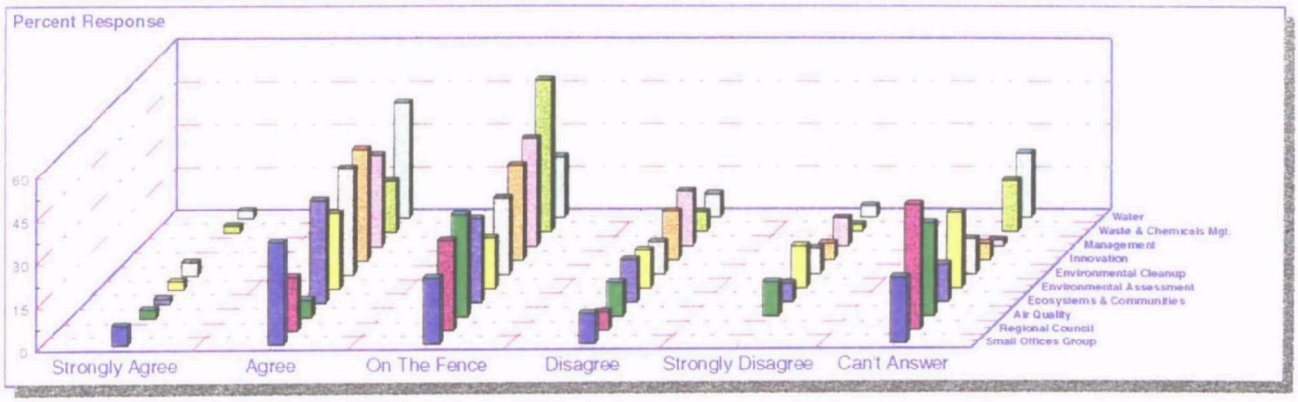


- Small Offices Group*
- Regional Council
- Air Quality
- Ecosystems & Communities
- Environmental Assessment
- Environmental Cleanup
- Innovation
- Management
- Waste & Chemicals Mgt.
- Water

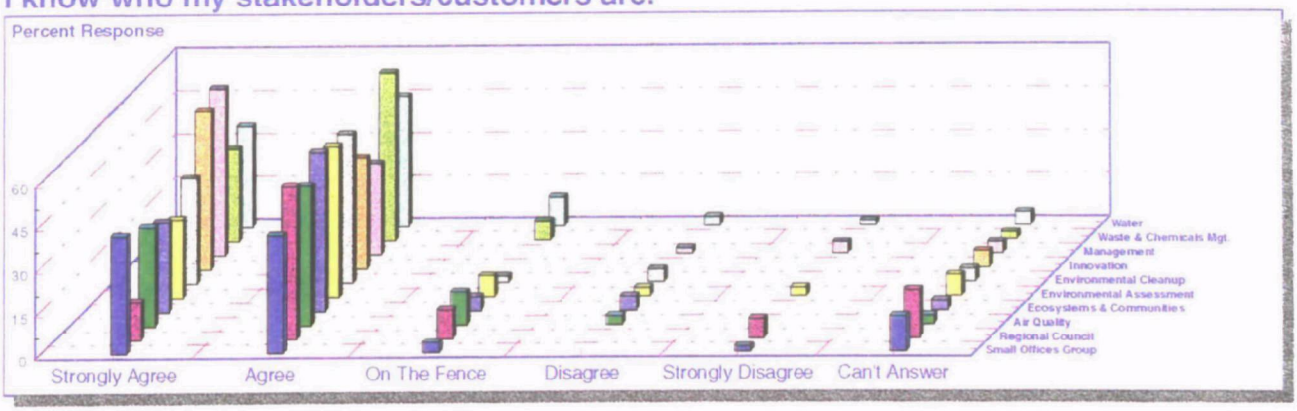
* Represented by the Executive, Tribal, External Aff., State Ops. & Enforcement

Region 10 Survey Results -- By Office

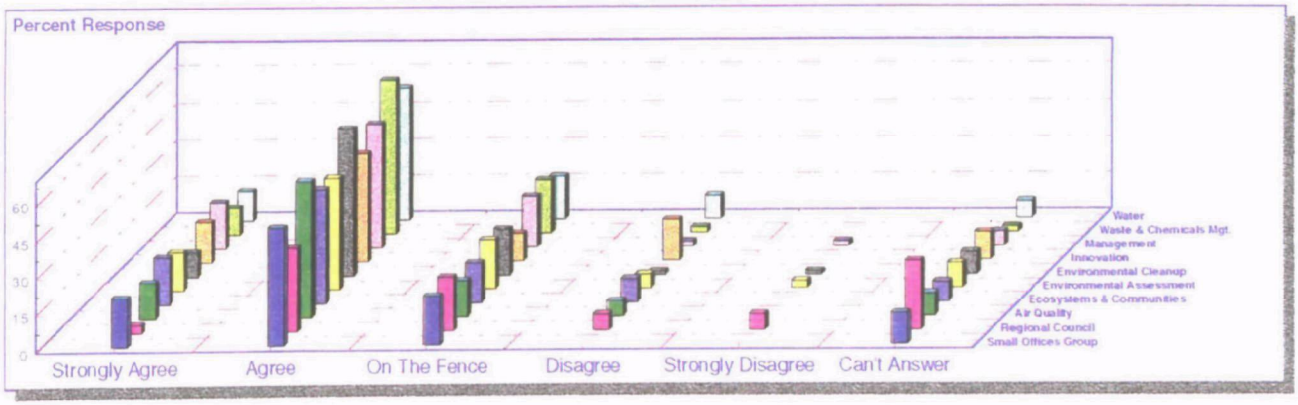
#7. Region 10 Senior Executives and Unit Managers "walk the talk" as related to the Region's stated Values, Vision and Mission.



#8. I know who my stakeholders/customers are.



#9. I know what stakeholders/customers want from Region 10, in general.



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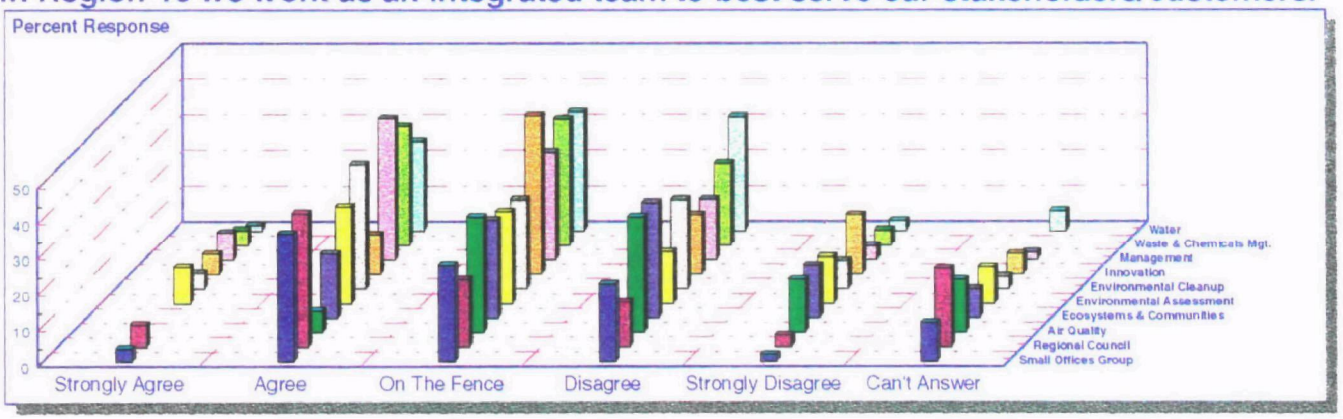
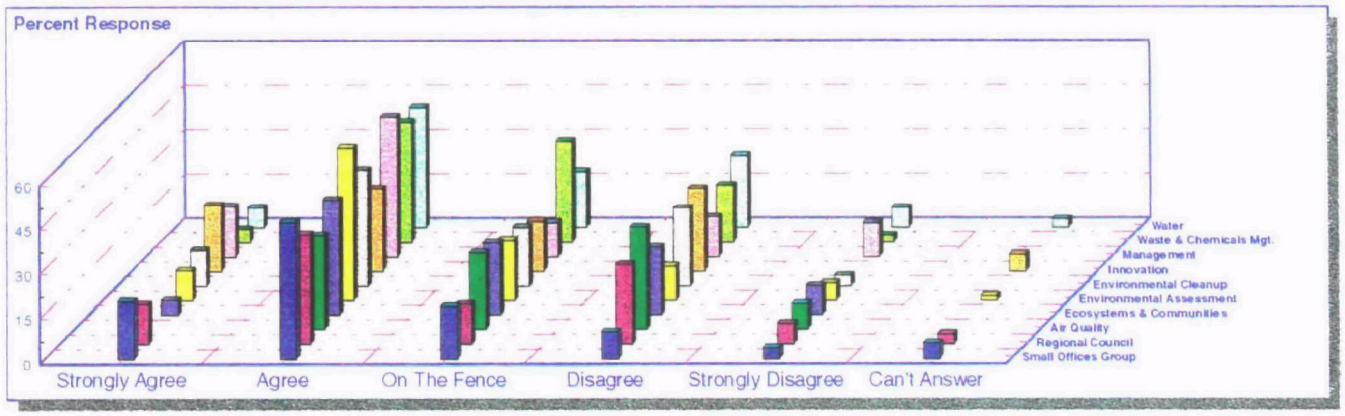
Region 10 Survey Results -- By Office

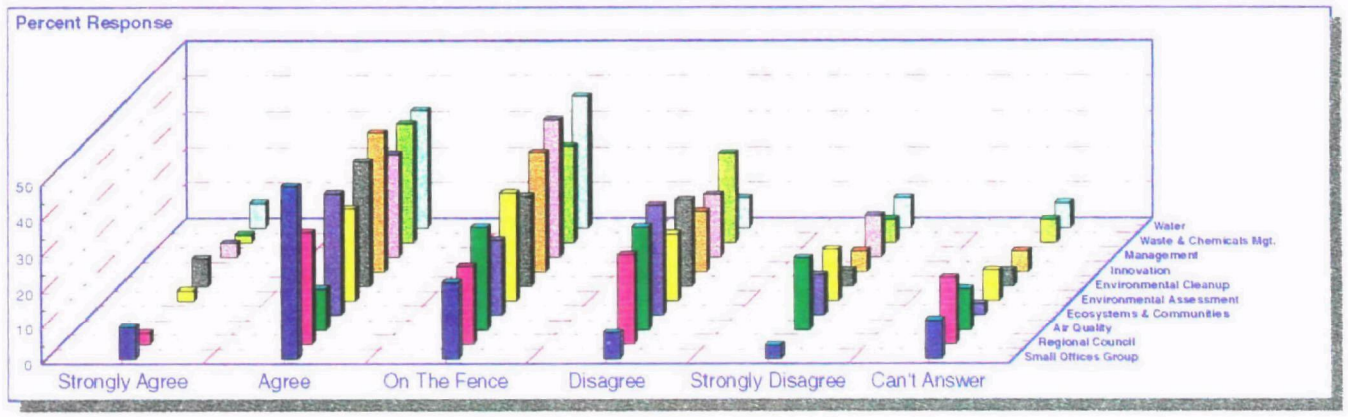
#10. In Region 10 we work as an integrated team to best serve our stakeholders/customers.



#11. I get the training and resources needed to carry out my work most effectively.



#12. Region 10's management serves as role models and lead by example.



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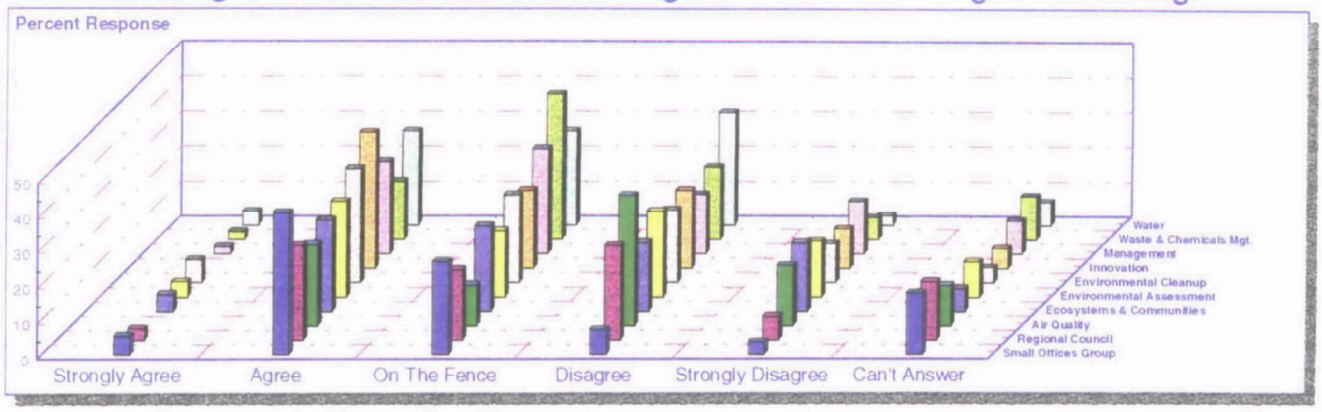
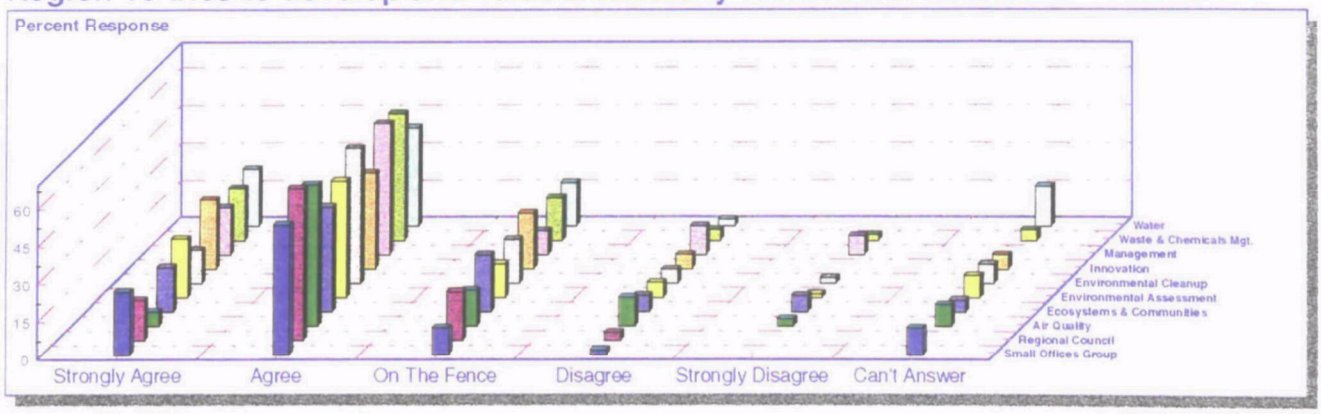
Region 10 Survey Results -- By Office

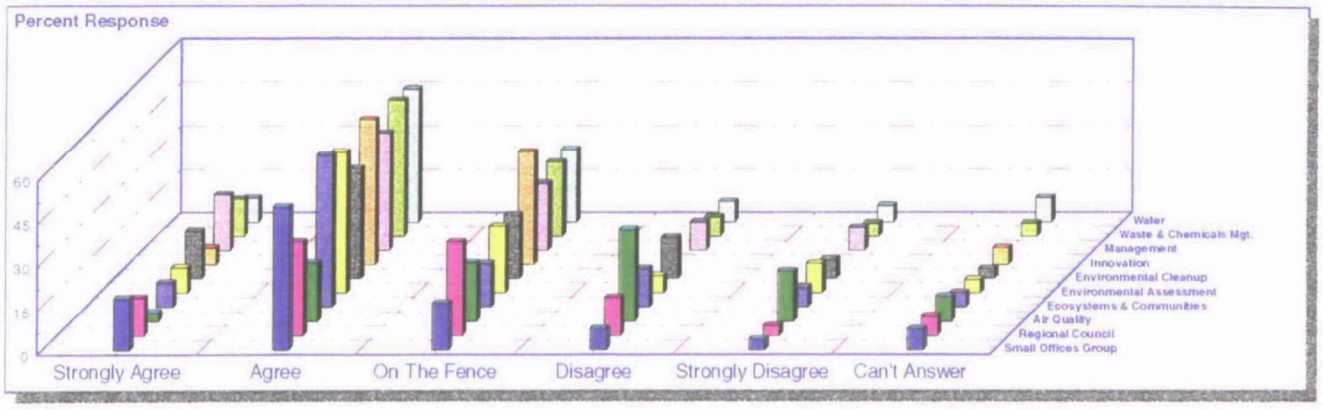
#13. There is an organizational climate within Region 10 that encourages risk taking.



#14. Region 10 tries to develop and value a culturally diverse workforce.



#15. Region 10's management listens to its employees' needs and interests.



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- Management
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- Water

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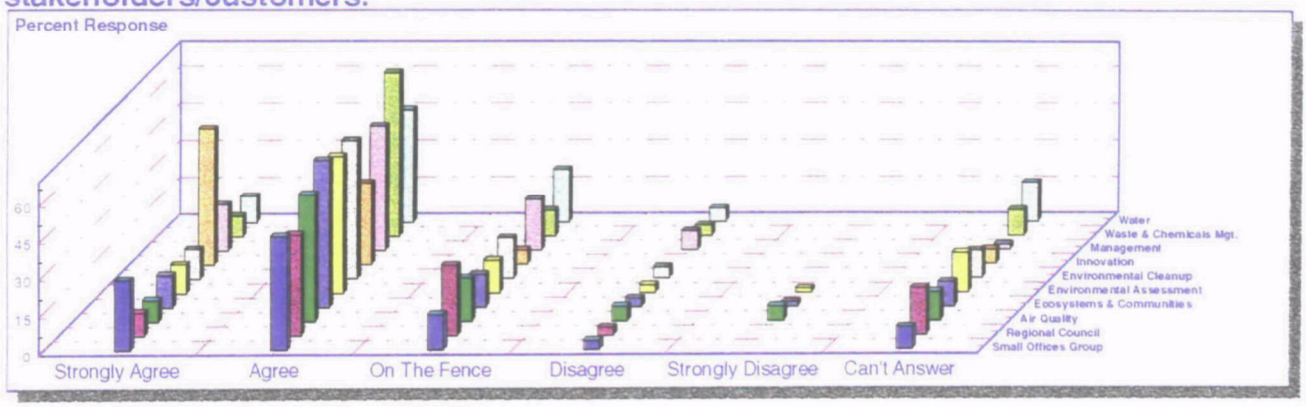
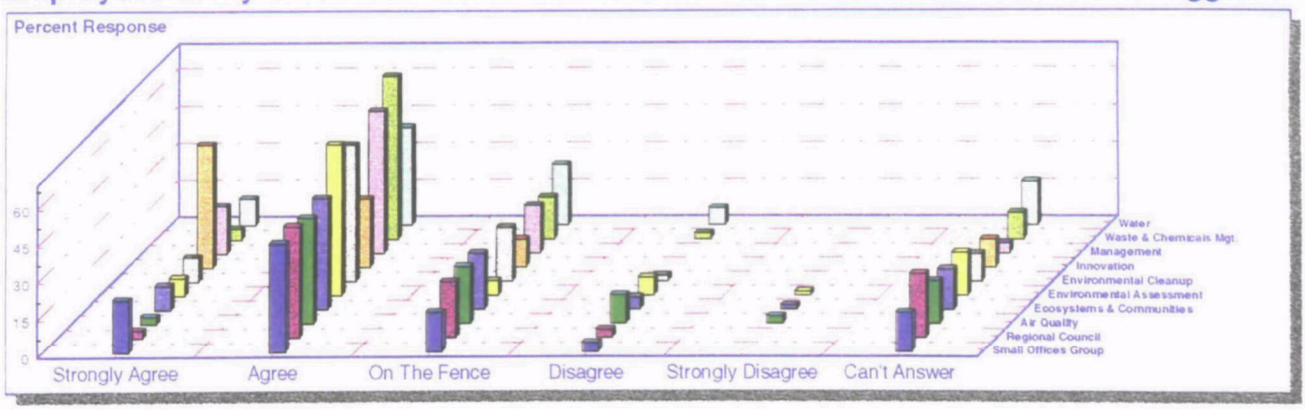
Region 10 Survey Results -- By Office

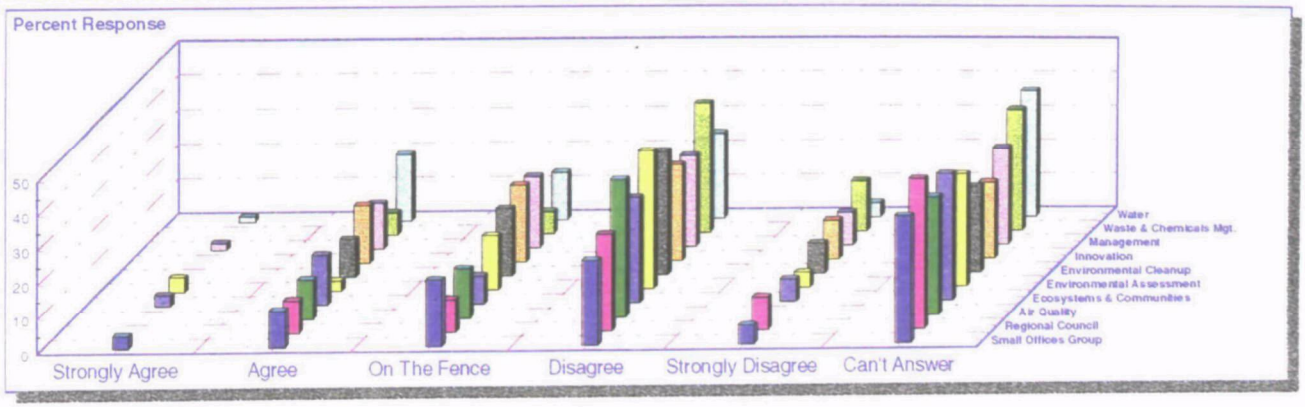
#16. Employees in my office ask for, and listen to the feedback/suggestions of stakeholders/customers.



#17. Employees in my office take action based on stakeholder/customer feedback/suggestions.



#18. During the past year, Region 10 employees I know have often made promises to their stakeholders/customers that were not fulfilled.



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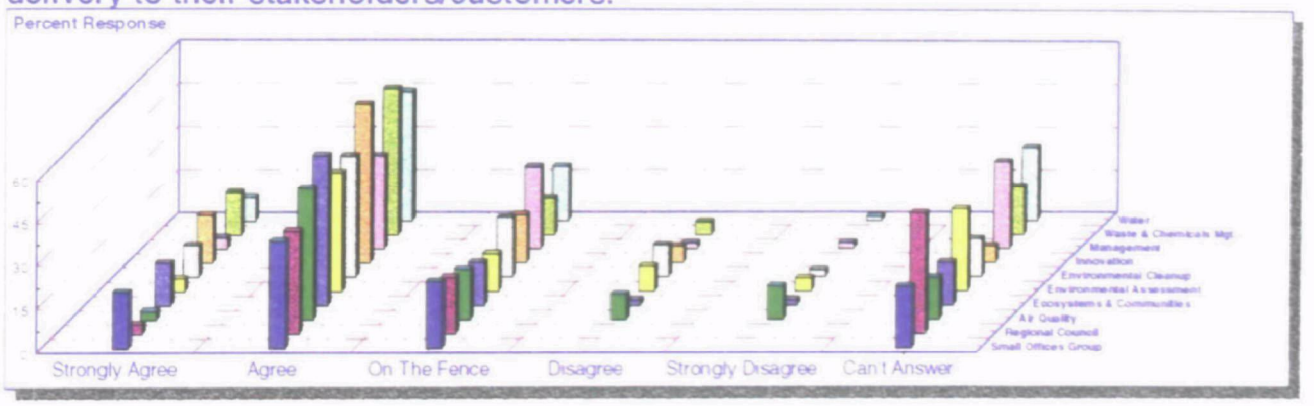
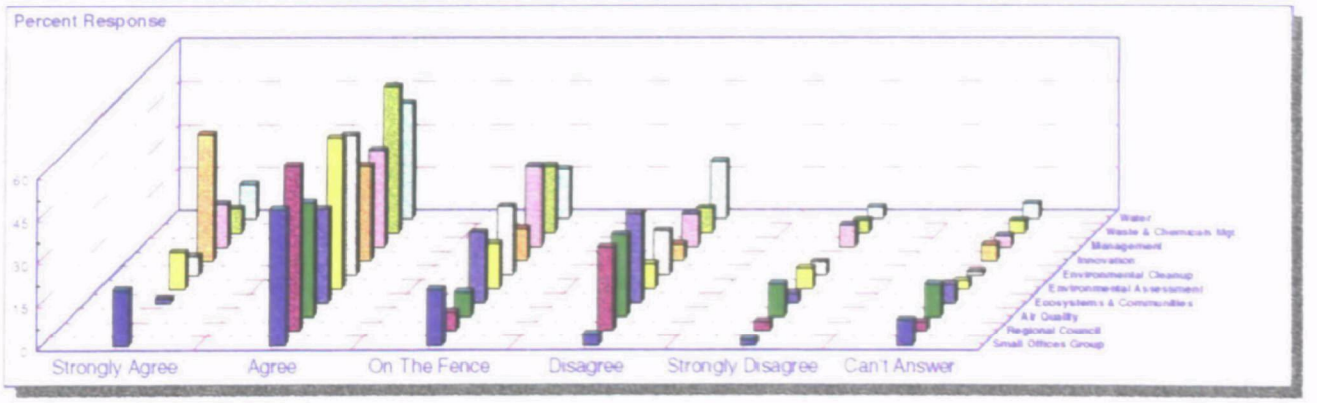
Region 10 Survey Results -- By Office

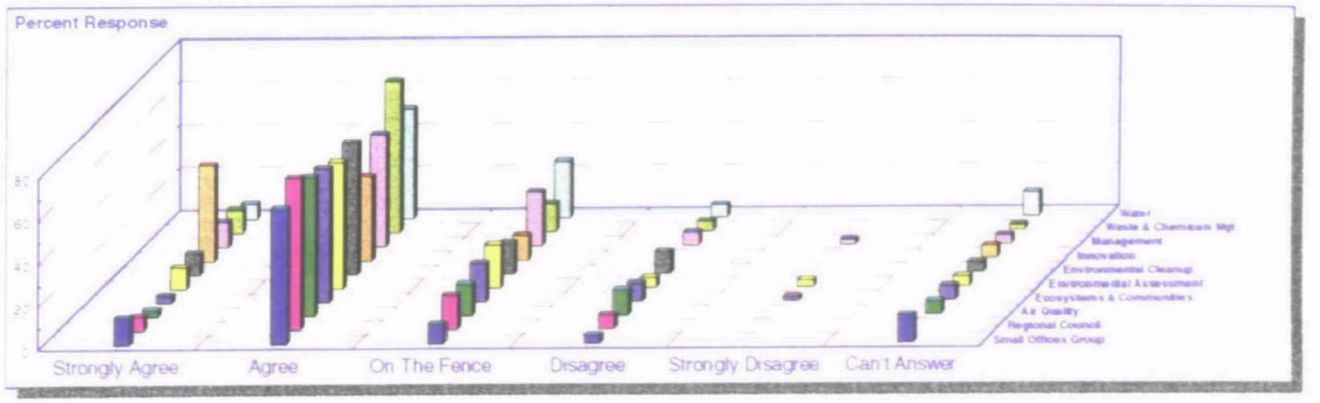
#19. Employees are actively pursuing partnership opportunities to provide successful program delivery to their stakeholders/customers.



#20. We communicate about and celebrate each other's successes in my office.



#21. I give others feedback that helps improve overall performance in my office/region.



- Small Offices Group*
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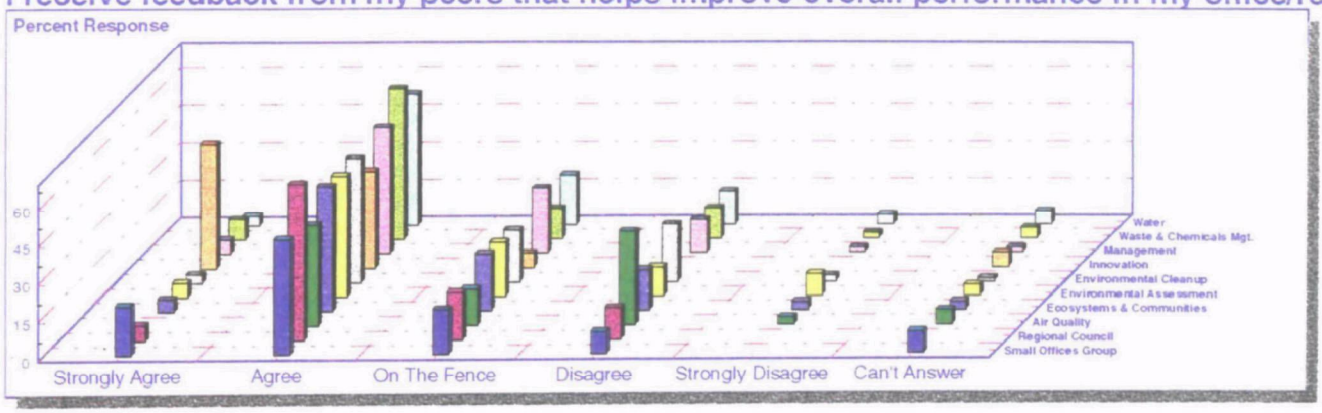
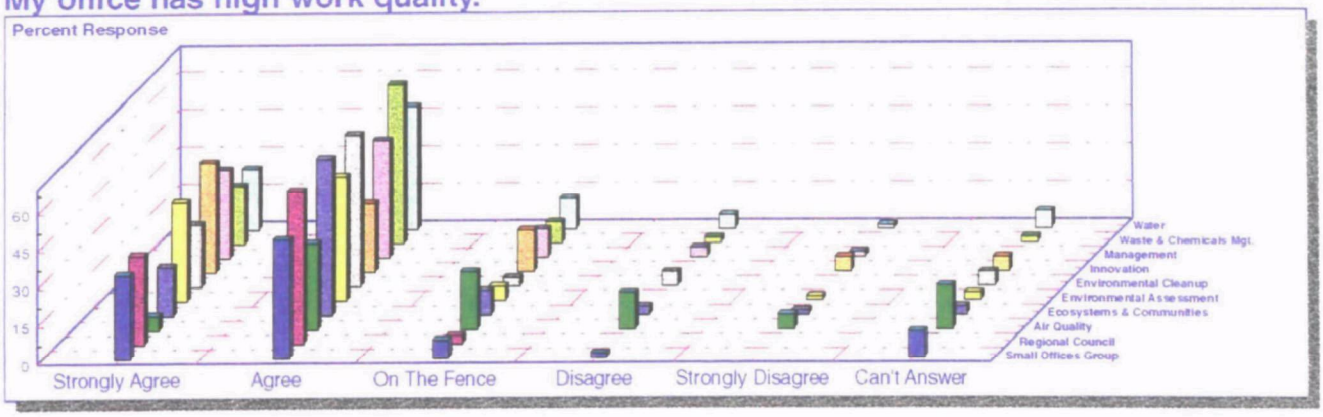
Region 10 Survey Results -- By Office

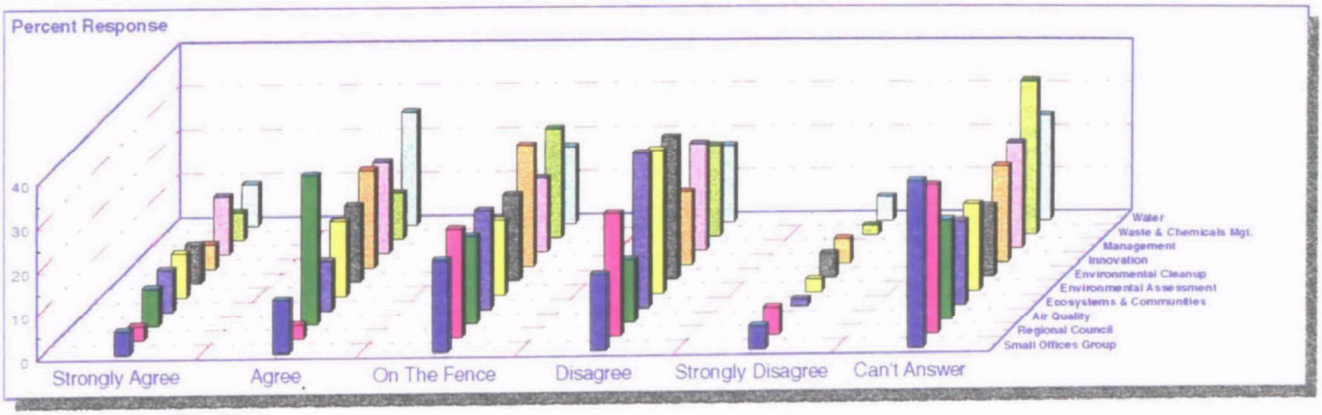
#22. I receive feedback from my peers that helps improve overall performance in my office/region.



#23. My office has high work quality.



#24. During the past year, Region 10 managers have often made promises to Region 10 mployees that weren't kept.



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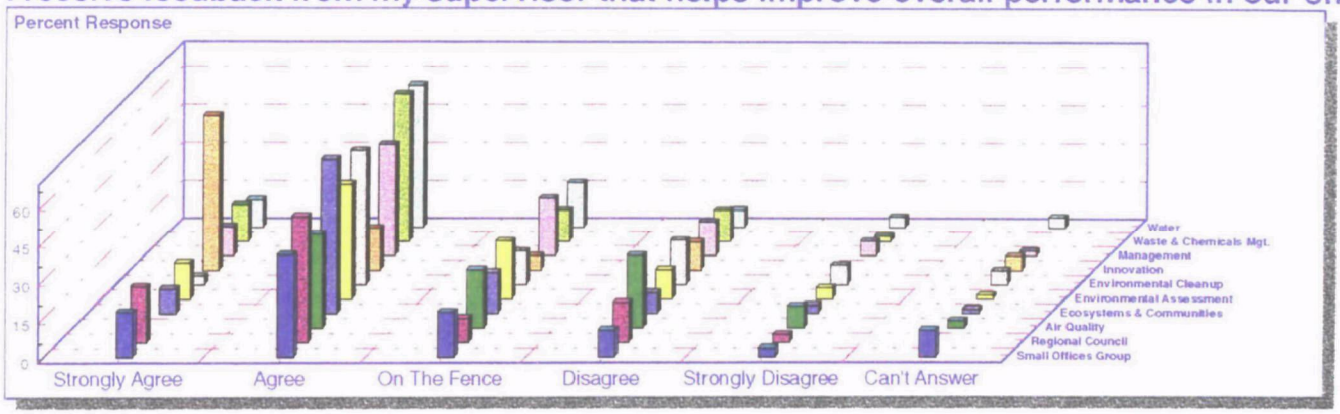
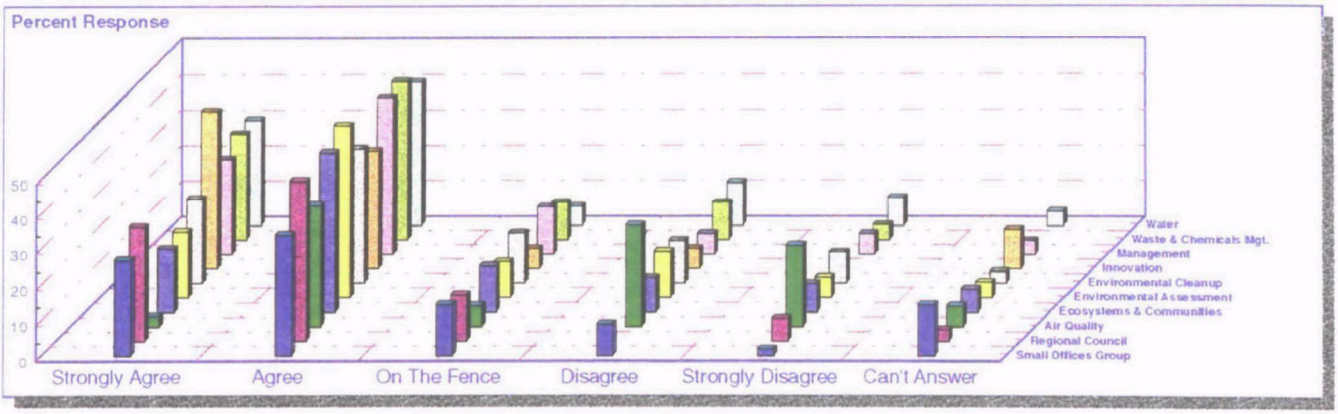
Region 10 Survey Results -- By Office

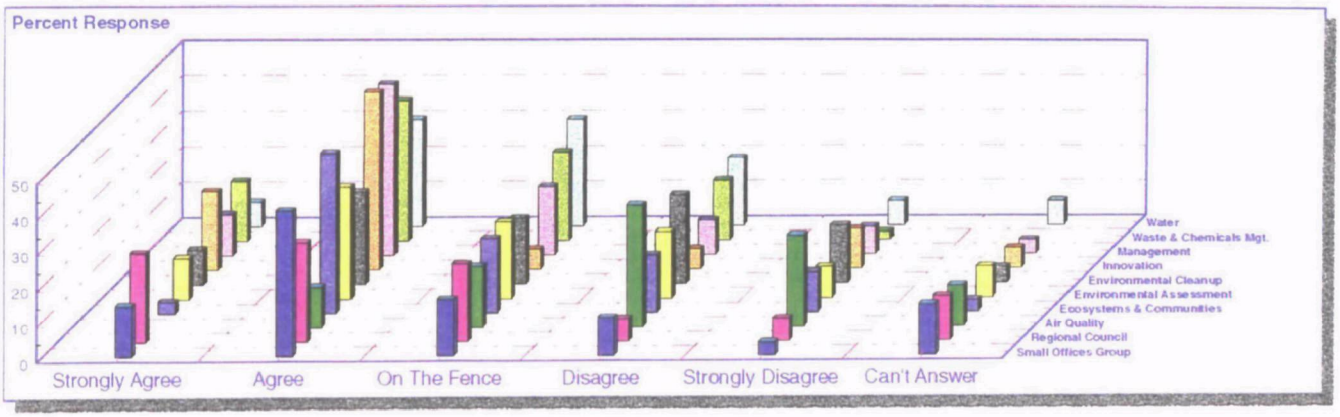
#25. I receive feedback from my supervisor that helps improve overall performance in our office.



#26. My supervisor serves primarily as a consultant to staff.



#27. My supervisor devotes adequate time and attention to coaching staff.



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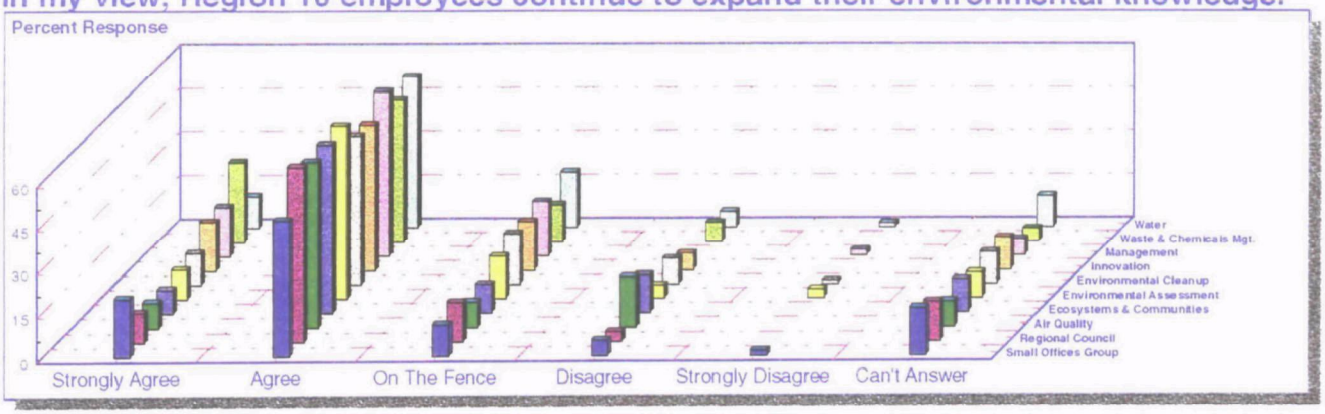
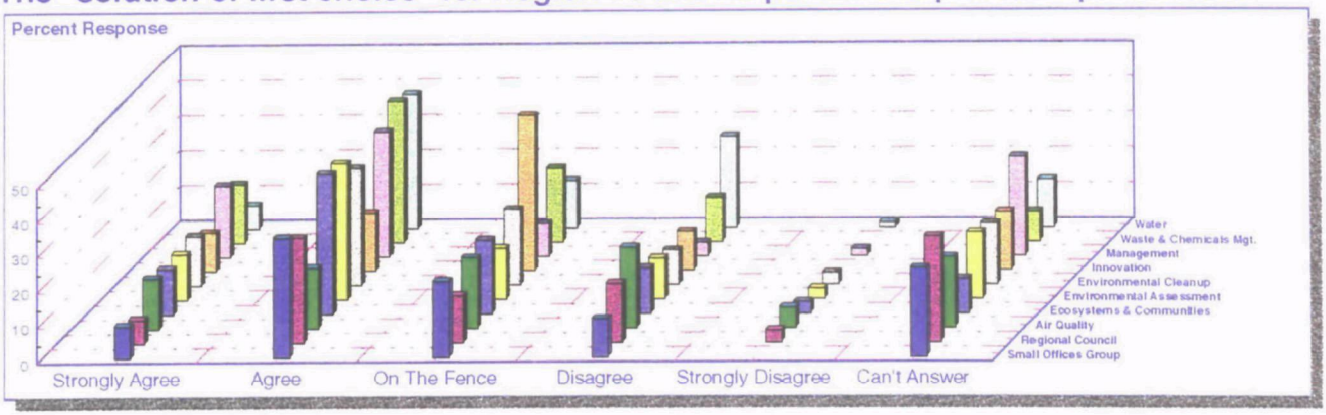
Region 10 Survey Results -- By Office

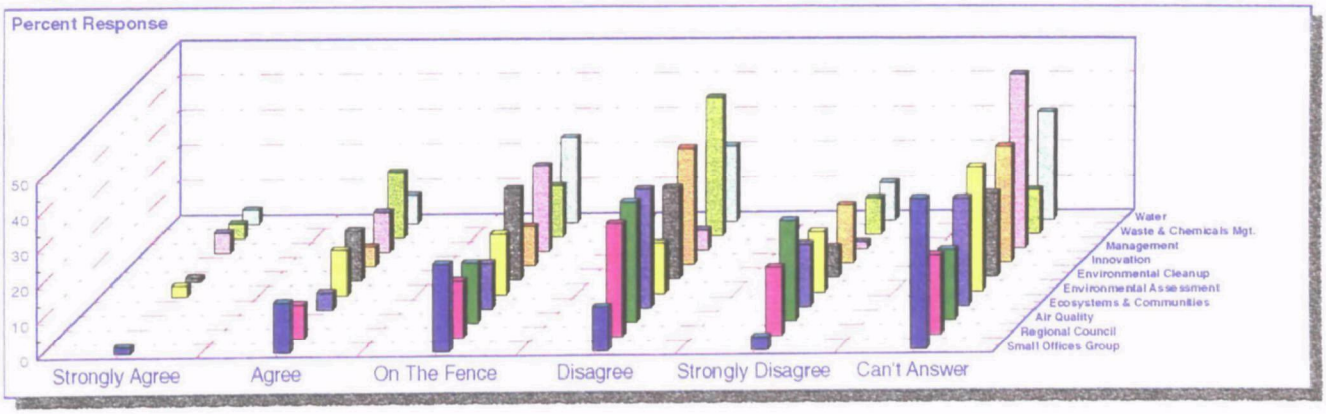
#28. In my view, Region 10 employees continue to expand their environmental knowledge.



#29. The "solution of first choice" for Region 10 and its partners is pollution prevention.



#30. Region 10 is clear about the mix of enforcement activities that results in best compliance.



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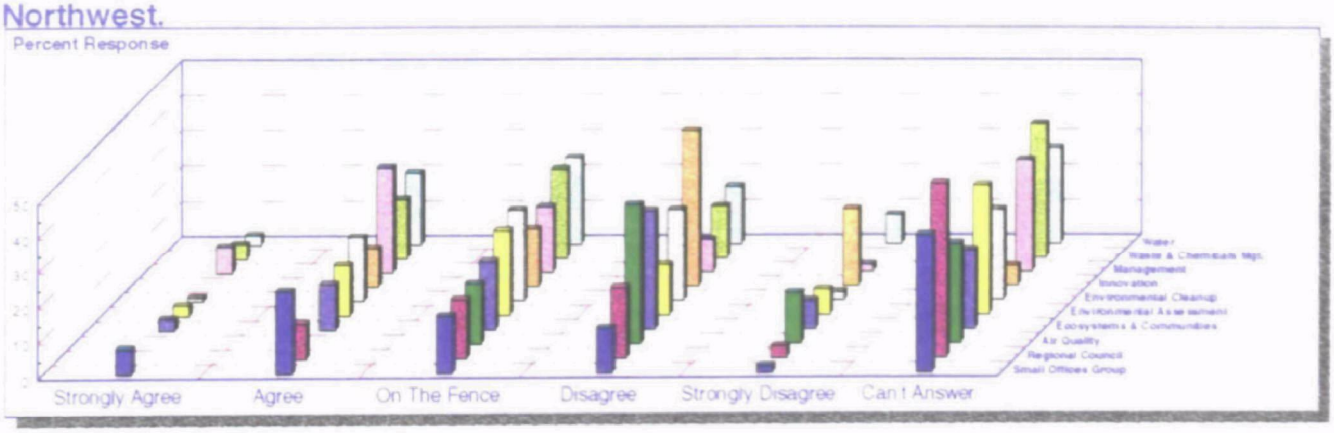
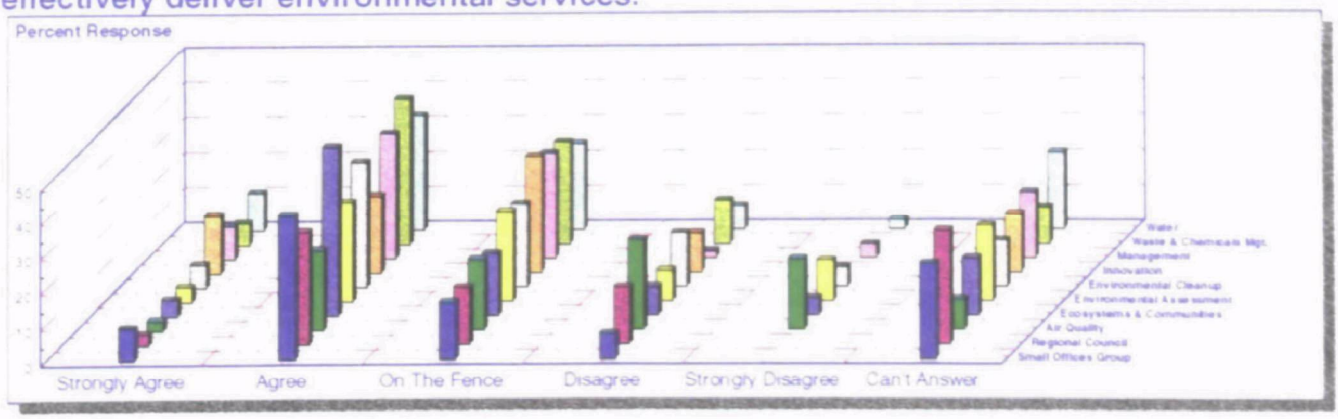
Region 10 Survey Results -- By Office

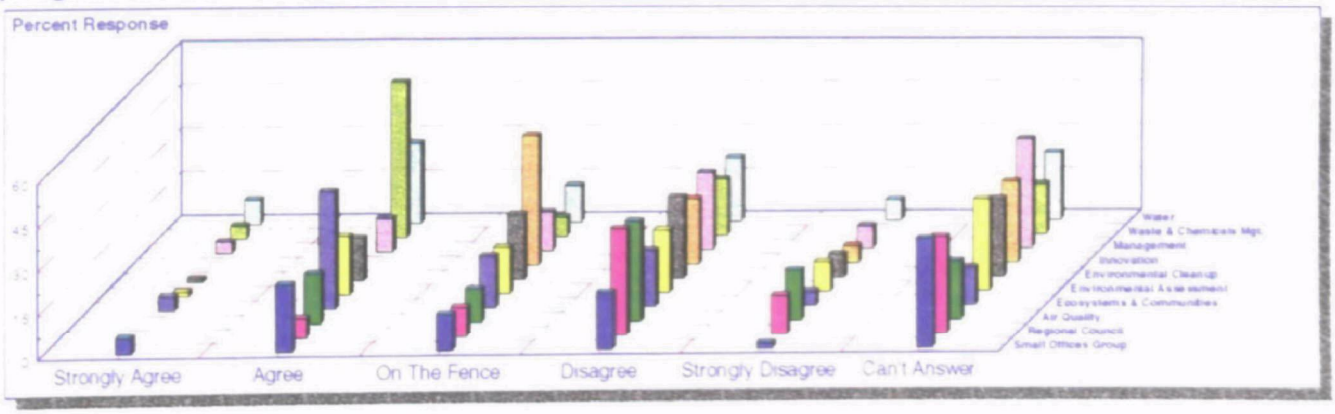
#31. Region 10 is seen as a leader of integrated environmental problem solving in the Pacific Northwest.



#32. Region 10's management is committed to continue to make organizational changes to effectively deliver environmental services.



#33. As a result of the reorganization, my unit has chosen to disinvest in certain parts of our program and/or services.



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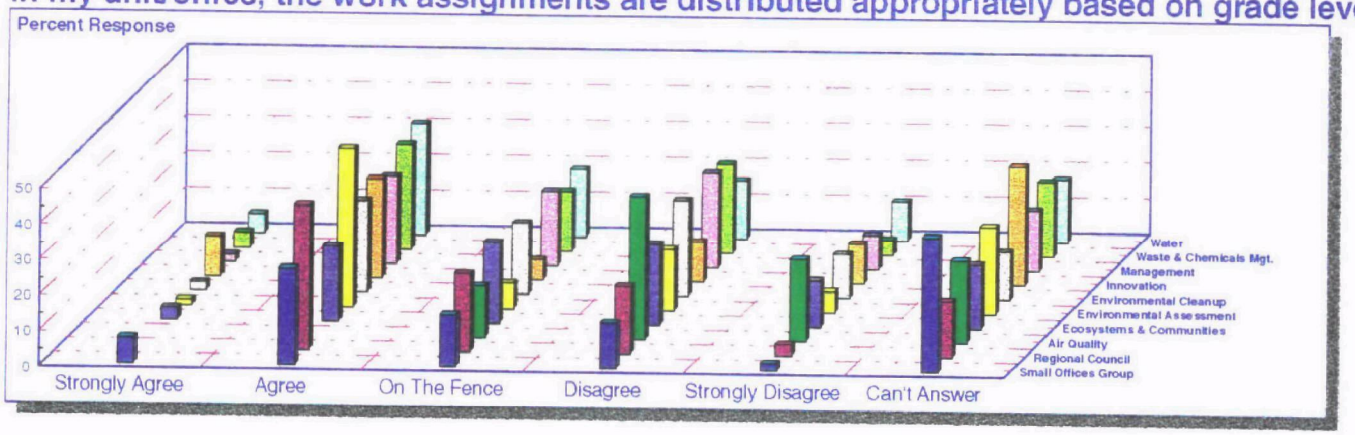
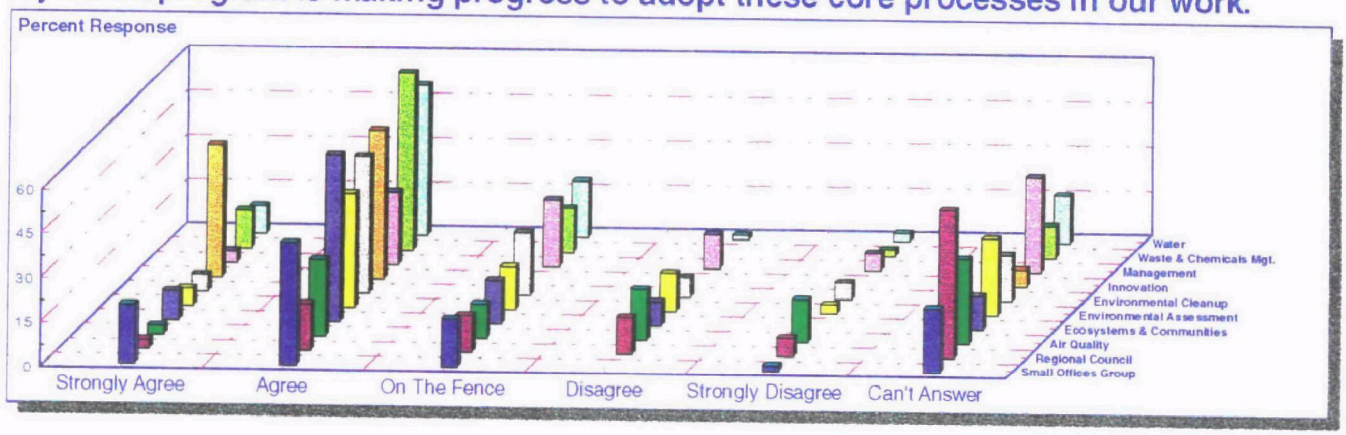
Region 10 Survey Results -- By Office

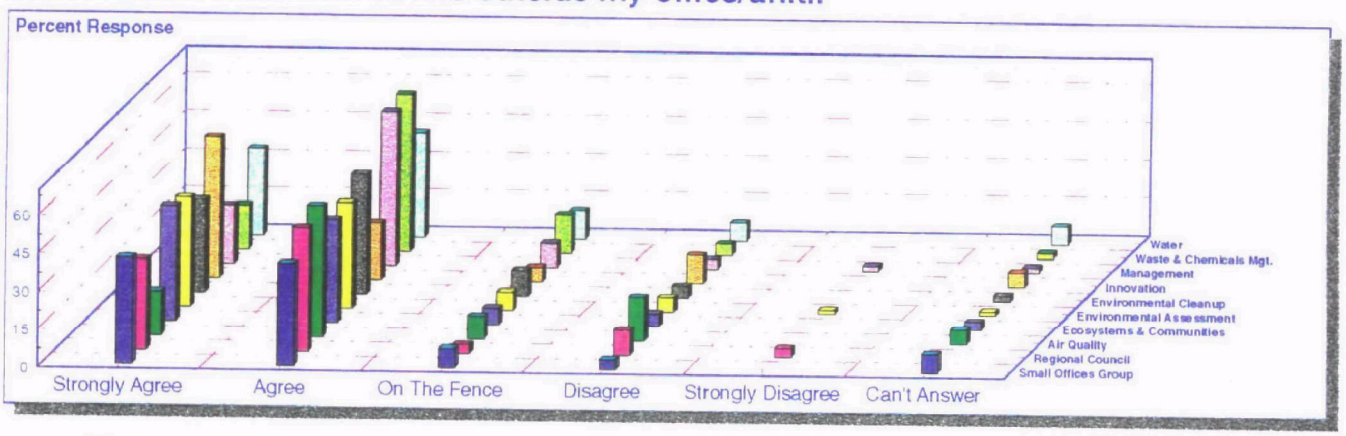
#34. In my unit/office, the work assignments are distributed appropriately based on grade level.



#35. My office/program is making progress to adopt these core processes in our work.



#36. I often collaborate with others outside my office/unit..



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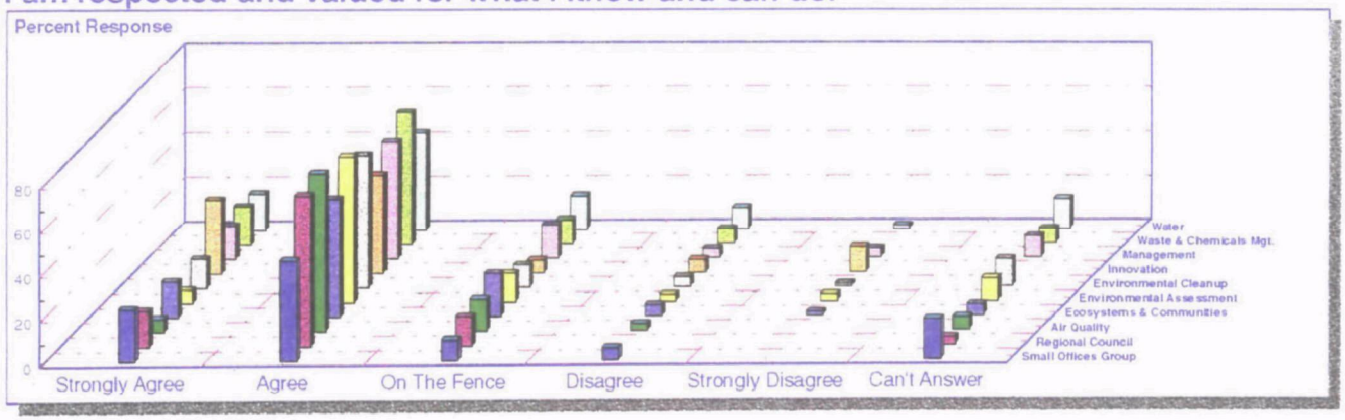
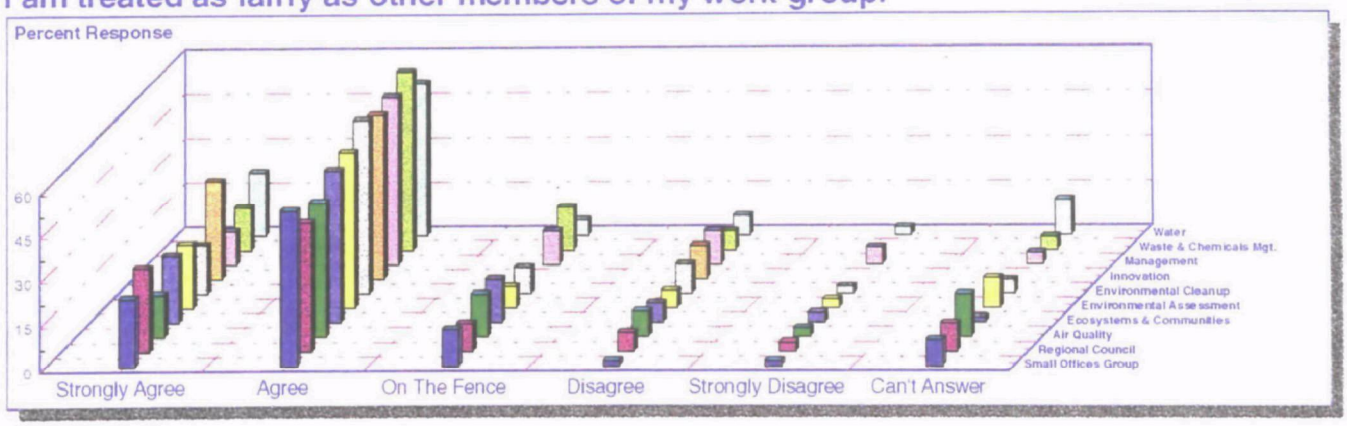
Region 10 Survey Results -- By Office

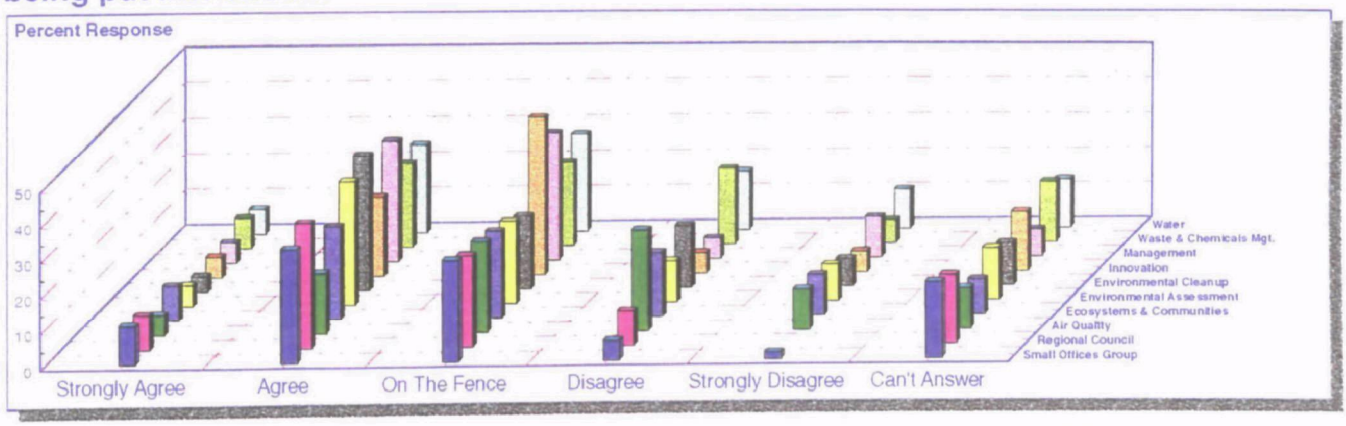
#37. I am respected and valued for what I know and can do.



#38. I am treated as fairly as other members of my work group.



#39. I see our organization's stated value about equal opportunity for growth and advancement being put into action.



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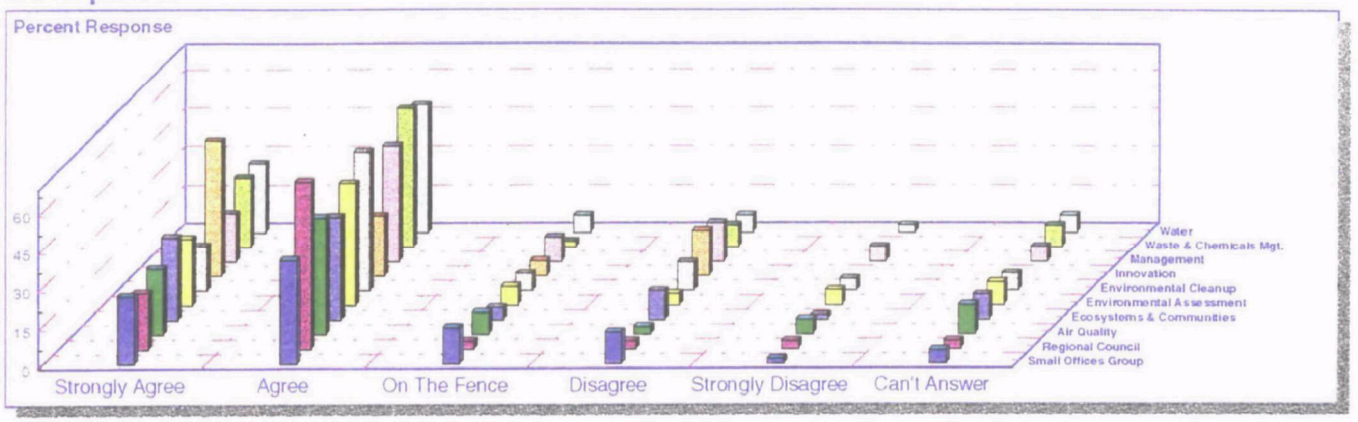
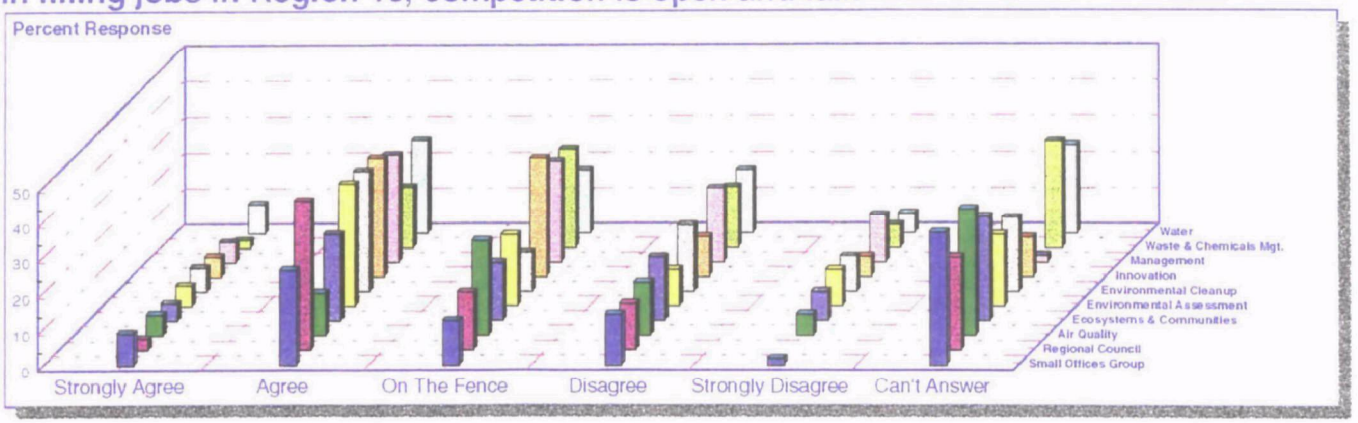
Region 10 Survey Results -- By Office

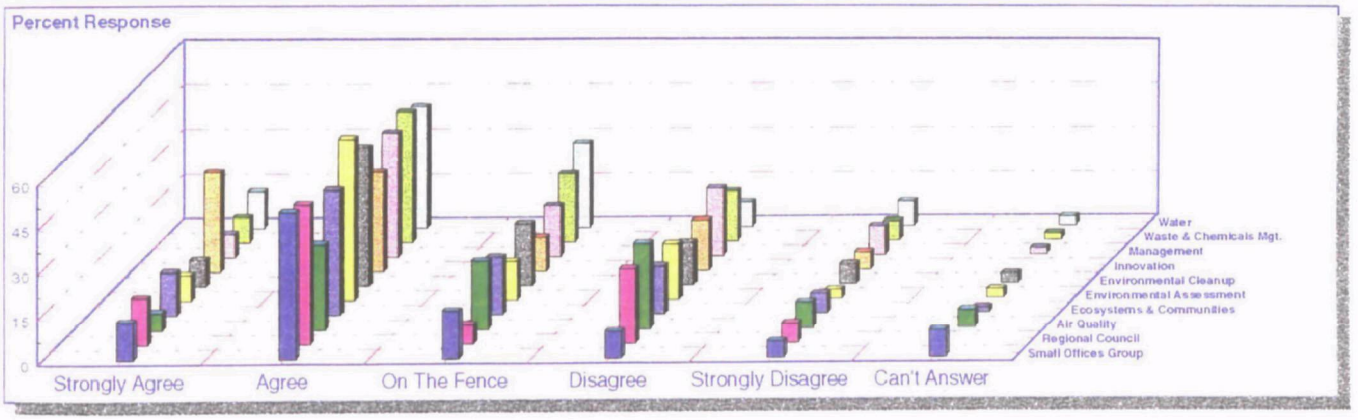
#40. I am not aware of any prejudicail or discriminatory language or remarks being made in my work place.



#41. In filling jobs in Region 10, competition is open and fair.



#42. I am satisfied with the recognition I receive for doing a good job.



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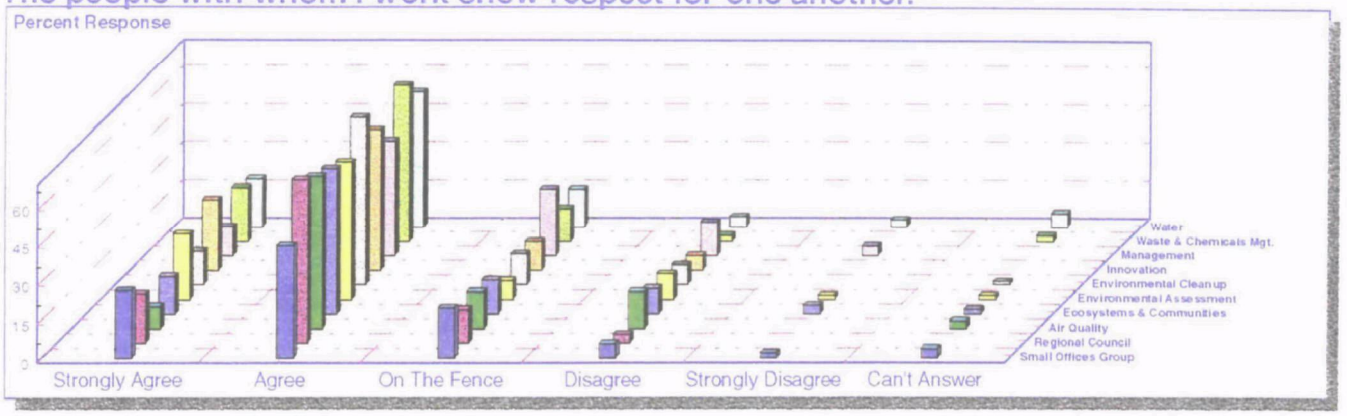
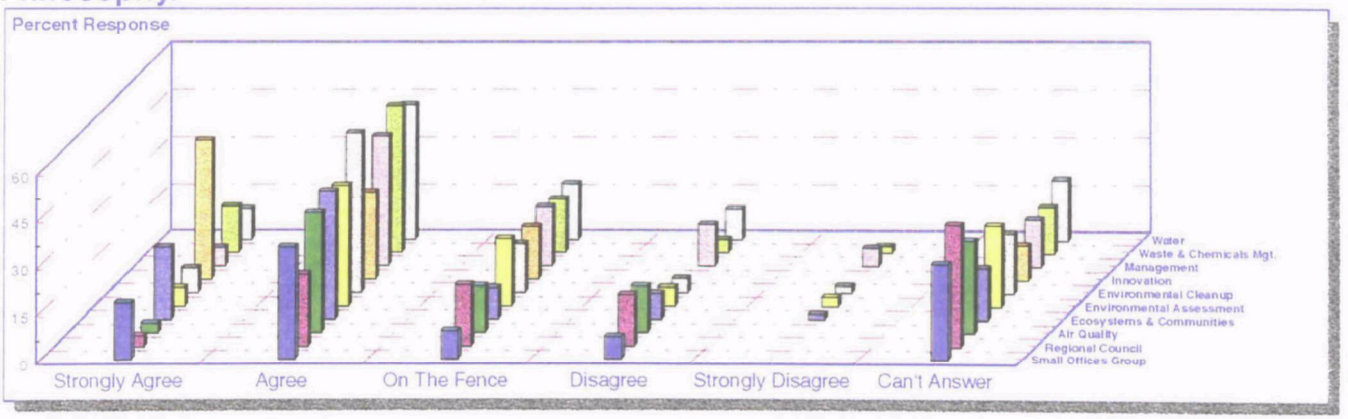
Region 10 Survey Results -- By Office

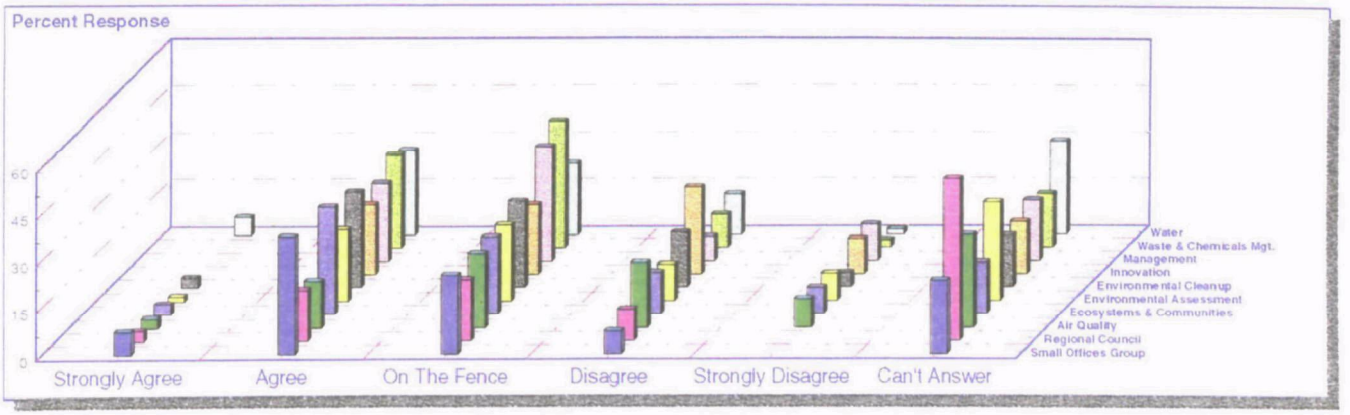
#43. The people with whom I work show respect for one another.



#44. I consider myself a leader within the Region consistent with Region 10's Leadership Philosophy.



#45. I believe that staff and managers in Region 10 have embraced Region 10's Leadership Philosophy and are acting accordingly.



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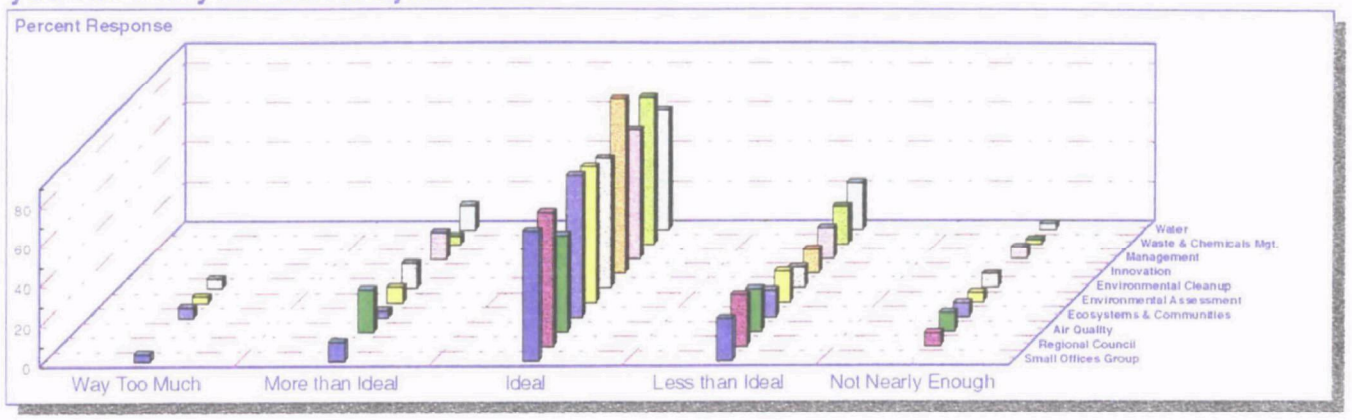
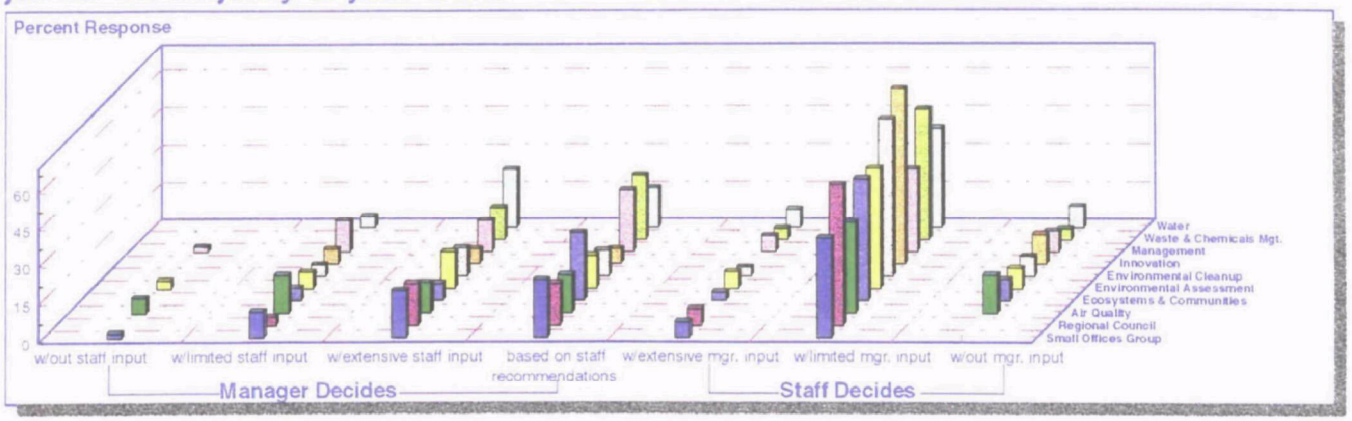
Region 10 Survey Results -- By Office

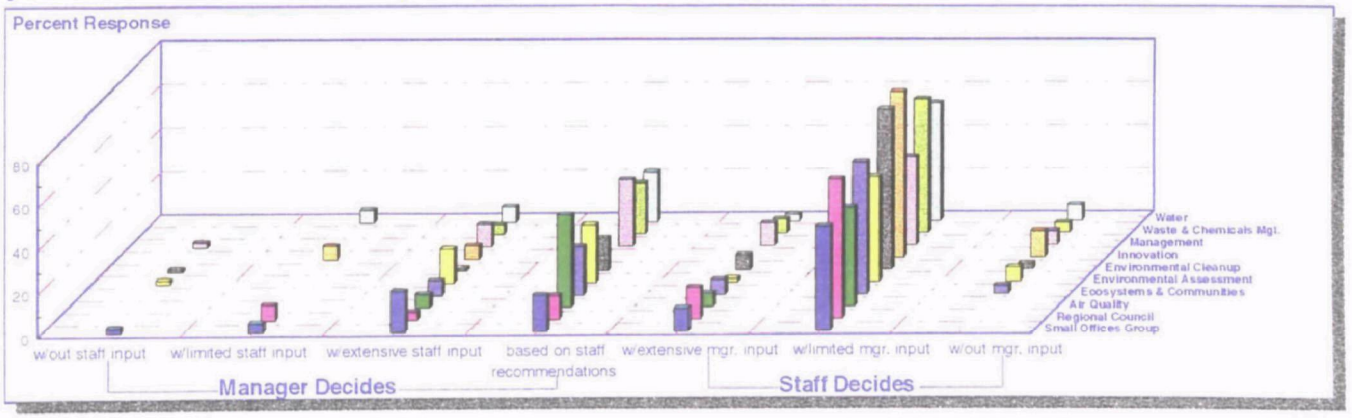
#46. Select the answer that best describes your feeling about the level of empowerment you have in your current job.



#47. How empowered are you by your manager/supervisor to make decisions in your job for the majority of your work.



#48. Select the answer that best describes the level of decision making empowerment you would like to have in your job for the majority of your work.



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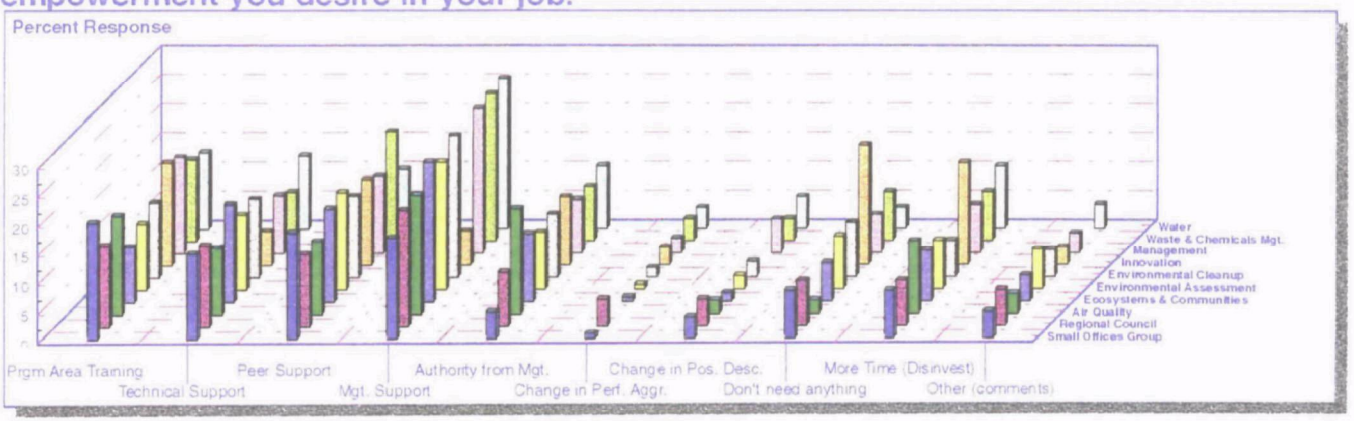
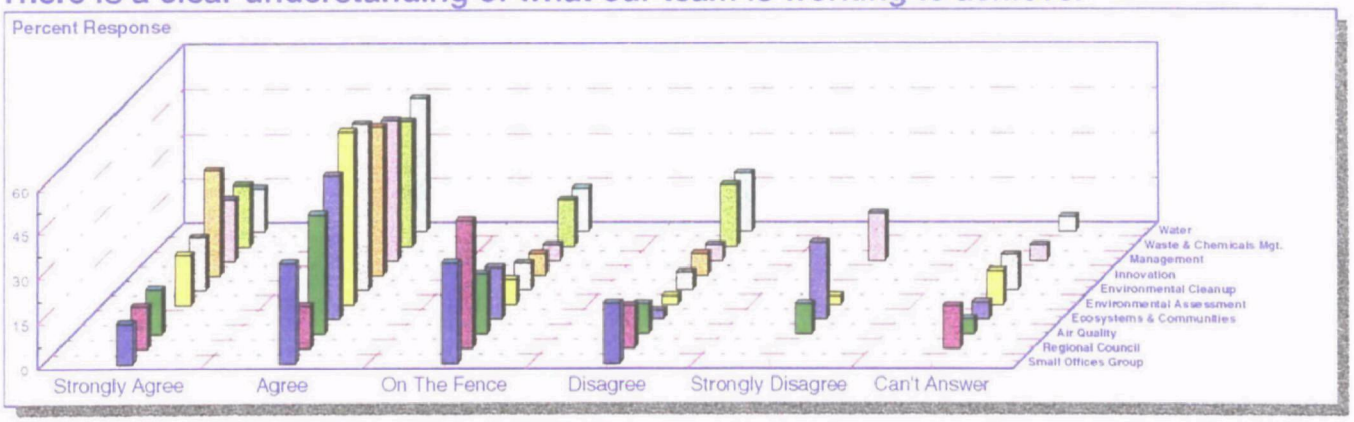
Region 10 Survey Results -- By Office

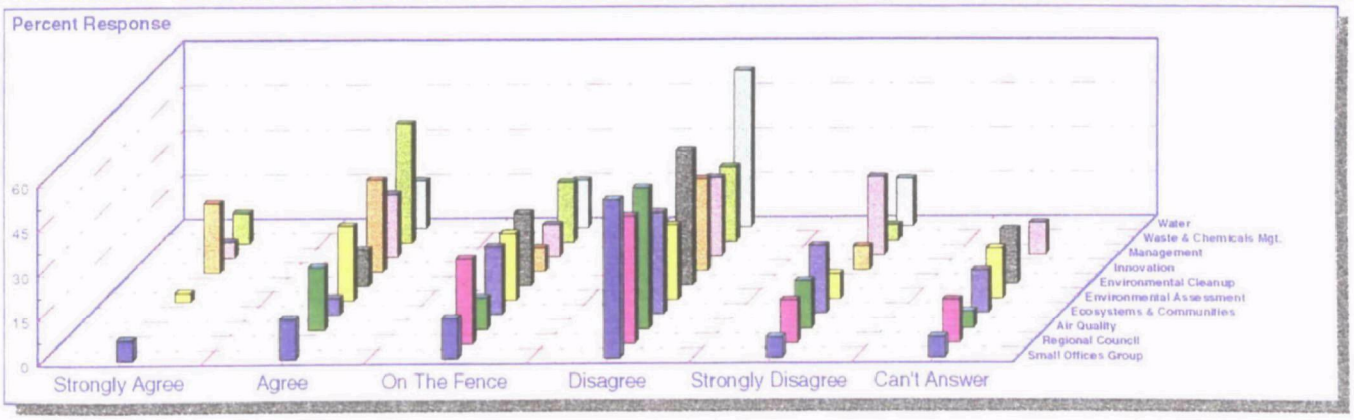
#49. Select from the items below those that are most important for you to get the level of empowerment you desire in your job.



#50. There is a clear understanding of what our team is working to achieve.



#51. Evaluation criteria have been established to measure our team's work and effectiveness.



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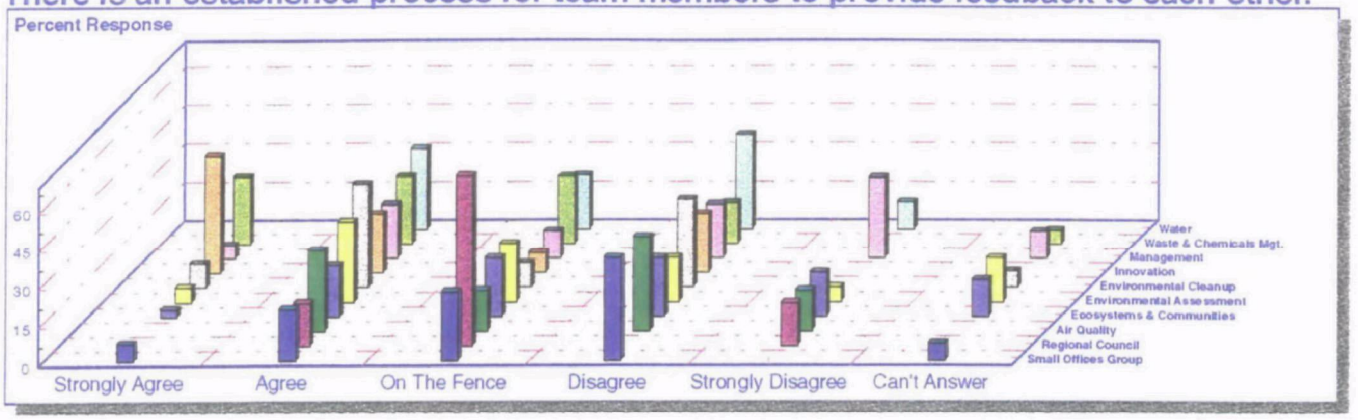
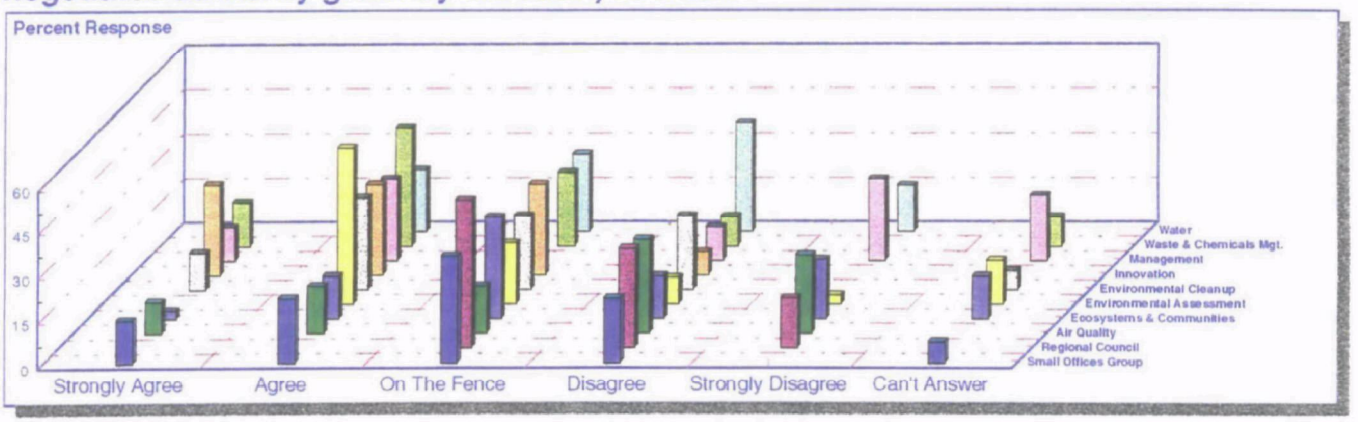
Region 10 Survey Results -- By Office

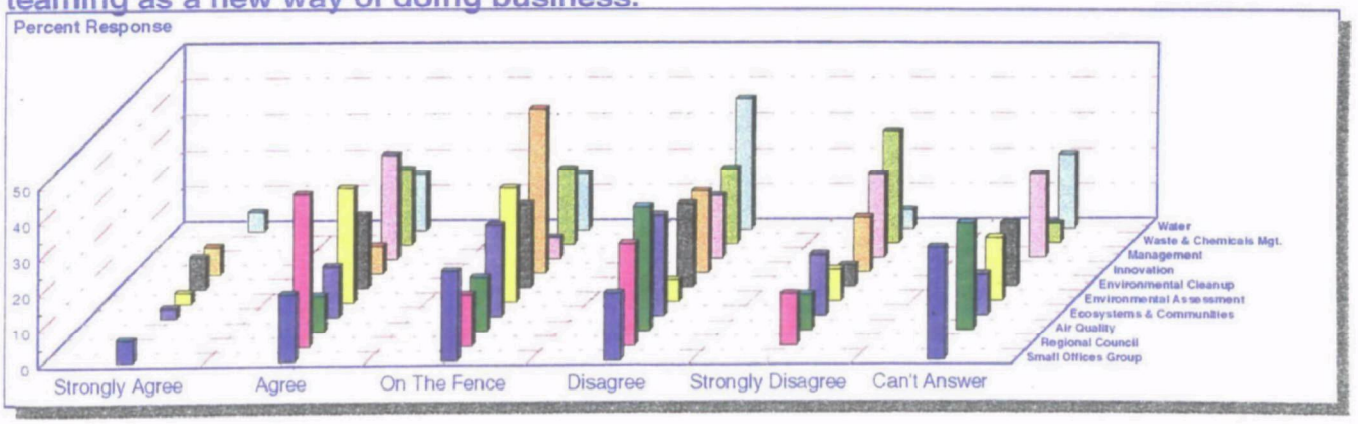
#52. There is an established process for team members to provide feedback to each other.



#53. The degree of authority of my team leader (either delegated authority from management or negotiated authority given by the team) is clear.



#54. The organization's administrative processes/systems are adequately aligned to support teaming as a new way of doing business.



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1996 Reorganization Survey sorted by PROGRAM

2. Where do you work?

		RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
Operations Office		31	3	5	10	1	7	0	0	1	8	66
	Col%	54.39%	9.38%	14.29%	16.39%	1.45%	7.61%	0.00%	0.00%	2.08%	11.43%	0.00%
Placed-Based		0	0	0	1	1	0	0	0	0	1	3
	Col%	0.00%	0.00%	0.00%	1.64%	1.45%	0.00%	0.00%	0.00%	0.00%	1.43%	0.00%
Manchester Lab		1	0	0	0	19	0	0	0	0	1	21
	Col%	1.75%	0.00%	0.00%	0.00%	27.54%	0.00%	0.00%	0.00%	0.00%	1.43%	0.00%
Hanford		0	0	0	0	0	7	0	0	0	0	7
	Col%	0.00%	0.00%	0.00%	0.00%	0.00%	7.61%	0.00%	0.00%	0.00%	0.00%	0.00%
Seattle		25	29	30	50	48	78	17	56	47	60	440
	Col%	43.86%	90.63%	85.71%	81.97%	69.57%	84.78%	100.00%	100.00%	97.92%	85.71%	0.00%
Total		57	32	35	61	69	92	17	56	48	70	537
	Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

8-13

3.What is your position at Region 10?

		RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
Administrative Position		20	8	2	4	11	10	2	21	4	6	88
	Col%	34.48%	25.81%	5.71%	6.45%	15.71%	10.87%	11.11%	38.18%	8.51%	8.22%	0.00%
Senior Environmental Employee (SEE)		8	1	2	7	1	9	2	2	4	3	39
	Col%	13.79%	3.23%	5.71%	11.29%	1.43%	9.78%	11.11%	3.64%	8.51%	4.11%	0.00%
Other Staff		25	19	28	46	54	67	13	27	35	58	372
	Col%	43.10%	61.29%	80.00%	74.19%	77.14%	72.83%	72.22%	49.09%	74.47%	79.45%	0.00%
Unit Manager, Director, DRA, RA, (not teamleader)		5	3	3	5	4	6	1	5	4	6	42
	Col%	8.62%	9.68%	8.57%	8.06%	5.71%	6.52%	5.56%	9.09%	8.51%	8.22%	0.00%
Total		58	31	35	62	70	92	18	55	47	73	541
	Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

4. I can describe Region 10's Values, Vision, and Mission Statements.

		RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
Yes		30	17	17	40	33	55	12	32	35	48	319
	Col%	53.57%	53.13%	48.57%	64.52%	48.53%	59.78%	70.59%	59.26%	72.92%	65.75%	0.00%
No		26	15	18	22	35	37	5	22	13	25	218
	Col%	46.43%	46.88%	51.43%	35.48%	51.47%	40.22%	29.41%	40.74%	27.08%	34.25%	0.00%
	Total	56	32	35	62	68	92	17	54	48	73	537
	Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

5. I can describe Region 10's "Strategic Directions."

		RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
Yes		23	7	10	30	19	30	6	17	21	30	193
	Col%	41.07%	21.88%	28.57%	49.18%	27.54%	32.61%	35.29%	31.48%	43.75%	40.54%	0.00%
No		33	25	25	31	50	62	11	37	27	44	345
	Col%	58.93%	78.13%	71.43%	50.82%	72.46%	67.39%	64.71%	68.52%	56.25%	59.46%	0.00%
	Total	56	32	35	61	69	92	17	54	48	74	538
	Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

6. I can describe Region 10's Leadership Philosophy.

		RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
Yes		29	12	14	33	28	47	13	28	28	34	266
	Col%	51.79%	37.50%	40.00%	54.10%	41.18%	51.65%	76.47%	51.85%	59.57%	45.95%	0.00%
No		27	20	21	28	40	44	4	26	19	40	269
	Col%	48.21%	62.50%	60.00%	45.90%	58.82%	48.35%	23.53%	48.15%	40.43%	54.05%	0.00%
	Total	56	32	35	61	68	91	17	54	47	74	535
	Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

7. Region 10 Senior Executives and Unit Managers "walk the talk" as related to the Region's stated values, vision, and mission.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	4	0	1	1	2	4	0	0	1	2	15
Col%	7.14%	0.00%	2.94%	1.61%	2.90%	4.40%	0.00%	0.00%	2.22%	2.70%	0.00%
AGREE	20	6	2	22	18	34	7	17	8	30	164
Col%	35.71%	18.75%	5.88%	35.48%	26.09%	37.36%	38.89%	32.08%	17.78%	40.54%	0.00%
ON THE FENCE	13	10	12	18	12	24	6	20	24	16	155
Col%	23.21%	31.25%	35.29%	29.03%	17.39%	26.37%	33.33%	37.74%	53.33%	21.62%	0.00%
DISAGREE	6	2	4	9	9	10	3	10	3	6	62
Col%	10.71%	6.25%	11.76%	14.52%	13.04%	10.99%	16.67%	18.87%	6.67%	8.11%	0.00%
STRONGLY DISAGREE	0	0	4	4	10	8	1	5	1	3	36
Col%	0.00%	0.00%	11.76%	6.45%	14.49%	8.79%	5.56%	9.43%	2.22%	4.05%	0.00%
CAN'T ANSWER	13	14	11	8	18	11	1	1	8	17	102
Col%	23.21%	43.75%	32.35%	12.90%	26.09%	12.09%	5.56%	1.89%	17.78%	22.97%	0.00%
Total	56	32	34	62	69	91	18	53	45	74	534
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

08-3

8. I know who my stakeholders/customers are.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	23	4	12	19	19	34	10	31	15	25	192
Col%	41.07%	13.33%	34.29%	31.15%	27.14%	36.96%	55.56%	58.49%	32.61%	35.71%	0.00%
AGREE	23	16	17	34	37	48	7	17	27	32	258
Col%	41.07%	53.33%	48.57%	55.74%	52.86%	52.17%	38.89%	32.08%	58.70%	45.71%	0.00%
ON THE FENCE	2	3	4	3	5	2	0	0	3	7	29
Col%	3.57%	10.00%	11.43%	4.92%	7.14%	2.17%	0.00%	0.00%	6.52%	10.00%	0.00%
DISAGREE	0	0	1	3	2	4	0	1	0	2	13
Col%	0.00%	0.00%	2.86%	4.92%	2.86%	4.35%	0.00%	1.89%	0.00%	2.86%	0.00%
STRONGLY DISAGREE	1	2	0	0	2	0	0	2	0	1	8
Col%	1.79%	6.67%	0.00%	0.00%	2.86%	0.00%	0.00%	3.77%	0.00%	1.43%	0.00%
CAN'T ANSWER	7	5	1	2	5	4	1	2	1	3	31
Col%	12.50%	16.67%	2.86%	3.28%	7.14%	4.35%	5.56%	3.77%	2.17%	4.29%	0.00%
Total	56	30	35	61	70	92	18	53	46	70	531
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

9. I know what stakeholders/customers want from Region 10, in general.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	11	1	5	12	11	9	3	10	5	9	76
Col%	19.64%	3.13%	14.71%	19.35%	15.71%	9.89%	16.67%	18.87%	10.87%	12.16%	0.00%
AGREE	27	11	19	29	32	55	8	27	29	40	277
Col%	48.21%	34.38%	55.88%	46.77%	45.71%	60.44%	44.44%	50.94%	63.04%	54.05%	0.00%
ON THE FENCE	11	7	5	10	14	17	2	11	10	13	100
Col%	19.64%	21.88%	14.71%	16.13%	20.00%	18.68%	11.11%	20.75%	21.74%	17.57%	0.00%
DISAGREE	0	2	2	6	4	1	3	1	1	7	27
Col%	0.00%	6.25%	5.88%	9.68%	5.71%	1.10%	16.67%	1.89%	2.17%	9.46%	0.00%
STRONGLY DISAGREE	0	2	0	0	2	1	0	1	0	0	6
Col%	0.00%	6.25%	0.00%	0.00%	2.86%	1.10%	0.00%	1.89%	0.00%	0.00%	0.00%
CAN'T ANSWER	7	9	3	5	7	8	2	3	1	5	50
Col%	12.50%	28.13%	8.82%	8.06%	10.00%	8.79%	11.11%	5.66%	2.17%	6.76%	0.00%
Total	56	32	34	62	70	91	18	53	46	74	536
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

E-81

10. In Region 10 we work as an integrated team to best serve our stakeholders/customers.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	2	2	0	0	7	4	1	4	2	1	23
Col%	3.57%	6.25%	0.00%	0.00%	10.00%	4.35%	5.56%	7.55%	4.17%	1.39%	0.00%
AGREE	20	12	2	11	19	32	2	21	16	18	153
Col%	35.71%	37.50%	5.88%	17.74%	27.14%	34.78%	11.11%	39.62%	33.33%	25.00%	0.00%
ON THE FENCE	15	6	11	17	18	23	8	16	17	24	155
Col%	26.79%	18.75%	32.35%	27.42%	25.71%	25.00%	44.44%	30.19%	35.42%	33.33%	0.00%
DISAGREE	12	4	11	20	10	23	3	9	11	23	126
Col%	21.43%	12.50%	32.35%	32.26%	14.29%	25.00%	16.67%	16.98%	22.92%	31.94%	0.00%
STRONGLY DISAGREE	1	1	5	9	9	7	3	2	2	2	41
Col%	1.79%	3.13%	14.71%	14.52%	12.86%	7.61%	16.67%	3.77%	4.17%	2.78%	0.00%
CAN'T ANSWER	6	7	5	5	7	3	1	1	0	4	39
Col%	10.71%	21.88%	14.71%	8.06%	10.00%	3.26%	5.56%	1.89%	0.00%	5.56%	0.00%
Total	56	32	34	62	70	92	18	53	48	72	537
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

11. I get the training and resources needed to carry out my work most effectively.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	11	4	0	3	7	11	4	9	2	5	56
Col%	19.30%	13.33%	0.00%	4.84%	10.00%	11.96%	22.22%	16.98%	4.26%	6.76%	0.00%
AGREE	26	11	11	24	36	36	5	25	19	30	223
Col%	45.61%	36.67%	31.43%	38.71%	51.43%	39.13%	27.78%	47.17%	40.43%	40.54%	0.00%
ON THE FENCE	10	4	9	15	14	18	3	6	16	14	109
Col%	17.54%	13.33%	25.71%	24.19%	20.00%	19.57%	16.67%	11.32%	34.04%	18.92%	0.00%
DISAGREE	5	8	12	14	8	24	5	7	9	18	110
Col%	8.77%	26.67%	34.29%	22.58%	11.43%	26.09%	27.78%	13.21%	19.15%	24.32%	0.00%
STRONGLY DISAGREE	2	2	3	6	4	3	0	6	1	5	32
Col%	3.51%	6.67%	8.57%	9.68%	5.71%	3.26%	0.00%	11.32%	2.13%	6.76%	0.00%
CAN'T ANSWER	3	1	0	0	1	0	1	0	0	2	8
Col%	5.26%	3.33%	0.00%	0.00%	1.43%	0.00%	5.56%	0.00%	0.00%	2.70%	0.00%
Total	57	30	35	62	70	92	18	53	47	74	538
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

12. Region 10's management serves as role models and lead by example.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	5	1	0	0	2	7	0	2	1	5	23
Col%	8.93%	3.13%	0.00%	0.00%	2.86%	7.61%	0.00%	3.85%	2.08%	6.85%	0.00%
AGREE	27	10	4	21	18	32	7	15	16	24	174
Col%	48.21%	31.25%	11.43%	33.87%	25.71%	34.78%	38.89%	28.85%	33.33%	32.88%	0.00%
ON THE FENCE	12	7	10	13	21	23	6	20	13	27	152
Col%	21.43%	21.88%	28.57%	20.97%	30.00%	25.00%	33.33%	38.46%	27.08%	36.99%	0.00%
DISAGREE	4	8	10	19	13	22	3	9	12	6	106
Col%	7.14%	25.00%	28.57%	30.65%	18.57%	23.91%	16.67%	17.31%	25.00%	8.22%	0.00%
STRONGLY DISAGREE	2	0	7	7	10	4	1	6	3	6	46
Col%	3.57%	0.00%	20.00%	11.29%	14.29%	4.35%	5.56%	11.54%	6.25%	8.22%	0.00%
CAN'T ANSWER	6	6	4	2	6	4	1	0	3	5	37
Col%	10.71%	18.75%	11.43%	3.23%	8.57%	4.35%	5.56%	0.00%	6.25%	6.85%	0.00%
Total	56	32	35	62	70	92	18	52	48	73	538
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

13. There is an organizational climate within Region 10 that encourages risk taking.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	3	1	0	3	3	6	0	1	1	3	21
Col%	5.26%	3.33%	0.00%	4.84%	4.29%	6.52%	0.00%	1.89%	2.08%	4.05%	0.00%
AGREE	23	8	8	16	19	30	7	14	8	20	153
Col%	40.35%	26.67%	22.86%	25.81%	27.14%	32.61%	38.89%	26.42%	16.67%	27.03%	0.00%
ON THE FENCE	15	6	4	15	13	23	4	16	20	20	136
Col%	26.32%	20.00%	11.43%	24.19%	18.57%	25.00%	22.22%	30.19%	41.67%	27.03%	0.00%
DISAGREE	4	8	13	12	17	19	4	9	10	24	120
Col%	7.02%	26.67%	37.14%	19.35%	24.29%	20.65%	22.22%	16.98%	20.83%	32.43%	0.00%
STRONGLY DISAGREE	2	2	6	12	11	10	2	8	3	2	58
Col%	3.51%	6.67%	17.14%	19.35%	15.71%	10.87%	11.11%	15.09%	6.25%	2.70%	0.00%
CAN'T ANSWER	10	5	4	4	7	4	1	5	6	5	51
Col%	17.54%	16.67%	11.43%	6.45%	10.00%	4.35%	5.56%	9.43%	12.50%	6.76%	0.00%
Total	57	30	35	62	70	92	18	53	48	74	539
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

C-23

14. Region 10 tries to develop and value a culturally diverse workforce:

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	14	5	2	11	16	12	5	10	10	17	102
Col%	25.00%	16.13%	5.71%	17.74%	23.53%	13.04%	27.78%	18.87%	21.28%	23.29%	0.00%
AGREE	29	19	20	26	32	50	7	28	24	29	264
Col%	51.79%	61.29%	57.14%	41.94%	47.06%	54.35%	38.89%	52.83%	51.06%	39.73%	0.00%
ON THE FENCE	6	6	5	14	9	16	4	5	8	13	86
Col%	10.71%	19.35%	14.29%	22.58%	13.24%	17.39%	22.22%	9.43%	17.02%	17.81%	0.00%
DISAGREE	1	1	4	4	4	5	1	6	2	2	30
Col%	1.79%	3.23%	11.43%	6.45%	5.88%	5.43%	5.56%	11.32%	4.26%	2.74%	0.00%
STRONGLY DISAGREE	0	0	1	4	1	2	0	4	1	0	13
Col%	0.00%	0.00%	2.86%	6.45%	1.47%	2.17%	0.00%	7.55%	2.13%	0.00%	0.00%
CAN'T ANSWER	6	0	3	3	6	7	1	0	2	12	40
Col%	10.71%	0.00%	8.57%	4.84%	8.82%	7.61%	5.56%	0.00%	4.26%	16.44%	0.00%
Total	56	31	35	62	68	92	18	53	47	73	535
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

15. Region 10's management listens to its employees' needs and interests.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	10	4	1	5	6	15	1	10	6	6	64
Col%	17.54%	12.90%	2.86%	8.20%	8.57%	16.30%	5.56%	19.23%	12.77%	8.33%	0.00%
AGREE	28	10	7	32	34	35	9	21	22	33	231
Col%	49.12%	32.26%	20.00%	52.46%	48.57%	38.04%	50.00%	40.38%	46.81%	45.83%	0.00%
ON THE FENCE	9	10	7	9	16	20	7	12	12	18	120
Col%	15.79%	32.26%	20.00%	14.75%	22.86%	21.74%	38.89%	23.08%	25.53%	25.00%	0.00%
DISAGREE	4	4	11	8	4	13	0	5	3	5	57
Col%	7.02%	12.90%	31.43%	13.11%	5.71%	14.13%	0.00%	9.62%	6.38%	6.94%	0.00%
STRONGLY DISAGREE	2	1	6	4	7	6	0	4	2	4	36
Col%	3.51%	3.23%	17.14%	6.56%	10.00%	6.52%	0.00%	7.69%	4.26%	5.56%	0.00%
CAN'T ANSWER	4	2	3	3	3	3	1	0	2	6	27
Col%	7.02%	6.45%	8.57%	4.92%	4.29%	3.26%	5.56%	0.00%	4.26%	8.33%	0.00%
Total	57	31	35	61	70	92	18	52	47	72	535
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

h2-3

16. Employees in my office ask for, and listen to the feedback/suggestions of stakeholders/customers.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	16	3	3	8	8	11	10	10	4	8	81
Col%	28.07%	9.38%	8.57%	12.90%	11.43%	11.96%	55.56%	18.87%	8.33%	10.81%	0.00%
AGREE	26	13	18	37	39	52	6	27	32	34	284
Col%	45.61%	40.63%	51.43%	59.68%	55.71%	56.52%	33.33%	50.94%	66.67%	45.95%	0.00%
ON THE FENCE	8	9	6	8	9	15	1	11	5	16	88
Col%	14.04%	28.13%	17.14%	12.90%	12.86%	16.30%	5.56%	20.75%	10.42%	21.62%	0.00%
DISAGREE	2	1	2	2	2	4	0	4	2	4	23
Col%	3.51%	3.13%	5.71%	3.23%	2.86%	4.35%	0.00%	7.55%	4.17%	5.41%	0.00%
STRONGLY DISAGREE	0	0	2	1	1	0	0	0	0	0	4
Col%	0.00%	0.00%	5.71%	1.61%	1.43%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
CAN'T ANSWER	5	6	4	6	11	10	1	1	5	12	61
Col%	8.77%	18.75%	11.43%	9.68%	15.71%	10.87%	5.56%	1.89%	10.42%	16.22%	0.00%
Total	57	32	35	62	70	92	18	53	48	74	541
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

17. Employees in my office take action based on stakeholder/customer feedback/suggestions.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	12	1	1	6	5	9	9	10	2	8	63
Col%	21.05%	3.23%	2.86%	9.68%	7.14%	9.78%	50.00%	19.23%	4.26%	10.96%	0.00%
AGREE	25	14	15	28	43	51	5	30	31	29	271
Col%	43.86%	45.16%	42.86%	45.16%	61.43%	55.43%	27.78%	57.69%	65.96%	39.73%	0.00%
ON THE FENCE	9	7	8	14	4	20	2	10	8	18	100
Col%	15.79%	22.58%	22.86%	22.58%	5.71%	21.74%	11.11%	19.23%	17.02%	24.66%	0.00%
DISAGREE	2	1	4	3	5	2	0	0	1	5	23
Col%	3.51%	3.23%	11.43%	4.84%	7.14%	2.17%	0.00%	0.00%	2.13%	6.85%	0.00%
STRONGLY DISAGREE	0	0	1	1	1	0	0	0	0	0	3
Col%	0.00%	0.00%	2.86%	1.61%	1.43%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
CAN'T ANSWER	9	8	6	10	12	10	2	2	5	13	77
Col%	15.79%	25.81%	17.14%	16.13%	17.14%	10.87%	11.11%	3.85%	10.64%	17.81%	0.00%
Total	57	31	35	62	70	92	18	52	47	73	537
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

18. During the past year, Region 10 employees I know have often made promises to their stakeholder/customers that were not fulfilled.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	2	0	0	2	3	0	0	1	0	1	9
Col%	3.51%	0.00%	0.00%	3.23%	4.29%	0.00%	0.00%	1.89%	0.00%	1.37%	0.00%
AGREE	6	3	4	9	2	10	3	7	3	14	61
Col%	10.53%	9.38%	11.43%	14.52%	2.86%	10.87%	16.67%	13.21%	6.25%	19.18%	0.00%
ON THE FENCE	11	3	5	5	11	18	4	11	3	10	81
Col%	19.30%	9.38%	14.29%	8.06%	15.71%	19.57%	22.22%	20.75%	6.25%	13.70%	0.00%
DISAGREE	14	9	14	19	28	33	5	14	18	18	172
Col%	24.56%	28.13%	40.00%	30.65%	40.00%	35.87%	27.78%	26.42%	37.50%	24.66%	0.00%
STRONGLY DISAGREE	3	3	0	4	3	8	2	5	7	3	38
Col%	5.26%	9.38%	0.00%	6.45%	4.29%	8.70%	11.11%	9.43%	14.58%	4.11%	0.00%
CAN'T ANSWER	21	14	12	23	23	23	4	15	17	27	179
Col%	36.84%	43.75%	34.29%	37.10%	32.86%	25.00%	22.22%	28.30%	35.42%	36.99%	0.00%
Total	57	32	35	62	70	92	18	53	48	73	540
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

19. *Employees are actively pursuing partnership opportunities to provide successful program delivery to their stakeholders/customers.*

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	11	1	1	9	3	10	3	2	7	6	53
Col%	19.30%	3.23%	2.86%	14.75%	4.29%	10.87%	16.67%	3.85%	14.89%	8.22%	0.00%
AGREE	21	11	16	32	29	39	10	17	24	33	232
Col%	36.84%	35.48%	45.71%	52.46%	41.43%	42.39%	55.56%	32.69%	51.06%	45.21%	0.00%
ON THE FENCE	13	6	6	9	9	19	3	15	6	14	100
Col%	22.81%	19.35%	17.14%	14.75%	12.86%	20.65%	16.67%	28.85%	12.77%	19.18%	0.00%
DISAGREE	0	0	3	1	6	10	1	1	2	0	24
Col%	0.00%	0.00%	8.57%	1.64%	8.57%	10.87%	5.56%	1.92%	4.26%	0.00%	0.00%
STRONGLY DISAGREE	0	0	4	1	3	2	0	1	0	1	12
Col%	0.00%	0.00%	11.43%	1.64%	4.29%	2.17%	0.00%	1.92%	0.00%	1.37%	0.00%
CAN'T ANSWER	12	13	5	9	20	12	1	16	8	19	115
Col%	21.05%	41.94%	14.29%	14.75%	28.57%	13.04%	5.56%	30.77%	17.02%	26.03%	0.00%
Total	57	31	35	61	70	92	18	52	47	73	536
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

20. We communicate about and celebrate each other's successes in my office.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	11	0	0	1	9	6	8	8	4	9	56
Col%	19.30%	0.00%	0.00%	1.64%	12.86%	6.52%	44.44%	15.09%	8.51%	12.16%	0.00%
AGREE	27	18	14	20	37	45	6	18	24	30	239
Col%	47.37%	58.06%	40.00%	32.79%	52.86%	48.91%	33.33%	33.96%	51.06%	40.54%	0.00%
ON THE FENCE	11	2	3	15	11	22	2	15	11	13	105
Col%	19.30%	6.45%	8.57%	24.59%	15.71%	23.91%	11.11%	28.30%	23.40%	17.57%	0.00%
DISAGREE	2	9	10	19	6	14	1	6	4	15	86
Col%	3.51%	29.03%	28.57%	31.15%	8.57%	15.22%	5.56%	11.32%	8.51%	20.27%	0.00%
STRONGLY DISAGREE	1	1	4	2	5	4	0	4	2	3	26
Col%	1.75%	3.23%	11.43%	3.28%	7.14%	4.35%	0.00%	7.55%	4.26%	4.05%	0.00%
CAN'T ANSWER	5	1	4	4	2	1	1	2	2	4	26
Col%	8.77%	3.23%	11.43%	6.56%	2.86%	1.09%	5.56%	3.77%	4.26%	5.41%	0.00%
Total	57	31	35	61	70	92	18	53	47	74	538
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

21. I give others feedback that helps improve overall performance in my office/region.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	7	2	1	2	7	9	8	6	5	5	52
Col%	12.28%	6.45%	2.94%	3.28%	10.00%	9.89%	44.44%	11.54%	10.64%	6.85%	0.00%
AGREE	36	22	22	38	41	56	7	27	33	37	319
Col%	63.16%	70.97%	64.71%	62.30%	58.57%	61.54%	38.89%	51.92%	70.21%	50.68%	0.00%
ON THE FENCE	5	5	5	11	14	13	2	13	6	19	93
Col%	8.77%	16.13%	14.71%	18.03%	20.00%	14.29%	11.11%	25.00%	12.77%	26.03%	0.00%
DISAGREE	2	2	4	5	3	9	0	3	2	4	34
Col%	3.51%	6.45%	11.76%	8.20%	4.29%	9.89%	0.00%	5.77%	4.26%	5.48%	0.00%
STRONGLY DISAGREE	0	0	0	1	2	0	0	1	0	0	4
Col%	0.00%	0.00%	0.00%	1.64%	2.86%	0.00%	0.00%	1.92%	0.00%	0.00%	0.00%
CAN'T ANSWER	7	0	2	4	3	4	1	2	1	8	32
Col%	12.28%	0.00%	5.88%	6.56%	4.29%	4.40%	5.56%	3.85%	2.13%	10.96%	0.00%
Total	57	31	34	61	70	91	18	52	47	73	534
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

22. I receive feedback from my peers that helps improve overall performance in my office/region.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	11	2	0	3	4	3	9	3	4	3	42
Col%	19.30%	6.25%	0.00%	4.84%	5.71%	3.26%	50.00%	5.66%	8.33%	4.05%	0.00%
AGREE	26	20	14	31	34	46	7	27	29	39	273
Col%	45.61%	62.50%	40.00%	50.00%	48.57%	50.00%	38.89%	50.94%	60.42%	52.70%	0.00%
ON THE FENCE	10	6	5	14	15	19	1	14	6	15	105
Col%	17.54%	18.75%	14.29%	22.58%	21.43%	20.65%	5.56%	26.42%	12.50%	20.27%	0.00%
DISAGREE	5	4	13	10	8	21	0	7	6	10	84
Col%	8.77%	12.50%	37.14%	16.13%	11.43%	22.83%	0.00%	13.21%	12.50%	13.51%	0.00%
STRONGLY DISAGREE	0	0	1	2	6	2	0	1	1	3	16
Col%	0.00%	0.00%	2.86%	3.23%	8.57%	2.17%	0.00%	1.89%	2.08%	4.05%	0.00%
CAN'T ANSWER	5	0	2	2	3	1	1	1	2	4	21
Col%	8.77%	0.00%	5.71%	3.23%	4.29%	1.09%	5.56%	1.89%	4.17%	5.41%	0.00%
Total	57	32	35	62	70	92	18	53	48	74	541
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

23. My office has high work quality.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	19	11	2	12	28	23	8	19	11	18	151
Col%	33.33%	35.48%	5.71%	19.35%	40.00%	25.00%	44.44%	35.85%	23.40%	24.66%	0.00%
AGREE	27	19	12	39	35	56	5	25	30	36	284
Col%	47.37%	61.29%	34.29%	62.90%	50.00%	60.87%	27.78%	47.17%	63.83%	49.32%	0.00%
ON THE FENCE	4	1	8	6	4	3	3	6	4	9	48
Col%	7.02%	3.23%	22.86%	9.68%	5.71%	3.26%	16.67%	11.32%	8.51%	12.33%	0.00%
DISAGREE	1	0	5	2	0	5	0	2	1	4	20
Col%	1.75%	0.00%	14.29%	3.23%	0.00%	5.43%	0.00%	3.77%	2.13%	5.48%	0.00%
STRONGLY DISAGREE	0	0	2	1	1	0	1	1	0	1	7
Col%	0.00%	0.00%	5.71%	1.61%	1.43%	0.00%	5.56%	1.89%	0.00%	1.37%	0.00%
CAN'T ANSWER	6	0	6	2	2	5	1	0	1	5	28
Col%	10.53%	0.00%	17.14%	3.23%	2.86%	5.43%	5.56%	0.00%	2.13%	6.85%	0.00%
Total	57	31	35	62	70	92	18	53	47	73	538
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

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24. During the past year, Region 10 managers have often made promises to Region 10 employees that weren't kept.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	3	1	3	6	7	8	1	7	3	7	46
Col%	5.26%	3.13%	8.57%	9.68%	10.00%	8.70%	5.56%	13.21%	6.25%	9.46%	0.00%
AGREE	7	1	12	7	12	16	4	11	5	19	94
Col%	12.28%	3.13%	34.29%	11.29%	17.14%	17.39%	22.22%	20.75%	10.42%	25.68%	0.00%
ON THE FENCE	12	8	7	14	12	18	5	9	12	13	110
Col%	21.05%	25.00%	20.00%	22.58%	17.14%	19.57%	27.78%	16.98%	25.00%	17.57%	0.00%
DISAGREE	10	9	5	22	23	30	3	13	10	13	138
Col%	17.54%	28.13%	14.29%	35.48%	32.86%	32.61%	16.67%	24.53%	20.83%	17.57%	0.00%
STRONGLY DISAGREE	3	2	0	1	2	5	1	0	1	4	19
Col%	5.26%	6.25%	0.00%	1.61%	2.86%	5.43%	5.56%	0.00%	2.08%	5.41%	0.00%
CAN'T ANSWER	22	11	8	12	14	15	4	13	17	18	134
Col%	38.60%	34.38%	22.86%	19.35%	20.00%	16.30%	22.22%	24.53%	35.42%	24.32%	0.00%
Total	57	32	35	62	70	92	18	53	48	74	541
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

25. I receive feedback from my supervisor that helps improve overall performance in our office.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	10	7	0	6	10	3	11	6	7	8	68
Col%	17.54%	21.88%	0.00%	9.68%	14.29%	3.26%	61.11%	11.54%	14.58%	10.96%	0.00%
AGREE	23	16	13	38	32	49	3	23	28	41	266
Col%	40.35%	50.00%	37.14%	61.29%	45.71%	53.26%	16.67%	44.23%	58.33%	56.16%	0.00%
ON THE FENCE	10	3	8	10	16	12	1	12	6	13	91
Col%	17.54%	9.38%	22.86%	16.13%	22.86%	13.04%	5.56%	23.08%	12.50%	17.81%	0.00%
DISAGREE	6	5	10	5	8	16	2	7	6	5	70
Col%	10.53%	15.63%	28.57%	8.06%	11.43%	17.39%	11.11%	13.46%	12.50%	6.85%	0.00%
STRONGLY DISAGREE	2	1	3	2	3	7	0	3	1	3	25
Col%	3.51%	3.13%	8.57%	3.23%	4.29%	7.61%	0.00%	5.77%	2.08%	4.11%	0.00%
CAN'T ANSWER	6	0	1	1	1	5	1	1	0	3	19
Col%	10.53%	0.00%	2.86%	1.61%	1.43%	5.43%	5.56%	1.92%	0.00%	4.11%	0.00%
Total	57	32	35	62	70	92	18	52	48	73	539
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

26. My supervisor serves primarily as a consultant to staff.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	15	10	1	11	13	22	8	14	14	22	130
Col%	26.79%	32.26%	2.86%	17.74%	18.57%	23.91%	44.44%	26.92%	29.79%	29.73%	0.00%
AGREE	19	14	12	28	34	35	6	23	21	30	222
Col%	33.93%	45.16%	34.29%	45.16%	48.57%	38.04%	33.33%	44.23%	44.68%	40.54%	0.00%
ON THE FENCE	8	4	2	8	7	13	1	7	5	4	59
Col%	14.29%	12.90%	5.71%	12.90%	10.00%	14.13%	5.56%	13.46%	10.64%	5.41%	0.00%
DISAGREE	5	0	10	6	9	11	1	3	5	9	59
Col%	8.93%	0.00%	28.57%	9.68%	12.86%	11.96%	5.56%	5.77%	10.64%	12.16%	0.00%
STRONGLY DISAGREE	1	2	8	5	4	8	0	3	2	6	39
Col%	1.79%	6.45%	22.86%	8.06%	5.71%	8.70%	0.00%	5.77%	4.26%	8.11%	0.00%
CAN'T ANSWER	8	1	2	4	3	3	2	2	0	3	28
Col%	14.29%	3.23%	5.71%	6.45%	4.29%	3.26%	11.11%	3.85%	0.00%	4.05%	0.00%
Total	56	31	35	62	70	92	18	52	47	74	537
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

27. My supervisor devotes adequate time and attention to coaching staff.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	8	8	0	2	8	9	4	6	8	5	58
Col%	14.29%	25.00%	0.00%	3.23%	11.43%	9.78%	22.22%	11.54%	16.67%	6.85%	0.00%
AGREE	23	9	4	28	22	24	9	25	19	22	185
Col%	41.07%	28.13%	11.43%	45.16%	31.43%	26.09%	50.00%	48.08%	39.58%	30.14%	0.00%
ON THE FENCE	9	7	6	13	15	17	1	10	12	22	112
Col%	16.07%	21.88%	17.14%	20.97%	21.43%	18.48%	5.56%	19.23%	25.00%	30.14%	0.00%
DISAGREE	6	2	12	10	13	23	1	5	8	14	94
Col%	10.71%	6.25%	34.29%	16.13%	18.57%	25.00%	5.56%	9.62%	16.67%	19.18%	0.00%
STRONGLY DISAGREE	2	2	9	7	6	15	2	4	1	5	53
Col%	3.57%	6.25%	25.71%	11.29%	8.57%	16.30%	11.11%	7.69%	2.08%	6.85%	0.00%
CAN'T ANSWER	8	4	4	2	6	4	1	2	0	5	36
Col%	14.29%	12.50%	11.43%	3.23%	8.57%	4.35%	5.56%	3.85%	0.00%	6.85%	0.00%
Total	56	32	35	62	70	92	18	52	48	73	538
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

28. In my view, Region 10 employees continue to expand their environmental knowledge.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	11	3	3	5	7	10	3	9	13	8	72
Col%	19.64%	10.00%	8.57%	8.06%	10.14%	10.87%	16.67%	16.98%	27.66%	10.96%	0.00%
AGREE	26	18	20	36	41	47	9	30	23	38	288
Col%	46.43%	60.00%	57.14%	58.06%	59.42%	51.09%	50.00%	56.60%	48.94%	52.05%	0.00%
ON THE FENCE	6	4	3	6	10	16	3	10	6	14	78
Col%	10.71%	13.33%	8.57%	9.68%	14.49%	17.39%	16.67%	18.87%	12.77%	19.18%	0.00%
DISAGREE	3	1	6	8	3	8	1	0	3	4	37
Col%	5.36%	3.33%	17.14%	12.90%	4.35%	8.70%	5.56%	0.00%	6.38%	5.48%	0.00%
STRONGLY DISAGREE	1	0	0	0	2	1	0	1	0	1	6
Col%	1.79%	0.00%	0.00%	0.00%	2.90%	1.09%	0.00%	1.89%	0.00%	1.37%	0.00%
CAN'T ANSWER	9	4	3	7	6	10	2	3	2	8	54
Col%	16.07%	13.33%	8.57%	11.29%	8.70%	10.87%	11.11%	5.66%	4.26%	10.96%	0.00%
Total	56	30	35	62	69	92	18	53	47	73	535
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

29. The "solution of first choice" for Region 10 and its partners is pollution prevention.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	5	2	5	8	9	13	2	11	8	5	68
Col%	8.93%	6.67%	14.29%	12.90%	13.04%	14.13%	11.11%	20.75%	17.02%	6.85%	0.00%
AGREE	19	9	6	25	27	31	3	19	19	28	186
Col%	33.93%	30.00%	17.14%	40.32%	39.13%	33.70%	16.67%	35.85%	40.43%	38.36%	0.00%
ON THE FENCE	12	4	7	13	10	20	8	5	10	10	99
Col%	21.43%	13.33%	20.00%	20.97%	14.49%	21.74%	44.44%	9.43%	21.28%	13.70%	0.00%
DISAGREE	6	5	8	8	8	9	2	2	6	19	73
Col%	10.71%	16.67%	22.86%	12.90%	11.59%	9.78%	11.11%	3.77%	12.77%	26.03%	0.00%
STRONGLY DISAGREE	0	1	2	2	2	3	0	1	0	1	12
Col%	0.00%	3.33%	5.71%	3.23%	2.90%	3.26%	0.00%	1.89%	0.00%	1.37%	0.00%
CAN'T ANSWER	14	9	7	6	13	16	3	15	4	10	97
Col%	25.00%	30.00%	20.00%	9.68%	18.84%	17.39%	16.67%	28.30%	8.51%	13.70%	0.00%
Total	56	30	35	62	69	92	18	53	47	73	535
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

30. Region 10 is clear about the mix of enforcement activities that results in best compliance.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	1	0	0	0	2	1	0	3	2	3	12
Col%	1.79%	0.00%	0.00%	0.00%	2.86%	1.09%	0.00%	5.66%	4.17%	4.05%	0.00%
AGREE	8	3	0	3	9	13	1	6	9	6	58
Col%	14.29%	9.68%	0.00%	4.84%	12.86%	14.13%	5.56%	11.32%	18.75%	8.11%	0.00%
ON THE FENCE	14	5	6	8	12	24	2	13	7	18	109
Col%	25.00%	16.13%	17.14%	12.90%	17.14%	26.09%	11.11%	24.53%	14.58%	24.32%	0.00%
DISAGREE	7	10	12	21	10	24	6	3	19	16	128
Col%	12.50%	32.26%	34.29%	33.87%	14.29%	26.09%	33.33%	5.66%	39.58%	21.62%	0.00%
STRONGLY DISAGREE	2	6	10	11	12	8	3	1	5	8	66
Col%	3.57%	19.35%	28.57%	17.74%	17.14%	8.70%	16.67%	1.89%	10.42%	10.81%	0.00%
CAN'T ANSWER	24	7	7	19	25	22	6	27	6	23	166
Col%	42.86%	22.58%	20.00%	30.65%	35.71%	23.91%	33.33%	50.94%	12.50%	31.08%	0.00%
Total	56	31	35	62	70	92	18	53	48	74	539
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

31. Region 10 is seen as a leader of integrated environmental problem solving in the Pacific Northwest.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	4	0	0	2	2	1	0	4	2	2	17
Col%	7.14%	0.00%	0.00%	3.23%	2.86%	1.09%	0.00%	7.55%	4.26%	2.74%	0.00%
AGREE	13	3	0	8	10	17	2	16	8	15	92
Col%	23.21%	10.00%	0.00%	12.90%	14.29%	18.48%	11.11%	30.19%	17.02%	20.55%	0.00%
ON THE FENCE	9	5	6	12	17	24	3	10	12	18	116
Col%	16.07%	16.67%	17.14%	19.35%	24.29%	26.09%	16.67%	18.87%	25.53%	24.66%	0.00%
DISAGREE	7	6	14	21	10	24	8	5	7	12	114
Col%	12.50%	20.00%	40.00%	33.87%	14.29%	26.09%	44.44%	9.43%	14.89%	16.44%	0.00%
STRONGLY DISAGREE	1	1	5	5	5	2	4	1	0	6	30
Col%	1.79%	3.33%	14.29%	8.06%	7.14%	2.17%	22.22%	1.89%	0.00%	8.22%	0.00%
CAN'T ANSWER	22	15	10	14	26	24	1	17	18	20	167
Col%	39.29%	50.00%	28.57%	22.58%	37.14%	26.09%	5.56%	32.08%	38.30%	27.40%	0.00%
Total	56	30	35	62	70	92	18	53	47	73	536
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

F-32

32. Region 10's management is committed to continue to make organizational changes to effectively deliver environmental services.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	5	1	1	3	3	6	3	5	3	8	38
Col%	8.93%	3.23%	2.86%	4.84%	4.29%	6.52%	16.67%	9.43%	6.25%	10.96%	0.00%
AGREE	23	10	8	30	20	33	4	19	20	24	191
Col%	41.07%	32.26%	22.86%	48.39%	28.57%	35.87%	22.22%	35.85%	41.67%	32.88%	0.00%
ON THE FENCE	9	5	7	11	18	22	6	16	14	18	126
Col%	16.07%	16.13%	20.00%	17.74%	25.71%	23.91%	33.33%	30.19%	29.17%	24.66%	0.00%
DISAGREE	4	5	9	5	6	14	2	1	6	5	57
Col%	7.14%	16.13%	25.71%	8.06%	8.57%	15.22%	11.11%	1.89%	12.50%	6.85%	0.00%
STRONGLY DISAGREE	0	0	7	3	8	5	0	2	0	2	27
Col%	0.00%	0.00%	20.00%	4.84%	11.43%	5.43%	0.00%	3.77%	0.00%	2.74%	0.00%
CAN'T ANSWER	15	10	3	10	15	12	3	10	5	16	99
Col%	26.79%	32.26%	8.57%	16.13%	21.43%	13.04%	16.67%	18.87%	10.42%	21.92%	0.00%
Total	56	31	35	62	70	92	18	53	48	73	538
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

33. As a result of the reorganization, my unit has chosen to disinvest in certain parts of our program and/or services.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	3	0	0	3	1	1	0	2	2	6	18
Col%	5.36%	0.00%	0.00%	4.84%	1.43%	1.11%	0.00%	3.77%	4.26%	8.22%	0.00%
AGREE	13	2	6	25	14	13	0	6	25	20	124
Col%	23.21%	6.67%	17.14%	40.32%	20.00%	14.44%	0.00%	11.32%	53.19%	27.40%	0.00%
ON THE FENCE	7	3	4	11	11	20	8	7	3	9	83
Col%	12.50%	10.00%	11.43%	17.74%	15.71%	22.22%	44.44%	13.21%	6.38%	12.33%	0.00%
DISAGREE	11	11	12	12	15	25	4	14	9	16	129
Col%	19.64%	36.67%	34.29%	19.35%	21.43%	27.78%	22.22%	26.42%	19.15%	21.92%	0.00%
STRONGLY DISAGREE	1	4	6	3	7	7	1	4	0	5	38
Col%	1.79%	13.33%	17.14%	4.84%	10.00%	7.78%	5.56%	7.55%	0.00%	6.85%	0.00%
CAN'T ANSWER	21	10	7	8	22	24	5	20	8	17	142
Col%	37.50%	33.33%	20.00%	12.90%	31.43%	26.67%	27.78%	37.74%	17.02%	23.29%	0.00%
Total	56	30	35	62	70	90	18	53	47	73	534
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

E-33

34. In my unit/office, the work assignments are distributed appropriately based on grade level.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	4	0	0	2	1	2	2	1	2	4	18
Col%	7.14%	0.00%	0.00%	3.23%	1.43%	2.22%	11.11%	1.89%	4.17%	5.41%	0.00%
AGREE	15	13	0	13	31	23	5	13	14	23	150
Col%	26.79%	40.63%	0.00%	20.97%	44.29%	25.56%	27.78%	24.53%	29.17%	31.08%	0.00%
ON THE FENCE	8	7	5	14	5	18	1	11	8	14	91
Col%	14.29%	21.88%	14.29%	22.58%	7.14%	20.00%	5.56%	20.75%	16.67%	18.92%	0.00%
DISAGREE	7	6	14	14	12	24	2	14	12	12	117
Col%	12.50%	18.75%	40.00%	22.58%	17.14%	26.67%	11.11%	26.42%	25.00%	16.22%	0.00%
STRONGLY DISAGREE	1	1	8	8	4	11	2	5	2	8	50
Col%	1.79%	3.13%	22.86%	12.90%	5.71%	12.22%	11.11%	9.43%	4.17%	10.81%	0.00%
CAN'T ANSWER	21	5	8	11	17	12	6	9	10	13	112
Col%	37.50%	15.63%	22.86%	17.74%	24.29%	13.33%	33.33%	16.98%	20.83%	17.57%	0.00%
Total	56	32	35	62	70	90	18	53	48	74	538
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

35. My office/program is making progress to adopt these core processes in our work.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	11	1	1	6	4	5	8	2	6	7	51
Col%	19.64%	3.13%	2.86%	9.68%	5.71%	5.49%	44.44%	3.77%	12.77%	9.59%	0.00%
AGREE	23	5	9	35	27	42	9	13	28	37	228
Col%	41.07%	15.63%	25.71%	56.45%	38.57%	46.15%	50.00%	24.53%	59.57%	50.68%	0.00%
ON THE FENCE	9	4	4	9	10	19	0	12	7	14	88
Col%	16.07%	12.50%	11.43%	14.52%	14.29%	20.88%	0.00%	22.64%	14.89%	19.18%	0.00%
DISAGREE	0	4	6	5	9	6	0	6	0	1	37
Col%	0.00%	12.50%	17.14%	8.06%	12.86%	6.59%	0.00%	11.32%	0.00%	1.37%	0.00%
STRONGLY DISAGREE	1	2	5	0	2	5	0	3	1	2	21
Col%	1.79%	6.25%	14.29%	0.00%	2.86%	5.49%	0.00%	5.66%	2.13%	2.74%	0.00%
CAN'T ANSWER	12	16	10	7	18	14	1	17	5	12	112
Col%	21.43%	50.00%	28.57%	11.29%	25.71%	15.38%	5.56%	32.08%	10.64%	16.44%	0.00%
Total	56	32	35	62	70	91	18	53	47	73	537
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

36. I often collaborate with others outside my office/unit.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	23	11	6	28	30	33	10	12	8	25	186
Col%	41.82%	35.48%	17.14%	45.16%	42.86%	36.26%	55.56%	22.64%	17.02%	34.25%	0.00%
AGREE	22	15	18	25	29	43	4	32	29	30	247
Col%	40.00%	48.39%	51.43%	40.32%	41.43%	47.25%	22.22%	60.38%	61.70%	41.10%	0.00%
ON THE FENCE	4	1	3	4	5	9	1	5	7	8	47
Col%	7.27%	3.23%	8.57%	6.45%	7.14%	9.89%	5.56%	9.43%	14.89%	10.96%	0.00%
DISAGREE	2	3	6	3	4	4	2	2	2	5	33
Col%	3.64%	9.68%	17.14%	4.84%	5.71%	4.40%	11.11%	3.77%	4.26%	6.85%	0.00%
STRONGLY DISAGREE	0	1	0	0	1	0	0	1	0	0	3
Col%	0.00%	3.23%	0.00%	0.00%	1.43%	0.00%	0.00%	1.89%	0.00%	0.00%	0.00%
CAN'T ANSWER	4	0	2	2	1	2	1	1	1	5	19
Col%	7.27%	0.00%	5.71%	3.23%	1.43%	2.20%	5.56%	1.89%	2.13%	6.85%	0.00%
Total	55	31	35	62	70	91	18	53	47	73	535
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

37. I am respected and valued for what I know and can do.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	13	5	2	10	4	12	6	8	8	12	80
Col%	23.21%	16.13%	5.71%	16.13%	5.71%	13.04%	33.33%	15.09%	17.02%	16.44%	0.00%
AGREE	25	21	25	33	46	55	8	28	28	32	301
Col%	44.64%	67.74%	71.43%	53.23%	65.71%	59.78%	44.44%	52.83%	59.57%	43.84%	0.00%
ON THE FENCE	5	4	5	12	9	9	1	8	5	11	69
Col%	8.93%	12.90%	14.29%	19.35%	12.86%	9.78%	5.56%	15.09%	10.64%	15.07%	0.00%
DISAGREE	3	0	1	3	2	4	1	2	3	7	26
Col%	5.36%	0.00%	2.86%	4.84%	2.86%	4.35%	5.56%	3.77%	6.38%	9.59%	0.00%
STRONGLY DISAGREE	0	0	0	1	2	1	2	2	0	1	9
Col%	0.00%	0.00%	0.00%	1.61%	2.86%	1.09%	11.11%	3.77%	0.00%	1.37%	0.00%
CAN'T ANSWER	10	1	2	3	7	11	0	5	3	10	52
Col%	17.86%	3.23%	5.71%	4.84%	10.00%	11.96%	0.00%	9.43%	6.38%	13.70%	0.00%
Total	56	31	35	62	70	92	18	53	47	73	537
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

38. I am treated as fairly as other members of my work group.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	13	9	5	14	15	15	6	6	7	16	106
Col%	22.81%	28.13%	14.29%	22.58%	21.43%	16.30%	33.33%	11.32%	14.58%	21.62%	0.00%
AGREE	30	14	16	32	37	54	10	30	29	38	290
Col%	52.63%	43.75%	45.71%	51.61%	52.86%	58.70%	55.56%	56.60%	60.42%	51.35%	0.00%
ON THE FENCE	7	3	5	9	5	8	0	6	7	4	54
Col%	12.28%	9.38%	14.29%	14.52%	7.14%	8.70%	0.00%	11.32%	14.58%	5.41%	0.00%
DISAGREE	1	2	3	4	4	9	2	6	3	5	39
Col%	1.75%	6.25%	8.57%	6.45%	5.71%	9.78%	11.11%	11.32%	6.25%	6.76%	0.00%
STRONGLY DISAGREE	1	1	1	2	2	2	0	3	0	2	14
Col%	1.75%	3.13%	2.86%	3.23%	2.86%	2.17%	0.00%	5.66%	0.00%	2.70%	0.00%
CAN'T ANSWER	5	3	5	1	7	4	0	2	2	9	38
Col%	8.77%	9.38%	14.29%	1.61%	10.00%	4.35%	0.00%	3.77%	4.17%	12.16%	0.00%
Total	57	32	35	62	70	92	18	53	48	74	541
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

39. I see our organization's stated value about equal opportunity for growth and advancement being put into action.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	6	3	2	6	4	4	1	3	4	5	38
Col%	10.71%	9.68%	5.71%	9.84%	5.80%	4.35%	5.56%	5.66%	8.51%	6.85%	0.00%
AGREE	18	11	6	16	24	35	4	18	11	18	161
Col%	32.14%	35.48%	17.14%	26.23%	34.78%	38.04%	22.22%	33.96%	23.40%	24.66%	0.00%
ON THE FENCE	16	8	9	15	16	19	8	19	11	20	141
Col%	28.57%	25.81%	25.71%	24.59%	23.19%	20.65%	44.44%	35.85%	23.40%	27.40%	0.00%
DISAGREE	3	3	10	11	8	16	1	3	10	12	77
Col%	5.36%	9.68%	28.57%	18.03%	11.59%	17.39%	5.56%	5.66%	21.28%	16.44%	0.00%
STRONGLY DISAGREE	1	0	4	7	7	7	1	6	3	8	44
Col%	1.79%	0.00%	11.43%	11.48%	10.14%	7.61%	5.56%	11.32%	6.38%	10.96%	0.00%
CAN'T ANSWER	12	6	4	6	10	11	3	4	8	10	74
Col%	21.43%	19.35%	11.43%	9.84%	14.49%	11.96%	16.67%	7.55%	17.02%	13.70%	0.00%
Total	56	31	35	61	69	92	18	53	47	73	535
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

40. I am not aware of any prejudicial or discriminatory language or remarks being made in my work place.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	15	7	9	20	18	16	9	10	13	20	137
Col%	26.32%	21.88%	25.71%	32.26%	26.09%	17.39%	52.94%	18.87%	27.08%	27.03%	0.00%
AGREE	23	21	16	25	33	50	4	24	26	37	259
Col%	40.35%	65.63%	45.71%	40.32%	47.83%	54.35%	23.53%	45.28%	54.17%	50.00%	0.00%
ON THE FENCE	8	1	3	3	5	6	1	5	1	5	38
Col%	14.04%	3.13%	8.57%	4.84%	7.25%	6.52%	5.88%	9.43%	2.08%	6.76%	0.00%
DISAGREE	7	1	1	7	3	10	3	8	4	5	49
Col%	12.28%	3.13%	2.86%	11.29%	4.35%	10.87%	17.65%	15.09%	8.33%	6.76%	0.00%
STRONGLY DISAGREE	1	1	2	1	4	4	0	3	0	2	18
Col%	1.75%	3.13%	5.71%	1.61%	5.80%	4.35%	0.00%	5.66%	0.00%	2.70%	0.00%
CAN'T ANSWER	3	1	4	6	6	6	0	3	4	5	38
Col%	5.26%	3.13%	11.43%	9.68%	8.70%	6.52%	0.00%	5.66%	8.33%	6.76%	0.00%
Total	57	32	35	62	69	92	17	53	48	74	539
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

41. In filling jobs in Region 10, competition is open and fair.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	5	1	2	3	4	6	1	3	1	6	32
Col%	8.77%	3.23%	5.88%	4.84%	5.71%	6.52%	5.56%	5.66%	2.13%	8.22%	0.00%
AGREE	15	13	4	15	24	31	6	16	8	19	151
Col%	26.32%	41.94%	11.76%	24.19%	34.29%	33.70%	33.33%	30.19%	17.02%	26.03%	0.00%
ON THE FENCE	7	5	9	10	14	10	6	15	13	13	102
Col%	12.28%	16.13%	26.47%	16.13%	20.00%	10.87%	33.33%	28.30%	27.66%	17.81%	0.00%
DISAGREE	8	4	5	11	7	17	2	11	8	13	86
Col%	14.04%	12.90%	14.71%	17.74%	10.00%	18.48%	11.11%	20.75%	17.02%	17.81%	0.00%
STRONGLY DISAGREE	1	0	2	5	7	9	1	7	3	4	39
Col%	1.75%	0.00%	5.88%	8.06%	10.00%	9.78%	5.56%	13.21%	6.38%	5.48%	0.00%
CAN'T ANSWER	21	8	12	18	14	19	2	1	14	18	127
Col%	36.84%	25.81%	35.29%	29.03%	20.00%	20.65%	11.11%	1.89%	29.79%	24.66%	0.00%
Total	57	31	34	62	70	92	18	53	47	73	537
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

42. I am satisfied with the recognition I receive for doing a good job.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	7	5	2	9	6	8	6	4	4	9	60
Col%	12.28%	15.63%	5.71%	14.52%	8.57%	8.70%	33.33%	7.55%	8.33%	12.16%	0.00%
AGREE	28	15	10	26	38	43	6	22	21	30	239
Col%	49.12%	46.88%	28.57%	41.94%	54.29%	46.74%	33.33%	41.51%	43.75%	40.54%	0.00%
ON THE FENCE	9	2	8	12	9	19	2	9	11	21	102
Col%	15.79%	6.25%	22.86%	19.35%	12.86%	20.65%	11.11%	16.98%	22.92%	28.38%	0.00%
DISAGREE	5	8	10	10	13	13	3	12	8	6	88
Col%	8.77%	25.00%	28.57%	16.13%	18.57%	14.13%	16.67%	22.64%	16.67%	8.11%	0.00%
STRONGLY DISAGREE	3	2	3	4	2	6	1	5	3	6	35
Col%	5.26%	6.25%	8.57%	6.45%	2.86%	6.52%	5.56%	9.43%	6.25%	8.11%	0.00%
CAN'T ANSWER	5	0	2	1	2	3	0	1	1	2	17
Col%	8.77%	0.00%	5.71%	1.61%	2.86%	3.26%	0.00%	1.89%	2.08%	2.70%	0.00%
Total	57	32	35	62	70	92	18	53	48	74	541
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

43. *The people with whom I work show respect for one another.*

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	15	6	3	9	18	12	5	6	10	14	98
Col%	26.32%	19.35%	8.57%	14.75%	25.71%	13.04%	27.78%	11.32%	21.28%	19.18%	0.00%
AGREE	25	20	21	35	38	61	10	24	29	39	302
Col%	43.86%	64.52%	60.00%	57.38%	54.29%	66.30%	55.56%	45.28%	61.70%	53.42%	0.00%
ON THE FENCE	11	4	5	8	5	11	2	14	6	11	77
Col%	19.30%	12.90%	14.29%	13.11%	7.14%	11.96%	11.11%	26.42%	12.77%	15.07%	0.00%
DISAGREE	3	1	5	6	7	7	1	7	1	3	41
Col%	5.26%	3.23%	14.29%	9.84%	10.00%	7.61%	5.56%	13.21%	2.13%	4.11%	0.00%
STRONGLY DISAGREE	1	0	0	2	1	0	0	2	0	2	8
Col%	1.75%	0.00%	0.00%	3.28%	1.43%	0.00%	0.00%	3.77%	0.00%	2.74%	0.00%
CAN'T ANSWER	2	0	1	1	1	1	0	0	1	4	11
Col%	3.51%	0.00%	2.86%	1.64%	1.43%	1.09%	0.00%	0.00%	2.13%	5.48%	0.00%
Total	57	31	35	61	70	92	18	53	47	73	537
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

44. I consider myself a leader within the Region consistent with Region 10's Leadership Philosophy.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	10	1	1	14	4	7	8	3	7	7	62
Col%	17.86%	3.23%	2.94%	22.95%	5.71%	7.78%	44.44%	5.66%	14.89%	9.72%	0.00%
AGREE	20	7	13	25	27	46	5	22	22	31	218
Col%	35.71%	22.58%	38.24%	40.98%	38.57%	51.11%	27.78%	41.51%	46.81%	43.06%	0.00%
ON THE FENCE	5	6	5	6	15	14	3	10	8	13	85
Col%	8.93%	19.35%	14.71%	9.84%	21.43%	15.56%	16.67%	18.87%	17.02%	18.06%	0.00%
DISAGREE	4	5	5	5	4	4	0	7	2	7	43
Col%	7.14%	16.13%	14.71%	8.20%	5.71%	4.44%	0.00%	13.21%	4.26%	9.72%	0.00%
STRONGLY DISAGREE	0	0	0	1	2	2	0	3	1	0	9
Col%	0.00%	0.00%	0.00%	1.64%	2.86%	2.22%	0.00%	5.66%	2.13%	0.00%	0.00%
CAN'T ANSWER	17	12	10	10	18	17	2	8	7	14	115
Col%	30.36%	38.71%	29.41%	16.39%	25.71%	18.89%	11.11%	15.09%	14.89%	19.44%	0.00%
Total	56	31	34	61	70	90	18	53	47	72	532
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

45. I believe that staff and managers in Region 10 have embraced Region 10's Leadership Philosophy and are acting accordingly.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	4	1	1	2	1	3	0	0	0	4	16
Col%	7.14%	3.23%	2.94%	3.28%	1.43%	3.30%	0.00%	0.00%	0.00%	5.71%	0.00%
AGREE	21	5	5	21	16	28	4	13	14	19	146
Col%	37.50%	16.13%	14.71%	34.43%	22.86%	30.77%	22.22%	25.00%	29.79%	27.14%	0.00%
ON THE FENCE	14	6	8	15	17	25	4	19	19	16	143
Col%	25.00%	19.35%	23.53%	24.59%	24.29%	27.47%	22.22%	36.54%	40.43%	22.86%	0.00%
DISAGREE	4	3	7	8	8	16	5	4	5	9	69
Col%	7.14%	9.68%	20.59%	13.11%	11.43%	17.58%	27.78%	7.69%	10.64%	12.86%	0.00%
STRONGLY DISAGREE	0	0	3	5	6	4	2	6	1	1	28
Col%	0.00%	0.00%	8.82%	8.20%	8.57%	4.40%	11.11%	11.54%	2.13%	1.43%	0.00%
CAN'T ANSWER	13	16	10	10	22	15	3	10	8	21	128
Col%	23.21%	51.61%	29.41%	16.39%	31.43%	16.48%	16.67%	19.23%	17.02%	30.00%	0.00%
Total	56	31	34	61	70	91	18	52	47	70	530
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

46. Select the answer that best describes your feeling about the level of empowerment you have in your current job.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
Way too much	2	0	0	3	2	4	0	0	0	0	11
Col%	3.85%	0.00%	0.00%	5.00%	3.13%	4.55%	0.00%	0.00%	0.00%	0.00%	0.00%
More than ideal	5	0	7	2	5	11	0	7	2	9	48
Col%	9.62%	0.00%	21.21%	3.33%	7.81%	12.50%	0.00%	13.46%	4.26%	12.68%	0.00%
Ideal	34	21	16	43	44	58	15	34	35	43	343
Col%	65.38%	67.74%	48.48%	71.67%	68.75%	65.91%	88.24%	65.38%	74.47%	60.56%	0.00%
Less than Ideal	11	8	7	8	10	9	2	8	9	17	89
Col%	21.15%	25.81%	21.21%	13.33%	15.63%	10.23%	11.76%	15.38%	19.15%	23.94%	0.00%
Not nearly enough	0	2	3	4	3	6	0	3	1	2	24
Col%	0.00%	6.45%	9.09%	6.67%	4.69%	6.82%	0.00%	5.77%	2.13%	2.82%	0.00%
Total	52	31	33	60	64	88	17	52	47	71	515
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

47. How empowered are you by your manager/supervisor to make decisions in your job for the majority of your work.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
Manager decides without staff input	1	0	2	0	2	0	0	1	0	0	6
Col%	2.08%	0.00%	6.06%	0.00%	3.23%	0.00%	0.00%	2.08%	0.00%	0.00%	0.00%
Manager decides with limited staff input	5	1	5	3	4	4	1	6	0	3	32
Col%	10.42%	3.33%	15.15%	5.08%	6.45%	4.49%	5.88%	12.50%	0.00%	4.41%	0.00%
Manager decides with extensive staff input	9	5	4	4	9	10	1	6	6	16	70
Col%	18.75%	16.67%	12.12%	6.78%	14.52%	11.24%	5.88%	12.50%	13.04%	23.53%	0.00%
Manager decides based on staff recommendations	11	5	5	16	8	9	1	12	12	11	90
Col%	22.92%	16.67%	15.15%	27.12%	12.90%	10.11%	5.88%	25.00%	26.09%	16.18%	0.00%
Staff decides with extensive manager input	3	2	0	2	4	3	0	3	2	5	24
Col%	6.25%	6.67%	0.00%	3.39%	6.45%	3.37%	0.00%	6.25%	4.35%	7.35%	0.00%
Staff decides with limited manager input	19	17	12	29	30	56	12	16	24	27	242
Col%	39.58%	56.67%	36.36%	49.15%	48.39%	62.92%	70.59%	33.33%	52.17%	39.71%	0.00%
Staff decides without manager input	0	0	5	5	5	7	2	4	2	6	36
Col%	0.00%	0.00%	15.15%	8.47%	8.06%	7.87%	11.76%	8.33%	4.35%	8.82%	0.00%
Total	48	30	33	59	62	89	17	48	46	68	500
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

48. Select the answer that best describes the level of decision making empowerment you would like to have in your job for the majority of your work.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
Manager decides without staff input	1	0	0	0	1	1	0	1	0	0	4
Col%	2.08%	0.00%	0.00%	0.00%	1.56%	1.14%	0.00%	2.04%	0.00%	0.00%	0.00%
Manager decides with limited staff input	2	2	0	0	0	0	1	0	0	4	9
Col%	4.17%	7.14%	0.00%	0.00%	0.00%	0.00%	5.88%	0.00%	0.00%	5.71%	0.00%
Manager decides with extensive staff input	9	1	2	4	10	1	1	5	2	5	40
Col%	18.75%	3.57%	6.06%	6.78%	15.63%	1.14%	5.88%	10.20%	4.26%	7.14%	0.00%
Manager decides based on staff recommendations	8	3	14	13	17	13	0	15	11	16	110
Col%	16.67%	10.71%	42.42%	22.03%	26.56%	14.77%	0.00%	30.61%	23.40%	22.86%	0.00%
Staff decides with extensive manager input	5	4	2	4	1	6	0	5	3	2	32
Col%	10.42%	14.29%	6.06%	6.78%	1.56%	6.82%	0.00%	10.20%	6.38%	2.86%	0.00%
Staff decides with limited manager input	23	18	15	36	31	65	13	20	29	38	288
Col%	47.92%	64.29%	45.45%	61.02%	48.44%	73.86%	76.47%	40.82%	61.70%	54.29%	0.00%
Staff decides without manager input	0	0	0	2	4	2	2	3	2	5	20
Col%	0.00%	0.00%	0.00%	3.39%	6.25%	2.27%	11.76%	6.12%	4.26%	7.14%	0.00%
Total	48	28	33	59	64	88	17	49	47	70	503
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

49. *Select from the items below those that are most important for you to get the level of empowerment you desire in your job.*

		RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
Program Area Training		22	9	15	13	15	25	6	20	15	22	162
	Col%	20.00%	13.85%	17.05%	9.49%	11.36%	12.95%	17.65%	16.53%	14.02%	13.17%	0.00%
Technical Support		16	9	10	23	17	26	2	12	9	21	145
	Col%	14.55%	13.85%	11.36%	16.79%	12.88%	13.47%	5.88%	9.92%	8.41%	12.57%	0.00%
Peer Support		20	8	11	22	22	27	5	16	20	17	168
	Col%	18.18%	12.31%	12.50%	16.06%	16.67%	13.99%	14.71%	13.22%	18.69%	10.18%	0.00%
Manager Support		19	13	18	33	29	47	2	30	27	43	261
	Col%	17.27%	20.00%	20.45%	24.09%	21.97%	24.35%	5.88%	24.79%	25.23%	25.75%	0.00%
Authority from Mangager		5	6	16	16	13	21	4	11	10	18	120
	Col%	4.55%	9.23%	18.18%	11.68%	9.85%	10.88%	11.76%	9.09%	9.35%	10.78%	0.00%
Change in performance agreement		1	3	0	1	1	3	1	3	4	6	23
	Col%	0.91%	4.62%	0.00%	0.73%	0.76%	1.55%	2.94%	2.48%	3.74%	3.59%	0.00%
Change in position description		4	3	2	2	3	5	0	7	4	9	39
	Col%	3.64%	4.62%	2.27%	1.46%	2.27%	2.59%	0.00%	5.79%	3.74%	5.39%	0.00%
Don't need anything		9	5	2	9	12	18	7	8	9	6	85
	Col%	8.18%	7.69%	2.27%	6.57%	9.09%	9.33%	20.59%	6.61%	8.41%	3.59%	0.00%
More Time (Disinvestments)		9	5	11	12	11	12	6	10	9	18	103
	Col%	8.18%	7.69%	12.50%	8.76%	8.33%	6.22%	17.65%	8.26%	8.41%	10.78%	0.00%
Other (List in comments box)		5	4	3	6	9	9	1	4	0	7	48
	Col%	4.55%	6.15%	3.41%	4.38%	6.82%	4.66%	2.94%	3.31%	0.00%	4.19%	0.00%
	Total	51	29	35	60	63	88	17	51	46	71	511
	Col%	46.36%	44.62%	39.77%	43.80%	47.73%	45.60%	50.00%	42.15%	42.99%	42.51%	0.00%

50. There is a clear understanding of what our team is working to achieve.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	2	1	3	0	6	6	5	4	4	3	34
Col%	13.33%	14.29%	15.00%	0.00%	16.67%	17.65%	35.71%	21.05%	21.05%	15.00%	0.00%
AGREE	5	1	8	17	21	19	7	9	8	9	104
Col%	33.33%	14.29%	40.00%	48.57%	58.33%	55.88%	50.00%	47.37%	42.11%	45.00%	0.00%
ON THE FENCE	5	3	4	6	3	3	1	1	3	3	32
Col%	33.33%	42.86%	20.00%	17.14%	8.33%	8.82%	7.14%	5.26%	15.79%	15.00%	0.00%
DISAGREE	3	1	2	1	1	2	1	1	4	4	20
Col%	20.00%	14.29%	10.00%	2.86%	2.78%	5.88%	7.14%	5.26%	21.05%	20.00%	0.00%
STRONGLY DISAGREE	0	0	2	9	1	0	0	3	0	0	15
Col%	0.00%	0.00%	10.00%	25.71%	2.78%	0.00%	0.00%	15.79%	0.00%	0.00%	0.00%
CAN'T ANSWER	0	1	1	2	4	4	0	1	0	1	14
Col%	0.00%	14.29%	5.00%	5.71%	11.11%	11.76%	0.00%	5.26%	0.00%	5.00%	0.00%
Total	15	7	20	35	36	34	14	19	19	20	219
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

51. Evaluation criteria have been established to measure our team's work and effectiveness.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	1	0	0	0	1	0	3	1	2	0	8
Col%	6.67%	0.00%	0.00%	0.00%	2.78%	0.00%	23.08%	5.26%	10.00%	0.00%	0.00%
AGREE	2	0	4	2	9	4	4	4	8	3	40
Col%	13.33%	0.00%	21.05%	5.71%	25.00%	12.12%	30.77%	21.05%	40.00%	15.79%	0.00%
ON THE FENCE	2	2	2	8	8	8	1	2	4	3	40
Col%	13.33%	28.57%	10.53%	22.86%	22.22%	24.24%	7.69%	10.53%	20.00%	15.79%	0.00%
DISAGREE	8	3	9	12	9	15	4	5	5	10	80
Col%	53.33%	42.86%	47.37%	34.29%	25.00%	45.45%	30.77%	26.32%	25.00%	52.63%	0.00%
STRONGLY DISAGREE	1	1	3	8	3	0	1	5	1	3	26
Col%	6.67%	14.29%	15.79%	22.86%	8.33%	0.00%	7.69%	26.32%	5.00%	15.79%	0.00%
CAN'T ANSWER	1	1	1	5	6	6	0	2	0	0	22
Col%	6.67%	14.29%	5.26%	14.29%	16.67%	18.18%	0.00%	10.53%	0.00%	0.00%	0.00%
Total	15	7	19	35	36	33	13	19	20	19	216
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

52. There is an established process for team members to provide feedback to each other.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	1	0	0	1	2	3	6	1	5	0	19
Col%	6.67%	0.00%	0.00%	2.86%	5.71%	9.38%	46.15%	5.26%	26.32%	0.00%	0.00%
AGREE	3	1	6	7	11	13	3	4	5	6	59
Col%	20.00%	16.67%	31.58%	20.00%	31.43%	40.63%	23.08%	21.05%	26.32%	31.58%	0.00%
ON THE FENCE	4	4	3	8	8	3	1	2	5	4	42
Col%	26.67%	66.67%	15.79%	22.86%	22.86%	9.38%	7.69%	10.53%	26.32%	21.05%	0.00%
DISAGREE	6	0	7	8	6	11	3	4	3	7	55
Col%	40.00%	0.00%	36.84%	22.86%	17.14%	34.38%	23.08%	21.05%	15.79%	36.84%	0.00%
STRONGLY DISAGREE	0	1	3	6	2	0	0	6	0	2	20
Col%	0.00%	16.67%	15.79%	17.14%	5.71%	0.00%	0.00%	31.58%	0.00%	10.53%	0.00%
CAN'T ANSWER	1	0	0	5	6	2	0	2	1	0	17
Col%	6.67%	0.00%	0.00%	14.29%	17.14%	6.25%	0.00%	10.53%	5.26%	0.00%	0.00%
Total	15	6	19	35	35	32	13	19	19	19	212
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

53. The degree of authority of my team leader (either delegated authority from management or negotiated authority given by the team) is clear.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	2	0	2	1	0	4	4	2	3	0	18
Col%	14.29%	0.00%	10.53%	2.86%	0.00%	12.50%	30.77%	11.11%	15.00%	0.00%	0.00%
AGREE	3	0	3	5	18	10	4	5	8	4	60
Col%	21.43%	0.00%	15.79%	14.29%	52.94%	31.25%	30.77%	27.78%	40.00%	21.05%	0.00%
ON THE FENCE	5	3	3	12	7	8	4	0	5	5	52
Col%	35.71%	50.00%	15.79%	34.29%	20.59%	25.00%	30.77%	0.00%	25.00%	26.32%	0.00%
DISAGREE	3	2	6	5	3	8	1	2	2	7	39
Col%	21.43%	33.33%	31.58%	14.29%	8.82%	25.00%	7.69%	11.11%	10.00%	36.84%	0.00%
STRONGLY DISAGREE	0	1	5	7	1	0	0	5	0	3	22
Col%	0.00%	16.67%	26.32%	20.00%	2.94%	0.00%	0.00%	27.78%	0.00%	15.79%	0.00%
CAN'T ANSWER	1	0	0	5	5	2	0	4	2	0	19
Col%	7.14%	0.00%	0.00%	14.29%	14.71%	6.25%	0.00%	22.22%	10.00%	0.00%	0.00%
Total	14	6	19	35	34	32	13	18	20	19	210
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

54. The organization's administrative processes/systems are adequately aligned to support teaming as a new way of doing business.

	RA's Office, Tribal, Enforcement and	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
STRONGLY AGREE	1	0	0	1	1	3	1	0	0	1	8
Col%	6.25%	0.00%	0.00%	2.86%	2.94%	8.82%	7.69%	0.00%	0.00%	5.26%	0.00%
AGREE	3	3	2	5	11	7	1	5	4	3	44
Col%	18.75%	42.86%	10.00%	14.29%	32.35%	20.59%	7.69%	29.41%	21.05%	15.79%	0.00%
ON THE FENCE	4	1	3	9	11	8	6	1	4	3	50
Col%	25.00%	14.29%	15.00%	25.71%	32.35%	23.53%	46.15%	5.88%	21.05%	15.79%	0.00%
DISAGREE	3	2	7	10	2	8	3	3	4	7	49
Col%	18.75%	28.57%	35.00%	28.57%	5.88%	23.53%	23.08%	17.65%	21.05%	36.84%	0.00%
STRONGLY DISAGREE	0	1	2	6	3	2	2	4	6	1	27
Col%	0.00%	14.29%	10.00%	17.14%	8.82%	5.88%	15.38%	23.53%	31.58%	5.26%	0.00%
CAN'T ANSWER	5	0	6	4	6	6	0	4	1	4	36
Col%	31.25%	0.00%	30.00%	11.43%	17.65%	17.65%	0.00%	23.53%	5.26%	21.05%	0.00%
Total	16	7	20	35	34	34	13	17	19	19	214
Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

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F

Responses from the Office for Innovation

1. What program do you work for? Choose one.

	Responses
RA's Office, Tribal, Enforcement and Compliance, External Affairs	0
Office of Regional Counsel	0
Office of Air Quality	0
Ecosystems and Communities	0
Environmental Assessment	0
Environmental Cleanup	0
Office for Innovation	18
Management Programs	0
Waste and Chemicals Management	0
Office of Water	0
Total	18

2. Where do you work?

	Responses
Operations Office	0
Placed-Based (Coeur d'Alene, Yakima, LaGrande, etc.)	0
Manchester Lab	0
Hanford	0
Seattle	17
Total	17

3.What is your position at Region 10?

	Responses
Administrative Position	2
Senior Environmental Employee (SEE)	2
Other Staff	13
Unit Manager, Director, DRA, RA, (not teamleader)	1
Total	18

4. I can describe Region 10's Values, Vision, and Mission Statements.

	Responses
Yes	12
No	5
Total	17

5. I can describe Region 10's "Strategic Directions."

	Responses
Yes	6
No	11
Total	17

6. I can describe Region 10's Leadership Philosophy.

	Responses
Yes	13
No	4
Total	17

7. Region 10 Senior Executives and Unit Managers "walk the talk" as related to the Region's stated values, vision, and mission.

	Responses
STRONGLY AGREE	0
AGREE	7
ON THE FENCE	6
DISAGREE	3
STRONGLY DISAGREE	1
CAN'T ANSWER	1
Total	18

8. I know who my stakeholders/customers are.

	Responses
STRONGLY AGREE	10
AGREE	7
ON THE FENCE	0
DISAGREE	0
STRONGLY DISAGREE	0
CAN'T ANSWER	1
Total	18

9. I know what stakeholders/customers want from Region 10, in general.

	Responses
STRONGLY AGREE	3
AGREE	8
ON THE FENCE	2
DISAGREE	3
STRONGLY DISAGREE	0
CAN'T ANSWER	2
Total	18

10. In Region 10 we work as an integrated team to best serve our stakeholders/customers.

	Responses
STRONGLY AGREE	1
AGREE	2
ON THE FENCE	8
DISAGREE	3
STRONGLY DISAGREE	3
CAN'T ANSWER	1
Total	18

11. I get the training and resources needed to carry out my work most effectively.

	Responses
STRONGLY AGREE	4
AGREE	5
ON THE FENCE	3
DISAGREE	5
STRONGLY DISAGREE	0
CAN'T ANSWER	1
Total	18

12. Region 10's management serves as role models and lead by example.

	Responses
STRONGLY AGREE	0
AGREE	7
ON THE FENCE	6
DISAGREE	3
STRONGLY DISAGREE	1
CAN'T ANSWER	1
Total	18

13. There is an organizational climate within Region 10 that encourages risk taking.

	Responses
STRONGLY AGREE	0
AGREE	7
ON THE FENCE	4
DISAGREE	4
STRONGLY DISAGREE	2
CAN'T ANSWER	1
Total	18

14. Region 10 tries to develop and value a culturally diverse workforce.

	Responses
STRONGLY AGREE	5
AGREE	7
ON THE FENCE	4
DISAGREE	1
STRONGLY DISAGREE	0
CAN'T ANSWER	1
Total	18

15. Region 10's management listens to its employees' needs and interests.

	Responses
STRONGLY AGREE	1
AGREE	9
ON THE FENCE	7
DISAGREE	0
STRONGLY DISAGREE	0
CAN'T ANSWER	1
Total	18

16. Employees in my office ask for, and listen to the feedback/suggestions of stakeholders/customers.

	Responses
STRONGLY AGREE	10
AGREE	6
ON THE FENCE	1
DISAGREE	0
STRONGLY DISAGREE	0
CAN'T ANSWER	1
Total	18

17. Employees in my office take action based on stakeholder/customer feedback/suggestions.

	Responses
STRONGLY AGREE	9
AGREE	5
ON THE FENCE	2
DISAGREE	0
STRONGLY DISAGREE	0
CAN'T ANSWER	2
Total	18

18. During the past year, Region 10 employees I know have often made promises to their stakeholder/customers that were not fulfilled.

	Responses
STRONGLY AGREE	0
AGREE	3
ON THE FENCE	4
DISAGREE	5
STRONGLY DISAGREE	2
CAN'T ANSWER	4
Total	18

19. Employees are actively pursuing partnership opportunities to provide successful program delivery to their stakeholders/customers.

	Responses
STRONGLY AGREE	3
AGREE	10
ON THE FENCE	3
DISAGREE	1
STRONGLY DISAGREE	0
CAN'T ANSWER	1
Total	18

20. We communicate about and celebrate each other's successes in my office.

	Responses
STRONGLY AGREE	8
AGREE	6
ON THE FENCE	2
DISAGREE	1
STRONGLY DISAGREE	0
CAN'T ANSWER	1
Total	18

21. I give others feedback that helps improve overall performance in my office/region.

	Responses
STRONGLY AGREE	8
AGREE	7
ON THE FENCE	2
DISAGREE	0
STRONGLY DISAGREE	0
CAN'T ANSWER	1
Total	18

22. I receive feedback from my peers that helps improve overall performance in my office/region.

	Responses
STRONGLY AGREE	9
AGREE	7
ON THE FENCE	1
DISAGREE	0
STRONGLY DISAGREE	0
CAN'T ANSWER	1
Total	18

23. My office has high work quality.

	Responses
STRONGLY AGREE	8
AGREE	5
ON THE FENCE	3
DISAGREE	0
STRONGLY DISAGREE	1
CAN'T ANSWER	1
Total	18

24. During the past year, Region 10 managers have often made promises to Region 10 employees that weren't kept.

	Responses
STRONGLY AGREE	1
AGREE	4
ON THE FENCE	5
DISAGREE	3
STRONGLY DISAGREE	1
CAN'T ANSWER	4
Total	18

25. I receive feedback from my supervisor that helps improve overall performance in our office.

	Responses
STRONGLY AGREE	11
AGREE	3
ON THE FENCE	1
DISAGREE	2
STRONGLY DISAGREE	0
CAN'T ANSWER	1
Total	18

26. My supervisor serves primarily as a consultant to staff.

	Responses
STRONGLY AGREE	8
AGREE	6
ON THE FENCE	1
DISAGREE	1
STRONGLY DISAGREE	0
CAN'T ANSWER	2
Total	18

27. My supervisor devotes adequate time and attention to coaching staff.

	Responses
STRONGLY AGREE	4
AGREE	9
ON THE FENCE	1
DISAGREE	1
STRONGLY DISAGREE	2
CAN'T ANSWER	1
Total	18

28. In my view, Region 10 employees continue to expand their environmental knowledge.

	Responses
STRONGLY AGREE	3
AGREE	9
ON THE FENCE	3
DISAGREE	1
STRONGLY DISAGREE	0
CAN'T ANSWER	2
Total	18

29. The "solution of first choice" for Region 10 and its partners is pollution prevention.

	Responses
STRONGLY AGREE	2
AGREE	3
ON THE FENCE	8
DISAGREE	2
STRONGLY DISAGREE	0
CAN'T ANSWER	3
Total	18

30. Region 10 is clear about the mix of enforcement activities that results in best compliance.

	Responses
STRONGLY AGREE	0
AGREE	1
ON THE FENCE	2
DISAGREE	6
STRONGLY DISAGREE	3
CAN'T ANSWER	6
Total	18

31. Region 10 is seen as a leader of integrated environmental problem solving in the Pacific Northwest.

	Responses
STRONGLY AGREE	0
AGREE	2
ON THE FENCE	3
DISAGREE	8
STRONGLY DISAGREE	4
CAN'T ANSWER	1
Total	18

32. Region 10's management is committed to continue to make organizational changes to effectively deliver environmental services.

	Responses
STRONGLY AGREE	3
AGREE	4
ON THE FENCE	6
DISAGREE	2
STRONGLY DISAGREE	0
CAN'T ANSWER	3
Total	18

33. As a result of the reorganization, my unit has chosen to disinvest in certain parts of our program and/or services.

	Responses
STRONGLY AGREE	0
AGREE	0
ON THE FENCE	8
DISAGREE	4
STRONGLY DISAGREE	1
CAN'T ANSWER	5
Total	18

34. In my unit/office, the work assignments are distributed appropriately based on grade level.

	Responses
STRONGLY AGREE	2
AGREE	5
ON THE FENCE	1
DISAGREE	2
STRONGLY DISAGREE	2
CAN'T ANSWER	6
Total	18

35. My office/program is making progress to adopt these core processes in our work.

	Responses
STRONGLY AGREE	8
AGREE	9
ON THE FENCE	0
DISAGREE	0
STRONGLY DISAGREE	0
CAN'T ANSWER	1
Total	18

36. I often collaborate with others outside my office/unit.

	Responses
STRONGLY AGREE	10
AGREE	4
ON THE FENCE	1
DISAGREE	2
STRONGLY DISAGREE	0
CAN'T ANSWER	1
Total	18

37. I am respected and valued for what I know and can do.

	Responses
STRONGLY AGREE	6
AGREE	8
ON THE FENCE	1
DISAGREE	1
STRONGLY DISAGREE	2
CAN'T ANSWER	0
Total	18

38. I am treated as fairly as other members of my work group.

	Responses
STRONGLY AGREE	6
AGREE	10
ON THE FENCE	0
DISAGREE	2
STRONGLY DISAGREE	0
CAN'T ANSWER	0
Total	18

39. I see our organization's stated value about equal opportunity for growth and advancement being put into action.

	Responses
STRONGLY AGREE	1
AGREE	4
ON THE FENCE	8
DISAGREE	1
STRONGLY DISAGREE	1
CAN'T ANSWER	3
Total	18

40. I am not aware of any prejudicial or discriminatory language or remarks being made in my work place.

	Responses
STRONGLY AGREE	9
AGREE	4
ON THE FENCE	1
DISAGREE	3
STRONGLY DISAGREE	0
CAN'T ANSWER	0
Total	17

41. In filling jobs in Region 10, competition is open and fair.

	Responses
STRONGLY AGREE	1
AGREE	6
ON THE FENCE	6
DISAGREE	2
STRONGLY DISAGREE	1
CAN'T ANSWER	2
Total	18

42. I am satisfied with the recognition I receive for doing a good job.

	Responses
STRONGLY AGREE	6
AGREE	6
ON THE FENCE	2
DISAGREE	3
STRONGLY DISAGREE	1
CAN'T ANSWER	0
Total	18

43. The people with whom I work show respect for one another.

	Responses
STRONGLY AGREE	5
AGREE	10
ON THE FENCE	2
DISAGREE	1
STRONGLY DISAGREE	0
CAN'T ANSWER	0
Total	18

44. I consider myself a leader within the Region consistent with Region 10's Leadership Philosophy.

	Responses
STRONGLY AGREE	8
AGREE	5
ON THE FENCE	3
DISAGREE	0
STRONGLY DISAGREE	0
CAN'T ANSWER	2
Total	18

45. I believe that staff and managers in Region 10 have embraced Region 10's Leadership Philosophy and are acting accordingly.

	Responses
STRONGLY AGREE	0
AGREE	4
ON THE FENCE	4
DISAGREE	5
STRONGLY DISAGREE	2
CAN'T ANSWER	3
Total	18

46. Select the answer that best describes your feeling about the level of empowerment you have in your current job.

	Responses
Way too much	0
More than ideal	0
Ideal	15
Less than Ideal	2
Not nearly enough	0
Total	17

47. How empowered are you by your manager/supervisor to make decisions in your job for the majority of your work.

	Responses
Manager decides without staff input	0
Manager decides with limited staff input	1
Manager decides with extensive staff input	1
Manager decides based on staff recommendations	1
Staff decides with extensive manager input	0
Staff decides with limited manager input	12
Staff decides without manager input	2
Total	17

48. Select the answer that best describes the level of decision making empowerment you would like to have in your job for the majority of your work.

	Responses
Manager decides without staff input	0
Manager decides with limited staff input	1
Manager decides with extensive staff input	1
Manager decides based on staff recommendations	0
Staff decides with extensive manager input	0
Staff decides with limited manager input	13
Staff decides without manager input	2
Total	17

49. Select from the items below those that are most important for you to get the level of empowerment you desire in your job.

	Responses
Program Area Training	6
Technical Support	2
Peer Support	5
Manager Support	2
Authority from Mangager	4
Change in performance agreement	1
Change in position description	0
Don't need anything	7
More Time (Disinvestments)	6
Other (List in comments box)	1
Total	17

50. There is a clear understanding of what our team is working to achieve.

	Responses
STRONGLY AGREE	5
AGREE	7
ON THE FENCE	1
DISAGREE	1
STRONGLY DISAGREE	0
CAN'T ANSWER	0
Total	14

51. Evaluation criteria have been established to measure our team's work and effectiveness.

	Responses
STRONGLY AGREE	3
AGREE	4
ON THE FENCE	1
DISAGREE	4
STRONGLY DISAGREE	1
CAN'T ANSWER	0
Total	13

52. There is an established process for team members to provide feedback to each other.

	Responses
STRONGLY AGREE	6
AGREE	3
ON THE FENCE	1
DISAGREE	3
STRONGLY DISAGREE	0
CAN'T ANSWER	0
Total	13

53. The degree of authority of my team leader (either delegated authority from management or negotiated authority given by the team) is clear.

	Responses
STRONGLY AGREE	4
AGREE	4
ON THE FENCE	4
DISAGREE	1
STRONGLY DISAGREE	0
CAN'T ANSWER	0
Total	13

54. The organization's administrative processes/systems are adequately aligned to support teaming as a new way of doing business.

	Responses
STRONGLY AGREE	1
AGREE	1
ON THE FENCE	6
DISAGREE	3
STRONGLY DISAGREE	2
CAN'T ANSWER	0
Total	13

G

Responses from the Office of Water

1. What program do you work for? Choose one.

	Responses
RA's Office, Tribal, Enforcement and Compliance, External Affairs	0
Office of Regional Counsel	0
Office of Air Quality	0
Ecosystems and Communities	0
Environmental Assessment	0
Environmental Cleanup	0
Office for Innovation	0
Management Programs	0
Waste and Chemicals Management	0
Office of Water	74
Total	74

2. Where do you work?

	Responses
Operations Office	8
Placed-Based (Coeur d'Alene, Yakima, LaGrande, etc.)	1
Manchester Lab	1
Hanford	0
Seattle	60
Total	70

3.What is your position at Region 10?

	Responses
Administrative Position	6
Senior Environmental Employee (SEE)	3
Other Staff	58
Unit Manager, Director, DRA, RA, (not teamleader)	6
Total	73

4. I can describe Region 10's Values, Vision, and Mission Statements.

	Responses
Yes	48
No	25
Total	73

5. I can describe Region 10's "Strategic Directions."

	Responses
Yes	30
No	44
Total	74

6. I can describe Region 10's Leadership Philosophy.

	Responses
Yes	34
No	40
Total	74

7. Region 10 Senior Executives and Unit Managers "walk the talk" as related to the Region's stated values, vision, and mission.

	Responses
STRONGLY AGREE	2
AGREE	30
ON THE FENCE	16
DISAGREE	6
STRONGLY DISAGREE	3
CAN'T ANSWER	17
Total	74

8. I know who my stakeholders/customers are.

	Responses
STRONGLY AGREE	25
AGREE	32
ON THE FENCE	7
DISAGREE	2
STRONGLY DISAGREE	1
CAN'T ANSWER	3
Total	70

9. I know what stakeholders/customers want from Region 10, in general.

	Responses
STRONGLY AGREE	9
AGREE	40
ON THE FENCE	13
DISAGREE	7
STRONGLY DISAGREE	0
CAN'T ANSWER	5
Total	74

10. In Region 10 we work as an integrated team to best serve our stakeholders/customers.

	Responses
STRONGLY AGREE	1
AGREE	18
ON THE FENCE	24
DISAGREE	23
STRONGLY DISAGREE	2
CAN'T ANSWER	4
Total	72

11. I get the training and resources needed to carry out my work most effectively.

	Responses
STRONGLY AGREE	5
AGREE	30
ON THE FENCE	14
DISAGREE	18
STRONGLY DISAGREE	5
CAN'T ANSWER	2
Total	74

12. Region 10's management serves as role models and lead by example.

	Responses
STRONGLY AGREE	5
AGREE	24
ON THE FENCE	27
DISAGREE	6
STRONGLY DISAGREE	6
CAN'T ANSWER	5
Total	73

13. There is an organizational climate within Region 10 that encourages risk taking.

	Responses
STRONGLY AGREE	3
AGREE	20
ON THE FENCE	20
DISAGREE	24
STRONGLY DISAGREE	2
CAN'T ANSWER	5
Total	74

14. Region 10 tries to develop and value a culturally diverse workforce.

	Responses
STRONGLY AGREE	17
AGREE	29
ON THE FENCE	13
DISAGREE	2
STRONGLY DISAGREE	0
CAN'T ANSWER	12
Total	73

15. Region 10's management listens to its employees' needs and interests.

	Responses
STRONGLY AGREE	6
AGREE	33
ON THE FENCE	18
DISAGREE	5
STRONGLY DISAGREE	4
CAN'T ANSWER	6
Total	72

16. Employees in my office ask for, and listen to the feedback/suggestions of stakeholders/customers.

	Responses
STRONGLY AGREE	8
AGREE	34
ON THE FENCE	16
DISAGREE	4
STRONGLY DISAGREE	0
CAN'T ANSWER	12
Total	74

17. Employees in my office take action based on stakeholder/customer feedback/suggestions.

	Responses
STRONGLY AGREE	8
AGREE	29
ON THE FENCE	18
DISAGREE	5
STRONGLY DISAGREE	0
CAN'T ANSWER	13
Total	73

18. During the past year, Region 10 employees I know have often made promises to their stakeholder/customers that were not fulfilled.

	Responses
STRONGLY AGREE	1
AGREE	14
ON THE FENCE	10
DISAGREE	18
STRONGLY DISAGREE	3
CAN'T ANSWER	27
Total	73

19. Employees are actively pursuing partnership opportunities to provide successful program delivery to their stakeholders/customers.

	Responses
STRONGLY AGREE	6
AGREE	33
ON THE FENCE	14
DISAGREE	0
STRONGLY DISAGREE	1
CAN'T ANSWER	19
Total	73

20. We communicate about and celebrate each other's successes in my office.

	Responses
STRONGLY AGREE	9
AGREE	30
ON THE FENCE	13
DISAGREE	15
STRONGLY DISAGREE	3
CAN'T ANSWER	4
Total	74

21. I give others feedback that helps improve overall performance in my office/region.

	Responses
STRONGLY AGREE	5
AGREE	37
ON THE FENCE	19
DISAGREE	4
STRONGLY DISAGREE	0
CAN'T ANSWER	8
Total	73

22. I receive feedback from my peers that helps improve overall performance in my office/region.

	Responses
STRONGLY AGREE	3
AGREE	39
ON THE FENCE	15
DISAGREE	10
STRONGLY DISAGREE	3
CAN'T ANSWER	4
Total	74

23. My office has high work quality.

	Responses
STRONGLY AGREE	18
AGREE	36
ON THE FENCE	9
DISAGREE	4
STRONGLY DISAGREE	1
CAN'T ANSWER	5
Total	73

24. During the past year, Region 10 managers have often made promises to Region 10 employees that weren't kept.

	Responses
STRONGLY AGREE	7
AGREE	19
ON THE FENCE	13
DISAGREE	13
STRONGLY DISAGREE	4
CAN'T ANSWER	18
Total	74

25. I receive feedback from my supervisor that helps improve overall performance in our office.

	Responses
STRONGLY AGREE	8
AGREE	41
ON THE FENCE	13
DISAGREE	5
STRONGLY DISAGREE	3
CAN'T ANSWER	3
Total	73

26. My supervisor serves primarily as a consultant to staff.

	Responses
STRONGLY AGREE	22
AGREE	30
ON THE FENCE	4
DISAGREE	9
STRONGLY DISAGREE	6
CAN'T ANSWER	3
Total	74

27. My supervisor devotes adequate time and attention to coaching staff.

	Responses
STRONGLY AGREE	5
AGREE	22
ON THE FENCE	22
DISAGREE	14
STRONGLY DISAGREE	5
CAN'T ANSWER	5
Total	73

28. In my view, Region 10 employees continue to expand their environmental knowledge.

	Responses
STRONGLY AGREE	8
AGREE	38
ON THE FENCE	14
DISAGREE	4
STRONGLY DISAGREE	1
CAN'T ANSWER	8
Total	73

29. The "solution of first choice" for Region 10 and its partners is pollution prevention.

	Responses
STRONGLY AGREE	5
AGREE	28
ON THE FENCE	10
DISAGREE	19
STRONGLY DISAGREE	1
CAN'T ANSWER	10
Total	73

30. Region 10 is clear about the mix of enforcement activities that results in best compliance.

	Responses
STRONGLY AGREE	3
AGREE	6
ON THE FENCE	18
DISAGREE	16
STRONGLY DISAGREE	8
CAN'T ANSWER	23
Total	74

31. Region 10 is seen as a leader of integrated environmental problem solving in the Pacific Northwest.

	Responses
STRONGLY AGREE	2
AGREE	15
ON THE FENCE	18
DISAGREE	12
STRONGLY DISAGREE	6
CAN'T ANSWER	20
Total	73

32. Region 10's management is committed to continue to make organizational changes to effectively deliver environmental services.

	Responses
STRONGLY AGREE	8
AGREE	24
ON THE FENCE	18
DISAGREE	5
STRONGLY DISAGREE	2
CAN'T ANSWER	16
Total	73

33. As a result of the reorganization, my unit has chosen to disinvest in certain parts of our program and/or services.

	Responses
STRONGLY AGREE	6
AGREE	20
ON THE FENCE	9
DISAGREE	16
STRONGLY DISAGREE	5
CAN'T ANSWER	17
Total	73

34. In my unit/office, the work assignments are distributed appropriately based on grade level.

	Responses
STRONGLY AGREE	4
AGREE	23
ON THE FENCE	14
DISAGREE	12
STRONGLY DISAGREE	8
CAN'T ANSWER	13
Total	74

35. My office/program is making progress to adopt these core processes in our work.

	Responses
STRONGLY AGREE	7
AGREE	37
ON THE FENCE	14
DISAGREE	1
STRONGLY DISAGREE	2
CAN'T ANSWER	12
Total	73

36. I often collaborate with others outside my office/unit.

	Responses
STRONGLY AGREE	25
AGREE	30
ON THE FENCE	8
DISAGREE	5
STRONGLY DISAGREE	0
CAN'T ANSWER	5
Total	73

37. I am respected and valued for what I know and can do.

	Responses
STRONGLY AGREE	12
AGREE	32
ON THE FENCE	11
DISAGREE	7
STRONGLY DISAGREE	1
CAN'T ANSWER	10
Total	73

38. I am treated as fairly as other members of my work group.

	Responses
STRONGLY AGREE	16
AGREE	38
ON THE FENCE	4
DISAGREE	5
STRONGLY DISAGREE	2
CAN'T ANSWER	9
Total	74

39. I see our organization's stated value about equal opportunity for growth and advancement being put into action.

	Responses
STRONGLY AGREE	5
AGREE	18
ON THE FENCE	20
DISAGREE	12
STRONGLY DISAGREE	8
CAN'T ANSWER	10
Total	73

40. I am not aware of any prejudicial or discriminatory language or remarks being made in my work place.

	Responses
STRONGLY AGREE	20
AGREE	37
ON THE FENCE	5
DISAGREE	5
STRONGLY DISAGREE	2
CAN'T ANSWER	5
Total	74

41. In filling jobs in Region 10, competition is open and fair.

	Responses
STRONGLY AGREE	6
AGREE	19
ON THE FENCE	13
DISAGREE	13
STRONGLY DISAGREE	4
CAN'T ANSWER	18
Total	73

42. I am satisfied with the recognition I receive for doing a good job.

	Responses
STRONGLY AGREE	9
AGREE	30
ON THE FENCE	21
DISAGREE	6
STRONGLY DISAGREE	6
CAN'T ANSWER	2
Total	74

43. The people with whom I work show respect for one another.

	Responses
STRONGLY AGREE	14
AGREE	39
ON THE FENCE	11
DISAGREE	3
STRONGLY DISAGREE	2
CAN'T ANSWER	4
Total	73

44. I consider myself a leader within the Region consistent with Region 10's Leadership Philosophy.

	Responses
STRONGLY AGREE	7
AGREE	31
ON THE FENCE	13
DISAGREE	7
STRONGLY DISAGREE	0
CAN'T ANSWER	14
Total	72

45. I believe that staff and managers in Region 10 have embraced Region 10's Leadership Philosophy and are acting accordingly.

	Responses
STRONGLY AGREE	4
AGREE	19
ON THE FENCE	16
DISAGREE	9
STRONGLY DISAGREE	1
CAN'T ANSWER	21
Total	70

46. Select the answer that best describes your feeling about the level of empowerment you have in your current job.

	Responses
Way too much	0
More than ideal	9
Ideal	43
Less than Ideal	17
Not nearly enough	2
Total	71

47. How empowered are you by your manager/supervisor to make decisions in your job for the majority of your work.

	Responses
Manager decides without staff input	0
Manager decides with limited staff input	3
Manager decides with extensive staff input	16
Manager decides based on staff recommendations	11
Staff decides with extensive manager input	5
Staff decides with limited manager input	27
Staff decides without manager input	6
Total	68

48. Select the answer that best describes the level of decision making empowerment you would like to have in your job for the majority of your work.

	Responses
Manager decides without staff input	0
Manager decides with limited staff input	4
Manager decides with extensive staff input	5
Manager decides based on staff recommendations	16
Staff decides with extensive manager input	2
Staff decides with limited manager input	38
Staff decides without manager input	5
Total	70

49. Select from the items below those that are most important for you to get the level of empowerment you desire in your job.

	Responses
Program Area Training	22
Technical Support	21
Peer Support	17
Manager Support	43
Authority from Mangager	18
Change in performance agreement	6
Change in position description	9
Don't need anything	6
More Time (Disinvestments)	18
Other (List in comments box)	7
Total	71

50. There is a clear understanding of what our team is working to achieve.

	Responses
STRONGLY AGREE	3
AGREE	9
ON THE FENCE	3
DISAGREE	4
STRONGLY DISAGREE	0
CAN'T ANSWER	1
Total	20

51. Evaluation criteria have been established to measure our team's work and effectiveness.

	Responses
STRONGLY AGREE	0
AGREE	3
ON THE FENCE	3
DISAGREE	10
STRONGLY DISAGREE	3
CAN'T ANSWER	0
Total	19

52. There is an established process for team members to provide feedback to each other.

	Responses
STRONGLY AGREE	0
AGREE	6
ON THE FENCE	4
DISAGREE	7
STRONGLY DISAGREE	2
CAN'T ANSWER	0
Total	19

53. The degree of authority of my team leader (either delegated authority from management or negotiated authority given by the team) is clear.

	Responses
STRONGLY AGREE	0
AGREE	4
ON THE FENCE	5
DISAGREE	7
STRONGLY DISAGREE	3
CAN'T ANSWER	0
Total	19

54. The organization's administrative processes/systems are adequately aligned to support teaming as a new way of doing business.

	Responses
STRONGLY AGREE	1
AGREE	3
ON THE FENCE	3
DISAGREE	7
STRONGLY DISAGREE	1
CAN'T ANSWER	4
Total	19

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Responses from the Office of Waste and Chemicals Managment

1. What program do you work for? Choose one.

	Responses
RA's Office, Tribal, Enforcement and Compliance, External Affairs	0
Office of Regional Counsel	0
Office of Air Quality	0
Ecosystems and Communities	0
Environmental Assessment	0
Environmental Cleanup	0
Office for Innovation	0
Management Programs	0
Waste and Chemicals Management	48
Office of Water	0
Total	48

2. Where do you work?

	Responses
Operations Office	1
Placed-Based (Coeur d'Alene, Yakima, LaGrande, etc.)	0
Manchester Lab	0
Hanford	0
Seattle	47
Total	48

3.What is your position at Region 10?

	Responses
Administrative Position	4
Senior Environmental Employee (SEE)	4
Other Staff	35
Unit Manager, Director, DRA, RA, (not teamleader)	4
Total	47

4. I can describe Region 10's Values, Vision, and Mission Statements.

	Responses
Yes	35
No	13
Total	48

5. I can describe Region 10's "Strategic Directions."

	Responses
Yes	21
No	27
Total	48

6. I can describe Region 10's Leadership Philosophy.

	Responses
Yes	28
No	19
Total	47

7. Region 10 Senior Executives and Unit Managers "walk the talk" as related to the Region's stated values, vision, and mission.

	Responses
STRONGLY AGREE	1
AGREE	8
ON THE FENCE	24
DISAGREE	3
STRONGLY DISAGREE	1
CAN'T ANSWER	8
Total	45

8. I know who my stakeholders/customers are.

	Responses
STRONGLY AGREE	15
AGREE	27
ON THE FENCE	3
DISAGREE	0
STRONGLY DISAGREE	0
CAN'T ANSWER	1
Total	46

9. I know what stakeholders/customers want from Region 10, in general.

	Responses
STRONGLY AGREE	5
AGREE	29
ON THE FENCE	10
DISAGREE	1
STRONGLY DISAGREE	0
CAN'T ANSWER	1
Total	46

10. In Region 10 we work as an integrated team to best serve our stakeholders/customers.

	Responses
STRONGLY AGREE	2
AGREE	16
ON THE FENCE	17
DISAGREE	11
STRONGLY DISAGREE	2
CAN'T ANSWER	0
Total	48

11. I get the training and resources needed to carry out my work most effectively.

	Responses
STRONGLY AGREE	2
AGREE	19
ON THE FENCE	16
DISAGREE	9
STRONGLY DISAGREE	1
CAN'T ANSWER	0
Total	47

12. Region 10's management serves as role models and lead by example.

	Responses
STRONGLY AGREE	1
AGREE	16
ON THE FENCE	13
DISAGREE	12
STRONGLY DISAGREE	3
CAN'T ANSWER	3
Total	48

13. There is an organizational climate within Region 10 that encourages risk taking.

	Responses
STRONGLY AGREE	1
AGREE	8
ON THE FENCE	20
DISAGREE	10
STRONGLY DISAGREE	3
CAN'T ANSWER	6
Total	48

14. Region 10 tries to develop and value a culturally diverse workforce.

	Responses
STRONGLY AGREE	10
AGREE	24
ON THE FENCE	8
DISAGREE	2
STRONGLY DISAGREE	1
CAN'T ANSWER	2
Total	47

15. Region 10's management listens to its employees' needs and interests.

	Responses
STRONGLY AGREE	6
AGREE	22
ON THE FENCE	12
DISAGREE	3
STRONGLY DISAGREE	2
CAN'T ANSWER	2
Total	47

16. Employees in my office ask for, and listen to the feedback/suggestions of stakeholders/customers.

	Responses
STRONGLY AGREE	4
AGREE	32
ON THE FENCE	5
DISAGREE	2
STRONGLY DISAGREE	0
CAN'T ANSWER	5
Total	48

17. Employees in my office take action based on stakeholder/customer feedback/suggestions.

	Responses
STRONGLY AGREE	2
AGREE	31
ON THE FENCE	8
DISAGREE	1
STRONGLY DISAGREE	0
CAN'T ANSWER	5
Total	47

18. During the past year, Region 10 employees I know have often made promises to their stakeholder/customers that were not fulfilled.

	Responses
STRONGLY AGREE	0
AGREE	3
ON THE FENCE	3
DISAGREE	18
STRONGLY DISAGREE	7
CAN'T ANSWER	17
Total	48

19. Employees are actively pursuing partnership opportunities to provide successful program delivery to their stakeholders/customers.

	Responses
STRONGLY AGREE	7
AGREE	24
ON THE FENCE	6
DISAGREE	2
STRONGLY DISAGREE	0
CAN'T ANSWER	8
Total	47

20. We communicate about and celebrate each other's successes in my office.

	Responses
STRONGLY AGREE	4
AGREE	24
ON THE FENCE	11
DISAGREE	4
STRONGLY DISAGREE	2
CAN'T ANSWER	2
Total	47

21. I give others feedback that helps improve overall performance in my office/region.

	Responses
STRONGLY AGREE	5
AGREE	33
ON THE FENCE	6
DISAGREE	2
STRONGLY DISAGREE	0
CAN'T ANSWER	1
Total	47

22. I receive feedback from my peers that helps improve overall performance in my office/region.

	Responses
STRONGLY AGREE	4
AGREE	29
ON THE FENCE	6
DISAGREE	6
STRONGLY DISAGREE	1
CAN'T ANSWER	2
Total	48

23. My office has high work quality.

	Responses
STRONGLY AGREE	11
AGREE	30
ON THE FENCE	4
DISAGREE	1
STRONGLY DISAGREE	0
CAN'T ANSWER	1
Total	47

24. During the past year, Region 10 managers have often made promises to Region 10 employees that weren't kept.

	Responses
STRONGLY AGREE	3
AGREE	5
ON THE FENCE	12
DISAGREE	10
STRONGLY DISAGREE	1
CAN'T ANSWER	17
Total	48

25. I receive feedback from my supervisor that helps improve overall performance in our office.

	Responses
STRONGLY AGREE	7
AGREE	28
ON THE FENCE	6
DISAGREE	6
STRONGLY DISAGREE	1
CAN'T ANSWER	0
Total	48

26. My supervisor serves primarily as a consultant to staff.

	Responses
STRONGLY AGREE	14
AGREE	21
ON THE FENCE	5
DISAGREE	5
STRONGLY DISAGREE	2
CAN'T ANSWER	0
Total	47

27. My supervisor devotes adequate time and attention to coaching staff.

	Responses
STRONGLY AGREE	8
AGREE	19
ON THE FENCE	12
DISAGREE	8
STRONGLY DISAGREE	1
CAN'T ANSWER	0
Total	48

28. In my view, Region 10 employees continue to expand their environmental knowledge.

	Responses
STRONGLY AGREE	13
AGREE	23
ON THE FENCE	6
DISAGREE	3
STRONGLY DISAGREE	0
CAN'T ANSWER	2
Total	47

29. The "solution of first choice" for Region 10 and its partners is pollution prevention.

	Responses
STRONGLY AGREE	8
AGREE	19
ON THE FENCE	10
DISAGREE	6
STRONGLY DISAGREE	0
CAN'T ANSWER	4
Total	47

30. Region 10 is clear about the mix of enforcement activities that results in best compliance.

	Responses
STRONGLY AGREE	2
AGREE	9
ON THE FENCE	7
DISAGREE	19
STRONGLY DISAGREE	5
CAN'T ANSWER	6
Total	48

31. Region 10 is seen as a leader of integrated environmental problem solving in the Pacific Northwest.

	Responses
STRONGLY AGREE	2
AGREE	8
ON THE FENCE	12
DISAGREE	7
STRONGLY DISAGREE	0
CAN'T ANSWER	18
Total	47

32. Region 10's management is committed to continue to make organizational changes to effectively deliver environmental services.

	Responses
STRONGLY AGREE	3
AGREE	20
ON THE FENCE	14
DISAGREE	6
STRONGLY DISAGREE	0
CAN'T ANSWER	5
Total	48

33. As a result of the reorganization, my unit has chosen to disinvest in certain parts of our program and/or services.

	Responses
STRONGLY AGREE	2
AGREE	25
ON THE FENCE	3
DISAGREE	9
STRONGLY DISAGREE	0
CAN'T ANSWER	8
Total	47

34. In my unit/office, the work assignments are distributed appropriately based on grade level.

	Responses
STRONGLY AGREE	2
AGREE	14
ON THE FENCE	8
DISAGREE	12
STRONGLY DISAGREE	2
CAN'T ANSWER	10
Total	48

35. My office/program is making progress to adopt these core processes in our work.

	Responses
STRONGLY AGREE	6
AGREE	28
ON THE FENCE	7
DISAGREE	0
STRONGLY DISAGREE	1
CAN'T ANSWER	5
Total	47

36. I often collaborate with others outside my office/unit.

	Responses
STRONGLY AGREE	8
AGREE	29
ON THE FENCE	7
DISAGREE	2
STRONGLY DISAGREE	0
CAN'T ANSWER	1
Total	47

37. I am respected and valued for what I know and can do.

	Responses
STRONGLY AGREE	8
AGREE	28
ON THE FENCE	5
DISAGREE	3
STRONGLY DISAGREE	0
CAN'T ANSWER	3
Total	47

38. I am treated as fairly as other members of my work group.

	Responses
STRONGLY AGREE	7
AGREE	29
ON THE FENCE	7
DISAGREE	3
STRONGLY DISAGREE	0
CAN'T ANSWER	2
Total	48

39. I see our organization's stated value about equal opportunity for growth and advancement being put into action.

	Responses
STRONGLY AGREE	4
AGREE	11
ON THE FENCE	11
DISAGREE	10
STRONGLY DISAGREE	3
CAN'T ANSWER	8
Total	47

40. I am not aware of any prejudicial or discriminatory language or remarks being made in my work place.

	Responses
STRONGLY AGREE	13
AGREE	26
ON THE FENCE	1
DISAGREE	4
STRONGLY DISAGREE	0
CAN'T ANSWER	4
Total	48

41. In filling jobs in Region 10, competition is open and fair.

	Responses
STRONGLY AGREE	1
AGREE	8
ON THE FENCE	13
DISAGREE	8
STRONGLY DISAGREE	3
CAN'T ANSWER	14
Total	47

42. I am satisfied with the recognition I receive for doing a good job.

	Responses
STRONGLY AGREE	4
AGREE	21
ON THE FENCE	11
DISAGREE	8
STRONGLY DISAGREE	3
CAN'T ANSWER	1
Total	48

43. The people with whom I work show respect for one another.

	Responses
STRONGLY AGREE	10
AGREE	29
ON THE FENCE	6
DISAGREE	1
STRONGLY DISAGREE	0
CAN'T ANSWER	1
Total	47

44. I consider myself a leader within the Region consistent with Region 10's Leadership Philosophy.

	Responses
STRONGLY AGREE	7
AGREE	22
ON THE FENCE	8
DISAGREE	2
STRONGLY DISAGREE	1
CAN'T ANSWER	7
Total	47

45. I believe that staff and managers in Region 10 have embraced Region 10's Leadership Philosophy and are acting accordingly.

	Responses
STRONGLY AGREE	0
AGREE	14
ON THE FENCE	19
DISAGREE	5
STRONGLY DISAGREE	1
CAN'T ANSWER	8
Total	47

46. Select the answer that best describes your feeling about the level of empowerment you have in your current job.

	Responses
Way too much	0
More than ideal	2
Ideal	35
Less than Ideal	9
Not nearly enough	1
Total	47

47. How empowered are you by your manager/supervisor to make decisions in your job for the majority of your work.

	Responses
Manager decides without staff input	0
Manager decides with limited staff input	0
Manager decides with extensive staff input	6
Manager decides based on staff recommendations	12
Staff decides with extensive manager input	2
Staff decides with limited manager input	24
Staff decides without manager input	2
Total	46

48. Select the answer that best describes the level of decision making empowerment you would like to have in your job for the majority of your work.

	Responses
Manager decides without staff input	0
Manager decides with limited staff input	0
Manager decides with extensive staff input	2
Manager decides based on staff recommendations	11
Staff decides with extensive manager input	3
Staff decides with limited manager input	29
Staff decides without manager input	2
Total	47

49. Select from the items below those that are most important for you to get the level of empowerment you desire in your job.

	Responses
Program Area Training	15
Technical Support	9
Peer Support	20
Manager Support	27
Authority from Mangager	10
Change in performance agreement	4
Change in position description	4
Don't need anything	9
More Time (Disinvestments)	9
Other (List in comments box)	0
Total	46

50. There is a clear understanding of what our team is working to achieve.

	Responses
STRONGLY AGREE	4
AGREE	8
ON THE FENCE	3
DISAGREE	4
STRONGLY DISAGREE	0
CAN'T ANSWER	0
Total	19

51. Evaluation criteria have been established to measure our team's work and effectiveness.

	Responses
STRONGLY AGREE	2
AGREE	8
ON THE FENCE	4
DISAGREE	5
STRONGLY DISAGREE	1
CAN'T ANSWER	0
Total	20

52. There is an established process for team members to provide feedback to each other.

	Responses
STRONGLY AGREE	5
AGREE	5
ON THE FENCE	5
DISAGREE	3
STRONGLY DISAGREE	0
CAN'T ANSWER	1
Total	19

53. The degree of authority of my team leader (either delegated authority from management or negotiated authority given by the team) is clear.

	Responses
STRONGLY AGREE	3
AGREE	8
ON THE FENCE	5
DISAGREE	2
STRONGLY DISAGREE	0
CAN'T ANSWER	2
Total	20

54. The organization's administrative processes/systems are adequately aligned to support teaming as a new way of doing business.

	Responses
STRONGLY AGREE	0
AGREE	4
ON THE FENCE	4
DISAGREE	4
STRONGLY DISAGREE	6
CAN'T ANSWER	1
Total	19

Responses from Office of Managment Programs

1. What program do you work for? Choose one.

	Responses
RA's Office, Tribal, Enforcement and Compliance, External Affairs	0
Office of Regional Counsel	0
Office of Air Quality	0
Ecosystems and Communities	0
Environmental Assessment	0
Environmental Cleanup	0
Office for Innovation	0
Management Programs	56
Waste and Chemicals Management	0
Office of Water	0
Total	56

2. Where do you work?

	Responses
Operations Office	0
Placed-Based (Coeur d'Alene, Yakima, LaGrande, etc.)	0
Manchester Lab	0
Hanford	0
Seattle	56
Total	56

3.What is your position at Region 10?

	Responses
Administrative Position	21
Senior Environmental Employee (SEE)	2
Other Staff	27
Unit Manager, Director, DRA, RA, (not teamleader)	5
Total	55

4. I can describe Region 10's Values, Vision, and Mission Statements.

	Responses
Yes	32
No	22
Total	54

5. I can describe Region 10's "Strategic Directions."

	Responses
Yes	17
No	37
Total	54

6. I can describe Region 10's Leadership Philosophy.

	Responses
Yes	28
No	26
Total	54

7. Region 10 Senior Executives and Unit Managers "walk the talk" as related to the Region's stated values, vision, and mission.

	Responses
STRONGLY AGREE	0
AGREE	17
ON THE FENCE	20
DISAGREE	10
STRONGLY DISAGREE	5
CAN'T ANSWER	1
Total	53

8. I know who my stakeholders/customers are.

	Responses
STRONGLY AGREE	31
AGREE	17
ON THE FENCE	0
DISAGREE	1
STRONGLY DISAGREE	2
CAN'T ANSWER	2
Total	53

9. I know what stakeholders/customers want from Region 10, in general.

	Responses
STRONGLY AGREE	10
AGREE	27
ON THE FENCE	11
DISAGREE	1
STRONGLY DISAGREE	1
CAN'T ANSWER	3
Total	53

10. In Region 10 we work as an integrated team to best serve our stakeholders/customers.

	Responses
STRONGLY AGREE	4
AGREE	21
ON THE FENCE	16
DISAGREE	9
STRONGLY DISAGREE	2
CAN'T ANSWER	1
Total	53

11. I get the training and resources needed to carry out my work most effectively.

	Responses
STRONGLY AGREE	9
AGREE	25
ON THE FENCE	6
DISAGREE	7
STRONGLY DISAGREE	6
CAN'T ANSWER	0
Total	53

12. Region 10's management serves as role models and lead by example.

	Responses
STRONGLY AGREE	2
AGREE	15
ON THE FENCE	20
DISAGREE	9
STRONGLY DISAGREE	6
CAN'T ANSWER	0
Total	52

13. There is an organizational climate within Region 10 that encourages risk taking.

	Responses
STRONGLY AGREE	1
AGREE	14
ON THE FENCE	16
DISAGREE	9
STRONGLY DISAGREE	8
CAN'T ANSWER	5
Total	53

14. Region 10 tries to develop and value a culturally diverse workforce.

	Responses
STRONGLY AGREE	10
AGREE	28
ON THE FENCE	5
DISAGREE	6
STRONGLY DISAGREE	4
CAN'T ANSWER	0
Total	53

15. Region 10's management listens to its employees' needs and interests.

	Responses
STRONGLY AGREE	10
AGREE	21
ON THE FENCE	12
DISAGREE	5
STRONGLY DISAGREE	4
CAN'T ANSWER	0
Total	52

16. Employees in my office ask for, and listen to the feedback/suggestions of stakeholders/customers.

	Responses
STRONGLY AGREE	10
AGREE	27
ON THE FENCE	11
DISAGREE	4
STRONGLY DISAGREE	0
CAN'T ANSWER	1
Total	53

17. Employees in my office take action based on stakeholder/customer feedback/suggestions.

	Responses
STRONGLY AGREE	10
AGREE	30
ON THE FENCE	10
DISAGREE	0
STRONGLY DISAGREE	0
CAN'T ANSWER	2
Total	52

18. During the past year, Region 10 employees I know have often made promises to their stakeholder/customers that were not fulfilled.

	Responses
STRONGLY AGREE	1
AGREE	7
ON THE FENCE	11
DISAGREE	14
STRONGLY DISAGREE	5
CAN'T ANSWER	15
Total	53

19. Employees are actively pursuing partnership opportunities to provide successful program delivery to their stakeholders/customers.

	Responses
STRONGLY AGREE	2
AGREE	17
ON THE FENCE	15
DISAGREE	1
STRONGLY DISAGREE	1
CAN'T ANSWER	16
Total	52

20. We communicate about and celebrate each other's successes in my office.

	Responses
STRONGLY AGREE	8
AGREE	18
ON THE FENCE	15
DISAGREE	6
STRONGLY DISAGREE	4
CAN'T ANSWER	2
Total	53

21. I give others feedback that helps improve overall performance in my office/region.

	Responses
STRONGLY AGREE	6
AGREE	27
ON THE FENCE	13
DISAGREE	3
STRONGLY DISAGREE	1
CAN'T ANSWER	2
Total	52

22. I receive feedback from my peers that helps improve overall performance in my office/region.

	Responses
STRONGLY AGREE	3
AGREE	27
ON THE FENCE	14
DISAGREE	7
STRONGLY DISAGREE	1
CAN'T ANSWER	1
Total	53

23. My office has high work quality.

	Responses
STRONGLY AGREE	19
AGREE	25
ON THE FENCE	6
DISAGREE	2
STRONGLY DISAGREE	1
CAN'T ANSWER	0
Total	53

24. During the past year, Region 10 managers have often made promises to Region 10 employees that weren't kept.

	Responses
STRONGLY AGREE	7
AGREE	11
ON THE FENCE	9
DISAGREE	13
STRONGLY DISAGREE	0
CAN'T ANSWER	13
Total	53

25. I receive feedback from my supervisor that helps improve overall performance in our office.

	Responses
STRONGLY AGREE	6
AGREE	23
ON THE FENCE	12
DISAGREE	7
STRONGLY DISAGREE	3
CAN'T ANSWER	1
Total	52

26. My supervisor serves primarily as a consultant to staff.

	Responses
STRONGLY AGREE	14
AGREE	23
ON THE FENCE	7
DISAGREE	3
STRONGLY DISAGREE	3
CAN'T ANSWER	2
Total	52

27. My supervisor devotes adequate time and attention to coaching staff.

	Responses
STRONGLY AGREE	6
AGREE	25
ON THE FENCE	10
DISAGREE	5
STRONGLY DISAGREE	4
CAN'T ANSWER	2
Total	52

28. In my view, Region 10 employees continue to expand their environmental knowledge.

	Responses
STRONGLY AGREE	9
AGREE	30
ON THE FENCE	10
DISAGREE	0
STRONGLY DISAGREE	1
CAN'T ANSWER	3
Total	53

29. The "solution of first choice" for Region 10 and its partners is pollution prevention.

	Responses
STRONGLY AGREE	11
AGREE	19
ON THE FENCE	5
DISAGREE	2
STRONGLY DISAGREE	1
CAN'T ANSWER	15
Total	53

30. Region 10 is clear about the mix of enforcement activities that results in best compliance.

	Responses
STRONGLY AGREE	3
AGREE	6
ON THE FENCE	13
DISAGREE	3
STRONGLY DISAGREE	1
CAN'T ANSWER	27
Total	53

31. Region 10 is seen as a leader of integrated environmental problem solving in the Pacific Northwest.

	Responses
STRONGLY AGREE	4
AGREE	16
ON THE FENCE	10.
DISAGREE	5
STRONGLY DISAGREE	1
CAN'T ANSWER	17
Total	53

32. Region 10's management is committed to continue to make organizational changes to effectively deliver environmental services.

	Responses
STRONGLY AGREE	5
AGREE	19
ON THE FENCE	16
DISAGREE	1
STRONGLY DISAGREE	2
CAN'T ANSWER	10
Total	53

33. As a result of the reorganization, my unit has chosen to disinvest in certain parts of our program and/or services.

	Responses
STRONGLY AGREE	2
AGREE	6
ON THE FENCE	7
DISAGREE	14
STRONGLY DISAGREE	4
CAN'T ANSWER	20
Total	53

34. In my unit/office, the work assignments are distributed appropriately based on grade level.

	Responses
STRONGLY AGREE	1
AGREE	13
ON THE FENCE	11
DISAGREE	14
STRONGLY DISAGREE	5
CAN'T ANSWER	9
Total	53

35. My office/program is making progress to adopt these core processes in our work.

	Responses
STRONGLY AGREE	2
AGREE	13
ON THE FENCE	12
DISAGREE	6
STRONGLY DISAGREE	3
CAN'T ANSWER	17
Total	53

36. I often collaborate with others outside my office/unit.

	Responses
STRONGLY AGREE	12
AGREE	32
ON THE FENCE	5
DISAGREE	2
STRONGLY DISAGREE	1
CAN'T ANSWER	1
Total	53

37. I am respected and valued for what I know and can do.

	Responses
STRONGLY AGREE	8
AGREE	28
ON THE FENCE	8
DISAGREE	2
STRONGLY DISAGREE	2
CAN'T ANSWER	5
Total	53

38. I am treated as fairly as other members of my work group.

	Responses
STRONGLY AGREE	6
AGREE	30
ON THE FENCE	6
DISAGREE	6
STRONGLY DISAGREE	3
CAN'T ANSWER	2
Total	53

39. I see our organization's stated value about equal opportunity for growth and advancement being put into action.

	Responses
STRONGLY AGREE	3
AGREE	18
ON THE FENCE	19
DISAGREE	3
STRONGLY DISAGREE	6
CAN'T ANSWER	4
Total	53

40. I am not aware of any prejudicial or discriminatory language or remarks being made in my work place.

	Responses
STRONGLY AGREE	10
AGREE	24
ON THE FENCE	5
DISAGREE	8
STRONGLY DISAGREE	3
CAN'T ANSWER	3
Total	53

41. In filling jobs in Region 10, competition is open and fair.

	Responses
STRONGLY AGREE	3
AGREE	16
ON THE FENCE	15
DISAGREE	11
STRONGLY DISAGREE	7
CAN'T ANSWER	1
Total	53

42. I am satisfied with the recognition I receive for doing a good job.

	Responses
STRONGLY AGREE	4
AGREE	22
ON THE FENCE	9
DISAGREE	12
STRONGLY DISAGREE	5
CAN'T ANSWER	1
Total	53

43. The people with whom I work show respect for one another.

	Responses
STRONGLY AGREE	6
AGREE	24
ON THE FENCE	14
DISAGREE	7
STRONGLY DISAGREE	2
CAN'T ANSWER	0
Total	53

44. I consider myself a leader within the Region consistent with Region 10's Leadership Philosophy.

	Responses
STRONGLY AGREE	3
AGREE	22
ON THE FENCE	10
DISAGREE	7
STRONGLY DISAGREE	3
CAN'T ANSWER	8
Total	53

45. I believe that staff and managers in Region 10 have embraced Region 10's Leadership Philosophy and are acting accordingly.

	Responses
STRONGLY AGREE	0
AGREE	13
ON THE FENCE	19
DISAGREE	4
STRONGLY DISAGREE	6
CAN'T ANSWER	10
Total	52

46. Select the answer that best describes your feeling about the level of empowerment you have in your current job.

	Responses
Way too much	0
More than ideal	7
Ideal	34
Less than Ideal	8
Not nearly enough	3
Total	52

47. How empowered are you by your manager/supervisor to make decisions in your job for the majority of your work.

	Responses
Manager decides without staff input	1
Manager decides with limited staff input	6
Manager decides with extensive staff input	6
Manager decides based on staff recommendations	12
Staff decides with extensive manager input	3
Staff decides with limited manager input	16
Staff decides without manager input	4
Total	48

48. Select the answer that best describes the level of decision making empowerment you would like to have in your job for the majority of your work.

	Responses
Manager decides without staff input	1
Manager decides with limited staff input	0
Manager decides with extensive staff input	5
Manager decides based on staff recommendations	15
Staff decides with extensive manager input	5
Staff decides with limited manager input	20
Staff decides without manager input	3
Total	49

49. Select from the items below those that are most important for you to get the level of empowerment you desire in your job.

	Responses
Program Area Training	20
Technical Support	12
Peer Support	16
Manager Support	30
Authority from Mangager	11
Change in performance agreement	3
Change in position description	7
Don't need anything	8
More Time (Disinvestments)	10
Other (List in comments box)	4
Total	51

50. There is a clear understanding of what our team is working to achieve.

	Responses
STRONGLY AGREE	4
AGREE	9
ON THE FENCE	1
DISAGREE	1
STRONGLY DISAGREE	3
CAN'T ANSWER	1
Total	19

51. Evaluation criteria have been established to measure our team's work and effectiveness.

	Responses
STRONGLY AGREE	1
AGREE	4
ON THE FENCE	2
DISAGREE	5
STRONGLY DISAGREE	5
CAN'T ANSWER	2
Total	19

52. There is an established process for team members to provide feedback to each other.

	Responses
STRONGLY AGREE	1
AGREE	4
ON THE FENCE	2
DISAGREE	4
STRONGLY DISAGREE	6
CAN'T ANSWER	2
Total	19

53. The degree of authority of my team leader (either delegated authority from management or negotiated authority given by the team) is clear.

	Responses
STRONGLY AGREE	2
AGREE	5
ON THE FENCE	0
DISAGREE	2
STRONGLY DISAGREE	5
CAN'T ANSWER	4
Total	18

54. The organization's administrative processes/systems are adequately aligned to support teaming as a new way of doing business.

	Responses
STRONGLY AGREE	0
AGREE	5
ON THE FENCE	1
DISAGREE	3
STRONGLY DISAGREE	4
CAN'T ANSWER	4
Total	17

J

Responses from Office of Environmental Assessment

1. What program do you work for? Choose one.

	Responses
RA's Office, Tribal, Enforcement and Compliance, External Affairs	0
Office of Regional Counsel	0
Office of Air Quality	0
Ecosystems and Communities	0
Environmental Assessment	70
Environmental Cleanup	0
Office for Innovation	0
Management Programs	0
Waste and Chemicals Management	0
Office of Water	0
Total	70

2. Where do you work?

	Responses
Operations Office	1
Placed-Based (Coeur d'Alene, Yakima, LaGrande, etc.)	1
Manchester Lab	19
Hanford	0
Seattle	48
Total	69

3.What is your position at Region 10?

	Responses
Administrative Position	11
Senior Environmental Employee (SEE)	1
Other Staff	54
Unit Manager, Director, DRA, RA, (not teamleader)	4
Total	70

4. I can describe Region 10's Values, Vision, and Mission Statements.

	Responses
Yes	33
No	35
Total	68

5. I can describe Region 10's "Strategic Directions."

	Responses
Yes	19
No	50
Total	69

6. I can describe Region 10's Leadership Philosophy.

	Responses
Yes	28
No	40
Total	68

7. Region 10 Senior Executives and Unit Managers "walk the talk" as related to the Region's stated values, vision, and mission.

	Responses
STRONGLY AGREE	2
AGREE	18
ON THE FENCE	12
DISAGREE	9
STRONGLY DISAGREE	10
CAN'T ANSWER	18
Total	69

8. I know who my stakeholders/customers are.

	Responses
STRONGLY AGREE	19
AGREE	37
ON THE FENCE	5
DISAGREE	2
STRONGLY DISAGREE	2
CAN'T ANSWER	5
Total	70

9. I know what stakeholders/customers want from Region 10, in general.

	Responses
STRONGLY AGREE	11
AGREE	32
ON THE FENCE	14
DISAGREE	4
STRONGLY DISAGREE	2
CAN'T ANSWER	7
Total	70

10. In Region 10 we work as an integrated team to best serve our stakeholders/customers.

	Responses
STRONGLY AGREE	7
AGREE	19
ON THE FENCE	18
DISAGREE	10
STRONGLY DISAGREE	9
CAN'T ANSWER	7
Total	70

11. I get the training and resources needed to carry out my work most effectively.

	Responses
STRONGLY AGREE	7
AGREE	36
ON THE FENCE	14
DISAGREE	8
STRONGLY DISAGREE	4
CAN'T ANSWER	1
Total	70

12. Region 10's management serves as role models and lead by example.

	Responses
STRONGLY AGREE	2
AGREE	18
ON THE FENCE	21
DISAGREE	13
STRONGLY DISAGREE	10
CAN'T ANSWER	6
Total	70

13. There is an organizational climate within Region 10 that encourages risk taking.

	Responses
STRONGLY AGREE	3
AGREE	19
ON THE FENCE	13
DISAGREE	17
STRONGLY DISAGREE	11
CAN'T ANSWER	7
Total	70

14. Region 10 tries to develop and value a culturally diverse workforce.

	Responses
STRONGLY AGREE	16
AGREE	32
ON THE FENCE	9
DISAGREE	4
STRONGLY DISAGREE	1
CAN'T ANSWER	6
Total	68

15. Region 10's management listens to its employees' needs and interests.

	Responses
STRONGLY AGREE	6
AGREE	34
ON THE FENCE	16
DISAGREE	4
STRONGLY DISAGREE	7
CAN'T ANSWER	3
Total	70

16. Employees in my office ask for, and listen to the feedback/suggestions of stakeholders/customers.

	Responses
STRONGLY AGREE	8
AGREE	39
ON THE FENCE	9
DISAGREE	2
STRONGLY DISAGREE	1
CAN'T ANSWER	11
Total	70

17. Employees in my office take action based on stakeholder/customer feedback/suggestions.

	Responses
STRONGLY AGREE	5
AGREE	43
ON THE FENCE	4
DISAGREE	5
STRONGLY DISAGREE	1
CAN'T ANSWER	12
Total	70

18. During the past year, Region 10 employees I know have often made promises to their stakeholder/customers that were not fulfilled.

	Responses
STRONGLY AGREE	3
AGREE	2
ON THE FENCE	11
DISAGREE	28
STRONGLY DISAGREE	3
CAN'T ANSWER	23
Total	70

19. Employees are actively pursuing partnership opportunities to provide successful program delivery to their stakeholders/customers.

	Responses
STRONGLY AGREE	3
AGREE	29
ON THE FENCE	9
DISAGREE	6
STRONGLY DISAGREE	3
CAN'T ANSWER	20
Total	70

20. We communicate about and celebrate each other's successes in my office.

	Responses
STRONGLY AGREE	9
AGREE	37
ON THE FENCE	11
DISAGREE	6
STRONGLY DISAGREE	5
CAN'T ANSWER	2
Total	70

21. I give others feedback that helps improve overall performance in my office/region.

	Responses
STRONGLY AGREE	7
AGREE	41
ON THE FENCE	14
DISAGREE	3
STRONGLY DISAGREE	2
CAN'T ANSWER	3
Total	70

22. I receive feedback from my peers that helps improve overall performance in my office/region.

	Responses
STRONGLY AGREE	4
AGREE	34
ON THE FENCE	15
DISAGREE	8
STRONGLY DISAGREE	6
CAN'T ANSWER	3
Total	70

23. My office has high work quality.

	Responses
STRONGLY AGREE	28
AGREE	35
ON THE FENCE	4
DISAGREE	0
STRONGLY DISAGREE	1
CAN'T ANSWER	2
Total	70

24. During the past year, Region 10 managers have often made promises to Region 10 employees that weren't kept.

	Responses
STRONGLY AGREE	7
AGREE	12
ON THE FENCE	12
DISAGREE	23
STRONGLY DISAGREE	2
CAN'T ANSWER	14
Total	70

25. I receive feedback from my supervisor that helps improve overall performance in our office.

	Responses
STRONGLY AGREE	10
AGREE	32
ON THE FENCE	16
DISAGREE	8
STRONGLY DISAGREE	3
CAN'T ANSWER	1
Total	70

26. My supervisor serves primarily as a consultant to staff.

	Responses
STRONGLY AGREE	13
AGREE	34
ON THE FENCE	7
DISAGREE	9
STRONGLY DISAGREE	4
CAN'T ANSWER	3
Total	70

27. My supervisor devotes adequate time and attention to coaching staff.

	Responses
STRONGLY AGREE	8
AGREE	22
ON THE FENCE	15
DISAGREE	13
STRONGLY DISAGREE	6
CAN'T ANSWER	6
Total	70

28. In my view, Region 10 employees continue to expand their environmental knowledge.

	Responses
STRONGLY AGREE	7
AGREE	41
ON THE FENCE	10
DISAGREE	3
STRONGLY DISAGREE	2
CAN'T ANSWER	6
Total	69

29. The "solution of first choice" for Region 10 and its partners is pollution prevention.

	Responses
STRONGLY AGREE	9
AGREE	27
ON THE FENCE	10
DISAGREE	8
STRONGLY DISAGREE	2
CAN'T ANSWER	13
Total	69

30. Region 10 is clear about the mix of enforcement activities that results in best compliance.

	Responses
STRONGLY AGREE	2
AGREE	9
ON THE FENCE	12
DISAGREE	10
STRONGLY DISAGREE	12
CAN'T ANSWER	25
Total	70

31. Region 10 is seen as a leader of integrated environmental problem solving in the Pacific Northwest.

	Responses
STRONGLY AGREE	2
AGREE	10
ON THE FENCE	17
DISAGREE	10
STRONGLY DISAGREE	5
CAN'T ANSWER	26
Total	70

32. Region 10's management is committed to continue to make organizational changes to effectively deliver environmental services.

	Responses
STRONGLY AGREE	3
AGREE	20
ON THE FENCE	18
DISAGREE	6
STRONGLY DISAGREE	8
CAN'T ANSWER	15
Total	70

33. As a result of the reorganization, my unit has chosen to disinvest in certain parts of our program and/or services.

	Responses
STRONGLY AGREE	1
AGREE	14
ON THE FENCE	11
DISAGREE	15
STRONGLY DISAGREE	7
CAN'T ANSWER	22
Total	70

34. In my unit/office, the work assignments are distributed appropriately based on grade level.

	Responses
STRONGLY AGREE	1
AGREE	31
ON THE FENCE	5
DISAGREE	12
STRONGLY DISAGREE	4
CAN'T ANSWER	17
Total	70

35. My office/program is making progress to adopt these core processes in our work.

	Responses
STRONGLY AGREE	4
AGREE	27
ON THE FENCE	10
DISAGREE	9
STRONGLY DISAGREE	2
CAN'T ANSWER	18
Total	70

36. I often collaborate with others outside my office/unit.

	Responses
STRONGLY AGREE	30
AGREE	29
ON THE FENCE	5
DISAGREE	4
STRONGLY DISAGREE	1
CAN'T ANSWER	1
Total	70

37. I am respected and valued for what I know and can do.

	Responses
STRONGLY AGREE	4
AGREE	46
ON THE FENCE	9
DISAGREE	2
STRONGLY DISAGREE	2
CAN'T ANSWER	7
Total	70

38. I am treated as fairly as other members of my work group.

	Responses
STRONGLY AGREE	15
AGREE	37
ON THE FENCE	5
DISAGREE	4
STRONGLY DISAGREE	2
CAN'T ANSWER	7
Total	70

39. I see our organization's stated value about equal opportunity for growth and advancement being put into action.

	Responses
STRONGLY AGREE	4
AGREE	24
ON THE FENCE	16
DISAGREE	8
STRONGLY DISAGREE	7
CAN'T ANSWER	10
Total	69

40. I am not aware of any prejudicial or discriminatory language or remarks being made in my work place.

	Responses
STRONGLY AGREE	18
AGREE	33
ON THE FENCE	5
DISAGREE	3
STRONGLY DISAGREE	4
CAN'T ANSWER	6
Total	69

41. In filling jobs in Region 10, competition is open and fair.

	Responses
STRONGLY AGREE	4
AGREE	24
ON THE FENCE	14
DISAGREE	7
STRONGLY DISAGREE	7
CAN'T ANSWER	14
Total	70

42. I am satisfied with the recognition I receive for doing a good job.

	Responses
STRONGLY AGREE	6
AGREE	38
ON THE FENCE	9
DISAGREE	13
STRONGLY DISAGREE	2
CAN'T ANSWER	2
Total	70

43. The people with whom I work show respect for one another.

	Responses
STRONGLY AGREE	18
AGREE	38
ON THE FENCE	5
DISAGREE	7
STRONGLY DISAGREE	1
CAN'T ANSWER	1
Total	70

44. I consider myself a leader within the Region consistent with Region 10's Leadership Philosophy.

	Responses
STRONGLY AGREE	4
AGREE	27
ON THE FENCE	15
DISAGREE	4
STRONGLY DISAGREE	2
CAN'T ANSWER	18
Total	70

45. I believe that staff and managers in Region 10 have embraced Region 10's Leadership Philosophy and are acting accordingly.

	Responses
STRONGLY AGREE	1
AGREE	16
ON THE FENCE	17
DISAGREE	8
STRONGLY DISAGREE	6
CAN'T ANSWER	22
Total	70

46. Select the answer that best describes your feeling about the level of empowerment you have in your current job.

	Responses
Way too much	2
More than ideal	5
Ideal	44
Less than Ideal	10
Not nearly enough	3
Total	64

47. How empowered are you by your manager/supervisor to make decisions in your job for the majority of your work.

	Responses
Manager decides without staff input	2
Manager decides with limited staff input	4
Manager decides with extensive staff input	9
Manager decides based on staff recommendations	8
Staff decides with extensive manager input	4
Staff decides with limited manager input	30
Staff decides without manager input	5
Total	62

48. Select the answer that best describes the level of decision making empowerment you would like to have in your job for the majority of your work.

	Responses
Manager decides without staff input	1
Manager decides with limited staff input	0
Manager decides with extensive staff input	10
Manager decides based on staff recommendations	17
Staff decides with extensive manager input	1
Staff decides with limited manager input	31
Staff decides without manager input	4
Total	64

49. Select from the items below those that are most important for you to get the level of empowerment you desire in your job.

	Responses
Program Area Training	15
Technical Support	17
Peer Support	22
Manager Support	29
Authority from Mangager	13
Change in performance agreement	1
Change in position description	3
Don't need anything	12
More Time (Disinvestments)	11
Other (List in comments box)	9
Total	63

50. There is a clear understanding of what our team is working to achieve.

	Responses
STRONGLY AGREE	6
AGREE	21
ON THE FENCE	3
DISAGREE	1
STRONGLY DISAGREE	1
CAN'T ANSWER	4
Total	36

51. Evaluation criteria have been established to measure our team's work and effectiveness.

	Responses
STRONGLY AGREE	1
AGREE	9
ON THE FENCE	8
DISAGREE	9
STRONGLY DISAGREE	3
CAN'T ANSWER	6
Total	36

52. There is an established process for team members to provide feedback to each other.

	Responses
STRONGLY AGREE	2
AGREE	11
ON THE FENCE	8
DISAGREE	6
STRONGLY DISAGREE	2
CAN'T ANSWER	6
Total	35

53. The degree of authority of my team leader (either delegated authority from management or negotiated authority given by the team) is clear.

	Responses
STRONGLY AGREE	0
AGREE	18
ON THE FENCE	7
DISAGREE	3
STRONGLY DISAGREE	1
CAN'T ANSWER	5
Total	34

54. The organization's administrative processes/systems are adequately aligned to support teaming as a new way of doing business.

	Responses
STRONGLY AGREE	1
AGREE	11
ON THE FENCE	11
DISAGREE	2
STRONGLY DISAGREE	3
CAN'T ANSWER	6
Total	34

K

Responses from Office of Environmental Cleanup

1. What program do you work for? Choose one.

	Responses
RA's Office, Tribal, Enforcement and Compliance, External Affairs	0
Office of Regional Counsel	0
Office of Air Quality	0
Ecosystems and Communities	0
Environmental Assessment	0
Environmental Cleanup	92
Office for Innovation	0
Management Programs	0
Waste and Chemicals Management	0
Office of Water	0
Total	92

2. Where do you work?

	Responses
Operations Office	7
Placed-Based (Coeur d'Alene, Yakima, LaGrande, etc.)	0
Manchester Lab	0
Hanford	7
Seattle	78
Total	92

3.What is your position at Region 10?

	Responses
Administrative Position	10
Senior Environmental Employee (SEE)	9
Other Staff	67
Unit Manager, Director, DRA, RA, (not teamleader)	6
Total	92

4. I can describe Region 10's Values, Vision, and Mission Statements.

	Responses
Yes	55
No	37
Total	92

5. I can describe Region 10's "Strategic Directions."

	Responses
Yes	30
No	62
Total	92

6. I can describe Region 10's Leadership Philosophy.

	Responses
Yes	47
No	44
Total	91

7. Region 10 Senior Executives and Unit Managers "walk the talk" as related to the Region's stated values, vision, and mission.

	Responses
STRONGLY AGREE	4
AGREE	34
ON THE FENCE	24
DISAGREE	10
STRONGLY DISAGREE	8
CAN'T ANSWER	11
Total	91

8. I know who my stakeholders/customers are.

	Responses
STRONGLY AGREE	34
AGREE	48
ON THE FENCE	2
DISAGREE	4
STRONGLY DISAGREE	0
CAN'T ANSWER	4
Total	92

9. I know what stakeholders/customers want from Region 10, in general.

	Responses
STRONGLY AGREE	9
AGREE	55
ON THE FENCE	17
DISAGREE	1
STRONGLY DISAGREE	1
CAN'T ANSWER	8
Total	91

10. In Region 10 we work as an integrated team to best serve our stakeholders/customers.

	Responses
STRONGLY AGREE	4
AGREE	32
ON THE FENCE	23
DISAGREE	23
STRONGLY DISAGREE	7
CAN'T ANSWER	3
Total	92

11. I get the training and resources needed to carry out my work most effectively.

	Responses
STRONGLY AGREE	11
AGREE	36
ON THE FENCE	18
DISAGREE	24
STRONGLY DISAGREE	3
CAN'T ANSWER	0
Total	92

12. Region 10's management serves as role models and lead by example.

	Responses
STRONGLY AGREE	7
AGREE	32
ON THE FENCE	23
DISAGREE	22
STRONGLY DISAGREE	4
CAN'T ANSWER	4
Total	92

13. There is an organizational climate within Region 10 that encourages risk taking.

	Responses
STRONGLY AGREE	6
AGREE	30
ON THE FENCE	23
DISAGREE	19
STRONGLY DISAGREE	10
CAN'T ANSWER	4
Total	92

14. Region 10 tries to develop and value a culturally diverse workforce.

	Responses
STRONGLY AGREE	12
AGREE	50
ON THE FENCE	16
DISAGREE	5
STRONGLY DISAGREE	2
CAN'T ANSWER	7
Total	92

15. Region 10's management listens to its employees' needs and interests.

	Responses
STRONGLY AGREE	15
AGREE	35
ON THE FENCE	20
DISAGREE	13
STRONGLY DISAGREE	6
CAN'T ANSWER	3
Total	92

16. Employees in my office ask for, and listen to the feedback/suggestions of stakeholders/customers.

	Responses
STRONGLY AGREE	11
AGREE	52
ON THE FENCE	15
DISAGREE	4
STRONGLY DISAGREE	0
CAN'T ANSWER	10
Total	92

17. Employees in my office take action based on stakeholder/customer feedback/suggestions.

	Responses
STRONGLY AGREE	9
AGREE	51
ON THE FENCE	20
DISAGREE	2
STRONGLY DISAGREE	0
CAN'T ANSWER	10
Total	92

18. During the past year, Region 10 employees I know have often made promises to their stakeholder/customers that were not fulfilled.

	Responses
STRONGLY AGREE	0
AGREE	10
ON THE FENCE	18
DISAGREE	33
STRONGLY DISAGREE	8
CAN'T ANSWER	23
Total	92

19. Employees are actively pursuing partnership opportunities to provide successful program delivery to their stakeholders/customers.

	Responses
STRONGLY AGREE	10
AGREE	39
ON THE FENCE	19
DISAGREE	10
STRONGLY DISAGREE	2
CAN'T ANSWER	12
Total	92

20. We communicate about and celebrate each other's successes in my office.

	Responses
STRONGLY AGREE	6
AGREE	45
ON THE FENCE	22
DISAGREE	14
STRONGLY DISAGREE	4
CAN'T ANSWER	1
Total	92

21. I give others feedback that helps improve overall performance in my office/region.

	Responses
STRONGLY AGREE	9
AGREE	56
ON THE FENCE	13
DISAGREE	9
STRONGLY DISAGREE	0
CAN'T ANSWER	4
Total	91

22. I receive feedback from my peers that helps improve overall performance in my office/region.

	Responses
STRONGLY AGREE	3
AGREE	46
ON THE FENCE	19
DISAGREE	21
STRONGLY DISAGREE	2
CAN'T ANSWER	1
Total	92

23. My office has high work quality.

	Responses
STRONGLY AGREE	23
AGREE	56
ON THE FENCE	3
DISAGREE	5
STRONGLY DISAGREE	0
CAN'T ANSWER	5
Total	92

24. During the past year, Region 10 managers have often made promises to Region 10 employees that weren't kept.

	Responses
STRONGLY AGREE	8
AGREE	16
ON THE FENCE	18
DISAGREE	30
STRONGLY DISAGREE	5
CAN'T ANSWER	15
Total	92

25. I receive feedback from my supervisor that helps improve overall performance in our office.

	Responses
STRONGLY AGREE	3
AGREE	49
ON THE FENCE	12
DISAGREE	16
STRONGLY DISAGREE	7
CAN'T ANSWER	5
Total	92

26. My supervisor serves primarily as a consultant to staff.

	Responses
STRONGLY AGREE	22
AGREE	35
ON THE FENCE	13
DISAGREE	11
STRONGLY DISAGREE	8
CAN'T ANSWER	3
Total	92

27. My supervisor devotes adequate time and attention to coaching staff.

	Responses
STRONGLY AGREE	9
AGREE	24
ON THE FENCE	17
DISAGREE	23
STRONGLY DISAGREE	15
CAN'T ANSWER	4
Total	92

28. In my view, Region 10 employees continue to expand their environmental knowledge.

	Responses
STRONGLY AGREE	10
AGREE	47
ON THE FENCE	16
DISAGREE	8
STRONGLY DISAGREE	1
CAN'T ANSWER	10
Total	92

29. The "solution of first choice" for Region 10 and its partners is pollution prevention.

	Responses
STRONGLY AGREE	13
AGREE	31
ON THE FENCE	20
DISAGREE	9
STRONGLY DISAGREE	3
CAN'T ANSWER	16
Total	92

30. Region 10 is clear about the mix of enforcement activities that results in best compliance.

	Responses
STRONGLY AGREE	1
AGREE	13
ON THE FENCE	24
DISAGREE	24
STRONGLY DISAGREE	8
CAN'T ANSWER	22
Total	92

31. Region 10 is seen as a leader of integrated environmental problem solving in the Pacific Northwest.

	Responses
STRONGLY AGREE	1
AGREE	17
ON THE FENCE	24
DISAGREE	24
STRONGLY DISAGREE	2
CAN'T ANSWER	24
Total	92

32. Region 10's management is committed to continue to make organizational changes to effectively deliver environmental services.

	Responses
STRONGLY AGREE	6
AGREE	33
ON THE FENCE	22
DISAGREE	14
STRONGLY DISAGREE	5
CAN'T ANSWER	12
Total	92

33. As a result of the reorganization, my unit has chosen to disinvest in certain parts of our program and/or services.

	Responses
STRONGLY AGREE	1
AGREE	13
ON THE FENCE	20
DISAGREE	25
STRONGLY DISAGREE	7
CAN'T ANSWER	24
Total	90

34. In my unit/office, the work assignments are distributed appropriately based on grade level.

	Responses
STRONGLY AGREE	2
AGREE	23
ON THE FENCE	18
DISAGREE	24
STRONGLY DISAGREE	11
CAN'T ANSWER	12
Total	90

35. My office/program is making progress to adopt these core processes in our work.

	Responses
STRONGLY AGREE	5
AGREE	42
ON THE FENCE	19
DISAGREE	6
STRONGLY DISAGREE	5
CAN'T ANSWER	14
Total	91

36. I often collaborate with others outside my office/unit.

	Responses
STRONGLY AGREE	33
AGREE	43
ON THE FENCE	9
DISAGREE	4
STRONGLY DISAGREE	0
CAN'T ANSWER	2
Total	91

37. I am respected and valued for what I know and can do.

	Responses
STRONGLY AGREE	12
AGREE	55
ON THE FENCE	9
DISAGREE	4
STRONGLY DISAGREE	1
CAN'T ANSWER	11
Total	92

38. I am treated as fairly as other members of my work group.

	Responses
STRONGLY AGREE	15
AGREE	54
ON THE FENCE	8
DISAGREE	9
STRONGLY DISAGREE	2
CAN'T ANSWER	4
Total	92

39. I see our organization's stated value about equal opportunity for growth and advancement being put into action.

	Responses
STRONGLY AGREE	4
AGREE	35
ON THE FENCE	19
DISAGREE	16
STRONGLY DISAGREE	7
CAN'T ANSWER	11
Total	92

40. I am not aware of any prejudicial or discriminatory language or remarks being made in my work place.

	Responses
STRONGLY AGREE	16
AGREE	50
ON THE FENCE	6
DISAGREE	10
STRONGLY DISAGREE	4
CAN'T ANSWER	6
Total	92

41. In filling jobs in Region 10, competition is open and fair.

	Responses
STRONGLY AGREE	6
AGREE	31
ON THE FENCE	10
DISAGREE	17
STRONGLY DISAGREE	9
CAN'T ANSWER	19
Total	92

42. I am satisfied with the recognition I receive for doing a good job.

	Responses
STRONGLY AGREE	8
AGREE	43
ON THE FENCE	19
DISAGREE	13
STRONGLY DISAGREE	6
CAN'T ANSWER	3
Total	92

43. The people with whom I work show respect for one another.

	Responses
STRONGLY AGREE	12
AGREE	61
ON THE FENCE	11
DISAGREE	7
STRONGLY DISAGREE	0
CAN'T ANSWER	1
Total	92

44. I consider myself a leader within the Region consistent with Region 10's Leadership Philosophy.

	Responses
STRONGLY AGREE	7
AGREE	46
ON THE FENCE	14
DISAGREE	4
STRONGLY DISAGREE	2
CAN'T ANSWER	17
Total	90

45. I believe that staff and managers in Region 10 have embraced Region 10's Leadership Philosophy and are acting accordingly.

	Responses
STRONGLY AGREE	3
AGREE	28
ON THE FENCE	25
DISAGREE	16
STRONGLY DISAGREE	4
CAN'T ANSWER	15
Total	91

46. Select the answer that best describes your feeling about the level of empowerment you have in your current job.

	Responses
Way too much	4
More than ideal	11
Ideal	58
Less than Ideal	9
Not nearly enough	6
Total	88

47. How empowered are you by your manager/supervisor to make decisions in your job for the majority of your work.

	Responses
Manager decides without staff input	0
Manager decides with limited staff input	4
Manager decides with extensive staff input	10
Manager decides based on staff recommendations	9
Staff decides with extensive manager input	3
Staff decides with limited manager input	56
Staff decides without manager input	7
Total	89

48. Select the answer that best describes the level of decision making empowerment you would like to have in your job for the majority of your work.

	Responses
Manager decides without staff input	1
Manager decides with limited staff input	0
Manager decides with extensive staff input	1
Manager decides based on staff recommendations	13
Staff decides with extensive manager input	6
Staff decides with limited manager input	65
Staff decides without manager input	2
Total	88

49. Select from the items below those that are most important for you to get the level of empowerment you desire in your job.

	Responses
Program Area Training	25
Technical Support	26
Peer Support	27
Manager Support	47
Authority from Mangager	21
Change in performance agreement	3
Change in position description	5
Don't need anything	18
More Time (Disinvestments)	12
Other (List in comments box)	9
Total	88

50. There is a clear understanding of what our team is working to achieve.

	Responses
STRONGLY AGREE	6
AGREE	19
ON THE FENCE	3
DISAGREE	2
STRONGLY DISAGREE	0
CAN'T ANSWER	4
Total	34

51. Evaluation criteria have been established to measure our team's work and effectiveness.

	Responses
STRONGLY AGREE	0
AGREE	4
ON THE FENCE	8
DISAGREE	15
STRONGLY DISAGREE	0
CAN'T ANSWER	6
Total	33

52. There is an established process for team members to provide feedback to each other.

	Responses
STRONGLY AGREE	3
AGREE	13
ON THE FENCE	3
DISAGREE	11
STRONGLY DISAGREE	0
CAN'T ANSWER	2
Total	32

53. The degree of authority of my team leader (either delegated authority from management or negotiated authority given by the team) is clear.

	Responses
STRONGLY AGREE	4
AGREE	10
ON THE FENCE	8
DISAGREE	8
STRONGLY DISAGREE	0
CAN'T ANSWER	2
Total	32

54. The organization's administrative processes/systems are adequately aligned to support teaming as a new way of doing business.

	Responses
STRONGLY AGREE	3
AGREE	7
ON THE FENCE	8
DISAGREE	8
STRONGLY DISAGREE	2
CAN'T ANSWER	6
Total	34

Responses from the Office of Ecosystem and Communities

1. What program do you work for? Choose one.

	Responses
RA's Office, Tribal, Enforcement and Compliance, External Affairs	0
Office of Regional Counsel	0
Office of Air Quality	0
Ecosystems and Communities	62
Environmental Assessment	0
Environmental Cleanup	0
Office for Innovation	0
Management Programs	0
Waste and Chemicals Management	0
Office of Water	0
Total	62

2. Where do you work?

	Responses
Operations Office	10
Placed-Based (Coeur d'Alene, Yakima, LaGrande, etc.)	1
Manchester Lab	0
Hanford	0
Seattle	50
Total	61

3.What is your position at Region 10?

	Responses
Administrative Position	4
Senior Environmental Employee (SEE)	7
Other Staff	46
Unit Manager, Director, DRA, RA, (not teamleader)	5
Total	62

4. I can describe Region 10's Values, Vision, and Mission Statements.

	Responses
Yes	40
No	22
Total	62

5. I can describe Region 10's "Strategic Directions."

	Responses
Yes	30
No	31
Total	61

6. I can describe Region 10's Leadership Philosophy.

	Responses
Yes	33
No	28
Total	61

7. Region 10 Senior Executives and Unit Managers "walk the talk" as related to the Region's stated values, vision, and mission.

	Responses
STRONGLY AGREE	1
AGREE	22
ON THE FENCE	18
DISAGREE	9
STRONGLY DISAGREE	4
CAN'T ANSWER	8
Total	62

8. I know who my stakeholders/customers are.

	Responses
STRONGLY AGREE	19
AGREE	34
ON THE FENCE	3
DISAGREE	3
STRONGLY DISAGREE	0
CAN'T ANSWER	2
Total	61

9. I know what stakeholders/customers want from Region 10, in general.

	Responses
STRONGLY AGREE	12
AGREE	29
ON THE FENCE	10
DISAGREE	6
STRONGLY DISAGREE	0
CAN'T ANSWER	5
Total	62

10. In Region 10 we work as an integrated team to best serve our stakeholders/customers.

	Responses
STRONGLY AGREE	0
AGREE	11
ON THE FENCE	17
DISAGREE	20
STRONGLY DISAGREE	9
CAN'T ANSWER	5
Total	62

11. I get the training and resources needed to carry out my work most effectively.

	Responses
STRONGLY AGREE	3
AGREE	24
ON THE FENCE	15
DISAGREE	14
STRONGLY DISAGREE	6
CAN'T ANSWER	0
Total	62

12. Region 10's management serves as role models and lead by example.

	Responses
STRONGLY AGREE	0
AGREE	21
ON THE FENCE	13
DISAGREE	19
STRONGLY DISAGREE	7
CAN'T ANSWER	2
Total	62

13. There is an organizational climate within Region 10 that encourages risk taking.

	Responses
STRONGLY AGREE	3
AGREE	16
ON THE FENCE	15
DISAGREE	12
STRONGLY DISAGREE	12
CAN'T ANSWER	4
Total	62

14. Region 10 tries to develop and value a culturally diverse workforce.

	Responses
STRONGLY AGREE	11
AGREE	26
ON THE FENCE	14
DISAGREE	4
STRONGLY DISAGREE	4
CAN'T ANSWER	3
Total	62

15. Region 10's management listens to its employees' needs and interests.

	Responses
STRONGLY AGREE	5
AGREE	32
ON THE FENCE	9
DISAGREE	8
STRONGLY DISAGREE	4
CAN'T ANSWER	3
Total	61

16. Employees in my office ask for, and listen to the feedback/suggestions of stakeholders/customers.

	Responses
STRONGLY AGREE	8
AGREE	37
ON THE FENCE	8
DISAGREE	2
STRONGLY DISAGREE	1
CAN'T ANSWER	6
Total	62

17. Employees in my office take action based on stakeholder/customer feedback/suggestions.

	Responses
STRONGLY AGREE	6
AGREE	28
ON THE FENCE	14
DISAGREE	3
STRONGLY DISAGREE	1
CAN'T ANSWER	10
Total	62

18. During the past year, Region 10 employees I know have often made promises to their stakeholder/customers that were not fulfilled.

	Responses
STRONGLY AGREE	2
AGREE	9
ON THE FENCE	5
DISAGREE	19
STRONGLY DISAGREE	4
CAN'T ANSWER	23
Total	62

19. Employees are actively pursuing partnership opportunities to provide successful program delivery to their stakeholders/customers.

	Responses
STRONGLY AGREE	9
AGREE	32
ON THE FENCE	9
DISAGREE	1
STRONGLY DISAGREE	1
CAN'T ANSWER	9
Total	61

20. We communicate about and celebrate each other's successes in my office.

	Responses
STRONGLY AGREE	1
AGREE	20
ON THE FENCE	15
DISAGREE	19
STRONGLY DISAGREE	2
CAN'T ANSWER	4
Total	61

21. I give others feedback that helps improve overall performance in my office/region.

	Responses
STRONGLY AGREE	2
AGREE	38
ON THE FENCE	11
DISAGREE	5
STRONGLY DISAGREE	1
CAN'T ANSWER	4
Total	61

22. I receive feedback from my peers that helps improve overall performance in my office/region.

	Responses
STRONGLY AGREE	3
AGREE	31
ON THE FENCE	14
DISAGREE	10
STRONGLY DISAGREE	2
CAN'T ANSWER	2
Total	62

23. My office has high work quality.

	Responses
STRONGLY AGREE	12
AGREE	39
ON THE FENCE	6
DISAGREE	2
STRONGLY DISAGREE	1
CAN'T ANSWER	2
Total	62

24. During the past year, Region 10 managers have often made promises to Region 10 employees that weren't kept.

	Responses
STRONGLY AGREE	6
AGREE	7
ON THE FENCE	14
DISAGREE	22
STRONGLY DISAGREE	1
CAN'T ANSWER	12
Total	62

25. I receive feedback from my supervisor that helps improve overall performance in our office.

	Responses
STRONGLY AGREE	6
AGREE	38
ON THE FENCE	10
DISAGREE	5
STRONGLY DISAGREE	2
CAN'T ANSWER	1
Total	62

26. My supervisor serves primarily as a consultant to staff.

	Responses
STRONGLY AGREE	11
AGREE	28
ON THE FENCE	8
DISAGREE	6
STRONGLY DISAGREE	5
CAN'T ANSWER	4
Total	62

27. My supervisor devotes adequate time and attention to coaching staff.

	Responses
STRONGLY AGREE	2
AGREE	28
ON THE FENCE	13
DISAGREE	10
STRONGLY DISAGREE	7
CAN'T ANSWER	2
Total	62

28. In my view, Region 10 employees continue to expand their environmental knowledge.

	Responses
STRONGLY AGREE	5
AGREE	36
ON THE FENCE	6
DISAGREE	8
STRONGLY DISAGREE	0
CAN'T ANSWER	7
Total	62

29. The "solution of first choice" for Region 10 and its partners is pollution prevention.

	Responses
STRONGLY AGREE	8
AGREE	25
ON THE FENCE	13
DISAGREE	8
STRONGLY DISAGREE	2
CAN'T ANSWER	6
Total	62

30. Region 10 is clear about the mix of enforcement activities that results in best compliance.

	Responses
STRONGLY AGREE	0
AGREE	3
ON THE FENCE	8
DISAGREE	21
STRONGLY DISAGREE	11
CAN'T ANSWER	19
Total	62

31. Region 10 is seen as a leader of integrated environmental problem solving in the Pacific Northwest.

	Responses
STRONGLY AGREE	2
AGREE	8
ON THE FENCE	12
DISAGREE	21
STRONGLY DISAGREE	5
CAN'T ANSWER	14
Total	62

32. Region 10's management is committed to continue to make organizational changes to effectively deliver environmental services.

	Responses
STRONGLY AGREE	3
AGREE	30
ON THE FENCE	11
DISAGREE	5
STRONGLY DISAGREE	3
CAN'T ANSWER	10
Total	62

33. As a result of the reorganization, my unit has chosen to disinvest in certain parts of our program and/or services.

	Responses
STRONGLY AGREE	3
AGREE	25
ON THE FENCE	11
DISAGREE	12
STRONGLY DISAGREE	3
CAN'T ANSWER	8
Total	62

34. In my unit/office, the work assignments are distributed appropriately based on grade level.

	Responses
STRONGLY AGREE	2
AGREE	13
ON THE FENCE	14
DISAGREE	14
STRONGLY DISAGREE	8
CAN'T ANSWER	11
Total	62

35. My office/program is making progress to adopt these core processes in our work.

	Responses
STRONGLY AGREE	6
AGREE	35
ON THE FENCE	9
DISAGREE	5
STRONGLY DISAGREE	0
CAN'T ANSWER	7
Total	62

36. I often collaborate with others outside my office/unit.

	Responses
STRONGLY AGREE	28
AGREE	25
ON THE FENCE	4
DISAGREE	3
STRONGLY DISAGREE	0
CAN'T ANSWER	2
Total	62

37. I am respected and valued for what I know and can do.

	Responses
STRONGLY AGREE	10
AGREE	33
ON THE FENCE	12
DISAGREE	3
STRONGLY DISAGREE	1
CAN'T ANSWER	3
Total	62

38. I am treated as fairly as other members of my work group.

	Responses
STRONGLY AGREE	14
AGREE	32
ON THE FENCE	9
DISAGREE	4
STRONGLY DISAGREE	2
CAN'T ANSWER	1
Total	62

39. I see our organization's stated value about equal opportunity for growth and advancement being put into action.

	Responses
STRONGLY AGREE	6
AGREE	16
ON THE FENCE	15
DISAGREE	11
STRONGLY DISAGREE	7
CAN'T ANSWER	6
Total	61

40. I am not aware of any prejudicial or discriminatory language or remarks being made in my work place.

	Responses
STRONGLY AGREE	20
AGREE	25
ON THE FENCE	3
DISAGREE	7
STRONGLY DISAGREE	1
CAN'T ANSWER	6
Total	62

41. In filling jobs in Region 10, competition is open and fair.

	Responses
STRONGLY AGREE	3
AGREE	15
ON THE FENCE	10
DISAGREE	11
STRONGLY DISAGREE	5
CAN'T ANSWER	18
Total	62

42. I am satisfied with the recognition I receive for doing a good job.

	Responses
STRONGLY AGREE	9
AGREE	26
ON THE FENCE	12
DISAGREE	10
STRONGLY DISAGREE	4
CAN'T ANSWER	1
Total	62

43. The people with whom I work show respect for one another.

	Responses
STRONGLY AGREE	9
AGREE	35
ON THE FENCE	8
DISAGREE	6
STRONGLY DISAGREE	2
CAN'T ANSWER	1
Total	61

44. I consider myself a leader within the Region consistent with Region 10's Leadership Philosophy.

	Responses
STRONGLY AGREE	14
AGREE	25
ON THE FENCE	6
DISAGREE	5
STRONGLY DISAGREE	1
CAN'T ANSWER	10
Total	61

45. I believe that staff and managers in Region 10 have embraced Region 10's Leadership Philosophy and are acting accordingly.

	Responses
STRONGLY AGREE	2
AGREE	21
ON THE FENCE	15
DISAGREE	8
STRONGLY DISAGREE	5
CAN'T ANSWER	10
Total	61

46. Select the answer that best describes your feeling about the level of empowerment you have in your current job.

	Responses
Way too much	3
More than ideal	2
Ideal	43
Less than Ideal	8
Not nearly enough	4
Total	60

47. How empowered are you by your manager/supervisor to make decisions in your job for the majority of your work.

	Responses
Manager decides without staff input	0
Manager decides with limited staff input	3
Manager decides with extensive staff input	4
Manager decides based on staff recommendations	16
Staff decides with extensive manager input	2
Staff decides with limited manager input	29
Staff decides without manager input	5
Total	59

48. Select the answer that best describes the level of decision making empowerment you would like to have in your job for the majority of your work.

	Responses
Manager decides without staff input	0
Manager decides with limited staff input	0
Manager decides with extensive staff input	4
Manager decides based on staff recommendations	13
Staff decides with extensive manager input	4
Staff decides with limited manager input	36
Staff decides without manager input	2
Total	59

49. Select from the items below those that are most important for you to get the level of empowerment you desire in your job.

	Responses
Program Area Training	13
Technical Support	23
Peer Support	22
Manager Support	33
Authority from Mangager	16
Change in performance agreement	1
Change in position description	2
Don't need anything	9
More Time (Disinvestments)	12
Other (List in comments box)	6
Total	60

50. There is a clear understanding of what our team is working to achieve.

	Responses
STRONGLY AGREE	0
AGREE	17
ON THE FENCE	6
DISAGREE	1
STRONGLY DISAGREE	9
CAN'T ANSWER	2
Total	35

51. Evaluation criteria have been established to measure our team's work and effectiveness.

	Responses
STRONGLY AGREE	0
AGREE	2
ON THE FENCE	8
DISAGREE	12
STRONGLY DISAGREE	8
CAN'T ANSWER	5
Total	35

52. There is an established process for team members to provide feedback to each other.

	Responses
STRONGLY AGREE	1
AGREE	7
ON THE FENCE	8
DISAGREE	8
STRONGLY DISAGREE	6
CAN'T ANSWER	5
Total	35

53. The degree of authority of my team leader (either delegated authority from management or negotiated authority given by the team) is clear.

	Responses
STRONGLY AGREE	1
AGREE	5
ON THE FENCE	12
DISAGREE	5
STRONGLY DISAGREE	7
CAN'T ANSWER	5
Total	35

54. The organization's administrative processes/systems are adequately aligned to support teaming as a new way of doing business.

	Responses
STRONGLY AGREE	1
AGREE	5
ON THE FENCE	9
DISAGREE	10
STRONGLY DISAGREE	6
CAN'T ANSWER	4
Total	35

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Office of Air Quality

1. What program do you work for? Choose one.

	Responses
RA's Office, Tribal, Enforcement and Compliance, External Affairs	0
Office of Regional Counsel	0
Office of Air Quality	35
Ecosystems and Communities	0
Environmental Assessment	0
Environmental Cleanup	0
Office for Innovation	0
Management Programs	0
Waste and Chemicals Management	0
Office of Water	0
Total	35

2. Where do you work?

	Responses
Operations Office	5
Placed-Based (Coeur d'Alene, Yakima, LaGrande, etc.)	0
Manchester Lab	0
Hanford	0
Seattle	30
Total	35

3.What is your position at Region 10?

	Responses
Administrative Position	2
Senior Environmental Employee (SEE)	2
Other Staff	28
Unit Manager, Director, DRA, RA, (not teamleader)	3
Total	35

4. I can describe Region 10's Values, Vision, and Mission Statements.

	Responses
Yes	17
No	18
Total	35

5. I can describe Region 10's "Strategic Directions."

	Responses
Yes	10
No	25
Total	35

6. I can describe Region 10's Leadership Philosophy.

	Responses
Yes	14
No	21
Total	35

7. Region 10 Senior Executives and Unit Managers "walk the talk" as related to the Region's stated values, vision, and mission.

	Responses
STRONGLY AGREE	1
AGREE	2
ON THE FENCE	12
DISAGREE	4
STRONGLY DISAGREE	4
CAN'T ANSWER	11
Total	34

8. I know who my stakeholders/customers are.

	Responses
STRONGLY AGREE	12
AGREE	17
ON THE FENCE	4
DISAGREE	1
STRONGLY DISAGREE	0
CAN'T ANSWER	1
Total	35

9. I know what stakeholders/customers want from Region 10, in general.

	Responses
STRONGLY AGREE	5
AGREE	19
ON THE FENCE	5
DISAGREE	2
STRONGLY DISAGREE	0
CAN'T ANSWER	3
Total	34

10. In Region 10 we work as an integrated team to best serve our stakeholders/customers.

	Responses
STRONGLY AGREE	0
AGREE	2
ON THE FENCE	11
DISAGREE	11
STRONGLY DISAGREE	5
CAN'T ANSWER	5
Total	34

11. I get the training and resources needed to carry out my work most effectively.

	Responses
STRONGLY AGREE	0
AGREE	11
ON THE FENCE	9
DISAGREE	12
STRONGLY DISAGREE	3
CAN'T ANSWER	0
Total	35

12. Region 10's management serves as role models and lead by example.

	Responses
STRONGLY AGREE	0
AGREE	4
ON THE FENCE	10
DISAGREE	10
STRONGLY DISAGREE	7
CAN'T ANSWER	4
Total	35

13. There is an organizational climate within Region 10 that encourages risk taking.

	Responses
STRONGLY AGREE	0
AGREE	8
ON THE FENCE	4
DISAGREE	13
STRONGLY DISAGREE	6
CAN'T ANSWER	4
Total	35

14. Region 10 tries to develop and value a culturally diverse workforce.

	Responses
STRONGLY AGREE	2
AGREE	20
ON THE FENCE	5
DISAGREE	4
STRONGLY DISAGREE	1
CAN'T ANSWER	3
Total	35

15. Region 10's management listens to its employees' needs and interests.

	Responses
STRONGLY AGREE	1
AGREE	7
ON THE FENCE	7
DISAGREE	11
STRONGLY DISAGREE	6
CAN'T ANSWER	3
Total	35

16. Employees in my office ask for, and listen to the feedback/suggestions of stakeholders/customers.

	Responses
STRONGLY AGREE	3
AGREE	18
ON THE FENCE	6
DISAGREE	2
STRONGLY DISAGREE	2
CAN'T ANSWER	4
Total	35

17. Employees in my office take action based on stakeholder/customer feedback/suggestions.

	Responses
STRONGLY AGREE	1
AGREE	15
ON THE FENCE	8
DISAGREE	4
STRONGLY DISAGREE	1
CAN'T ANSWER	6
Total	35

18. During the past year, Region 10 employees I know have often made promises to their stakeholder/customers that were not fulfilled.

	Responses
STRONGLY AGREE	0
AGREE	4
ON THE FENCE	5
DISAGREE	14
STRONGLY DISAGREE	0
CAN'T ANSWER	12
Total	35

19. Employees are actively pursuing partnership opportunities to provide successful program delivery to their stakeholders/customers.

	Responses
STRONGLY AGREE	1
AGREE	16
ON THE FENCE	6
DISAGREE	3
STRONGLY DISAGREE	4
CAN'T ANSWER	5
Total	35

20. We communicate about and celebrate each other's successes in my office.

	Responses
STRONGLY AGREE	0
AGREE	14
ON THE FENCE	3
DISAGREE	10
STRONGLY DISAGREE	4
CAN'T ANSWER	4
Total	35

21. I give others feedback that helps improve overall performance in my office/region.

	Responses
STRONGLY AGREE	1
AGREE	22
ON THE FENCE	5
DISAGREE	4
STRONGLY DISAGREE	0
CAN'T ANSWER	2
Total	34

22. I receive feedback from my peers that helps improve overall performance in my office/region.

	Responses
STRONGLY AGREE	0
AGREE	14
ON THE FENCE	5
DISAGREE	13
STRONGLY DISAGREE	1
CAN'T ANSWER	2
Total	35

23. My office has high work quality.

	Responses
STRONGLY AGREE	2
AGREE	12
ON THE FENCE	8
DISAGREE	5
STRONGLY DISAGREE	2
CAN'T ANSWER	6
Total	35

24. During the past year, Region 10 managers have often made promises to Region 10 employees that weren't kept.

	Responses
STRONGLY AGREE	3
AGREE	12
ON THE FENCE	7
DISAGREE	5
STRONGLY DISAGREE	0
CAN'T ANSWER	8
Total	35

25. I receive feedback from my supervisor that helps improve overall performance in our office.

	Responses
STRONGLY AGREE	0
AGREE	13
ON THE FENCE	8
DISAGREE	10
STRONGLY DISAGREE	3
CAN'T ANSWER	1
Total	35

26. My supervisor serves primarily as a consultant to staff.

	Responses
STRONGLY AGREE	1
AGREE	12
ON THE FENCE	2
DISAGREE	10
STRONGLY DISAGREE	8
CAN'T ANSWER	2
Total	35

27. My supervisor devotes adequate time and attention to coaching staff.

	Responses
STRONGLY AGREE	0
AGREE	4
ON THE FENCE	6
DISAGREE	12
STRONGLY DISAGREE	9
CAN'T ANSWER	4
Total	35

28. In my view, Region 10 employees continue to expand their environmental knowledge.

	Responses
STRONGLY AGREE	3
AGREE	20
ON THE FENCE	3
DISAGREE	6
STRONGLY DISAGREE	0
CAN'T ANSWER	3
Total	35

29. The "solution of first choice" for Region 10 and its partners is pollution prevention.

	Responses
STRONGLY AGREE	5
AGREE	6
ON THE FENCE	7
DISAGREE	8
STRONGLY DISAGREE	2
CAN'T ANSWER	7
Total	35

30. Region 10 is clear about the mix of enforcement activities that results in best compliance.

	Responses
STRONGLY AGREE	0
AGREE	0
ON THE FENCE	6
DISAGREE	12
STRONGLY DISAGREE	10
CAN'T ANSWER	7
Total	35

31. Region 10 is seen as a leader of integrated environmental problem solving in the Pacific Northwest.

	Responses
STRONGLY AGREE	0
AGREE	0
ON THE FENCE	6
DISAGREE	14
STRONGLY DISAGREE	5
CAN'T ANSWER	10
Total	35

32. Region 10's management is committed to continue to make organizational changes to effectively deliver environmental services.

	Responses
STRONGLY AGREE	1
AGREE	8
ON THE FENCE	7
DISAGREE	9
STRONGLY DISAGREE	7
CAN'T ANSWER	3
Total	35

33. As a result of the reorganization, my unit has chosen to disinvest in certain parts of our program and/or services.

	Responses
STRONGLY AGREE	0
AGREE	6
ON THE FENCE	4
DISAGREE	12
STRONGLY DISAGREE	6
CAN'T ANSWER	7
Total	35

34. In my unit/office, the work assignments are distributed appropriately based on grade level.

	Responses
STRONGLY AGREE	0
AGREE	0
ON THE FENCE	5
DISAGREE	14
STRONGLY DISAGREE	8
CAN'T ANSWER	8
Total	35

35. My office/program is making progress to adopt these core processes in our work.

	Responses
STRONGLY AGREE	1
AGREE	9
ON THE FENCE	4
DISAGREE	6
STRONGLY DISAGREE	5
CAN'T ANSWER	10
Total	35

36. I often collaborate with others outside my office/unit.

	Responses
STRONGLY AGREE	6
AGREE	18
ON THE FENCE	3
DISAGREE	6
STRONGLY DISAGREE	0
CAN'T ANSWER	2
Total	35

37. I am respected and valued for what I know and can do.

	Responses
STRONGLY AGREE	2
AGREE	25
ON THE FENCE	5
DISAGREE	1
STRONGLY DISAGREE	0
CAN'T ANSWER	2
Total	35

38. I am treated as fairly as other members of my work group.

	Responses
STRONGLY AGREE	5
AGREE	16
ON THE FENCE	5
DISAGREE	3
STRONGLY DISAGREE	1
CAN'T ANSWER	5
Total	35

39. I see our organization's stated value about equal opportunity for growth and advancement being put into action.

	Responses
STRONGLY AGREE	2
AGREE	6
ON THE FENCE	9
DISAGREE	10
STRONGLY DISAGREE	4
CAN'T ANSWER	4
Total	35

40. I am not aware of any prejudicial or discriminatory language or remarks being made in my work place.

	Responses
STRONGLY AGREE	9
AGREE	16
ON THE FENCE	3
DISAGREE	1
STRONGLY DISAGREE	2
CAN'T ANSWER	4
Total	35

41. In filling jobs in Region 10, competition is open and fair.

	Responses
STRONGLY AGREE	2
AGREE	4
ON THE FENCE	9
DISAGREE	5
STRONGLY DISAGREE	2
CAN'T ANSWER	12
Total	34

42. I am satisfied with the recognition I receive for doing a good job.

	Responses
STRONGLY AGREE	2
AGREE	10
ON THE FENCE	8
DISAGREE	10
STRONGLY DISAGREE	3
CAN'T ANSWER	2
Total	35

43. The people with whom I work show respect for one another.

	Responses
STRONGLY AGREE	3
AGREE	21
ON THE FENCE	5
DISAGREE	5
STRONGLY DISAGREE	0
CAN'T ANSWER	1
Total	35

44. I consider myself a leader within the Region consistent with Region 10's Leadership Philosophy.

	Responses
STRONGLY AGREE	1
AGREE	13
ON THE FENCE	5
DISAGREE	5
STRONGLY DISAGREE	0
CAN'T ANSWER	10
Total	34

45. I believe that staff and managers in Region 10 have embraced Region 10's Leadership Philosophy and are acting accordingly.

	Responses
STRONGLY AGREE	1
AGREE	5
ON THE FENCE	8
DISAGREE	7
STRONGLY DISAGREE	3
CAN'T ANSWER	10
Total	34

46. Select the answer that best describes your feeling about the level of empowerment you have in your current job.

	Responses
Way too much	0
More than ideal	7
Ideal	16
Less than Ideal	7
Not nearly enough	3
Total	33

47. How empowered are you by your manager/supervisor to make decisions in your job for the majority of your work.

	Responses
Manager decides without staff input	2
Manager decides with limited staff input	5
Manager decides with extensive staff input	4
Manager decides based on staff recommendations	5
Staff decides with extensive manager input	0
Staff decides with limited manager input	12
Staff decides without manager input	5
Total	33

48. Select the answer that best describes the level of decision making empowerment you would like to have in your job for the majority of your work.

	Responses
Manager decides without staff input	0
Manager decides with limited staff input	0
Manager decides with extensive staff input	2
Manager decides based on staff recommendations	14
Staff decides with extensive manager input	2
Staff decides with limited manager input	15
Staff decides without manager input	0
Total	33

49. Select from the items below those that are most important for you to get the level of empowerment you desire in your job.

	Responses
Program Area Training	15
Technical Support	10
Peer Support	11
Manager Support	18
Authority from Mangager	16
Change in performance agreement	0
Change in position description	2
Don't need anything	2
More Time (Disinvestments)	11
Other (List in comments box)	3
Total	35

50. There is a clear understanding of what our team is working to achieve.

	Responses
STRONGLY AGREE	3
AGREE	8
ON THE FENCE	4
DISAGREE	2
STRONGLY DISAGREE	2
CAN'T ANSWER	1
Total	20

51. Evaluation criteria have been established to measure our team's work and effectiveness.

	Responses
STRONGLY AGREE	0
AGREE	4
ON THE FENCE	2
DISAGREE	9
STRONGLY DISAGREE	3
CAN'T ANSWER	1
Total	19

52. There is an established process for team members to provide feedback to each other.

	Responses
STRONGLY AGREE	0
AGREE	6
ON THE FENCE	3
DISAGREE	7
STRONGLY DISAGREE	3
CAN'T ANSWER	0
Total	19

53. The degree of authority of my team leader (either delegated authority from management or negotiated authority given by the team) is clear.

	Responses
STRONGLY AGREE	2
AGREE	3
ON THE FENCE	3
DISAGREE	6
STRONGLY DISAGREE	5
CAN'T ANSWER	0
Total	19

54. The organization's administrative processes/systems are adequately aligned to support teaming as a new way of doing business.

	Responses
STRONGLY AGREE	0
AGREE	2
ON THE FENCE	3
DISAGREE	7
STRONGLY DISAGREE	2
CAN'T ANSWER	6
Total	20

Responses from the Office of Regional Counsel

1. What program do you work for? Choose one.

	Responses
RA's Office, Tribal, Enforcement and Compliance, External Affairs	0
Office of Regional Counsel	32
Office of Air Quality	0
Ecosystems and Communities	0
Environmental Assessment	0
Environmental Cleanup	0
Office for Innovation	0
Management Programs	0
Waste and Chemicals Management	0
Office of Water	0
Total	32

2. Where do you work?

	Responses
Operations Office	3
Placed-Based (Coeur d'Alene, Yakima, LaGrande, etc.)	0
Manchester Lab	0
Hanford	0
Seattle	29
Total	32

3.What is your position at Region 10?

	Responses
Administrative Position	8
Senior Environmental Employee (SEE)	1
Other Staff	19
Unit Manager, Director, DRA, RA, (not teamleader)	3
Total	31

4. I can describe Region 10's Values, Vision, and Mission Statements.

	Responses
Yes	17
No	15
Total	32

5. I can describe Region 10's "Strategic Directions."

	Responses
Yes	7
No	25
Total	32

6. I can describe Region 10's Leadership Philosophy.

	Responses
Yes	12
No	20
Total	32

7. Region 10 Senior Executives and Unit Managers "walk the talk" as related to the Region's stated values, vision, and mission.

	Responses
STRONGLY AGREE	0
AGREE	6
ON THE FENCE	10
DISAGREE	2
STRONGLY DISAGREE	0
CAN'T ANSWER	14
Total	32

8. I know who my stakeholders/customers are.

	Responses
STRONGLY AGREE	4
AGREE	16
ON THE FENCE	3
DISAGREE	0
STRONGLY DISAGREE	2
CAN'T ANSWER	5
Total	30

9. I know what stakeholders/customers want from Region 10, in general.

	Responses
STRONGLY AGREE	1
AGREE	11
ON THE FENCE	7
DISAGREE	2
STRONGLY DISAGREE	2
CAN'T ANSWER	9
Total	32

10. In Region 10 we work as an integrated team to best serve our stakeholders/customers.

	Responses
STRONGLY AGREE	2
AGREE	12
ON THE FENCE	6
DISAGREE	4
STRONGLY DISAGREE	1
CAN'T ANSWER	7
Total	32

11. I get the training and resources needed to carry out my work most effectively.

	Responses
STRONGLY AGREE	4
AGREE	11
ON THE FENCE	4
DISAGREE	8
STRONGLY DISAGREE	2
CAN'T ANSWER	1
Total	30

12. Region 10's management serves as role models and lead by example.

	Responses
STRONGLY AGREE	1
AGREE	10
ON THE FENCE	7
DISAGREE	8
STRONGLY DISAGREE	0
CAN'T ANSWER	6
Total	32

13. There is an organizational climate within Region 10 that encourages risk taking.

	Responses
STRONGLY AGREE	1
AGREE	8
ON THE FENCE	6
DISAGREE	8
STRONGLY DISAGREE	2
CAN'T ANSWER	5
Total	30

14. Region 10 tries to develop and value a culturally diverse workforce.

	Responses
STRONGLY AGREE	5
AGREE	19
ON THE FENCE	6
DISAGREE	1
STRONGLY DISAGREE	0
CAN'T ANSWER	0
Total	31

15. Region 10's management listens to its employees' needs and interests.

	Responses
STRONGLY AGREE	4
AGREE	10
ON THE FENCE	10
DISAGREE	4
STRONGLY DISAGREE	1
CAN'T ANSWER	2
Total	31

16. Employees in my office ask for, and listen to the feedback/suggestions of stakeholders/customers.

	Responses
STRONGLY AGREE	3
AGREE	13
ON THE FENCE	9
DISAGREE	1
STRONGLY DISAGREE	0
CAN'T ANSWER	6
Total	32

17. Employees in my office take action based on stakeholder/customer feedback/suggestions.

	Responses
STRONGLY AGREE	1
AGREE	14
ON THE FENCE	7
DISAGREE	1
STRONGLY DISAGREE	0
CAN'T ANSWER	8
Total	31

18. During the past year, Region 10 employees I know have often made promises to their stakeholder/customers that were not fulfilled.

	Responses
STRONGLY AGREE	0
AGREE	3
ON THE FENCE	3
DISAGREE	9
STRONGLY DISAGREE	3
CAN'T ANSWER	14
Total	32

19. Employees are actively pursuing partnership opportunities to provide successful program delivery to their stakeholders/customers.

	Responses
STRONGLY AGREE	1
AGREE	11
ON THE FENCE	6
DISAGREE	0
STRONGLY DISAGREE	0
CAN'T ANSWER	13
Total	31

20. We communicate about and celebrate each other's successes in my office.

	Responses
STRONGLY AGREE	0
AGREE	18
ON THE FENCE	2
DISAGREE	9
STRONGLY DISAGREE	1
CAN'T ANSWER	1
Total	31

21. I give others feedback that helps improve overall performance in my office/region.

	Responses
STRONGLY AGREE	2
AGREE	22
ON THE FENCE	5
DISAGREE	2
STRONGLY DISAGREE	0
CAN'T ANSWER	0
Total	31

22. I receive feedback from my peers that helps improve overall performance in my office/region.

	Responses
STRONGLY AGREE	2
AGREE	20
ON THE FENCE	6
DISAGREE	4
STRONGLY DISAGREE	0
CAN'T ANSWER	0
Total	32

23. My office has high work quality.

	Responses
STRONGLY AGREE	11
AGREE	19
ON THE FENCE	1
DISAGREE	0
STRONGLY DISAGREE	0
CAN'T ANSWER	0
Total	31

24. During the past year, Region 10 managers have often made promises to Region 10 employees that weren't kept.

	Responses
STRONGLY AGREE	1
AGREE	1
ON THE FENCE	8
DISAGREE	9
STRONGLY DISAGREE	2
CAN'T ANSWER	11
Total	32

25. I receive feedback from my supervisor that helps improve overall performance in our office.

	Responses
STRONGLY AGREE	7
AGREE	16
ON THE FENCE	3
DISAGREE	5
STRONGLY DISAGREE	1
CAN'T ANSWER	0
Total	32

26. My supervisor serves primarily as a consultant to staff.

	Responses
STRONGLY AGREE	10
AGREE	14
ON THE FENCE	4
DISAGREE	0
STRONGLY DISAGREE	2
CAN'T ANSWER	1
Total	31

27. My supervisor devotes adequate time and attention to coaching staff.

	Responses
STRONGLY AGREE	8
AGREE	9
ON THE FENCE	7
DISAGREE	2
STRONGLY DISAGREE	2
CAN'T ANSWER	4
Total	32

28. In my view, Region 10 employees continue to expand their environmental knowledge.

	Responses
STRONGLY AGREE	3
AGREE	18
ON THE FENCE	4
DISAGREE	1
STRONGLY DISAGREE	0
CAN'T ANSWER	4
Total	30

29. The "solution of first choice" for Region 10 and its partners is pollution prevention.

	Responses
STRONGLY AGREE	2
AGREE	9
ON THE FENCE	4
DISAGREE	5
STRONGLY DISAGREE	1
CAN'T ANSWER	9
Total	30

30. Region 10 is clear about the mix of enforcement activities that results in best compliance.

	Responses
STRONGLY AGREE	0
AGREE	3
ON THE FENCE	5
DISAGREE	10
STRONGLY DISAGREE	6
CAN'T ANSWER	7
Total	31

31. Region 10 is seen as a leader of integrated environmental problem solving in the Pacific Northwest.

	Responses
STRONGLY AGREE	0
AGREE	3
ON THE FENCE	5
DISAGREE	6
STRONGLY DISAGREE	1
CAN'T ANSWER	15
Total	30

32. Region 10's management is committed to continue to make organizational changes to effectively deliver environmental services.

	Responses
STRONGLY AGREE	1
AGREE	10
ON THE FENCE	5
DISAGREE	5
STRONGLY DISAGREE	0
CAN'T ANSWER	10
Total	31

33. As a result of the reorganization, my unit has chosen to disinvest in certain parts of our program and/or services.

	Responses
STRONGLY AGREE	0
AGREE	2
ON THE FENCE	3
DISAGREE	11
STRONGLY DISAGREE	4
CAN'T ANSWER	10
Total	30

34. In my unit/office, the work assignments are distributed appropriately based on grade level.

	Responses
STRONGLY AGREE	0
AGREE	13
ON THE FENCE	7
DISAGREE	6
STRONGLY DISAGREE	1
CAN'T ANSWER	5
Total	32

35. My office/program is making progress to adopt these core processes in our work.

	Responses
STRONGLY AGREE	1
AGREE	5
ON THE FENCE	4
DISAGREE	4
STRONGLY DISAGREE	2
CAN'T ANSWER	16
Total	32

36. I often collaborate with others outside my office/unit.

	Responses
STRONGLY AGREE	11
AGREE	15
ON THE FENCE	1
DISAGREE	3
STRONGLY DISAGREE	1
CAN'T ANSWER	0
Total	31

37. I am respected and valued for what I know and can do.

	Responses
STRONGLY AGREE	5
AGREE	21
ON THE FENCE	4
DISAGREE	0
STRONGLY DISAGREE	0
CAN'T ANSWER	1
Total	31

38. I am treated as fairly as other members of my work group.

	Responses
STRONGLY AGREE	9
AGREE	14
ON THE FENCE	3
DISAGREE	2
STRONGLY DISAGREE	1
CAN'T ANSWER	3
Total	32

39. I see our organization's stated value about equal opportunity for growth and advancement being put into action.

	Responses
STRONGLY AGREE	3
AGREE	11
ON THE FENCE	8
DISAGREE	3
STRONGLY DISAGREE	0
CAN'T ANSWER	6
Total	31

40. I am not aware of any prejudicial or discriminatory language or remarks being made in my work place.

	Responses
STRONGLY AGREE	7
AGREE	21
ON THE FENCE	1
DISAGREE	1
STRONGLY DISAGREE	1
CAN'T ANSWER	1
Total	32

41. In filling jobs in Region 10, competition is open and fair.

	Responses
STRONGLY AGREE	1
AGREE	13
ON THE FENCE	5
DISAGREE	4
STRONGLY DISAGREE	0
CAN'T ANSWER	8
Total	31

42. I am satisfied with the recognition I receive for doing a good job.

	Responses
STRONGLY AGREE	5
AGREE	15
ON THE FENCE	2
DISAGREE	8
STRONGLY DISAGREE	2
CAN'T ANSWER	0
Total	32

43. The people with whom I work show respect for one another.

	Responses
STRONGLY AGREE	6
AGREE	20
ON THE FENCE	4
DISAGREE	1
STRONGLY DISAGREE	0
CAN'T ANSWER	0
Total	31

44. I consider myself a leader within the Region consistent with Region 10's Leadership Philosophy.

	Responses
STRONGLY AGREE	1
AGREE	7
ON THE FENCE	6
DISAGREE	5
STRONGLY DISAGREE	0
CAN'T ANSWER	12
Total	31

45. I believe that staff and managers in Region 10 have embraced Region 10's Leadership Philosophy and are acting accordingly.

	Responses
STRONGLY AGREE	1
AGREE	5
ON THE FENCE	6
DISAGREE	3
STRONGLY DISAGREE	0
CAN'T ANSWER	16
Total	31

46. Select the answer that best describes your feeling about the level of empowerment you have in your current job.

	Responses
Way too much	0
More than ideal	0
Ideal	21
Less than Ideal	8
Not nearly enough	2
Total	31

47. How empowered are you by your manager/supervisor to make decisions in your job for the majority of your work.

	Responses
Manager decides without staff input	0
Manager decides with limited staff input	1
Manager decides with extensive staff input	5
Manager decides based on staff recommendations	5
Staff decides with extensive manager input	2
Staff decides with limited manager input	17
Staff decides without manager input	0
Total	30

48. Select the answer that best describes the level of decision making empowerment you would like to have in your job for the majority of your work.

	Responses
Manager decides without staff input	0
Manager decides with limited staff input	2
Manager decides with extensive staff input	1
Manager decides based on staff recommendations	3
Staff decides with extensive manager input	4
Staff decides with limited manager input	18
Staff decides without manager input	0
Total	28

49. Select from the items below those that are most important for you to get the level of empowerment you desire in your job.

	Responses
Program Area Training	9
Technical Support	9
Peer Support	8
Manager Support	13
Authority from Mangager	6
Change in performance agreement	3
Change in position description	3
Don't need anything	5
More Time (Disinvestments)	5
Other (List in comments box)	4
Total	29

50. There is a clear understanding of what our team is working to achieve.

	Responses
STRONGLY AGREE	1
AGREE	1
ON THE FENCE	3
DISAGREE	1
STRONGLY DISAGREE	0
CAN'T ANSWER	1
Total	7

51. Evaluation criteria have been established to measure our team's work and effectiveness.

	Responses
STRONGLY AGREE	0
AGREE	0
ON THE FENCE	2
DISAGREE	3
STRONGLY DISAGREE	1
CAN'T ANSWER	1
Total	7

52. There is an established process for team members to provide feedback to each other.

	Responses
STRONGLY AGREE	0
AGREE	1
ON THE FENCE	4
DISAGREE	0
STRONGLY DISAGREE	1
CAN'T ANSWER	0
Total	6

53. The degree of authority of my team leader (either delegated authority from management or negotiated authority given by the team) is clear.

	Responses
STRONGLY AGREE	0
AGREE	0
ON THE FENCE	3
DISAGREE	2
STRONGLY DISAGREE	1
CAN'T ANSWER	0
Total	6

54. The organization's administrative processes/systems are adequately aligned to support teaming as a new way of doing business.

	Responses
STRONGLY AGREE	0
AGREE	3
ON THE FENCE	1
DISAGREE	2
STRONGLY DISAGREE	1
CAN'T ANSWER	0
Total	7

o

Responses from RA's Office, Tribal, Enforcment and Compliance, External Affairs, Ops Office Directors and the administrative, budget and planning staff in the Ops Offices.

1. What program do you work for? Choose one.

	Responses
RA's Office, Tribal, Enforcement and Compliance, External Affairs	58
Office of Regional Counsel	0
Office of Air Quality	0
Ecosystems and Communities	0
Environmental Assessment	0
Environmental Cleanup	0
Office for Innovation	0
Management Programs	0
Waste and Chemicals Management	0
Office of Water	0
Total	58

2. Where do you work?

	Responses
Operations Office	31
Placed-Based (Coeur d'Alene, Yakima, LaGrande, etc.)	0
Manchester Lab	1
Hanford	0
Seattle	25
Total	57

3.What is your position at Region 10?

	Responses
Administrative Position	20
Senior Environmental Employee (SEE)	8
Other Staff	25
Unit Manager, Director, DRA, RA, (not teamleader)	5
Total	58

4. I can describe Region 10's Values, Vision, and Mission Statements.

	Responses
Yes	30
No	26
Total	56

5. I can describe Region 10's "Strategic Directions."

	Responses
Yes	23
No	33
Total	56

6. I can describe Region 10's Leadership Philosophy.

	Responses
Yes	29
No	27
Total	56

7. Region 10 Senior Executives and Unit Managers "walk the talk" as related to the Region's stated values, vision, and mission.

	Responses
STRONGLY AGREE	4
AGREE	20
ON THE FENCE	13
DISAGREE	6
STRONGLY DISAGREE	0
CAN'T ANSWER	13
Total	56

8. I know who my stakeholders/customers are.

	Responses
STRONGLY AGREE	23
AGREE	23
ON THE FENCE	2
DISAGREE	0
STRONGLY DISAGREE	1
CAN'T ANSWER	7
Total	56

9. I know what stakeholders/customers want from Region 10, in general.

	Responses
STRONGLY AGREE	11
AGREE	27
ON THE FENCE	11
DISAGREE	0
STRONGLY DISAGREE	0
CAN'T ANSWER	7
Total	56

10. In Region 10 we work as an integrated team to best serve our stakeholders/customers.

	Responses
STRONGLY AGREE	2
AGREE	20
ON THE FENCE	15
DISAGREE	12
STRONGLY DISAGREE	1
CAN'T ANSWER	6
Total	56

11. I get the training and resources needed to carry out my work most effectively.

	Responses
STRONGLY AGREE	11
AGREE	26
ON THE FENCE	10
DISAGREE	5
STRONGLY DISAGREE	2
CAN'T ANSWER	3
Total	57

12. Region 10's management serves as role models and lead by example.

	Responses
STRONGLY AGREE	5
AGREE	27
ON THE FENCE	12
DISAGREE	4
STRONGLY DISAGREE	2
CAN'T ANSWER	6
Total	56

13. There is an organizational climate within Region 10 that encourages risk taking.

	Responses
STRONGLY AGREE	3
AGREE	23
ON THE FENCE	15
DISAGREE	4
STRONGLY DISAGREE	2
CAN'T ANSWER	10
Total	57

14. Region 10 tries to develop and value a culturally diverse workforce.

	Responses
STRONGLY AGREE	14
AGREE	29
ON THE FENCE	6
DISAGREE	1
STRONGLY DISAGREE	0
CAN'T ANSWER	6
Total	56

15. Region 10's management listens to its employees' needs and interests.

	Responses
STRONGLY AGREE	10
AGREE	28
ON THE FENCE	9
DISAGREE	4
STRONGLY DISAGREE	2
CAN'T ANSWER	4
Total	57

16. Employees in my office ask for, and listen to the feedback/suggestions of stakeholders/customers.

	Responses
STRONGLY AGREE	16
AGREE	26
ON THE FENCE	8
DISAGREE	2
STRONGLY DISAGREE	0
CAN'T ANSWER	5
Total	57

17. Employees in my office take action based on stakeholder/customer feedback/suggestions.

	Responses
STRONGLY AGREE	12
AGREE	25
ON THE FENCE	9
DISAGREE	2
STRONGLY DISAGREE	0
CAN'T ANSWER	9
Total	57

18. During the past year, Region 10 employees I know have often made promises to their stakeholder/customers that were not fulfilled.

	Responses
STRONGLY AGREE	2
AGREE	6
ON THE FENCE	11
DISAGREE	14
STRONGLY DISAGREE	3
CAN'T ANSWER	21
Total	57

19. Employees are actively pursuing partnership opportunities to provide successful program delivery to their stakeholders/customers.

	Responses
STRONGLY AGREE	11
AGREE	21
ON THE FENCE	13
DISAGREE	0
STRONGLY DISAGREE	0
CAN'T ANSWER	12
Total	57

20. We communicate about and celebrate each other's successes in my office.

	Responses
STRONGLY AGREE	11
AGREE	27
ON THE FENCE	11
DISAGREE	2
STRONGLY DISAGREE	1
CAN'T ANSWER	5
Total	57

21. I give others feedback that helps improve overall performance in my office/region.

	Responses
STRONGLY AGREE	7
AGREE	36
ON THE FENCE	5
DISAGREE	2
STRONGLY DISAGREE	0
CAN'T ANSWER	7
Total	57

22. I receive feedback from my peers that helps improve overall performance in my office/region.

	Responses
STRONGLY AGREE	11
AGREE	26
ON THE FENCE	10
DISAGREE	5
STRONGLY DISAGREE	0
CAN'T ANSWER	5
Total	57

23. My office has high work quality.

	Responses
STRONGLY AGREE	19
AGREE	27
ON THE FENCE	4
DISAGREE	1
STRONGLY DISAGREE	0
CAN'T ANSWER	6
Total	57

24. During the past year, Region 10 managers have often made promises to Region 10 employees that weren't kept.

	Responses
STRONGLY AGREE	3
AGREE	7
ON THE FENCE	12
DISAGREE	10
STRONGLY DISAGREE	3
CAN'T ANSWER	22
Total	57

25. I receive feedback from my supervisor that helps improve overall performance in our office.

	Responses
STRONGLY AGREE	10
AGREE	23
ON THE FENCE	10
DISAGREE	6
STRONGLY DISAGREE	2
CAN'T ANSWER	6
Total	57

26. My supervisor serves primarily as a consultant to staff.

	Responses
STRONGLY AGREE	15
AGREE	19
ON THE FENCE	8
DISAGREE	5
STRONGLY DISAGREE	1
CAN'T ANSWER	8
Total	56

27. My supervisor devotes adequate time and attention to coaching staff.

	Responses
STRONGLY AGREE	8
AGREE	23
ON THE FENCE	9
DISAGREE	6
STRONGLY DISAGREE	2
CAN'T ANSWER	8
Total	56

28. In my view, Region 10 employees continue to expand their environmental knowledge.

	Responses
STRONGLY AGREE	11
AGREE	26
ON THE FENCE	6
DISAGREE	3
STRONGLY DISAGREE	1
CAN'T ANSWER	9
Total	56

29. The "solution of first choice" for Region 10 and its partners is pollution prevention.

	Responses
STRONGLY AGREE	5
AGREE	19
ON THE FENCE	12
DISAGREE	6
STRONGLY DISAGREE	0
CAN'T ANSWER	14
Total	56

30. Region 10 is clear about the mix of enforcement activities that results in best compliance.

	Responses
STRONGLY AGREE	1
AGREE	8
ON THE FENCE	14
DISAGREE	7
STRONGLY DISAGREE	2
CAN'T ANSWER	24
Total	56

31. Region 10 is seen as a leader of integrated environmental problem solving in the Pacific Northwest.

	Responses
STRONGLY AGREE	4
AGREE	13
ON THE FENCE	9
DISAGREE	7
STRONGLY DISAGREE	1
CAN'T ANSWER	22
Total	56

32. Region 10's management is committed to continue to make organizational changes to effectively deliver environmental services.

	Responses
STRONGLY AGREE	5
AGREE	23
ON THE FENCE	9
DISAGREE	4
STRONGLY DISAGREE	0
CAN'T ANSWER	15
Total	56

33. As a result of the reorganization, my unit has chosen to disinvest in certain parts of our program and/or services.

	Responses
STRONGLY AGREE	3
AGREE	13
ON THE FENCE	7
DISAGREE	11
STRONGLY DISAGREE	1
CAN'T ANSWER	21
Total	56

34. In my unit/office, the work assignments are distributed appropriately based on grade level.

	Responses
STRONGLY AGREE	4
AGREE	15
ON THE FENCE	8
DISAGREE	7
STRONGLY DISAGREE	1
CAN'T ANSWER	21
Total	56

35. My office/program is making progress to adopt these core processes in our work.

	Responses
STRONGLY AGREE	11
AGREE	23
ON THE FENCE	9
DISAGREE	0
STRONGLY DISAGREE	1
CAN'T ANSWER	12
Total	56

36. I often collaborate with others outside my office/unit.

	Responses
STRONGLY AGREE	23
AGREE	22
ON THE FENCE	4
DISAGREE	2
STRONGLY DISAGREE	0
CAN'T ANSWER	4
Total	55

37. I am respected and valued for what I know and can do.

	Responses
STRONGLY AGREE	13
AGREE	25
ON THE FENCE	5
DISAGREE	3
STRONGLY DISAGREE	0
CAN'T ANSWER	10
Total	56

38. I am treated as fairly as other members of my work group.

	Responses
STRONGLY AGREE	13
AGREE	30
ON THE FENCE	7
DISAGREE	1
STRONGLY DISAGREE	1
CAN'T ANSWER	5
Total	57

39. I see our organization's stated value about equal opportunity for growth and advancement being put into action.

	Responses
STRONGLY AGREE	6
AGREE	18
ON THE FENCE	16
DISAGREE	3
STRONGLY DISAGREE	1
CAN'T ANSWER	12
Total	56

40. I am not aware of any prejudicial or discriminatory language or remarks being made in my work place.

	Responses
STRONGLY AGREE	15
AGREE	23
ON THE FENCE	8
DISAGREE	7
STRONGLY DISAGREE	1
CAN'T ANSWER	3
Total	57

41. In filling jobs in Region 10, competition is open and fair.

	Responses
STRONGLY AGREE	5
AGREE	15
ON THE FENCE	7
DISAGREE	8
STRONGLY DISAGREE	1
CAN'T ANSWER	21
Total	57

42. I am satisfied with the recognition I receive for doing a good job.

	Responses
STRONGLY AGREE	7
AGREE	28
ON THE FENCE	9
DISAGREE	5
STRONGLY DISAGREE	3
CAN'T ANSWER	5
Total	57

43. The people with whom I work show respect for one another.

	Responses
STRONGLY AGREE	15
AGREE	25
ON THE FENCE	11
DISAGREE	3
STRONGLY DISAGREE	1
CAN'T ANSWER	2
Total	57

44. I consider myself a leader within the Region consistent with Region 10's Leadership Philosophy.

	Responses
STRONGLY AGREE	10
AGREE	20
ON THE FENCE	5
DISAGREE	4
STRONGLY DISAGREE	0
CAN'T ANSWER	17
Total	56

45. I believe that staff and managers in Region 10 have embraced Region 10's Leadership Philosophy and are acting accordingly.

	Responses
STRONGLY AGREE	4
AGREE	21
ON THE FENCE	14
DISAGREE	4
STRONGLY DISAGREE	0
CAN'T ANSWER	13
Total	56

46. Select the answer that best describes your feeling about the level of empowerment you have in your current job.

	Responses
Way too much	2
More than ideal	5
Ideal	34
Less than Ideal	11
Not nearly enough	0
Total	52

47. How empowered are you by your manager/supervisor to make decisions in your job for the majority of your work.

	Responses
Manager decides without staff input	1
Manager decides with limited staff input	5
Manager decides with extensive staff input	9
Manager decides based on staff recommendations	11
Staff decides with extensive manager input	3
Staff decides with limited manager input	19
Staff decides without manager input	0
Total	48

48. Select the answer that best describes the level of decision making empowerment you would like to have in your job for the majority of your work.

	Responses
Manager decides without staff input	1
Manager decides with limited staff input	2
Manager decides with extensive staff input	9
Manager decides based on staff recommendations	8
Staff decides with extensive manager input	5
Staff decides with limited manager input	23
Staff decides without manager input	0
Total	48

49. Select from the items below those that are most important for you to get the level of empowerment you desire in your job.

	Responses
Program Area Training	22
Technical Support	16
Peer Support	20
Manager Support	19
Authority from Mangager	5
Change in performance agreement	1
Change in position description	4
Don't need anything	9
More Time (Disinvestments)	9
Other (List in comments box)	5
Total	51

50. There is a clear understanding of what our team is working to achieve.

	Responses
STRONGLY AGREE	2
AGREE	5
ON THE FENCE	5
DISAGREE	3
STRONGLY DISAGREE	0
CAN'T ANSWER	0
Total	15

51. Evaluation criteria have been established to measure our team's work and effectiveness.

	Responses
STRONGLY AGREE	1
AGREE	2
ON THE FENCE	2
DISAGREE	8
STRONGLY DISAGREE	1
CAN'T ANSWER	1
Total	15

52. There is an established process for team members to provide feedback to each other.

	Responses
STRONGLY AGREE	1
AGREE	3
ON THE FENCE	4
DISAGREE	6
STRONGLY DISAGREE	0
CAN'T ANSWER	1
Total	15

53. The degree of authority of my team leader (either delegated authority from management or negotiated authority given by the team) is clear.

	Responses
STRONGLY AGREE	2
AGREE	3
ON THE FENCE	5
DISAGREE	3
STRONGLY DISAGREE	0
CAN'T ANSWER	1
Total	14

54. The organization's administrative processes/systems are adequately aligned to support teaming as a new way of doing business.

	Responses
STRONGLY AGREE	1
AGREE	3
ON THE FENCE	4
DISAGREE	3
STRONGLY DISAGREE	0
CAN'T ANSWER	5
Total	16

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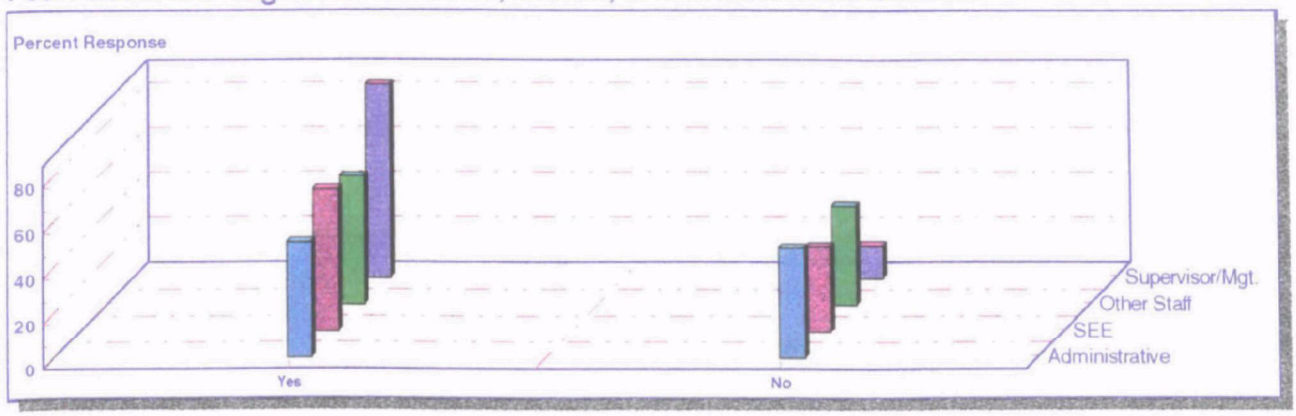
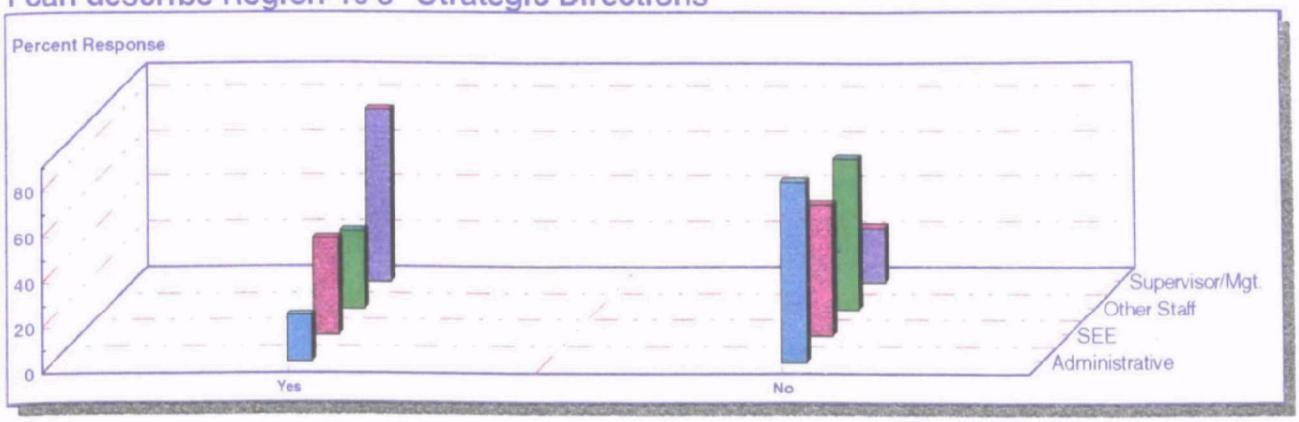
Region 10 Survey Results -- By Job Category

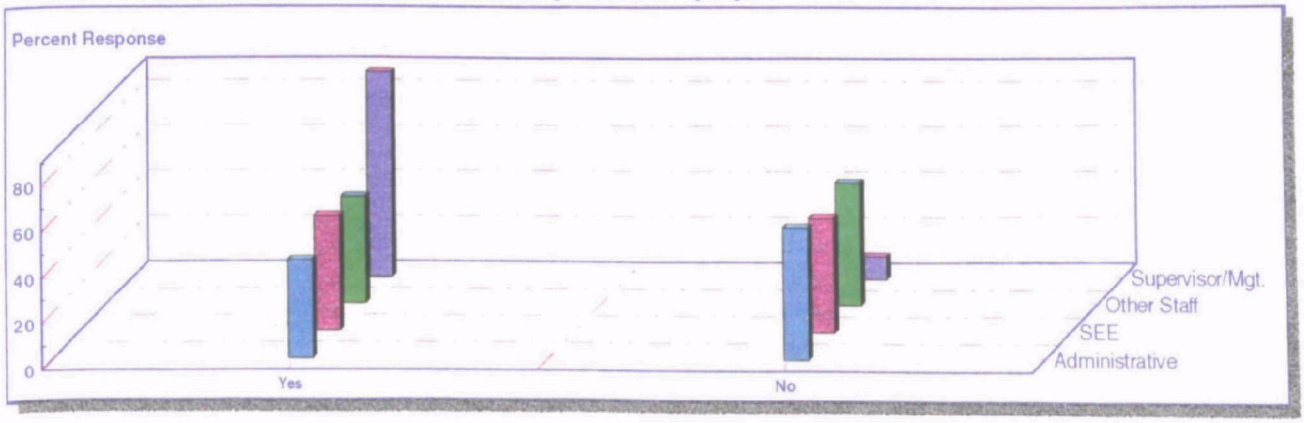
#4. I can describe Region 10's Values, Vision, and Mission Statements



#5. I can describe Region 10's "Strategic Directions"



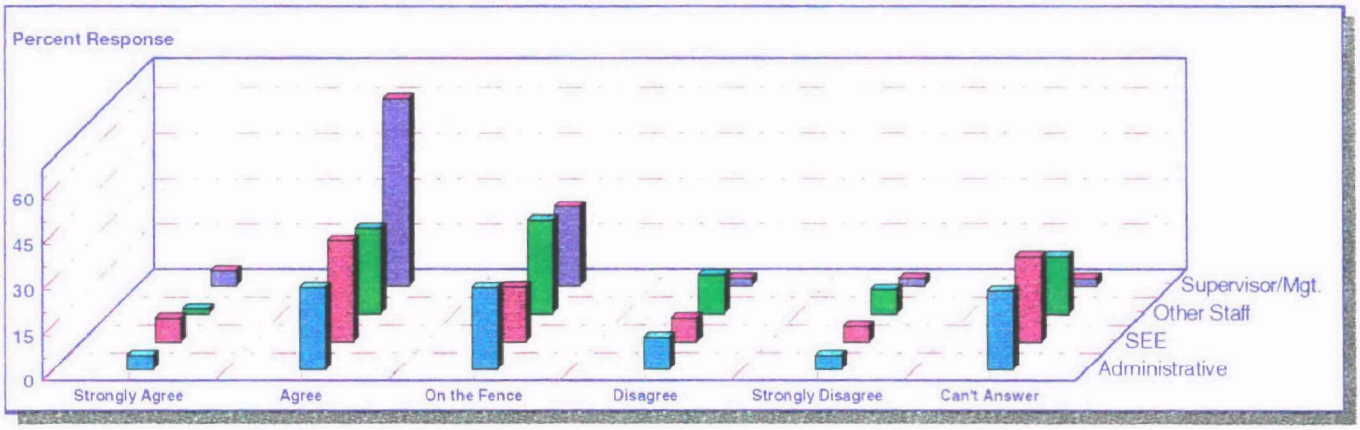
#6. I can describe Region 10's Leadership Philosophy



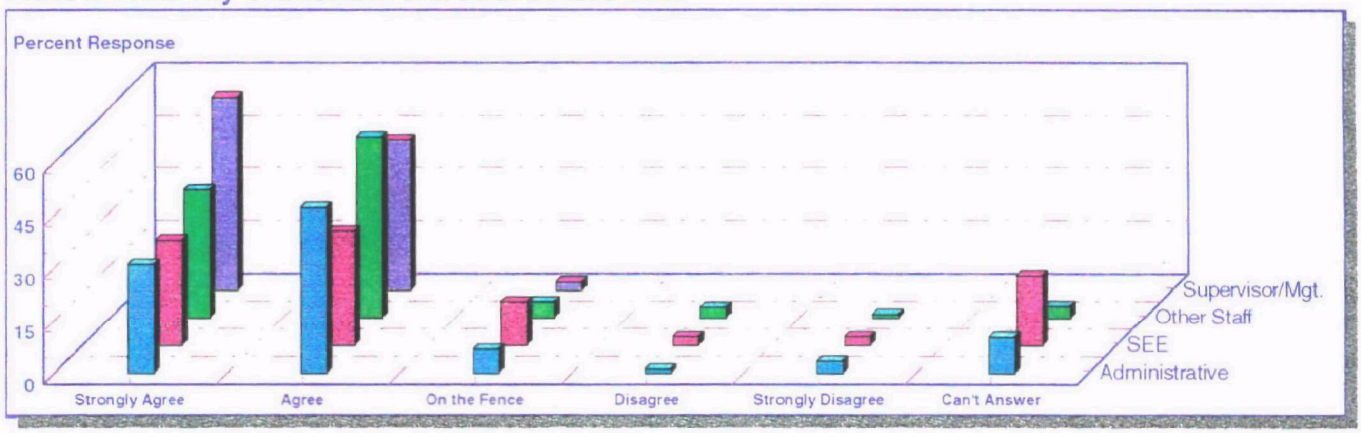
Administrative | SEE | Other Staff | Supervisor/Management

Region 10 Survey Results -- By Job Category

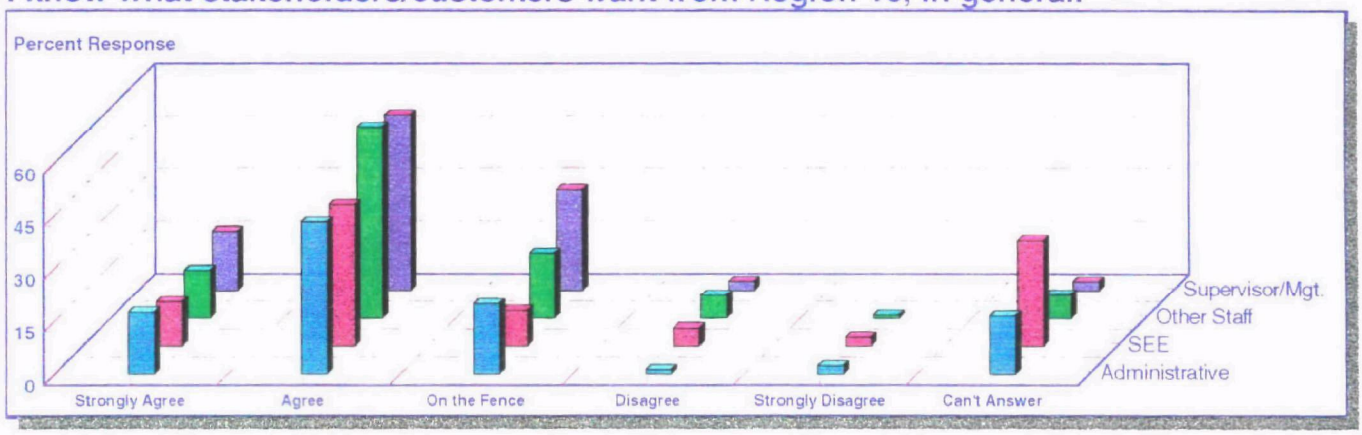
#7. Region 10 Senior Executives and Unit Managers "walk the talk" as related to the Region's stated Values, Vision and Mission.



#8. I know who my stakeholders/customers are.



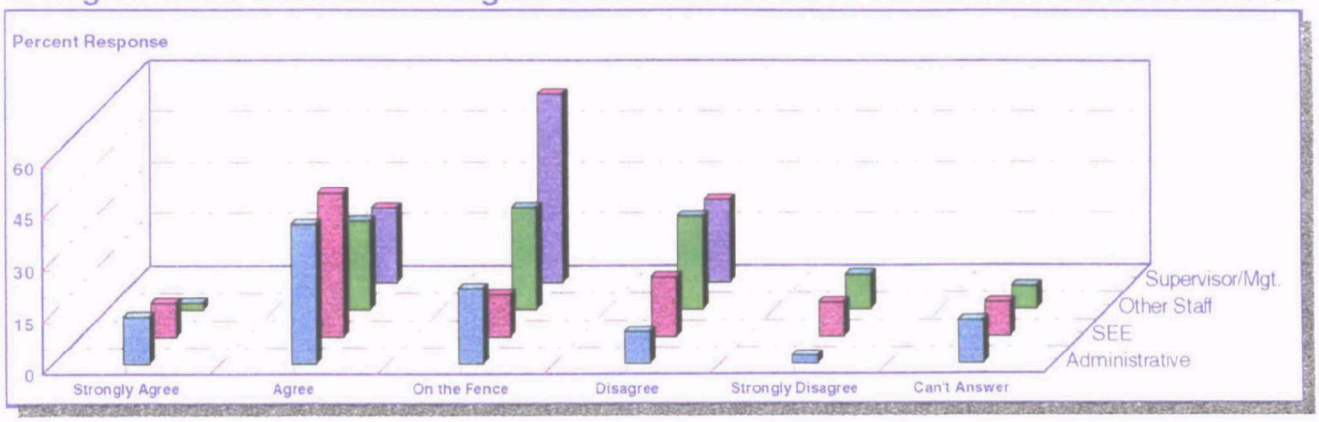
#9. I know what stakeholders/customers want from Region 10, in general.



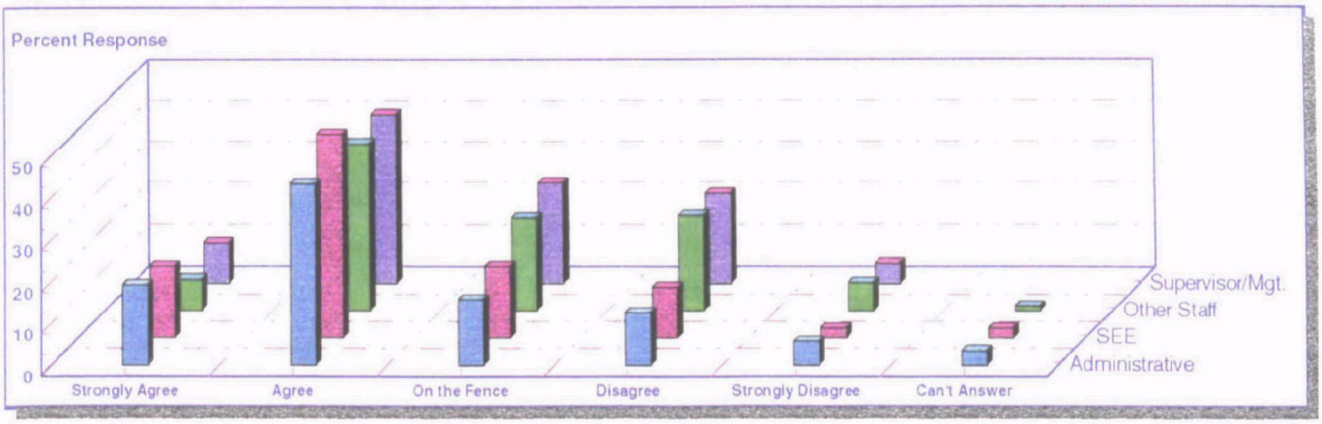
Administrative SEE Other Staff Supervisor/Management

Region 10 Survey Results -- By Job Category

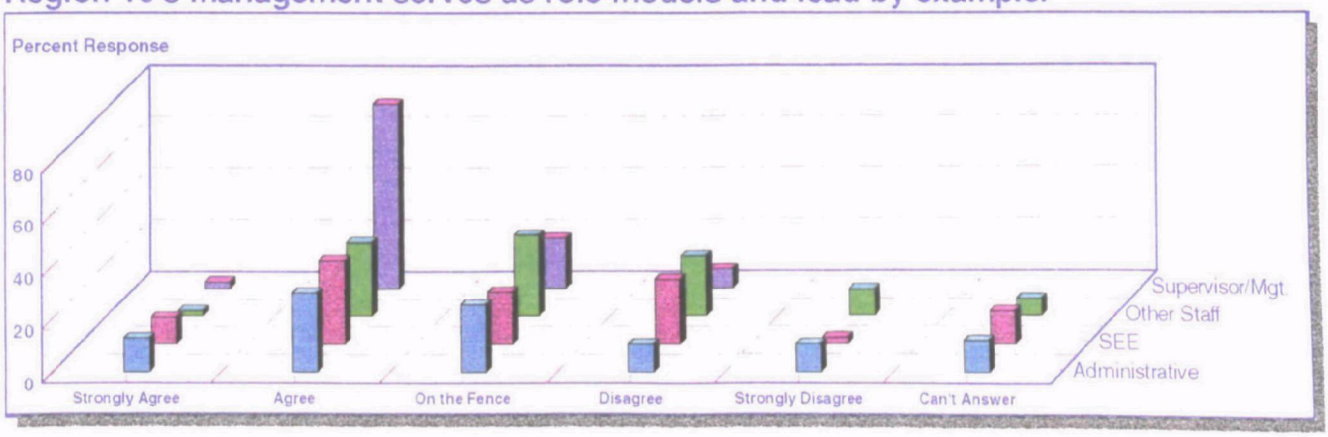
#10. In Region 10 we work as an integrated team to best serve our stakeholders/customers.



#11. I get the training and resources needed to carry out my work most effectively.



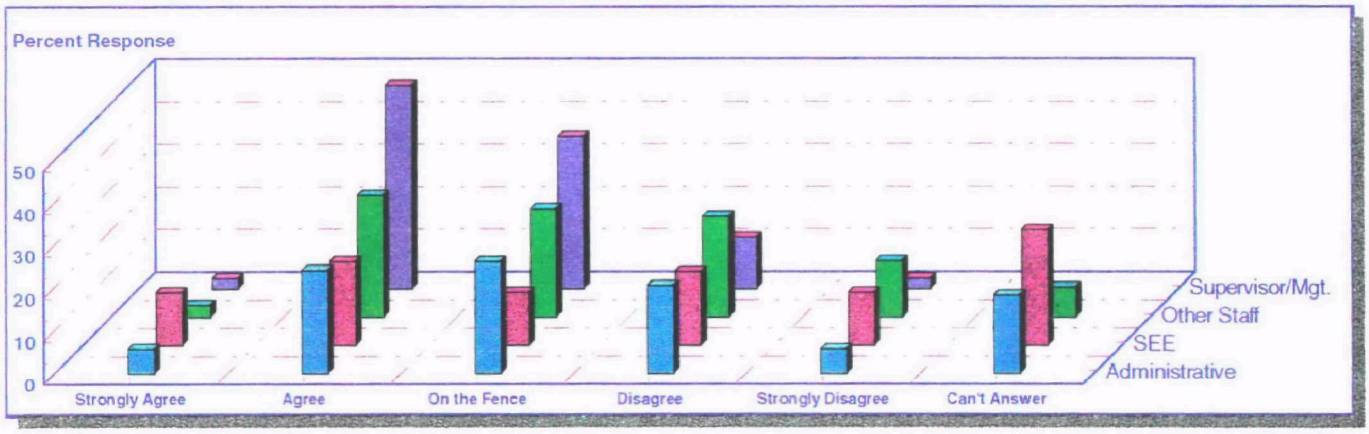
#12. Region 10's management serves as role models and lead by example.



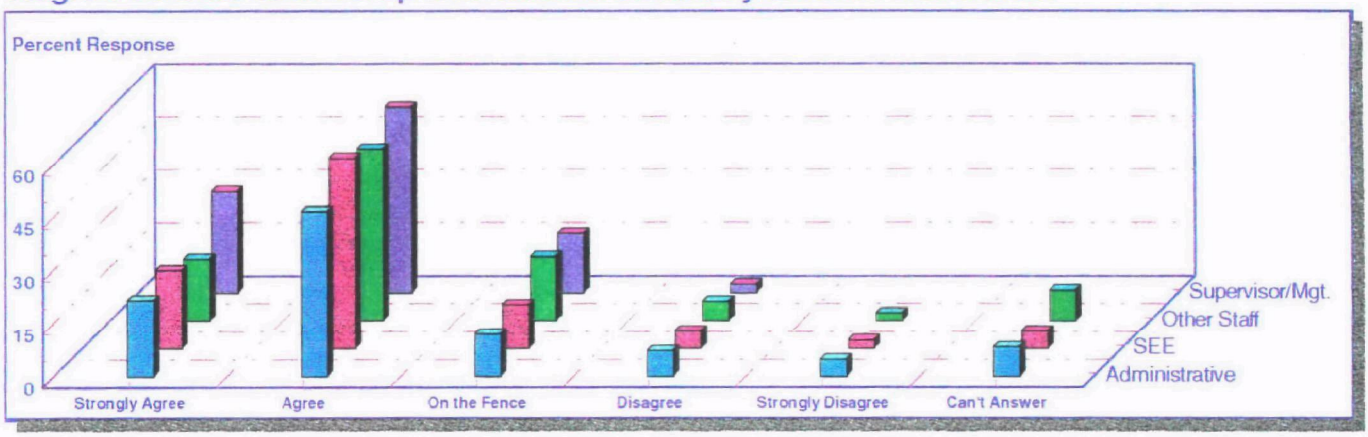
Administrative SEE Other Staff Supervisor/Management

Region 10 Survey Results -- By Job Category

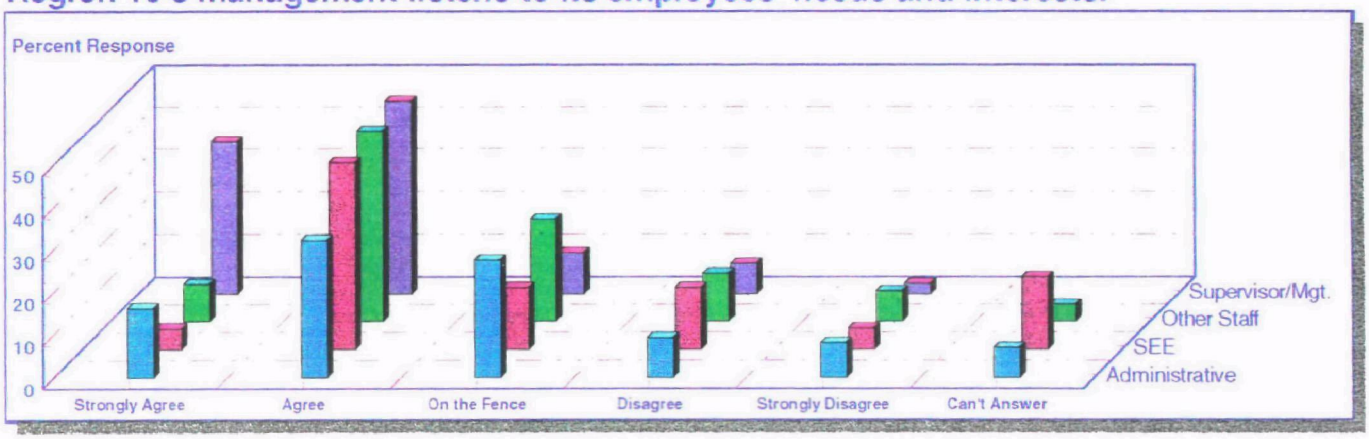
#13. There is an organizational climate within Region 10 that encourages risk taking.



#14. Region 10 tries to develop and value a culturally diverse workforce.



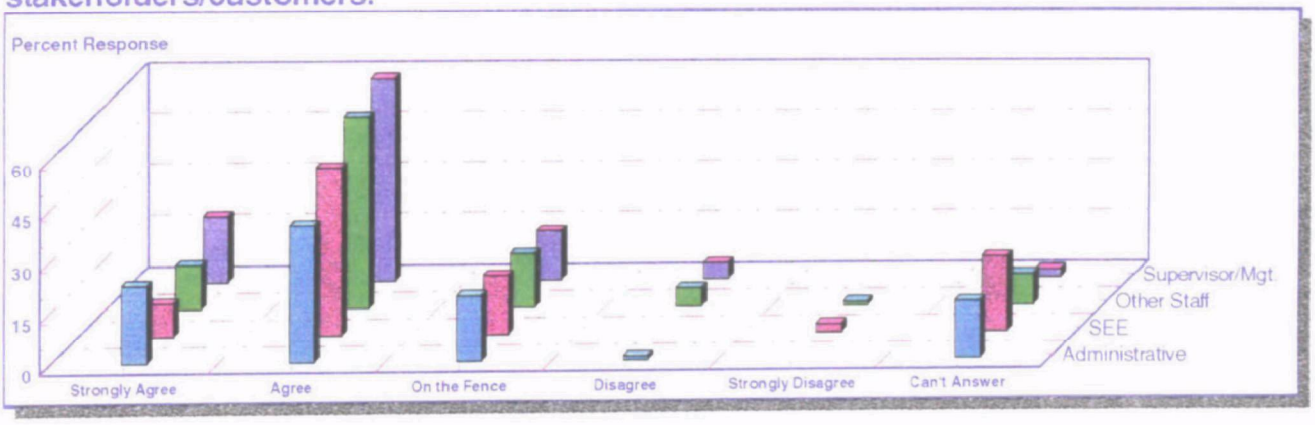
#15. Region 10's management listens to its employees' needs and interests.



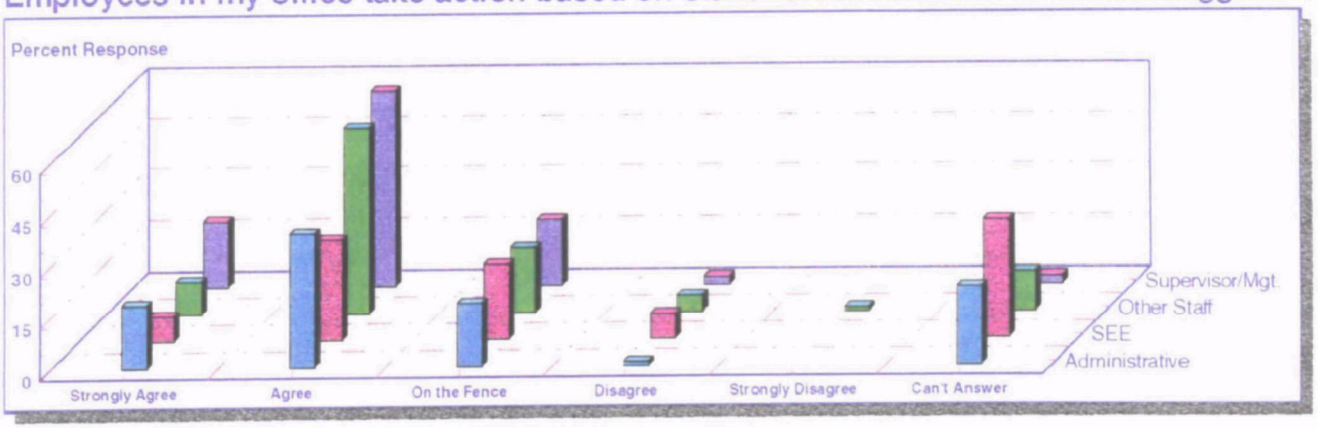
Administrative SEE Other Staff Supervisor/Management

Region 10 Survey Results -- By Job Category

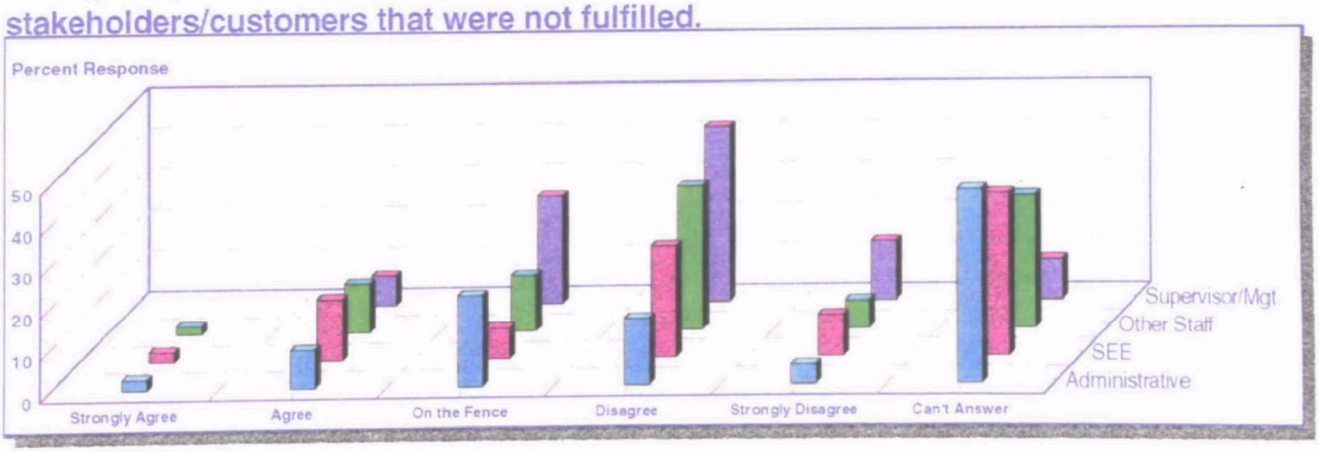
#16. Employees in my office ask for, and listen to the feedback/suggestions of stakeholders/customers.



#17. Employees in my office take action based on stakeholder/customer feedback/suggestions.



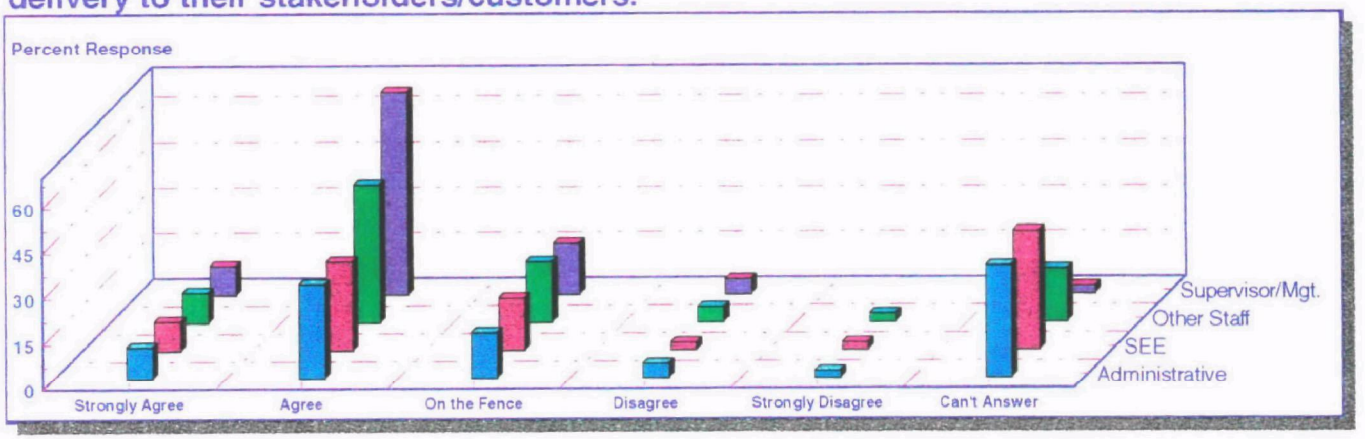
#18. During the past year, Region 10 employees I know have often made promises to their stakeholders/customers that were not fulfilled.



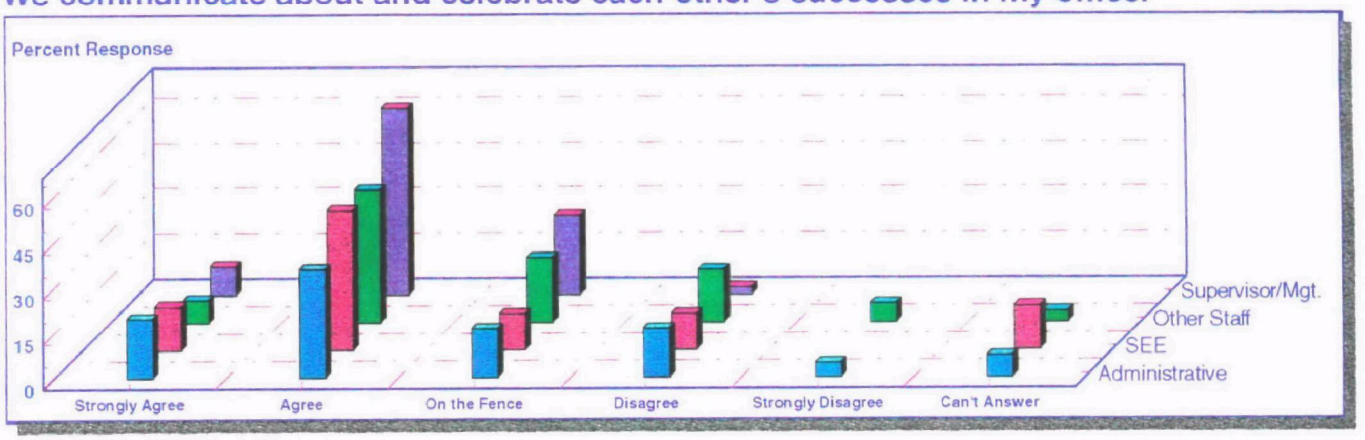
Administrative SEE Other Staff Supervisor/Management

Region 10 Survey Results -- By Job Category

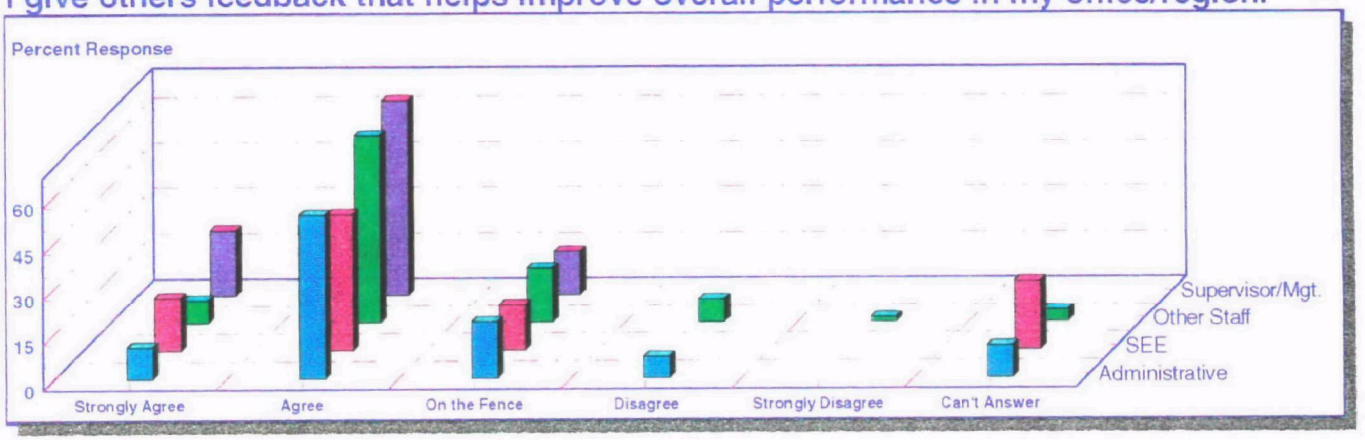
#19. Employees are actively pursuing partnership opportunities to provide successful program delivery to their stakeholders/customers.



#20. We communicate about and celebrate each other's successes in my office.



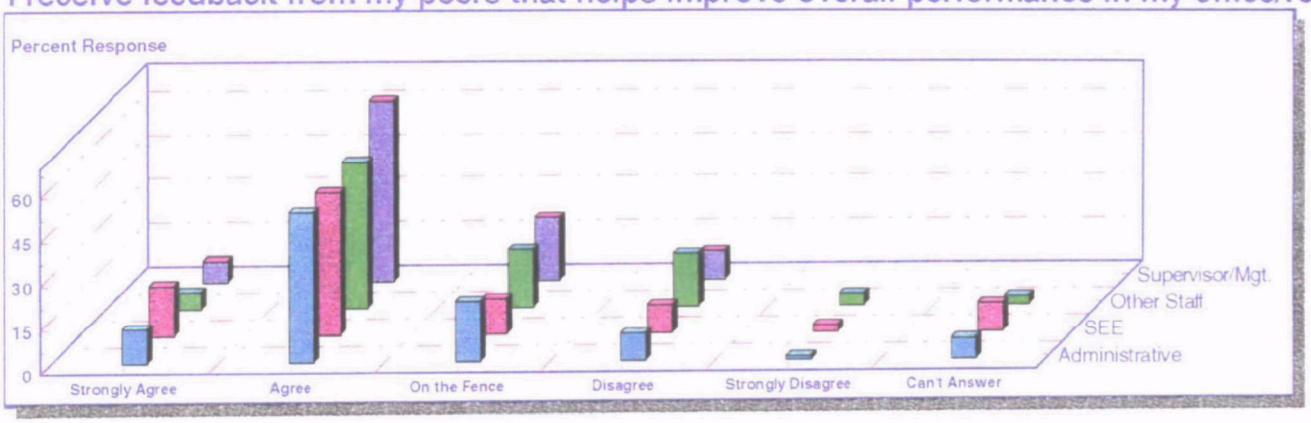
#21. I give others feedback that helps improve overall performance in my office/region.



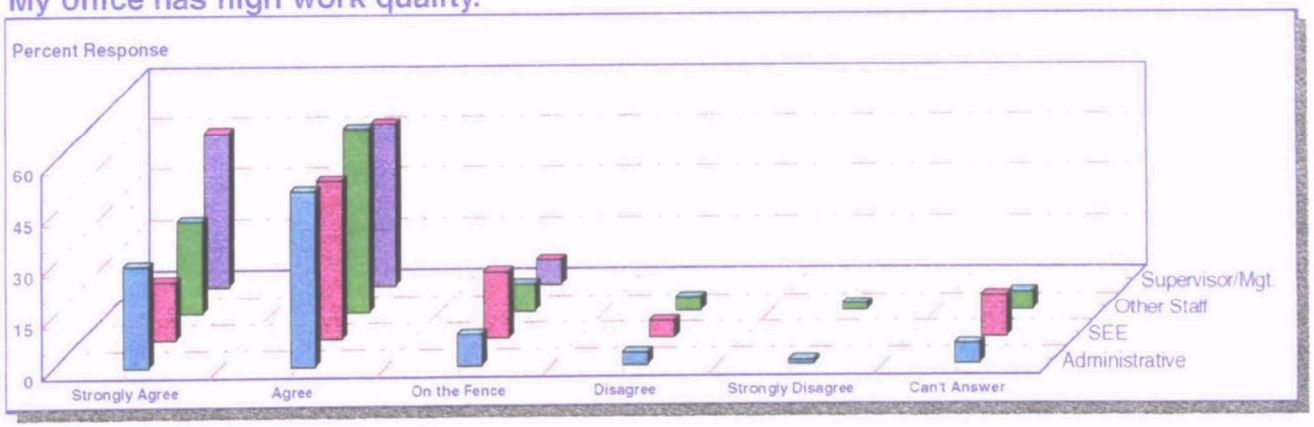
Administrative SEE Other Staff Supervisor/Management

Region 10 Survey Results -- By Job Category

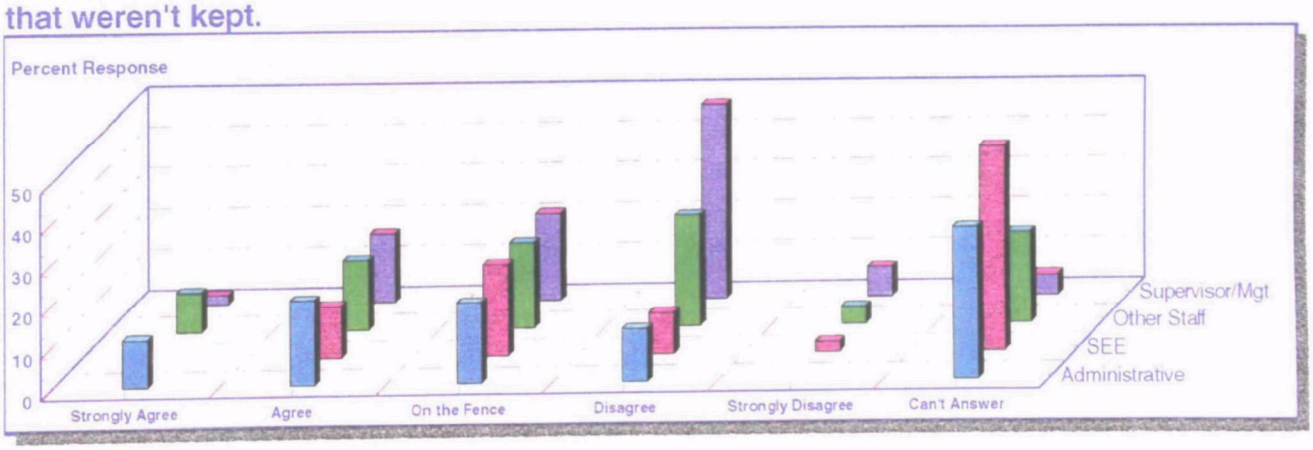
#22. I receive feedback from my peers that helps improve overall performance in my office/region.



#23. My office has high work quality.



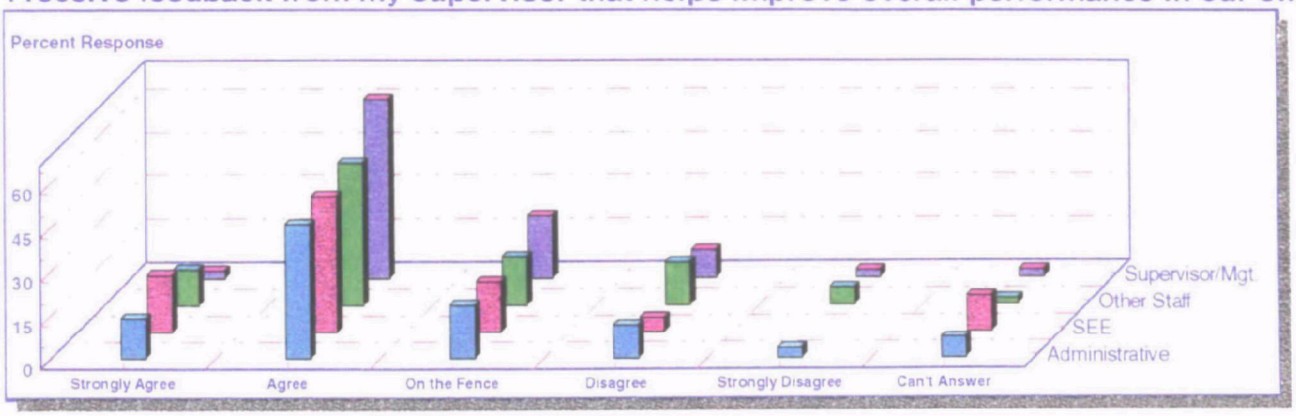
#24. During the past year, Region 10 managers have often made promises to Region 10 mployees that weren't kept.



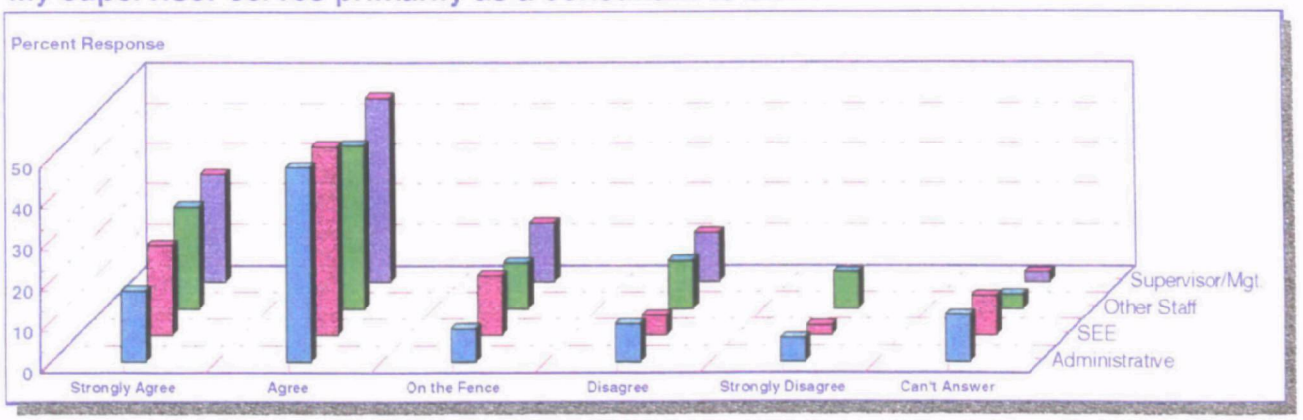
Administrative SEE Other Staff Supervisor/Management

Region 10 Survey Results -- By Job Category

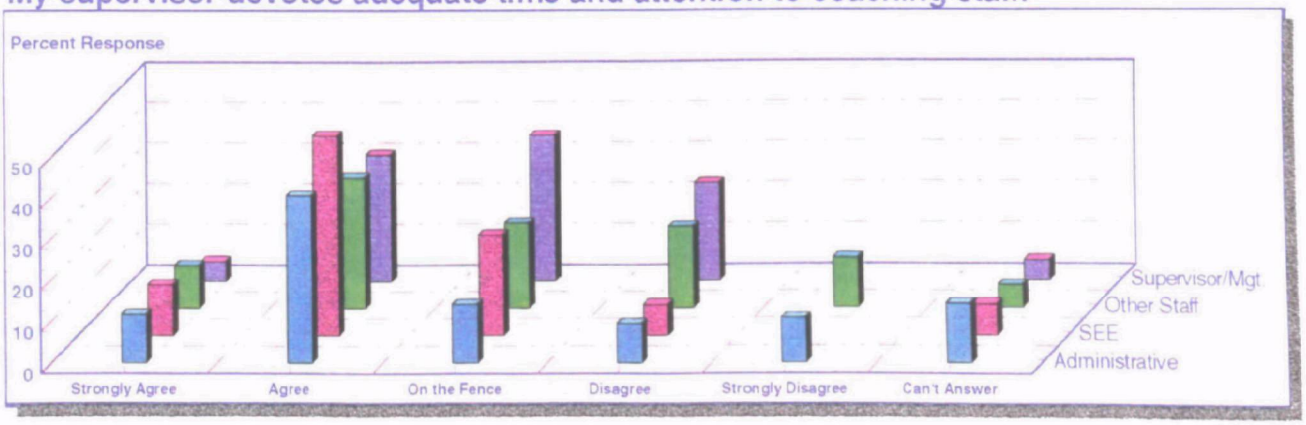
#25. I receive feedback from my supervisor that helps improve overall performance in our office.



#26. My supervisor serves primarily as a consultant to staff.

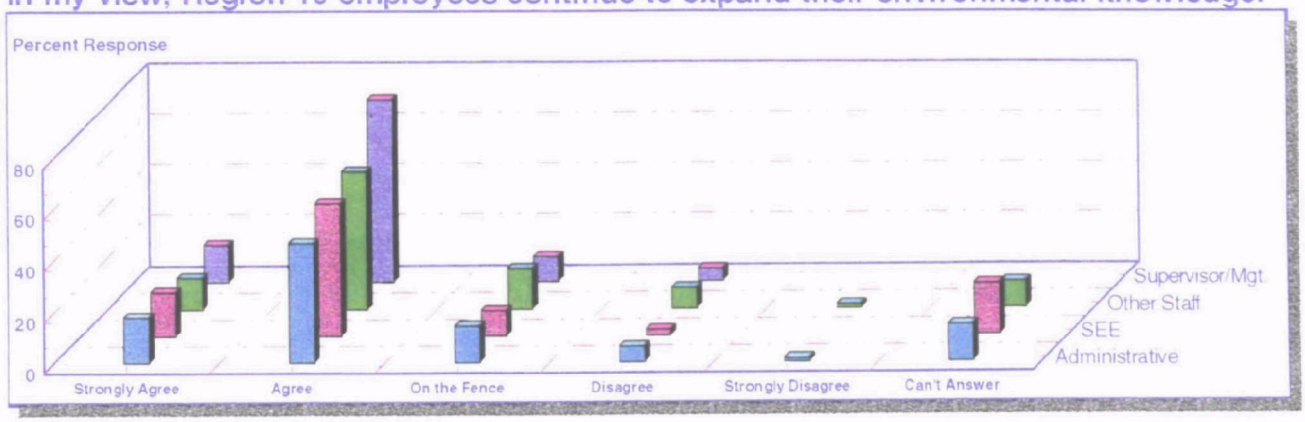


#27. My supervisor devotes adequate time and attention to coaching staff.

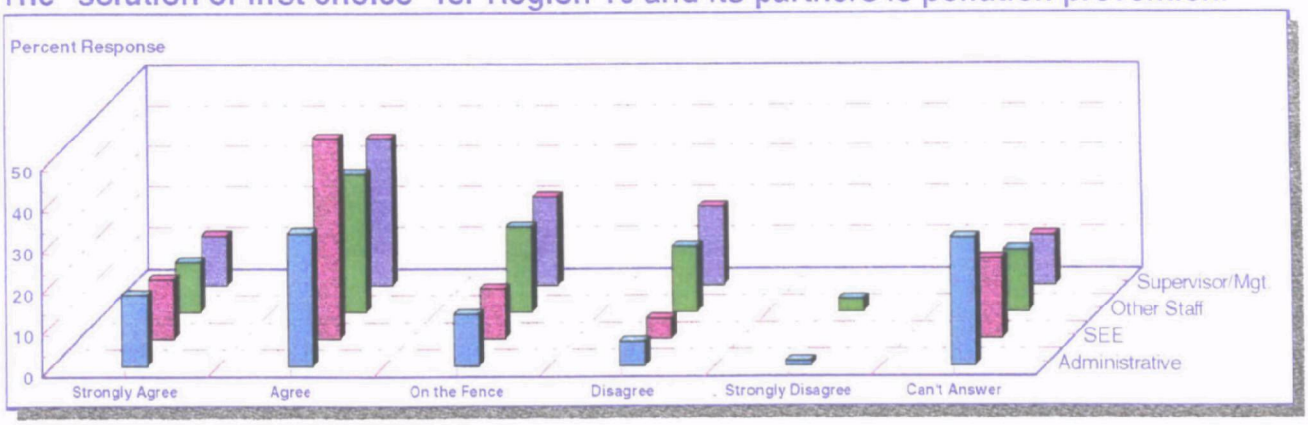


Region 10 Survey Results -- By Job Category

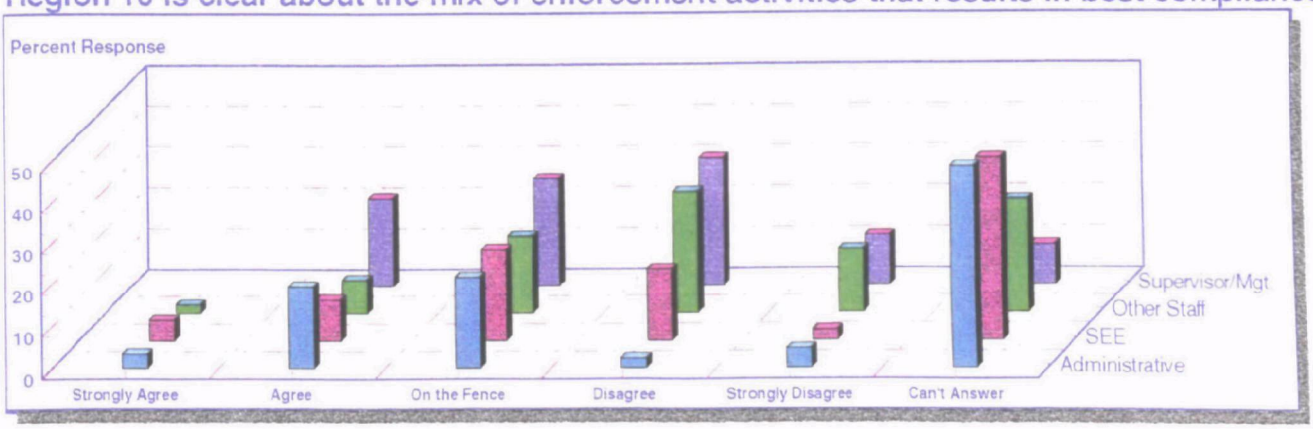
#28. In my view, Region 10 employees continue to expand their environmental knowledge.



#29. The "solution of first choice" for Region 10 and its partners is pollution prevention.



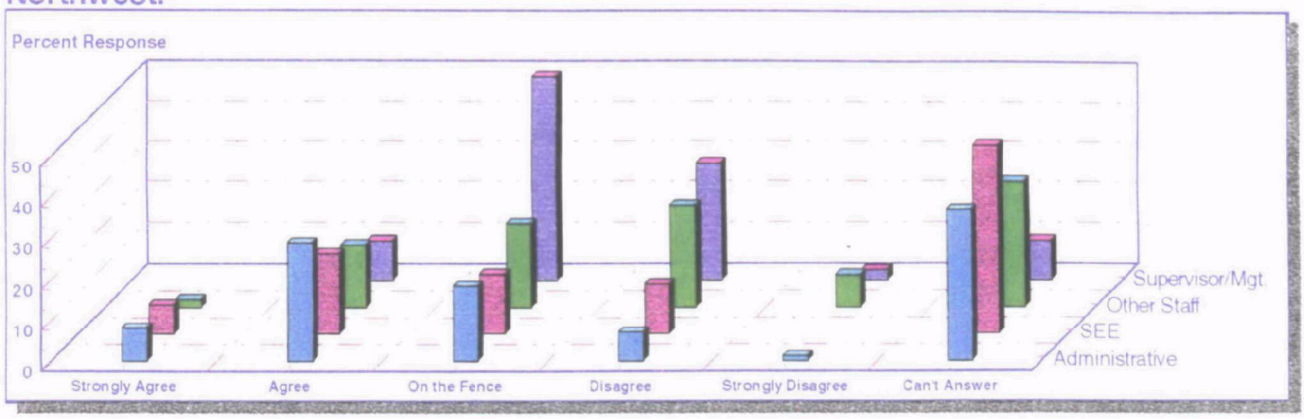
#30. Region 10 is clear about the mix of enforcement activities that results in best compliance.



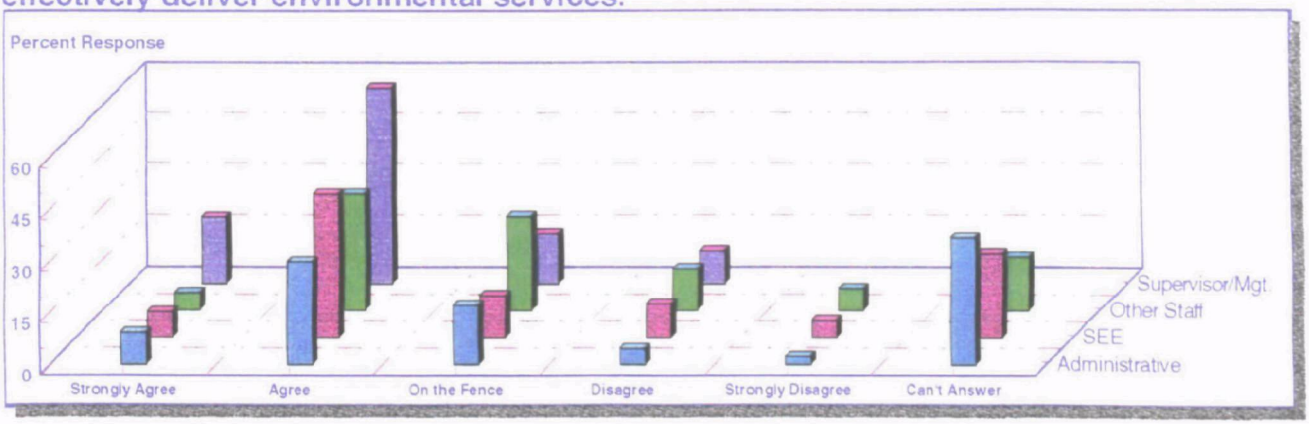
Administrative SEE Other Staff Supervisor/Management

Region 10 Survey Results -- By Job Category

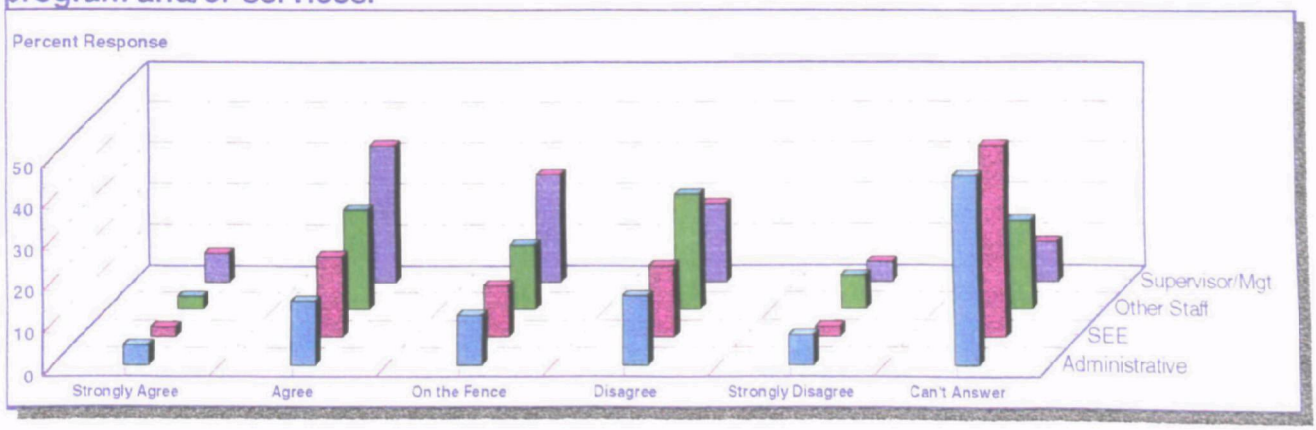
#31. Region 10 is seen as a leader of integrated environmental problem solving in the Pacific Northwest.



#32. Region 10's management is committed to continue to make organizational changes to effectively deliver environmental services.



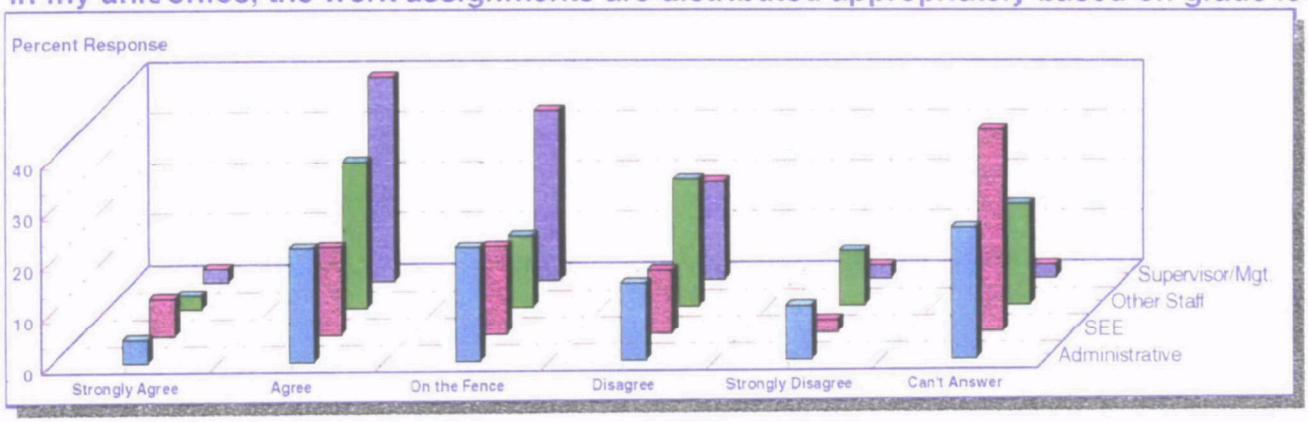
#33. As a result of the reorganization, my unit has chosen to disinvest in certain parts of our program and/or services.



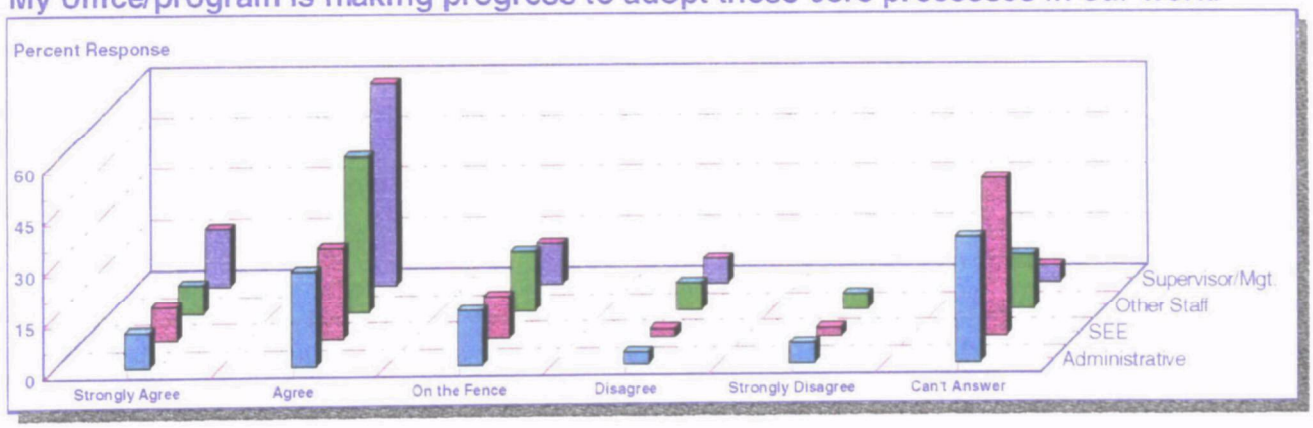
Administrative SEE Other Staff Supervisor/Management

Region 10 Survey Results -- By Job Category

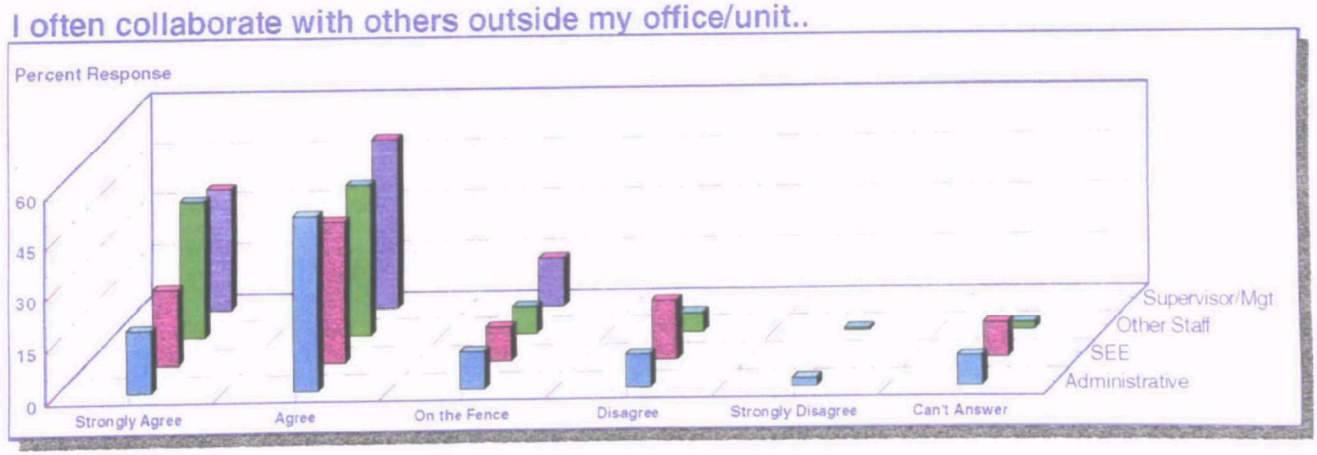
#34. In my unit/office, the work assignments are distributed appropriately based on grade level.



#35. My office/program is making progress to adopt these core processes in our work.



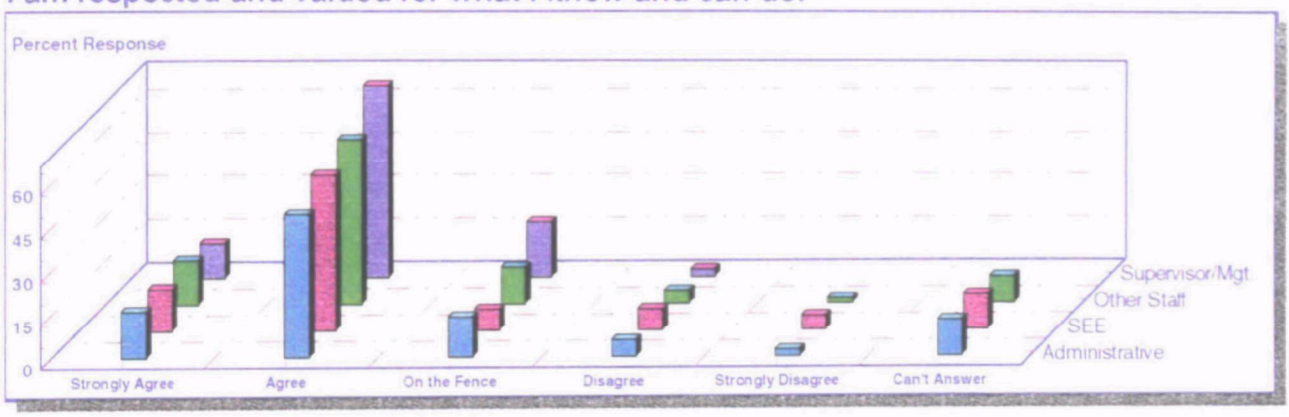
#36. I often collaborate with others outside my office/unit..



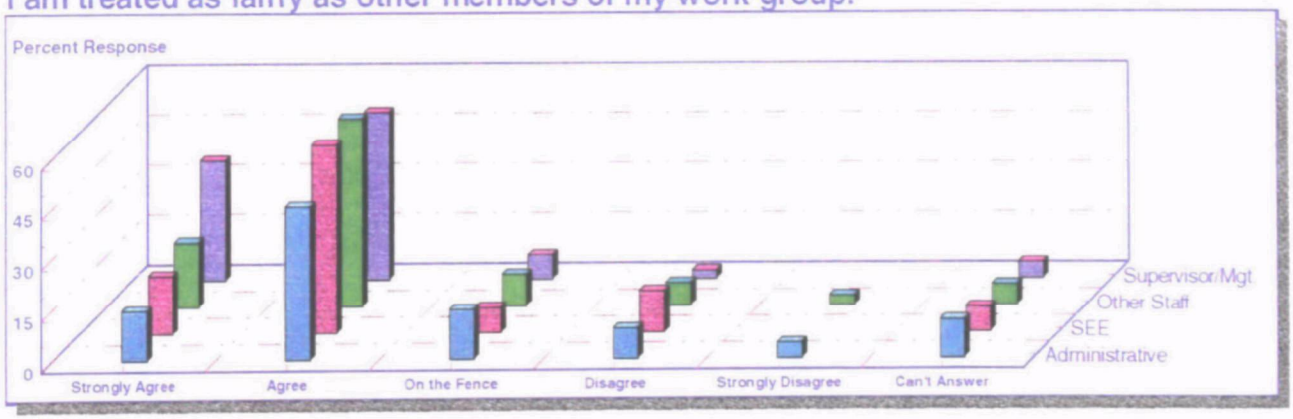
Administrative SEE Other Staff Supervisor/Management

Region 10 Survey Results -- By Job Category

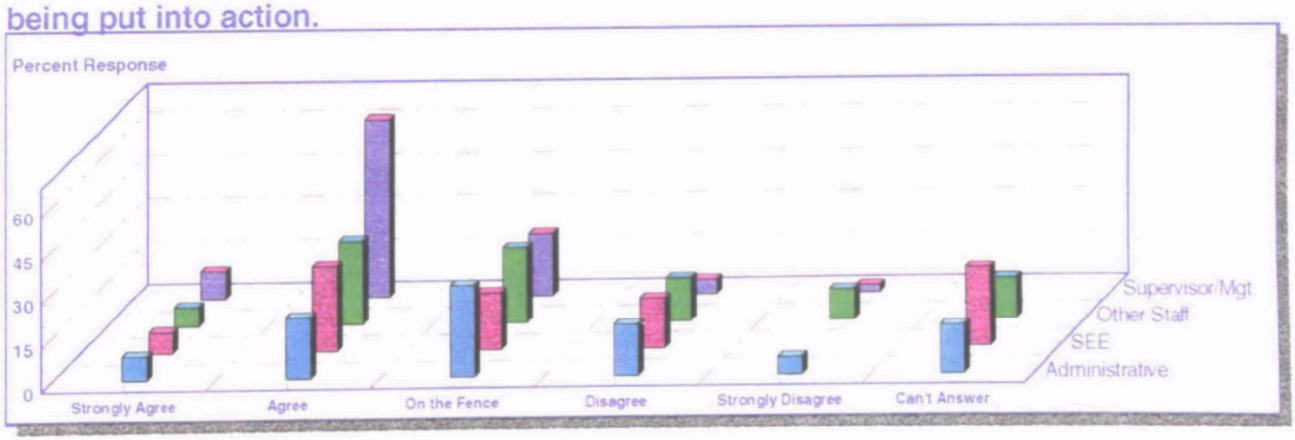
#37. I am respected and valued for what I know and can do.



#38. I am treated as fairly as other members of my work group.



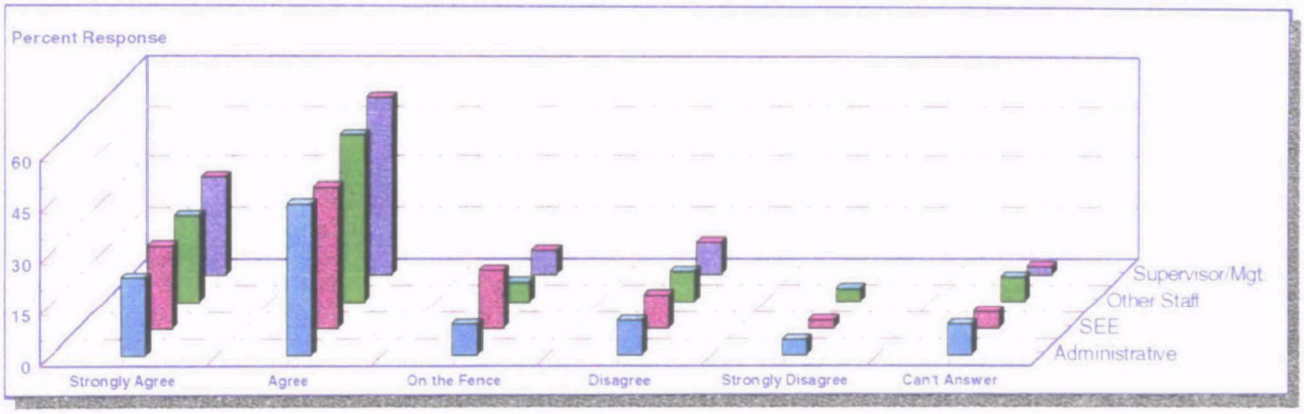
#39. I see our organization's stated value about equal opportunity for growth and advancement being put into action.



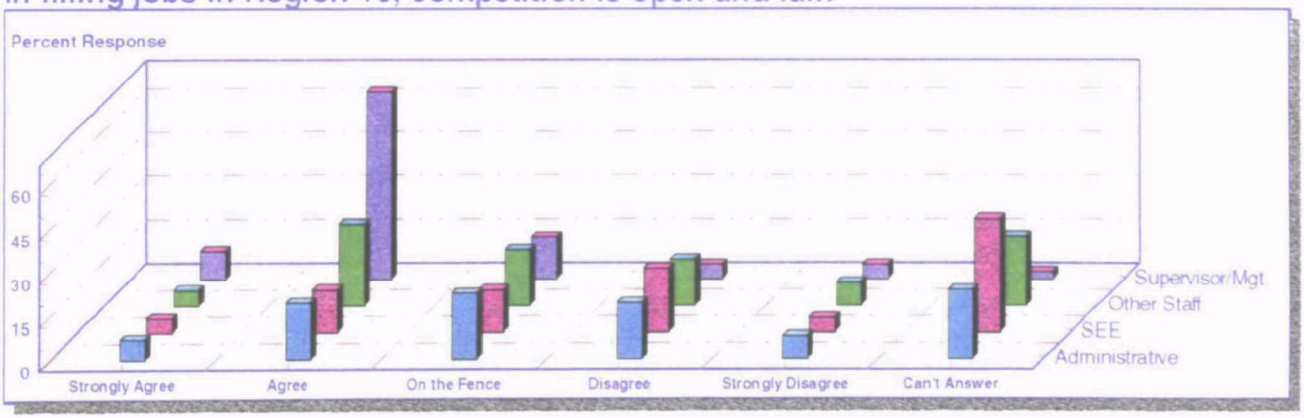
Administrative SEE Other Staff Supervisor/Management

Region 10 Survey Results -- By Job Category

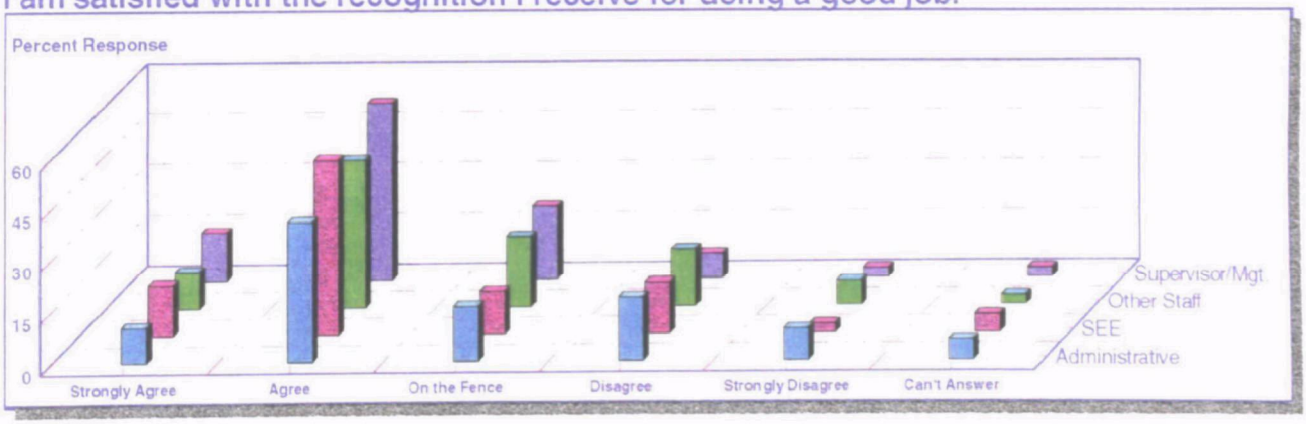
#40. I am not aware of any prejudicail or discriminatory language or remarks being made in my work place.



#41. In filling jobs in Region 10, competition is open and fair.



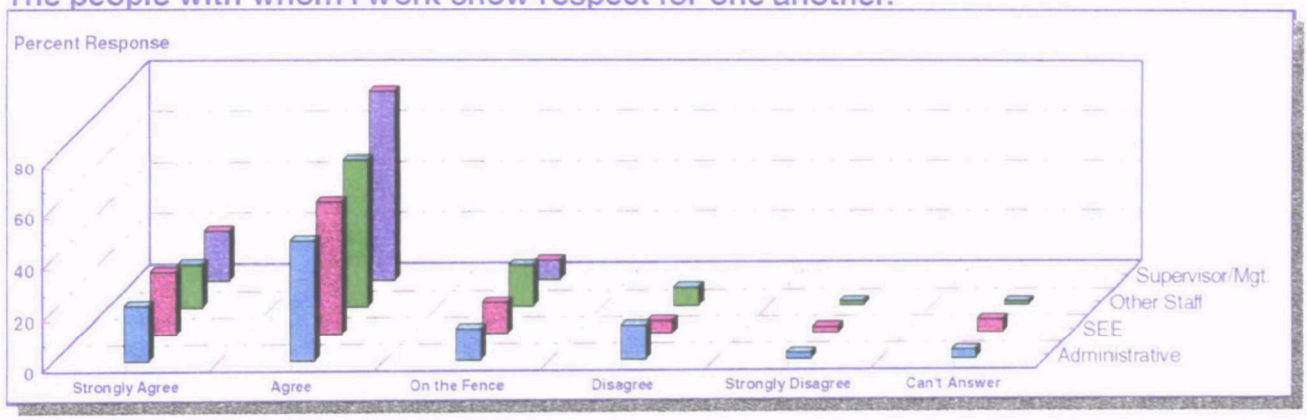
#42. I am satisfied with the recognition I receive for doing a good job.



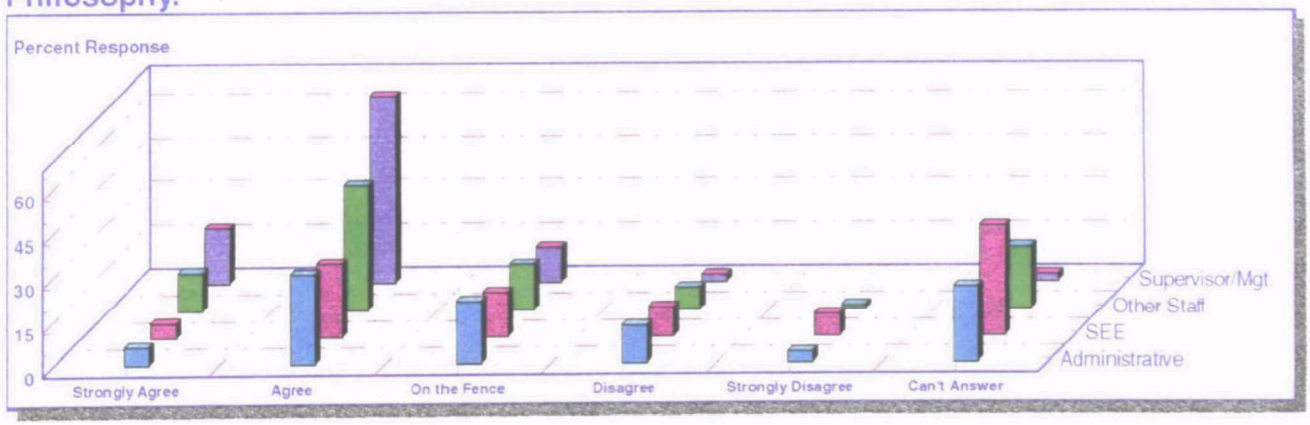
Administrative SEE Other Staff Supervisor/Management

Region 10 Survey Results -- By Job Category

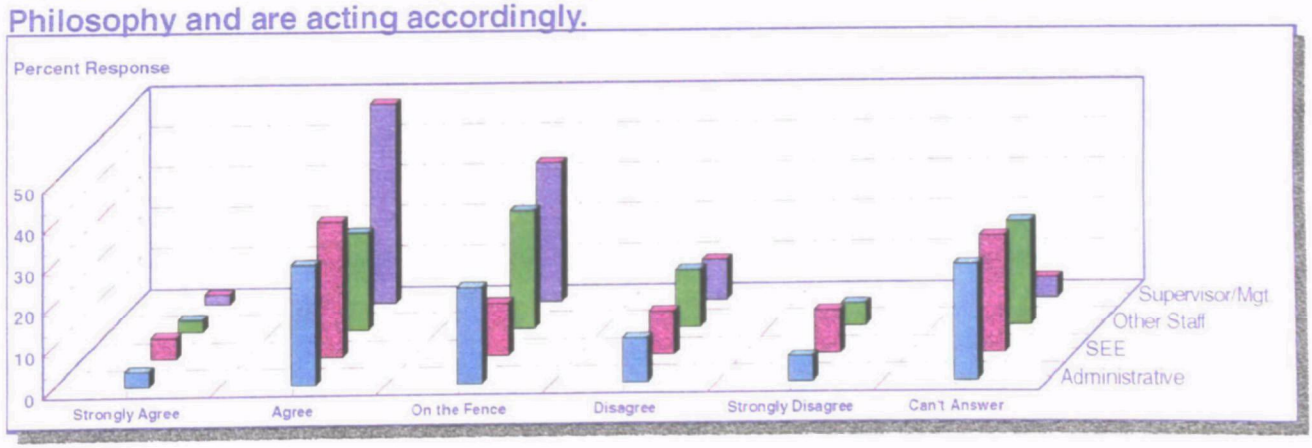
#43. The people with whom I work show respect for one another.



#44. I consider myself a leader within the Region consistent with Region 10's Leadership Philosophy.



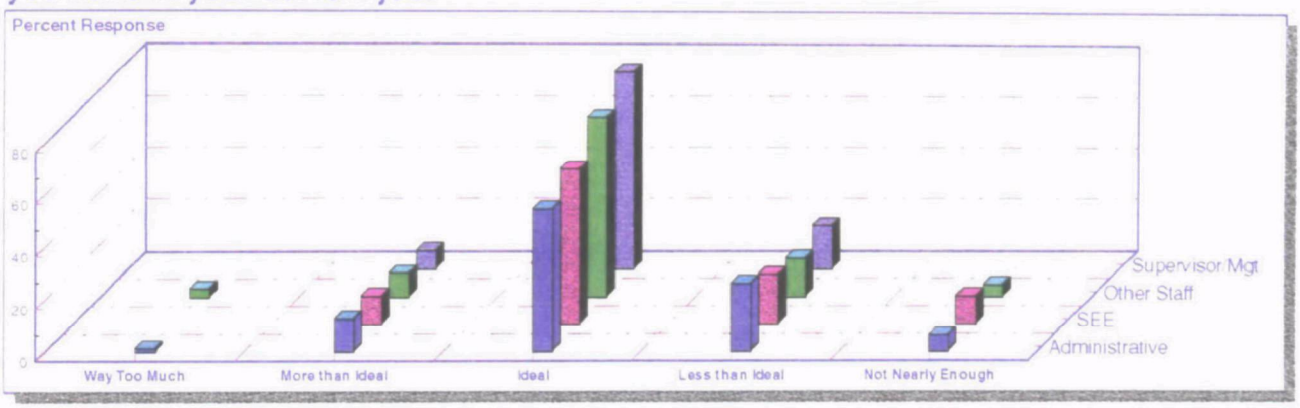
#45. I believe that staff and managers in Region 10 have embraced Region 10's Leadership Philosophy and are acting accordingly.



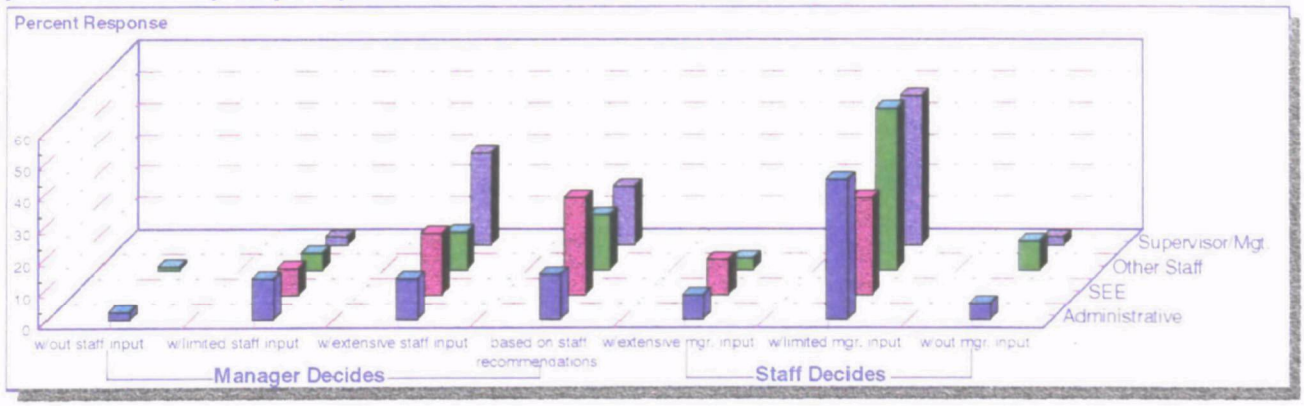
Administrative SEE Other Staff Supervisor/Management

Region 10 Survey Results -- By Job Category

#46. Select the answer that best describes your feeling about the level of empowerment you have in your current job.



#47. How empowered are you by your manager/supervisor to make decisions in your job for the majority of your work.

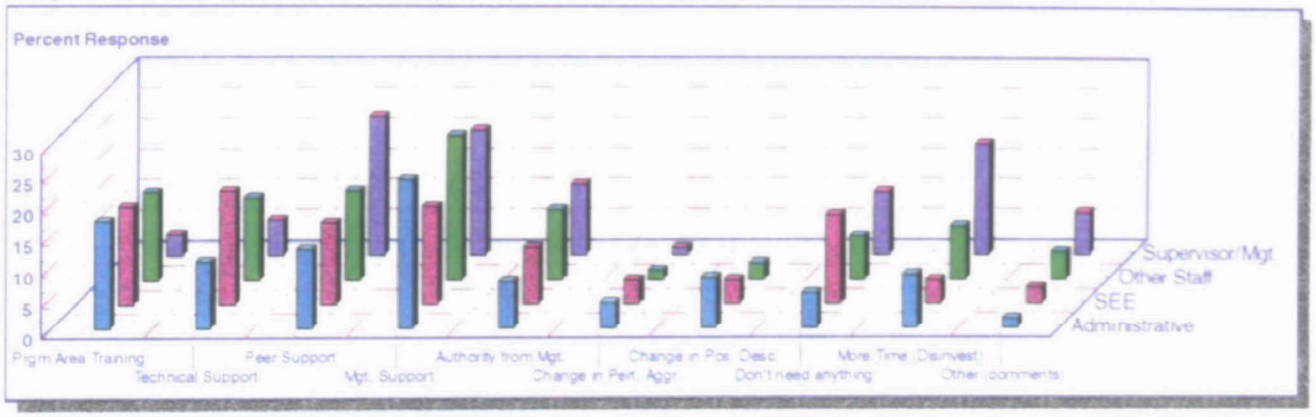


#48. Select the answer that best describes the level of decision making empowerment you would like to have in your job for the majority of your work.

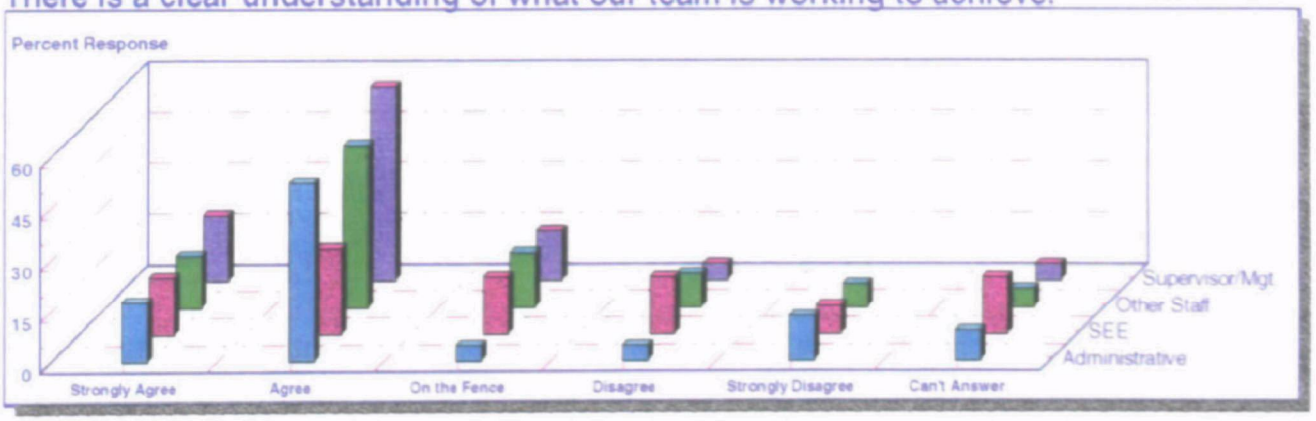
Administrative SEE Other Staff Supervisor/Management

Region 10 Survey Results -- By Job Category

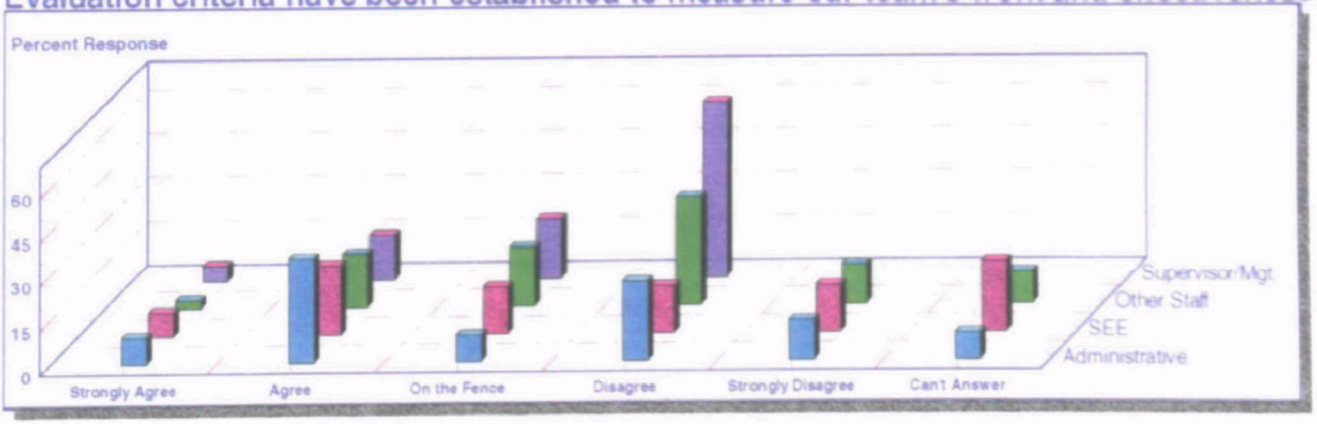
#49. Select from the items below those that are most important for you to get the level of empowerment you desire in your job.



#50. There is a clear understanding of what our team is working to achieve.



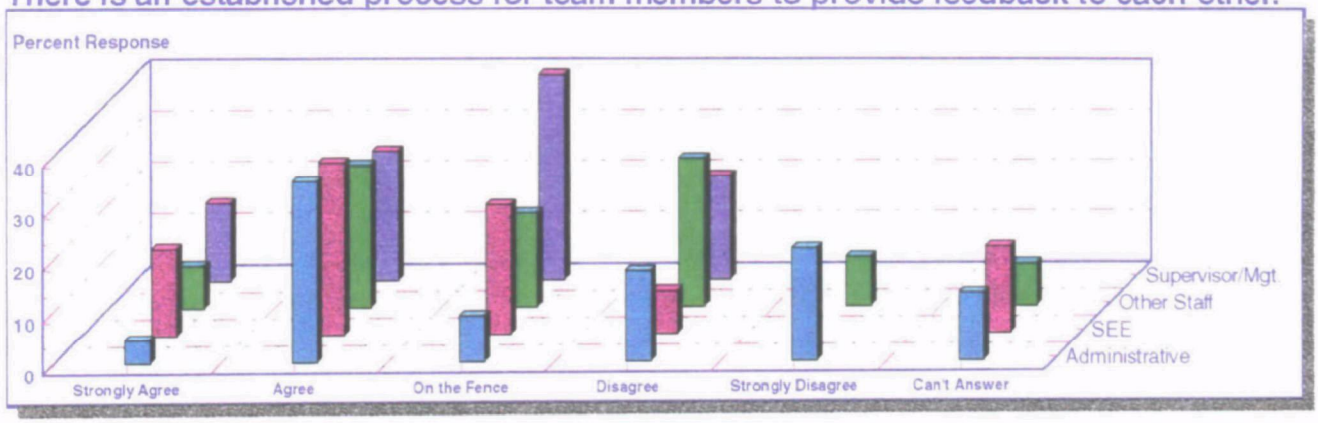
#51. Evaluation criteria have been established to measure our team's work and effectiveness.



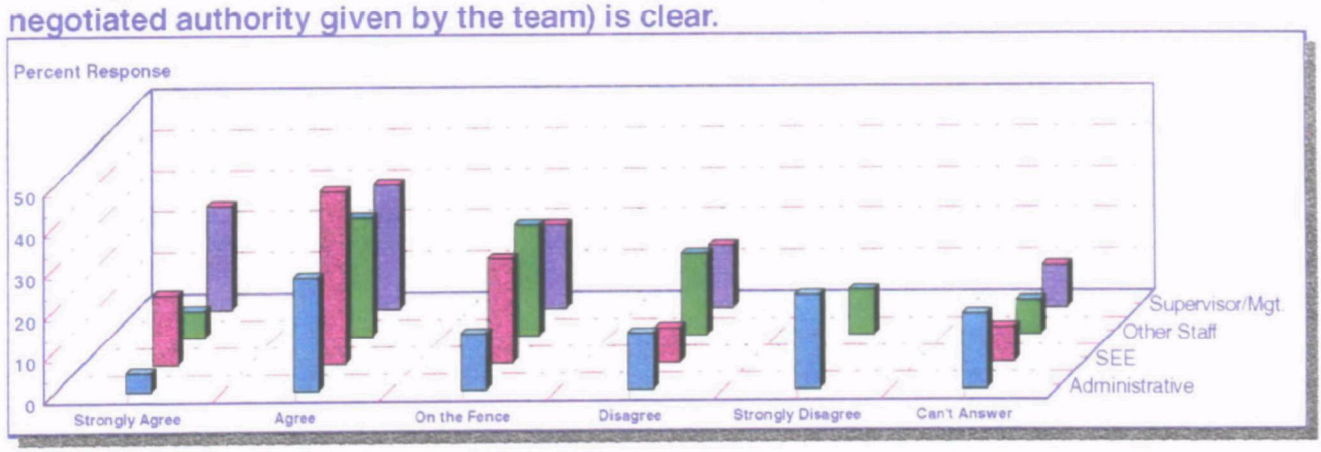
Administrative SEE Other Staff Supervisor/Management

Region 10 Survey Results -- By Job Category

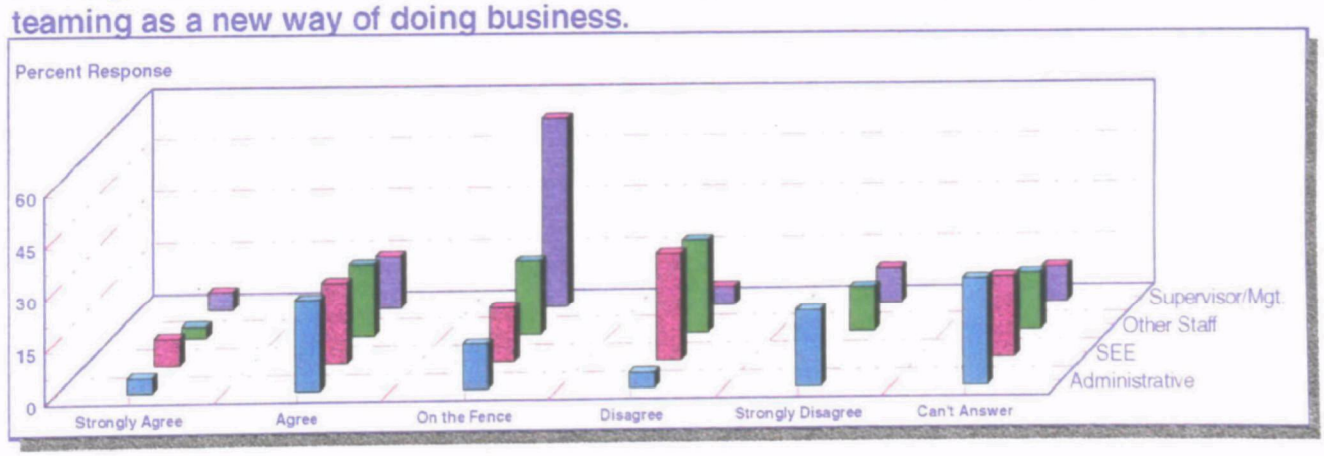
#52. There is an established process for team members to provide feedback to each other.



#53. The degree of authority of my team leader (either delegated authority from management or negotiated authority given by the team) is clear.



#54. The organization's administrative processes/systems are adequately aligned to support teaming as a new way of doing business.



Administrative SEE Other Staff Supervisor/Management

1996 Reorganization Survey results, sorted by POSITION

1. What program do you work for? Choose one.

		Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
RA's Office, Tribal, Enforcement and Compliance, External Affairs, Ops. Office Directors, and the adm., budget and planning staff in the Ops. Offices.		20	8	25	5	58
	Col%	22.73%	20.51%	6.72%	11.90%	0.00%
Office of Regional Counsel		8	1	19	3	31
	Col%	9.09%	2.56%	5.11%	7.14%	0.00%
Office of Air Quality		2	2	28	3	35
	Col%	2.27%	5.13%	7.53%	7.14%	0.00%
Ecosystems and Communities		4	7	46	5	62
	Col%	4.55%	17.95%	12.37%	11.90%	0.00%
Environmental Assessment		11	1	54	4	70
	Col%	12.50%	2.56%	14.52%	9.52%	0.00%
Environmental Cleanup		10	9	67	6	92
	Col%	11.36%	23.08%	18.01%	14.29%	0.00%
Office for Innovation		2	2	13	1	18
	Col%	2.27%	5.13%	3.49%	2.38%	0.00%
Management Programs		21	2	27	5	55
	Col%	23.86%	5.13%	7.26%	11.90%	0.00%
Waste and Chemicals Management		4	4	35	4	47
	Col%	4.55%	10.26%	9.41%	9.52%	0.00%
Office of Water		6	3	58	6	73
	Col%	6.82%	7.69%	15.59%	14.29%	0.00%
	Total	88	39	372	42	541
	Col%	100.00%	100.00%	100.00%	100.00%	0.00%

D-98

3.What is your position at Region 10?

		RA's Office, Tribal, Enf. et al	Office of Regional Counsel	Office of Air Quality	Ecosystems and Communities	Environmental Assessment	Environmental Cleanup	Office for Innovation	Management Programs	Waste and Chemicals Management	Office of Water	Total
Administrative Position		20	8	2	4	11	10	2	21	4	6	88
	Col%	34.48%	25.81%	5.71%	6.45%	15.71%	10.87%	11.11%	38.18%	8.51%	8.22%	0.00%
Senior Environmental Employee (SEE)		8	1	2	7	1	9	2	2	4	3	39
	Col%	13.79%	3.23%	5.71%	11.29%	1.43%	9.78%	11.11%	3.64%	8.51%	4.11%	0.00%
Other Staff		25	19	28	46	54	67	13	27	35	58	372
	Col%	43.10%	61.29%	80.00%	74.19%	77.14%	72.83%	72.22%	49.09%	74.47%	79.45%	0.00%
Unit Manager, Director, DRA, RA, (not teamleader)		5	3	3	5	4	6	1	5	4	6	42
	Col%	8.62%	9.68%	8.57%	8.06%	5.71%	6.52%	5.56%	9.09%	8.51%	8.22%	0.00%
Total		58	31	35	62	70	92	18	55	47	73	541
	Col%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%

b1-d

2. Where do you work?

		Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
Operations Office		11	9	47	2	69
	Col%	12.50%	21.43%	12.63%	4.88%	0.00%
Placed-Based (Coeur d'Alene, Yakima, LaGrande, etc.)		0	1	2	0	3
	Col%	0.00%	2.38%	0.54%	0.00%	0.00%
Manchester Lab		4	1	14	1	20
	Col%	4.55%	2.38%	3.76%	2.44%	0.00%
Hanford		1	1	5	0	7
	Col%	1.14%	2.38%	1.34%	0.00%	0.00%
Seattle		72	30	304	38	444
	Col%	81.82%	71.43%	81.72%	92.68%	0.00%
	Total	88	42	372	41	543
	Col%	100.00%	100.00%	100.00%	100.00%	0.00%

4. I can describe Region 10's Values, Vision, and Mission Statement

		Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
Yes		44	25	212	36	317
	Col%	51.16%	62.50%	56.38%	85.71%	0.00%
No		42	15	164	6	227
	Col%	48.84%	37.50%	43.62%	14.29%	0.00%
	Total	86	40	376	42	544
	Col%	100.00%	100.00%	100.00%	100.00%	0.00%

5. I can describe Region 10's "Strategic Directions."

		Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
Yes		18	17	127	32	194
	Col%	20.69%	42.50%	33.78%	76.19%	0.00%
No		69	23	249	10	351
	Col%	79.31%	57.50%	66.22%	23.81%	0.00%
	Total	87	40	376	42	545
	Col%	100.00%	100.00%	100.00%	100.00%	0.00%

D-30

6. I can describe Region 10's Leadership Philosophy.

		Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
Yes		37	20	173	38	268
	Col%	42.53%	50.00%	46.38%	90.48%	0.00%
No		50	20	200	4	274
	Col%	57.47%	50.00%	53.62%	9.52%	0.00%
	Total	87	40	373	42	542
	Col%	100.00%	100.00%	100.00%	100.00%	0.00%

7. Region 10 Senior Executives and Unit Managers "walk the talk" as related to the Region's stated values, vision, and mission.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	4	3	6	2	15
Col%	4.71%	7.69%	1.60%	4.76%	0.00%
AGREE	23	13	105	26	167
Col%	27.06%	33.33%	28.00%	61.90%	0.00%
ON THE FENCE	23	7	115	11	156
Col%	27.06%	17.95%	30.67%	26.19%	0.00%
DISAGREE	9	3	48	1	61
Col%	10.59%	7.69%	12.80%	2.38%	0.00%
STRONGLY DISAGREE	4	2	30	1	37
Col%	4.71%	5.13%	8.00%	2.38%	0.00%
CAN'T ANSWER	22	11	71	1	105
Col%	25.88%	28.21%	18.93%	2.38%	0.00%
Total	85	39	375	42	541
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

12-d

8. I know who my stakeholders/customers are.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	27	12	134	23	196
Col%	31.03%	30.00%	36.31%	54.76%	0.00%
AGREE	41	13	190	18	262
Col%	47.13%	32.50%	51.49%	42.86%	0.00%
ON THE FENCE	6	5	17	1	29
Col%	6.90%	12.50%	4.61%	2.38%	0.00%
DISAGREE	1	1	11	0	13
Col%	1.15%	2.50%	2.98%	0.00%	0.00%
STRONGLY DISAGREE	3	1	4	0	8
Col%	3.45%	2.50%	1.08%	0.00%	0.00%
CAN'T ANSWER	9	8	13	0	30
Col%	10.34%	20.00%	3.52%	0.00%	0.00%
Total	87	40	369	42	538
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

9. I know what stakeholders/customers want from Region 10, in general.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	15	5	51	7	78
Col%	17.44%	12.50%	13.56%	16.67%	0.00%
AGREE	37	16	204	21	278
Col%	43.02%	40.00%	54.26%	50.00%	0.00%
ON THE FENCE	17	4	69	12	102
Col%	19.77%	10.00%	18.35%	28.57%	0.00%
DISAGREE	1	2	24	1	28
Col%	1.16%	5.00%	6.38%	2.38%	0.00%
STRONGLY DISAGREE	2	1	3	0	6
Col%	2.33%	2.50%	0.80%	0.00%	0.00%
CAN'T ANSWER	14	12	25	1	52
Col%	16.28%	30.00%	6.65%	2.38%	0.00%
Total	86	40	376	42	544
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

10. In Region 10 we work as an integrated team to best serve our stakeholders/customers.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	12	4	7	0	23
Col%	13.79%	9.76%	1.87%	0.00%	0.00%
AGREE	35	17	95	9	156
Col%	40.23%	41.46%	25.40%	21.43%	0.00%
ON THE FENCE	19	5	110	23	157
Col%	21.84%	12.20%	29.41%	54.76%	0.00%
DISAGREE	8	7	100	10	125
Col%	9.20%	17.07%	26.74%	23.81%	0.00%
STRONGLY DISAGREE	2	4	37	0	43
Col%	2.30%	9.76%	9.89%	0.00%	0.00%
CAN'T ANSWER	11	4	25	0	40
Col%	12.64%	9.76%	6.68%	0.00%	0.00%
Total	87	41	374	42	544
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

11. I get the training and resources needed to carry out my work most effectively.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	17	7	28	4	56
Col%	19.32%	17.07%	7.47%	9.52%	0.00%
AGREE	38	20	150	17	225
Col%	43.18%	48.78%	40.00%	40.48%	0.00%
ON THE FENCE	14	7	83	10	114
Col%	15.91%	17.07%	22.13%	23.81%	0.00%
DISAGREE	11	5	85	9	110
Col%	12.50%	12.20%	22.67%	21.43%	0.00%
STRONGLY DISAGREE	5	1	25	2	33
Col%	5.68%	2.44%	6.67%	4.76%	0.00%
CAN'T ANSWER	3	1	4	0	8
Col%	3.41%	2.44%	1.07%	0.00%	0.00%
Total	88	41	375	42	546
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

12. Region 10's management serves as role models and lead by example.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	11	4	7	1	23
Col%	12.64%	9.76%	1.87%	2.38%	0.00%
AGREE	26	13	105	30	174
Col%	29.89%	31.71%	28.00%	71.43%	0.00%
ON THE FENCE	22	8	116	8	154
Col%	25.29%	19.51%	30.93%	19.05%	0.00%
DISAGREE	9	10	86	3	108
Col%	10.34%	24.39%	22.93%	7.14%	0.00%
STRONGLY DISAGREE	9	1	37	0	47
Col%	10.34%	2.44%	9.87%	0.00%	0.00%
CAN'T ANSWER	10	5	24	0	39
Col%	11.49%	12.20%	6.40%	0.00%	0.00%
Total	87	41	375	42	545
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

13. There is an organizational climate within Region 10 that encourages risk taking.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	5	5	10	1	21
Col%	5.68%	12.20%	2.67%	2.38%	0.00%
AGREE	21	8	107	20	156
Col%	23.86%	19.51%	28.53%	47.62%	0.00%
ON THE FENCE	23	5	95	15	138
Col%	26.14%	12.20%	25.33%	35.71%	0.00%
DISAGREE	18	7	88	5	118
Col%	20.45%	17.07%	23.47%	11.90%	0.00%
STRONGLY DISAGREE	5	5	49	1	60
Col%	5.68%	12.20%	13.07%	2.38%	0.00%
CAN'T ANSWER	16	11	26	0	53
Col%	18.18%	26.83%	6.93%	0.00%	0.00%
Total	88	41	375	42	546
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

he-d

14. Region 10 tries to develop and value a culturally diverse workforce.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	18	9	65	12	104
Col%	21.43%	21.95%	17.43%	28.57%	0.00%
AGREE	39	22	181	22	264
Col%	46.43%	53.66%	48.53%	52.38%	0.00%
ON THE FENCE	10	5	67	7	89
Col%	11.90%	12.20%	17.96%	16.67%	0.00%
DISAGREE	6	2	20	1	29
Col%	7.14%	4.88%	5.36%	2.38%	0.00%
STRONGLY DISAGREE	4	1	8	0	13
Col%	4.76%	2.44%	2.14%	0.00%	0.00%
CAN'T ANSWER	7	2	32	0	41
Col%	8.33%	4.88%	8.58%	0.00%	0.00%
Total	84	41	373	42	540
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

15. Region 10's management listens to its employees' needs and interests.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	14	2	33	15	64
Col%	16.09%	4.88%	8.85%	35.71%	0.00%
AGREE	28	18	167	19	232
Col%	32.18%	43.90%	44.77%	45.24%	0.00%
ON THE FENCE	24	6	89	4	123
Col%	27.59%	14.63%	23.86%	9.52%	0.00%
DISAGREE	8	6	42	3	59
Col%	9.20%	14.63%	11.26%	7.14%	0.00%
STRONGLY DISAGREE	7	2	27	1	37
Col%	8.05%	4.88%	7.24%	2.38%	0.00%
CAN'T ANSWER	6	7	15	0	28
Col%	6.90%	17.07%	4.02%	0.00%	0.00%
Total	87	41	373	42	543
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

16. Employees in my office ask for, and listen to the feedback/suggestions of stakeholders/customers.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	20	4	49	8	81
Col%	22.73%	9.76%	13.00%	19.05%	0.00%
AGREE	35	20	211	25	291
Col%	39.77%	48.78%	55.97%	59.52%	0.00%
ON THE FENCE	17	7	59	6	89
Col%	19.32%	17.07%	15.65%	14.29%	0.00%
DISAGREE	1	0	20	2	23
Col%	1.14%	0.00%	5.31%	4.76%	0.00%
STRONGLY DISAGREE	0	1	4	0	5
Col%	0.00%	2.44%	1.06%	0.00%	0.00%
CAN'T ANSWER	15	9	34	1	59
Col%	17.05%	21.95%	9.02%	2.38%	0.00%
Total	88	41	377	42	548
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

17. Employees in my office take action based on stakeholder/customer feedback/suggestions.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	16	3	36	8	63
Col%	18.39%	7.32%	9.60%	19.05%	0.00%
AGREE	34	12	203	24	273
Col%	39.08%	29.27%	54.13%	57.14%	0.00%
ON THE FENCE	16	9	71	8	104
Col%	18.39%	21.95%	18.93%	19.05%	0.00%
DISAGREE	1	3	18	1	23
Col%	1.15%	7.32%	4.80%	2.38%	0.00%
STRONGLY DISAGREE	0	0	4	0	4
Col%	0.00%	0.00%	1.07%	0.00%	0.00%
CAN'T ANSWER	20	14	43	1	78
Col%	22.99%	34.15%	11.47%	2.38%	0.00%
Total	87	41	375	42	545
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

18. During the past year, Region 10 employees I know have often made promises to their stakeholder/customers that were not fulfilled.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	2	1	7	0	10
Col%	2.27%	2.44%	1.86%	0.00%	0.00%
AGREE	8	6	44	3	61
Col%	9.09%	14.63%	11.70%	7.14%	0.00%
ON THE FENCE	19	3	50	11	83
Col%	21.59%	7.32%	13.30%	26.19%	0.00%
DISAGREE	14	11	131	18	174
Col%	15.91%	26.83%	34.84%	42.86%	0.00%
STRONGLY DISAGREE	4	4	24	6	38
Col%	4.55%	9.76%	6.38%	14.29%	0.00%
CAN'T ANSWER	41	16	120	4	181
Col%	46.59%	39.02%	31.91%	9.52%	0.00%
Total	88	41	376	42	547
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

19. Employees are actively pursuing partnership opportunities to provide successful program delivery to their stakeholders/customers.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	9	4	37	4	54
Col%	10.34%	9.76%	9.89%	9.52%	0.00%
AGREE	27	12	170	28	237
Col%	31.03%	29.27%	45.45%	66.67%	0.00%
ON THE FENCE	13	7	74	7	101
Col%	14.94%	17.07%	19.79%	16.67%	0.00%
DISAGREE	4	1	18	2	25
Col%	4.60%	2.44%	4.81%	4.76%	0.00%
STRONGLY DISAGREE	2	1	10	0	13
Col%	2.30%	2.44%	2.67%	0.00%	0.00%
CAN'T ANSWER	32	16	65	1	114
Col%	36.78%	39.02%	17.38%	2.38%	0.00%
Total	87	41	374	42	544
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

LE-d

20. We communicate about and celebrate each other's successes in my office.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	17	6	28	4	55
Col%	19.77%	14.63%	7.49%	9.52%	0.00%
AGREE	31	19	164	26	240
Col%	36.05%	46.34%	43.85%	61.90%	0.00%
ON THE FENCE	14	5	80	11	110
Col%	16.28%	12.20%	21.39%	26.19%	0.00%
DISAGREE	14	5	65	1	85
Col%	16.28%	12.20%	17.38%	2.38%	0.00%
STRONGLY DISAGREE	4	0	23	0	27
Col%	4.65%	0.00%	6.15%	0.00%	0.00%
CAN'T ANSWER	6	6	14	0	26
Col%	6.98%	14.63%	3.74%	0.00%	0.00%
Total	86	41	374	42	543
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

21. I give others feedback that helps improve overall performance in my office/region.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	9	7	28	9	53
Col%	10.34%	17.50%	7.51%	21.43%	0.00%
AGREE	47	18	231	27	323
Col%	54.02%	45.00%	61.93%	64.29%	0.00%
ON THE FENCE	16	6	67	6	95
Col%	18.39%	15.00%	17.96%	14.29%	0.00%
DISAGREE	6	0	28	0	34
Col%	6.90%	0.00%	7.51%	0.00%	0.00%
STRONGLY DISAGREE	0	0	5	0	5
Col%	0.00%	0.00%	1.34%	0.00%	0.00%
CAN'T ANSWER	9	9	14	0	32
Col%	10.34%	22.50%	3.75%	0.00%	0.00%
Total	87	40	373	42	542
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

22. I receive feedback from my peers that helps improve overall performance in my office/region.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	10	7	22	3	42
Col%	11.36%	17.07%	5.84%	7.14%	0.00%
AGREE	45	20	188	26	279
Col%	51.14%	48.78%	49.87%	61.90%	0.00%
ON THE FENCE	18	5	74	9	106
Col%	20.45%	12.20%	19.63%	21.43%	0.00%
DISAGREE	8	4	67	4	83
Col%	9.09%	9.76%	17.77%	9.52%	0.00%
STRONGLY DISAGREE	1	1	15	0	17
Col%	1.14%	2.44%	3.98%	0.00%	0.00%
CAN'T ANSWER	6	4	11	0	21
Col%	6.82%	9.76%	2.92%	0.00%	0.00%
Total	88	41	377	42	548
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

23. My office has high work quality.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	26	7	101	19	153
Col%	29.55%	17.07%	26.93%	45.24%	0.00%
AGREE	45	19	202	20	286
Col%	51.14%	46.34%	53.87%	47.62%	0.00%
ON THE FENCE	8	8	30	3	49
Col%	9.09%	19.51%	8.00%	7.14%	0.00%
DISAGREE	3	2	15	0	20
Col%	3.41%	4.88%	4.00%	0.00%	0.00%
STRONGLY DISAGREE	1	0	7	0	8
Col%	1.14%	0.00%	1.87%	0.00%	0.00%
CAN'T ANSWER	5	5	20	0	30
Col%	5.68%	12.20%	5.33%	0.00%	0.00%
Total	88	41	375	42	546
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

24. During the past year, Region 10 managers have often made promises to Region 10 employees that weren't kept.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	10	0	36	1	47
Col%	11.36%	0.00%	9.55%	2.38%	0.00%
AGREE	18	5	64	7	94
Col%	20.45%	12.20%	16.98%	16.67%	0.00%
ON THE FENCE	17	9	78	9	113
Col%	19.32%	21.95%	20.69%	21.43%	0.00%
DISAGREE	11	4	102	20	137
Col%	12.50%	9.76%	27.06%	47.62%	0.00%
STRONGLY DISAGREE	0	1	15	3	19
Col%	0.00%	2.44%	3.98%	7.14%	0.00%
CAN'T ANSWER	32	22	82	2	138
Col%	36.36%	53.66%	21.75%	4.76%	0.00%
Total	88	41	377	42	548
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

25. I receive feedback from my supervisor that helps improve overall performance in our office.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	12	8	46	1	67
Col%	13.79%	19.51%	12.23%	2.38%	0.00%
AGREE	40	19	184	26	269
Col%	45.98%	46.34%	48.94%	61.90%	0.00%
ON THE FENCE	16	7	62	9	94
Col%	18.39%	17.07%	16.49%	21.43%	0.00%
DISAGREE	10	2	54	4	70
Col%	11.49%	4.88%	14.36%	9.52%	0.00%
STRONGLY DISAGREE	3	0	22	1	26
Col%	3.45%	0.00%	5.85%	2.38%	0.00%
CAN'T ANSWER	6	5	8	1	20
Col%	6.90%	12.20%	2.13%	2.38%	0.00%
Total	87	41	376	42	546
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

P-30

26. My supervisor serves primarily as a consultant to staff.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	15	9	93	11	128
Col%	17.44%	21.95%	24.73%	26.19%	0.00%
AGREE	41	19	150	19	229
Col%	47.67%	46.34%	39.89%	45.24%	0.00%
ON THE FENCE	7	6	42	6	61
Col%	8.14%	14.63%	11.17%	14.29%	0.00%
DISAGREE	8	2	44	5	59
Col%	9.30%	4.88%	11.70%	11.90%	0.00%
STRONGLY DISAGREE	5	1	34	0	40
Col%	5.81%	2.44%	9.04%	0.00%	0.00%
CAN'T ANSWER	10	4	13	1	28
Col%	11.63%	9.76%	3.46%	2.38%	0.00%
Total	86	41	376	42	545
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

27. My supervisor devotes adequate time and attention to coaching staff.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	10	5	39	2	56
Col%	11.63%	12.20%	10.37%	4.76%	0.00%
AGREE	35	20	120	13	188
Col%	40.70%	48.78%	31.91%	30.95%	0.00%
ON THE FENCE	12	10	78	15	115
Col%	13.95%	24.39%	20.74%	35.71%	0.00%
DISAGREE	8	3	74	10	95
Col%	9.30%	7.32%	19.68%	23.81%	0.00%
STRONGLY DISAGREE	9	0	45	0	54
Col%	10.47%	0.00%	11.97%	0.00%	0.00%
CAN'T ANSWER	12	3	20	2	37
Col%	13.95%	7.32%	5.32%	4.76%	0.00%
Total	86	41	376	42	545
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

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28. In my view, Region 10 employees continue to expand their environmental knowledge.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	15	7	45	6	73
Col%	17.86%	17.07%	12.06%	14.29%	0.00%
AGREE	39	21	199	30	289
Col%	46.43%	51.22%	53.35%	71.43%	0.00%
ON THE FENCE	12	4	58	4	78
Col%	14.29%	9.76%	15.55%	9.52%	0.00%
DISAGREE	5	1	29	2	37
Col%	5.95%	2.44%	7.77%	4.76%	0.00%
STRONGLY DISAGREE	1	0	5	0	6
Col%	1.19%	0.00%	1.34%	0.00%	0.00%
CAN'T ANSWER	12	8	37	0	57
Col%	14.29%	19.51%	9.92%	0.00%	0.00%
Total	84	41	373	42	540
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

29. The "solution of first choice" for Region 10 and its partners is pollution prevention.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	15	6	45	5	71
Col%	17.24%	14.63%	12.06%	11.90%	0.00%
AGREE	28	20	125	15	188
Col%	32.18%	48.78%	33.51%	35.71%	0.00%
ON THE FENCE	11	5	77	9	102
Col%	12.64%	12.20%	20.64%	21.43%	0.00%
DISAGREE	5	2	59	8	74
Col%	5.75%	4.88%	15.82%	19.05%	0.00%
STRONGLY DISAGREE	1	0	11	0	12
Col%	1.15%	0.00%	2.95%	0.00%	0.00%
CAN'T ANSWER	27	8	56	5	96
Col%	31.03%	19.51%	15.01%	11.90%	0.00%
Total	87	41	373	42	543
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

30. Region 10 is clear about the mix of enforcement activities that results in best compliance.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	3	2	7	0	12
Col%	3.45%	4.88%	1.86%	0.00%	0.00%
AGREE	17	4	30	9	60
Col%	19.54%	9.76%	7.98%	21.43%	0.00%
ON THE FENCE	19	9	70	11	109
Col%	21.84%	21.95%	18.62%	26.19%	0.00%
DISAGREE	2	7	110	13	132
Col%	2.30%	17.07%	29.26%	30.95%	0.00%
STRONGLY DISAGREE	4	1	57	5	67
Col%	4.60%	2.44%	15.16%	11.90%	0.00%
CAN'T ANSWER	42	18	102	4	166
Col%	48.28%	43.90%	27.13%	9.52%	0.00%
Total	87	41	376	42	546
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

31. Region 10 is seen as a leader of integrated environmental problem solving in the Pacific Northwest.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	7	3	7	0	17
Col%	8.05%	7.32%	1.87%	0.00%	0.00%
AGREE	25	8	56	4	93
Col%	28.74%	19.51%	14.97%	9.52%	0.00%
ON THE FENCE	16	6	76	21	119
Col%	18.39%	14.63%	20.32%	50.00%	0.00%
DISAGREE	6	5	92	12	115
Col%	6.90%	12.20%	24.60%	28.57%	0.00%
STRONGLY DISAGREE	1	0	29	1	31
Col%	1.15%	0.00%	7.75%	2.38%	0.00%
CAN'T ANSWER	32	19	114	4	169
Col%	36.78%	46.34%	30.48%	9.52%	0.00%
Total	87	41	374	42	544
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

32. Region 10's management is committed to continue to make organizational changes to effectively deliver environmental services.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	8	3	19	8	38
Col%	9.20%	7.32%	5.07%	19.05%	0.00%
AGREE	26	17	126	24	193
Col%	29.89%	41.46%	33.60%	57.14%	0.00%
ON THE FENCE	15	5	102	6	128
Col%	17.24%	12.20%	27.20%	14.29%	0.00%
DISAGREE	4	4	45	4	57
Col%	4.60%	9.76%	12.00%	9.52%	0.00%
STRONGLY DISAGREE	2	2	24	0	28
Col%	2.30%	4.88%	6.40%	0.00%	0.00%
CAN'T ANSWER	32	10	59	0	101
Col%	36.78%	24.39%	15.73%	0.00%	0.00%
Total	87	41	375	42	545
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

33. As a result of the reorganization, my unit has chosen to disinvest in certain parts of our program and/or services.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	4	1	11	3	19
Col%	4.65%	2.44%	2.95%	7.14%	0.00%
AGREE	13	8	90	14	125
Col%	15.12%	19.51%	24.13%	33.33%	0.00%
ON THE FENCE	10	5	58	11	84
Col%	11.63%	12.20%	15.55%	26.19%	0.00%
DISAGREE	14	7	104	8	133
Col%	16.28%	17.07%	27.88%	19.05%	0.00%
STRONGLY DISAGREE	6	1	30	2	39
Col%	6.98%	2.44%	8.04%	4.76%	0.00%
CAN'T ANSWER	39	19	80	4	142
Col%	45.35%	46.34%	21.45%	9.52%	0.00%
Total	86	41	373	42	542
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

34. In my unit/office, the work assignments are distributed appropriately based on grade level.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	4	3	10	1	18
Col%	4.65%	7.32%	2.66%	2.38%	0.00%
AGREE	19	7	107	17	150
Col%	22.09%	17.07%	28.46%	40.48%	0.00%
ON THE FENCE	19	7	52	14	92
Col%	22.09%	17.07%	13.83%	33.33%	0.00%
DISAGREE	13	5	93	8	119
Col%	15.12%	12.20%	24.73%	19.05%	0.00%
STRONGLY DISAGREE	9	1	40	1	51
Col%	10.47%	2.44%	10.64%	2.38%	0.00%
CAN'T ANSWER	22	18	74	1	115
Col%	25.58%	43.90%	19.68%	2.38%	0.00%
Total	86	41	376	42	545
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

35. My office/program is making progress to adopt these core processes in our work.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	9	4	31	7	51
Col%	10.34%	9.76%	8.27%	16.67%	0.00%
AGREE	24	11	171	25	231
Col%	27.59%	26.83%	45.60%	59.52%	0.00%
ON THE FENCE	14	5	66	5	90
Col%	16.09%	12.20%	17.60%	11.90%	0.00%
DISAGREE	3	1	30	3	37
Col%	3.45%	2.44%	8.00%	7.14%	0.00%
STRONGLY DISAGREE	5	1	17	0	23
Col%	5.75%	2.44%	4.53%	0.00%	0.00%
CAN'T ANSWER	32	19	60	2	113
Col%	36.78%	46.34%	16.00%	4.76%	0.00%
Total	87	41	375	42	545
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

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36. I often collaborate with others outside my office/unit.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	15	9	150	15	189
Col%	17.86%	21.95%	40.11%	35.71%	0.00%
AGREE	43	17	166	21	247
Col%	51.19%	41.46%	44.39%	50.00%	0.00%
ON THE FENCE	9	4	29	6	48
Col%	10.71%	9.76%	7.75%	14.29%	0.00%
DISAGREE	8	7	20	0	35
Col%	9.52%	17.07%	5.35%	0.00%	0.00%
STRONGLY DISAGREE	2	0	2	0	4
Col%	2.38%	0.00%	0.53%	0.00%	0.00%
CAN'T ANSWER	7	4	7	0	18
Col%	8.33%	9.76%	1.87%	0.00%	0.00%
Total	84	41	374	42	541
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

37. I am respected and valued for what I know and can do.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	14	6	57	5	82
Col%	16.09%	14.63%	15.20%	11.90%	0.00%
AGREE	43	22	214	28	307
Col%	49.43%	53.66%	57.07%	66.67%	0.00%
ON THE FENCE	12	3	47	8	70
Col%	13.79%	7.32%	12.53%	19.05%	0.00%
DISAGREE	5	3	17	1	26
Col%	5.75%	7.32%	4.53%	2.38%	0.00%
STRONGLY DISAGREE	2	2	6	0	10
Col%	2.30%	4.88%	1.60%	0.00%	0.00%
CAN'T ANSWER	11	5	34	0	50
Col%	12.64%	12.20%	9.07%	0.00%	0.00%
Total	87	41	375	42	545
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

38. I am treated as fairly as other members of my work group.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	13	7	72	15	107
Col%	14.77%	17.07%	19.10%	35.71%	0.00%
AGREE	40	23	211	21	295
Col%	45.45%	56.10%	55.97%	50.00%	0.00%
ON THE FENCE	13	3	35	3	54
Col%	14.77%	7.32%	9.28%	7.14%	0.00%
DISAGREE	8	5	25	1	39
Col%	9.09%	12.20%	6.63%	2.38%	0.00%
STRONGLY DISAGREE	4	0	11	0	15
Col%	4.55%	0.00%	2.92%	0.00%	0.00%
CAN'T ANSWER	10	3	23	2	38
Col%	11.36%	7.32%	6.10%	4.76%	0.00%
Total	88	41	377	42	548
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

39. I see our organization's stated value about equal opportunity for growth and advancement being put into action.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	7	3	24	4	38
Col%	8.14%	7.32%	6.42%	9.52%	0.00%
AGREE	18	12	107	26	163
Col%	20.93%	29.27%	28.61%	61.90%	0.00%
ON THE FENCE	27	8	97	9	141
Col%	31.40%	19.51%	25.94%	21.43%	0.00%
DISAGREE	15	7	55	2	79
Col%	17.44%	17.07%	14.71%	4.76%	0.00%
STRONGLY DISAGREE	5	0	39	1	45
Col%	5.81%	0.00%	10.43%	2.38%	0.00%
CAN'T ANSWER	14	11	52	0	77
Col%	16.28%	26.83%	13.90%	0.00%	0.00%
Total	86	41	374	42	543
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

40. I am not aware of any prejudicial or discriminatory language or remarks being made in my work place.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	20	10	95	12	137
Col%	22.73%	24.39%	25.33%	28.57%	0.00%
AGREE	39	17	185	22	263
Col%	44.32%	41.46%	49.33%	52.38%	0.00%
ON THE FENCE	8	7	21	3	39
Col%	9.09%	17.07%	5.60%	7.14%	0.00%
DISAGREE	9	4	33	4	50
Col%	10.23%	9.76%	8.80%	9.52%	0.00%
STRONGLY DISAGREE	4	1	14	0	19
Col%	4.55%	2.44%	3.73%	0.00%	0.00%
CAN'T ANSWER	8	2	27	1	38
Col%	9.09%	4.88%	7.20%	2.38%	0.00%
Total	88	41	375	42	546
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

41. In filling jobs in Region 10, competition is open and fair.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	6	2	20	4	32
Col%	6.82%	4.88%	5.35%	9:52%	0.00%
AGREE	17	6	104	27	154
Col%	19.32%	14.63%	27.81%	64.29%	0.00%
ON THE FENCE	20	6	72	6	104
Col%	22.73%	14.63%	19.25%	14.29%	0.00%
DISAGREE	17	9	59	2	87
Col%	19.32%	21.95%	15.78%	4.76%	0.00%
STRONGLY DISAGREE	7	2	30	2	41
Col%	7.95%	4.88%	8.02%	4.76%	0.00%
CAN'T ANSWER	21	16	89	1	127
Col%	23.86%	39.02%	23.80%	2.38%	0.00%
Total	88	41	374	42	545
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

42. I am satisfied with the recognition I receive for doing a good job.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	9	6	39	6	60
Col%	10.23%	14.63%	10.34%	14.29%	0.00%
AGREE	36	21	163	22	242
Col%	40.91%	51.22%	43.24%	52.38%	0.00%
ON THE FENCE	14	5	77	9	105
Col%	15.91%	12.20%	20.42%	21.43%	0.00%
DISAGREE	16	6	62	3	87
Col%	18.18%	14.63%	16.45%	7.14%	0.00%
STRONGLY DISAGREE	8	1	26	1	36
Col%	9.09%	2.44%	6.90%	2.38%	0.00%
CAN'T ANSWER	5	2	10	1	18
Col%	5.68%	4.88%	2.65%	2.38%	0.00%
Total	88	41	377	42	548
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

43. The people with whom I work show respect for one another.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	19	10	62	8	99
Col%	21.59%	24.39%	16.58%	19.05%	0.00%
AGREE	41	21	215	31	308
Col%	46.59%	51.22%	57.49%	73.81%	0.00%
ON THE FENCE	11	5	59	3	78
Col%	12.50%	12.20%	15.78%	7.14%	0.00%
DISAGREE	12	2	27	0	41
Col%	13.64%	4.88%	7.22%	0.00%	0.00%
STRONGLY DISAGREE	2	1	6	0	9
Col%	2.27%	2.44%	1.60%	0.00%	0.00%
CAN'T ANSWER	3	2	5	0	10
Col%	3.41%	4.88%	1.34%	0.00%	0.00%
Total	88	41	374	42	545
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

I consider myself a leader within the Region consistent with Region 10's Leadership Philosophy.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	5	2	48	8	63
Col%	5.88%	5.00%	12.94%	19.05%	0.00%
AGREE	26	10	157	27	220
Col%	30.59%	25.00%	42.32%	64.29%	0.00%
ON THE FENCE	18	6	57	5	86
Col%	21.18%	15.00%	15.36%	11.90%	0.00%
DISAGREE	11	4	27	1	43
Col%	12.94%	10.00%	7.28%	2.38%	0.00%
STRONGLY DISAGREE	3	3	4	0	10
Col%	3.53%	7.50%	1.08%	0.00%	0.00%
CAN'T ANSWER	22	15	78	1	116
Col%	25.88%	37.50%	21.02%	2.38%	0.00%
Total	85	40	371	42	538
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

45. I believe that staff and managers in Region 10 have embraced Region 10's Leadership Philosophy and are acting accordingly.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	3	2	10	1	16
Col%	3.49%	5.13%	2.70%	2.38%	0.00%
AGREE	25	13	88	21	147
Col%	29.07%	33.33%	23.72%	50.00%	0.00%
ON THE FENCE	20	5	107	14	146
Col%	23.26%	12.82%	28.84%	33.33%	0.00%
DISAGREE	9	4	52	4	69
Col%	10.47%	10.26%	14.02%	9.52%	0.00%
STRONGLY DISAGREE	5	4	20	0	29
Col%	5.81%	10.26%	5.39%	0.00%	0.00%
CAN'T ANSWER	24	11	94	2	131
Col%	27.91%	28.21%	25.34%	4.76%	0.00%
Total	86	39	371	42	538
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

46. Select the answer that best describes your feeling about the level of empowerment you have in your current job.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
Way too much	1	0	11	0	12
Col%	1.23%	0.00%	3.05%	0.00%	0.00%
More than ideal	10	4	32	3	49
Col%	12.35%	10.81%	8.86%	7.14%	0.00%
Ideal	44	22	249	32	347
Col%	54.32%	59.46%	68.98%	76.19%	0.00%
Less than Ideal	21	7	53	7	88
Col%	25.93%	18.92%	14.68%	16.67%	0.00%
Not nearly enough	5	4	16	0	25
Col%	6.17%	10.81%	4.43%	0.00%	0.00%
Total	81	37	361	42	521
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

47. How empowered are you by your manager/supervisor to make decisions in your job for the majority of your work.

		Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
Manager decides without staff input		2	0	4	0	6
	Col%	2.60%	0.00%	1.12%	0.00%	0.00%
Manager decides with limited staff input		10	3	19	1	33
	Col%	12.99%	8.33%	5.32%	2.63%	0.00%
Manager decides with extensive staff input		10	7	43	11	71
	Col%	12.99%	19.44%	12.04%	28.95%	0.00%
Manager decides based on staff recommendations		11	11	61	7	90
	Col%	14.29%	30.56%	17.09%	18.42%	0.00%
Staff decides with extensive manager input		6	4	13	0	23
	Col%	7.79%	11.11%	3.64%	0.00%	0.00%
Staff decides with limited manager input		34	11	184	18	247
	Col%	44.16%	30.56%	51.54%	47.37%	0.00%
Staff decides without manager input		4	0	33	1	38
	Col%	5.19%	0.00%	9.24%	2.63%	0.00%
	Total	77	36	357	38	508
	Col%	100.00%	100.00%	100.00%	100.00%	0.00%

48. Select the answer that best describes the level of decision making empowerment you would like to have in your job for the majority of your work.

		Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
Manager decides without staff input		2	0	3	0	5
	Col%	2.60%	0.00%	0.83%	0.00%	0.00%
Manager decides with limited staff input		5	3	1	0	9
	Col%	6.49%	8.33%	0.28%	0.00%	0.00%
Manager decides with extensive staff input		7	6	22	4	39
	Col%	9.09%	16.67%	6.09%	11.11%	0.00%
Manager decides based on staff recommendations		15	10	73	14	112
	Col%	19.48%	27.78%	20.22%	38.89%	0.00%
Staff decides with extensive manager input		7	4	20	0	31
	Col%	9.09%	11.11%	5.54%	0.00%	0.00%
Staff decides with limited manager input		39	12	224	18	293
	Col%	50.65%	33.33%	62.05%	50.00%	0.00%
Staff decides without manager input		2	1	18	0	21
	Col%	2.60%	2.78%	4.99%	0.00%	0.00%
	Total	77	36	361	36	510
	Col%	100.00%	100.00%	100.00%	100.00%	0.00%

49. Select from the items below those that are most important for you to get the level of empowerment you desire in your job.

		Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
Program Area Training		34	12	114	3	163
	Col%	17.26%	15.58%	14.09%	3.41%	0.00%
Technical Support		21	14	107	5	147
	Col%	10.66%	18.18%	13.23%	5.68%	0.00%
Peer Support		25	10	116	20	171
	Col%	12.69%	12.99%	14.34%	22.73%	0.00%
Manager Support		47	12	189	18	266
	Col%	23.86%	15.58%	23.36%	20.45%	0.00%
Authority from Mangager		15	7	90	10	122
	Col%	7.61%	9.09%	11.12%	11.36%	0.00%
Change in performance agreement		8	3	11	1	23
	Col%	4.06%	3.90%	1.36%	1.14%	0.00%
Change in position description		16	3	21	0	40
	Col%	8.12%	3.90%	2.60%	0.00%	0.00%
Don't need anything		11	11	56	9	87
	Col%	5.58%	14.29%	6.92%	10.23%	0.00%
More Time (Disinvestments)		17	3	69	16	105
	Col%	8.63%	3.90%	8.53%	18.18%	0.00%
Other (List in comments box)		3	2	36	6	47
	Col%	1.52%	2.60%	4.45%	6.82%	0.00%
	Total	81	38	360	40	519
	Col%	41.12%	49.35%	44.50%	45.45%	0.00%

50. There is a clear understanding of what our team is working to achieve.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	4	2	25	4	35
Col%	17.39%	16.67%	15.15%	19.05%	0.00%
AGREE	12	3	78	12	105
Col%	52.17%	25.00%	47.27%	57.14%	0.00%
ON THE FENCE	1	2	26	3	32
Col%	4.35%	16.67%	15.76%	14.29%	0.00%
DISAGREE	1	2	16	1	20
Col%	4.35%	16.67%	9.70%	4.76%	0.00%
STRONGLY DISAGREE	3	1	11	0	15
Col%	13.04%	8.33%	6.67%	0.00%	0.00%
CAN'T ANSWER	2	2	9	1	14
Col%	8.70%	16.67%	5.45%	4.76%	0.00%
Total	23	12	165	21	221
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

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51. Evaluation criteria have been established to measure our team's work and effectiveness.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	2	1	4	1	8
Col%	8.70%	7.69%	2.47%	5.00%	0.00%
AGREE	8	3	29	3	43
Col%	34.78%	23.08%	17.90%	15.00%	0.00%
ON THE FENCE	2	2	32	4	40
Col%	8.70%	15.38%	19.75%	20.00%	0.00%
DISAGREE	6	2	59	12	79
Col%	26.09%	15.38%	36.42%	60.00%	0.00%
STRONGLY DISAGREE	3	2	21	0	26
Col%	13.04%	15.38%	12.96%	0.00%	0.00%
CAN'T ANSWER	2	3	17	0	22
Col%	8.70%	23.08%	10.49%	0.00%	0.00%
Total	23	13	162	20	218
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

52. There is an established process for team members to provide feedback to each other.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	1	2	13	3	19
Col%	4.35%	16.67%	8.13%	15.00%	0.00%
AGREE	8	4	44	5	61
Col%	34.78%	33.33%	27.50%	25.00%	0.00%
ON THE FENCE	2	3	29	8	42
Col%	8.70%	25.00%	18.13%	40.00%	0.00%
DISAGREE	4	1	46	4	55
Col%	17.39%	8.33%	28.75%	20.00%	0.00%
STRONGLY DISAGREE	5	0	15	0	20
Col%	21.74%	0.00%	9.38%	0.00%	0.00%
CAN'T ANSWER	3	2	13	0	18
Col%	13.04%	16.67%	8.13%	0.00%	0.00%
Total	23	12	160	20	215
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

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53. The degree of authority of my team leader (either delegated authority from management or negotiated authority given by the team) is clear.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	1	2	10	5	18
Col%	4.55%	16.67%	6.33%	25.00%	0.00%
AGREE	6	5	45	6	62
Col%	27.27%	41.67%	28.48%	30.00%	0.00%
ON THE FENCE	3	3	42	4	52
Col%	13.64%	25.00%	26.58%	20.00%	0.00%
DISAGREE	3	1	31	3	38
Col%	13.64%	8.33%	19.62%	15.00%	0.00%
STRONGLY DISAGREE	5	0	17	0	22
Col%	22.73%	0.00%	10.76%	0.00%	0.00%
CAN'T ANSWER	4	1	13	2	20
Col%	18.18%	8.33%	8.23%	10.00%	0.00%
Total	22	12	158	20	212
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

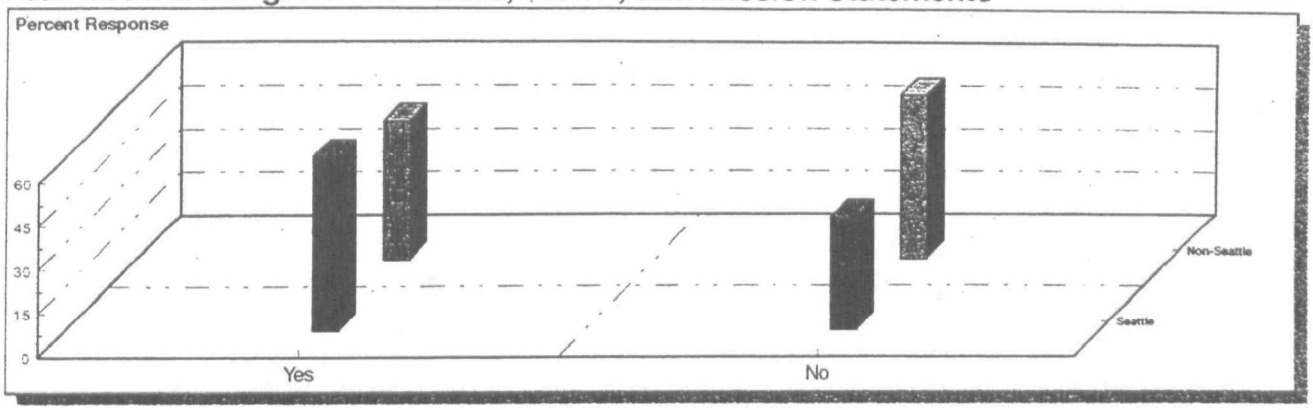
54. The organization's administrative processes/systems are adequately aligned to support teaming as a new Way of doing business.

	Administrative Position	Senior Environmental Employee (SEE)	Other Staff	Unit Manager, Director, DRA, RA, (not	Total
STRONGLY AGREE	1	1	5	1	8
Col%	4.35%	7.69%	3.11%	5.00%	0.00%
AGREE	6	3	33	3	45
Col%	26.09%	23.08%	20.50%	15.00%	0.00%
ON THE FENCE	3	2	34	11	50
Col%	13.04%	15.38%	21.12%	55.00%	0.00%
DISAGREE	1	4	43	1	49
Col%	4.35%	30.77%	26.71%	5.00%	0.00%
STRONGLY DISAGREE	5	0	20	2	27
Col%	21.74%	0.00%	12.42%	10.00%	0.00%
CAN'T ANSWER	7	3	26	2	38
Col%	30.43%	23.08%	16.15%	10.00%	0.00%
Total	23	13	161	20	217
Col%	100.00%	100.00%	100.00%	100.00%	0.00%

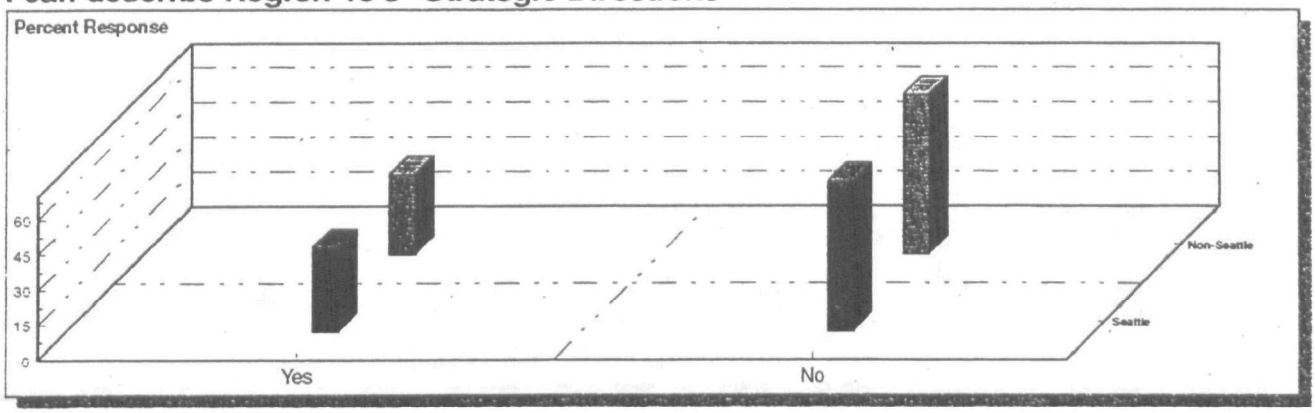
Q

Region 10 Survey Results -- By Location

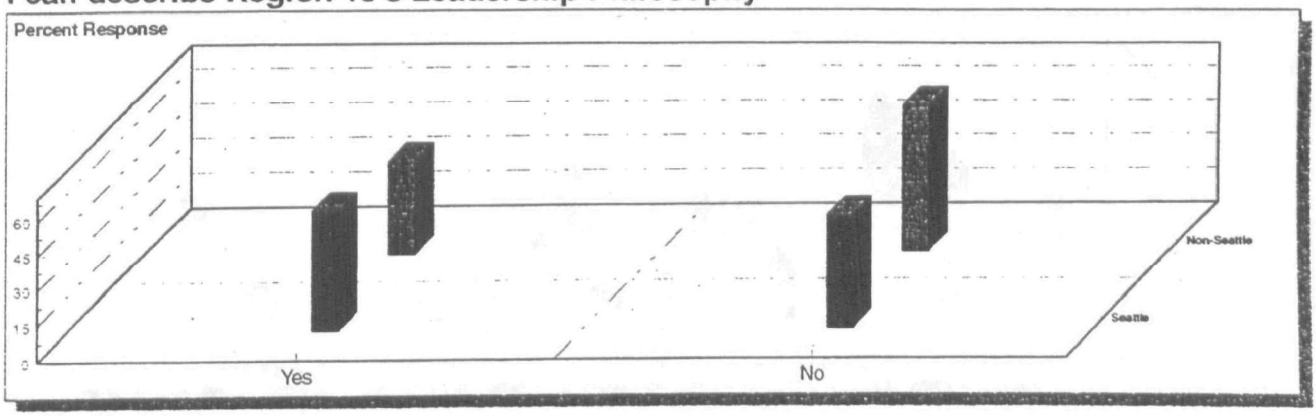
#4. I can describe Region 10's Values, Vision, and Mission Statements



#5. I can describe Region 10's "Strategic Directions"



#6. I can describe Region 10's Leadership Philosophy



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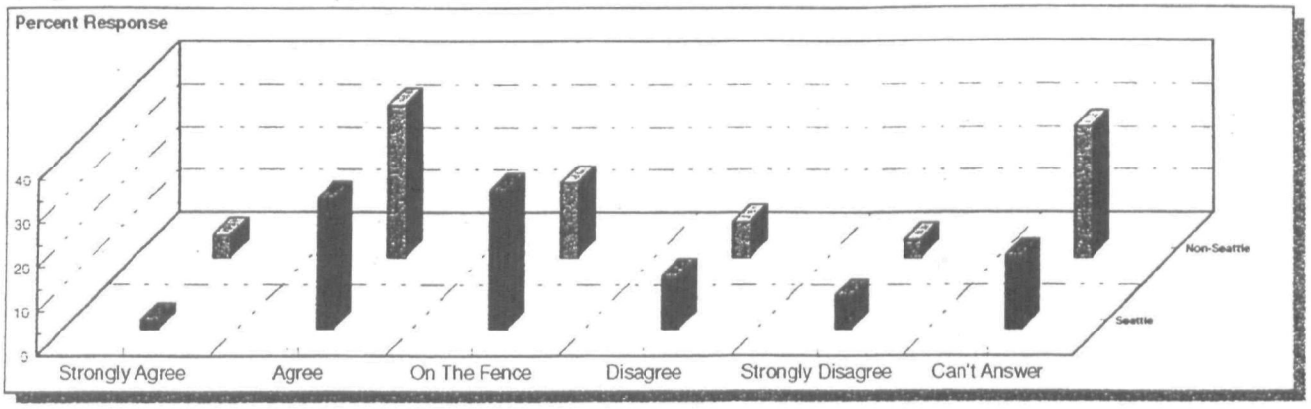
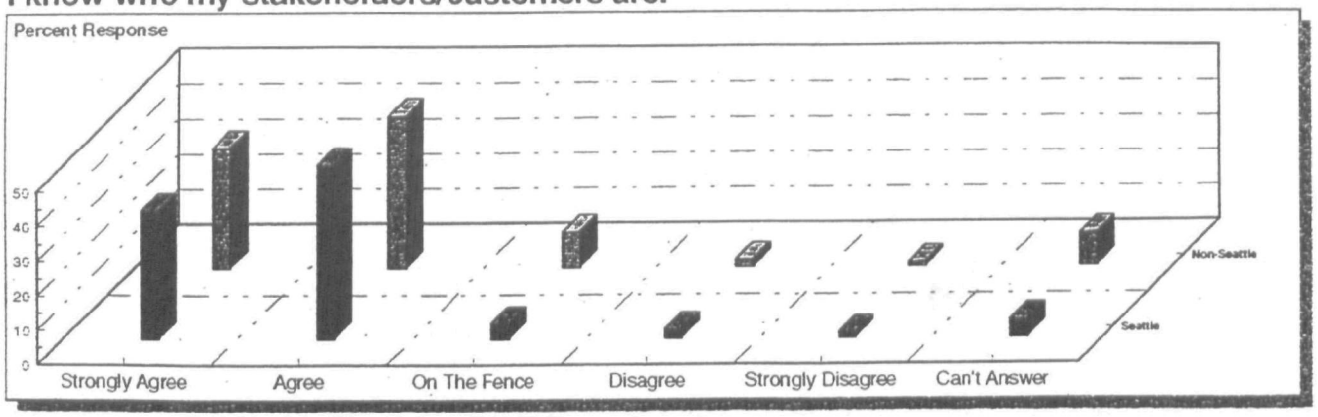
Region 10 Survey Results -- By Location

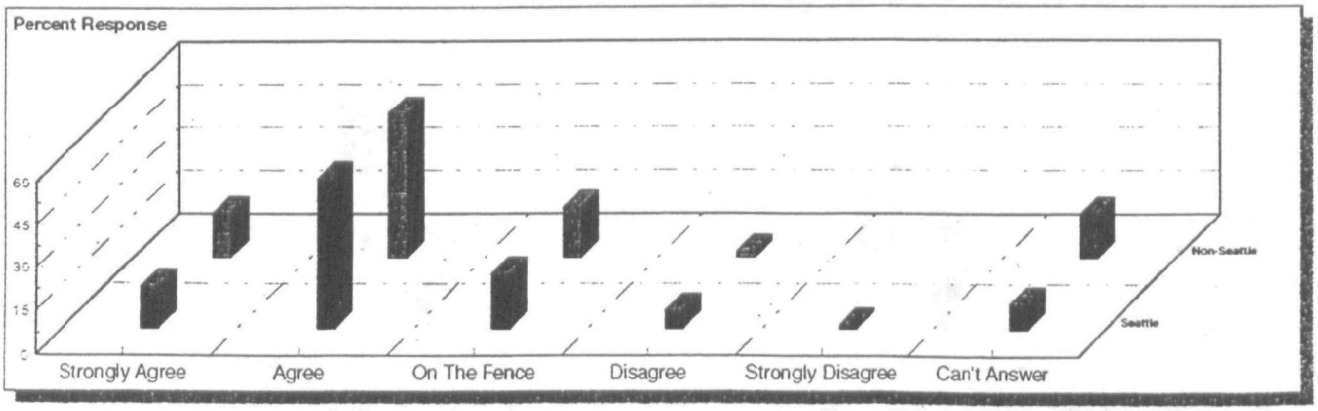
#7. Region 10 Senior Executives and Unit Managers "walk the talk" as related to the Region's stated Values, Vision and Mission.



#8. I know who my stakeholders/customers are.



#9. I know what stakeholders/customers want from Region 10, in general.



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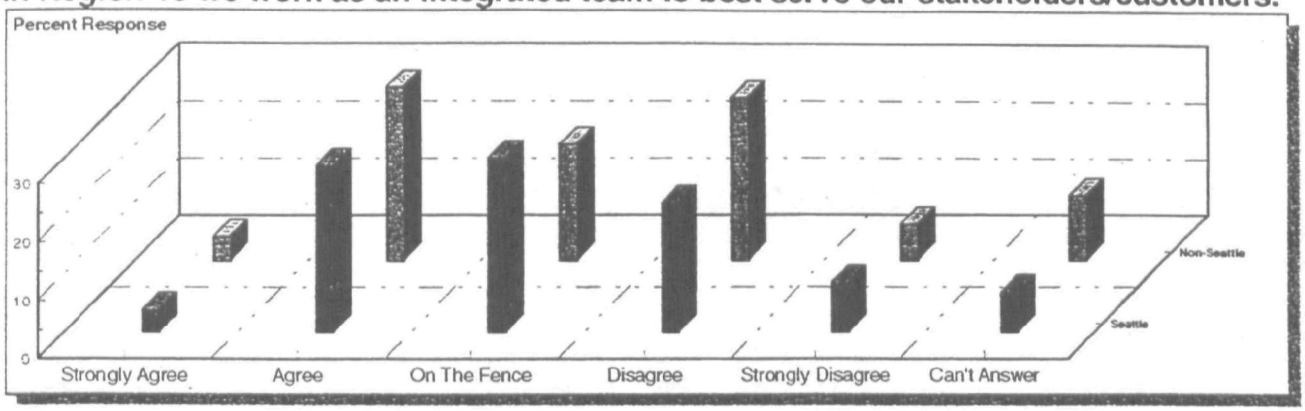
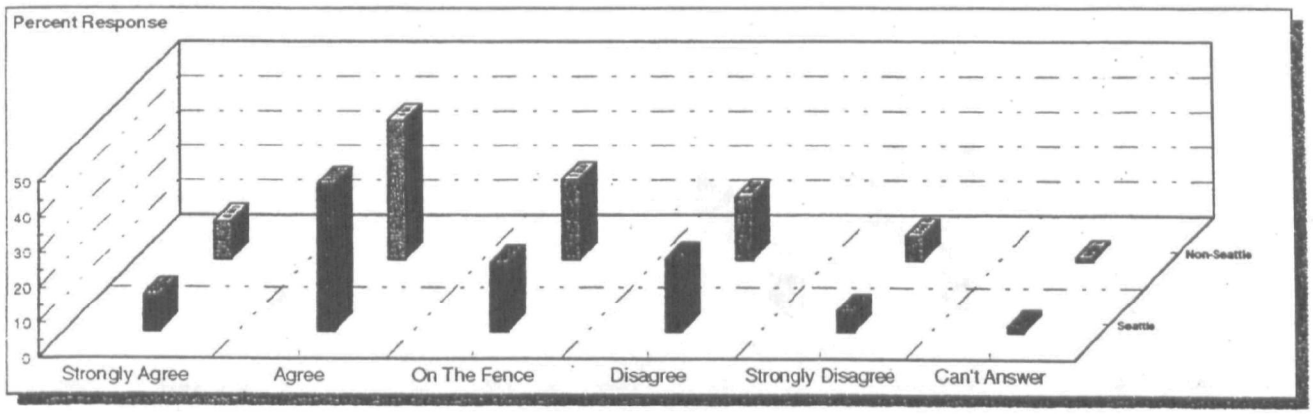
Region 10 Survey Results -- By Location

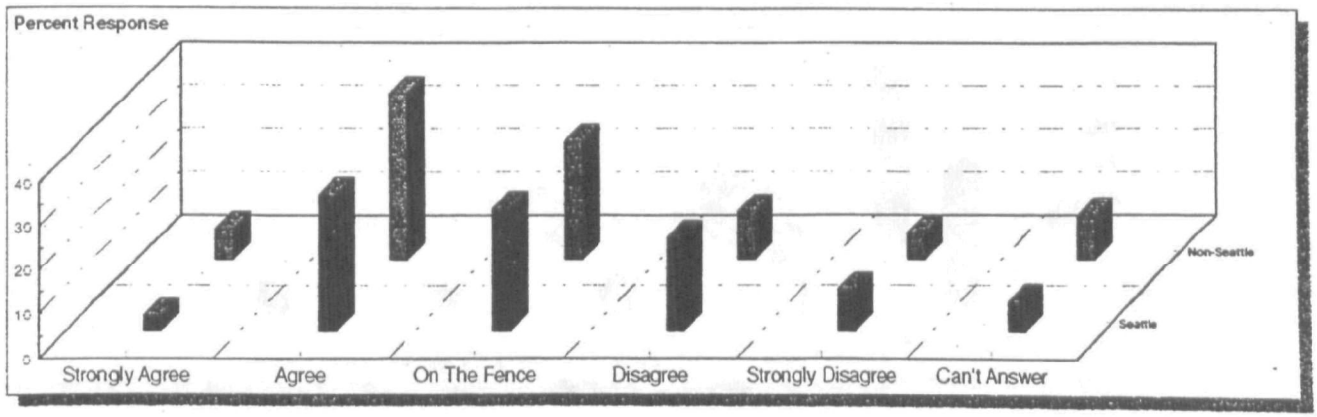
#10. In Region 10 we work as an integrated team to best serve our stakeholders/customers.



#11. I get the training and resources needed to carry out my work most effectively.



#12. Region 10's management serves as role models and lead by example.



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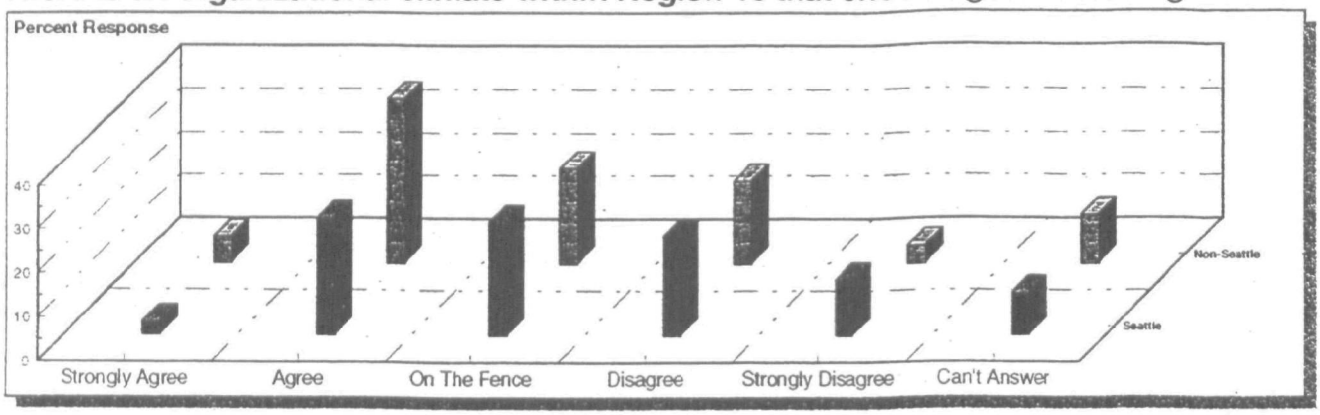
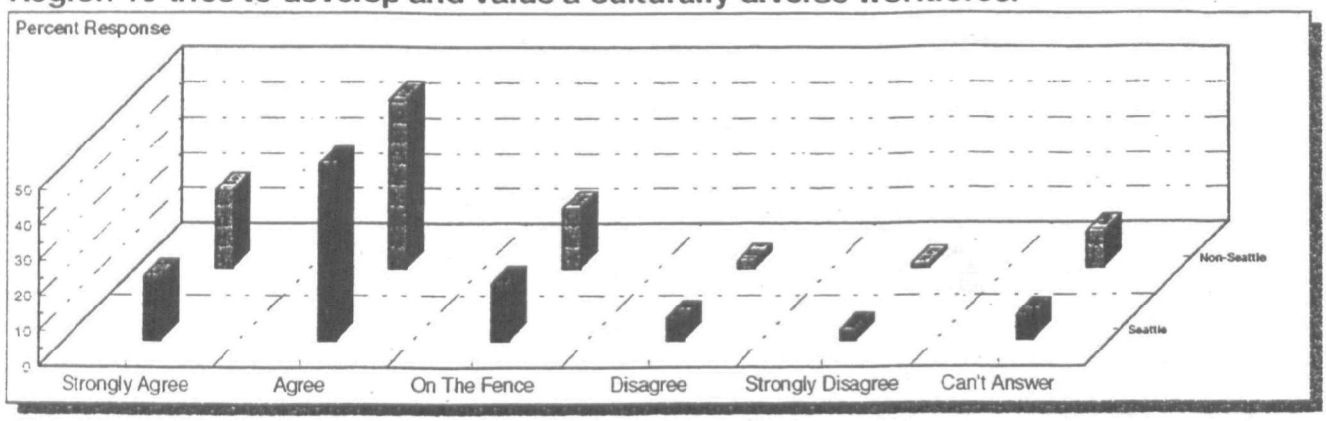
Region 10 Survey Results -- By Location

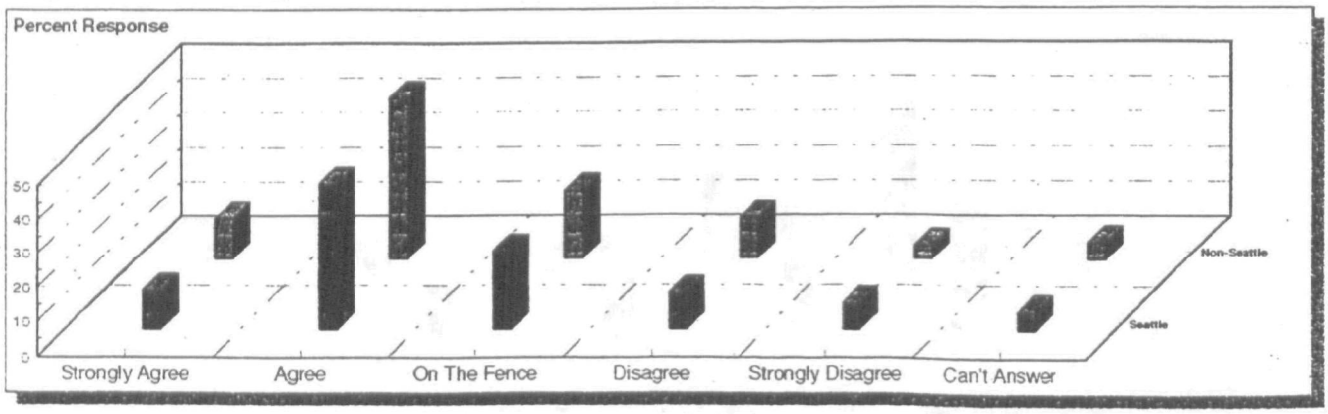
#13. There is an organizational climate within Region 10 that encourages risk taking.



#14. Region 10 tries to develop and value a culturally diverse workforce.



#15. Region 10's management listens to its employees' needs and interests.



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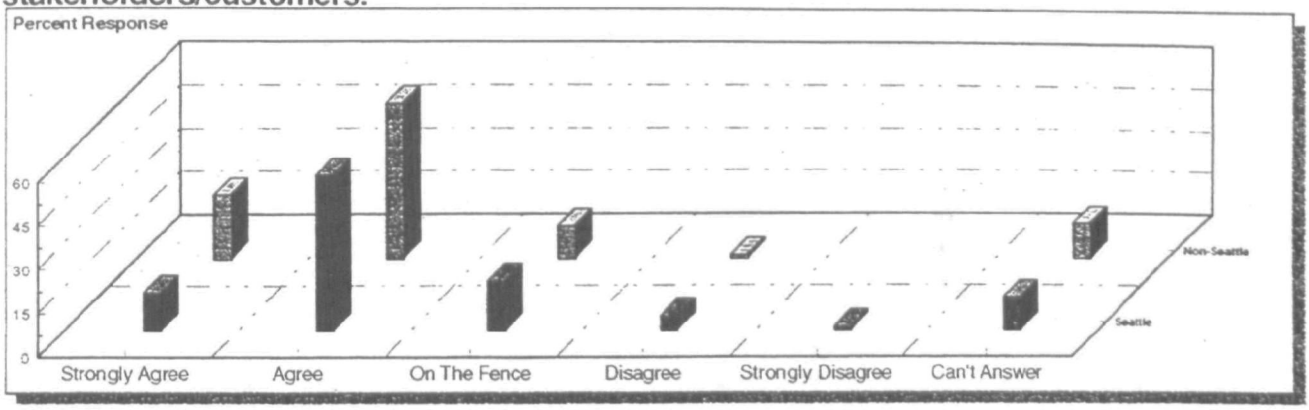
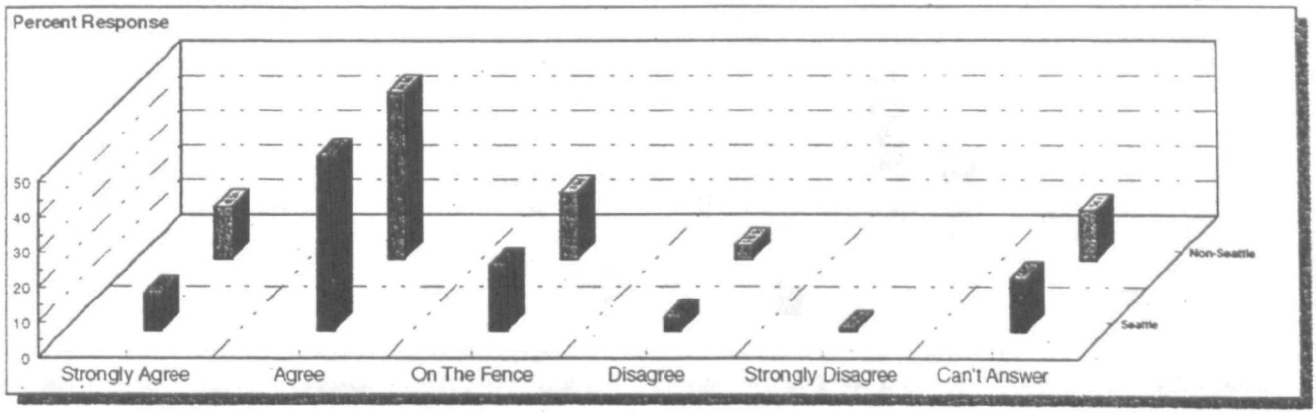
Region 10 Survey Results -- By Location

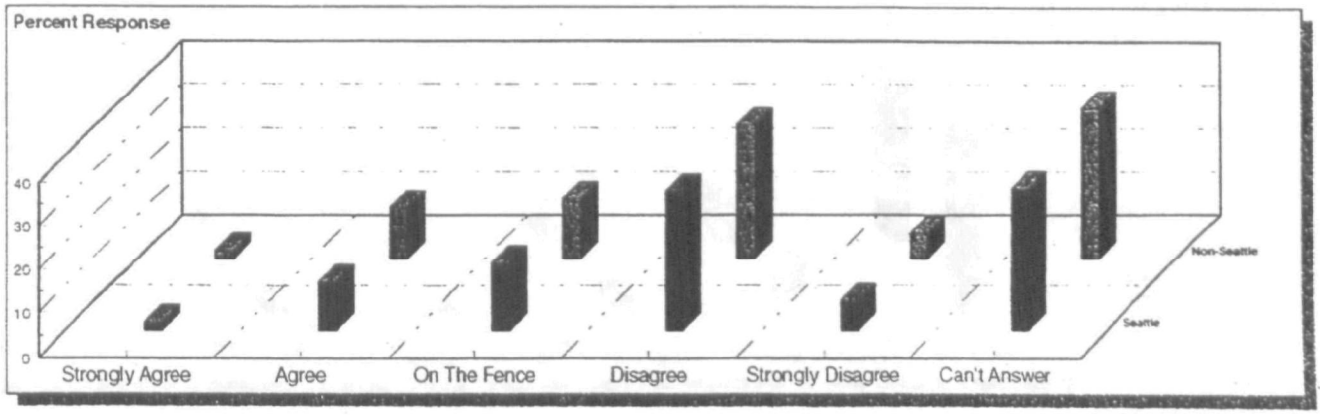
#16. Employees in my office ask for, and listen to the feedback/suggestions of stakeholders/customers.



#17. Employees in my office take action based on stakeholder/customer feedback/suggestions.



#18. During the past year, Region 10 employees I know have often made promises to their stakeholders/customers that were not fulfilled.



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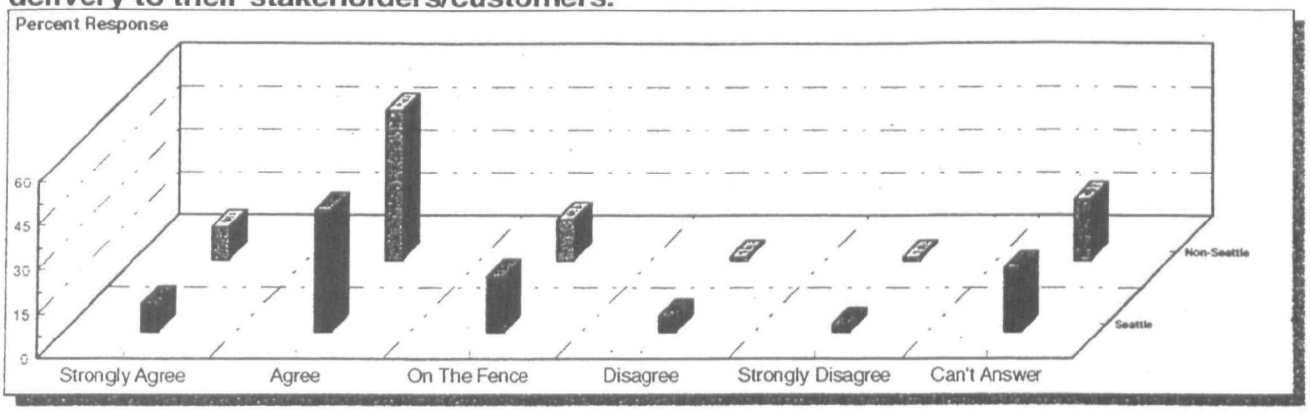
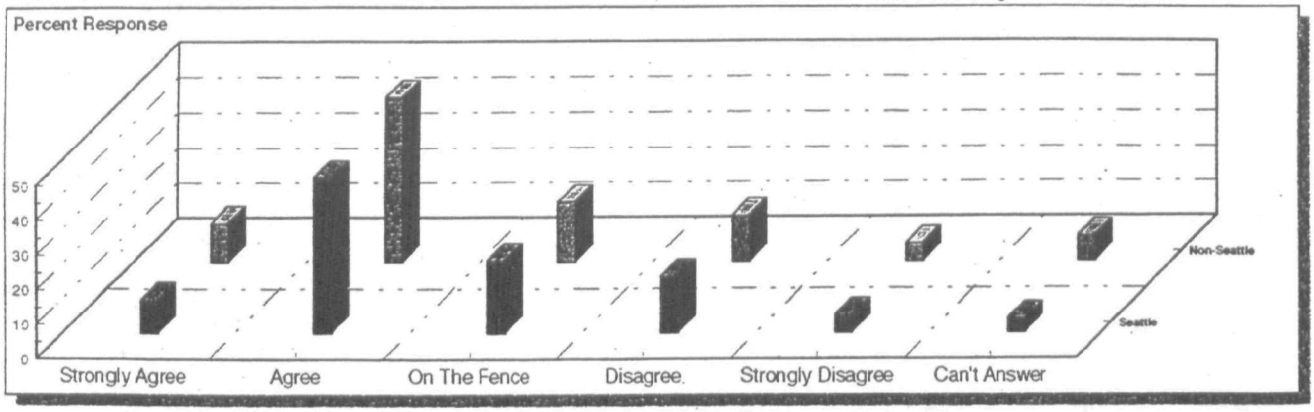
Region 10 Survey Results -- By Location

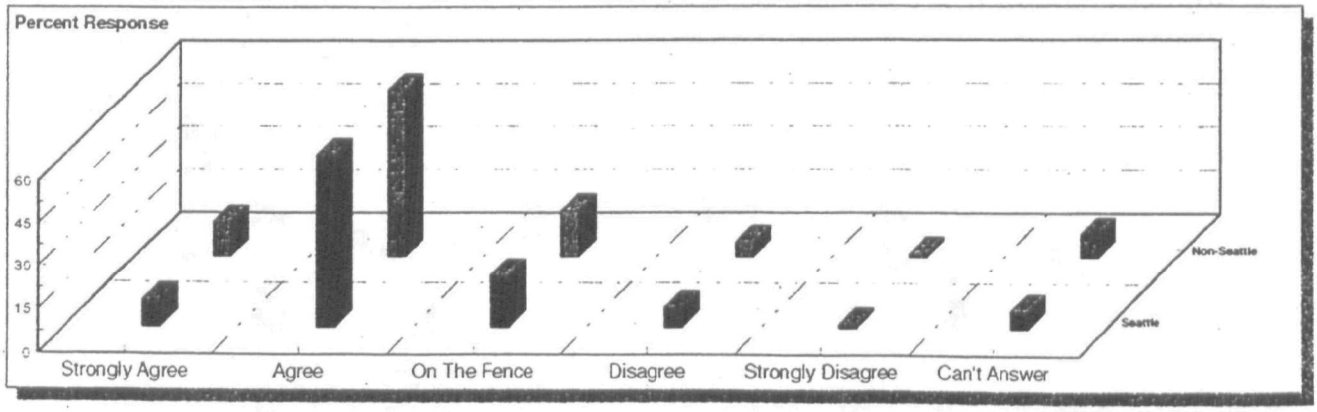
#19. Employees are actively pursuing partnership opportunities to provide successful program delivery to their stakeholders/customers.



#20. We communicate about and celebrate each other's successes in my office.



#21. I give others feedback that helps improve overall performance in my office/region.



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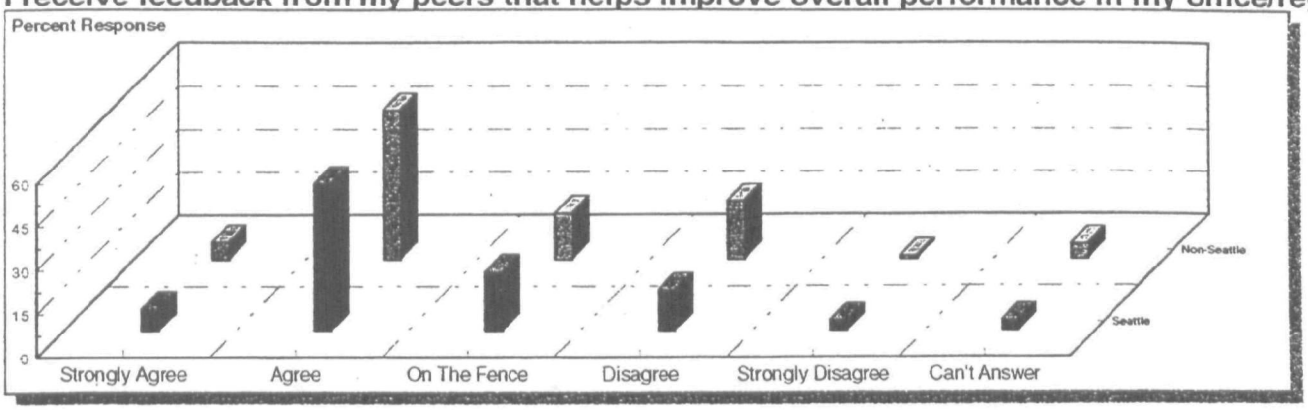
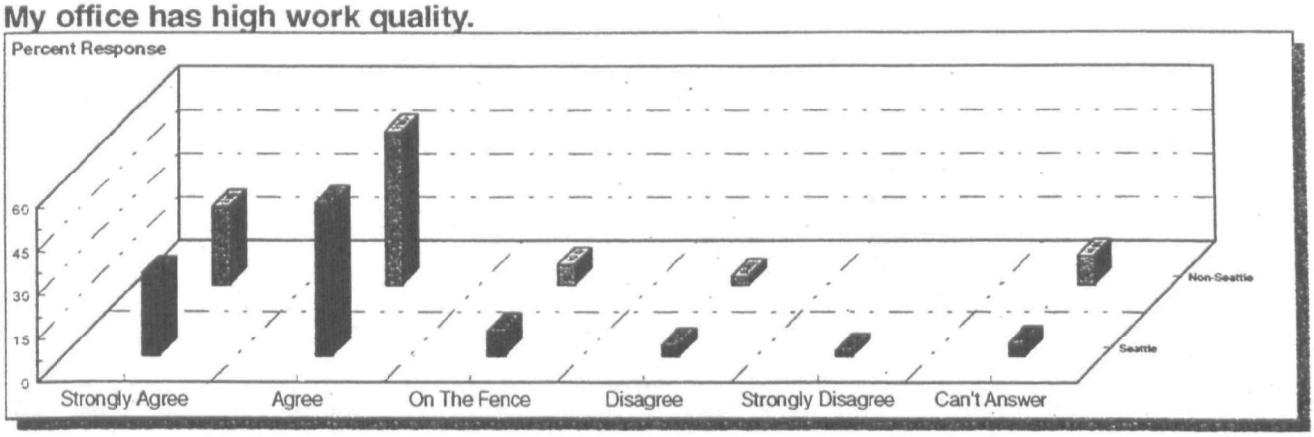
Region 10 Survey Results -- By Location

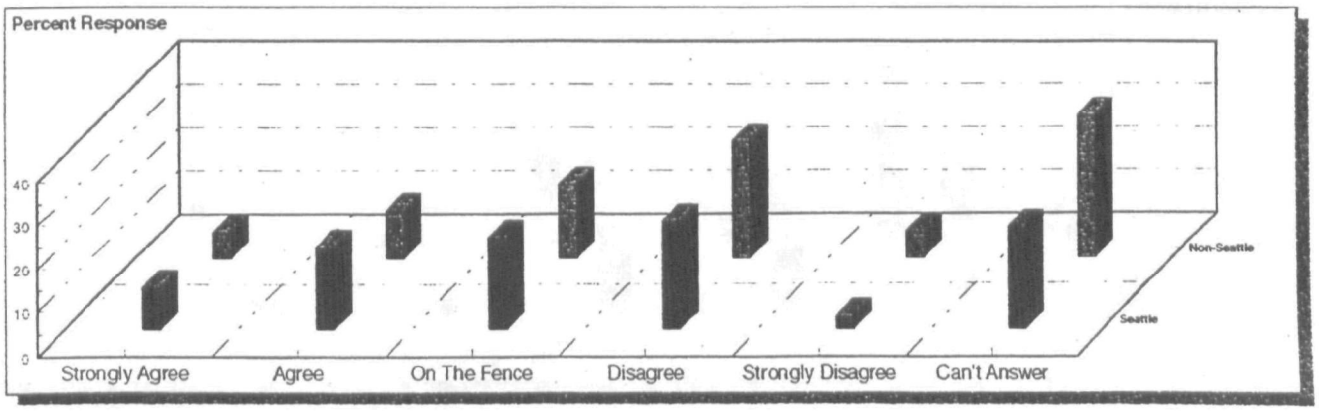
#22. I receive feedback from my peers that helps improve overall performance in my office/region.



#23. My office has high work quality.



#24. During the past year, Region 10 managers have often made promises to Region 10 mployees that weren't kept.



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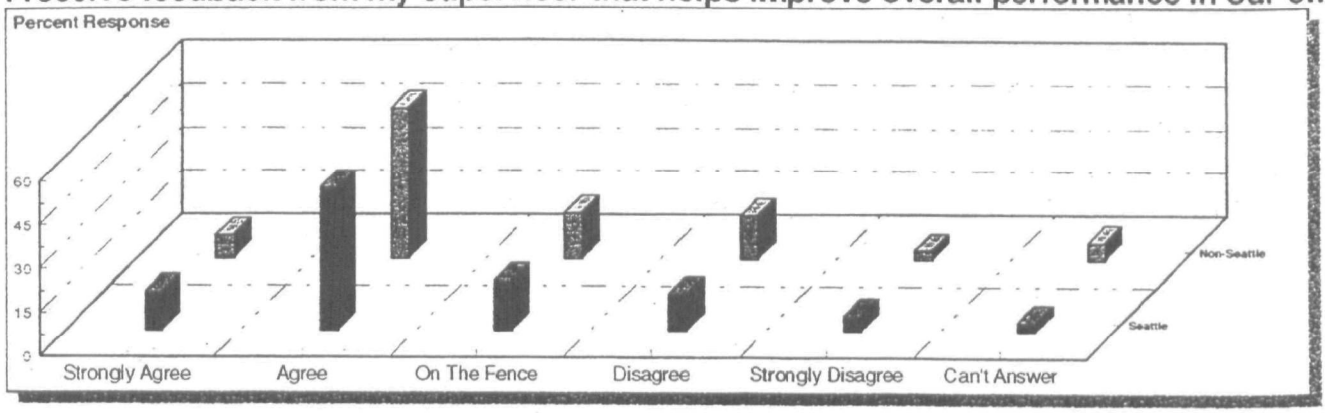
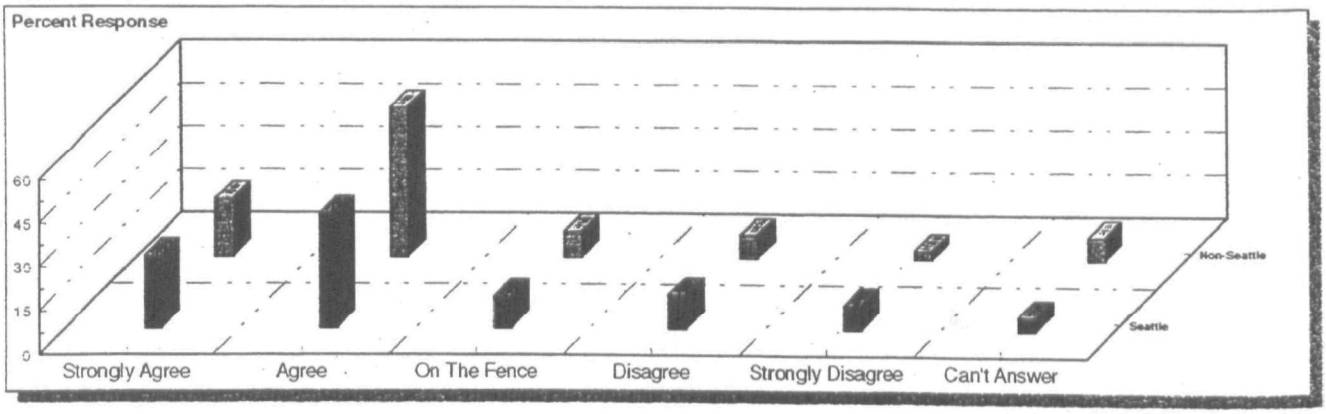
Region 10 Survey Results -- By Location

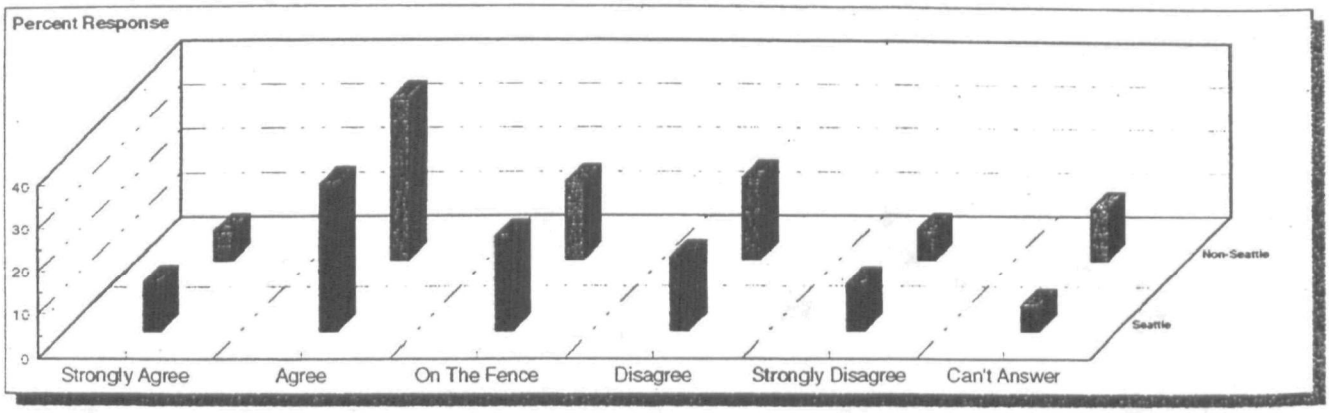
#25. I receive feedback from my supervisor that helps improve overall performance in our office.

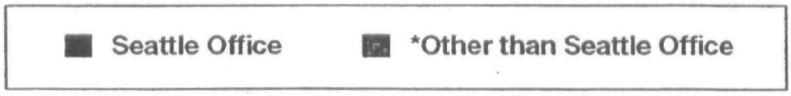


#26. My supervisor serves primarily as a consultant to staff.



#27. My supervisor devotes adequate time and attention to coaching staff.





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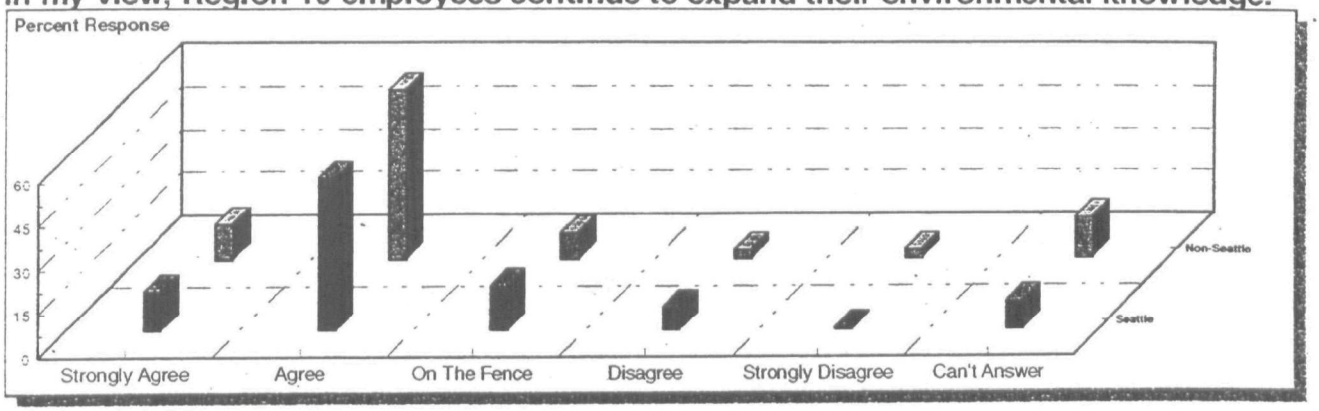
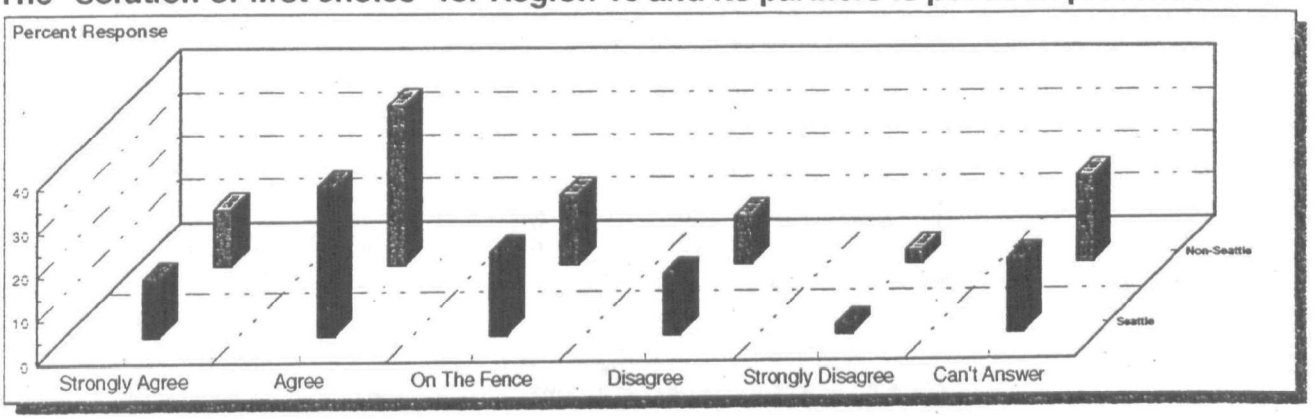
Region 10 Survey Results -- By Location

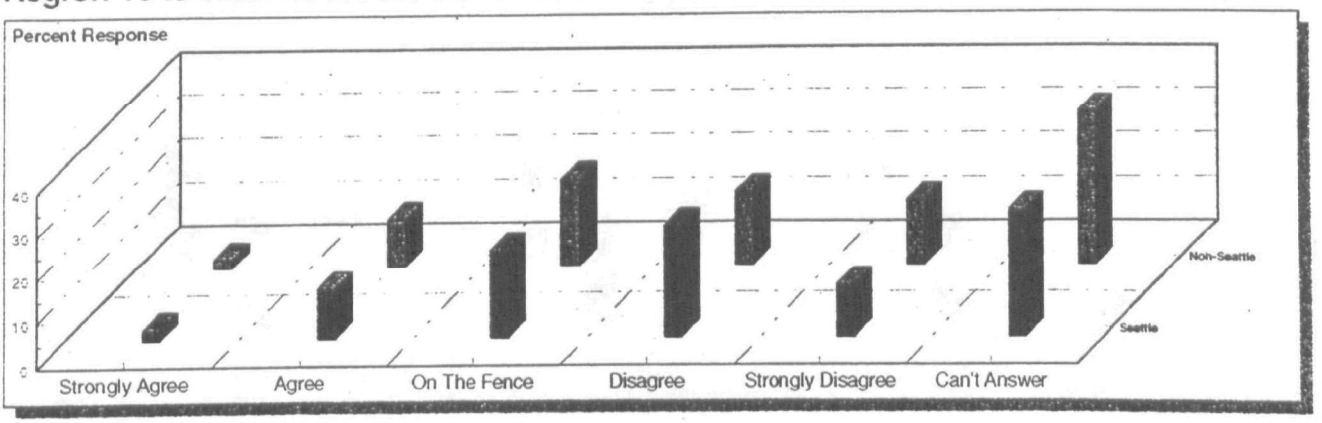
#28. In my view, Region 10 employees continue to expand their environmental knowledge.



#29. The "solution of first choice" for Region 10 and its partners is pollution prevention.



#30. Region 10 is clear about the mix of enforcement activities that results in best compliance.



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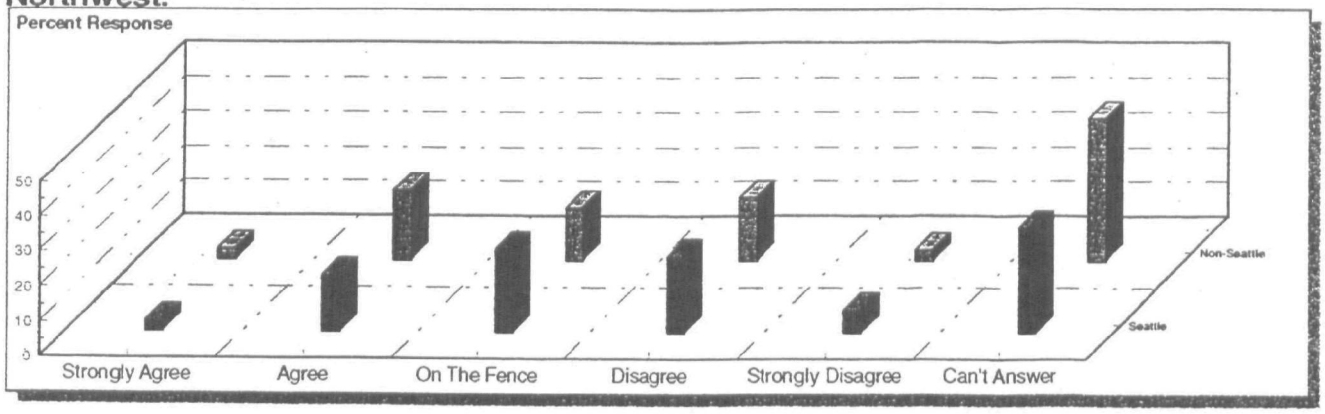
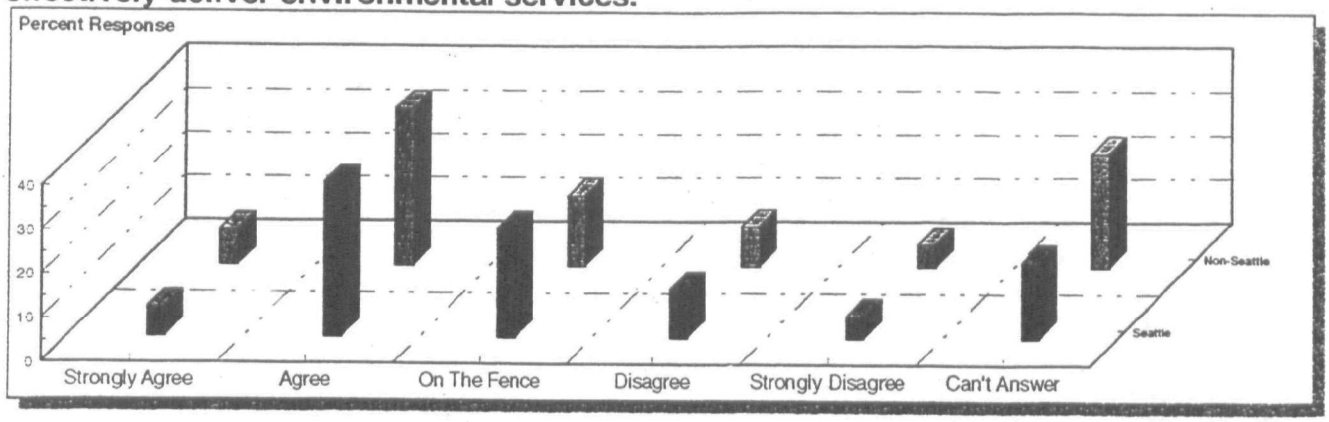
Region 10 Survey Results -- By Location

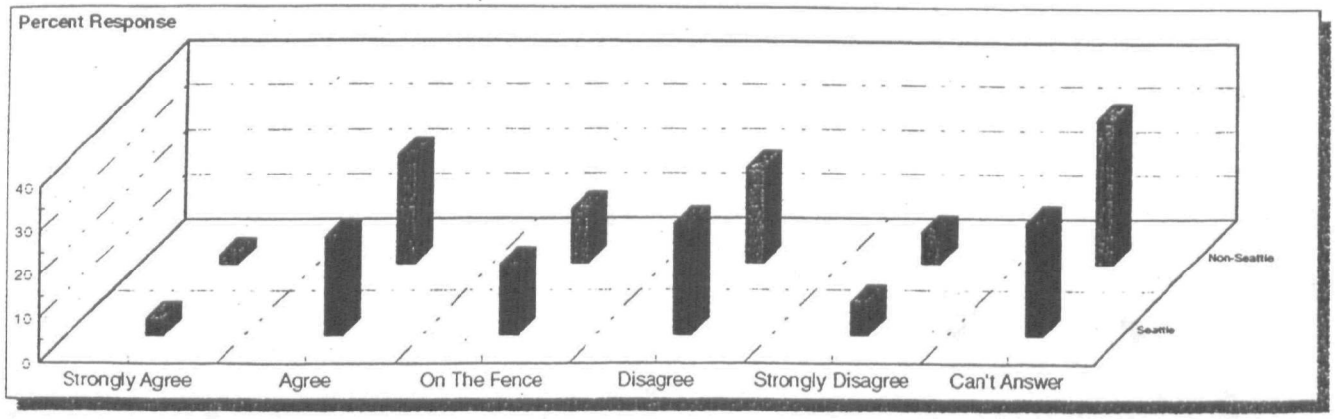
#31. Region 10 is seen as a leader of integrated environmental problem solving in the Pacific Northwest.



#32. Region 10's management is committed to continue to make organizational changes to effectively deliver environmental services.



#33. As a result of the reorganization, my unit has chosen to disinvest in certain parts of our program and/or services.



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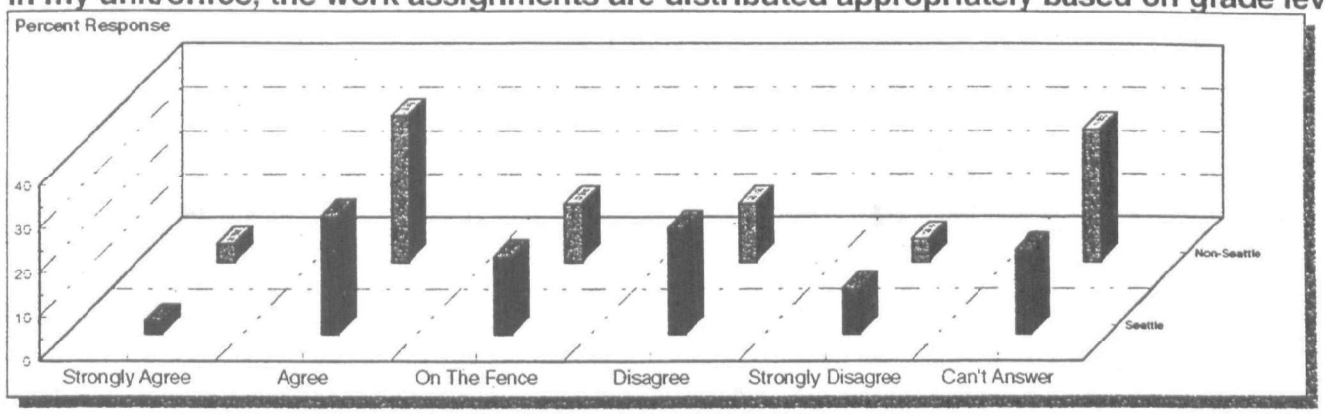
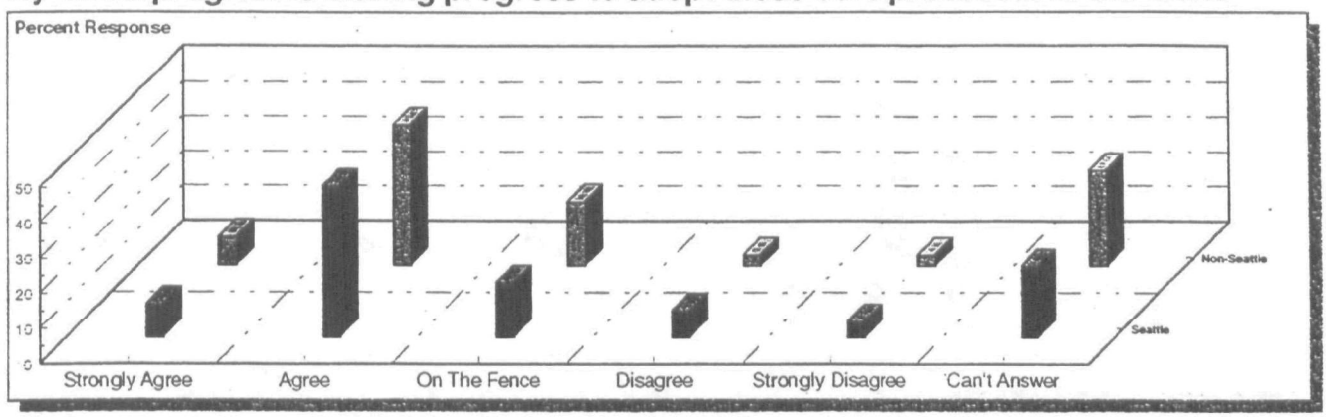
Region 10 Survey Results -- By Location

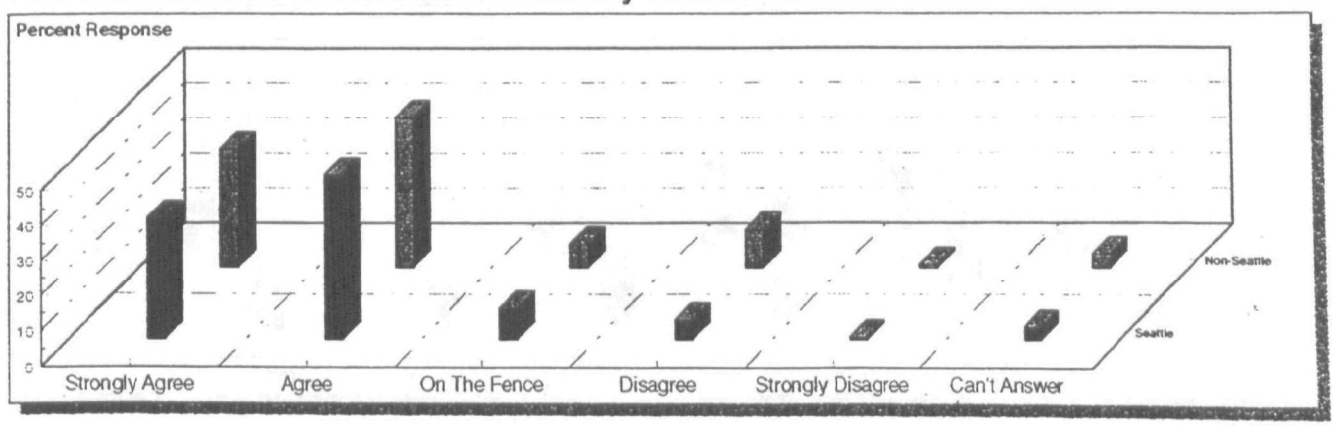
#34. In my unit/office, the work assignments are distributed appropriately based on grade level.



#35. My office/program is making progress to adopt these core processes in our work.



#36. I often collaborate with others outside my office/unit..



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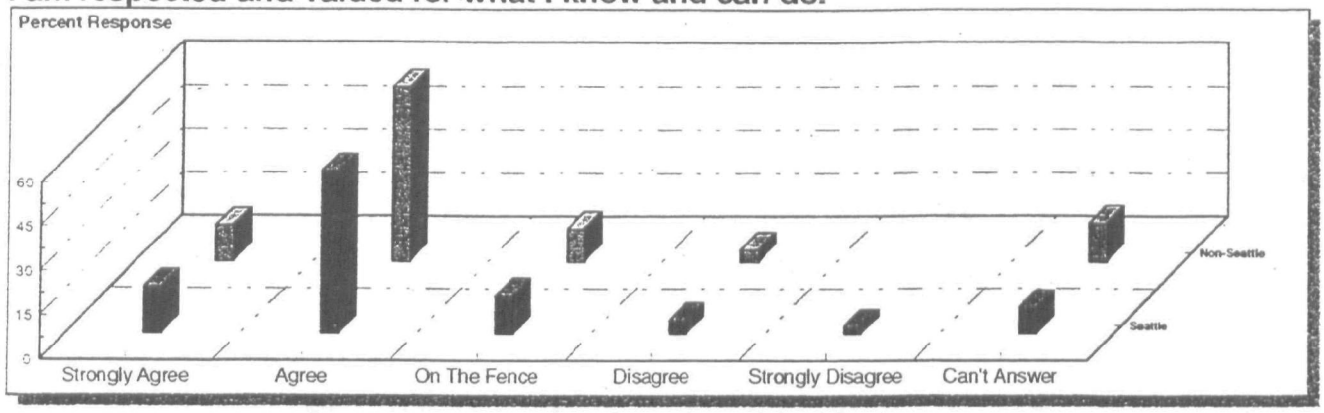
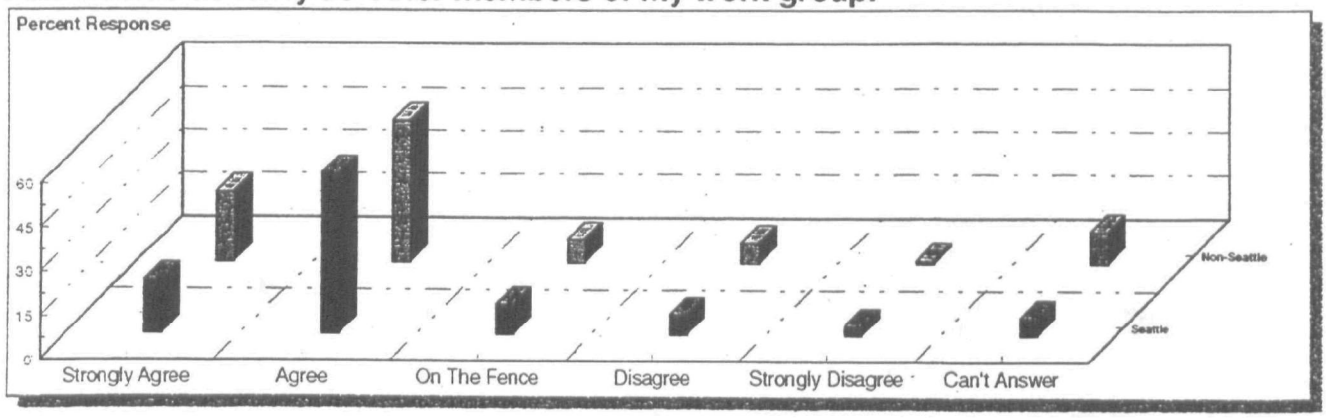
Region 10 Survey Results -- By Location

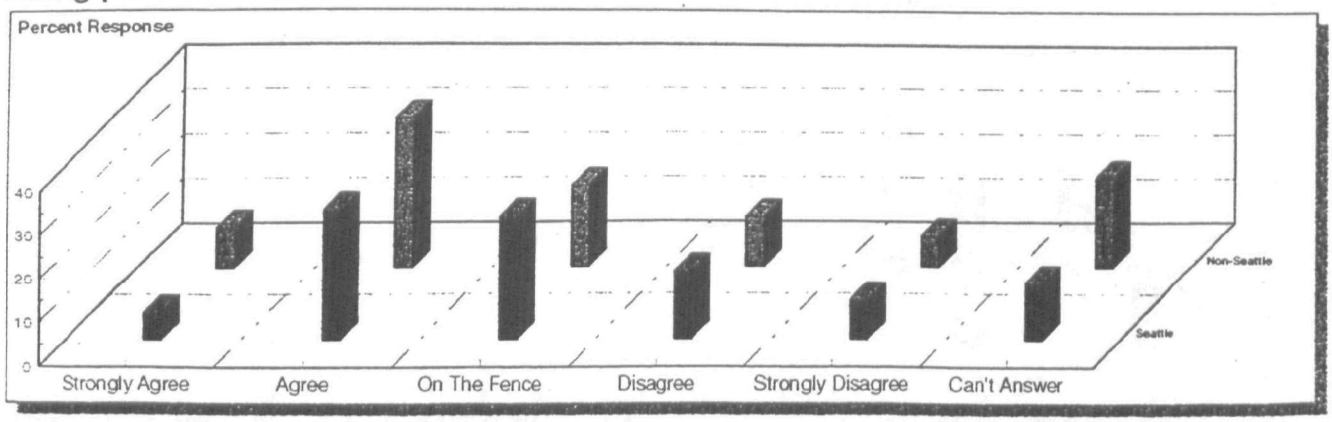
#37. I am respected and valued for what I know and can do.



#38. I am treated as fairly as other members of my work group.



#39. I see our organization's stated value about equal opportunity for growth and advancement being put into action.



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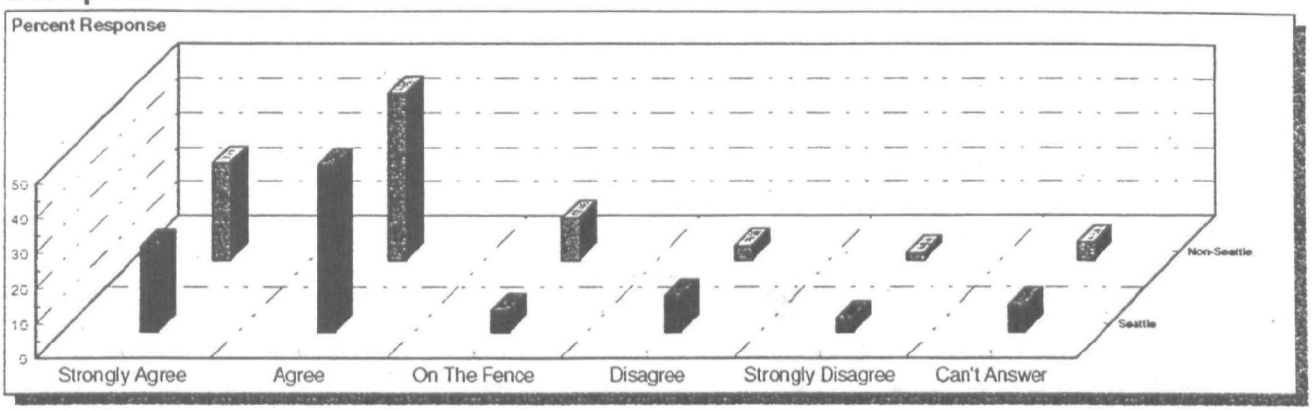
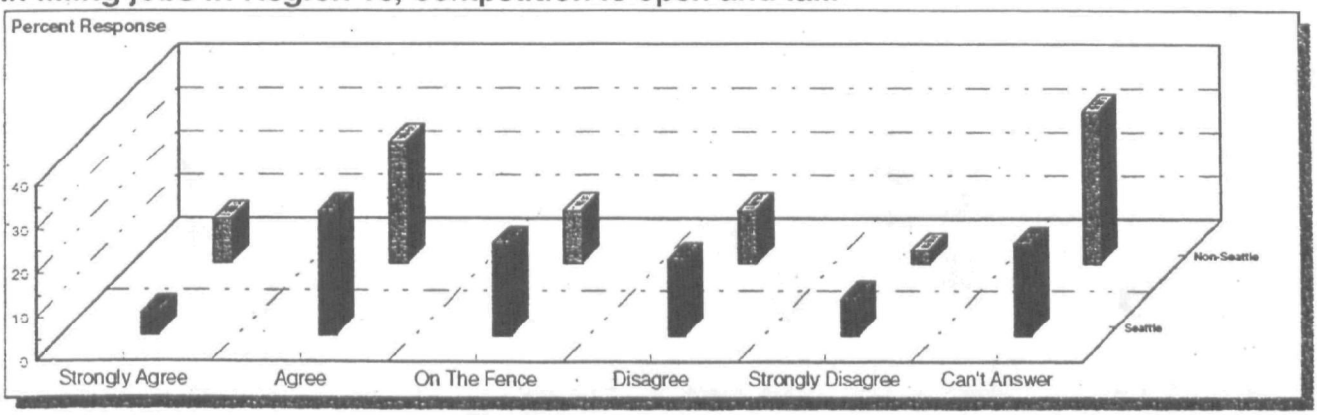
Region 10 Survey Results -- By Location

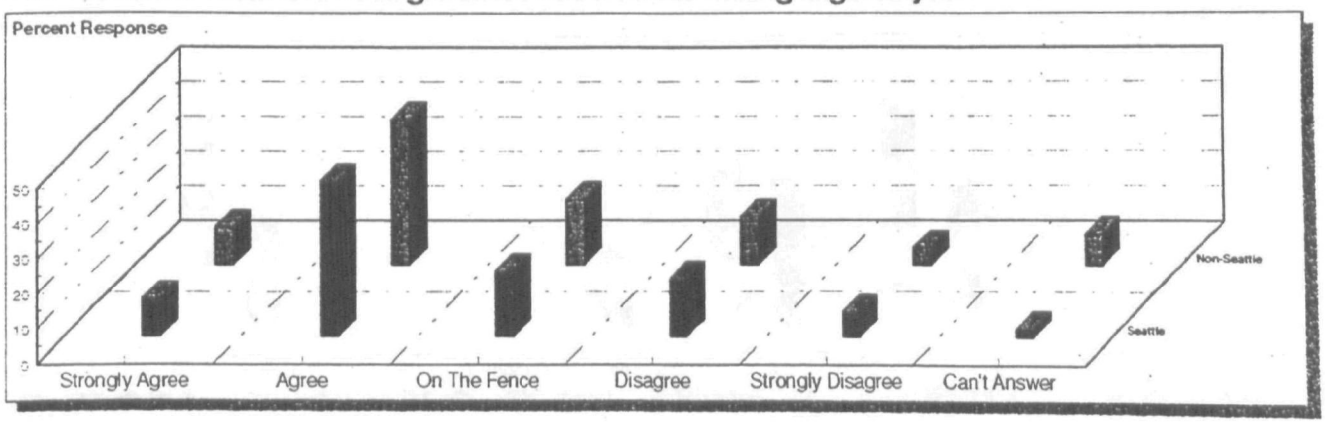
#40. I am not aware of any prejudicail or discriminatory language or remarks being made in my work place.



#41. In filling jobs in Region 10, competition is open and fair.



#42. I am satisfied with the recognition I receive for doing a good job.

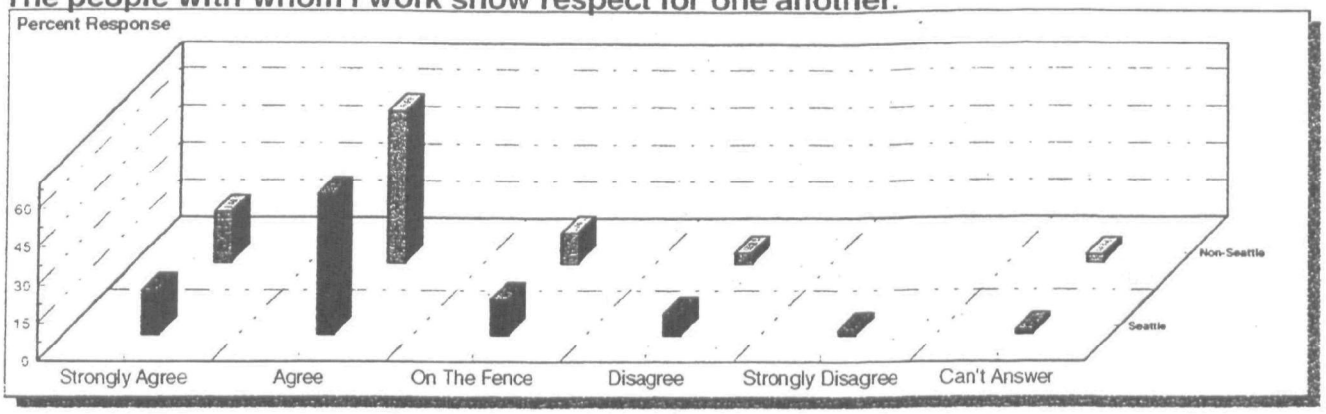


■ Seattle Office ■ *Other than Seattle Office

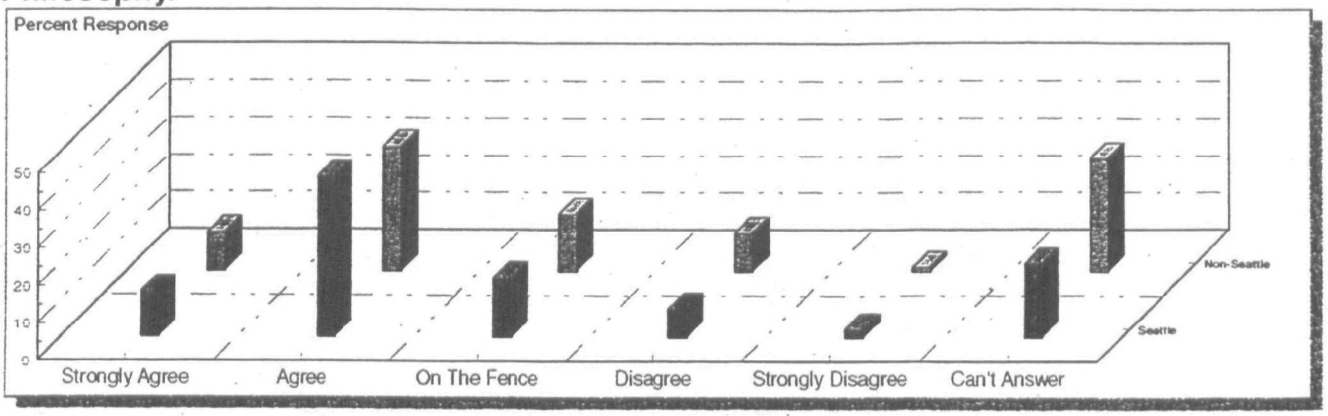
* Represents Operations Office, Place based Offices, Hanford and Manchester Lab

Region 10 Survey Results -- By Location

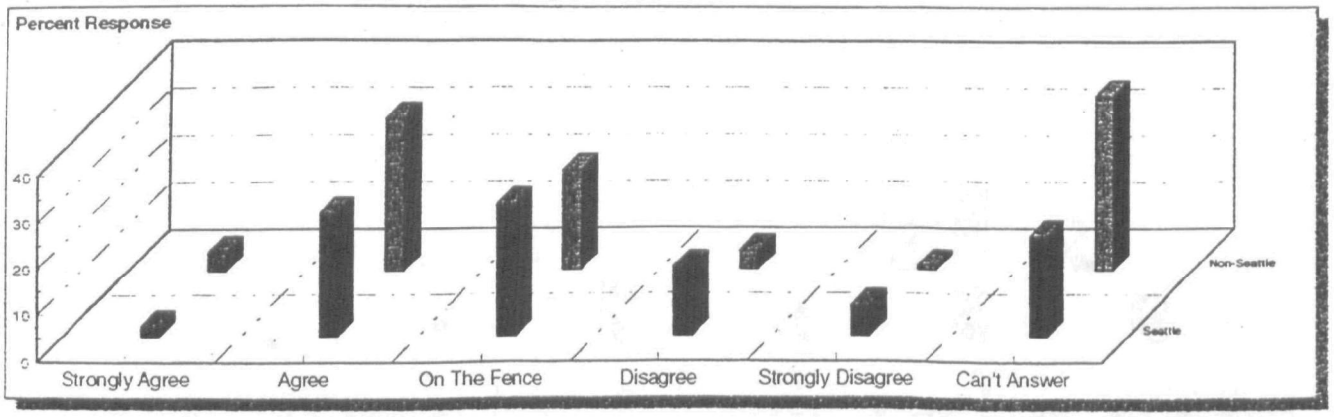
#43. The people with whom I work show respect for one another.



#44. I consider myself a leader within the Region consistent with Region 10's Leadership Philosophy.



#45. I believe that staff and managers in Region 10 have embraced Region 10's Leadership Philosophy and are acting accordingly.

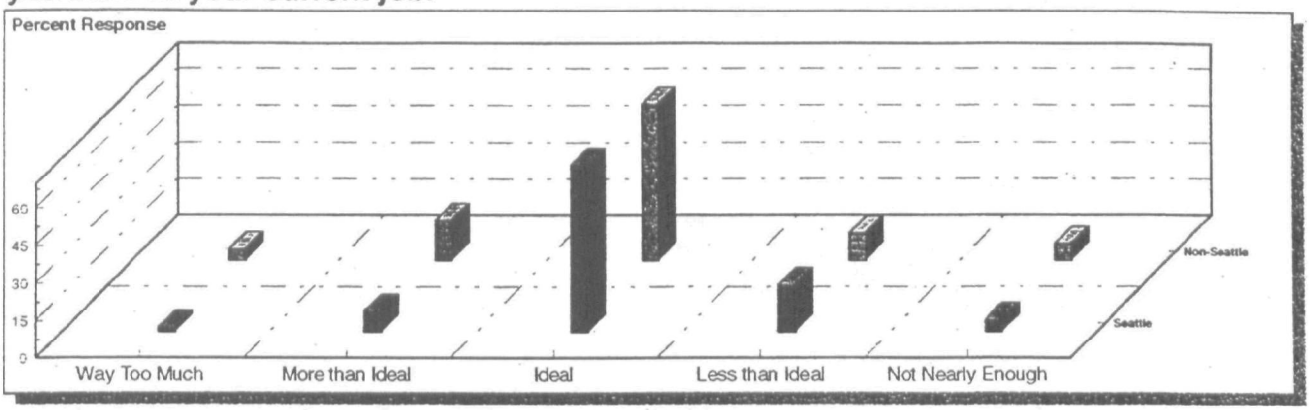


■ Seattle Office ■ *Other than Seattle Office

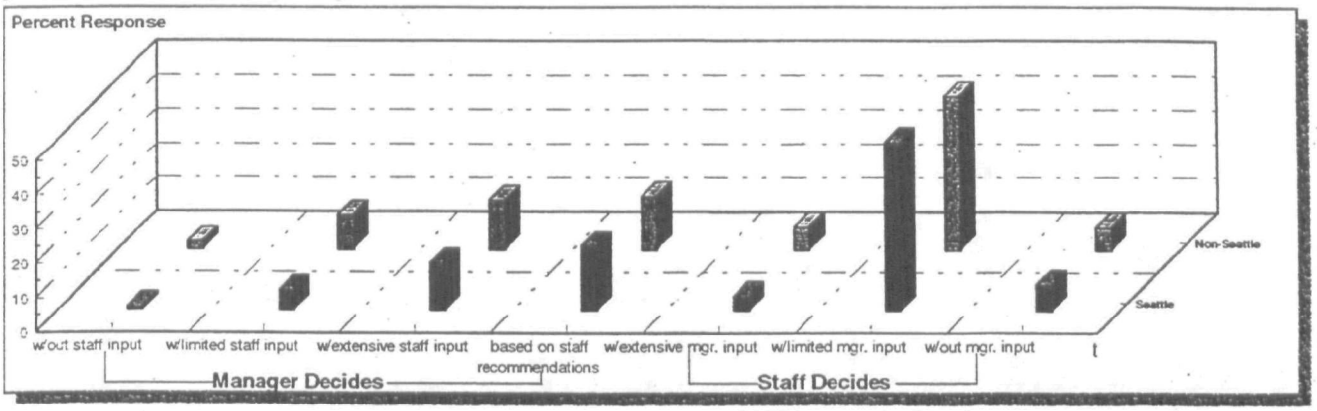
* Represents Operations Office, Place based Offices, Hanford and Manchester Lab

Region 10 Survey Results -- By Location

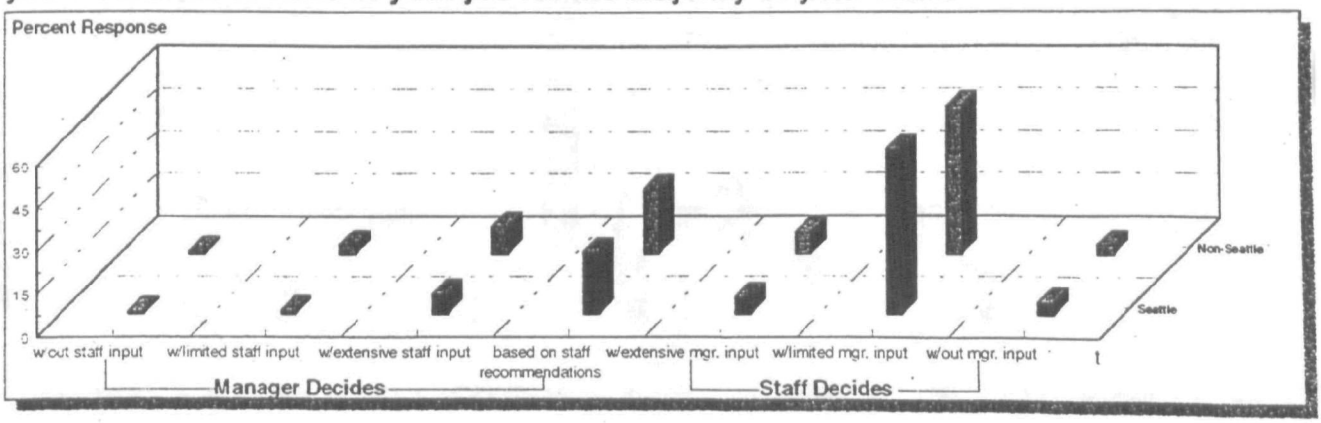
#46. Select the answer that best describes your feeling about the level of empowerment you have in your current job.



#47. How empowered are you by your manager/supervisor to make decisions in your job for the majority of your work.



#48. Select the answer that best describes the level of decision making empowerment you would like to have in your job for the majority of your work.

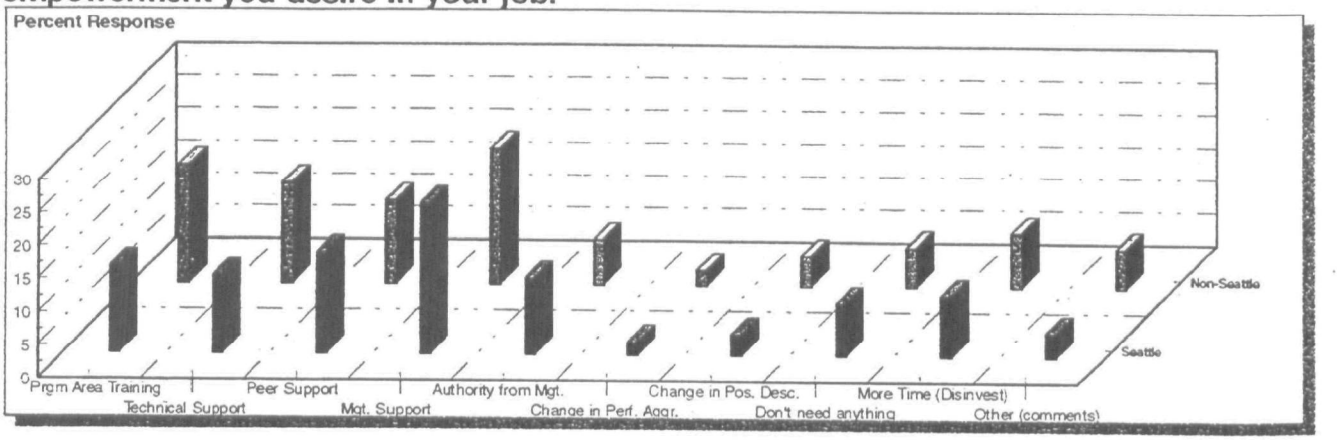


■ Seattle Office ■ *Other than Seattle Office

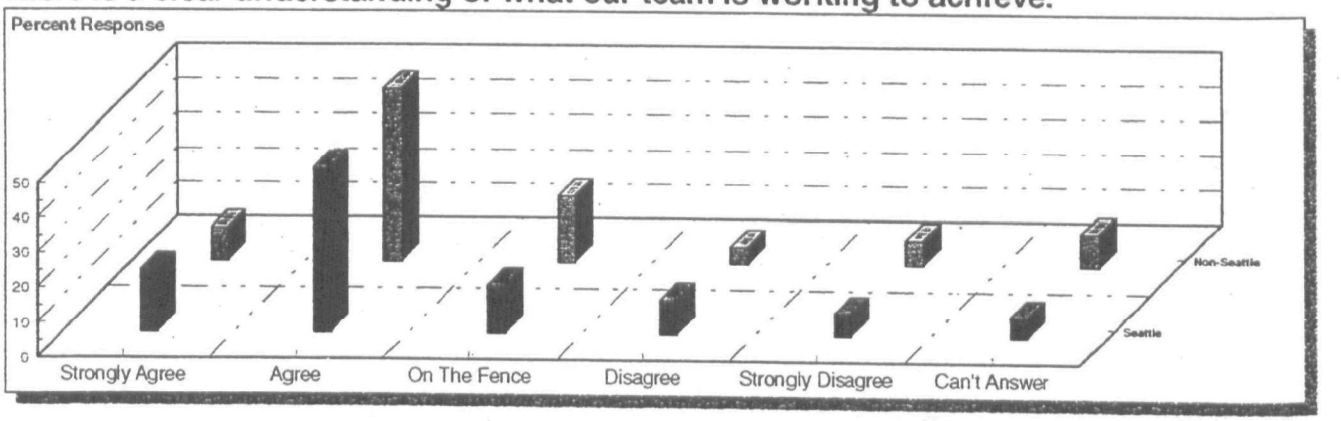
* Represents Operations Office, Place based Offices, Hanford and Manchester Lab

Region 10 Survey Results -- By Location

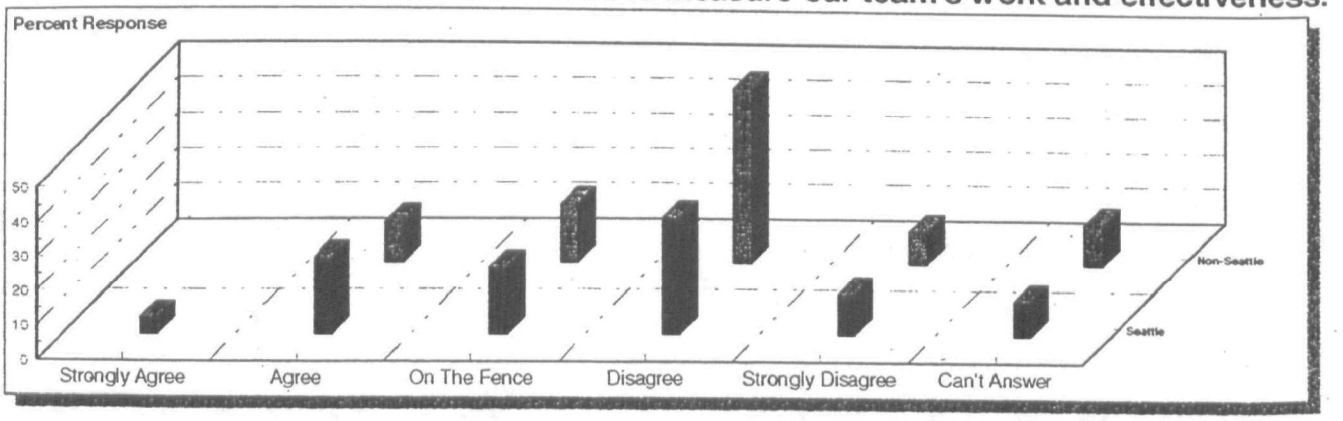
#49. Select from the items below those that are most important for you to get the level of empowerment you desire in your job.



#50. There is a clear understanding of what our team is working to achieve.



#51. Evaluation criteria have been established to measure our team's work and effectiveness.

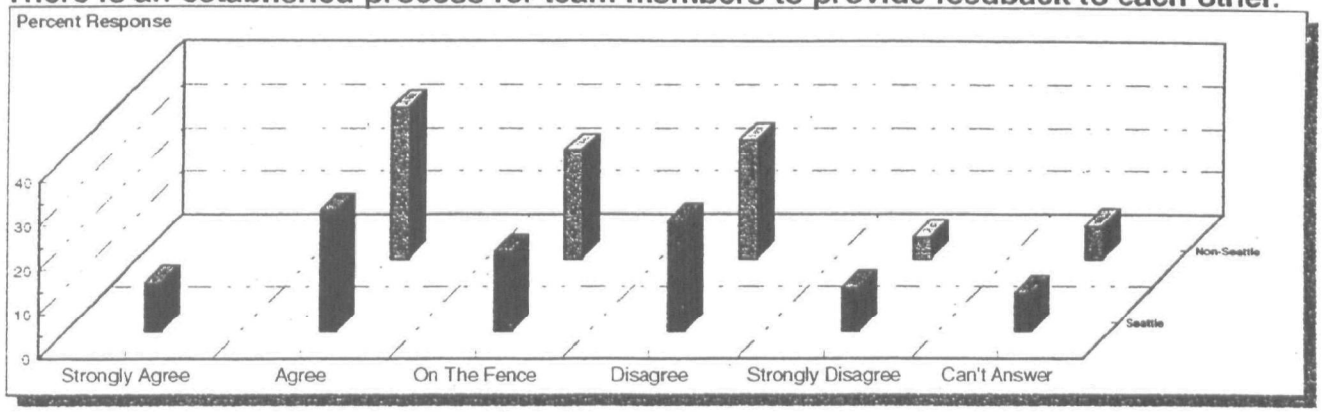


■ Seattle Office ■ *Other than Seattle Office

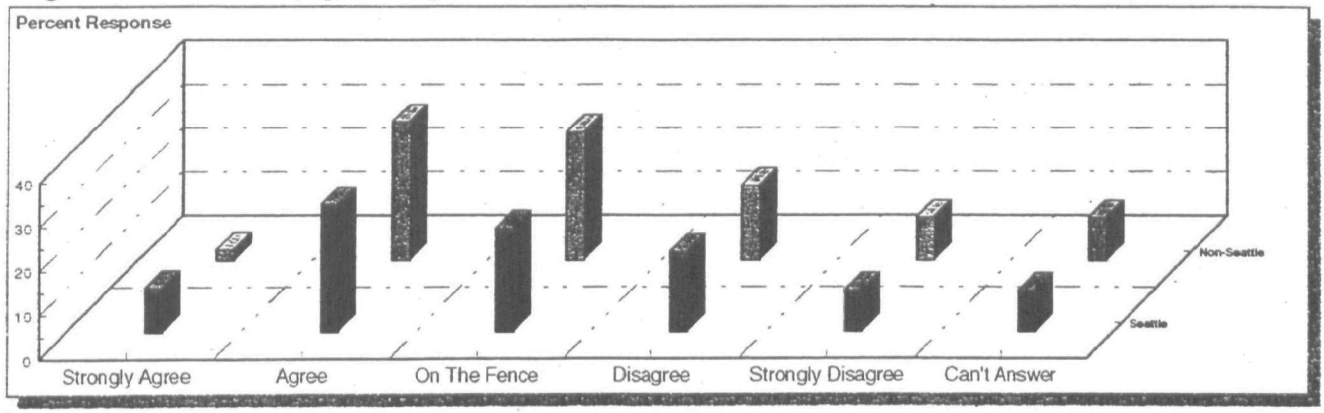
* Represents Operations Office, Place based Offices, Hanford and Manchester Lab

Region 10 Survey Results -- By Location

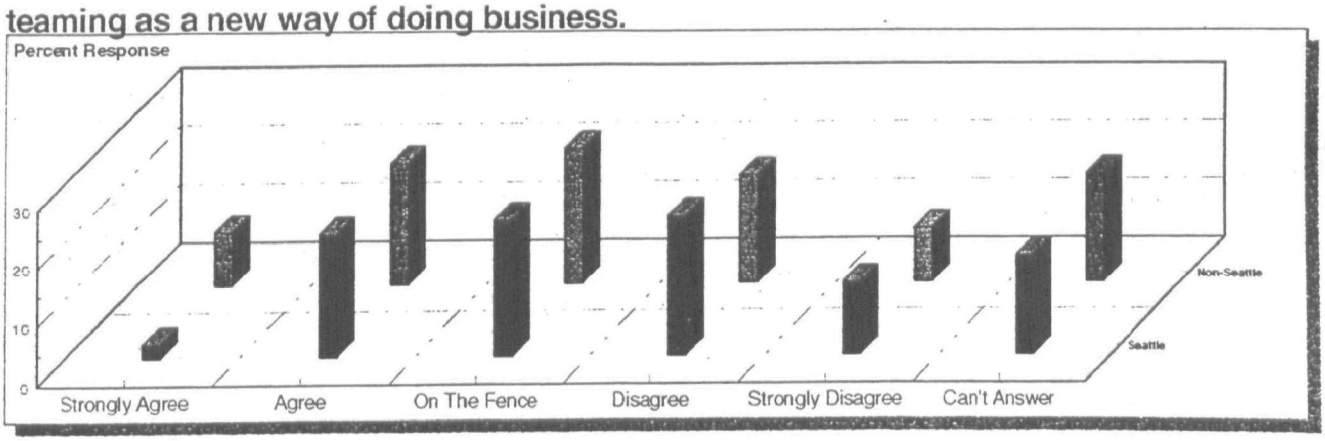
#52. There is an established process for team members to provide feedback to each other.



#53. The degree of authority of my team leader (either delegated authority from management or negotiated authority given by the team) is clear.



#54. The organization's administrative processes/systems are adequately aligned to support teaming as a new way of doing business.



Seattle Office *Other than Seattle Office

* Represents Operations Office, Place based Offices, Hanford and Manchester Lab

Responses from those who work in the Seattle Office.

1. What program do you work for? Choose one.

	Responses
RA's Office, Tribal, Enforcement and Compliance, External Affairs	25
Office of Regional Counsel	29
Office of Air Quality	30
Ecosystems and Communities	50
Environmental Assessment	48
Environmental Cleanup	78
Office for Innovation	17
Management Programs	56
Waste and Chemicals Management	47
Office of Water	60
Total	440

2. Where do you work?

	Responses
Operations Office	0
Placed-Based (Coeur d'Alene, Yakima, LaGrande, etc.)	0
Manchester Lab	0
Hanford	0
Seattle	446
Total	446

3.What is your position at Region 10?

	Responses
Administrative Position	72
Senior Environmental Employee (SEE)	30
Other Staff	304
Unit Manager, Director, DRA, RA, (not teamleader)	38
Total	444

4. I can describe Region 10's Values, Vision, and Mission Statements.

	Responses
Yes	271
No	171
Total	442

5. I can describe Region 10's "Strategic Directions."

	Responses
Yes	159
No	284
Total	443

6. I can describe Region 10's Leadership Philosophy.

	Responses
Yes	227
No	213
Total	440

7. Region 10 Senior Executives and Unit Managers "walk the talk" as related to the Region's stated values, vision, and mission.

	Responses
STRONGLY AGREE	9
AGREE	130
ON THE FENCE	139
DISAGREE	53
STRONGLY DISAGREE	33
CAN'T ANSWER	73
Total	437

8. I know who my stakeholders/customers are.

	Responses
STRONGLY AGREE	161
AGREE	217
ON THE FENCE	19
DISAGREE	11
STRONGLY DISAGREE	6
CAN'T ANSWER	22
Total	436

9. I know what stakeholders/customers want from Region 10, in general.

	Responses
STRONGLY AGREE	62
AGREE	228
ON THE FENCE	82
DISAGREE	26
STRONGLY DISAGREE	5
CAN'T ANSWER	37
Total	440

10. In Region 10 we work as an integrated team to best serve our stakeholders/customers.

	Responses
STRONGLY AGREE	17
AGREE	126
ON THE FENCE	134
DISAGREE	97
STRONGLY DISAGREE	37
CAN'T ANSWER	30
Total	441

11. I get the training and resources needed to carry out my work most effectively.

	Responses
STRONGLY AGREE	46
AGREE	185
ON THE FENCE	86
DISAGREE	90
STRONGLY DISAGREE	26
CAN'T ANSWER	7
Total	440

12. Region 10's management serves as role models and lead by example.

	Responses
STRONGLY AGREE	15
AGREE	138
ON THE FENCE	124
DISAGREE	94
STRONGLY DISAGREE	41
CAN'T ANSWER	29
Total	441

13. There is an organizational climate within Region 10 that encourages risk taking.

	Responses
STRONGLY AGREE	13
AGREE	117
ON THE FENCE	113
DISAGREE	100
STRONGLY DISAGREE	56
CAN'T ANSWER	42
Total	441

14. Region 10 tries to develop and value a culturally diverse workforce.

	Responses
STRONGLY AGREE	78
AGREE	218
ON THE FENCE	70
DISAGREE	27
STRONGLY DISAGREE	12
CAN'T ANSWER	30
Total	435

15. Region 10's management listens to its employees' needs and interests.

	Responses
STRONGLY AGREE	50
AGREE	186
ON THE FENCE	99
DISAGREE	46
STRONGLY DISAGREE	33
CAN'T ANSWER	23
Total	437

16. Employees in my office ask for, and listen to the feedback/suggestions of stakeholders/customers.

	Responses
STRONGLY AGREE	58
AGREE	236
ON THE FENCE	74
DISAGREE	21
STRONGLY DISAGREE	5
CAN'T ANSWER	49
Total	443

17. Employees in my office take action based on stakeholder/customer feedback/suggestions.

	Responses
STRONGLY AGREE	47
AGREE	223
ON THE FENCE	82
DISAGREE	17
STRONGLY DISAGREE	4
CAN'T ANSWER	66
Total	439

18. During the past year, Region 10 employees I know have often made promises to their stakeholder/customers that were not fulfilled.

	Responses
STRONGLY AGREE	8
AGREE	49
ON THE FENCE	68
DISAGREE	142
STRONGLY DISAGREE	30
CAN'T ANSWER	145
Total	442

19. Employees are actively pursuing partnership opportunities to provide successful program delivery to their stakeholders/customers.

	Responses
STRONGLY AGREE	42
AGREE	182
ON THE FENCE	83
DISAGREE	24
STRONGLY DISAGREE	12
CAN'T ANSWER	95
Total	438

20. We communicate about and celebrate each other's successes in my office.

	Responses
STRONGLY AGREE	42
AGREE	195
ON THE FENCE	91
DISAGREE	71
STRONGLY DISAGREE	22
CAN'T ANSWER	17
Total	438

21. I give others feedback that helps improve overall performance in my office/region.

	Responses
STRONGLY AGREE	40
AGREE	261
ON THE FENCE	77
DISAGREE	29
STRONGLY DISAGREE	4
CAN'T ANSWER	25
Total	436

22. I receive feedback from my peers that helps improve overall performance in my office/region.

	Responses
STRONGLY AGREE	34
AGREE	225
ON THE FENCE	90
DISAGREE	62
STRONGLY DISAGREE	16
CAN'T ANSWER	16
Total	443

23. My office has high work quality.

	Responses
STRONGLY AGREE	125
AGREE	232
ON THE FENCE	38
DISAGREE	17
STRONGLY DISAGREE	8
CAN'T ANSWER	20
Total	440

24. During the past year, Region 10 managers have often made promises to Region 10 employees that weren't kept.

	Responses
STRONGLY AGREE	42
AGREE	83
ON THE FENCE	93
DISAGREE	110
STRONGLY DISAGREE	12
CAN'T ANSWER	103
Total	443

25. I receive feedback from my supervisor that helps improve overall performance in our office.

	Responses
STRONGLY AGREE	58
AGREE	215
ON THE FENCE	75
DISAGREE	56
STRONGLY DISAGREE	23
CAN'T ANSWER	14
Total	441

26. My supervisor serves primarily as a consultant to staff.

	Responses
STRONGLY AGREE	109
AGREE	173
ON THE FENCE	48
DISAGREE	51
STRONGLY DISAGREE	37
CAN'T ANSWER	21
Total	439

27. My supervisor devotes adequate time and attention to coaching staff.

	Responses
STRONGLY AGREE	50
AGREE	149
ON THE FENCE	95
DISAGREE	74
STRONGLY DISAGREE	47
CAN'T ANSWER	25
Total	440

28. In my view, Region 10 employees continue to expand their environmental knowledge.

	Responses
STRONGLY AGREE	60
AGREE	228
ON THE FENCE	67
DISAGREE	34
STRONGLY DISAGREE	3
CAN'T ANSWER	43
Total	435

29. The "solution of first choice" for Region 10 and its partners is pollution prevention.

	Responses
STRONGLY AGREE	58
AGREE	150
ON THE FENCE	84
DISAGREE	61
STRONGLY DISAGREE	9
CAN'T ANSWER	75
Total	437

30. Region 10 is clear about the mix of enforcement activities that results in best compliance.

	Responses
STRONGLY AGREE	10
AGREE	50
ON THE FENCE	88
DISAGREE	113
STRONGLY DISAGREE	52
CAN'T ANSWER	128
Total	441

31. Region 10 is seen as a leader of integrated environmental problem solving in the Pacific Northwest.

	Responses
STRONGLY AGREE	13
AGREE	70
ON THE FENCE	103
DISAGREE	94
STRONGLY DISAGREE	28
CAN'T ANSWER	130
Total	438

32. Region 10's management is committed to continue to make organizational changes to effectively deliver environmental services.

	Responses
STRONGLY AGREE	29
AGREE	155
ON THE FENCE	109
DISAGREE	49
STRONGLY DISAGREE	22
CAN'T ANSWER	76
Total	440

33. As a result of the reorganization, my unit has chosen to disinvest in certain parts of our program and/or services.

	Responses
STRONGLY AGREE	16
AGREE	98
ON THE FENCE	70
DISAGREE	110
STRONGLY DISAGREE	32
CAN'T ANSWER	112
Total	438

34. In my unit/office, the work assignments are distributed appropriately based on grade level.

	Responses
STRONGLY AGREE	13
AGREE	118
ON THE FENCE	77
DISAGREE	106
STRONGLY DISAGREE	45
CAN'T ANSWER	83
Total	442

35. My office/program is making progress to adopt these core processes in our work.

	Responses
STRONGLY AGREE	41
AGREE	189
ON THE FENCE	68
DISAGREE	33
STRONGLY DISAGREE	20
CAN'T ANSWER	89
Total	440

36. I often collaborate with others outside my office/unit.

	Responses
STRONGLY AGREE	151
AGREE	205
ON THE FENCE	38
DISAGREE	24
STRONGLY DISAGREE	3
CAN'T ANSWER	15
Total	436

37. I am respected and valued for what I know and can do.

	Responses
STRONGLY AGREE	69
AGREE	244
ON THE FENCE	57
DISAGREE	20
STRONGLY DISAGREE	10
CAN'T ANSWER	39
Total	439

38. I am treated as fairly as other members of my work group.

	Responses
STRONGLY AGREE	81
AGREE	244
ON THE FENCE	46
DISAGREE	31
STRONGLY DISAGREE	14
CAN'T ANSWER	27
Total	443

39. I see our organization's stated value about equal opportunity for growth and advancement being put into action.

	Responses
STRONGLY AGREE	27
AGREE	129
ON THE FENCE	122
DISAGREE	67
STRONGLY DISAGREE	38
CAN'T ANSWER	56
Total	439

40. I am not aware of any prejudicial or discriminatory language or remarks being made in my work place.

	Responses
STRONGLY AGREE	107
AGREE	212
ON THE FENCE	27
DISAGREE	45
STRONGLY DISAGREE	17
CAN'T ANSWER	34
Total	442

41. In filling jobs in Region 10, competition is open and fair.

	Responses
STRONGLY AGREE	22
AGREE	123
ON THE FENCE	91
DISAGREE	75
STRONGLY DISAGREE	37
CAN'T ANSWER	91
Total	439

42. I am satisfied with the recognition I receive for doing a good job.

	Responses
STRONGLY AGREE	48
AGREE	198
ON THE FENCE	83
DISAGREE	73
STRONGLY DISAGREE	31
CAN'T ANSWER	10
Total	443

43. The people with whom I work show respect for one another.

	Responses
STRONGLY AGREE	77
AGREE	245
ON THE FENCE	63
DISAGREE	37
STRONGLY DISAGREE	9
CAN'T ANSWER	8
Total	439

44. I consider myself a leader within the Region consistent with Region 10's Leadership Philosophy.

	Responses
STRONGLY AGREE	52
AGREE	186
ON THE FENCE	69
DISAGREE	33
STRONGLY DISAGREE	9
CAN'T ANSWER	85
Total	434

45. I believe that staff and managers in Region 10 have embraced Region 10's Leadership Philosophy and are acting accordingly.

	Responses
STRONGLY AGREE	10
AGREE	115
ON THE FENCE	123
DISAGREE	64
STRONGLY DISAGREE	28
CAN'T ANSWER	93
Total	433

46. Select the answer that best describes your feeling about the level of empowerment you have in your current job.

	Responses
Way too much	7
More than ideal	34
Ideal	283
Less than Ideal	78
Not nearly enough	19
Total	421

47. How empowered are you by your manager/supervisor to make decisions in your job for the majority of your work.

	Responses
Manager decides without staff input	4
Manager decides with limited staff input	24
Manager decides with extensive staff input	56
Manager decides based on staff recommendations	76
Staff decides with extensive manager input	17
Staff decides with limited manager input	202
Staff decides without manager input	31
Total	410

48. Select the answer that best describes the level of decision making empowerment you would like to have in your job for the majority of your work.

	Responses
Manager decides without staff input	4
Manager decides with limited staff input	6
Manager decides with extensive staff input	30
Manager decides based on staff recommendations	90
Staff decides with extensive manager input	25
Staff decides with limited manager input	239
Staff decides without manager input	18
Total	412

49. Select from the items below those that are most important for you to get the level of empowerment you desire in your job.

	Responses
Program Area Training	122
Technical Support	109
Peer Support	142
Manager Support	213
Authority from Mangager	107
Change in performance agreement	18
Change in position description	30
Don't need anything	74
More Time (Disinvestments)	86
Other (List in comments box)	34
Total	417

50. There is a clear understanding of what our team is working to achieve.

	Responses
STRONGLY AGREE	31
AGREE	84
ON THE FENCE	24
DISAGREE	17
STRONGLY DISAGREE	11
CAN'T ANSWER	10
Total	177

51. Evaluation criteria have been established to measure our team's work and effectiveness.

	Responses
STRONGLY AGREE	8
AGREE	38
ON THE FENCE	33
DISAGREE	58
STRONGLY DISAGREE	20
CAN'T ANSWER	17
Total	174

52. There is an established process for team members to provide feedback to each other.

	Responses
STRONGLY AGREE	19
AGREE	47
ON THE FENCE	31
DISAGREE	43
STRONGLY DISAGREE	17
CAN'T ANSWER	15
Total	172

53. The degree of authority of my team leader (either delegated authority from management or negotiated authority given by the team) is clear.

	Responses
STRONGLY AGREE	17
AGREE	49
ON THE FENCE	40
DISAGREE	31
STRONGLY DISAGREE	16
CAN'T ANSWER	16
Total	169

54. The organization's administrative processes/systems are adequately aligned to support teaming as a new way of doing business.

	Responses
STRONGLY AGREE	4
AGREE	36
ON THE FENCE	40
DISAGREE	41
STRONGLY DISAGREE	21
CAN'T ANSWER	29
Total	171

Responses from those who work in the Operations Office, are Place-Based, or work at the Hanford office.

1. What program do you work for? Choose one.

	Responses
RA's Office, Tribal, Enforcement and Compliance, External Affairs	31
Office of Regional Counsel	3
Office of Air Quality	5
Ecosystems and Communities	11
Environmental Assessment	2
Environmental Cleanup	14
Office for Innovation	0
Management Programs	0
Waste and Chemicals Management	1
Office of Water	9
Total	76

2. Where do you work?

	Responses
Operations Office	70
Placed-Based (Coeur d'Alene, Yakima, LaGrande, etc.)	3
Manchester Lab	0
Hanford	7
Seattle	0
Total	80

3.What is your position at Region 10?

	Responses
Administrative Position	12
Senior Environmental Employee (SEE)	11
Other Staff	54
Unit Manager, Director, DRA, RA, (not teamleader)	2
Total	79

4. I can describe Region 10's Values, Vision, and Mission Statements.

	Responses
Yes	39
No	39
Total	78

5. I can describe Region 10's "Strategic Directions."

	Responses
Yes	30
No	49
Total	79

6. I can describe Region 10's Leadership Philosophy.

	Responses
Yes	34
No	44
Total	78

7. Region 10 Senior Executives and Unit Managers "walk the talk" as related to the Region's stated values, vision, and mission.

	Responses
STRONGLY AGREE	5
AGREE	28
ON THE FENCE	14
DISAGREE	7
STRONGLY DISAGREE	3
CAN'T ANSWER	22
Total	79

8. I know who my stakeholders/customers are.

	Responses
STRONGLY AGREE	30
AGREE	33
ON THE FENCE	7
DISAGREE	1
STRONGLY DISAGREE	1
CAN'T ANSWER	7
Total	79

9. I know what stakeholders/customers want from Region 10, in general.

	Responses
STRONGLY AGREE	12
AGREE	41
ON THE FENCE	12
DISAGREE	1
STRONGLY DISAGREE	0
CAN'T ANSWER	12
Total	78

10. In Region 10 we work as an integrated team to best serve our stakeholders/customers.

	Responses
STRONGLY AGREE	2
AGREE	25
ON THE FENCE	14
DISAGREE	24
STRONGLY DISAGREE	5
CAN'T ANSWER	9
Total	79

11. I get the training and resources needed to carry out my work most effectively.

	Responses
STRONGLY AGREE	8
AGREE	27
ON THE FENCE	20
DISAGREE	17
STRONGLY DISAGREE	7
CAN'T ANSWER	1
Total	80

12. Region 10's management serves as role models and lead by example.

	Responses
STRONGLY AGREE	6
AGREE	34
ON THE FENCE	18
DISAGREE	8
STRONGLY DISAGREE	5
CAN'T ANSWER	8
Total	79

13. There is an organizational climate within Region 10 that encourages risk taking.

	Responses
STRONGLY AGREE	6
AGREE	29
ON THE FENCE	19
DISAGREE	12
STRONGLY DISAGREE	4
CAN'T ANSWER	10
Total	80

14. Region 10 tries to develop and value a culturally diverse workforce.

	Responses
STRONGLY AGREE	17
AGREE	38
ON THE FENCE	14
DISAGREE	1
STRONGLY DISAGREE	1
CAN'T ANSWER	9
Total	80

15. Region 10's management listens to its employees' needs and interests.

	Responses
STRONGLY AGREE	11
AGREE	35
ON THE FENCE	15
DISAGREE	11
STRONGLY DISAGREE	3
CAN'T ANSWER	5
Total	80

16. Employees in my office ask for, and listen to the feedback/suggestions of stakeholders/customers.

	Responses
STRONGLY AGREE	19
AGREE	42
ON THE FENCE	10
DISAGREE	0
STRONGLY DISAGREE	0
CAN'T ANSWER	9
Total	80

17. Employees in my office take action based on stakeholder/customer feedback/suggestions.

	Responses
STRONGLY AGREE	13
AGREE	35
ON THE FENCE	18
DISAGREE	3
STRONGLY DISAGREE	0
CAN'T ANSWER	11
Total	80

18. During the past year, Region 10 employees I know have often made promises to their stakeholder/customers that were not fulfilled.

	Responses
STRONGLY AGREE	2
AGREE	12
ON THE FENCE	13
DISAGREE	19
STRONGLY DISAGREE	6
CAN'T ANSWER	28
Total	80

19. Employees are actively pursuing partnership opportunities to provide successful program delivery to their stakeholders/customers.

	Responses
STRONGLY AGREE	11
AGREE	43
ON THE FENCE	11
DISAGREE	0
STRONGLY DISAGREE	1
CAN'T ANSWER	14
Total	80

20. We communicate about and celebrate each other's successes in my office.

	Responses
STRONGLY AGREE	8
AGREE	37
ON THE FENCE	13
DISAGREE	12
STRONGLY DISAGREE	3
CAN'T ANSWER	7
Total	80

21. I give others feedback that helps improve overall performance in my office/region.

	Responses
STRONGLY AGREE	9
AGREE	49
ON THE FENCE	11
DISAGREE	4
STRONGLY DISAGREE	0
CAN'T ANSWER	7
Total	80

22. I receive feedback from my peers that helps improve overall performance in my office/region.

	Responses
STRONGLY AGREE	5
AGREE	42
ON THE FENCE	12
DISAGREE	17
STRONGLY DISAGREE	0
CAN'T ANSWER	4
Total	80

23. My office has high work quality.

	Responses
STRONGLY AGREE	18
AGREE	42
ON THE FENCE	7
DISAGREE	3
STRONGLY DISAGREE	0
CAN'T ANSWER	10
Total	80

24. During the past year, Region 10 managers have often made promises to Region 10 employees that weren't kept.

	Responses
STRONGLY AGREE	5
AGREE	9
ON THE FENCE	16
DISAGREE	17
STRONGLY DISAGREE	6
CAN'T ANSWER	27
Total	80

25. I receive feedback from my supervisor that helps improve overall performance in our office.

	Responses
STRONGLY AGREE	7
AGREE	39
ON THE FENCE	13
DISAGREE	12
STRONGLY DISAGREE	3
CAN'T ANSWER	6
Total	80

26. My supervisor serves primarily as a consultant to staff.

	Responses
STRONGLY AGREE	18
AGREE	37
ON THE FENCE	8
DISAGREE	6
STRONGLY DISAGREE	3
CAN'T ANSWER	8
Total	80

27. My supervisor devotes adequate time and attention to coaching staff.

	Responses
STRONGLY AGREE	6
AGREE	30
ON THE FENCE	13
DISAGREE	14
STRONGLY DISAGREE	6
CAN'T ANSWER	11
Total	80

28. In my view, Region 10 employees continue to expand their environmental knowledge.

	Responses
STRONGLY AGREE	10
AGREE	45
ON THE FENCE	5
DISAGREE	3
STRONGLY DISAGREE	3
CAN'T ANSWER	14
Total	80

29. The "solution of first choice" for Region 10 and its partners is pollution prevention.

	Responses
STRONGLY AGREE	10
AGREE	27
ON THE FENCE	14
DISAGREE	9
STRONGLY DISAGREE	3
CAN'T ANSWER	17
Total	80

30. Region 10 is clear about the mix of enforcement activities that results in best compliance.

	Responses
STRONGLY AGREE	1
AGREE	10
ON THE FENCE	17
DISAGREE	15
STRONGLY DISAGREE	14
CAN'T ANSWER	23
Total	80

31. Region 10 is seen as a leader of integrated environmental problem solving in the Pacific Northwest.

	Responses
STRONGLY AGREE	3
AGREE	16
ON THE FENCE	12
DISAGREE	16
STRONGLY DISAGREE	3
CAN'T ANSWER	30
Total	80

32. Region 10's management is committed to continue to make organizational changes to effectively deliver environmental services.

	Responses
STRONGLY AGREE	7
AGREE	29
ON THE FENCE	12
DISAGREE	9
STRONGLY DISAGREE	4
CAN'T ANSWER	19
Total	80

33. As a result of the reorganization, my unit has chosen to disinvest in certain parts of our program and/or services.

	Responses
STRONGLY AGREE	2
AGREE	23
ON THE FENCE	9
DISAGREE	15
STRONGLY DISAGREE	4
CAN'T ANSWER	25
Total	78

34. In my unit/office, the work assignments are distributed appropriately based on grade level.

	Responses
STRONGLY AGREE	4
AGREE	21
ON THE FENCE	12
DISAGREE	11
STRONGLY DISAGREE	4
CAN'T ANSWER	26
Total	78

35. My office/program is making progress to adopt these core processes in our work.

	Responses
STRONGLY AGREE	8
AGREE	33
ON THE FENCE	14
DISAGREE	2
STRONGLY DISAGREE	3
CAN'T ANSWER	19
Total	79

36. I often collaborate with others outside my office/unit.

	Responses
STRONGLY AGREE	32
AGREE	31
ON THE FENCE	5
DISAGREE	9
STRONGLY DISAGREE	0
CAN'T ANSWER	3
Total	80

37. I am respected and valued for what I know and can do.

	Responses
STRONGLY AGREE	12
AGREE	46
ON THE FENCE	8
DISAGREE	3
STRONGLY DISAGREE	0
CAN'T ANSWER	11
Total	80

38. I am treated as fairly as other members of my work group.

	Responses
STRONGLY AGREE	19
AGREE	39
ON THE FENCE	7
DISAGREE	5
STRONGLY DISAGREE	1
CAN'T ANSWER	9
Total	80

39. I see our organization's stated value about equal opportunity for growth and advancement being put into action.

	Responses
STRONGLY AGREE	8
AGREE	25
ON THE FENCE	15
DISAGREE	9
STRONGLY DISAGREE	6
CAN'T ANSWER	16
Total	79

40. I am not aware of any prejudicial or discriminatory language or remarks being made in my work place.

	Responses
STRONGLY AGREE	21
AGREE	38
ON THE FENCE	11
DISAGREE	4
STRONGLY DISAGREE	2
CAN'T ANSWER	4
Total	80

41. In filling jobs in Region 10, competition is open and fair.

	Responses
STRONGLY AGREE	8
AGREE	18
ON THE FENCE	11
DISAGREE	11
STRONGLY DISAGREE	3
CAN'T ANSWER	29
Total	80

42. I am satisfied with the recognition I receive for doing a good job.

	Responses
STRONGLY AGREE	8
AGREE	32
ON THE FENCE	17
DISAGREE	11
STRONGLY DISAGREE	5
CAN'T ANSWER	7
Total	80

43. The people with whom I work show respect for one another.

	Responses
STRONGLY AGREE	15
AGREE	48
ON THE FENCE	12
DISAGREE	3
STRONGLY DISAGREE	0
CAN'T ANSWER	2
Total	80

44. I consider myself a leader within the Region consistent with Region 10's Leadership Philosophy.

	Responses
STRONGLY AGREE	9
AGREE	28
ON THE FENCE	11
DISAGREE	10
STRONGLY DISAGREE	1
CAN'T ANSWER	20
Total	79

45. I believe that staff and managers in Region 10 have embraced Region 10's Leadership Philosophy and are acting accordingly.

	Responses
STRONGLY AGREE	4
AGREE	27
ON THE FENCE	18
DISAGREE	4
STRONGLY DISAGREE	1
CAN'T ANSWER	25
Total	79

46. Select the answer that best describes your feeling about the level of empowerment you have in your current job.

	Responses
Way too much	4
More than ideal	13
Ideal	48
Less than Ideal	9
Not nearly enough	4
Total	78

47. How empowered are you by your manager/supervisor to make decisions in your job for the majority of your work.

	Responses
Manager decides without staff input	2
Manager decides with limited staff input	7
Manager decides with extensive staff input	8
Manager decides based on staff recommendations	12
Staff decides with extensive manager input	5
Staff decides with limited manager input	36
Staff decides without manager input	5
Total	75

48. Select the answer that best describes the level of decision making empowerment you would like to have in your job for the majority of your work.

	Responses
Manager decides without staff input	1
Manager decides with limited staff input	3
Manager decides with extensive staff input	4
Manager decides based on staff recommendations	15
Staff decides with extensive manager input	7
Staff decides with limited manager input	43
Staff decides without manager input	2
Total	75

49. Select from the items below those that are most important for you to get the level of empowerment you desire in your job.

	Responses
Program Area Training	35
Technical Support	26
Peer Support	23
Manager Support	37
Authority from Mangager	10
Change in performance agreement	5
Change in position description	8
Don't need anything	11
More Time (Disinvestments)	13
Other (List in comments box)	10
Total	77

50. There is a clear understanding of what our team is working to achieve.

	Responses
STRONGLY AGREE	2
AGREE	13
ON THE FENCE	8
DISAGREE	2
STRONGLY DISAGREE	3
CAN'T ANSWER	3
Total	31

51. Evaluation criteria have been established to measure our team's work and effectiveness.

	Responses
STRONGLY AGREE	0
AGREE	2
ON THE FENCE	4
DISAGREE	18
STRONGLY DISAGREE	4
CAN'T ANSWER	3
Total	31

52. There is an established process for team members to provide feedback to each other.

	Responses
STRONGLY AGREE	0
AGREE	10
ON THE FENCE	8
DISAGREE	8
STRONGLY DISAGREE	2
CAN'T ANSWER	2
Total	30

53. The degree of authority of my team leader (either delegated authority from management or negotiated authority given by the team) is clear.

	Responses
STRONGLY AGREE	1
AGREE	7
ON THE FENCE	9
DISAGREE	6
STRONGLY DISAGREE	4
CAN'T ANSWER	3
Total	30

54. The organization's administrative processes/systems are adequately aligned to support teaming as a new way of doing business.

	Responses
STRONGLY AGREE	3
AGREE	6
ON THE FENCE	6
DISAGREE	8
STRONGLY DISAGREE	3
CAN'T ANSWER	6
Total	32

Responses from those who work in the Manchester Lab.

1. What program do you work for? Choose one.

	Responses
RA's Office, Tribal, Enforcement and Compliance, External Affairs. etc.	1
Office of Regional Counsel	0
Office of Air Quality	0
Ecosystems and Communities	0
Environmental Assessment	19
Environmental Cleanup	0
Office for Innovation	0
Management Programs	0
Waste and Chemicals Management	0
Office of Water	1
Total	21

2. Where do you work?

	Responses
Operations Office	0
Placed-Based (Coeur d'Alene, Yakima, LaGrande, etc.)	0
Manchester Lab	21
Hanford	0
Seattle	0
Total	21

3.What is your position at Region 10?

	Responses
Administrative Position	4
Senior Environmental Employee (SEE)	1
Other Staff	14
Unit Manager, Director, DRA, RA, (not teamleader)	1
Total	20

4. I can describe Region 10's Values, Vision, and Mission Statements.

	Responses
Yes	8
No	12
Total	20

5. I can describe Region 10's "Strategic Directions."

	Responses
Yes	4
No	16
Total	20

6. I can describe Region 10's Leadership Philosophy.

	Responses
Yes	5
No	15
Total	20

7. Region 10 Senior Executives and Unit Managers "walk the talk" as related to the Region's stated values, vision, and mission.

	Responses
STRONGLY AGREE	0
AGREE	7
ON THE FENCE	3
DISAGREE	1
STRONGLY DISAGREE	1
CAN'T ANSWER	8
Total	20

8. I know who my stakeholders/customers are.

	Responses
STRONGLY AGREE	4
AGREE	10
ON THE FENCE	3
DISAGREE	1
STRONGLY DISAGREE	0
CAN'T ANSWER	2
Total	20

9. I know what stakeholders/customers want from Region 10, in general.

	Responses
STRONGLY AGREE	3
AGREE	8
ON THE FENCE	5
DISAGREE	1
STRONGLY DISAGREE	0
CAN'T ANSWER	3
Total	20

10. In Region 10 we work as an integrated team to best serve our stakeholders/customers.

	Responses
STRONGLY AGREE	2
AGREE	5
ON THE FENCE	6
DISAGREE	4
STRONGLY DISAGREE	1
CAN'T ANSWER	2
Total	20

11. I get the training and resources needed to carry out my work most effectively.

	Responses
STRONGLY AGREE	3
AGREE	13
ON THE FENCE	3
DISAGREE	1
STRONGLY DISAGREE	0
CAN'T ANSWER	0
Total	20

12. Region 10's management serves as role models and lead by example.

	Responses
STRONGLY AGREE	1
AGREE	4
ON THE FENCE	9
DISAGREE	3
STRONGLY DISAGREE	1
CAN'T ANSWER	2
Total	20

13. There is an organizational climate within Region 10 that encourages risk taking.

	Responses
STRONGLY AGREE	0
AGREE	9
ON THE FENCE	3
DISAGREE	7
STRONGLY DISAGREE	0
CAN'T ANSWER	1
Total	20

14. Region 10 tries to develop and value a culturally diverse workforce.

	Responses
STRONGLY AGREE	5
AGREE	10
ON THE FENCE	3
DISAGREE	1
STRONGLY DISAGREE	0
CAN'T ANSWER	1
Total	20

15. Region 10's management listens to its employees' needs and interests.

	Responses
STRONGLY AGREE	1
AGREE	12
ON THE FENCE	5
DISAGREE	1
STRONGLY DISAGREE	1
CAN'T ANSWER	0
Total	20

16. Employees in my office ask for, and listen to the feedback/suggestions of stakeholders/customers.

	Responses
STRONGLY AGREE	3
AGREE	12
ON THE FENCE	1
DISAGREE	1
STRONGLY DISAGREE	0
CAN'T ANSWER	3
Total	20

17. Employees in my office take action based on stakeholder/customer feedback/suggestions.

	Responses
STRONGLY AGREE	2
AGREE	13
ON THE FENCE	1
DISAGREE	1
STRONGLY DISAGREE	0
CAN'T ANSWER	3
Total	20

18. During the past year, Region 10 employees I know have often made promises to their stakeholder/customers that were not fulfilled.

	Responses
STRONGLY AGREE	0
AGREE	0
ON THE FENCE	1
DISAGREE	12
STRONGLY DISAGREE	0
CAN'T ANSWER	7
Total	20

19. Employees are actively pursuing partnership opportunities to provide successful program delivery to their stakeholders/customers.

	Responses
STRONGLY AGREE	0
AGREE	9
ON THE FENCE	3
DISAGREE	1
STRONGLY DISAGREE	0
CAN'T ANSWER	7
Total	20

20. We communicate about and celebrate each other's successes in my office.

	Responses
STRONGLY AGREE	3
AGREE	10
ON THE FENCE	4
DISAGREE	1
STRONGLY DISAGREE	2
CAN'T ANSWER	0
Total	20

21. I give others feedback that helps improve overall performance in my office/region.

	Responses
STRONGLY AGREE	3
AGREE	9
ON THE FENCE	5
DISAGREE	1
STRONGLY DISAGREE	1
CAN'T ANSWER	1
Total	20

22. I receive feedback from my peers that helps improve overall performance in my office/region.

	Responses
STRONGLY AGREE	1
AGREE	10
ON THE FENCE	4
DISAGREE	3
STRONGLY DISAGREE	1
CAN'T ANSWER	1
Total	20

23. My office has high work quality.

	Responses
STRONGLY AGREE	9
AGREE	11
ON THE FENCE	0
DISAGREE	0
STRONGLY DISAGREE	0
CAN'T ANSWER	0
Total	20

24. During the past year, Region 10 managers have often made promises to Region 10 employees that weren't kept.

	Responses
STRONGLY AGREE	1
AGREE	2
ON THE FENCE	1
DISAGREE	10
STRONGLY DISAGREE	0
CAN'T ANSWER	6
Total	20

25. I receive feedback from my supervisor that helps improve overall performance in our office.

	Responses
STRONGLY AGREE	1
AGREE	13
ON THE FENCE	3
DISAGREE	3
STRONGLY DISAGREE	0
CAN'T ANSWER	0
Total	20

26. My supervisor serves primarily as a consultant to staff.

	Responses
STRONGLY AGREE	2
AGREE	15
ON THE FENCE	1
DISAGREE	2
STRONGLY DISAGREE	0
CAN'T ANSWER	0
Total	20

27. My supervisor devotes adequate time and attention to coaching staff.

	Responses
STRONGLY AGREE	1
AGREE	7
ON THE FENCE	5
DISAGREE	5
STRONGLY DISAGREE	1
CAN'T ANSWER	1
Total	20

28. In my view, Region 10 employees continue to expand their environmental knowledge.

	Responses
STRONGLY AGREE	2
AGREE	14
ON THE FENCE	4
DISAGREE	0
STRONGLY DISAGREE	0
CAN'T ANSWER	0
Total	20

29. The "solution of first choice" for Region 10 and its partners is pollution prevention.

	Responses
STRONGLY AGREE	3
AGREE	10
ON THE FENCE	2
DISAGREE	2
STRONGLY DISAGREE	0
CAN'T ANSWER	3
Total	20

30. Region 10 is clear about the mix of enforcement activities that results in best compliance.

	Responses
STRONGLY AGREE	1
AGREE	1
ON THE FENCE	3
DISAGREE	2
STRONGLY DISAGREE	1
CAN'T ANSWER	12
Total	20

31. Region 10 is seen as a leader of integrated environmental problem solving in the Pacific Northwest.

	Responses
STRONGLY AGREE	0
AGREE	4
ON THE FENCE	3
DISAGREE	2
STRONGLY DISAGREE	0
CAN'T ANSWER	11
Total	20

32. Region 10's management is committed to continue to make organizational changes to effectively deliver environmental services.

	Responses
STRONGLY AGREE	1
AGREE	7
ON THE FENCE	4
DISAGREE	0
STRONGLY DISAGREE	1
CAN'T ANSWER	7
Total	20

33. As a result of the reorganization, my unit has chosen to disinvest in certain parts of our program and/or services.

	Responses
STRONGLY AGREE	0
AGREE	1
ON THE FENCE	3
DISAGREE	6
STRONGLY DISAGREE	3
CAN'T ANSWER	7
Total	20

34. In my unit/office, the work assignments are distributed appropriately based on grade level.

	Responses
STRONGLY AGREE	0
AGREE	12
ON THE FENCE	1
DISAGREE	2
STRONGLY DISAGREE	1
CAN'T ANSWER	4
Total	20

35. My office/program is making progress to adopt these core processes in our work.

	Responses
STRONGLY AGREE	0
AGREE	7
ON THE FENCE	4
DISAGREE	1
STRONGLY DISAGREE	0
CAN'T ANSWER	8
Total	20

36. I often collaborate with others outside my office/unit.

	Responses
STRONGLY AGREE	2
AGREE	12
ON THE FENCE	2
DISAGREE	2
STRONGLY DISAGREE	1
CAN'T ANSWER	1
Total	20

37. I am respected and valued for what I know and can do.

	Responses
STRONGLY AGREE	0
AGREE	14
ON THE FENCE	3
DISAGREE	1
STRONGLY DISAGREE	0
CAN'T ANSWER	2
Total	20

38. I am treated as fairly as other members of my work group.

	Responses
STRONGLY AGREE	5
AGREE	10
ON THE FENCE	1
DISAGREE	2
STRONGLY DISAGREE	0
CAN'T ANSWER	2
Total	20

39. I see our organization's stated value about equal opportunity for growth and advancement being put into action.

	Responses
STRONGLY AGREE	1
AGREE	8
ON THE FENCE	3
DISAGREE	2
STRONGLY DISAGREE	1
CAN'T ANSWER	4
Total	19

40. I am not aware of any prejudicial or discriminatory language or remarks being made in my work place.

	Responses
STRONGLY AGREE	7
AGREE	10
ON THE FENCE	1
DISAGREE	0
STRONGLY DISAGREE	0
CAN'T ANSWER	1
Total	19

41. In filling jobs in Region 10, competition is open and fair.

	Responses
STRONGLY AGREE	2
AGREE	10
ON THE FENCE	1
DISAGREE	1
STRONGLY DISAGREE	0
CAN'T ANSWER	6
Total	20

42. I am satisfied with the recognition I receive for doing a good job.

	Responses
STRONGLY AGREE	3
AGREE	10
ON THE FENCE	2
DISAGREE	3
STRONGLY DISAGREE	0
CAN'T ANSWER	2
Total	20

43. The people with whom I work show respect for one another.

	Responses
STRONGLY AGREE	5
AGREE	13
ON THE FENCE	0
DISAGREE	1
STRONGLY DISAGREE	0
CAN'T ANSWER	1
Total	20

44. I consider myself a leader within the Region consistent with Region 10's Leadership Philosophy.

	Responses
STRONGLY AGREE	1
AGREE	5
ON THE FENCE	4
DISAGREE	0
STRONGLY DISAGREE	0
CAN'T ANSWER	10
Total	20

45. I believe that staff and managers in Region 10 have embraced Region 10's Leadership Philosophy and are acting accordingly.

	Responses
STRONGLY AGREE	0
AGREE	5
ON THE FENCE	3
DISAGREE	0
STRONGLY DISAGREE	0
CAN'T ANSWER	12
Total	20

46. Select the answer that best describes your feeling about the level of empowerment you have in your current job.

	Responses
Way too much	0
More than ideal	2
Ideal	12
Less than Ideal	1
Not nearly enough	2
Total	17

47. How empowered are you by your manager/supervisor to make decisions in your job for the majority of your work.

	Responses
Manager decides without staff input	0
Manager decides with limited staff input	2
Manager decides with extensive staff input	5
Manager decides based on staff recommendations	2
Staff decides with extensive manager input	1
Staff decides with limited manager input	5
Staff decides without manager input	1
Total	16

48. Select the answer that best describes the level of decision making empowerment you would like to have in your job for the majority of your work.

	Responses
Manager decides without staff input	0
Manager decides with limited staff input	0
Manager decides with extensive staff input	5
Manager decides based on staff recommendations	6
Staff decides with extensive manager input	0
Staff decides with limited manager input	5
Staff decides without manager input	1
Total	17

49. Select from the items below those that are most important for you to get the level of empowerment you desire in your job.

	Responses
Program Area Training	5
Technical Support	8
Peer Support	5
Manager Support	9
Authority from Mangager	5
Change in performance agreement	0
Change in position description	2
Don't need anything	2
More Time (Disinvestments)	5
Other (List in comments box)	3
Total	18

50. There is a clear understanding of what our team is working to achieve.

	Responses
STRONGLY AGREE	2
AGREE	8
ON THE FENCE	0
DISAGREE	0
STRONGLY DISAGREE	0
CAN'T ANSWER	1
Total	11

51. Evaluation criteria have been established to measure our team's work and effectiveness.

	Responses
STRONGLY AGREE	0
AGREE	3
ON THE FENCE	3
DISAGREE	3
STRONGLY DISAGREE	0
CAN'T ANSWER	2
Total	11

52. There is an established process for team members to provide feedback to each other.

	Responses
STRONGLY AGREE	0
AGREE	4
ON THE FENCE	2
DISAGREE	3
STRONGLY DISAGREE	0
CAN'T ANSWER	1
Total	10

53. The degree of authority of my team leader (either delegated authority from management or negotiated authority given by the team) is clear.

	Responses
STRONGLY AGREE	0
AGREE	6
ON THE FENCE	3
DISAGREE	1
STRONGLY DISAGREE	0
CAN'T ANSWER	1
Total	11

54. The organization's administrative processes/systems are adequately aligned to support teaming as a new way of doing business.

	Responses
STRONGLY AGREE	1
AGREE	3
ON THE FENCE	4
DISAGREE	0
STRONGLY DISAGREE	1
CAN'T ANSWER	2
Total	11

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This section compares the responses submitted during the OCAT survey with responses to the same questions submitted during the 1994 Employee Views Survey and the 1995 Empowerment Survey. Not all questions in the OCAT survey were asked previously, thus the occasional break in the numerical sequencing of the questions.

Analysis of Reorganization: Before and After

1. What program do you work for? (Note: These numbers represent those who responded to the survey and does not include SEE employees .)

	1996	1994	
RA	50	18	
ORC	30	40	
OAR	33	72	(Air and Toxics Division)
Eco	55		
OEA	69	76	ESD
OEC	83	133	(HAZARDOUS WASTE DIVISION)
Innovation	16		
Mgt.	53	90	
Waste & Chem	43		
Water	70	117	
		67	(Operations Offices)
Total	502	613	

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2. Where do you work?

Ops Office	60
Place Based	2
Manchester	19
Hanford	6
Seattle	414
Total	501

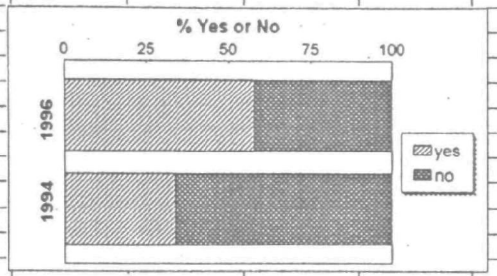
3. What is your position at Region 10?

Adm.	90
SEE	0
Other Staff	378
Mgrs,Directors	42
Total	510

(Note: This "Before and After" analysis does not include responses from SEE employees.)

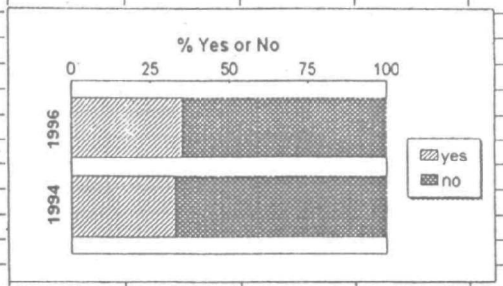
4. I can describe Region 10's Values, Vision and Mission Statements.

	1996	%	1994	%	Difference
Yes	292	57.94	206	33.66	24.28
No	212	42.06	406	66.34	-24.28
Total	504		612		



5. I can describe Region 10's "Strategic Directions."

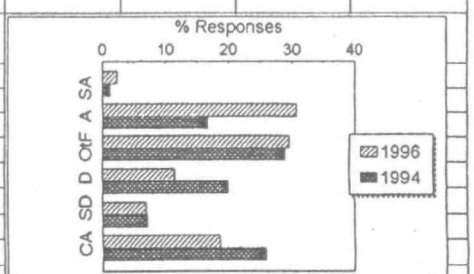
	1996	%	1994	%	Difference
Yes	177	35.05	200	32.79	2.26
No	328	64.95	410	67.21	-2.26
Total	505		610		



NOTE: For questions #7 to #43, a "positive" difference is an indication of improvement between the 1994 and 1996 surveys. For example in question #7, a decrease in responses in "disagrees" from 1994 to 1996 is a improvement and hence a "positive" difference.

7. Region 10 Senior Executives and Unit Managers "walk the talk" as related to the Region's stated values, vision and mission.

	1996	%	1994	%	Difference between 1996 and 1994 "%" responses
Strongly Agree	12	2.39	8	1.30	1.09
Agree	154	30.68	103	16.75	13.93
On the Fence	149	29.68	178	28.94	-0.74
Disagree	58	11.55	123	20.00	8.45
Strongly Disagree	35	6.97	44	7.15	0.18
Can't Answer	94	18.73	159	25.85	7.13
Total	502		615		

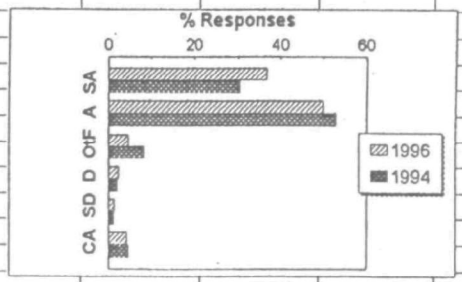


R-2

R-3

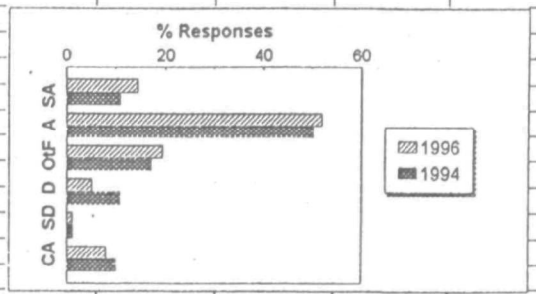
8. I know who my stakeholders/customers are.

	1996	%	1994	%	Difference
Strongly Agree	184	36.95	187	30.41	6.54
Agree	249	50.00	326	53.01	-3.01
On the Fence	24	4.82	51	8.29	3.47
Disagree	12	2.41	13	2.11	-0.30
Strongly Disagree	7	1.41	8	1.30	-0.10
Can't Answer	22	4.42	30	4.88	0.46
Total	498		615		



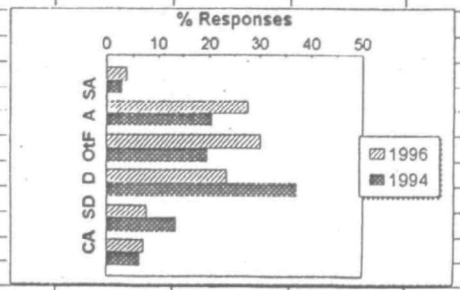
9. I know what stakeholders/customers want from Region 10, in general.

	1996	%	1994	%	Difference
Strongly Agree	73	14.48	67	10.91	3.57
Agree	262	51.98	308	50.16	1.82
On the Fence	98	19.44	105	17.10	-2.34
Disagree	26	5.16	66	10.75	5.59
Strongly Disagree	5	0.99	7	1.14	0.15
Can't Answer	40	7.94	61	9.93	2.00
Total	504		614		



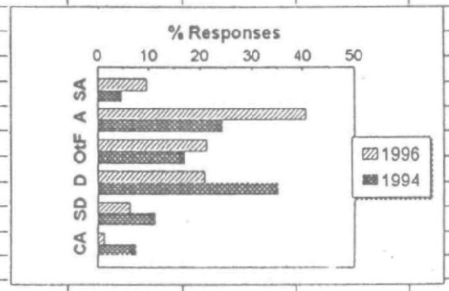
10. In Region 10 we work as an intergrated team to best serve our stakeholder/ customers.

	1996	%	1994	%	Difference
Strongly Agree	19	3.78	18	2.94	0.84
Agree	139	27.63	125	20.42	7.21
On the Fence	152	30.22	120	19.61	-10.61
Disagree	118	23.46	227	37.09	13.63
Strongly Disagree	39	7.75	83	13.56	5.81
Can't Answer	36	7.16	39	6.37	-0.78
Total	503		612		



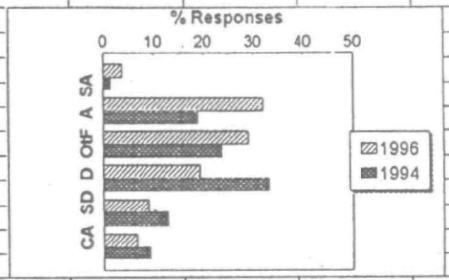
11. I get the training and resource needed to carry out my work.

	1996	%	1994	%	Difference
Strongly Agree	49	9.70	29	4.74	4.96
Agree	205	40.59	149	24.35	16.25
On the Fence	107	21.19	104	16.99	-4.19
Disagree	105	20.79	215	35.13	14.34
Strongly Disagree	32	6.34	69	11.27	4.94
Can't Answer	7	1.39	46	7.52	6.13
Total	505		612		



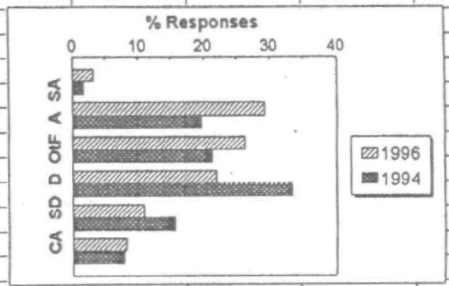
12. Region 10's management serves as role models and lead by example.

	1996	%	1994	%	Difference
Strongly Agree	19	3.77	9	1.47	2.30
Agree	161	31.94	116	18.99	12.96
On the Fence	146	28.97	145	23.73	-5.24
Disagree	98	19.44	203	33.22	13.78
Strongly Disagree	46	9.13	80	13.09	3.97
Can't Answer	34	6.75	58	9.49	2.75
Total	504		611		



13. There is an organizational climate within Region 10 that encourages risk taking.

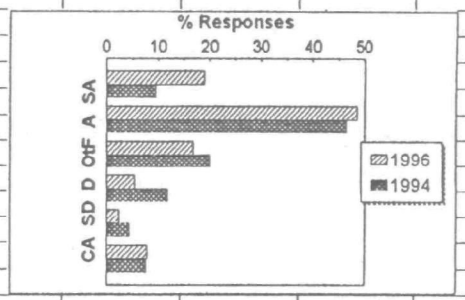
	1996	%	1994	%	Difference
Strongly Agree	16	3.17	11	1.79	1.37
Agree	148	29.31	121	19.74	9.57
On the Fence	133	26.34	131	21.37	-4.97
Disagree	111	21.98	205	33.44	11.46
Strongly Disagree	55	10.89	96	15.66	4.77
Can't Answer	42	8.32	49	7.99	-0.32
Total	505		613		



R-4

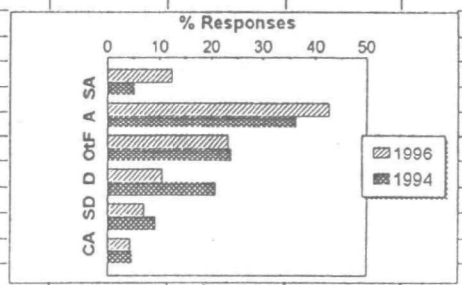
14. Region 10 tries to develop and value a culturally diverse workforce.

	1996	%	1994	%	Difference
Strongly Agree	95	19.04	58	9.48	9.56
Agree	242	48.50	285	46.57	1.93
On the Fence	84	16.83	123	20.10	3.26
Disagree	27	5.41	73	11.93	6.52
Strongly Disagree	12	2.40	27	4.41	2.01
Can't Answer	39	7.82	46	7.52	-0.30
Total	499		612		



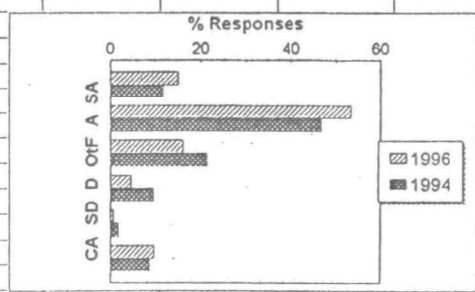
15. Region 10 management listens to its employees' needs and interests.

	1996	%	1994	%	Difference
Strongly Agree	62	12.35	31	5.07	7.28
Agree	214	42.63	222	36.33	6.30
On the Fence	117	23.31	146	23.90	0.59
Disagree	53	10.56	127	20.79	10.23
Strongly Disagree	35	6.97	57	9.33	2.36
Can't Answer	21	4.18	28	4.58	0.40
Total	502		611		



16. Employees in my office ask for, and listen to the feedback/suggestions of stakeholders/customers.

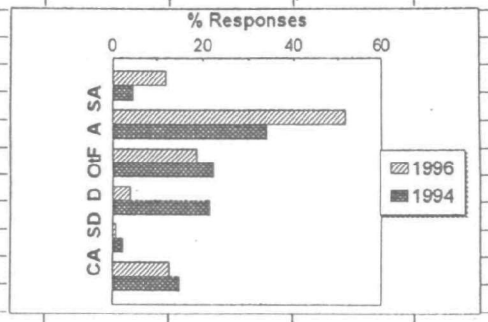
	1996	%	1994	%	Difference
Strongly Agree	77	15.19	72	11.75	3.44
Agree	271	53.45	286	46.66	6.80
On the Fence	82	16.17	131	21.37	5.20
Disagree	23	4.54	59	9.62	5.09
Strongly Disagree	4	0.79	11	1.79	1.01
Can't Answer	50	9.86	54	8.81	-1.05
Total	507		613		



R-5

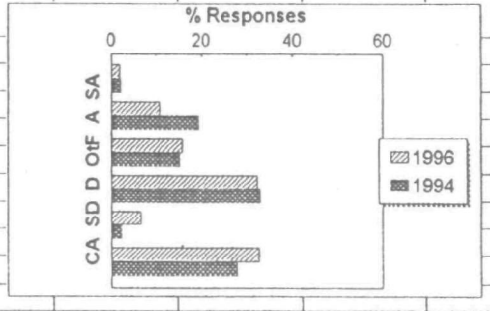
17. Employees in my office take action based on stakeholders/customer feedback/suggestions.

	1996	%	1994	%	Difference
Strongly Agree	60	11.90	28	4.58	7.32
Agree	261	51.79	209	34.21	17.58
On the Fence	95	18.85	137	22.42	3.57
Disagree	20	3.97	132	21.60	17.64
Strongly Disagree	4	0.79	14	2.29	1.50
Can't Answer	64	12.70	91	14.89	2.20
Total	504		611		



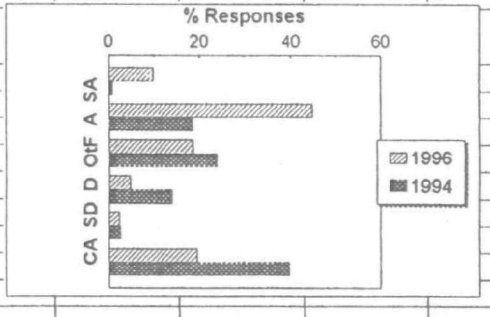
18. During the past year, Region 10 employees I know have often made promises to their stakeholder/customers that were not fulfilled.

	1996	%	1994	%	Difference
Strongly Agree	9	1.78	13	2.12	0.35
Agree	55	10.87	119	19.44	8.57
On the Fence	80	15.81	94	15.36	0.45
Disagree	163	32.21	201	32.84	-0.63
Strongly Disagree	34	6.72	14	2.29	4.43
Can't Answer	165	32.61	171	27.94	-4.67
Total	506		612		



19. Employees are actively pursuing partnership opportunities to provide successful program delivery to their stakeholders/customers.

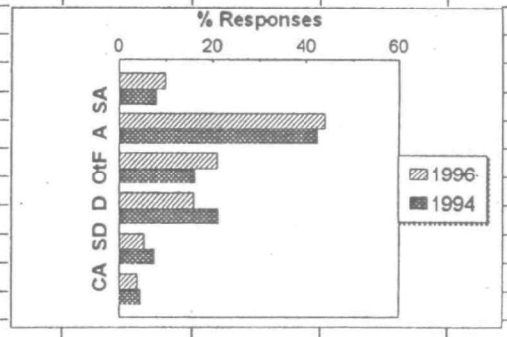
	1996	%	1994	%	Difference
Strongly Agree	50	9.94	5	0.82	9.12
Agree	225	44.73	114	18.69	26.04
On the Fence	94	18.69	146	23.93	5.25
Disagree	24	4.77	86	14.10	9.33
Strongly Disagree	12	2.39	16	2.62	0.24
Can't Answer	98	19.48	243	39.84	20.35
Total	503		610		



R-6

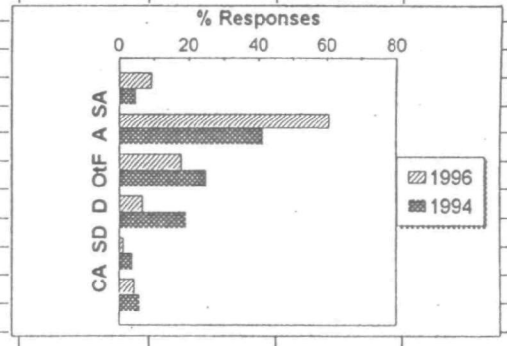
20. We communicate about and celebrate each other's sufcesses in my office.

	1996	%	1994	%	Difference
Strongly Agree	49	9.76	49	7.99	1.77
Agree	221	44.02	260	42.41	1.61
On the Fence	105	20.92	99	16.15	-4.77
Disagree	80	15.94	130	21.21	5.27
Strongly Disagree	27	5.38	46	7.50	2.13
Can't Answer	20	3.98	29	4.73	0.75
Total	502		613		



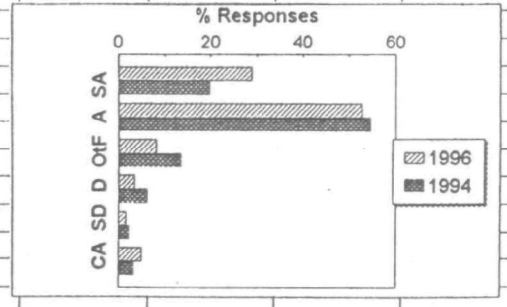
21. I give others feedback that helps improve overall performance in my office/region.

	1996	%	1994	%	Difference
Strongly Agree	46	9.16	30	4.90	4.26
Agree	305	60.76	253	41.34	19.42
On the Fence	89	17.73	153	25.00	7.27
Disagree	34	6.77	116	18.95	12.18
Strongly Disagree	5	1.00	24	3.92	2.93
Can't Answer	23	4.58	36	5.88	1.30
Total	502		612		



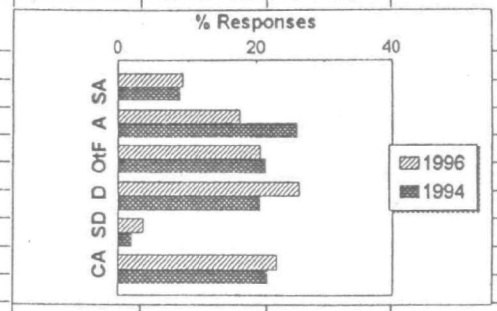
23. My office has high work quality.

	1996	%	1994	%	Difference
Strongly Agree	146	28.91	121	19.77	9.14
Agree	267	52.87	335	54.74	-1.87
On the Fence	41	8.12	83	13.56	5.44
Disagree	18	3.56	38	6.21	2.64
Strongly Disagree	8	1.58	14	2.29	0.70
Can't Answer	25	4.95	21	3.43	-1.52
Total	505		612		



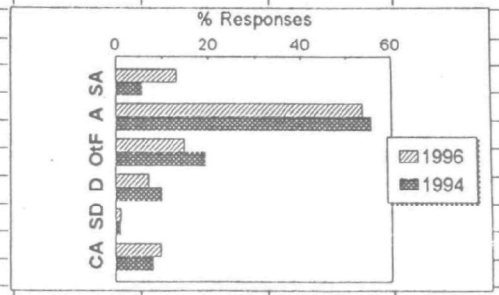
24. During the past year, Region 10 managers have often made promises to Region 10 employees that weren't kept.

	1996	%	1994	%	Difference
Strongly Agree	47	9.27	54	8.82	-0.45
Agree	89	17.55	159	25.98	8.43
On the Fence	104	20.51	130	21.24	-0.73
Disagree	133	26.23	125	20.42	5.81
Strongly Disagree	18	3.55	12	1.96	1.59
Can't Answer	116	22.88	132	21.57	-1.31
Total	507		612		



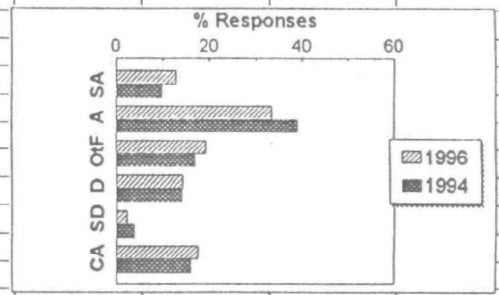
28. In my view, Region 10 employees continue to expand their environmental knowledge.

	1996	%	1994	%	Difference
Strongly Agree	66	13.23	35	5.72	7.51
Agree	268	53.71	340	55.56	-1.85
On the Fence	74	14.83	119	19.44	4.61
Disagree	36	7.21	61	9.97	2.75
Strongly Disagree	6	1.20	7	1.14	-0.06
Can't Answer	49	9.82	50	8.17	-1.65
Total	499		612		



29. The "solution of first choice" for Region 10 and its partners is pollution prevention.

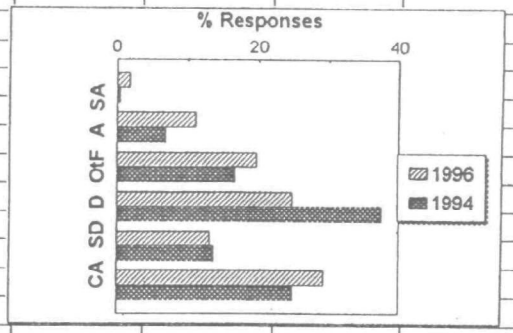
	1996	%	1994	%	Difference
Strongly Agree	65	12.95	60	9.82	3.13
Agree	168	33.47	239	39.12	-5.65
On the Fence	97	19.32	103	16.86	-2.47
Disagree	72	14.34	87	14.24	-0.10
Strongly Disagree	12	2.39	24	3.93	1.54
Can't Answer	88	17.53	98	16.04	-1.49
Total	502		611		



R-8

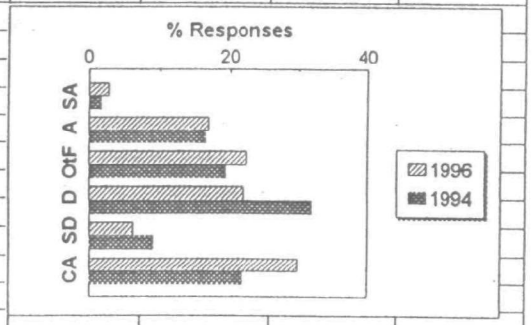
30. Region 10 is clear about the mix of enforcement activities that results in best compliance.

	1996	%	1994	%	Difference
Strongly Agree	10	1.98	3	0.49	1.49
Agree	56	11.09	43	7.04	4.05
On the Fence	100	19.80	101	16.53	-3.27
Disagree	125	24.75	229	37.48	12.73
Strongly Disagree	66	13.07	83	13.58	0.51
Can't Answer	148	29.31	152	24.88	-4.43
Total	505		611		



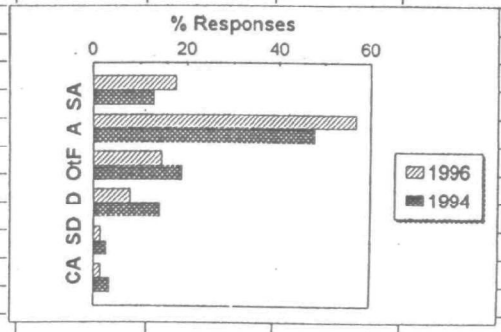
31. Region 10 is seen as a leader of integrated environmental problem solving in the Pacific Northwest.

	1996	%	1994	%	Difference
Strongly Agree	14	2.78	10	1.63	1.15
Agree	85	16.90	101	16.50	0.40
On the Fence	113	22.47	118	19.28	-3.18
Disagree	110	21.87	195	31.86	9.99
Strongly Disagree	31	6.16	55	8.99	2.82
Can't Answer	150	29.82	133	21.73	-8.09
Total	503		612		



43. The people with whom I work show respect for one another.

	1996	%	1994	%	Difference
Strongly Agree	89	17.66	79	12.91	4.75
Agree	287	56.94	293	47.88	9.07
On the Fence	73	14.48	116	18.95	4.47
Disagree	39	7.74	86	14.05	6.31
Strongly Disagree	8	1.59	17	2.78	1.19
Can't Answer	8	1.59	21	3.43	1.84
Total	504		612		

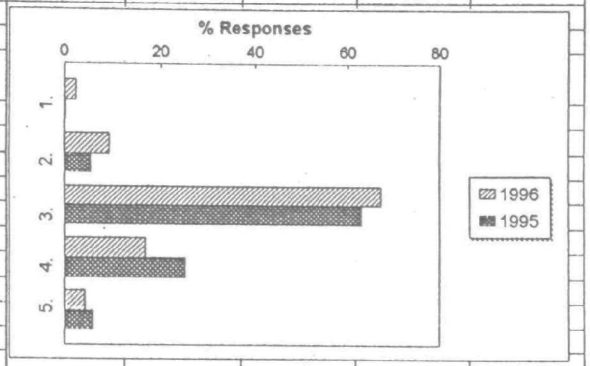


R-9

NOTE: The calculation of difference for the next 3 questions is just the difference between 1996 and 1995.

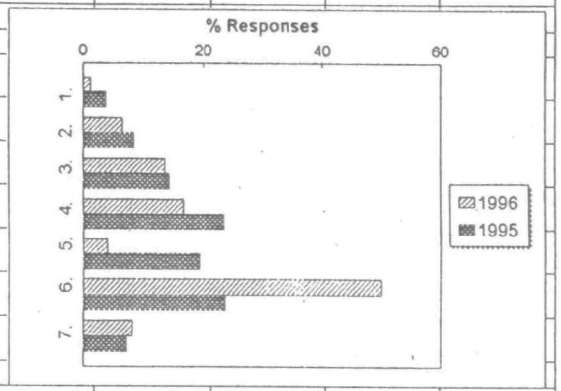
46. Select the answer that best describes your feeling about the level of empowerment you have in your current job.

	1996	%	1995	%	Difference
1. 'Way too muc	12	2.48	2	0.37	-2.11
2. More than Ide	45	9.30	30	5.58	-3.72
3. Ideal	325	67.15	339	63.01	4.14
4. Less than ide	81	16.74	135	25.09	8.36
5. Not nearly eno	21	4.34	32	5.95	1.61
Total	484		538		



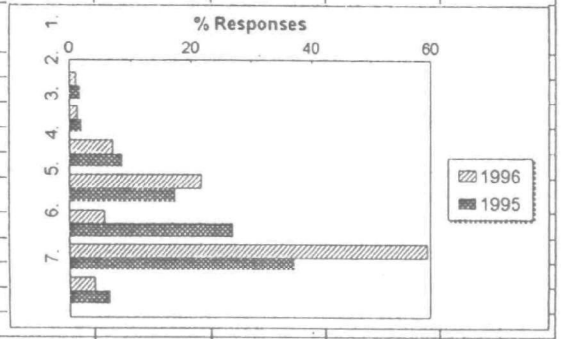
47. How empowered are you by our manager/supervisor to make decision in your job for the majority of your work?

	1996	%	1995	%	Difference
1. Mgr. decides w/out staff input	6	1.27	20	3.72	-2.45
2. Mgr. decides with limited staff input	30	6.36	45	8.38	-2.02
3. Mgr. decides w/ extensive staff input	64	13.56	77	14.34	-0.78
4. 'Mgr. Decides based on staff recommendations	79	16.74	126	23.46	-6.73
5. Staff decides with extensive mgr. input	19	4.03	104	19.37	-15.34
6. Staff decides with limited mgr. input	236	50.00	127	23.65	26.35
7. Staff decides w/out mgr. input	38	8.05	38	7.08	0.97
Total	472		537		



48. Select the answer that best describes the level of decision making empowerment you would like to have in your job for the majority of your work.

	1996	%	1995	%	Difference
Mgr. decides w/out staff input	5	1.06	9	1.68	-0.62
Mgr. decides with limited staff input	6	1.27	10	1.86	-0.59
Mgr. decides w/ extensive staff input	33	6.99	46	8.57	-1.57
Mgr. Decides based on staff recommendations	102	21.61	93	17.32	4.29
Staff decides with extensive mgr. input	27	5.72	145	27.00	-21.28
Staff decides with limited mgr. input	281	59.53	200	37.24	22.29
Staff decides w/out mgr. input	20	4.24	35	6.52	-2.28
Total	474		538		



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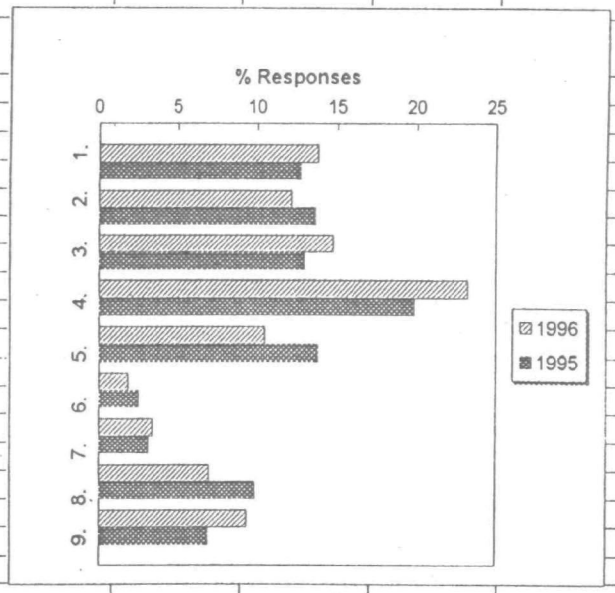
49. Select from the items below those that are most important for you to get the level of empowerment you desire in your job.

	1996	%	1995	%	Difference
Program Area Training	151	13.80	165	12.72	1.08
Technical Support	133	12.16	177	13.65	-1.49
Peer Support	161	14.72	168	12.95	1.76
Manager Support	254	23.22	257	19.81	3.40
Authority from Mgr.	115	10.51	179	13.80	-3.29
Change in performance agreement	20	1.83	32	2.47	-0.64
Change in position description	37	3.38	41	3.16	0.22
Don't need anything	76	6.95	128	9.87	-2.92
More Time (Disinvestments)	102	9.32	89	6.86	2.46
Other (List in Comments Box)	45		61	4.70	
Total	1094		1297		



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MORE NOTES FROM THE UNIT MANAGER INTERVIEWS

The following represents a detailed listing of the most common responses provided by Unit Managers during one-on-one interviews.

Question 1. With respect to the Organizational Design Attributes, what changes have you observed with respect to the reorganization?

1. The Unit Manager's (UM) job is over-whelming. In comparison to Section Chiefs they have more people to supervise and an increased workload since they have assumed many of the former Branch Chief responsibilities. As a result the UMs are not able to provide the necessary time to deal with staff related issues.

2. The ET is too large. It has too many meetings and it takes too long to make decisions.

3. The ET needs to do a better job of communicating with the staff and the UMs.

4. Communications have generally improved. There is better communication within the office due to the LAN and E-Mail system, however, there is concern about information overload. Too many people are trying to include too large a group in the various issues that they are dealing with.

5. Communication is worse within the region. The Office Directors (OD) and the UMs are communicating less with their staffs. Communication with place-based staff and Operation Office staff has not improved and may have been worse during the past year.

6. Changes to the organization have been confusing to the public and to the states.

7. Staff and Unit Managers have better access to the ODs and to the RA and DRA.

8. The UMs within the various offices are working well together; however the UMs are not working with their counterparts in other offices.

9. There is less accountability now than there was in the past. This is the result of less headquarters tracking and less focus in the region on accountability. In addition the move toward empowerment without the appropriate training or guidance up front has confused staff and UMs regarding who has responsibility for what.

10. The Executive Team (ET) generates policies and goals and then dumps them on an already overloaded UM group without considering the work load implications.

11. The 1:11staff to management goal and other goals such as supervisory diversity and delayering have been met. There has been a significant cost in down time, however, and time will tell whether the change has been positive or negative.

Question 2. How is the new organization more/less effective in the job of environmental protection?

1. There has been a decrease in environmental protection since the reorganization. This was due to the furloughs, the budget problems, the general chaos associated with settling in after a significant reorganization, and new UMs and staff learning new jobs. Fewer regional people appear to be involved in direct environmental protection work.

2. Environmental protection will improve in time once new offices have better defined their functions and all offices are more comfortable with their new organizations and relationships.

3. The movement of both UMs and staff from one program to another has been, in many cases, beneficial. The new people bring new perspectives and knowledge of different programs to their new offices which tends to improve the way the region does its environmental business. There has been a downside as well. Moving technical experts and experienced Section Chiefs into new organizations has adversely affected some units. Some of those units which lost personnel have had difficulty in meeting their environmental responsibilities.

4. Working with the states to divide up the environmental workload should pay dividends in the future.

Question 3. Does the organization feel flatter? If so why?

1. The organization feels flatter. Many decisions are made more quickly and there is better access of the staff and UMs to the ODs and the RA/DRA.

2. Flatter comes with a price. The UMs have a much broader span of control and the workload is greater than that of a Section Chief because the UM has taken on many of the duties of the former Branch Chief. In addition, there have been many special assignments coming to the UMs from the ET. The result is less time for the UMs to do performance agreements, performance evaluations, mentoring, coaching, etc.

3. Staff and ODs still expect the UMs to have the same depth of knowledge on technical issues that the Section Chief used to have. This expectation cannot be met with the current span of control and workload.

4. The roles of the UMs and ODs have not been well defined. It is not clear who has the responsibilities that were previously handled by Branch Chiefs.

5. In some offices there are "phantom" branch chiefs (non-supervisory Associate or Deputy Office Directors). In some cases these individuals function in the same manner that Branch Chiefs did in the past. In these cases the organizations have not been flattened and UMs have not had the opportunity for professional growth .

6. There is no one for UMs to bounce ideas off of now. The ODs are generally tied up. There are no Branch Chiefs and other UMs have their own problems to deal with.

Question 4. What mid-course changes would you suggest at this point?

1. Relative roles of the UMs and the ODs need to be better defined.

2. Roles of the Senior Non-Supervisory Staff need to be reviewed and refined regularly in order to assure that they are working in priority areas.

3. The size of the ET needs to be reevaluated. It takes too long for decisions to be made. Possibly use smaller groups for certain types of decisions.

4. There needs to be more leadership from upper management.

5. The ET needs to find better ways of communicating with the staff and UMs. It is not clear what the ET is doing or why they take so much time doing it. One suggestion for better communication is for the ET or a portion of it to hold a monthly open forum where ET activities could be discussed and questions could be asked.

6. The ET and the Region as a whole need to focus more on environmental issues.

7. The ET and the UMs need to come together again as a management team.

8. The effectiveness of small offices within the region need to be reviewed in relation to the goals of the region.

9. The role of the Associate/Deputy Office Directors need to be evaluated in terms of their value to the region and their potential roles as "phantom" Branch Chiefs.

10. The value and contribution of the Office for Innovation needs to be evaluated.

11. Communication between Seattle supervisors and place-based/Operation Office staff needs

to be improved. The decision to have staff report directly to Seattle might need to be revisited.

12. Create additional Units where it makes sense. Some Units are too large. At the UM level a true 1:11 would be more workable than 1:20.

13. Reevaluate the "assignments not positions " concept. It may be counter-productive in many cases, and it should consider the impact on staff and programs. Moving technical staff from their areas of expertise may be detrimental to the region's goal of environmental protection.

14. Develop a better, quicker process for filling vacancies. Use a two-tiered approach such as allowing rapid rehiring for existing vacancies and a more thoughtful consideration for filling new vacancies.

15. The ET needs to set some priorities and mobilize resources to accomplish those priorities. This would include grants, training, FTE, etc.

(Note: responses to questions 5 and 6 are combined due to extensive overlap in response.)

Question 5. As a supervisor, what were your expectations with respect to your new job under the reorganization?

Question 6. How does reality compare with your expectation?

1. Expected the job to be hard and it is. In many cases it is harder than anticipated.

2. Expected to be part of a larger management team that worked on region-wide issues. This has not happened.

3. Thought the job would be more human resources oriented and not so much technically oriented. This has not been the case. ODs and staff both expect UMs to have a technical grasp of the detail of programmatic issues.

4. Expected flatter organization to provide more opportunity for professional growth, such as attending national meetings, working on national workgroups, influencing policy development, etc. This has not happened for two reasons. First, the UM workload is so heavy that it is difficult to find time. Second, the Associate ODs seem to do that kind of work which does not allow the UMs an opportunity to become involved.

5. Expectations have been meet compared to the reality of the UM job.

6. Expected the job to provide time and opportunity for forward planning and goal setting. There has not been time to do either.

7. Expected to be involved in awards, promotions, enforcement decisions, etc. and have not had the time or in some cases the opportunity to become involved.

8. Expected roles to be better defined.

9. Expected to be part of a larger management team that worked on region-wide issues. This has not happened.

Question 7. Are you interested in remaining a supervisor in the existing organization?

1. Yes, want to remain in a supervisory positions (the majority of UMs), however, concern exists about the workload, the stress level, and the inability of the UM to provide the needed guidance and support to their staffs.

2. Uncertain, may be interested in some sort of change in the future. Concerned about burnout and would consider a Senior Non-Supervisory Staff position.

3. Concerned about rotations. May not be ready to change in two years if I like my current job and I've developed important working relationships.

4. The supervisor to staff ratio of 1:15-20 is a problem for many supervisors and may impact my decision to remain a supervisor or move to something else.

Question 8. Have there been any changes is accountability, flexibility, empowerment, or innovation during the past year?

1. Empowerment has increased but UMs and staff need further training in this area in order to be able to ensure that empowerment is appropriately employed.

2. The region is more innovative than it has been in the past. The innovation is frequently more aligned with policy type issues than with technical issues.

3. Flexibility has increased significantly over the course of the past year. EPA in general and Region 10 in particular have been both innovative and flexible for quite some time.

4. Accountability had decreased over the course of the passed year, as has customer focus.

5. Maybe we have become too flexible and too empowered, and have lost control and direction in the midst of all the changes.

6. Some staff may have become empowered out of necessity, since they were not able to spend time with their UM. It is not clear that this is the type of empowerment that we want or that it is the way we want it implemented.

7. Empowerment has not been embraced equally by staff and managers. Staff are asked to take more responsibility and make decisions, yet the ET is not operating in the same way. They meet and take days to make decisions.

General Observations

1. It is too soon to perform this sort of organizational analysis. It takes several years for cultural change to occur.

2. Policies coming from the ET are confusing and sometimes inconsistent.

3. Concerned that the ET will put a spin on the results of the organization review.

4. Politics are permeating too far down into the organization.

5. Success is not only getting good programmatic outputs but feeling good about working here.

6. Programs still need to understand other programs better.

7. Reorganization implementation teams have lost their momentum. They need to be re-energized.

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MORE NOTES FROM EXECUTIVE TEAM INTERVIEWS

The following represents a more detailed summary of the most common responses provided by Executive Team Members in one-on-one interviews.

Question 1. With respect to the Organizational Design Attributes, what changes have you observed since the reorganization?

1. The Executive Team (ET) is too large. As a result, there are too many meetings, the meetings last too long and it takes the ET too long to make decisions.

2. The ET is functioning with a sense of collective responsibility, and there is a greater willingness to work across program lines.

3. The boxes are alive and well within the ET and turf is still an issue.

4. It is too early to effectively judge the reorganization. The furlough and budget crises of FY'96 slowed the movement/progress of the reorganization. It will likely take 3 to 5 years for a significant organizational change to show real progress.

5. In general, unit managers are overloaded and some staff are having a difficult time meeting with their supervisors. These difficulties should improve as the organization matures, however this is an area that bears watching.

6. Some units are too large.

7. Staff and Unit Manager (UM) access to the Office Directors (OD) has increased since we eliminated the Branch Chief positions. However, because they were typically very experienced and knowledgeable, Branch Chiefs had provided a valuable service to ODs and Section Chiefs by helping to make their workload more manageable

8. The region as a whole and the ET in particular have not been emphasizing the core processes.

9. The Office for Innovation and the Office of Ecosystems and Communities are generally doing good work. It was more difficult that anticipated to initiate new offices but progress is being made. There is a need for periodic review and evaluation of the new offices in order to assure their contributions to the region are commensurate with the resources being used.

10. Regional accountability has decreased. Since the accountability system was scrapped and none has replaced it, there has been little or no tracking of program activities in the region.

11. Supervisors and managers seem to be conflict averse, especially when it comes to dealing with staff. Consequently tough stances are frequently not taken in situations where they should be.

12. Communications between UMs and ODs has improved but communications between staff and UMs may be worse because of UM workload and the number of staff they are supervising.

13. The region is operating under information overload. There is an attempt to include everyone who may have even a minor interest in a subject and the result is too many LAN messages and too many people included in meetings who should not be included.

14. Too many people are being asked for input on too many decisions. This frequently delays decisions. Greater leadership should be exercised and sometimes it is appropriate and even desirable for UMs, ODs, the Deputy Regional Administrator (DRA) and the Regional Administrator (RA) to make unilateral decisions.

15. There are not enough administrative staff in the region and the ones that are here are not made to feel part of the "team."

16. The region's efforts in the tribal areas have improved significantly. There is more awareness of tribal issues in the programs and there is a greater effort to consider tribal needs in program activities.

17. Seattle staff do not communicate often enough or effectively with Operation Office staff and place-based staff.

18. The non-supervisory deputy system seems to be working well for those offices who have them.

19. The ET does not communicate effectively with the UMs or the staff.

Question 2. How is the new organization more effective/less effective in the job of environmental protection?

1. It is too early to tell whether there has been a change in our region's protection of public health and the environment. The region has been preoccupied with the reorganization and other issues.

2. There has been a significant loss of corporate memory and experience with the loss of Branch Chief positions. This translates into a decrease in the region's ability to protect public health and the environment.

3. There is a general feeling that environmental protection has decreased over the course of

the past year due to decreased accountability, loss of experienced, technically, qualified staff and managers, fewer staff doing direct environmental protection, reduced emphasis on enforcement, reorganization transaction costs, and low ET priority related to environmental issues.

4. Environmental protection has decreased this year, however, there is a great deal of optimism that environmental protection will improve because the region is moving forward with development of partnerships with the states and tribes, the region is looking at problems more holistically, various initiatives are improving the way we do business, morale is improving, faster decisions will protect the environment better, and "themes" (e.g., community, geographic, tribal, etc.) are clearer.

5. Core programs are suffering, yet those are the programs we will be judged on.

Question 3. Does the organization feel flatter? If so why?

1. The office not only looks flatter, it is functioning flatter . This is tempered by the observation that UMs have extremely heavy workloads and do not have enough face-to-face time with their staffs.

2. OD workload has increased significantly resulting in less time to meet with staff.

3. There is still a question of roles and division of labor with respect to UMs and ODs.

4. UMs in general are not technical experts and are not able to provide the program direction and guidance that is expected by staff.

5. Seattle UMs do not communicate well or frequently enough with place-based/Operation Office staff.

6. Branch Chiefs added value to the regional activities in areas such as issue focussing, decision making, corporate memory, experience, HQ and state relationships, planning, budget, etc.

Question 4. What mid-course changes would you suggest at this point?

1. Review ET size and processes. Identify which issues should be dealt with by full ET, which should be dealt with by the RA/DRA, and which should be dealt with by a subgroup of the ET.

2. Streamline the size of the ET by setting up an executive, executive team, combining the smaller offices into a "pool" with a single OD representing the group (could be rotated

between ODS of smaller offices), and/or setting up small workgroups to deal with specific issues and empowering them to make decisions.

3. The ET and the RA/DRA need to exert more environmental leadership.

4. ODs need to work together one-on-one or in small groups to deal with issues. Currently, the only time ET members see each other is in ET meetings.

5. Increase the number of UMs in offices where there is good justification.

6. Review the policy of requiring all Operation Office Directors to be present at major meetings. The travel costs can be very high.

7. The ET should emphasize strategic environmental issues more and internal policy and structure less.

8. ODs and UMs should rotate in and out of supervision so that they develop an empathy and understanding for what is required to get a job done.

9. The ET needs to emphasize the leadership philosophy and core areas more and lead by example.

10. Senior Non-Supervisory Staff positions need to be evaluated periodically to determine if they are being utilized effectively.

11. Reevaluate the location of the outreach unit. Reconsider whether outreach is provided more effectively when staff are located in a centralized office or in direct program offices.

12. Mentor more effectively. Many programs are only one deep and mentoring would provide backups. Better mentoring for new UMs.

13. Resource focussing is not working well. It takes too long for decisions to be made. Streamline it.

14. More training and emphasis is needed related to empowerment.

15. There is no group within the region that focuses on regional goals and accomplishments. There is a need to reinstate some type of program planning and evaluation.

16. The ET and the RA/DRA need to do more and better communications with staff. The LAN is not enough.

17. UMs and ET need to work together more effectively as a team.

18. The regional office needs to make a greater effort to assure that administrative staff are

included in program activities and are provided an opportunity to grow in the organization.

(Note: Responses to questions 5 and 6 are combined due to extensive overlap in response.)

Question 5. As a supervisor, what were your expectations with respect to your new job under the reorganization?

Question 6. How does reality compare with your expectations?

1. Expected the region to be able to focus resources on major problems. This has not happened yet.

2. Did not expect ODs to be doing so much first line supervisory work.

3. Did not expect to have so much problem getting the go ahead to fill vacancies.

4. Expected time spent with ET in meetings to be both enjoyable and enriching. This has not been the case.

5. Miss Branch Chiefs more than expected.

6. Expected more internal and external movement toward geographic initiatives.

7. It is taking longer than expected to get past old way of doing things.

8. Stress level is higher than expected.

9. Expected less initial resistance to dealing with tribal issues.

Question 7. Are you interested in remaining a supervisor in the new organization?

1. Would like to remain in management positions (majority view), although may be interested in taking some time away from management in the future to do some Senior Non-Supervisory Staff work (minority view).

2. Would not consider a Unit Manager position, too difficult.

3. Like the assignments not positions concept.

Question 8. Have there been any changes in accountability, flexibility, empowerment, innovation during the past year?

1. Flexibility has occurred through movement of people during the reorganization. Rotation of staff and managers will continue to create and improve flexibility.

2. Empowerment has always been high in the regional office for those who wanted it.

3. There has been little cost savings to the agency as a result of down sizing.

4. The region is innovative scientifically but not in policy areas.

5. Much more use of cross-office teams is occurring.

6. People are still concerned about taking risks and putting forth innovative ideas because of the potential for failure.

General Comments

1. Concerned that we set up a system that will not sustain itself during the reign of a "hostile" RA? Current system with rotation policy and large number of highly graded Senior Non-Supervisory Staff could be an easy target for wholesale change.

2. Expect people to be more motivated and enthusiastic long term, as reorganization matures and the prospect of rotations becomes reality.

3. More natural teaming is occurring.

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RESPONSES TO THE "RA FOR A DAY" MAILBOX

Comment 1: In my humble opinion, the root cause of our inability to effectively implement the collaborative, problem-solving partnership objectives of our re-organization is the in-bred "white tower" culture of our workforce.

Our hiring and promotion practices create this fatal inbreeding. We typically hire at the entry level, and promote from within (all for legitimate reasons). Thus few R10 employees possess significant experience in either the private sector or in local/state governments.

Thus lacking an understanding of private sector and non-federal governmental processes, motivations, and limitations, we are predictably unable to work effectively with them. Most appalling, few of our employees fully appreciate the power of economic motivators in changing environmental practices. Such limitations inevitably create our infamous, insular "stovepipe" culture that so often mistakes internal process for external progress.

For validation, just look closely at the background of those EPA employees with the greatest success in working externally. With few exceptions, most have significant non-federal experience. Bottom line: we can train anyone to do a specific job, but we cannot provide them with the crucial non-federal experiences and perspectives that are essential to their (and EPA's) success.

Solution? Easy. Just change hiring requirements to specify a minimum of five years of non-federal experience. Yes, that will impose some additional costs in starting salaries, but the ultimate savings to EPA, the taxpayers, and the environment arising from more effective EPA employees and programs could be enormous. (And don't forget that, in our efforts to re-invent government, this would be a compelling and easily understood public step in the right direction.)

Comment 2: 1. Thank you for the opportunity to comment on how the reorganization has worked for me. I did take the survey. I don't think my comments were tied directly to the questions asked, but I hope you can figure it.

2. I can't say that I enjoy change as it takes time to get used to. Being in the PC support area, you'd think I'd be used to change. The one issue I had during the reorganization and flattening of the organization, was that I hoped that we would take managers and put them to work. I can honestly say in the case of Jim Peterson and Gus Parlier this is true. I can appreciate that they were supervisors and then became working staff. I see them doing real work and enjoy working with them. They also offer great suggestions from having been supervisors.

I hope there are other successes in this area. I hope we don't have a group of people just creating good ideas for the rest of us. Believe me when I say we are swimming as fast as we can. If given time we too could come up with good ideas but there just doesn't seem to be time.

3. As for all your questions regarding the vision of the agency etc., I don't think I could quote it

back to you. I think those of us in support roles in OMP are working as hard as we can to keep up with the staff and actually spend time anticipating the best way to do a job. Please take time to include us when announcing successes in the Region. I'll use the recent White House event as an example. There were many people in the IRU unit working on this project but were not thanked or rewarded. Those staff may be contractors but a letter of thanks would have been acceptable. Please remember that we in OMP are part of this organization and should be thought of as partners in the successes the Region has.

4. Please look to the infrastructure to support the region and its staff. You made a great decision to purchase new PCs for staff to get work done. It will not stop there. With the new equipment comes installing, training, and supporting. It will take resources to do these things and it will take additional resources to continue to buy to keep up with technology. Any help in that area would be greatly appreciated.

Once again, thank you for the opportunity to comment.

Comment 3: I have only one general comment. I am very concerned about the outreach program in air. Prior to the reorganization we had Misha Vakoc working full time here in air on outreach. We had some new initiatives and were just beginning to impact our states with some new ideas such as the very successful teacher training workshops which Misha worked so hard to get established.

It is important that the outreach person be co-located with the other staff so she/he hears of initiatives and possibilities for outreach as matters arise. Also this allows the person to push new initiatives, which is difficult to do if one is not on the site. Our state air programs will not push outreach without continual contact and interaction with their staffs. Our states are organized by media and if we are to support and encourage outreach, it has to be on a day to day working initiative basis.

I am aware that there are some resources for outreach work available nationally for air, but we can not compete without a sustained full time (full FTE) effort. Outreach for better or worse is not yet part of the basic program and it is an item easily pre-empted for other things so it needs this kind of focussed effort to succeed.

Comment 4: If I were R.A. for a day I would:

1. Cut the "fluff" and get back to substantive issues. We've spent the last four years changing directions repeatedly on the basis of a social experiment gone awry. EPA has lost its direction. We attend more meetings, fill out more surveys, acquire more buzz words (TQM, customer, stakeholder, etc.) and listen to endless rounds of "focus groups" and accomplish less and less meaningful work. We can't hold a meeting with a "facilitator" or work on a project without including innovation and technology. In EPA's attempt to "re-invent" itself, EPA has abdicated its role as a regulatory agency and now attempts to hide behind the role of "facilitator" or

"empowerer" of other agencies while periodically attempting to regulate. We have succeeded in confusing the general public as to our role in environmental protection and our continued worth as an agency, as well as confusing our federal, state and local partners as to who we are and what we really do. And last but not least we have enraged the environmentalists who once were our most strident supporters. We need to get back to basics in protecting the environment. The question most frequently asked of Carol Browner during the shutdowns was not "what reorg plan is not occurring, what state team meeting didn't happen or what meetings are executives not attending" but "what inspections are not being done." Wake-up. That's where the general public's concerns are. Their taxes pay our salary - if we're customer oriented, lets really listen to what their concerns are - I assure you, the people I meet in the field on a weekly basis could care less about our "geo initiative, or watershed group or state team" they care about the up close and personal issues of clean air, water, etc. and why we're doing more talking about the issues than correcting them.

2. I would insure that staff have the necessary resources available to them to carry out their job. As a result of the reorg we're spending enormous resources on fluff meetings, trips, etc,. when regular field staff don't have the travel funds to do adequate inspections or enforcement work - how can we justify trips to Russia, Sweden, Poland, etc., when staff can't get out to the field in the regional area? When staff can't get appropriate field vehicles or appropriate field gear they are hampered in carrying out their duties as assigned and they are endangering themselves by using improper/inadequate equipment. It also leaves a poor impression with the general public and the agencies that EPA works with - Do you know how many times I"ve got on a Metro Bus headed for an inspection and loaded down with field gear and had at least ten people ask what EPA was doing on the bus (the field gear is marked EPA R10)? What kind of message do we send when we must tell a complainant who has concerns about an ongoing violation, we can't get out to do an inspection because no cars are available (or when we show up to do an inspection with a "chevy nova" and when it becomes mired in the muck we have to request assistance from the alleged violator to just move the car, knowing when we get back to the office we'll have to deal with grief from the Service Center because there is mud in the car? I hear those questions from the general public and internal staff all the time. The resources in this agency are targeted toward the gray suits on the 14th floor and Moses was a baby the last time they produced a product of value.

3. I would abolish the office of innovation and technology and use the funds to create a "support division" and have them do nothing but staff support functions (travel, finance, field gear, cars, etc) - their mission would be providing the best support possible to EPA staff. Staff spend more time trying to get cars, gear, finance documents, hotel reservations, travel vouchers, TAs, etc. than they do actually doing the work they were hired to do. We do our own typing and copying and sometimes process the mail because the secretary is overwhelmed. The balance of service provision has shifted in this agency toward not providing any services internally: If you receive a car with no gas in it, its staff's responsibility to not only fill it (and be late for your meeting/inspection), but also to go back to the prior driver and complain; If you have a finance problem, it can be months before its addressed; Phone doesn't work, computer's out? Unless the staff person takes time out to run up and down the building, begging and borrowing, chances are the problem won't get fixed - it took me eight weeks to get a phone card and I'm in field almost

every week. God help you, if you have to use the 1-800 number for assistance from the field) The RA should establish what the internal priorities with regard to staff support are and insure that every office and every program is on line with those priorities. If we no longer do real environmental protection work, for heaven sakes, run up the flag of surrender and say so. Quit frustrating staff by saying one thing and having the region do another.

4. I would insure that managers are really "managers/ coaches" and are capable of fulfilling that role before hiring them. I'd remove those whose skills were inadequate and I'd quit giving permanent promotions to managers until their 6th year as a manager (end of second rotation). I'd insure that managers have time to coach by making it mandatory that meetings involving managers be reduced to the point managers would have time to do more than simply attend one meaningless meeting after another. Since the reorg, managers are running from one meeting, focus group, state team, etc., to another - they don't have time to get to know their staff, the ongoing work, etc. The idea of being a coach isn't realistic under the present system. The present reorganization failed in addressing staff to manager ratios in a manner that provides staff with a manager who has the time/skills to do more than sign documents and time cards.

5. I wouldn't make promises in general staff meetings that I had no serious plan to fulfill. EX: staff evaluations of managers, promotions, etc. There comes a point when staff have seen enough broken promises that they cease to believe anything the R.A. or his representatives have to say.

6. I'd make an apology to this Region and the general public for the past four years of chaos, admit that the very expensive social experiment did not work out as all had thought and I'd recycle everything even remotely related to this ill-fated experiment. I'd then take the money that was designated for the expensive outside "change consultant" the Region hired and put it toward environmental work and I'd get back to working on cleaner air, water, etc. Last but not least I'd terminate the very next person who uttered the words "organizational change, stakeholder, or paradigm."

Comment 5: 1. Good job on the survey. Very easy to read, simple to implement, good idea to define terms on right hand side, just enough comment space to get the idea written down without rambling too much. This is by far the best online survey we've had. Kudos's to the folks that put this together.

2. With all this teaming stuff, I think EPA has tended to participate in Teams for the sake of teaming. Employees should ask themselves whether there is any value-added component to have themselves and/or EPA present as part of either an internal or external team. I see a number of employees that want to be on internal and external teams simply because they want to have their finger on the Pulse of Things (I think some of this is a left over from where EPA put itself in the "oversight" role, rather than the "leadership" role, and people feel like they need to "know" what everyone else is up to - I believe that we need to move beyond that role of simply "knowing" what is happening - we need to either direct the team or provide some input in order for us to justify our participation. For external groups (e.g., lots of coalitions or geographic initiative stuff), this

results in EPA yet again sitting at the table and not adding anything other than the "weight" of our name on the roster list (which I recognize, in some cases is important).

I believe that if EPA truly wants to be a leader in environmental issues in the NW, then we need to tackle, and Resolve, difficult issues. I think we are too often only providing our "support", or our "name", and that we have to earn the respect of the community by working through and reaching resolution on Difficult issues. [yes, I recognize that through this we still have to do our core work (permits, site cleanups, education).

P.S. Get rid of the Office of Innovation. I have read all their messages, been to their brown bags, and I see a whole lot of people internally blabbing without any effecting any change. Yes, they are doing a great job facilitating, and asking for input, but there's no purpose for all that coordinating if the office isn't really doing anything - these good people/resources would be better spent resolving difficult technical/policy issues instead of blabbing.

Comment 6: I missed the focus group for staff that had changed jobs through the 1-2-3 process and wanted to make sure my comments were heard on that aspect of the reorg. Comments:

1) The 1-2-3 selection process was an excellent opportunity for me and one of the best career opportunities that I've had since I joined EPA.

2) The 1-2-3 process, or some form of it, should be offered routinely (every 2-3 years?), probably on a smaller scale, for other employees.

3) This is an attractive opportunity/benefit for employees particularly given the shrinking advancement opportunities (managerial and grade) available at this time.

4) Need to exercise care that: a) the unit losing the person is able to deal with the loss and b) the receiving group is willing to invest time and energy to train and incorporate the new person.

5) I believe this process will benefit the region in the long-run but there is a cost in the short-term with loss of efficiency that goes along with job switches.

I could elaborate on these points but I mainly wanted to share my personal perspective that the job change opportunities of the reorg have been very good for me and it has been an exciting year. Thanks for soliciting our comments.

Comment 7: This message is specifically in regard to the Office of Air Quality. I am part of an OAQ XXXXX team and have talked to many of the staff in regard to my comments that follow. I do not have any personal grudges against OAQ management, as I personally like all three. I realize that they are trying to do their best with the cards they were dealt, but feel that they have not managed to the level needed over the past year.

The geographic focus (i.e., dividing up based on state boundaries) may work at the manager level, but at the staff level does not seem to me to be working as efficiently as our previous program-based organization. My reasons for reaching this conclusion: a) Staff working in similar programs are now isolated from each other which leads to reduced interaction and coordination, and duplicity of work (i.e., less teamwork!); b) staff is aware but it seems management is not aware or is not concerned that OAQ does not have nearly enough staff to cover all program areas in both units - most staff believe that true geographic alignment will never become a reality (harder to get staff buy-in on management decisions when staff does not believe in structure). Staff also believes that if we were to see fruition of a geographic-based structure, we would see the expertise in this office decrease and duplicity of work increase; c) unit managers are responsible for too many programs areas/subjects that staff believe they may never become proficient enough to make knowledgeable decisions (this is also a problem that can be directly attributed to the 1:11 ratio decision made by Gore); d) team leaders are not empowered to make employee work assignment decisions, nor does management regularly attend team meetings to make these decisions for them (therefore meetings are not as productive and issues are left hanging); e) Unit meeting are now unproductive because staff are generally not interested in discussions that do not pertain to their program area, nor is the needed staff in attendance to "brainstorm" issues/problems to come up with a game plan/resolution.

OAQ management has compounded the problems we are facing by: a) failing to make any proactive decisions about priorities and disinvestments over the past year (they have in fact made non-proactive decisions by not acting in this regard); b) failure to place enough trust in their employees to make important program decisions when they do not have the full knowledge to make these decisions themselves; c) failure to provide adequate training to new employees (i.e., new folks were basically left to swim for themselves); d) failure to address the loss of knowledge and experience in certain program areas due to the loss of valued employees (the reasons why these employees left is directly related to the change in management and organization of the office); e) failure to listen to the overwhelming advice of the staff in determining the organizational structure for the office (it is common understanding in OAQ that management had already pre-determined to go to a geographic structure prior to consulting with the staff); f) failure to empower team leaders to make decisions that they are more intimately familiar with.

What he now have is an office where the employees are physically separated from there peers, have no sense of direction, do not know the importance of their work as it relates to other program areas or Office priorities, and do not generally trust management nor believe management trusts them.

If I were RA for a day I would lay everything on the table and allow staff and management to decide the proper direction and structure for OAQ. Management has continually stated that we have the knowledge and they don't, so why do they not let us use it? We need to develop priorities goals, disinvest, provide training to all employees on the history of the CAA and where we are headed, empower the team leaders, reduce the number of program areas unit managers are responsible for (allowing them more time to macro-manage), and rebuild the teams (physically and structurally).

Thanks for allowing me the opportunity to comment on the reorganization.

Comment 8: Just some good strokes.... This is the best questionnaire I've seen come across the LAN. I'll be curious to see the results. The only weak point might be that the questions regarding personal performance are worded in a way that make it unlikely that you will find much in the nature of introspective criticism..... but that is always a tough one to get a handle on.

Comment 9: My comment on the Region 10 reorganization relates to its impact on the Regional Radiation Program. In the Region 10 reorganization, priority was given to "crosscutting" programs which operate across traditional organizational boundaries. The Radiation Program is a good example of such a program, but it is also a small program that did not get specific attention during the reorganization.

My recommendation is that additional radiation technical focus and support be provided in Superfund as part of the "mid-course assessment of the reorganization".

The DOE sites at INEL and Hanford comprise multi billion dollar cleanup efforts, largely driven by radiation risk issues, and involving a dozen or more RPMs. It makes sense that this is an area in Region 10 where significant health physics support should be needed. In the past, however, Superfund in Region 10 had no substantial health physics support for the INEL and Hanford teams, either internally or from contract support. OEA does not have the technical staff to support this need.

Historically, the Radiation Program in Region 10 has operated out of the Air Division. The level of radiation support provided by Air to Superfund DOE cleanups has, however, been minor. During the reorganization, one of the health physics staff in Air moved to Superfund and is now assigned as an RPM on the INEL team. The opportunity now exists to focus the kind of radiation technical support for DOE cleanups that has not been previously provided.

A health physicist assigned to work with the RPMs at both INEL and Hanford would be able to provide technical support now lacking and also to integrate and coordinate issues across these teams in a way that is not now possible. Consistent with the crosscutting nature of this function, it should matrix between the Hanford and INEL cleanup organizations.

This recommendation is consistent with the ODT/Reorg initiatives, and the objective of bridging organizational barriers and integrating functions across the Region.

The additional attention and support recommended is needed to enhance the effectiveness of the agency in meeting the organizational change goals. In particular it addresses the reorganization Key Focus Area: "Ensure effective scientific and technical communication and coordination and to promote scientific excellence".

Comment 10: I know there has been a lot of discussion regarding the Office of Innovation. I have not had much interaction with OI so I don't have any basis for comments about OI in general but there is one aspect of it about which I have very strong feelings. I would like to acknowledge and support wholeheartedly the work that the teaming cadre is doing. It is vitally important to have access to their expertise in these times of expanding meetings to include many different "partners" and gaining consensus, resolution on issues. Whereas I can go to training and get a rudimentary knowledge of meeting skills, these folks live and breathe it and are providing a very necessary resource to the region. Please keep them!!!

Please Note:

1. We have not reported the term "no comment" as it cannot be interpreted. This explains the gaps in comment numbering.

2. Unfortunately, the database used in the LAN survey did not function as hoped. In cases where the comments exceeded the allotted space, a break occurs; the remainder of the comment appears elsewhere. Because it would have been extremely difficult and time consuming to link truncates, OCAT decided to leave the breaks as they appear.

3. In the survey, comment space was provided after a block of six questions. Respondents were asked to link their comments to the related question. Few people did this. In order to understand the context, all the comments appear after the relevant six questions.

4. In cases where comments were mean-spirited, non-constructive, or hurtful, nine names of individuals and/or offices have been removed. Following symbol "☹" indicates redaction. However, to insure that the subject of the comments are aware of how they are viewed, the named will receive unedited comments made about them.

Following are comments to questions 1-6:
1. What program do you work for?
2. Where do you work?
3.What is your position at Region 10?
4. I can describe Region 10's Values, Vision, and Mission Statements.
5. I can describe Region 10's "Strategic Directions."
6. I can describe Region 10's Leadership Philosophy.

1 You may be spending a great deal of time advertizing the vision statement and philosophy but I can't tie it to my job.

2. I was recently hired and am not familiar with EPA "strategic direction" . . . yet.

3 I know Vision, Mission, etc is on the walls but I could not quote or describe it readily.

4 They are very visible and make sense.

5 4 the mission/values etc seem best coupled w/program work. Wish there was a similar set of high goals for general/office/admin work ethic towards which all employees would strive

6 Comments to all questions above: I can generalize these but would not be able to explain them fully to another individual or group without further study.

7 The Region 10 Mission seeks to improve the quality of life and environmental conditions in the Pacific Northwest through balanced regulation and developing partnerships with communities.

8 4. I can describe them but do not believe they are valid. Without a measurement method and a commitment to accountability they are objectives one can always claim as meeting.

9 1. I can describe them in a general way, perhaps not all-inclusively. This is largely because of the signage which used to be in the hallways.

10 i am new

11 5 - I saw and understood the strategic directions for last fiscal year but am waiting to see what changes there might be for FY97 (believe it was stated that there would be something coming in November).

12 i have an idea of what they are

13 To protect the environment and health of the public

14 The words writtten on the wall hangings were just that. Words, i don't believe that anybody except a few people worked on those. It was very verbose and maybe too discriptive. KISS - keep it simple stupid!

15 keep it simple

16 seen statements -- describe (impression/meaning) ??

17 I don't memorise the mission statement or stuff like that. I can tell you I had no problems with the statements.

18 I've completed this survey for OEC. Please do not use these survey results. 11/12/96 new position in OMP

19 I think I can describe the values, vision etc. Not word for word and maybe not exactly but certainly the "jist" of it.

20 I can roughly describe the previous three questions.

21 Freedom of speech includes the right to express oneself by not speaking or responding.

22 3. EPA needs to provide manager training. We lack leadership. There is a paralysis - we don't know how to move forward.

23 4,5 &6: I haven't got any of these memorized--when asked I look them up to refresh my memory.

24 4, 5, 6... Don't ask me to describe these things verbatim. I get the jist, but feel your four point opening statement on page 1 of this survey is much more to the point and could be substituted for most of the verbage that nobody reads.

25 What I DO know about the leadership philosophy is that it's much different when practiced than what I've seen in written form; and not in a good way!

27 I suppose I have a feeling for all 3 but wouldn't assume to describe them accurately. I know were to find them and that is a good thing.

28 How about sending this out on the LAN for us to read again. I don't remember this stuff, so a refresher would help.

29 I have seen only one posting of the vision and mission for the region. There is no OAQ mission

30 Management doesn't seem to discuss goals or vision

31 I can describe portions of it; I don't have the entire text on the tip of my tongue, but certain portions of them have "stuck" with me.

32 5 I can only describe this in very general terms

33 None of these seem like very good questions to me. Certainly I have an idea or impression of the region 10 vision and strategy. Can I quote something? NO

34 Re: 4 Values, Vision, Mission - We put enormous staff hours into development - yet we seem to move in opposite direction from these.

35 the R10 values, mission statement, etc. are meaningless dribble that does not direct the actions of my managers and, therefore, is not relevant to my job.

36 The Mission Statement is not specific enough to retain in memory

37 I can describe it. Not sure if I agree with it or if I agree that people follow it.

38 4/5 I can read the vision and mission statements on the wall, however I cannot see those same ideas in practice.

39 I believe that the mission, vision, and values statements for the region are so broad that they do not provide helpful guidance for employees to focus their efforts and work. (4)

40 Of course I can, in general, talk about the vision, mission and philosophy of the organization. But I have not realy seen very little actual practice of these principles . . . quite a lot of talk but very little actual practice and very

41 Never been made clear.

42 Should be simplified and made more practical. Act local, think global. Should focus on bringing people together.

43 There seems to be nothing on preserving, enhancing and valuing EPA as an institution for custodianship of the

44 Our Mission is to protect, restore and sustain the environment of the Pacific Northwest

45 On paper, the ne Vision/etc. are fairly nice. It will take quite some time to "implement" these. Management examples suggest we are still under the old non-paradigm.

46 Concepts are simple and good. But they are just words. Unfortunately, few in our "corporate culture" know how to actually implement them.

47 1. I work for the Ops office director in different programs.

48 I am a support person

49 #5 - Explanation is not clear to me.

50 Values, Vision, and Mission Statements, I can locate a copy of these statements in the Office. But, I would not know how to describe them. It seems like these statements are constantly changing, by additions, deletions, etc.

51 I am a fairly new employee in an office which is going through major personnel transitions (new director, etc.)

52 I am on special assignment to the Alaska Operations Office from EPA HQ. Unfortunately the Region does not seem particularly interested in my work on cbep and ecological risk assessment

53 As a SEE employee w/ the AmeriCorps program, I have not been involved with the normal everyday EPA operation.

54 Leadership is lacking clarity: it is given to everyone yet nobobody really has it.

55 4. My information comes only from e-mail messages.

56 found the Mission Statement in the 3/95 Coloring Outside the Lines Book, unable to quickly locate other components

58 1. you are biasing your results toward programmatic answers; I work for more than one program in more than one office, the amount of time spent varies from time to time as needed. you should have a question(s) that will inform you of how

59 To protect the environment in the most cost effective way To achieve sustainability in all areas where conflict exist To achieve compliance with CFR's in the

shortest practicable time

60 4-6. In order to remember these statements in the long run, they should be short or we need to have them on a card on our desk to look at every day.

61 It seemed like a test.

62 While the purpose of coming up with a goals, vision statement, etc. may have thought to have been useful, they miised the goal by: being too long and trying to capture everything for everyone - while simultaneoulsy becoming forgettable.

63 I believe the reorganization had the hidden agenda to protect and promote certain select individuals while placing some previous supervisors in questionable holding positions.

64 #4 I am unable to recite the Values, mission and such but might be able to roughly discuss these. I am not certain that it is important that anyone should be able to read them back.

65 #4,5,6: I can't recite them but I know basically what concepts we are driving for; know where they're posted.

66 because I am not sufficiently interested in "mission statements", I haven't bothered to familiarize myself with their contents.

67 Read it. Don't see it happening. Must not have understood.

68 Why do you ask such questions? Being able to "describe" artificial "Dilbert concept"things like this has nothing to do with protecting the environment. It doesn't.

69 Goals: First off I don't believe that these were the goals behind the need for reorganization nor were they bought into by the staff. While we may have achieved the 1:11 management to staff ratio, we did it with blue smoke and mirrors.

70 Values....I think the values of the Region are correct, and hopefully will help the Region and the Agency re-invent itself.

71 I can't describe the mission statement because it is a befuddled thing with half baked ideas that have nothing to do with the historical mission of EPA.

72 #4 Last time I saw one it was tilted on the wall next to the elevator. Even though it is gone now -- It will always be tilted.

73 4: Each Office developed a Mission Statement too, and it's important to be familiar with these. Also, it would be a good idea to put the framed Regional vision etc. back in the hallways on each floor.

74 too much gobablygook in the written up documents on the mission/vision statements - use plain understandable terms that staff and the public might start to believe is credible.

75 4.Too much effort (resources) is being put into the outreach part of our mission. We are spreading ourselves too thinly.

76 Too much attention is paid to "philosophies" and "statements." It all becomes rhetoric after awhile.

77 1. I cannot respond to this Q, as there is no correct choice. I am technical/prof staff and report directly to the ops office director.

79 6. I do not agree with whatever Reg 10's leadership pilosophy is. There is no real leadership @ EPA which is one of EPA's major problems. Strong & effective leadership can occur w/o micro mngmnt.

80 4, 5, 6 I'm pretty new to R10 and the strategic directions, mission statement, etc. were not given/explained to me. Maybe new people could be given some coaching on this.

81 4, 5, and 6 - can describe parts of each, but probably can't describe completely except for #5

82 I don't think it's reasonable to expect everyone to be able to 'quote the mission statement'. However I would hope that everyone could in general know what EPA is about.

83 It is unfortunate, I to say no. I have read the Vision Mission statements some time ago and failed to put them to memory. Generally, I believe they say leadership is with the staff and problems should be solved with teams when possible.

84 I would like to see our philosophical guidance (V,M,L and strategic direction be more associated with product rather than process. I realize that the organization needs process guidance to provide focus. However, it does not refer to the

85 Although I cannot recite from memory each of the predeeding verbatim, I feel sure I can retrieve them from the LAN or ask somebody for them.

86 I've been too busy at work to follow the various activities for organizational change and have been uninterested in issues such as vision statement or strategic direction which don't seem to have any effect on my workload.

87 You stated this survey was confidential. Then you tried to identify us through orgaizational affiliation. Credibility ?

88 I work for both the Office of Water and Office of Ecosystems, ie work for Water Programs

89 I can desribe what I see as my interpretation, but I can't and won't describe the strict dogma.

92 Having this framed by the elevators helped.

93 while I know the general ideas, I haven't committed any of this stuff to memory, and I don't plan to -- applie to all 3 ?s

94 #6. There are some bad managers who are leaders in Region 10. They affect their staff's morale . The RA shall find out who they are and not make them supervisors anymore. These people are NOT in my Office.

95 These items (4,5,6) are just words. I've read each one. Sounds good. Whatever. I know enough about the leadership philosophy to suggest that it might be helpful if it were read aloud at the beginning of each exec team meeting.

96 vision statement is clear and concise

97 The statement is well publicized but too long - most of us can't remember more than 3 main ideas.

98 The statements are wordy, generalized

99 For questions 1-3, they are fine for what they are, but have not been tranlsated down to an office, unit, or personal level. Therefore, they still seem rather vague.

100 The mision and values are well writen and inclusive. We need a short slogan that captures these values

102 If I were graded on my ability to describe vision, mission, etc., I would receive a D.

103 I would have to review these the policy documents issued on the above to adequately describe them. I don't have them memorized.

104 Since I've only been here for eight days and have been quite busy learning various data base systems, etc. I'd be hard pressed to "describe" the mission, strategies and philosophies at this point.

V-7

105 The values, vision and mission statement have no relevance to my position.

106 i underderstand the basic idea behind region 10's values, mission, vision. however there is some things i am not quite clear on

107 q5: used to know them -- e.g., wholesale/retail. are they still in effect? did core process replace them?

108 I think I know the general content of these, but certainly can't tell you the differences between each of these documents

109 too much significance is given to this wording. The vision staement stands on its own. The mission statement is too long, not easily remembered. It should be amended to be the narrative behing the vision.

110 4-6 - They can all be described as trendy, meaningless platitudes with all the depth of Hallmark cards, and a waste of valuable Agency time and resources.

111 5. The strategic directions have not been communicated. It would be very helpful to know what they are and how they are being used.

112 when we highlight personnel, we should describe the qualities from the vision, leadership phil, etc that make them worth highlighting. Especially because the vision etc has so much in it, it would be good to identify it again and again so

113 Understand the general thrust of it, but the extent of it makes it hard to retain specific elements

114 Seems like main effort was to get values, mission, etc. were posted on walls. I'm not aware of any region-wide or major effort to keep the focus. We seem to be dragging our feet on bringing about real cultural change.

116 I haven't memorized the region's mission, vision and values

117 the values, vision, mission is way, way to long and clarity gets lost in all the words.

118 I cannot provide answers because the vision and mission statements are too long.

119 We are inundated with information about reorganization and philosophies. Sometimes feels like more time is put into issuing statements than working on the mission.

121 No where do the goals and mission statements just reflect the mandate of EPA: regulate and enforce environmental laws passed by Congress.

122 1 through 3 - The Mission Statement, "Strategic Directions" and Leadership Philosophy are esoteric.

123 Haven't been here long enough to know.

124 I have read them once or twice, but not thoroughly enough to describe them

8-1

125 6: Current leadership philosophy appears to be "I got mine" and if you don't like what you see, tough

126 I generally know what the vision, mission and values are but I can't give you what the details of the posters in the hall are.

127 While I can describe the blather, I don't believe them

128 Describing, understanding and agreeing with the vision statement, strategic direction and leadership philosophy are three entirely different propositions. While I can describe and understand each of them, I do not necessarily agree that

129 While I have my own general understanding of the Region's goals, missions, and values, it would be inappropriate to say that I can articulate the "official" management philosophy or mission statement.

130 4 - I like having the mission (so elegantly displayed) in the elevator lobby--it's a good way to kill elevator waiting time, and it DOES inspire.

131 4 - I think familiarity is sufficient, especially since this is posted in the halls. Describing implies memorization.

132 1. Generally I understand the gist, but I would have a hard time describing the specifics to anyone

133 I don't live and breath this, in my day to day work...but I believe that I am working to meet the goals...I believe that is what is needed to do a good job, whether

there is a mission statement or not

134 5,6,7: Hey, I can't pass an exam where I repeat them word for word -- no one could, but I feel I have a good sense of what they are.

135 4 The trick is to make people see the relevance of these to their work. It's got to be more than words on the wall.

136 6 - I disagree that leadership philosophy has been clearly defined and/or understandable.

137 1)The mission/vision/leadership philosophy has yet not been boiled down to a succinct "charge" that can become part of our daily communication--a one or two sentence capsule. Two pages of text is too wordy--it shouldn't be replaced, but..

138 4. I can sort of describe these things but not word for word

139 #6 I believe it made a statement that we are all leaders. Ridiculous--make the leaders LEAD and the Indians follow

140 None of the above (vision, strategic directions, nor leadership philosphy of the region are really evident or stressed by managent in ECL

141 I can only describe my interpretation of the reorganization as mass chaos and confusion. No real direction to the working staff.

143 Aware of direction and dedication to clean environment/health safety for population.

144 The 1995 Regional reorganization was well planned and executed

145 1 - I also work 50% of my time for the Office of Water.

146 I can recognize the mission statement, values, etc. but I haven't memorized them so that I can describe them to someone else.

147 I can't recite all the "vision stuff" and use the correct lingo, but some themes are clear: staff empowerment, more efficient decision-making, new management roles at 1:11 ratio, teamwork, crossing program boundaries, etc.

148 I need to register surprise that the four overriding objectives of the reorg don't mention increased effectiveness in protecting of the environment.

149 I could "wing it" on the values, vision & mission, and probably score 75-80% on an essay exam. Have experienced memory "drift"... the framed statements by the elevators are missed as refreshers in these items.

150 4. Well, I don't have them memorized, but yes, in general terms I can describe them

151 1: Six months ago I could. Now it's blurred in with strategic directions and no longer clear.

152 First, they were statements, not questions. The Mission Statements provides a laudable framework for EPA goals.

153 4 V, V & M statement very good.

154 I can recall value, vision, and mission because it was posted on the walls where I constantly saw it.

155 the values, vision, & mission statements by the elevators are too wordy, too small print, & takes too long to read. need to simplify for rapid understanding & facilitation of what EPA wants to do.

156 #5 is no because i feel the new leadership (ie directors/managers) in r10 are still trying to figure out their role within the new organization. also, direction tend to change with political wind.

157 6 My description would be very simplistic.

158 Q1, Actually, not in one office: 1/2 Water; 1/2 Ecosystem; and work in Ops Ofc

159 can find printed text somewhere, but can't specifically remember it exactly

160 I think we all have the same basic vision, values and mission or we wouldn't be working for EPA.

161 I really wasn't here during the re-org, I came on during the implementation phase (I think). Unfortunately, I cannot compare the agency befor the re-org to now.

1 Same as above for "leadership philosophy". Also, I don't really agree ALL employees are leaders or can readily be. We need some chiefs and some indians.

2 6. Again I can describe the leadership traits but do not believe they are valid. I have yet to see them modeled by senior individuals. I'd characterize the list as management by slogan.

3 Regarding the leadership philosophy, while I could come close to quoting it accurately, I cannot say I fully support it. Nor, do I think it sensible to think it applied universally.

5 To work in a partnership with other government entities toward the goal of public health

6 keep it simple e.g. a computer on every desk.....

7 I think I know the basic leadership directions. Again not word for word or exactly.

8 Although I answered yes to questions 1 & 3, I did so generally speaking. The plaques in the lobbies are much too detailed for most to remember . I don't remember the strategic directions, and, in my opinion, it doesn't matter.

9 It's too long and too confusing. I made comments before about how we should keep it simple, but it seems we keep slipping back into bureacraticees (<?spelling)

11 Don't even know to what you are talking

12 MANAGEMENT DOESN'T PROVIDE PROIRITIES TO MEET VISION

13 If the strategic direction is to become more place-based and geographically focused then, yes. Otherwise, I need to see these strategic directions written somewhere.

14 Re: Strategic Directives - Did not take into account all programs. We seem to jump on and off bandwagons of the moment. The envionment suffers and we confuse both the public and our state and federal partners

16 I only understand strategy in terms of geographic initiatives

17 5. Although I try to correlate the statements with some concerted actions of the Agency, I do not find any (to me) clear correlations.

11-1

18 I find it difficult to fit my work into the strategic directions because until a week or so ago, I was under the impression that my work had to fit into ALL of them. This has been very frustrating. (5)

19 little continued communication of these values. . . and in the meantime the organization continue to reinforce the "old" way of doing business day in and day out. Just look at the same old ways that travel $, AC&C $ and other

20 Should be simplified and made more practical. Act local, think global. Should focus on bringing people together.

21 environment---which is the public image. All the goals of "reinvention" seem to be directed toward change per se.

22 Emphasis os place-based and common sense approaches require integrated,cross-media strategies

23 See above comment. The Region is still making only rudimentry progress toward changing that "direction." While it takes time, it still feels as though there has been little to no real change. There is still litle real stratigic thinking.

24 The strategic directions are unclear in some ways, or vague

25 4. I have a "sense" of our vision, but my memory is cluttered with numerous visions, mission statements, etc.

26 My position is to give support where needed

27 #6 - Explanation is not clear to me.

28 Strategic Directions keep changing. It is difficult to keep up with the latest edition. Therefore, I continue with the work we our mandated to do.

29 I have not been involved enough to be aware of EPA's vision, mission, direction or philosophy.

30 Strategic Direction: Too many overlapping "strategies."

33 1.con't: many people are multi program/office, and how this orientation works and how their answers differ from those who associate withonly one program/office.

35 I believe that certain individuals with strong New Age leanings controled the reorganization for their own purposes without regard for achieving our Congressionally mandated responsibilitie s.

38 #4, #5, #6 While I know the principles it is not my mantra, nor do I wish to be insulted by having to see it hung on the wall of the office.

39 Vision....The Vision is clear and it helps put the Region closer to what the public in general expects from the Agency; protect human health and the environment.

40 Many of the strategic directions seem to be personal agendas of select staff.

21-1

41 5 Strategic Directions? We should go where the environmental laws command. Seems we are off on several non-productive paths.

42 Question 5. I know some of them, but I am not convinced that there is an overall coherence. We can all embrace new language but when do we see a real difference in the environment?

43 management needs to start walking the talk. lots of fluffy statements and "plans", but no real change in how we do things.

44 5.The emphasis on tribes and tribal programs is significantly more than it should be. Resources should be allocated according to significance of the environmental and human health problems.

46 5. I do not agree with EPA's strategic directions nor do I agree with the time & effort put into big picture planning stuff. The Agency has lost sight of its mission to protect the environment. We are not doing the hands on implementation

47 4, 5, 6 I also haven't taken the time to check into these myself, and this questionaire has inspired me to do just that. Maybe an annual reminder on this would be helpful.

48 The problem with specific policies/goals/etc. is that the more specific they become the more they change. It's difficult to justify committing these goals/directions to memory. Especially if it does not directly affect your job.

49 environment with nearly the same focus or deliberation as our process or management focus. In earlier times, we would rally around the environment - we were fundamentally connected to our mission. Today, process seems to have taken over

51 I have not observed that having a vision statement, strategic direction, or philosphy on paper has changed anything with peoples' work other than it may have been fun to come up with this stuff.

52 plans should be reviewed frequently during the year to course correct

53 2--I think I can describe the strategic plan only because I was involved with it for my office. Otherwise, I would not be able to tell you anything about this plan.

54 This is not as accessible to all staff. I know about strategic directions as part of my enforcement work.

55 The statements are more self serving to agency personnel a cathartic to explain why Region X is rearranging the furniture.

56 The effect of the region's stategic directions on ORC is not clear.

57 The strategic directions do not influence my area of responsibili ty.

58 I'm unconvinced that our Strategic Directions are concrete and committed to.

59 q6: can describe the gist in general terms -- we are all leaders and I know some of the principles -- accountability for own stuff. can't quote the whole thing

60 We need to spend more time incorporating the strategic direction and core processes into direct program delivery. I was under the assumption that we now had core processses without strategic directions, and incrporated into core processes

61 that we all know it

63 It is more than posting on walls and every now & then highlighting one person's or groups efforts. Where are the accountability aspects?

68 6 not well articulated in terms of knowing what our "leadership" expects or intends to accomplish with existing resources.

70 6: ET having said they'd be open, use term limits, etc, quickly backed off and acted like Gingrich congress

71 Strategic direction means nothing to me and it hasn't been important so far in my life. I really don't want to get bogged down with words--I know why I'm here and I know why I do the job I do--let's not make it more complicated.

72 (continued from above) they are practiced as defined. Fundamental differences exist for me between my own interpretatio n of the stated mission/vision, the regional strategic directions and the leadership philosophy and managers, the DRA

74 2. Since the initial throes of reorging last Sept/Oct, I have never heard this term mentioned in my office, nor have I heard that very serious conversations are occuring elsewhere

75 Whenever I hear discussions about this my eyes glaze over and so does my brain.

76 5 Need more leadership in implementing strategic directions. Suggest that for geographic initiatives, opportunities for inter-office collaboration need to come from "above" (identify target areas) as well as below.

77 ...there shoud be a phrase to capture it that are given life by managements constant use. (end of comment 1)

79 Have general sense

80 (comment #1 cont) The statement sounds like the Communist Manifesto.

82 Admire negotiation skills and ability to bring together different entities involved.

83 Regional philosophy and vision statements are readilly available

84 I'd probably recognize them, but I can't recite them.

85 I tend to focus in on my area of work and think in a constellatio n of my own subjective sense of strategic direction (as well as values, vision, and mission). This doesn't leave many bytes for R10's strategic direction (-of-the-year).

87 Our new directions rely more on individual efforts (empowerment) to take initiative/risks to better serve the public.

88 5 Strategic Direction also good.

89 strategic directions are such long & complex documents. unless your are directly involved, its hard to graps & explain

91 can find printed version somewhere, but can't specifically restate it

92 These statements don't necessarily get the work done.

93 Unless I missed it (because I'm fairly new), I haven't had much exposure to the agencies mission statements, valus, visions, and strategic directions. I have seen the leadership philosophies, but am not sure what they've been in the past,

1 Region 10's leadership philosophy is primarily based on the concept of leading by example in decision making, community contact and role modeling for staff.

2 Re. above: Just as not all is black or white, there are a range of colors. There are also a range of people, aptitudes, strengths, and capabilities. These need to be

tapped, not homogenized.

4 To empower emplyees to act as leaders and to use inovative ideas about how to accomplish the mission

5 keep it simple

6 read yes -- seen in action (sometimes)

7 I think I know the philosophy though I couldn't recite it word for word and might not get it exactly right.

8 same as above. We have fragmented. We don't speak as one voice anymore.

10 Leadership philosophy was advertised during the recruiting of Unit managers, but I have seen little of these qualities in our managers.

11 MANAGMENT DOESN'T MODEL THE LEADERSHIP GOALS OF THE REGION

12 Again, I retain the concept that we are all leaders and have a responsibility to lead within our own spheres of influence. I don't remember the specifics, and would need to re-read the Leadership philosophy.

13 This is a joke. There is no leadership at mgt level. Mgt. redefined empowerment to mean an abdication on management's part of any decision making.. Mgt. incapable of making tough decision and sticking with them.

15 I am not certain I could express my understanding of the leadership philosophy, it seems unclear to me.

16 I have not seen much change in our positional leaders in response to the leadership philosophy. I have seen many staff pushed to the limit to fill in the gaps and keep programs up and running in many vacuums. (6)

17 prioratization "systems" have worked . . . looks like the same old way to me.

18 Should be simplified and made more practical./act local, think global. Should focus on bringing people together.

19 Everyone is a leader

20 Our leadership "philosophy" is fine on paper. In actual implementation, I still see the same old stovepipes and self-absorbed program-specific narrowness in our managers. The examples provided illustrate little has changed.

21 5. I have a "sense" of our strategic direction, but in no way have I seen it promoted.

22 The rest is administrative type work

23 I can mostly identify with the Tribal Program and AmeriCorps programs and their missions.

25 AT THE BEGINNING you should tell everyone how you are going to keep answers confidential; just saying so doesn't make it so.

26 To provide one supervisor for each 11 employees and delegate sub- roles dependent on employees area of expertise

27 I believe that the reduction in middle management could have been accomplished within the previous Regional structure while retaining more of the previous supervisors in their positions (if deemed acceptable). And, we could have done more.

29 Same ole. same ole. Don't trust or believe the rhetoric. Same bickering. Same peck order. Same undercutting.

30 Mission Statement: The reorganization helped to re-focus the region in addressing core issues that are important to the Agency and the Region.

3 i The leadership philosphy seems to be one of benign neglect.

32 6 Leadership Philosophy -- Not very apparent. Looks like there are lots of "leaders". Not sure if they would see their flock though if they they turned their head 180 deg.

33 Question 6. I am not sure it would make any difference. I see this as a moving target. For example, I fully expect to see the criteria for promotions to change from year to year with good intentions abounding but little stability

34 I do not feel enthusiastic or charged up by anything the management team has come up with -- I am more pessamistic than before and have resorted to creating my own personal mission/visi on for job satisfaction.

35 Managers who don't know/understand our programs is our biggest problem. 6. They can't lead (take initiative/direct/allocate resources) at all if they don't know the program, and if they are just people managers. Leadership, not empowerment.

37 5.(cont) work we should be doing. We should be working with the states as environ. implementation partners & we should step back & evaluate where all this big picture strategizing is really getting us.

38 as our focus. While important, it should not be as important as an environmental vision, mission and strategic direction.

40 can describe what I see but don't recall the leaders verbalizing their philosophies

42 leadership by supervisors is very poor

43 Lacks all specific goals

44 The leadership philosophy has no impact on my day to day interactions.

45 People aren't really following the steps. There seem to be haves and have nots.

48 I don't have a clue about the region's leadership philosophy

53 (continued from above) and the RA.

55 45. They are still primarily words on a wall. Now one is recognized for these attributes regularly/publicaly. How about a "staff of the month" and then pick the BEST staff at the end of the year for the annual award.

57 6 Use of leadership principles should be emphasized in performance reviews. Are all managers intending to do this?

58 6. I'm much vaguer on leadership philosophy but could probably come up with something reasonable

59 Have general sense

61 I think it has to do with all of us being leaders, so maybe I'm closer to a yes on this one.

62 R10's Lead. Phil. is a high ideal which many managers & directors do not understand or support. Phil Millam recently decided that only GS-13's could serve as acting managers... without any participation by the affected. Most hate it!

63 3: I said yes, but that's a qualified, optimistic yes. I would rather answer "sort of."

64 All of us need to make more of an effort to use common sense when implementing the various regulations.

65 6 Leadership Philosophy is excellent.

66 It would be difficult to describe what Region 10's management philosophy is because it is applied inconsistently in different areas

Following are comments to questions 7-13:

7. Region 10 Senior Executives and Unit Managers "walk the talk" as related to the Region's stated values, vision, and mission.

8. I know who my stakeholders/customers are.

9. I know what stakeholders/customers want from Region 10, in general.

10. In Region 10 we work as an integrated team to best serve our stakeholder

11. I get the training and resources needed to carry out my work most effectively.

12. Region 10's management serves as role models and lead

by example.

13. There is an organizational climate within Region 10 that encourages risk taking.

1 13. Take risks - but you better not make any mistakes!

2 Staff which organize to accomplish can be of great value but the organization is region 10, Exec. Team does not value those that organize vs. scientists. OMP has many of these positions.

3 In the same vein, they don't understand how important this training is to our stakeholds and what an integral role Region 10 has played in the past in providing that training.

4 11. There is not enough in training dollars or travel dollars to provide the training necessary - we always run short.

5 The managers are role models in the highly visible sense. We do not always see that in the decisions that are finally arrived at.

6 We are encouraged to streamline.

7 They have actually been a detriment in providing good contracting support because of their lack of technical skills and accountability. We were structured as a self directed team by management ignorant of the structure and unwilling/unable

8 12. Management could generally be better, or more consistent. I would be more comfortable if I felt they all read from the same sheet.

9 10 (con't) where grants staff should have been included.

10 9. I am fairly new in my position and still learning what my customers want from Region 10.

11 #12 - Role models is not the word I would use. Confused, disoriented, and lacking a basic understanding of the CAA might be more accurate. "Empowerment" is no longer even entertained as an idea.

12 Additional training of course would be nice. However, with a limited budget you do what you can. This does not negate the need to find other ways to support staff growth. Positions within EPA are dead-end.

13 11: My particular assignment requires regular travel. In FY96 that was a continuing problem. I expect it to also be a problem in FY97. Training resources have not been an issue yet. Remote site technical conferences will be tough.

14 12 The ET seems focused on the "big picture" while not meeting the needs of unit managers and staff on the front lines. Unit mgrs. in particular have been put in a sink or swim position. The ET needs to focus more on their own offices.

15 Though I work on other projects when asked of my co-workers, I feel like I do not get reciprocation when I ask help of them. Everyone's too busy to help out! I guess I'm one of the few who places a high priority on helping others.

17 These are too general to be of personal use and do not provide me with any motivation

18 #10 continued--we were not included. We were not cc'd. Why? Are the liaisons sooo up to date on the issues that they don't need to consult with the programs? Apparently so.

19 One way to make sure our goals are aligned is to make sure we agree on the PROBLEM - I feel that everyone has a different opinion about what the problem is.

20 12 ☹ has a poor set of managers, arrogrant, stubborn and don't listen and get imbedded in details or not engaged at all.

21 13 because they have zero expertise, they don't know how to make decisions and often don't trust staff judgement

22 Training: I get training and probably more so than I would in other agencies. Nonetheless, we are so short staffed, there's very little time to "take it."

23 9. State stakeholders are very reluctant to "open up." In the past to do so has only brought trouble. This makes needs difficult to ascertain, much less meet needs.

24 10. We are working on it, but need more time to make this a reality.

25 11. FTE limited severely and almost no contract $

26 We can't be all things to all people. The public no longer understands what we do and neither for the most part do our sister agencies. Staff can't get the resources they need to do their jobs because we're wasting money on fluff issues.

27 11. I get the training I need because I'm good at independent study. Those who need more formal help, don't get adequate training. More importantly, I do NOT get the resources I need to do my job.

28 I feel that empowerment and risk taking is limited to a few. Others I see are " intimidated" by some management person and thereby hampered in their ability to do as much as they would otherwise be able.

29 When I have taken "risks", acting for supervisors and staff who were gone, I have often been taken to task for not doing it the way they would have or not getting the "right answer", in spite of my best efforts. Very demoralizing! (13)

30 Risk taking isn't so much discouraged as it is often made irrelevent . . . management seems to say something like "go ahead and try something new . . . if YOU succeed I'll jump on the bandwagon, if YOU fail we will move on to something

31 identify , frame and solve the issues. Furthermore, the executive team needs to focus less on planning and organizational issues and truly work as a team to identify, frame and lead on the substantive environmental problems.

32 Much talk about team work, yet the organization appears to consist of individuals frequently isolated from each other. No correct way available to cut through poor situations where there is poor communication. Much emphasis on correctnes

33 Management role models should be technical leaders as well to have credibility, not facillitators.

34 13. My unit manager supports risk-taking, but I'm not convinced the executive managers do so.

35 13 - the current situation in the Office of Air Quality discourages risk taking and innovation because of new managers, new staff, and an organizational structure which discourages teamwork and communications.

36 Resources are inadequate to do the program work. Not enough travel for Ops office people!

37 10. We still run programs---not solve problems. "Watersheds" has just become another program, rather than an integrating force. TMDLs, NPS, Wetlands, NPDES, effluent trading, etc---great potential but still very little integration.

38 some managers are good role models, others may not be. Risk taking still seems to be a two sided coin, e.g., the message is go ahead and take risks if it won't create conflict or controversy (some programs are inherently controversial)

39 11. Resources are improving for Ops office, but not enough to make us effective as a few changes would enable us to be; e.g. in-house computer support and a fully supported admin. office.

40 Leaders as role models: Yes, we need them; we should have a strong leader at the helm. Climate seems to neutralize everyone, which has it's pros & cons.

41 13con't. and knowing that you won't suffer too badly for your actions. The management scheme in place results in a total lack of security regarding who in the future will be in a position to determine your promotions, assignments, etc. SO

.42 I can't say much about management. Not much happens until lots of noise is generated about an issue. Perhaps if we can ever get to the point of having teams we will have better communicatio n with management.

43 that are equally or more significantly not being accounted for. Who knows? Certainly not from this survey. Try not to make the mistake of interpreting the survey to justify or explain results that are not due to the reorg.

44 If Congress wanted to justify reductions in EPA staffing they would likely question the Office for "Instigation" located at the regional level.

45 #11: I don't believe the Region is investing nearly enough in aquiring environmental data to understand how effective wer are in achieving our environmental goals.

46 9. We have exchanged the laws of the U.S. for regional goals. Thorough inspectors holding to the law are chastized or branded as zealots. States and industry can't adjust to the inconsistenc y.

47 #12 There is less real leadership today than in the past. Is it a result of the reorganiztion or new management?

48 11 - I disagree because it's often difficult or impossible to get the training I need.

49 The Teaming effort across Program Offices was very helpful in addressing issues important to Stakeholders

50 12. I disagree because I do not see much active and personal involvement between leadership in this region and staff. Leadership seems to be some sort of clique.

51 12. I think so far managers are making a good effort at role modeling.

52 9 The public wants the envir to be protected and the black hats to get their due. Not enough protection goin on. If they knew the manhours wasted in the reorganization and this questionnaire -- they'd barf

54 11: Staff resources (FTE) continue to be tight in some technical areas.

55 11 The Region is lacking in resources to do risk assessments, including in house work and addressing concerns of the public. I am always overloaded with work and spend a lot of my own time at home trying to catch up.

V-21

56 Need more common goals and cooperation between offices

57 We are giving everything away to the states/locals. We don't play any sort of oversight role anymore. We have become irrelevant. We are largely political rather than principled. We waste resources on unimportant tasks

59 doing staff work themselves which definitely pulls them away from the mngmnt work they need to be doing.

61 10 - this also varies dramatically; some team efforts have made great strides, others are floundering, and other programs still try to work independently

62 We'll never get the resources needed. That's not Region X management's fault.

63 11. Although we have plenty of resources, we lack in getting some of the specialized training that is needed to perform our jobs efficiently.

64 12 There is such an emphasis on process that EPA Region 10 employees have lost their inspiration about protecting the environment. We need to be inspired. I haven't come out of many all staff meetings feeling great about working for EPA.

65 I think that when the reorganization activities started and completed, managers in the regional office became more concerned with keeping their jobs and pay status than any philosophy.

66 Stakeholders, customers, etc. mean absolutely nothing to me in the setting of the federal government.

67 12-Baloney. Above unit manager level seem mostly focused on agency navel contemplation. Little understanding or demonstrated interest in whether we're doing anything positive for environment. Satisfied with shallow "initiatives".

68 #11 training is ok; mainly need more resources in the air program.

69 After most travel money was given on a first come basis or to the loudest whiner, then managers made priorities that was not equitable and did not let recieve team leader input.

70 we are getting better at multi-media approaches but far from there because of the complexities

71 #10. I'm on the fence because we still see most of our stakeholders from a single program point of view. I have seen more coordination between offices but we have a way to go and barriers like program accountability and directed funding.

72 Risk taking is still not being rewarded. It has not been communicated to the region's staff that wise risk taking is not only OK, but an expected part of performance. People who take wise risks should be rewarded.

73 Region X is so dominated by "Headquarters" that risk taking is not a consideration.

74 12. Strongly disagree because many in mgmt show no backbone in dealing with states and do not support staff. Impression is that whatever states want, states get. Therefore staff does not respect management and states don't respect agency

75 13. I agree in general, but management's view of risk taking is compromising, not holding a strong position in the interest of the environment. There needs to be a broader view of what taking a risk means.

76 9-It doesn't matter what a group of "stakeholders" wants if it is inconsistent with the Agency's delegated responsibilities.

77 13. People are taking risks, because they don't have a choice (decisions need to be made and it can be difficult to find who's responsible), but I'm not sure that risk-taking is actually encouraged.

78 9. can't answer because for us our main stakeholder is region 10

79 12. i see ET members (some) taking training -- e.g., facilitative leadership. But are is it the same ones demonstrating the change?

80 significant role in this. Like it or not, we as members of society, let alone the workplace, look to leadership to "model the way." I believe many of these individuals are struggling themselves to figure out what is exactly expected of

81 #7, #12-Some do more than others. Also depends on the situation.

82 11. Training is excellent. Resources are insufficient. We don't have enough people or extramural resources to do everything we can (and should) do.

83 9 I think I know what various parties want from R10, but I don't know which parties you are calling "stakeholders" or "customers".

84 11 - EPA is woefully underfunded, especially enforcement. RCRA administrative enforcement, e.g., is now virtually nonexistent.

85 (cont.)to the regulated community we should be less concerned with "serving" them and more concerned with being more tough on enforcement. The use of all this lingo is very confusing and rather meaningless. It would help greatly if people

86 12. The RA and DRA appear reluctant to be role models and lead in the way that has been promised. It appears that they know what it might look like but are somewhat afraid to actually begin to challenge their own behavior and step up.

87 the average American. These are the real stakeholders.

88 11 - insufficient administrative support causes a diversion of my expensive time to lower-grade functions

89 This is fine, however, I sometimes ask "What's the value of the Office Director". I don't get the benefit of that person or that position in my decision making specific to what I lay out for my

91 companies we regulate, but rather the American public and the citizens residing within Region 10. The regulated entities and other governmental and nongovernmental organizations we deal are the ones I recognize as the stakeholders. Re 11:

92 ...the computer to get to the next task. Regarding management support of "risk-taking", I believe that the managers in ORC and the Superfund and RCRA programs do NOT support risk-taking unless the "risk" is in-line with what management...

93 There is apreception that we do not take risks because of political climate, especially last year.

95 Haven't been here long enough to answer.

96 #7, 12, 13 - Some managers do not have the skills and/or personality type to motivate and encourage employees.

97 9: I believe I know what customers want- but through my efforts, nothing done through Reorg.

98 12 Some of our managers are good role models, but most of the ones I work with are not.

99 11 - I have worked in two regions, and in my experience, R10 is notoriously cheap when it comes to travel and training.

100 #12. In theory, the most important role of managers should be to provide staff "management" (motivation, coaching etc.). There are some incredibly bad people managers in ECL. However, despite staff concerns nothing is done.

101 11. I disagree personnally because it is difficult to find classes that would be useful and because I don't feel I can take time from work to do the reading and

classes needed to be more effective.

102 Let's get real!. The reorg covered up more bad things than helped.

103 (continued from above) and talk the talk" that the DRA and RA have decided best suit their way of thinking and style. There is no noticeable risk-taking on the Executive Team and hence no discourse that would suggest diversity of opinion,

104 10 - We aren't ALWAYS integrated, but I do think we try.

105 #12 Some of the managers are good leaders and some are not...as for role models, I think they are few and far between

106 13: Risk taking varies tremendously within R.10. It is a function of (1) managerial attitudes (a cautious manager can shut down innovation), (2) staff attitudes (some staff are amazingly cautious themselves!), (3) organizational culture.

107 12 Hard to generalize about management - some are better than others in leadership - I think these questions are not phrased correctly.

108 13. Management's style is to avoid controversy, "encourage" compliance, and drag it's feet when faced with recalcitrant, marginal, or noncompliers. Risk taking is okay, but only if it doesn't lead to controversy.

V-24

109 12) Mgt are good examples of risk taking. But higher supervisor/staff ratios was to promote more supervision, less program/permit/site work. It's not happening.

110 11. Training and resources have been in short supply, don't you think?

111 I would like to see Chuck Clark assert himself to a much greater degree in reestablishing how the office culture should be redefined.

112 10: Teaming is still a tough sell is some programs or with some individual managers or staff. It is not yet the norm when working across program boundaries.

113 12. I don't believe that the supervisors and managers have time to serve as role models. The supervisors have too many staff to supervise adequately and the senior managers seem to be constantly in ET meetings.

114 10. We are doing better as an "integrated team" but we still have a long ways to go.... we are still very media focused, which does not lend itself well to "integration."

115 Although taking risks is an available option, there are no incentives to do so, and little positive reinforcement. If a staffer sticks her/his neck out and the outcome is not entirely positive, managers rarely stand by decision made.

117 11: I'm assuming this will improve with a passed budget.

118 10. I think that there has been some positive increase in teaming efforts between offices, but within the office, I have Not seen an improvement in getting the job done quicker, faster, and cheaper.

119 13 This follows with comments on questions 7 &12. Risk-taking is easier for the staff working with managers that exhibit the values in questions 7 & 12. For the agency in general, seems like risk-taking has decreased in the last 4 years.

120 11. I am bothered by the message sent about comp time when Phil took over in OW. Don't discourage people from going the extra mile to get out in communities with a stingy attitude about awarding comp time for travel.

121 We have excellent managers for the most part. Need more of a shared vision of priorities, strategy if we expect staff to take risks and be empowered.

122 Q12: These varies widely between managers. Sally Marquis lead her unit in a protracted, collaborative develop of their unit plan... with strong buy-in. Bob Robichaud wrote vers. 1 himself, asked staff to flag fatal flaws, & submitted it.

123 13.I've definitely seen improvement - both Chucks are supportive of risk-taking. But, we still seem to frown on mistakes made as part of risk-taking and we don't push it

124 Regarding working as an integrated team: I am on several and feel we are doing "OK" and improving. Some areas in R10 don't see being part of an integrated team as relevant when it is, or else it's a low priority to them.

125 Question 11: Travel $$ is in chronically short supply. This makes building effective partnerships more difficult.

126 #10. We are developing but are not there yet.

127 EPA should be more involved with scientific research, field work and reduce our oversight and paperwork requirements. Too many people still have their own agenda and some are not truly governmental functions.

128 Some of the managers I would not consider as role models. However, I have a "role model" manager and am damned happy about that. Now, if upper management would not tempt her to take other positions, life would be fine.

129 #1 - Many decisions appear to be made w/out input from affected parties. Some managers in the region have few interpersonal or managerial skills & do not have the respect of their staff. I would leave agency rather than work with them.

130 A limited few Managers are in over their heads, some don't even know what the "talk" is.

131 I'm on the fence concerning managers as role models - this may be true at higher levels - I would not use the unit manger as a role model.

132 for #13, risk taking seem to be encouraged, but if it back fires, cold shoulder/looks are often experienced. This type of experience discourages risk taking - why take the chance?

133 8 Agree for the most part but not so sure of who my stakeholders are in Alaska. 10 I've heard of some teams in the organization but can't seem to get a team feeling from Tribal Office. Tribal staff seem scattered, remote and disconnected

134 I disagree that we work as teams in the region, at least in my unit, because people don't want to change. They resist doing anything other than what their duties were before reorg. Unit manager does not truly promote team concept.

135 There is little or no communication between programs especially on important issues like enforcement. We appear foolish and dissconnected to the public because we can't communicate a united position on issues.

1 Please don't tell me that positions are passed out to those organizations who perform vs those that can't. We constantly reward organizations who don't get the work done.

2 Risk taking is encouraged in many units. Effective managers are not always available. The manager corps is highly capable, but not always effective in interpersonal relationships. Many are not sensitive to employees' needs to develop.

3 We are encouraged to make fast and effective decisions in compliance with our policies.

4 to provide the resources to make the structure work. Management was permitted to waste government resources with impunity.

5 7. Still too much talking the talk or, rather, talking somewhere else where few of us have the chance to hear. Is there enough discussion, communication, conversation?

6 10. I disagree with the interpretation that we work as integrated teams. Especially with the Tribal issues. I see individual ownerships when there are issues on Tribal lands. The Tribal prgrm needs to know how/ what issues are active.

7 #13 - Risk Taking is done, but it seems to be done with no coordinated plan and in violation of the CAA often.

8 Find ways to encourage and support staff - more frequently that once a year reviews - this is especially important when money is limited for promotions.

9 13: I have yet to see this region reward professionals or leaders who take real risks. Rather than promote them, they seem to get shunted aside.

10 Office management does not follow this philosophy and thus it is useless to staff

11 #12 I disagree. Some do and some don't. It depends on who they want to smooze in order for them to get ahead. They ignore problems--this is impowerment?

12 I recommend that Region 10 needs more direction with SPECIFIC goals (not bean counting), not just theorectical goals. When those goals are made clear (on all levels) then we will be more integrated and people wont be so territorial.

13 Mgmt is very risk adverse. Too cautious

14 13. Risk taking is fine as long as one "succeeds." Otherwise there is much trouble.

15 12. They are trying; it's a hard job. They are not always successful, but I can certainly appreciate the effort they're putting into it. 13. Risk taking is not well supported. I feel this is a notable deficiency within the Region.

16 12. overworked; too many direct reports to do coaching, mentoring etc. get into program due to lack of experienced staff. Desire to be role model is here!

17 Can we explain to the public why we spent money on trips to Russia, Poland, etc., but we cant get cars, gear, etc., to get into the field locally when citizens call and request assistance?

18 13. What does risk taking mean? Ignoring the regulations and statutes? then, yes, R10 encourages risk taking. If it means making decisions with best judgment but less than complete or perfect data then, "no".

19 We are programs smashed together in an Office. Mixed messages & an "I'll know it when I see it" mgmt attitude are normal. Not good role models walking the talk. B.McAllister is a good model & source of "external" energy. (7) (13)

20 else (emphasis on YOU in the previous sentances mean that managers rarely are supportive unless the staff can make the idea successful first).

21 This is a status driven organization, where the most value is placed on input from those at the top. This is apparent when there are speakers and the audience is asked for questions. Those picked are usually higher status people.

V-37

22 EPA is risk adverse to the extent that everyone is trying to accomodate the latest "in" philosophy from HQ. More....

23 12. RA/DRA good models, but have few followers. Example---we spent year internally "refining" our community-based strategy, rather than developing it in partnership with communities. Good management wouldn't let that happen.

24 I'd like to see better and clearer articulation of program functional relationships within our new re-organization, then I think we all could be empowered better to walk our talk (the "talk" may not be explicitly understood to walk it)

25 12. My limited view of the managers is that some are fully commited, and some seem to be awaiting eligibility for the next retirement buy-out -- no "middle class."

26 13con't. it discourages risk taking because it could cost me my job, my promotion, my family's well being. Stability in organization allows for risk taking; I'm not suggesting ossification here,just stability to develop long term relations

27 12. Managers are those who are least likely to be risk takers. They consist of an "elitest club" often referred to as the "brain trust" who don't make waves in the club instead of supporting their staff.

28 #13 Is it really risk taking or is passing the buck? Are person's being rewarded for taking risks? In that taking risks will result in failure should we be rewarding failure as well as success?

29 There may be more positive results if there is adequate management support in some key areas.

30 13 Risk taking is not encouraged. What has the reorg to do with risk taking? Nothing

31 Question 13. I think that while risk taking may be encouraged by management, the consequences of "failing" will probably not be supported by management, given the restricted environment for managers to pursue their career/promotion ladders

32 A lot of make work projects going on. Seems like some of these are to keep displaced persons occupied.

33 The re-org destroyed any effectiveness we used to have. All this stakeholder/customer/teaming crap has rendered us useless. Anything that gets accomplished these days is IN SPITE OF, rather than because of, the re-org, our mgrs, mission

35 11. I don't feel I have the resources to best carry out my job. I am uninformed on training opportunities & being in an operations office I am unable to take the free training available to Seattle employees.

36 10, 11 Some of the other workers seem not interested in getting the entire job done - they do the little piece the decide is theirs and don't care about the total mission. Again, I'm only 4 months on the job so I may be wrong.

37 11 - training, symposia, and conference $ still woefully inadequate; putting resources into these activities would make major improvements in our technical abilites and in our communication/collaboration with our customers

38 I believe all this jargon is hype and it makes upper level management feel warm and fuzzy.

39 13-When staff have to get approval from RA or HQ or lawyers then it makes it hard to take risks. Need to formally delegate more authorities to Unit Managers and staff.

40 #13 risk taking seems to be tempered by whatever manager you're dealing with at the moment and how they're feeling that day.

41 The new offices are creating more work (especially enforcement) or are igoring the media offices (especially ecosystems) instead of helping coordiante activities between media offices.

42 far too much time was spent on developing the reorganization in comparison to how fast industry does it

43 #11. I strongly disagree because the budget constraints in the past year made it impossible to implement either traditional programs or reorg goals. The travel $ was 1/2 of what we needed to do the work with our partners & stakeholders.

44 I don't think that the cross cutting offices are working as they were intended. They still create more paperwork than streamlined efforts.

45 Regional self sufficiency to make decisions serving the interests within our geographical area also do not appear to be much of a consideration

46 13. Mgmt encourages & rewards risk-taking only if it is successful.

47 11-More training resources need to be directed toward specific subject areas, ie: RCRA enforcement, and less toward general non-environmental issues like career development.

48 13. don't know why "encouraging risk taking" is relenvant- rather the question should be does management encourage professionalism, taking initiative, exploring new ideas. I think some parts of the region encourage thatand some don't

49 them in their role/responsibilities.

50 12. Some people like Barb McAllister have totally internalized the "new Region 10" and live iit every day. Others don't really get it, yet! Chuck and Chuck need to keep pounding the message home!!!!

51 10 Different offices and units have different, and often conflicting, approaches and goals. Suspicion of attorneys at management level, for example, often hurts teamwork. There also is a lot of competition for resources, credit and power

52 8-10 - Calling regulated community customers is pleasant PR but cannot & should not obscure fundamentally adversary nature in any democracy of requiring some (industry) to spend money other than as they'd prefer

V-24

53 (cont) were more straight forward in their speech. Also, all this focus on developing missions and visions is a waste of resources. People should be encouraged to be productive and focussed in their efforts to protect the environment.

54 12. Unit Supervisors have for the most part not taken the leap needed to be role models for the leadership behaviors that are on the leadership philosophy. I sometimes think that they are waiting for their employees to give permission.

55 High income people not in touch with low income

56 12 - some, yes; some, no

57 day-to-day work.

59 Adequate resources are not available for carrying out our core functions. We are not doing adequate oversight of state administration of CWA or the CAA in Washington and Oregon. The reorganization has depleted already deficient resources.

60 ...wants done on that issue.

62 Haven't been here long enough to answer.

63 10: We're getting better at working together & am glad its encoouraged, but Innov Office and others have not been the reason for it based on my observation.

64 13 Encouragement of risk taking varies by where you work, and in some fields (like mine) may be less appropriate than in others. In general, however, I do not think risk taking is encouraged.

65 10 - My job requires a lot of coordination and teaming with other offices. Some people are great at this, others are abysmal. These people haven't changed their views since the reorg.

66 (continued from above) and therefore, no dissention. All may be well with the world amongst senior officials here but it is not amongst staff in the trenches.

67 13 -We don't discourage risk taking, but it certainly isn't encouraged. I think the managers are in a tight spot, when the risk taker's approach isn't consistent with their own views.

68 #13 Risks? It would be nice if management could better support staff in this...as it stands now, risk taking is okay as long as no one makes a mistake!!!

69 10: We know a lot about the needs of the stakeholders with whom we work closely. But there are big gaps in who we talk to, and how broad our knowledge is.

70 12. Role models for what? Managers are still trying to figure out their supposedly new roles and I don't see any big changes in manager behavior.

71 13: Risk taking is a highly subjective area, with some feeling they are taking risks when others consider these business as usual, and what we are here to do. Think we could do better on this in many areas.

72 A climate which encourages risk taking definitely exists - it's called 'CHAOS'

73 13. The regional management has not yet demonstrated that they condone risk taking. The words are said, but it is a too early to say that the region encourages risk taking.

74 12. Actually, there are many examples of "leading by example," but too many of them are negative examples. There is far too much in the way of petty office politics being played at the ET level to justify what they do.

76 12: Immediate supervisor doesn't understand concepts of "coaching" or "leading".

77 10. Within office, UMs don't actively require/push for inner-office teams, which allows RPMs to be "cowboys" and to re-invent the wheel, rather than be willing to rely on office experience for team decisions. Costs us time/$/reputation.

78 11 There has been very little technincal training in the last 3 years. This situation must be remedied so that EPA can base its decisions on "good science" . We could then rely less on contractors which would increase our credibility.

79 Q13: Risk taking is relative. Gov. agencies don't do this well... it's inherent to public service. True environmental protection is a radical mission. We do what our customers & politicians will let us.

80 11. There's plenty of training available for managers, but finding the time to take it (and this year, the resources) is the problem. We're swamped

81 #11. I do not have adequate resources at my disposal to implement my program effectively. I don't feel that I have the time to obtain necessary training.

82 There is a need to better coordinate what one program does and its possible effect on another media. For example, MTBE was added to gasoline to address an air issue; however, there was no consideration of the potential impact to ground wat

83 Who's risk? Decisions are not made for fear of litigation from Pub. Interest Groups. Lawsuits are filed irregardless.....

84 Risk taking is encouraged at the Senior ET level yet most Unit Managers are fearful of taking any risk. The Region seems to like to tout this as a R10 principle, yet it is not getting across to UM's.

85 I don't agree that organ. climate encourages risk because things are uncertain w/so many changes and many people are unsure what their job is. There is a lot of philosophy, but not a lot of tangibles.

86 Risk taking is not encouraged. In fact staff is still paralyzed from the demoralization of the govt. shut down etc. Supervisors are so overburdened that staff is on its own and encouraged not to rock the boat or make work for supervisors.

Following are comments to questions 14-19:
14. Region 10 tries to develop and value a culturally diverse workforce.
15. Region 10's management listens to its employees' needs and interests.
16. Employees in my office ask for, and listen to the feedback/suggestions stakeholders/customers.
17. Employees in my office take action based on stakeholder/customer feedback.
18. During the past year, Region 10 employees I know have often made promises to their stakeholder/customers that were not fulfilled.
19. Employees are actively pursuing partnership opportunities to provide successful program delivery to their stakeholders/customers.

1 Being in OEA, I found the stakeholder/customer questions difficult. Does that mean the programs we support or their outside stakeholder/customers?

2 14. Call it by whatever name you want, there is a quota system being pushed in Region 10.

3 The IRU staff works to make sure its customers get what they need and follow up with a yearly survey.

4 18. Haven't been here long enough to answer correctly.

5 Many play lip service, "talk the talk," but I'm not convinced that the really understand the concept.

6 15 I think R10 sometimes does too much to satisfy the "concerns" of some employees, spending way too much time and effort trying to make some employees "happy" who will next week be complaining about something else.

7 The cultural diversity issue is one that is paid quite a deal of lip service in Region 10. The actual statistics on the composition of the work force show otherwise.

8 Teamwork is encouraged.

9 My experience with region 10 management is that they hear, they don't listen. They are not vested in the process and are not held accountable for their decision or lack thereof.

10 17. I can speak affirmatively for myself but do not know that the opportunity exists for others to change processes in response to stakeholder suggestions or concerns.

11 #16. Ask - not really- Listen yes. #17 Do take actions on customer suggestions.

12 I do not feel comfortable answering questions about other employees and their customers. I think that these questions are very personal opinions. Each story has two sides. One may not have all of the facts.

13 15. My supervisor has too many employees to do this effectively. He has 27.

14 #15/16 - We seem to listen to "stakeholders" such as the regulated community and seem to give them whatever it is they want. We also allow the state agencies to do this to an even greater extent and it harms the programs.

15 The region is excessively inward looking. Or most important activity would appear to be communication and dealing with ourselves.

16 EPA needs to define its role. Without this strategic direction it is difficult to define relationships. Currently, everyone knows the important of partnerships, but they are having difficulty implementing this concept - define our role

17 Partnership opportunities have always been with us. It's not necessarily connected to reorg. We encourage partnership for accountability and better relationships.

18 14: I believe that we use "cultural diversity" as another euphemism for affirmative action with its quotas (that we call goals). The reorganization's selection of unit supervisors showed this again when, people without any previous(cont'd)

19 14 We are lacking individuals with non-EPA/Governmental experience. We are a very homogenious group. Only when we have substantially more employees with private sector /non-fed. experience will be able to truly relate to our customers.

20 We still do not believe that we have a public - we are not customer driven. A lot of people would say that we should not be customer driven; however, WE MUST BE OPEN to suggestions and ways to deliver our services.

21 I DON'T THINK OUR CUSTOMERS NEEDS ARE BEING MET

22 This line of questioning sounds like we're working at the corner deli. Since when are our fundamental tasks dictated by the whims of "our stakeholders". Granted, its important to know what the fears and hopes are of various interest group

23 14 take a look at the lack of cultural diversity among upper management

24 The response choices to the previous questions were troublesome. A more correct response to most of the questions would have been Moving in Right Direction/Not There Yet

25 19. State stakeholders are very reluctant to "open up" with EPA. In the past, doing so has only caused them trouble.

26 15. There isn't much time for employee needs and interests with a large supervisor to employee ratio. Standard programmatic workloads take precedence over interests of employees. Interests expressed haven't been acknowledged.

27 Diversity - Is it black, brown, white? Or is it farmers, small business owners, housewives, etc., When we talk about reflecting community the people want to know have we experienced what they experienced (small business regulations,

28 Our workforce may LOOK diverse, but we do NOT tolerate individuals with different perspectives or opinions or backgrounds. Not all of us can "pass" the region's "environmenta l/politically correct" litmus test. (14)

29 15-When would they have time to listen? They are mainly in endless meetings or on conference calls.

30 11not enough recources(materials). Training o.k.

31 I think that we are still unsure who our partners and customers should be. A note regarding partnerships, in tiose areas where we do not have direct regulatory tools (e.g agriculture and other land use issues) we need to focus at being at

32 The strategy needs to be based upon getting people out of the Region10 main office. It should be carved in stone that people will spend perhaps 40% of their time in the outside world with their customers, & stakeholders.

33 "Cultural diversity" has become a religion at EPA (and other public institutions). Whatever happened to our

34 15. I believe managers play at listening to their employees, but take no action unless it suits their purposes. I wonder if I should I worry about my feedback to this survey? You said it's confidential not anonymous.

35 15 - to date, OAQ management has received much input from employees, but little has been done in response.

36 16. Some do good job; most don't. Too many see stakeholders too narrowly, eg, state program counterpart. Very uncomfortable dealing with conflict in constructive, problem-solving manner.

37 again, these questions are difficult to make sweeping generalizations about

38 15. Manager's do listen, but nothing gets done. Usually there is a lot of discussion about an issue, but it may take years to come to closure, or the issue is not explored.

39 15-only a few employees are heard; those who are consistent withthe politically correct visionof the world this week. noone listens to the majority of people who are doing their work and need help to do better

40 Partnership's are hard to achieve without more incentives and more travel money

41 Management may listen to employees but it takes them a long, long time to respond.

42 15. the rub is that the listening isn't acted upon. Eventually the complaint brands the staffer as "not a team player."

43 16-19? What odd questions. Say what?? I'm afraid these are taken from the Dilbert /Catbert playbook.

44 #14 we spend far more time on this than protecting the environment!

46 14 Has nothing to do with the reorganization. Govt agencies should promote a oneness concept rather than groups based on culture or race.

47 This survey does not explain who "management" is. I assume it is the ET, not the supervisor. This was a problem with the 1995 survey, and is an ambiguous major flaw in this survey.

48 Question 15. I think management listens, I'm not so sure management acts. I do not think it takes a whole lot of action to give employees the feeling they are valued and to give them recognition.

49 I think the managers try but sometimes are overly affected by political "realities" to the point of ignoring the technically obvious.

50 16: One example is enhanced communication on Lab/Superfund issues so that any concerns related to lab work or communication can be readily addressed.

51 Mangement listens to employees, but it seems to go in one ear and out the other.

52 Without effective leadership, people are doing their own thing. Inexperienced mgrs are unable to set direction, take initiative, and establish PRIORITIES. Without established priorities, EVERYTHING is a priority. And we accomplish little

54 15. Again, one of my biggest complaints about EPA is the weak to non-existant mngmnt. Most managers do not interact one on one w/employees so they often are unaware of employee's needs & interests.

55 16 - 19 Sorry I'm not much help but I'm just too new and in an Ops office so I just don't have enough data yet to form an opinion of what the Seattle air group do.

56 15 We feel isolated from Region 10 management and very seldom see them other than at all staff meetings. The present Executive Team format for managing the Region isn't connecting with the employees.

57 15 - I am not sure this is always good. I believe that at times in the reorganization, the desires of the employees, particularly relative to placement in positions took precedence over Regional mission.

58 I see more empire building by managers than anything else. It governs most personnel decisions.

59 14-OOO has 13 white males out of 15 professional staff. 3 admin staff are all women.

61 #15 management is often out of touch with employee needs and interests. that's why morale is so low in the air office. they've tried to do some listenly lately but it's a shallow effort if no action is taken to address needs.

62 Can not answer for all employees. I do see a trend toward working together, finding out what the customer wants and trying to meet those needs.

63 We need to keep good relationships with states but I think our mgt values that over environmental protection at times

64 17 State funding has not increased to keep up with inflation and employee compensation. The STAG account has not increased. Upper management including Carol Browner should be made aware of the stagnation of funding to the States.

65 #14. Some leaders in other programs do not value diversity and want to have homogeneous people.

66 17-stakeholders run the gamut, so it is difficult to know who to serve and people use their own judgement more than they seek input from stakeholders.

67 Policies available to cooperate with the private sector are pursued on a very limited basis.

68 14. Mgmt pursues culturally diverse work force but is unwilling to address performance problems of those in "minority" status.

70 I think I understand what is implied by the customer/stakeholder mumbo jumbo but I'm not certain. I assume customers/stakeholders are typically but not always non-EPA employees, thus the regulated community, the citizens, the environmental

71 "partnership opportunities" is too vague to be useful in a question

72 14. I agreed only due to the word attempts, however, I don not believe the attempts have resulted in enough diversity.

74 16-Feedback from stakeholders on enforcement matters should not be considered. Focusing on "stakeholders" feedback sends conflicting messages regarding the Agency's primary function which is to assure that the statutes and regulations are

75 15. I will be extremely interested to see how the Management Team "listens" the its employees needs and interests as expressed in this survey.

76 15 I don't think it was right for OAQ to say that their evaluation of the reorg wouldn't look at the geog. structure -- it's not working, yet, it's not even up for discussion. Thus, the message is "live with it."

78 q15. most are; a few that aren't are really making life hard for the folks in their units

79 I believe that we haven't done an adequate job in defining what we mean when we SAY "value diversity." I don't personally witness people being

80 the last couple of years is the first time that we've seriously tried to diversify hiring, but I'm not sure that we are investing the same amount of effort in current vacancies

81 Some employees are working better with partners. Alot of employees don't have a clue how to. There is still a strong command and control environment.

82 I'm not sure that Region's use of racial and gender preferences to achieve diversity complies with the law.

83 15. This cadre exceeds any previous management by a long shot. It is as good as it has ever been. Thank goodness!!!!!

84 14 I think R10 makes efforts to hire members of certain, but not all, racial minorities. Other than that, I do not believe cultural background is a significant part of hiring practices.

85 This survey is so steeped in trendy jargon that its value, if any, may be obscured

86 #15: cant answer globally about EPA managers because i don't have experience with many managers. My own direct supervisor does listen very carefully to my concerns and suggestions and attempts to address them.

87 16. Yes - each of us in OI are required to get personal feedback from 3 outside stakeholders and integrate that feedback into our performance and goals.

88 I don't feel that EPA actively pursues stake holders.

89 18 OFTEN IS THE KEY WORD, NOT USUALLY IN MY EXPERIENCE BUT it has happened

91 Re: 19. While the terms used in most of the questions here are quite vague, this question is especially so. What constitutes a partnership and how should we measure success. What programs are we talking about and which customers?

92 # 19 I am very encouraged by the sincere effort most emps are making to make the shif to reach out to st holders

93 It is difficult to answer stakeholder questions from an ORC perspective.

94 EPA management often goes to unreasonalbe lengths to listen to the staff concerns. Which is O.K. but we should not listen ad nauseam to the knee-jerk gripes. Our job is to make sound decision. Our job is not to always makes decisions tha

95 Every few years words like "stakeholders, customers, partnering," come along to cloud the work that EPA was created to perform. Maybe we should use "client, patient" relationships." Who would the patients be; stakeholders, partners, pollu

96 Haven't been here long enough to know.

97 Where ever "on the fence" is checked, it is because the question asks for a generalization of a large number of people.

98 14: Mgrs talk the talk on diversity and fair promotion but then seem to do whatever they want. Hiring/promotion seems less open and fair then ever before

99 15 Management is good about asking our opinions, but I see little evidence that they act on them.

100 14. We still have a long way to go but are doing a better job developing a culturally diverse workforce

101 16 - I personally have done a lot more outreach since the reorg, and I think many others have, too. The problem is that our community relations office is woefully understaffed to handle the increased workload.

102 15. Management listen but whether they really hear is questionable. Management needs to be more clear about their objectives when they ask for opinions and needs. Often there seems to be no value to this when it comes to decision making.

103 An illusion has been created in the region that we are getting environment work done- better, faster, more effectively- in a climate of partnership with our states, Tribes, etc., which to me translates into shifting direction 180 degrees

104 16, 17 - In our program, we are making cleanup decisions based on a very complex body of information. We do listen, so that by the time public comment periods come up, we've found a technical position that factors public input in.

105 19 - Some are, many aren't.

106 7. There are many leadership characteristics that aren't evident, event their weekly Notes are bland, uninvintive and lack substantive info./decisions/recognition to staff/processes

107 Diversity, is getting better, but I think Region 10 managers need work on their attitudes

108 14-19: In general, the Superfund program provides a lot of chances to work with the immediate communities, governments, and companies at a particular site, and SF staff do a pretty good job of this.

109 15 On some issues (e.g., promotion policy) some employees have not listened to management needs and interests. Needs to be a two-way street.

110 For some reason, I find most of these "stakeholder" questions offensive. I think it's because it is a way to avoid recognizing that we need to be an enforcement agency when mgmt. only wants to be "partners" with the regulated community.

111 16 & 17. Stakeholders for Superfund cleanups include the State, Indian tribes, and NOAA. My impression is that we treat these entities almost as adversaries and not as partners. This needs to change.

112 19. I don't see the region emphasizing the need for all of us to start working on a variety of cross-program teams.

113 15: It sometimes seems that so much effort is put into identifying employee interests and providing opportunities to be involved in other than basic agency missions that we hardly have time to perform those missions.

114 15. Until recently I was inclined to believe that management had the interests of employees at heart, but an action by an office director with the support of the ET shattered that belief. They are in it for themselves and their programs.

115 Most partnerships are with state agencies, the industry people are ignored.

116 In my opinion sensativity and responsiveness of staff on CEPPO team to stakeholders is exceptional.

117 14- Sometimes the quest for a 'diverse workforce' becomes overly appearance oriented and overtly sacrifices qualifications for quotas.

119 Gen comm. - I think SF is doing an excellent job of trying to respond to customer needs and issues.

120 16. I have seen several RPMs that are still unwilling to consider the economic restraints of active facilities that are Sites. We can make it easier on them, but we often aren't willing to "give in."

121 I think we have a ways to go to achieve integration of program and agency efforts. When time only allows you to cultivate integration in spurts, it never really takes hold.

122 17 we are too busy trying to be nice to our stakeholders to make bold decisions that will strain the relationship

123 Region 10 has made an effort to hire minorities and women, however, there is another type of diversity that is not gender or ethnicity based. It has to do with diversity of opinion/attitu de/lifestyle. There seems to be a shunning of those

124 rE: 16, i BELIEVE WE ASK FOR FEEDBACK, ETC FROM PART OF OUR STAKEHOLDERS, WE DON'T ALWAYS ASK ALL OF OUR STAKEHOLDERS FOR THEIR INPUT. fROM those that we do, we do respond.

125 #15 I sometimes think that managers listen to employees to the point of being unable to set firm standards or giving in to employees' demands simply to avoid conflict.

126 In my program there isn't an active effort to go out and elicit stakeholder input. If they come to us we're responsive.

127 Q15: As in any management question it depends on the manager. Unfortunately the management layer has not developed a mechanism to use staff reviews of their managers to fix weak spots... to affect awards, promotions, permanent assignment

128 14. We are trying hard, but with all these "ENTJ and INTJ" managers, there still is alot of "judging" going on about people who think differently from the EPA norm and how that translates into people's ideas of performance

129 #19 Partnership. There is so much knowledge dispersed through the region and overlap of programs that partnerships within the region could really make us more effective. The problem is the staff doesn't know whats out there. cont. below

131 My comments regarding stakeholders is based on my experience and work, I'm not generalizing unless the question asks for that.

132 #16 - 19: Again, the Agency has a skewed view of who its stakeholders are. And "partnership" is simply code for sucking up to/giving money to the states with no accountability

133 #15 Management is pretty good in listening to staff input except my Unit manager. He is not very supportive or responsive to my needs.

134 The preventative aspects should play a major role.

135 I object to question 18. It appears to be some kind of way to get you to bad-mouth fellow employees. What is that about?
136 I'm not able to answer many questions because the questions pertain to employees in my "office". I could answer if the questions was limited to employees in my unit.

137 18 I have not seen this have in the Drinking Water Unit.

138 Our efforts to implement a Watershed Protection Approach to ecosystem management is paying good returns.

139 15 - My manager listens, but sometimes acts upon what she thinks she hears, and doesn't ask for clarification; when understanding is made, she supports staff. She values each of us as individuals and a team.

140 #15 Generally agree, however many times the ET seems to talk at staff rather than listen.

141 On the fence about program delivery from partnership building - have seen no obvious benefits from this activity - In other words my job has not been affected much by partnership agreements - what are the deliverables?

142 #15 - since the reorg, management has become much more rigid. Less of a coach and more of a boss. An era of command/control appear emminent. Many employees are grumbling.

143 14 Some people value diversity very much and actively seek ways to enhance but rank and file (including middle level managers) are pretty complacent. 15 They listen but don't often support. I've been frustrated with lack of support for

144 19 Most of my work involves trying to maintain the partnerships we already have. In our quest for a high novelty factor, we tend to forget the basics. We need to encourage the states and local agencies more instead of doing their work.

145 Q16/17: Varies by Office

146 19 - but the question is has the region moved to far towards this at the expense of accountability/core work (everybody bailed from permits, enforcement, grants...)

148 There is still favoritism towards men in the agency and a glass ceiling for women who have been "mommy tracked" because they have chosen to take time off or work part time they are not considered to be as serious about their careers.

1 18. Not in my office, I can't answer for the whole of Region 10.

2 16 As an admin support employee, I am constantly impressed by the value, trust, and responsibility provided by top management to admin staff. I personally feel like a team member. Most ET show respect to admin staff

3 Employees are allowed to express themselves freely and openly. Decision through consensus are the goal. Certain Units have more feedback on what clients/stakeholders desire.

4 This Region works well with other community Programs.

5 15. I do believe that Acq/Grant unit manager and the Office director listen to employees. My personal experience with both managers have been very positive.

6 #19 - the key word is "successful programs". We do a lot of listening to and acting on suggestions of stakeholders which severly limits our ability to implement our programs.

7 management has difficulty comprehending staff needs - they are too busy micrmanaging and attending meetings to effectively manage staff

8 14: (cont'd) supervisory experience were selected for unit supervisor positions. Virtually all such selections were folks in "protected classes" under affirmative

action. These new unit supervisors, as well as the experienced ones,(cont'd

9 We really need to demand that EPA employees at least LISTEN to our stakeholders and try to come up with ways to please them - That DOES NOT mean we have to lower our standards - it just means we do something different along the way.

10 ... but certain of our subsequent actions should be dictated by the application of sound science and common sense solutions.

11 15 new management seems more interested in being heard than in hearing what staff have to say

12 20. There have been "broken promises" to stakeholders because of abrupt policy changes. Employees are asked to cover these over. Employees have done well at delivering in the face of incredible difficulties.

13 Generally, we are very conscientious about responding to promises made. However, I can think of one example where extensive promises were made to a Tribe, but the resources/abilit ies/priorities have not fully supported fulfillment.

14 Has mgt. asked the general public if they know/understand what EPA has "reinvented" itself to become? I get at least three calls a week from citizens, business, asking "Are we still a regulatory agency? What are we doing now about .....

15 Ofc Dir. listens well & wants to make things better. Unit Mgr has no time to talk for more than 5-10 minutes about anything. When we talk, interests or issues/problems become the staff's "fault". Likes to shoot the messenger. (15)

16 19- What in the world does this question mean? Jargon!

17 12 I feel my manager has done as good a job as possible-consideri ng the lack of direction from his director. Also many decisions which should be the managers are made by the director (personnel, etc.)

18 other entity's tables and not trying to get them at out table. They're making the decisions - we must find ways to influence their decisionmaking.

19 The region 10 headquarters building should be closed except for a small core of employees. Everyone else should be moved into the states. They should share office space with their customers and should work jointly on determining goals.

20 charter under NEPA? Remember the environment? What about some intellectual diversity?

21 14. We try very hard on race, sex. But a different, critical "cultural" problem not recognized. We hire at entry level, promote from within---thus creating very insular employee culture with little "outside" experience or credibility.

22 I believe we all are doing our best, but our framework for operating is still not completely understood, clear, or in place

23 15con't. Also, INTERESTS are listened to only as they relate to the latest pc event to have; they are not sought out or listened to with regard to who is best suited

to a job or what new jobs should be undertaken

24 It is often inappropriate for EPA to give "stakeholders" what they want.

25 18. MM promises in written MOAs were not followed. EPA Sr. Mgmt. told state officials EPA field staff to blaim. Now the states don't want to participate.

26 15: I believe my management is fairly receptive to needs of its employees. Don't know about other units; but doubt if they are equally receptive.

28 15 Had mgmt acted rather than just "listened" to employees during the reorg -- it would'nt look this way.

29 continued: It is difficult for staff to feel valued, for example, when awards in the 10's of $K's go to upper managment, and only a few awards of $100's go to staff. The overall message seems clear! (& by the way, it really is not the

30 18: I think we're generally following through on promises; however, some risk assessment work is not getting done due to unanticipated shortage of staff. Critical vacancy cannot be filled.

31 I sense that most of the regional staff is doing a decent job in serving the public, but it is mostly self directed and somewhat uncoordinated due to a lack of a true vision and purpose from the management team.

32 This emphasis on diversity amounts to a major distraction. It does little to accomplish environmental protection.We should emphasize hiring experienced and effective people and promote them based on a good job not favor based on ethnicity

V-42

34 I see our main customers as the regulated & non-reg. public. I think EPA is very much out of touch w/what the public wants since the Agency has become so removed from dealing with the public. In the field interactions with the public

35 15 - As a unit manager I currently feel no closer to Regional decision making on management issues than if I were a staff level employee.

36 Employees in my office get along with others as best they can in spite of managements shenanigans.

37 #15. The response does not apply to this Office.

38 19-I only see public-private partnerships occurring on a very limited basis and do not think this area is sufficiently encouraged, more examples need to be shared.

39 "Headquarters" is enraptured with the terms "compliance" and "enforcement" . They are not good listeners.

40 15. Mgmt may listen to employees but they listen more to customers/stakeholders. Needs more balance, and push back on customers/stakeholders where appropriate, not be doormat. Also push back on employees too, not just listen & ignore.

41 the people who breadth the air, drink the water. However, I don't know if there is consenus on this point, I wonder if we have become overly focused on the

regulated community as the stakeholder/customer. Such a perspective is too narrow

42 Risk taking is a meaningless term because there are no adverse consequences for failure. Failure is frequently rewarded with a sinecure.

43 17-We should not act on stakeholders feedback when considering enforcement actions.

44 18. I think that employees are pursuing partnership opportunitie s because they have been told to, not because its actually improving service delivery -- more often than not, customers don't know their point of contact.

45 15 con'd That's a real change for R.10 which usually wants everyone's opinion on everything before doing anything.

46 17 at times we don't take action based on 'stakeholders" suggestions because they are not legally solid- its not always appropriate to take action based on stakeholders wishes- ie want flexibility when the law doesn't provide for it or

47 19 -- i see lots of + behavior (walking the talk) about partanerhips, value of others contributions. there is more progress that can be made in this regard.

48 "asked to the table" to contribute because of their varied experiences, expertise, skills, and ideas. I see a tendency to "shy away from" folks who are DIFFERENT from us in whatever way. It's too uncomfortable for us to deal with --- we

49 Is there any legal or ethical basis for using racial and gender preferences to reflect the community served, as opposed to using these preferences only where there is a manifest imbalance with the relevant labor market?

50 19. OI does an excellent job creating and managing prtnerships. I don't feel the rest of Region 10 puts in as much effort.

51 16, 17 Employees are subject to pressure from a number of sources, including management, the regulated community, and environmental groups, and often respond to those pressures. That input is sometimes solicited as well.

52 The only tangible value in Agency-wide overblown reorg was achieving mandated 11-1 management-staff ratio. Per Wall St, Journal, private sector is also finding reorg mania to be of limited value

53 #16: Again, I don't know if stakeholders means regulated community. If it does, I think we need to be careful not to become so focussed on "serving the needs" of the regulated community that we forget that the reason EPA was created was

54 18. I think the region is actively pursuing partnerships but that there is a gap in the skills needed to create partnerships. Sitting in a cubicle and creating something and then sending it out for implementation is not partnership.

55 Environmental Justice responds very well to cust. requests

56 19 there are some employees who really exemplify the networking within an agency--other though are TERRITORIAL OR JUST TOO COMFORTABLE AS IS

58 (see above) that make staff happy.. We need to learn to say "Im sorry, thst's the way it is"...

59 polluters, or citizens?

61 15: Managers may listen to staff, but only an exemplary few seem to act constructively on what they hear, rather than what they wanted to do in first place.

62 15. I think the perception is still out there that management will listen to employees needs and interest but in the end decide to do what they want.

63 (continued from above) away from enforcement, taking a strong leadership role or at least actively mentoring, and instead replaced that with a "hands off" approach. Superficial tracking, accountability, and involvement have replaced the

64 19 - I can't speak for other programs. AS a program, we're working on Voluntary Cleanup and Delegation with the States--but I'm not sure how that works on an employee level.

65 General comment! The comment field should be under the question...this is a dumb way to do a survey!!!

66 19. On the positive side, I think EPA is supporting some "partnership" type of programs that are suppportive of environmental protection, such as pollution prevention, resource conservation.

V-44

67 19. I think we tend to fall into the partnerships more than working at developing them

68 The value of CEPPO office team work is not fully understood by upper management.

70 19. Some employees are doing an outstanding job. However, overall I think we still consider ourselves the Agency with the big stick.Rather than actively seeking partnerships, we consider them only if approached by outside parties.

71 There appears to be a shunning of those that don't fit into the politically liberal, REI identitiy and a need to hire those who fit that model. This is one reason why it has been so difficult retaining admin support-fear of hiring

72 Re: 17, I believe we are responsive to the stakeholders that we ask for input/feedback, it's just that I don't believe we reach all of our stakeholders.

73 Q19: It's unclear whether the placed-based assignments of displaced managers is increasing partnerships or not. People are who they are... it they like working in teams, they will, if not, they won't. We certainly don't force much in R10

74 #19 cont. Managers need to identify and nurture these partnerships. If we rely on staff who don't have a broad enough base to see what's out there, it won't happen on a large enough scale.

76 EPA needs to become more involved with many stakeholders (eg. churches, animal rights, etc.) to develop values of protecting our environment at an early age.

77 Staff listens to customers, but may not value input. Customers don't always have plans/requests that paralells the mission stmt, let alone environmental laws

78 #16 More often than not we seem to listen too much to our customers. Some feel that the Region is bends too far to the wishes of our customers.

79 fire and earthquake preparedness. 19 This may or may not be true. I've only heard of the few outstanding successes. I suspect it's not true in general. Requires a very motivated, aggressive and commited individual to do this on

80 It is ridiculous that RPMs and OSCs can all but automatically attain the GS-13 when their jobs are usually luxuriously focused and limited to a few sites at a time. Those of us charged with National program implementation, enforcement,

1 The conflict often comes from the client/stakeholders wanting the delivery of service with no interruption, not acknowledging what is required to deliver the service. The phrase seamless delivery and teaming become opposing forces.

2 14: given no special training on how to be effective supervisors in the new, substantially larger units. The professional and administrative support staff continue to pay the price implicit in those two decisions.

3 I know what stakeholders for my program want. I can't answer for other programs though.

4 We've not only confused the general public, our partners, and our supporters, we've confused R10.

5 We are so concerned about external partnering that we do not pay attention to important partnerships that need to be developed and MAINTAINED within the office. We are hypocrites. (18)

6 16 Director refused to consider "unsigned" comments or suggestions no matter how numerous.

7 E mail should be eliminated as a method of communication. The major method of communication should be one on one, face to face. Idealism should become our major drive.

8 Listen to employees, yes. Act upon what is heard, seldom. Instead, crises are m'gd and problems buried.

9 19-there is no acknowledgement of the actions that take place and there should be. also, we should learn from these and decide when partnerships are NOT the best way to proceed. We needtobe better organized sowe can proceed when we should

10 19. Looking for partnership opportunities but having them cut off. One example is shared training. We now have a policy where state agencies are not invited unless EPA is the majority.

12 14-18 have nothing to do with the reorg

13 continued: actual amount, but the stark relativism in "value"

V-45

14 This survey is an example of over-emphasis on process. We will go thru this elaborate process to evaluate the re-org effectiveness, and make a few adjustments, rather than dealing with real problems.

16 should be our focus & we should disinvest in all this touchy feely strategizing crap!

17 Few employees and certainly no management take risk. The preoccupation is with status and ones behind. The higher the status the greater ones concern.

18 The agency should be primarily concerned about technical accomplishment and leave social policy to others.

19 and does not necessarily reflect the Congressional mandate we have been given. Confusion is created when use the customer/stak eholder nomenclature.

20 Many people in the org. still do not understand how to work in effective partnership with outside customers

21 17. con't- when allowing flexibility would undermine purposes of the law

22 more often than not tend to avoid conflict/conflict situations/pe ople that may - because they see things/experience things differently - create conflict.

23 Use of racial and gender preferences to achieve diversity should not be kept covert; should be put on the table.

24 20. OI could do more celebrating. The truth is we are too busy. We are proud of each other - that's good enough!

25 19 We often defer to states or seek their assistance in a cooperative way. We often do not provide the type of oversight necessary when states are unduly lax in their enforcement efforts.

26 Expedient trend among Democrats tilting balance of constitutional federalism toward states is misguided and dangerous, under guise of "partnering" or otherwise.

27 (cont) to serve as a regulator of that community.

28 19. The word partnership is used while often we are doing the same old thing - telling - being the expert - having all the power.

29 Some in my office do not seek my opinions,

31 Haven't been here long enough to know.

32 (continued from above) strong leadership, hard decision-making to take action, and demanding accountability that made environmental protection what it was and should be today.

33 Higher recognition of CEPPO outreach activity is needed. Additional funding and staff is needed for CEPPO work.

35 19. (Contd). In partnerships, I still see EPA wanting to be the winner, and come away with more than the other party.

36 There is a fear of hiring individuals (admin staff in this case) that don't fit the mold so consequently individuals who are more likely to remain in admin positions aren't hired.

37 Re: 19, I believe that there are some in the RO who are actively pursuing the development of partnerships, but I also believe that there are many who are not and don't know what the concept of building partnerships is.

39 EPA needs to make more of an effort to address the main world issue: overpopulation.

40 his/her own. It's not necessarily encouraged and supported by supervisors in my experience. They either don't have an interest or they don't have time.

41 and task juggling should be given the same opportunity to raise to the GS-13 with out intervention from God. If you are not located in Seattle it is hard to brown-nose enough to get promoted since our supervisors are no longer in the Ops Of

V-47

Following are comments to questions 20-27:
20. We communicate about and celebrate each other's successes in my office.
21. I give others feedback that helps improve overall performance in my office/region.
22. I receive feedback from my peers that helps improve overall performance in my office/region.
23. My office has high work quality.
24. During the past year, Region 10 managers have often made promises to Region 10 employees that weren't kept.
25. I receive feedback from my supervisor that helps improve overall performance in our office.
26. My supervisor serves primarily as a consultant to staff.
27. My supervisor devotes adequate time and attention to coaching staff.

1 23. My unit works harder, putting in more hours and taking less time off (particularly unofficial time off such as "party time") than any other unit in the region. To the detriment of staff moral, I might add.

2 One of the main reasons I work at EPA right now is because of the respect I have for my supervisor. He is the reason I'm willing to work so hard and put the extra effort. The staff in the region is the second reason.

3 20 Sup's in OMP excel in celebrating successes of their staff. risk-taking is always encouraged and rewarded

4 He encourages creativity and teamwork.

5 My supervisor can't define the job/responsibilities of supervision, I doubt many Region 10 supervisors could. I'd attribute that to Region 10 which appears to be an organization devoid of accountability. I suspect the work

6 20. There is a lot of ongoing, detailed work completed. Completion is a success. Celebrate doing the work we were hired to do? Success should not be so rare. The concept is jargon.

7 The unit leader provides direction when needed but does allow the employee to do their job without getting in the way.

8 We have not hired employees based on any plan for addressing diversity. We have not done enough hiring at the lower grades. We need to provide incentives to managers to hire based on some diversity guidelines.

9 #25 -- #26 - #27 new supervisor, insufficient time in position to respond

10 25. Whenever I ask for feedback I feel like it depends upon the mood of my supervisor. Sometimes good, sometimes bad.

11 #20 - I can't remember ever having communicated enforcement successes.

12 The office of Air quality is on hard times. Very little meaningful communication exists. Risk aversion is a way of life.

13 Re management promises that weren't kept -- expectations for Tribal Office and Office of Innovation fell short of the summaries given for their setup.

14 25: My supervisor of record has a very large unit. So large that he has been able to devote little time to discussing my work with me. If I don't initiate it, it doesn't happen. My peers have had to fill the gap.

15 25, 26, 27 - My supervisor is way too busy to provide feedback and act as a consultant.

16 27 my supervisor has too many staff to be able to devote time to coaching except in cases of most critical need. He is open to giving advice but most likely not approached often for help due to obvious time constraints.

17 26. Seems like he's still a technical expert. In too many meetings.

18 #22 and 25...the positive feedback I have gotten has been primarily from HQ and state staff. We are not getting enought personalized "atta boys"

19 not yet. We're working on that.

20 THE MANAGEMENT SEEMS TO BE UNABLE TO GIVE UP WHAT THEY THINK IS CONTROL

21 Management is generally conversant in the scope of issues, but not particularly helpful in strategic or technical solutions.

22 23 we are too understaffed to provide adequate attention to work quality

23 I realize we were supposed to cut the number of managers in half, but what happened to those "persons of influence?" Why can't more of them act as unofficial team leaders? 1 reason management is so overwhelmed is the size of the sections.

24 24. Despite a fairly negative organizational atmosphere, working relationships have been quite good. Working is ok but the organizational stuff is mostly a downer.

25 27. Large employee to supervisor ratios do not permit this type of attention. I accept it as a given that such coaching and interaction is not feasible, except at very critical times. Alot of coaching isn't really needed anyway.

V-49

26 21 I'm seldom asked for advice on other programs in my unit. When I am asked, the advice is not often acted upon at all or for a long time.

27 Mgrs don't have time to consult. My manger is too busy attending meetings on teaming, geo initiatives, state teams, etc. He doesn't have time to interact with staff.

28 #23 is poorly worded and can't answer.

29 I get VERY LITTLE positive feedback from my two managers. However, I get lots of praise from other offices, HQ, and externals. This disconnect is demoralizing!! (20) (42)

30 25- "Consultant"? Negative term, out of place here.

31 The level of coaching is great . . . the problem is that the direction of the Office/Unit is unclear or uncommunicated or just talk with no decision or action that touch the general work of the office.

32 We're mostly all too busy to do enough feedback and or celebrating among us.

33 SEE employees are without many of the coaching services available to Federal employees. They travel a road with conflicting signage, more as if it is an Alice

in Wonderland Road instead of a freeway.

34 Work quality, from what I've seen is generally good. Work quality is good from what I've seen. Administrative support is weak. Everybody spends too much time at

35 20. We often don't know what others do, let alone if they're doing it successfully.

36 20 - the geographic organizational approach currently inhibits communications and I do not even hear about successes in my program areas from the other unit.

37 23. Too much internal anguish over insignificant details, very little work "out the door." Little sense of timely problem-solv ing; can take forever to work process.

38 One of the areas I feel our agency falls down on is in celebrating our accomplishments, we need to support each other more in acknowledging and celebrating those

39 25. Recently, occasional, positive feedback occurs during the weekly office staff meeting. Otherwise, it comes at our personal performance review meetings.

40 Our Acting Director and Administrative Technician are extremely supportive in all areas

41 25-27. My superviser left EPA in July. The new selection will not begin working here until late November or early December.

42 28- this expansion is at their expense; for the most part I have to keep current in spite of EPA RegionX not because of any help from the Region.

43 Devotes time for staff, but evidently I'm not considered staff

44 There is no structure for staff to give each other feed back. Again, perhaps when the teams get going this will be able to happen.

45 My supervisor is not only technically capable but is a fantastic people manager. She supports her staff's decisions about where to spend their time and efforts and well as their expertise.

46 22 My peers are outside of EPA. We need to ensure that staff are able/encouraged to communicate & work with their peers outside of EPA (this is especially true for technical staff), or EPA will become isolated .

47 27: My supervisor is overwhelmed with administrative chores and decisions, such as promotions, awards, budget, at the expense of attention on environmental issues.

48 23 It is difficult to do high quality work when thorough but controversial work is critized as zealous. Managers have a rumor mill going about some inspectors/investigators. Work should stand alone not on personalities.

49 24. The regional management continually makes lots of overtures about "valuing science, and scientists". In reality this is not the case, and never has been.

50 #23 However this has nothing to do with reorganization. The quality has always been excellent, however, the quantity and use made of the work has decreased.

52 27 Staff don't need coaching. Supervisor is sounding board. Goes to meetings and completes PAs. This ques is NA to reorg

53 In general, there should be more feedback - probably should be focused (e.g., maybe there are some tools available like there are for facilitating meetings, which, by the way is the best training the region has ever offered)

54 Supervisors don't appear to have the time to act as coaches or to provide feedback.

55 Most first line supervisiors are doing a great job. They seem most in touch with staff and their needs. I think upper management needs to focus on some concrete simple to understand goals. Make a plan and then do it.

56 My mgrs don't have a clue what I really do, because they don't understand the programs I support, they have no persepective, can't establish priorties, get excited about unimportant things

57 Question #22 To date not much input from peers, however supervisor will solicit peer feedback as part of future performance reviews

59 27 - he's not around enough to be of much help; i depend on my peers for help, mentoring

60 25. I never receive feedback from my supervisor. In fact we never discuss my job. I work totally on my own w/no supervision. While I am self-motivated & an independent worker, I am starved for interactions w/a strong effective manager.

61 25 I value the feedback that I get from Gil and feel he does it well. But I want more feedback. My personality probably likes more feedback than others.

62 27 - being in a different location than my supervisor makes the communication, coaching, and support more difficult to do than at the same location, but we're trying

63 20 Most of the celebration and focus is on one unit in OEA. Others within OEA do not feel there has been enough equality and fairness in promotions or awards.

64 24: Can't Answer---Region 10 management have not made promises. Therefore they can't break them

65 From my prospective management spends much of its time in its own world of make work and make believe that has little effect on the daily grind or agency mission.

66 27 - the units are too large to allow much time for individual staff/manager interaction except on hight priorty issues.

67 23-not familiar enough with work of majority people in ECO office to characterize its quality

68 my answers relate to several different supervisors

69 25, 26, 27 I'm part of a self-directed team. We don't have that kind of "supervisor" interaction.

70 My supervisor is a natural at coaching, being a consultant and giving feedback. He's a people person who is not interested in micromanaging.

71 Supervisors with large numbers of diverse staff and duties don't have time to coach--we reduced the number of "supervisors" per se but the only winners in the reorg. were the supervisors who opted out to do nonsupervisory work at same pay

72 25-27 on self directed team - supervisor is office director

73 26 While supervisors do offer time to consult, many of the programs still require more in-depth knowledge to provide the adequate leadership. With such a FLAT organization, this is not possible and staff are finding themselves performing...

74 #20. I'm on the fence because we are too careful about celebrating success in order not to offend others who are not being celebrated. It is often suggested that award $ be equally divided so as not to "play favorites."

75 Some "babies" who cry and complain take up a lot of supervisors' time. These babies also don't do any useful work. So big waste of time.

76 24-generally mngmt. keeps its word, but this year with the shifts that occurred, a number of people who were promised promotions or reclassifications feel gypped.

77 20--Even though our office has a "success board" where staff successes are linked to mission/value, nobody wants to write their successes up.

78 Guides inspection goals

79 25. Strongly disagree. Appraisal used to amend perf. agmt, and then only feedback rec'd was that I was a "valued employee."

80 20. Celebrating success internally is getting confused with "outreach", which I thought meant reaching OUT beyond the building.

81 Now if my supervisor is my consultant is also my customer or am I his customer. Does my supervisor owe me consultation, a product, and do owe my supervisor information or questions regarding my work, another product?

82 We fail to celebrate our successes. There is little praise or feeling of accomplishment. Supervisors do not have time to be available for much consultation on cases. The mentoring system helps to fill that void.

83 20. There is little to no communication of successes in my office. I have been told that "some" employees see it as an invasion of their privacy if management tells others about their successes. Thus, they don't tell any person's success

84 My supervisor has too much work to do to much coaching.

85 24. strongly disagree because at least in ORC the management is great- is fully supportive and does what it promises to do

86 23 Our office has too few resources to support the heavy demand for our services. It makes it hard to deliver the quality I want to give.

87 Refer to earlier comments re: supervisor's lack of "coaching"

88 on the fence = sometimes, but it vaires dramatically depending on the person I'm dealing with. Always try to provide feedback, but if it is not well-received, I'm not going to persist

89 I have never seen such excellent supervisors as those provided by ORC.

90 20. Barb McAllister has OI involved in feedback on a regular basis. It is fantastic and a tribute to her value as or leader.

91 20 Our communication is informal. There is little formal recognition.

92 26 - My supervisor does, but despite appearances, senior management controls all enforcement/decisions of any consequences , especially in Superfund program

93 21. Yes - in OI we have developed a personal feedback plan based on the leadership philosophy and we obtain feedback from peers on both LP and supporting OI work.

94 I am very lucky. I have a wonderful supervisor.

95 coaching staff: I don't believe my supervisor addresses performance problems/challenges when people are not performing appropriately for their grade level. Tough coaching doesn't occur.

96 23: We have staff who do little and some who work very hard. There is no different or special acknowlegement of those who work hard or steps to improve those who slack off and do little work

98 Ed Kowalski is a wonderful supervisor.

99 My supervisor is excellent: she provides direction, but does not micro-manage, and she provides frequent feedback

101 27. With the large number of employees in my unit, my supervisor does not have enough time to devote attention to "coaching" staff.

102 I've only been here two days.

103 27 I don't see that as the role of my supervisor.

104 24: LOts of promises, many not kept: "term limits" - instead of frequent, some mgrs will jhave 9 yrs before rotation; assignments not positions: what happened?; "Not going to hire high grades from other regions" - but 7+ brought in.....

105 26-27 this is my strongest criticism of the reorg. My supervisor is now someone who has no grasp of what I am doing and has so many staff he has no time to find out. I basically have no supervision, which has increased my workload.

106 The reorganization placed far too much responsibility on unit managers and as a consequence, their time to interact with staff is precious and limited. If the intent of the reorganization was to empower staff, the sheer ratio of unit

107 While we do hear, in my office, of others successes, it is primarily through management, and I can't say that the successes are "celebrated." - 20

108 27 - My unit is a mixed bag of positions--some seem to involve more coaching than others. It's okay to coach more where more is wanted/ needed.

109 What's with the red dotted line around "strongly agree"? It may be giving you biased data.

110 10. The staff aren't doing this well, and for some reason the managers have no idea how to do this either (e.g., Eco and Water still have a hard time talking about common issues, let alone coming up with integrated smart decisions.

V-54

111 24 Need to emphasize about "in past year". I feel that people still dredge up stuff from prior to that. I think that some people are still in mourning over the reorganization.

112 21. I generally don't provide feedback to senior managment in my office because I don't believe the office director wants to hear from those who disagree with his vision.

113 27 - My supervisor doesn't know where to being coaching much less an employee at a lower GS level. This has been and will be a frustration until they are shown equality with their staff (at all GS levels).

114 27) Coaching staff is relegated to fixing "problems" or working with senior staff on the region's most complex work. Lower level GS employees are encouraged to "find" mentors among peers. It's pitiful.

115 27. My supervisor is so busy that she does not have adequate time to coach staff.

116 unit managers are still trying to be section chiefs and probably brnach chiefs, still functioning under the old set of expectations. Thus, there is no time for interaction with staff because they are too swamped .

117 My supervisor doesn't really have the skills necessary to do a good job of coaching

118 26, 27: My supervisor has done an excellent job of providing consultative services without trying to take over staff functions, and does a good job of coaching staff.

119 27. The Unit managers and the Office Directors do not have time to serve as coaches. I believe that many of them would if they had the time.

120 24. I think management is losing the sense of "fair play" that had developed over the years in terms of staff/mgmt relations and that unstated ways of handling issues in a fair manner are going by the wayside.

121 Immediate supervisor provides some management support, beyond that I feel I am on my own.

122 CEPPO supervisory staff allows us to find new and inovative ways to complete assigned tasks and identify new areas of work.

123 20- Supervisors know little of what staff do day to day and successes are measured from that limited data set. No, successes are not recognized substantially. 21 Feedback is not often given to others because managers in particular do not

125 No. 24: My sense is that we have several instances of top management promising things (e.g., the "assignments not positions" concept) that they can't really deliver.

126 27. Supervisor doesn't understand the concept or that different staff are at different levels.

127 24. Supervisors are responsive for specific issues (e.g., sign this form, attend this mtg). Supervisors are sometimes not responsive to more intangible promises (e.g., commitments to resolve consistency issues, develop office policys]

V-55

128 20-it appears that we have got to the point that we celebrate "just doing the job" as something of note

129 23 We focus on success, it is rare to hear of mistakes due to poor work quality. However, there is enough knowledge of others work that, in ECL, for example, RPMs generally know which other RPMs pull their own weight and which ones don't.

130 The supervisor's do not have adequate time to "coach".

131 #27: My supervisor is often not there or else has the door closed. It's hard to get in there.

132 Re: 23, If asking about the whole Office, my answer is I don't know. If asking about the Unit, I would qualify my answer to the work is hi Q for about 70 - 80 percent.

133 27. Our Unit Manager is moving in the right direction -- but not enough time has been devoted to educating our unit on how to work together.

134 #27 With the number of employees reporting to each supervisor in the new organisation, it is impossible to spend the amount of time that I think is req'd to really help employees develop, especially entry level.

135 Q20: We communicate & celebrate successes. The peer award process is great! The performance awards seem to have become the expected norm. The medal awards are a mess. The emphasis on team awards stinks... some deserve, some coast.

136 #20. OW needs to do more of this and much more talking about what's going on between units.

138 27: My supervisor is engulfed in major issues and doesn't have enough time for coaching. Having lots of senior staff is helpful that way!

139 Question 27: There seems to be an inordinate amount of consulting with and coaching of some staff, at the possible expense of others.

140 #24 I know of no such instances.

141 #26, 27: My supervisor is still struggling with the old management model; but trying very hard to make the transition.

142 #27. My supervisor is too busy to devote adequate time to staff.

143 My supervisor is attending so many management meetings that he doesn't have time for coaching or anything else.

144 Adequate coaching to staff exists.

145 On the previous question, our unit is too big for our supervisor to devote any time to coaching staff.

146 My supervisor is much more than a coach. She is involved in a multitude of issues at various levels with numerous folks. She is not just a coach.

147 26 But, also produces a lot himself.

148 My supervisor does not appear to have enough time allocated to provide coaching and employee feedback.

149 24 - I am aware of staff selected for other positions in the 'select 3 choices' but bumped because of the need to give the appearance of 'moving staff'.

150 #24 Some staff perceive that they were promised promotions or at least it was strongly suggested. It is difficult for staff to fully understand and accept that the rules have changed.

151 On the fence on sup. feedback - Some is constructive but some is destructive and does not foster a trusting environment

152 20--I have a strong sense that successes may appear as "brown nosing" within this office. There is no mechanism to hear about people's successes or even to give them so that the unit/office may know.

153 #20 - we have just recently begun regularly discussing our successes/failures so that we may learn from each other. Our manager suggested this.

154 24-27 I don't have a unit supervisor. I report directly to the Office Director. As this arrangement isn't very practical, I am supposed to "use" a Senior Advisor as a sounding board for my issues and seek guidance from him. The problem

155 Questions not specific to suprevisor: Varies greatly on some by Office, so there is no one answer

156 Management in air programs doesn't have time to devote to staff needs given the new organization. They are still involved in the details of the program.

157 It's difficult having an ops-office director as a supervisor sometimes. Often I feel like my work goes unnoticed.

158 #20,22 I disagree that their is adequate communication, feedback or exchange of info. Meeting or interacting as a team isn't promoted by supv. There are few opportunities to share comments, praise and encouragement w/other unit staff.

159 Supervisors are never seen or heard from. There is little communication and never any follow-through on promises made. Out of site out of mind unless there is a crisis. Supervisors are not supervising, they are spending too much time in

1 training (no), resources (yes).

2 I strongly disagree because management has failed to effectively deal with lack of admin. support in my office thus resulting in senior EPA staff having to spend their time doing admin. work.

3 I'm frustrated with the distribution of resources within OMP.

V-57

4 27 My supervisor exemplifies coaching techniques. OMP supervisors are supportive to their staff in so many ways, encouraging individuality, risktaking

5 He promotes a positive working environment that allows effective production of work.

6 environment breeds the incompetency I've observed.

7 25. Not only does my supervisor provide feedback, he arranges support to facilitate my work. I fully appreciate that!

8 The Chuck's say they want to hire at lower grades but when push comes to shove it doesn't happen. Nobody really understands the assignments not positions and the ability for employees to move around. Managers especially don't understand t

9 #27 - new supervisors with little or no experience should be coached/mentored

10 26. The Unit the my supervisor has is too diverse. Too many large programs. I feel that he is spending most of his time on programmatic issues not personnel issues. I am not sure why.

11 #26/27 - My supervisors (I now have 5 instead of the 3 before re-org) have less trust and little to no experience in program and try to hard to do technical work better left to staff.

12 27. The Unit Supervisor has not been able to function as a coach for the staff for three reasons: (1) the unit is too large, (2) he has not been able to remove

himself from subject matter issues (the Office Director still seems to (cont'd)

13 We need either more empowerment, teaming or another manager to share the responsibility.

14 27. Not always available. Too busy to be able to be a "coach". Works on too many things at one time.

15 My program is vastly underfunded, therefore training is the last priority. I'm continuously scrambling to try to get extra money to provide the services and outreach to the public that I think is essential.

16 THERE IS ALOT OF MICROMANAGEMENT GOING ON AND VERY LITTLE IMPOWERMENT

17 26 my supervisor is too clueless as to what we do here to provide coaching/advice/support

18 Re #20: I'm on the fence about this, because although I have supplied what I believed were reasonable suggestions, I have not seen them employed. The Q is phrased with the assumption that my feedback helped.

19 27. Not having a strong supervisory presence is empowering too, which is really what we need more than oversight. New employees and employees taking on new frontiers and challenges would benefit from more coaching, I would expect.

20 I don't know the level of work of others in my office.

21 The staff/manager plan didn't work. Decisions are not being made. There are communication lapses. This was by far, the worst idea of the entire reorganization plan.

22 Supervisors provide alot of latitude for work priorities.

23 Promises re: training & balancing of multiple job responsibilitie s are regularly broken. Recent promotion scheme allowed for unilateral breaking of commitments made at re-org. I FEEL USED and do NOT want to be lied to anymore. (24)

24 Empowerment is needed for SEE employees. Often their WISDOM is ignored and not consulted. They can be used as coaches, and as consultants. Their power can be unleashed. Remove their muzzles. Don't be afraid of their wisdom.

25 meetings, "processing", to use the phrase.

26 26. My supervisor has little time to manage or consult, because he is forced to spend his time doing staff work.

27 As part of the reorganization, certain promises were made to me regarding my future position that haven't been kept. As such, I am now a Regional expert with no assignment.

28 26. The supervisor appeared to be learning how to act as a "consultant."

29 29-this is one of those we don't walk our talk. we wimp out on permit denials that would prevent pollution and instead chose to remediate after the pollution is present

30 Serves as consultant to staff, but of no help to employee

31 27 My supervisor has over 20 staff & therefore doesn't have enough time for mentoring, coaching, etc. It isn't a big issue now, as EPA hasn't hired a lot of new staff lately - however if we ever start to hire new staff it will be a problem

32 24. Told XXX was leaving. Obviously he has leverage. Scares hell out of staff by subtile reprisals.

33 26. Management misses the point here. Often it is GOOD to have a good technical person who can do BOTH manager work and technical work. Good. Nice, even. Non-Dilbert kinda stuff even. Hello??

34 #24 The biggest of which was that the reorganiztion would result in more efficient operation.

36 20-23 have nothing to do with the reorganization

37 Seems like we have a lot of "displaced" managers doing "makework" projects and tasks. We seem a little short on the lower grade "grunt work" staff to build/maintain the quality service and data sources needed to drive good enviro mngmt.

38 A management promise to establish our 'own program' in OEA has not been kept.

40 27. My supervisor devotes no time to coaching staff. I have worked totally on my own since the reorg.

41 23 We have outstanding employees working in my unit. They need to be inspired occasionally to remind them that protecting the environment is our highest priority. Management gets too bogged down with process.

42 Supervisors rarly make promises. It means additional work or responsibility they should follow through on.

43 26 (cont)...traditional management tasks. This significantly reduces the precious time staff have to implement the ACTUAL PROGRAM WORK. While empowerment offers some significant advantages, I feel we have been forced into a "self-help".....

44 25--I receive feedback only during performance review time and then, it seems limited to positive feedback. There is little feedback given on ways to improve performance.

45 Plans for the future within our assignment

46 26. Strongly disagree because supvr doesn't really understand work our small group does.

47 Supervisors could recognize achievements more.

48 27. supervisor adequately coaches, but has an experienced staff- if staff was more inexperienced then the manager \staff ratio is too low for good coaching

49 With regard to adequate coaching, the current supervisory ratios don't allow for it

50 25. Barb McAllister provides exceptional feedback that is on point, well thought out, and honest. If you listen, it can mke you a better person and employee!!!

51 27 I have 12 years experience and don't need much coaching. What I need, I know how to find from my supervisor or elsewhere. I do not know what kind of "coaching" less experienced staff members get.

52 24- "Often" is key qualifier here

53 24. I think that management is trying but it took too long to work through the assignments not positions promise and we still do not know what the process will be to provide opportunities to apply for new assignments - it feels like limbo.

54 Others do not have the same type of supervisor

55 I think that high work standards, emphasis on products and quality are not stressed. The standards I set are my own (which is good) but I'm aware of times where the lead may need assistance/coaching from the supervisor on high standards.

56 21. (Feedback) I have never received any critical feedback or been encouraged to give others feedback. Our office culutre makes it impossible to do so

59 I've only been here two days.

60 25: Supv feedback virtually non-existent. Mgrs so busy with large staffs + reorg projects that they're rarely available. Have staff work on reorg projects!

61 (continued from above) managers to their staff has forced the issue. Whether that resulted in empowerment, I cannot say. I do believe that division directors on up have taken away a considerable portion of the staff and unit managers

62 I can't say that I have given feedback to my peers or gotten feedback from them. I am not aware of any avenues for such regular input unless directly, i.e., person-to-person. - 21/22

63 24 - I think we all want to believe the best will happen, but it's very difficult to MAKE it happen. I think the managers have made promises to improve the workplace, but I'm not sure they've had the workers involvement in their approach.

64 35. I would certainly hope so, but you can't tell what these "mom and apple pie" titles really mean.

65 27 I don't perceive that my supervisor has enough time to spend coaching staff.

66 21. cont'd. I have reached this conclusion from his selection of unit supervisors and the fact that staff go to each other for support and feedback as opposed to some of the unit supervisors.

67 25) Feedback is limited to pats on the back for milestone accomplishments. Throughout the year my supervisor has no idea how I'm doing. At performance review, I must educate my supervisor on what I've done.

68 Feedback is hard to do, we're not used to it, this is one of those cultural changes that is going to take quite some time!

69 21, cont'd like to hear criticism, even if constructive about staff. It is more often viewed as a sad commentary on the individual rendering the criticism. 24. I have never heard a manager make a promise to staff.

71 26. My supervisor is not involved in projects in any manner, and provides me zero support/enlightenment.

72 26-with the reorganization we got new supervisors that are too busy leaning their responsibilities to provide guidance to the staff.

73 25 - In ECL my supervisor does not give me feedback, nor do I solicit it (I feel like I do not need it and that my manager is too busy). In OW, my peers give me very valuable feedback on a regular basis.

74 RE: 27, Our Unit chief provides good coaching but because of size of Unit, it is somewhat sparce.

75 Q26: XX manager's idea of coaching is to tell you what he thinks, wants, expects. In any meeting he will do 60-80% of the talking; doesn't listen. ☹ needs to be relocated to work area which is not his expertise to break micromanaging.

77 Regarding supervisor as consultant: when policy issues reach a certain level, it's questionable whether or how much a supervisor should step back and let staff make policy. That's our dilemma.

78 #24 My supervisor has cancelled several meetings scheduled to discuss my performance and overall needs.

79 Need more resources to maintain high quality work.

80 Because of the tremendous dynamics in the program, the unit manager has less time to manage/coach people than anticipated.

81 Strongly disagree that supervisor acts as consutant - rather as micro-manager who questions every small detail of products with no substantive changes made as a result.

82 #27 - since reorg, my manager seem to have less time for coaching. this could be because she has more work to do. but also, her emphasis seem to be getting away being a coach and into being a traditional Boss type. (continued below)

83 is he doesn't have any interest whatsoever in what I do so there's not a supportive or trusting environment. My answers to the questions are in response to this situation which is muddled at best. I mostly work alone and unsupervised and

84 The air unit has not embraced the concept of empowerment yet.

85 #25 I get little feedback from supv. other than perform. evaluation. He operates under, "you're doing okay if you don't hear from me". He tells staff how "good" he thinks we are doing, but shows little interest in what we're doing.

86 in management team meetings. People in the Ops office are isolated and have no piers with which to share ideas and get feedback.

1 He encourages follow up.

2 26. Consultant? That's a new one. He provides guidance on difficult issues and facilitates my ability to work successfully. He's not an expert in my field but knows the policies and politics. That is an asset.

3 the rotational policy. All of this stuff is very confusing and demoralizing to our employees.

4 #23. good quality work but insufficient staff to do what I would consider high quality work.

5 27. Again, I feel my supervisor does not have time for me the admin person due to the priorities of the unit.

6 27: want him involved and (3) there has been NO training on how to be effective in large units or in how to serve as a coach to large groups of people.

7 My supervisor has no time for coaching! I have actually been able to talk to him 3 times in the 8 months I've been here.

8 SUPERVISORS ARE NOT COACHING.. THEY ARE CONTROLLING OUT OF FEAR

9 26, 27 I don't know exactly what my supervisor does or how much he coaches. I believe he has too many people and programs to supervise.

10 When to managers have time to consult/coach. This idea was not well thought out in advance of implementation.

11 Unit Mgr is a "controller" who does not understand some programs & has trouble "letting go" & trusting staff. But, he also wants us to be a self-directed team. Half of staff are looking for another job. (25) (26) (27)

12 Coach the coaches, so that they will be of more equal status to those coached. Throw away the clock when it comes to coaching. Give the process time to work.

Following are comments to questions 28-35:
28. In my view, Region 10 employees continue to expand their

environmental knowledge.
29. The "solution of first choice" for Region 10 and its partners is pollution prevention.
30. Region 10 is clear about the mix of enforcement activities that results in best compliance.
31. Region 10 is seen as a leader of integrated environmental problem solving in the Pacific Northwest.
32. Region 10's management is committed to continue to make organizational effectively deliver environmental services.
33. As a result of the reorganization, my unit has chosen to disinvest in and/or services.
34. In my unit/office, the work assignments are distributed appropriately.
35. My office/program is making progress to adopt these core processes in our work.

14 27. He has no time to coach (see 26) either. I don't blame him; his mgr wants to do it all with insufficient staff.

15 25,26,27 - The new supervisor of my Unit has yet to establish himself as an effective manager, either of the ⊗ program for two states or of the unit staff.

16 31-EPA is more often seen as an impediment to creative problem solving,and if present during planning EPA is no where to be seen with money or people to implement what the planning effort developed-so why play with EPA?they can't be trusted

17 Zero feedback from supervisor

19 25-26-27 For a manager to get a promotion they have to be a management "team player". When staff is criticized by the manager for being too thorough it appears that the manager is more concerned about their image than the work.

21 In the last 20 years things have never been this bad. Even in the Anne Gorsuch/John Spencer years at least we knew who 'the enemy' was.

23 24 There was suppose to be a renewed emphasis on science. This hasn't happened.

24 26 (cont)...structure that is actually less efficient (to achieve our goals in doing the REAL WORK) than an organization with more management. We can't have our cake and eat it too. The difficulties are just starting to reveal themselves.

25 Improves the operation relative to our experience in the field.

26 27. Strongly disagree because with flattening organization, supvr has no time to coach with so many people in unit.

27 27. Yes, but it could be more equitable. A few people get the majority of Barb's time. Maybe it has to be this way. If so, that's fine.

28 21-22 - Rather heady or presumptuous for most of us, poorly phrased questions if taken literally

29 24. Another example is the promise that supervisors will work towards building leadership skills. While I see some supervisors trying - I see alot more finding excuses and being afraid to step into thier role as helping to lead the change

30 I'm not sure what role my supervisor is playing. Sometimes it seems like the supervisor isn't sure of their role - so they take the easy way out.

33 I've only been here two days.

34 27: My supv means well but has a large staff, is part-time, and has lots of reorg/reg projects to work on. Staff rarely gets ANY time.

35 (continued from above) as can be seen in their role of selecting officials for promotions at the GS 13, GS 14 levels which wasn't the case BEFORE the reorganization. If anything, the gulf has widened between staff and upper management.

36 39. Yes for me personnally, but I still see the "favorites game" being played. If a less skilled staff wants to grow, but still needs some skills, constructive feedback is usually not provided about things they should do differently.

37 20. Management only celebrates those successes that meets their bean count or are the high priority sites. Unless you work on high priority sites, it is difficult to get management attention or praise.

38 26) Unfortunately, consulting is usually given most to the most senior staff and complex projects. Very backwards in my mind from a supervisor's role (among others) of developing staff capacity.

39 25. Again, managers do not have enough time to know what their staff are doing which makes feedback difficult. 26. /27 Managers have little extra time to be consultants /coaches to staff.

41 I think the 1 to 11 ratio makes it very difficult for supervisors to be effective coaches.

42 26. Supervisors need to learn to keep their mouths shut when an employee shares something personnel with them . Too much gossip from UMs.

43 27 This statement seems true for OW, but is not so obvious for ECL. It seems that ECL managers are too busy with other things to consistently coach. Lack of consistent mngmnt oversight may be one precursor to work quality issue in 23.

45 Peer feedback is provided indirectly.

46 Disagree on time on coaching - You can't coach when you don't have any idea what this means - Many people in unit keep the sup. informed but practice avoidance of supervisor rather than be "coached".

47 she was much more effective as a coach. In fact, she was a great coach type. A boss type will probably not be very effective in the fed gov bcz managers do not afterall have much true power over employees.

48 have learned that it's fruitless to seek assistance from the Senior Advisor.

49 #27 Unit manager does not coach, because he isn't around most of the time. Instead of branch chiefs being tied up in meetings all day, the unit managers are. This practice shows little change from the way these operated prior to reorg.

1 #34. It's based on ability and availability, and, to the extent that grade level is in sync with ability, yes.

2 "Can't Answer" selections were made because I haven't worked at EPA long enough.

3 32 yes, they certainly seem to make organizational changes easily and often. Most of us have completely lost track of where functions belong or who is where

4 31. I do not think the region gets enough press coverage of the good things it is doing and funding that is being provided.. but something bad... that is another story.

V-65

5 The Region worked hard to move to the 11-1 supervisor to employee ratio, but has sacrificed administrative resources and promotions. Protection seems higher for upper grade retention regardless if they continued to supervise or not.

6 we always focus our resources to better serve the public.

7 28. The thrust of most of the training is not this. I am not sure that we meet the public expectation of better science . (Pseudo) psychology may help us feel better but information seems to come only from committed staff.

8 35 - The unit will be working with the other offices to assure that grant $ are being focused on areas that are identified regional priorities and assure that ODs take direct responsibilit y for how $ are allocated.

9 #31 depends on who you ask!

10 Alternative answers don't cover all opinions. Therefore can't always answer.

11 #30 - the Mix seems to mean No Enforcement. This was evident in the re-orgs attempt to elimiate the office of enforcement which ignored the Administrators directive on enforcement. This is probably the biggest failure of the reorg.

12 Office of air deals less and less with environmental principles. States are not partners.

13 Pollution prevention is a great term to use and speak about, but realistically speaking, improved technology is more commonly used to describe emission reductions. We're speaking similar language, but pollution prevention is rather broad.

14 31: I haven't seen any evidence that the public sees the EPA Regional Office as a leader in integrated environmental problem solving.

15 30 Many people I know are schizophrenic about the enforcement/co mpliance balance. We are wearing a white hat and a black hat, and both staff and the public are confused about the mixed message.

16 33 i believe that disinvestments are made by default at the staff level.

17 35 real progress is slow, but that is to be expected...

18 #29 POllution Prevention should be 1st choice but not sure if it really is

19 I think the ultimate test for this question is whether or not risk-takers get promoted.

20 THERE SEEMS TO BE NO ENFORCEMENT ACTIONS AND THIS IS A LOW PRIORITY

21 30 - the message on enforcement is muddled and there's been more "talk" than "walk"

22 Re #32: I'm on the fence, but I recognize management is really trying.

23 32. Many did not favor our group's organizational structure. After experience, most, including me feel it is not working well. But we are told to wait, it is too early to change. So wait we will.

24 29. Pollution prevention should be the first choice. Unfortunately, it doesn't appear that it is yet, although some of us try to advance that concept at every opportunity. It is probably most lacking at the management level, because

25 33. inadequate FTE is reason for disinvestments here

26 31 I don't know whether we're seen as a leader or not but I doubt it.

27 #28 Would love to expand knowledge, but pressures of the job limit that

28 Would have been much easier to have been given the option to comment after each question, rather than be asked a series of questions before being allowed to comment!

29 In my dealings with externals, EPA is rarely seen as a leader. It is mostly seen as either an encumbrance or as a bunch of ivory tower environmentalists with unrealistic expectations. (31)

30 32- Are you serious? It's a Dilbert cartoon!

31 #32 Managers need to focus much less on organizational issues and provide leadership on substantive environmental issues in the four states.

32 Our office has a strong committment to change.

33 P2 is a buzz word w/out much content. It's actual programs, activities and accomplishments that count.

34 33. My office has been unable to make the tough decisions about disinvestment. We talked about it over a year ago & we're getting ready to talk about it again. Lotta talk; no action.

35 29 - Region 10 has been unsuccessful to date to bring P2 into the maintstream. It remains in the arena of technical assistance or unique "special" projects and is not the first preference for environmental protection.

36 32. In my view upper mgmt is committed, but some of the lower level may not either, 1) want to, 2) know how, or 3) have the energy it takes.

37 For all questions in the survey: Since I am new to the organization, and have not been incorporated into the staff culture it is difficult to make any determination about most of the questions. I did not participate in the reorganizatio

V-07

38 I work in the AK Office & believe we already had the core goals incorporated into our way of doing business.

39 A straight foreward approach

40 28 The staff trend at EPA is increasing generalists, not indepth knowledge of the environment.Without some depth, EPA will continue to be "an inch deep & a mile wide" & unable to do the actual work (as opposed to talking about it!).

41 31: We are not demonstrating leadership in integrated environmental problem solving. Although we have made a good start by locating staff in some "places", EPA is usually a bit player in the larger game of environmental protection there.

42 29. Yes, but not at the cost of eliminating enforcement hammer. There is always going to be a 5-10% group of bad actors in the regulated community that can only be stopped by consistent and assertive hammer.

43 Sorry to keep focusing on this theme, but these questions are just really "dorky" sometimes. Why even ask some of them? I mean, Duh.

44 #30 Management may be clear about the mix, however, the mix is incorrect. Without a stick nobody will be interested in eating carrots.

45 32. I think parts of the mangement that has been the driving force of the reorg. is more interested in promoting their half baked "new age" ideas than in effectiveness in environmental services. 31. I think Region 10 is seen as a joke.

46 28-29 not related to reorg

47 Question 32. I have not seen any information that says there have been significant results as part of this effort

48 #34. In our group, work assignments are negotiated between staff members and the program staff they support. Very few work items are actually assigned by the manager. In that sense, we are fairly self directed. However, in that same

49 35: I'm not sure we've come to grips yet with the investments that it will take to really make progress on our core process. We've made some disinvestments, but that can carry us only so far.

50 29. P2 is fringe stuff, not a way of thinking 30. Enforcements priorities are not based on the significance of the problem 31. We are irrelevant, not leaders in env. protection

51 30. i have rarely heard discussion on this topic

53 34. Work asgmnts are not distbt fairly based on grade & avail staff. This is partly because managers are not in touch w/what employees are doing & often do not understand program needs enough to properly prioritize the work which needs to

54 28 It almost seems they take too much time learning at the expense of getting things done with their knowledge. I'm not sure about this, it is just a hunch.

55 30 - there is not a clear signal about enforcement - it seems to be taking a back seat on the bus rather that being an integral part of our work

56 Region Ten's managenebt is committed to the process. They are too heavy on process and lite on results!

57 30 There has been a significant decrease in our enforcement activities.

58 (32) Management makes organizational changes to gather around cronies and develope their empire. This one is a bigger farce than most. Why continue to waste agency time stroking egos, like this questioner?

59 Pollution prevention is the best choice however the way we define what it is makes for a bad fit in some programs , hence they are left out.

60 30-Upper managem ent doesn't understand that effective enforcement means having a more consistent presence (more staff), that most cases are "messy", that angry people is part of the territory and that we waste incredible amounts of time

62 #29 pollution prevention is considered but is not necessarily the solution of first choice. i feel pollution prevention is an integrated part of the program though.

63 29 - P2 momentum is being hampered by inconsistent enforcement messages.

64 33 disinvestments were not as a result of the reorg. any disinvestments made were as a result of being a self-directed team and taking on the supervisor role.

65 24-let me qualify this by saying this was a problem with my previous (pre-reorg) mgrs in the old Water Division. I was told I would be reclassified to an EPA as I was an office manager and already doing EPA work..never fulfilled

66 33-We disinvested in some things, only because we ended up having to take on more workload

67 For many of our programs, P2 is not often a solution; instead we strive for risk reduction. I see those involved in trying to integrate P2 into our programs as having a major challenge as there are not obvious ways.

68 My program is working on always intergrating all the core processes but the region as a whole does not appear to understand or know the core processes (you sure hear different definitions).

69 28 - not because of lack of interest but lack of travel and training funds

70 29 What are the other choices?

71 32 The management of this Region is approaching "over-commitment" to organizational change. There has been a huge amount of time devoted to our organizational structure that should have been dedicated to program work. (See Q26 comments)....

72 #30. I'm on the fence because we can't realistically measure compliance and thus can't say we know what mix of activities results in best compliance. Instead, we seem to sail on the political breezes out of DC and state capitols.

V-64

73 29-p2 is not the first choice, but that is not due to lack of attention, but due to legal constraints. THis is not necessarily a bad thing as p2 is hard to measure.

74 30-I have yet to see anything about an appropriate enforcement mix in writing. Our office has struggled with this question for years now.

75 The operation remains unchanged from before reorganization organization.

76 31. EPA likes to think of itself as the leader of environmental issues, but other agencies think of themselves in that role also.

77 29. We can't afford to forget that we also have a role in ensuring compliance AND as advocate for parties who feel they're not being heard by local government.

78 30-Enforcement is too often viewed as the last alternative and by the time it is considered, it can not be effectively undertaken.

79 31. It is much to early to tell . . .

80 32 See comments on 15. OAQ has a radical new organizational structure and they aren't allowed to evaluate it to see if it works.

81 33. any "disinvestments" in this office are a result of not enough people to do the job rather than to be more effective in some areas

82 28. I feel that I am unable to keep pace with what I should know. I am concerned at being able to maintain a knowledge base that maintains optimum effectiveness.

83 29 This question is so wrapped in jargon it's hand to answer. Our programs are designed to discourage, prevent or remedy pollution, whether they be enforcement, compliance assistance, permitting, or remediation.

84 35 - Project X-L is an embassassment & vile precedent. 32 - We don't need to waste more time on internal reorg. 31 - Absurd question. By whom?

85 30. The enforcement strategy is an example of not using participative partnership process even within the Region. There is much concern and confusion on this topic.

86 29 how is partner defined? I definitely find a number of federal agencies still doing their own things

87 31 - external perceptions of EPA do not change quickly

88 Knowledge: seems like fewer opportuunities to expand knowledge. What happended to training programs, all hands meetings, less emphasis on people informally coming together. Grade level: supervisor doesn't seem to expect same standards

90 The managers I know are working hard to handle difficult and complex questions of compliance with environmental laws and regulations. If that is what you mean by "effective delivery of environmental services" than I agree.

91 #30 we are getting there.. ie moving in the RIGHT direction.

92 29, 30, 33-- I do not believe that the Region has made wise choices regarding what is the appropriate "mix" to achieve environmental protection. It seems that "traditional" enforcement has all but disappeared and has been replaced with...

94 Haven't been here long enough to know.

95 30 Enforcement should not be a selective issue, regardless of what yahoos in HQ say.

96 33 "Disinvestment" has crossed the line from being an effective tool allowing us to deliver envtl service to being

97 34: Disagree: in particular, high grades in "SNR Non Supv" do whatever they want; most staff do what they will regardless of grade- we have 7's doing 13 work and 13's sitting on their butts - and vice versa

98 34 Assignment of work has little to do with grade level. It's based more on supervisor preference and who has time available.

99 34 I strongly disagree because the work distribution is relatively equivalent among various grade levels. I also see some low graded people working on pretty difficult projects.

100 Reorganization has succeeded in bringing ratios to 1:11. The new organization has not enabled any of the other desired outcomes to occur. The new model/paradigm that we are functioning under would be equally successful under the old org.

101 The reorganization appears to reward expediency, keep the notion of enforcement as an option at arm's length (at best) and moving headlong toward relinquishing the leadership role to states, Tribes and others.

102 28 - Workers are so busy doing the work at hand, I think BIG PICTURE changes in how ecologists/environmentalists see the world skid by unnoticed.

103 13. Within the office this is occuring, but not within the Region.

104 #31 Many of our managers do not display the leadership or the decision making abilities necessary to take this type of problem solving

105 35: some core processes don't fit very well in Superfund, while others are fine.

106 35 Not sure that people are that cognizant about core processes.

107 29. While poll. prevention is the first choice, mgmt doesn't always support this in practice. It doesn't support staff requests to devote resources to reduce the spreading of an environmental problem (e, g., prevent spread of gw contamin.

108 34 - If assignments were distributed evenly among GS levels is usually the GS-11 and above. You can groom an Administrative staff person to do just about anything - if the supervisor is aware of the employees interests.

109 34) Relatively little, if any, thought is put into giving "appropriate work" to mid-level staff. They're left to fend for themselves. Work is distributed based on individual initiative and reputation for doing good work.

110 30. I don't think that the "best mix of enforcement strategies" has been clearly articulated to the staff.

111 33. We are still struggling with disinvestment. We are in the process now of setting priorities which will include recommendati ons for disinvestment.

112 30: Clear enforcement strategy is still evolving. Needs to be refined and articulated to ensure some consistency across programs within the Region.

113 29. Philosophically, how can one not "strongly agree"

114 Region 10 appears to be more interested in its image at HQ than it is in providing assistance and support to the industries we should be serving.

115 28. Some employees seem to make an effort to broaden their base of enviro. knowledge. 29. It does not appear that sufficient resources (both intra/extramural) are devoted to P2. Instead we follow the horse with the shovel ...

117 32 It seems to me that organizational change is the preferred choice regardless of appropriateness

118 No. 35: I agree that we are making progress on delivering our core work, but I feel that has little to do with organizational change.

119 29. PP may be the first choice, but I still find it amazing how little our Region really offers the community in this area. With all the difficult technical issues that govt and private parties are grappling with (e.g., NAPL gw sites,

120 A true enforcement-first policy in the Removal program should exhibit more encouragement and recognition for PRP-lead cleanups. It's not there.

121 32-it is being to become apparent that the organization changes not because of internal need but the whims of external trends and mandates

122 28 - Some employees do continue to expand their knowledge. But this appears to be the exception rather than the rule. Part of the problem is lack of commitment (and funding) for technical training.

123 There are staff that are performing work significantly above their grade level-with little or no possibility of a promotion or reclassification. This should not be allowed . Work should be assigned based on grade level otherwise....

124 #34: People who are experts in their field are not promoted while others are. There's some keenly felt inequity in our group.

125 Re: 29, We may talk P2 as first choice, but we don't fully employ the approach -- It seems to me we are sticking with traditionaly programs and not investing in what it would take to advance P2 (no one seems to invest in prevention, its m

126 28 I wish tech training needs given higher priority. These last minute short turn around "tech training competitive oppty's" just send the clear message that no one (like an ET member or Regional Scientist) is accountable for this vital ne

127 29. It's hard to get very excited about P2 when the CWA has virtually no authority in that area, and our customers are resistant.

128 #28 Many do, some continue to take the "its not in my position description" approach when the opportunity to learn something new comes along.

129 35. In most core areas we are doing a good job. We need to improve in the area of partnership/capacity bldg and outreach. We will me working on this this FY.

130 Q28: R10 has excellent training opportunities. Some staff take full advantage of this, some do not. It;s extremely rare to find managers in any training class... even in facilitation, mediation, change, and listening. This is a failure.

131 29. This region does not really have an effective P2 program. What happened to the P2 Team and Leader? In the programs, staff tend to default to what they know already, and it doesn't tend to make P2 a cutting edge activity.

132 #28. The 1-2-3 selection process has been a big success in expanding the environmental knowledge of those who chose to do something different.

134 I need comment space for each of the last series of questions. Re: enforcement (30) We know the answer, but politically are constrained and resource-limited.

135 Question 29: Budget $$ and recognition seem to be directed toward programs which "solve" problems rather than programs whose focus is prevention. For example, compare the EIS review and CECLA budgets.

136 #33 We have not had to disinvest in previous activities.

137 #29, 30: The focus on "warm, fuzzy" programs like P2 takes away from enforcement activities. We are way too reluctant to take a hard stance with anybody (industry, states, etc)

138 #30. Region 10 provides virtually no enforcement or compliance presence in my program area.

139 Not enough time for necessary training.

140 31 - seen by 'whom' as a leader? Industry? Regulated community? the public? be more specific!

141 I disagree with #28 & #29. 28&29 While R10 has become more streamlined, the mindset of most of the staff remains the same with no incentive to increase env knowledge and/or promote P2.

142 #34 The employees who produce get the best assignments. As it should be.

143 I strongly disagree that work assignments are distributed appropriately with respect to grade. As a 12 level I have always been held to the same standard as higher level employees. I am expected to train/provide guidance to 13 level.

144 28 maybe half. 29 a few enlightened souls who are highly motivated. 31 a few outstanding successes. 32 I get the feeling that it is mostly the Chucks that are driving the reorg changes and maybe some dedicated office directors -- I

145 29 pollution prevention is a front end concept that can have dramitic effect in some cases. In the long haul, effective environmental management still must be ensured.

146 There is a mixed message regarding the appropriate compliance and enforcement

147 There's always a lack of resources when it comes to training. My job requires a lot of travel and there's never any money for me to participate in some of the trianing opportunities I feel would increase my performance.

148 Our unit favors RPM's and OSC's there are not enough staff doing program work and enforcement. There is too much work for too few people.

1 33 OMP sups have been very supportive and understanding in helping to disinvest certain tasks. They have allowed staff to find areas to disinvest, then helped staff make sure it was a good move

2 33. We are not in a position to dissinvest any of our prior duties - they still must all be done.

3 we are always aware of the needs of the regional office

4 33. Disinvestment has less to do with delivery of environmental services than utilization of emerging technology.

5 34 - I know it is my responsibility to make adjustments in work assignments to be commensurate with grade and will be working on it during the coming year. It is made difficult by the fact that 1 GS13 employee is a former supervisor

6 #32-I do believe R10 is committed to reorg, but not "to deliver successful services". The commitment seems to be simply to continuous reorganization for its own sake. Change is a valued commodity, not env. protection.

7 35: If we mean by adopt that people are trying to do those jobs, I would say "yes" with the understanding that people seem to have difficulty translating "core process" into day to day work.

8 #30..enforcement? about a year ago region was told now was not the time to push enforcement because of Republican Congress and potential budget cuts. Then congress get down on us because we don't do enough. I'm not in enforcement but if

9 Need to hire and promote more racial minorities. This regional office doesn't represent the regional population.

10 DISINVESTMENT IN CORE PROCESSES MAY HAVE TAKEN PLACE

11 32 - our management is committed to the current organization and will not consider additional re-org

12 Re #33: The reorg was so disruptive that with THREE new managers, we've lost our course. How can we effectively disinvest?

13 33. Disinvestments have been by accident rather than otherwise. We have lost much of our critical expertise and will spent years rebuilding it. People who had spent years in school and here in gaining expertise left our program.

14 prevention often is more difficult from a political perspective. If we restrict what people want to do in any way, it draws fire. It's politically easier to allow them to continue to ruin the environment and try to clean up the mess

15 34. based on individual's capability.

16 33 I've seen very little conscious disinvestment.

17 #29 I'm assuming Pollution prevention as a strategy not a program

18 We divested in program when workload was increasing 40% & HQ was pouring MORE resources into this region. Mgmt has not provided a "buffer" between staff & HQ, so staff is in the crossfire of this debate between region & HQ. (33)

V-74

19 #34 In most cases GS9 through 13 folks are basically doing the same works. On the other hand, we have a few highly paid 14's and 15s doing very littel value added work at that same time that we are struggling under huge work loads with

20 I think EPA may be sending mixed messages on "command and control" vis a vis "partnering", etc.

21 34.There are no comprehensible grade rewards based on work or level of responsibility, in my unit or in the region. Those who have, get more.

22 32 - it is not clear that the Region is really committed to making organizational changes to implement the core processes - the current OAQ organization is not fulfilling those objectives and no effort is being made to change that.

23 35. This office has always tried to perform according to the core processes, but has not had sufficient resources to make observable progress from where we were before the reorg.

24 While I believe the Region is committed to continue on it's reorganizational attempts to produce more effective delivery of services, I am not sure management knows what the necessary steps are that must be taken.

25 32: EPA is still largely program driven, not environmentally driven. We need to direct programs more intentionally toward solving specific environmental problems.

V-95

26 30. Major complaint of regulated community is lack of enforcement consistency not tech asst. or innovative technologies . Company "A" gets stomped and company "B" gets off and company "C" is never inspected.

27 #31 This could and should be our role, however, I don't believe that it is.

28 33. Disinvestment in my unit means more work with less and has not resulted in any advantage or effectiveness, except for the withering of enforcement activity in the region. 30. Too many oppose enforcement activities.

29 30 Enforcement is passe. Probably worse after reorg than before. Should be a prominent tool. PP will gain momentum if pushed by Enf

30 sense of self-direction, some staff who don't want to change with the organization continue to push back when assignments are sometimes handed to them or will attempt to get others to do the work for them. In that way, at the staff level,

31 32.The goal of changes is not clear. The effect of organizationa l changes has generally been negative, towards a less effective EPA.

33 get done.

34 31 - EPA is viewed as just one of many players taking an integrated approach to environmental problem solving

35 31 We are not there yet.

36 Employees in my office have tried to ingore the latest big reorganization and do business as usual. Old supervisors still supervise. Old branch cheifs still mostly attend meetings and protect their backsides. Whats New !!!!

37 I believe our enforcement mix is in a state of disaray. were disinvesting in some programs where the state's want us to be and then imposing ourselves in delegated programs on very short notice. It needs to be better thought out and

38 30 (cont.) convincing upper mgmt and lawyers to take forceful (effective) actions.

39 #30 it doesn't seem like r10 and epa hq's can decide what they want to do in terms of enforcement and or compliance assistance. a lot of mixed messages are going around and it's very frustrating.

40 30 - Our policy on enforcement mix is erratic at best. This is a very contentious point among staff.

41 28-the training opportunities out there are good, but very little time to take them when an admin. staff-I've resolved to get into another series....

42 The difficulty with mix of enf and compliance is the mixed message we hear from our leadership. First they emphasize compliance assistance and then when the enforcement numbers are down, they want straight enf.

43 Where the heck did the geographic priority setting core process come from (I can guess). This is a new one that is not necessary since it is already part of most of the others! It appears that a new office wants to build an empire.

V-96

44 31 Are we seen as leader in the environmental field by the public or environmental organizations or other governmental entities? Who are you referring to?

45 32 (cont)...We can fine tune and evaluate the "organization" until it is fit for a lunar landing. Let's just get on with it! We (over) built it. Time to get it working. Managers should not be spending time on org design / assess issues..

46 33-disinvestments have been minor, I think in part because we are stretched fairly thin and any shifts might require abandoning program areas where we have congressional obligations.

47 34--I feel work assignments are based more on skill than grade level. We have some lower grades doing higher level work and some higher grades doing what I view as less than higher level work.

48 Work has not changed or improved, merely reassigned.

49 32. I think mgmt has too much investment in the reorg to make radical changes in the organization as a result of the comments.

50 34. We're getting pretty mixed messages about becoming empowered and taking on more responsibility vs. no more promotions/conversions.

51 35. many of the core process don't apply to orc's work

52 29. On whole, I feel most staff do not understand their role in advancing P2. We need to advance regulatory integration of P2.

53 30 New jargon has suggested a shift away from tough enforcement and regulation. But we receive very unclear messages about the tension between tough regulation, and cooperative relations with the regulated community and the states.

54 30 - Nothing could be further from the truth. Enforcement decisions seem predicated foremos on "practical political realities" and not making waves, rarther than results

55 31. NO NO. We are not seen as leaders in integrated env problem solving. We do not have the skills and I do not see many supervisors or staff being aware that there is another way.

56 31 EPA is thought of in a lot of ways but not leader ..yet 32
Supports org change cont. NOT people, mngrs still resistant

57 33 - unit itself is a new investment; no prior role to disinvest from

58 from people at same grade levels. Some people really get by with doing a lot less. Disinvestments: In general, I think that our region/culture can't deal with tough issues - disinvestments included. My supervisor has not talked about

60 The "core processes" belong in a Dilbert cartoon. The terms are far too vague to have concrete meaning. Therefore, I cannot evaluate how well we might be doing at making changes to better carry out these core processes.

62 ..."let's try not to ruffle too many feathers" and "what these facilities really need is compliance assistance, not enforcement. " Just look at the number of inspections in the RCRA program for example. I don't think we are bringing hardly

64 Haven't been here long enough to know.

65 33) a hinderance. Real envtl service & benefit are being lost in the interest of finding new ways to "disinvest". Also, the word has become an excuse for avoiding responsibilites to the public & the environment.

66 35: Little talk of core processes, so I disagree: on the other hand, untill we get some legislative changes, not sure I'd agree that we can legally do as much in some areas as some would like

67 We have renamed the organization so that our own people do not know where programs are - this has not helped the public figure out who we are.

68 (continued from above) Risk-taking these days isn't of a different genre from days gone by. Instead of enforcing our environmental laws, we've decided its more important to keep the appearance of peace and tranquility in the environmental

69 32 - I think managers are committed, but that doesn't mean it will happen.

70 14.Develop, yes. Value, no. A spanish potluck once a year doesn't cut it. Listing to ideas, understanding perspectives and integrating suggestions goes a lot further. The former should be an extra...not the only thing.

71 33: we've done some disinvesting (notably in state-lead sites), but it wasn't directly a result of the reorganization -- it was ongoing before the reorg.

72 30. Management doesn't communicate any "mix of enforcement activities". It communicates partnership, enforcement is a last resort.

73 31, I have no way of knowing if others see us as a leader but I seriously doubt it. But since I have no hard evidence either way, I just can't answer the question. (I don't see as as a leader--we may want to be , but we're not there yet!)

74 33: We may be losing some serious quality control on work being performed in areas where we have disinvested; need to continue to monitor outcomes.

75 32. Let's not kid ourselves - the real reason for reorganization was 1:11; otherwise we would still be aligned as we were 18 months ago. ET consists of the same folks that stonewalled the streamlining effort prior to Chuck C's arrival.

76 29, cont'd. with the majority of our resources. 32. Management will continue to support reorganization believing it solves environmental problems, even if it is detrimental to them.

78 35 core programs are buzz words for innovators, at the delivery level our program is shaped by stakeholders needs

79 29 (cont'd). stormwater control issues, forest ecosystems], I find it almost embarassing that our biggest public effort seems to be in Worm Boxes.

80 30 - I have not seen that R10 is clear about the appropriate amount of enforcement both within and across programs. R10 appears to be too dependent upon the political situation at the time to present a consistent approach to enforcement.

81 29 cont...its mostly response to fires. I don't believe the RO always recognizes what programs we do have that are P2 -- we tend to stick with a limited definition of P2(inside a factory 3Rs).

82 34 We have one real "non-performing" GS-13 in our unit inherited from a previous supervisor's poor decision. It is so destructive to morale that we can't demote people for poor performance, especially given new promotion policy.

83 #32 My sense is that political climate plays a bigger role re the organizational structure than delivery of environmental services.

84 Q29: NPDES has lead EPA nationwide in advocating and carrying forward requirements for best management practices in permits. P2 language has been incorporated.

85 33. I wouldn't say the unit has "chosen" to disinvest. We were disinvested in, and as a base program, its extremely difficult to cut more. So, folks are juggling as best they can.

86 #33. Disinvestment. Lots of talk - little action

88 31: R10 as leader according to whom? HQ: yes. Our NW stakeholders say no. I think of us as A leader, one of several or many, it's not a case of needing to be the one and only. 33: Disinvestments were made for lack of resources.

89 Question 31: EPA Region 10 seems removed from really significant environmental issues like the loss of productive farmland, excessive reliance upon autos and airplanes, unsustainable in-migration to Region, etc.

90 #33. Disinvestments are too often driven by the way we have done (and substantially continue to do) business. The disinvestment process is tainted with the preconceptions of supervision.

91 P2 is not major criteria.

92 33 - I appeared disinvestments were made because units lacked staff (FTE's) to perform the functions.

93 I disagree with #34. I believe that the workload distribution is extremely gray. Grade is often overlooked because the need to "get the work done" is higher in priority.

94 The recent division of 12/13 with respect to acting only serves to make an unnecessary dividing line between employees with no real change in the level of responsibilities.

95 haven't experienced alot of commitment in my office -- mostly reaction to other changes. 33 my old unit disinvested in my old position 35 I never hear any mention of core processes in my program or through my management.

96 30 We have lost sight of the need to help the state and local agencies do their job better and have adopted an I can do it better attitude.

97 To my knowledge there have been no disinvestments, direction or clear layout of responsibilities. We are waiting for matrix management to fall into place.

98 There is a gross imbalance of work distribution in my office. For example, my counterpart (GS-13, while I'm a GS-11) manages under 10 grants and has a SEE employee who's been in the program 6 years. I manage 34 grants and other duties.

99 Enforcement is inconsistent at best. There is a bottleneck working through ORC. The process is long and laborious with staff doing all the work to develop enforcement.

1 34 OMP sups recognize staff abilities to take on higher level tasks, providing the oppor for personal growth, career development

2 34. A lot of work in this dept still needs to be done.

3 35. Our work serves to enable other programs to focus on core processes.

4 33 - I've only been here the last year but don't know of any particular disinvestments made of if there were any it was not specifically pointed out to me that way. 33- If I didn't work here, I'm not sure I would know EPA exists.

5 #33- My office has not been able to figure out what to disinvest in. There is no management leadership because they have no experience in the program.

6 I was I would be very frustrated with the mixed messages. Support for enforcement needs to be voiced and demonstrated at every opportunity for awhile (in my opinion) #32This one should be watched in Air. Management knows problem.

7 During reorg., management for this program asked for input, but the concensus is that that input was not incorportated. Input is now being sought again, will the results be the same?

8 34 - I do GS-9 level work, but am paid at the GS-7 level

9 Capping promotions while still allowing highly graded people to have projects commensurate with their bkgds (& also distinct from the unglamorous basic agency business) is bad for morale. Esp. when lower graded workers take up the slack.

10 33. This is like Mao's Cultural Revolution. People with great expertise/knowledge were encouraged to leave our program to "broaden" themselves. Many were and continue to less satisfied than before. I hope we do better than Mao

V-80

11 later, even though it makes no sense to do so.

12 New Mgrs very unfamiliar with our program. Sr. job not filled in re-org. I was asked to do sr job & prog. mgmt by default (all senior staff left at re-org) WITHOUT appropriate compensation. Promotion denied. I have been USED. (34)

13 not enough FTEs. One of those 15 salaries could pay for several good students or admin folks - they are the ones that do the value added work!

14 EPA may be one leader. Org. change seems to be a goal in itself. We need some stability and predictability, too.

15 Within OAQ, there appears to be little, if any, effort to implement the core processes - at least nothing in the organizational design is aimed at addressing them.

16 35: We have not invested near enough in aquiring environmental data to really understand the environment and progress toward meeting our environmental goals.

17 31. To public, probably. To regulated community EPA is a shifting oil slick on a pond of unknown depth. 33. joke ? right? what does "note" mean? Example of muddled thinking.

18 #33 Terrible question! We didn't choose to divest and the resons were not better delivery.

19 35. Because of the reorganization the focus of management seems to be focused of their agnedas or interests and not on protection of the environment.

20 Disinvestment from mandated activities should not be an option. Lots of former managers could be doing mandated work.

21 the reorg. has had little impact on achieving its goals.

23 32. Reg 10 is commited to making org changes but they have not resulted in better delivery of enviro services.

24 33. We have not disinvested in anything.

25 "Core Processes" These functions have been there all along. Everybody who reorganizes EPA thinks their reorganization is the best. From an employee's point of view, reorganizatons just waste time.

26 involve the states earlier so were not falling all over each other.

27 31-We're often seen as an out of touch player who is a good source of funds and occasional expertise. We are rarely seen as leaders.

28 #32 i don't know that much about other offices but in air it seems like no staff member agrees with the current "geographic" organization. opinions have been voiced but it seems like we're stuck with it.

19-V

29 34- I feel frustrated because I see myself doing analyst work (moves) of GS-11s and 12s in other offices and I only recently got my GS-08.

30 What disinvestment? We say disinvestment, but it never really happens. We just keep adding to our plate.

31 The new offices (enforcement, geographic, innovation) are not matrix managers working to coordinate with the Region as they were presented during the reorg. Instead they are becoming empires and the media programs seem to work for them!

32 34 The organization is top heavy. Is there a bonified need for all the 13s and above out there? Is there enough work? Is there a commitment from management to hire more GS-7 and 9? Some lower grades are doing higher grades level work.

33 32 (cont)..Their time is too valuable to staff who are now having to do managment work, in addition to the REAL PROGRAM WORK.

34 Need for technical expertise is questionable when reviewing credentials, experience, and new assignment.

35 35. Strongly disagree because higher grade levels given to "technical" people, and little value placed on "non-technical" people who are handling very thorny complex & politically sensitive issues.

36 30. The effectiveness of different compliance tools is unknown. As a result, we need to invest much more in this area.

37 31 Our programs function pretty much independently. 34 grade levels seem to have little to do with expertise or complexity of workload. 35 By and large, the listed "core processes" are not things ORC has a role in implementing.

38 29 - I work primarily on historically (albeit often recently) contaminated sites where prevention is not meaningful

39 31. We are a new office and have used the core processes as we have framed who we are, why we exist and how we can add value to the region. They were very helpful.

40 33. disinvestment is in the works

41 34 - attitude is more "get the work done, without much consideration of grade"

42 disinvestments. But my supervisor isn't involved in setting expectations. Leader in R10: we are not there - still working on who we are & our role. Time for less self analysis & more external work.

44 any new enforcement cases, mostly because we didn't inspect anyone....also, I don't think large companies like Boeing and Weyerhauser need "compliance assistance". The worst example of improper "disinvestment" is the RCRA program in AK.

46 Haven't been here long enough to know.

47 33: No real disinvestment. Seems we've added new areas and fancy titles but staff is still expected to produce all old beans.

48 (continued from above) by "partnering" and figuring out ways (loopholes) to appease industry and others who are subject to federal environmental laws.

49 15.My immediate manager is GREAT, although this is not something I hear is happening with my peers/colleagues.

50 32. Management made us all go through a change that has resulted in little net change in how we do business, except that we have further weakened our role in the protection of human health and the environment.

51 35. We're definitely doing more outreach.

52 34: Performance/capabilities are, unfortunately not always related to grade, and we are carrying several high grade staff who are not performing to the level of some of the lower graded staff.

53 33. Between two offices we reorganized how work was being done which resulted in a disinvest in one office, but a corresponding invest in the other office. No net change in staff to carry out functions.

54 34. Seems that staff of lower grade levels often work as hard or harder on as difficult of assignments as higher graded staff. Some staff and managers have stayed in positions too long and lost energy and enthusiasm despite reorganization.

56 needs and our available resources

57 33. I am not aware of any issues/projects that our unit disinvested in.

58 34 Lately, there has been much analysis among staff regarding grade level & work load, which indicates wide discrepencies within and across programs. For example, GS13 in SF can "get away with doing less" than a GS13 in other programs.

59 We have a GS-13 hired from HQ who doesn't deserve a GS-11 by our regional standards. Who will be accountable for this bad decision that makes more work for everyone else on our team by their incompetence at team work and partnering?

60 #33 My program is very prescriptive, so disinvestment has been quite difficult. We don't have much latitude to simply stop doing things.

61 Q32: Management's commitment to change differs between managers & between layers of management. The top is far-removed from staff. Why not have more polls & commit to following up on their results? Why not make staff evaluations count?

63 32: Org'l change for more effective env'l service delivery was the purpose of reorg. So yes. But we're taking a second look now. Will mid-course corrections be made in the next months? That's your answer.

64 No one really understands how environmental factors are interrelated.

Following are comments to questions 36-43:
36. I often collaborate with others outside my office/unit.
37. I am respected and valued for what I know and can do.
38. I am treated as fairly as other members of my work group.
39. I see our organization's stated value about equal opportunity for growth and advancement being put into action.
40. I am not aware of any prejudicial or discriminatory language or remarks being made in my work place.
41. In filling jobs in Region 10, competition is open and fair.
42. I am satisfied with the recognition I receive for doing a good job.
43. The people with whom I work show respect for one another.

1 "Region 10" or "Region 10 Mgmt" does not seem enough like a homogeneous "body" to me that I can say "mgmt does this or that." My supervisor is incredibly supportive, but don't know that I could generalize beyond that. (applies to many ?'s)

2 I think my supervisor tries to recognize what the whole unit does and I applaud that. We need to work as a team to accomplish our work.

3 36 I value the opportunity to learn from my peers outside my own organization. My supervisor encourages this/

4 40. The relationship between a person's size and their mental capabilities have been made on occasion - although I cringe, I have not said anything - which I should have.

5 40. The ability to discriminate is not bad. I use language based on my judgement that might be considered prejudiced or, at the least, negative (eg, pseudopsychology, jargon-dense and information free,....)

6 42. I feel like my supervisor is so stressed that he nitpiks, instead of looking at the big picture of what I am accomplishing. I am only one person for 27 people and I can't cover everything 100% of the time.

7 #39-Before the reorg I was acutally experiencing professional growth. Since the reorg, that has completely ceased and seems to be shut off for the foreseeable future.

8 Many jobs are pre-arranged. It's no secret with anyone. Staff are smart enough now to simply ask the chief in charge if the job is preselected.

9 39/41: The continued use of protected classes to drive selection and promotion decisions, means that if you are not in a protected class your career is at a dead end. That is the message our current system sends to people who are (cont'd)

10 41 I do not believe the same advancement opportunities are open to talented staff of lower grades as in the past. Seems like we should acknowledge this and movee on. Face it, we were over-generous in promoting in the past.

V-84

11 The hiring practices of this agency are an abomination of fairness. I have been personally involved in at least 3 cases where the jobs were wired ! I knew who would be the supervisor of a new unit before the unit was even formed.

12 42. My supervisor is not aware of all the tasks I work on or extra hours I put in. I receive a lot of praise from staff but would be nice to be appreciated by my supervisor.

13 #10-Disagree. Not ALL positions lend themselves to outside collaboration. We who do not, and who focus on doing the core programs should not be penalized because we don't. If the opportunity exists--do it--don't force it.

14 #39 Advancement? I'm a 12 you know the rest...at this point I'd be happy with a Quality Step Increase but management has not shown willingness to go this route. Question: how many QSI 's = one 12 to 13 or 13 to 14 promotion?

15 #39. I agree with the caveat that we have a cap on promotions -- which I think is inherently unfair.

16 I am on the fence on a number of the questions because I think as a Region we are improving in many of the areas...but we are not where we need to be.

17 38. One or two people do not seem to be producing for the organization appear not to have been admonished and even have appeared to have been given privileges.

18 36. Not sure of fairness; for example, travel funds are available for some, and not so available for others. There is rightfully a prioritization for use, but sometimes legitimate value-added needs aren't adequately recognized. Overall,

19 37. I am well respected by my clients and state partners and many of my colleagues but I do not feel that I receive respect from my team leaders, supervisors, or managers.

20 #40 I've never observed discrimination in the office environment. However, I find diversity programs to be destructive as they divide people into groups rather than unite us as Americans.

21 Tasks are often assigned to those who will get them done, and not necessarily to the person it would seem most likely to do it.

22 I am respected for my program knowledge but NOT for my technical knowledge, which is actually rather rare in the region. I thought science was valued in this agency. (37)

23 41-Oh sure! We bring in a consultant and them hire him as a part-time employee. SEEs are mainly clericals. Bah.

24 19 Employees trying but hampered by lack of direction and support from management.

25 Gender issues in the workplace are ignored except for sexual harassment training, and that concentrates on females being harassed by males. The message seems to be that females can do no wrong and males are inherently bad.

26 EPA goes out of its way to be sensitive and respectful to every cultural characteristic I can think of, except age.

27 39. Staff can work tirelessly and effectively and receive no opportunity for advancement, while those with one high-profile project get promoted. Quotas, not merit, rule.

28 37-42. I receive a great deal of external support from business, environment, and HQ---but very little internally. (RA/DRA are exceptions.) But spending additional time strengthing internal support delays external progress.

29 I am highly impressed with the overall harmony between people in our administrative working environment

30 Competition for jobs in the Region have been confined to Regional employees so it is not open based on my limited experience

31 As a SEE employee I think SEE's should receive some recognition in the form of plaques at times for a job well done.

32 The previous questions comments speak for themselves

33 There was nothing fair about the latest promotions. If the process was fair all those that deserved promotions would have gotten them. Limiting the number of promotions precludes fairness from the deliberation.

34 It should have been made clear within the survey insuructions whether those completing the survey would remain anonymous or not. A serious omission if one is to expect a higher level of candidness in responses.

35 42 I disagree, in that staff are still rewarded primarily for working on highly visible programs/projects, rather than on continued, ongoing difficult work and products.

36 36: In my senior non-supervisory position, I have done much more collaboration with other organizations and been able to apply considerable creativity toward recommended changes to improve our environmental performance. Cont'd in 17 below

37 In this questionare or in the work place, motivation is either apathy or fear. Apathy doesn't make waves. Fear gives control. This questionare will take about 1000/1200 man hours away from work. Reorg has ruined ability to do work.

38 43 - I agree, most of us do.

39 Most of these last questions dont apply to the reorg.

40 Question 39. I have seen no feedback that leads me to believe the intent has been put into action

41 In terms of the way the Region has hired and promoted people, the strive to achieve diversity appears to be alive and well. However, in terms of the way people act towards each other, I believe that the Region still reflects, in general,

42 No. 37, there are 3 subgroups in the REU: the risks folks, hydrogeos and Others. The order of perceived support appears to be in that order. The Unit manager interests are mainly with the risk group, with much less support for Others.

44 42. I receive no recognition for the work I do because I work so independently. My supervisor does not know what I do, does not especially seem to care, and consequently my efforts & accomplishments go unacknowledged.

45 39 I am not at all satisfied with the decision that was made on promotions.

46 40, I am aware

47 I often feel that the Seattle office employees are given preferential treatment with regards to promotions, awards, and compliments over the Manchester Lab staff who are not as visible.

48 Opertunities for bright, energetic employees are good for staff positions, generally. Its in management where croniism seems prevelent and where staff are gathered to build empires.

50 #39...growth is alright but advancement seems to be a matter of being how close one can get to certain management circles. i'm not interested in advancing so there's no hard feelings here. just an observation.

51 Recognition goes to those who work alone and do the highly visible initiatives, not to those who do the main work of EPA well or those who work well with others.

52 In filling jobs in Region 10 we seem to occasionally allow outside "stakeholders" have input when in fact the outside stakeholders may be very biased and do not want us to hire someone that may not allow them to operate they way they want.

53 41 It seems that we do a lot of internal hire or within the federal government. The Region look into hiring the best qualified people from the public sector. This is very difficult since there are many veterans with preference.

54 42 While recognition for good work IS in place, if you don't take the extra time (which those doing a good job and being FULLY utilized usually don't have) to ensure management knows what your doing (so they can realize you have done....

55 #40. I can't answer because political correctness has been emphasized to the point that I'm not sure what qualifies as a prejudicial or discriminatory remark anymore. I'm not aware of any remarks I've intrepreted that way.

56 42. There seems to be a big move against recognizing staff for doing a good job. To be recognized (verbally, in writing, or by award), you need to have a job that creates specific beans or be in the right place at the right time.

V-87

57 37--Respected yes, valued ?. Most of my work is done on teams and I don't think that work is valued as much as if I had projects where I'm the sole person responsible.

58 People know what you can do and seek advice in that regard.

59 41. Competition is definitely biased, but it seems to be the nature of the hiring system and efforts to do minority hiring.
60 yr. survey is too long

61 43. My office tends to be very insular and self-oriented. Communication is very difficult, and I find efforts to avoid it disrespectful.

62 39. sometimes because of the effort to advance and provide growth opportunities, individuals without the necessary technical background are moved into positions inappropriately- this hurts agency's credibility

63 39 I am concerned about the GS 13 and GS 14 issues.

64 31. We have yet to prove ourselves. Let's wait and see if we can be successful, then ask this question.

65 37 There is a strong feeling of jealousy and distrust towards our lawyers in some programs, particularly at management levels.

66 36-8, 42-3 - Some undervalue legal input, especially when they see it as creating obstacles to doing as they might please. But not surprising given lawyers' well earned sullied reputation in society

67 43. In OI and those I work directly with I see much respect. I also experience those in the Region who are disrespectful of me and OI - because it is new.

68 My supervisor and working group value my opinions.

69 40 how broad is workplace

70 42 - true with respect to current immediate supervisor, but distinctly NOT true of my work from '92-'95!

71 There are too many contradictions in "Assignments not positions". I don't think opportunities will be available for those in 12-14 grades. And - you have to fit a certain mold to be selected. We have a long way to go on diversity.

72 43: We are encouraged to work with the "good guys" and not others (those who are disliked by our supervisor)

74 Re: 39. My sense is that fairness in matters such as work assignments and pay is impaired by increasingly tight constraints of seniority and budget. I am aware talented people who do have access to more rewarding assignments because

75 40. I hear unethical comments made about individuals, and there's gossip in the elevator lobbies. I haven't heard any prejudice remarks

76 Due to the lack of funding, there aren't any ways by which to truly "reward" superior performance, i.e., promotions. It has been decided that the Region is too "top heavy" grade-wise, thus, the ability to get promoted is almost nil. Thus,

98-1

78 Haven't been here long enough to know.

79 36 Reorg hasn't changed culture. The same old (non-collaborative) personal behaviors & beliefs exist. I switched divisions & am still meeting resistance to the fact that what I used to do has strong connections to my current job. Perhaps

80 41: Little evidence of fair and open competition. Mgmt division and RAs office do whatever they want - Darla position was filled as a lateral before she'd even retired; RAs secretatary job filled from outside sent wrong message; AOO job

81 39. What ever happened to assignments not positions and rotating managers?

82 39 and 41. I disagree because of the way the senior management positions were created and filled; some appear to be make work. Also the hiring for two recent positions I am personally involved with was definitely not fair and open.

83 As long as employees in Region 10 tow the line (meaning, are DRA/RA thinking and style adherents), they'll get somewhere. If not, there's no place for them in the region. Consequently, there is no diversity among members of the Executive

84 39 - entering management is a less realistic prospect for many staff since the reorg. But, the reorg has also...

85 16. Yes, BUT sometimes it takes internal pressure and dragging them to do it.

86 #37 I am new to the job. while I am respected as a person I have not been doing this long enough to be respected in my opinions...I am not disrespected either...rather I am the one who asks the questions....

87 41. In shifting workloads at the office level criteria for reassigning staff is not provided thus frustrating staff who wish to change assignments. Opportunities are announced but decisions are made by management without feedback to

88 37. Management only respects and values staff if they agree with mgmt's views. If staff disagree, you are either a dinosaur, living in the past, or not with the program. 38. Higher profile sites get resources, kudos and mgmt. attention.

89 39 - Equal opportunity is not always administered to minorities much less employees with time in the agency. We are HEAVY (GS-12) and should accept that lower grade employees can be trained. This will promote and create opport. for all.

90 42) The standard for advancment within an office is unclear. Supervisors are never proactive in discussing promotions (the strongest form of recognition), but wait until they are pressed. All discussion is focused on 13/14/15 advancemnt

91 39 & 41. Ex-supervisors who are now senior non-supervisors have a definite advantage in applying for promotions and new positions. This unfair advantage needs to be eliminated.

V-89

92 40. On several occasions I have heard such remarks, but in all instances, other staff (including myself) have been quick to challenge the individual on his/her statements.

93 Our diversity program appears to have taken priority over our merit program.

94 Upper management beyond immediate supervisory staff bairly understands the value of CEPPO activity to environmental safety in the community.

95 46. There is plenty of empowerment, but in many cases you're given just enough rope to hang yourself. Management does not necessarily support staff when risks are taken.

97 42 i am very adequately paid for my services which is how i like to be recognized

98 38: Some members of my work group that need help are encouraged and coached less that those that have highly visible work efforts. Additionally, efforts that the supervisor feels most personnaly comfortable with, receive most recognition.

99 43 I would like to see greater leadership exerted in redirecting those in the office who insist on being negative , critical, and challenging of everything. We have allowed this behavior to continue with an "oh its just so and so, and

100 41-there remains a belief that certain positions are "locked" however, since there are few job openings this is becoming mute.

101 38 Unfortunately those that "blow their horn loudest" get recognized the most. Used to be that managers were responsible for knowing their staffs work loads, achvmnts, probs. Since reorg. the staff is now reqd. to inform mngmnt of such.

102 41, I strongly disagree. There is no oppotunities for those in the Adm. ranks to move up to the EPS type positions. There needs to be more Bridge positions, and EPS positions opening up at the GS7 level, not just at the 9/11/12 levels.

103 Promotions don't seem to be based on standard criteria

104 39. If we don't hold to some form of rotating assignments (as outlined by the "Assignments not Position" workgroup, then the OPM system will lock us into topping out our careers. Don't restrict career growth to the existing 13/14/15s.

105 One staff person, in Ground Water Unit, doesn't relenquish control easily, doesn't allow others to conduct work the way they feel it's best to be conducted, and negatively judges other's habits and hours. GW staff dislike working w/⊗.

106 39. Budget and ET policies have played a big part in making this NOT happen as equitably as possible this year (eg more focus on 13 issue than lower grade problems).

107 40/43. You don't even wan't to know! Disrespect and morale eroding rumors are rampant, many staff feel obliged to pass along as fact any juicy bit of hearsay they come across. Juvenile unprofessional suprises abound.

108 The cap on 13's, 14's strongly limits growth. We're wasting the potential and morale of an experienced workforce. I don't mind a long wait for 13s. I strongly dislike rationing them when deserving folks are long overdue.

109 #38. Not by my supervisor.

110 Discussions outside Office are rare unless direct related.

111 40 - comments, jokes, and gestures are made that are sexist, of sexual nature, and inappropriate and unnecessary. I addressed it and it has slowed...but still present.

112 I am "On the fence with #42" 42 There is some recognition, but definately not enough. I think there's a lot of "good work" that goes on unrecognized every day.

113 #39 - it appears there is a group of selected people - mostly ex-unit chiefs that will become experts of sorts and eligible for promotions. So, if you're not already in that group, the future is bleak for you. (continued below in 17).

114 39 People in the Operations Office are viewed as having gone native so we rarely even apply for advancement.

115 #36 There is little collaboration with staff outside unit, only attorneys, who are not always available in a timely manner.

116 Since supervision for time and leave are done by the Ops office directors yet supervision for tasks and performance is handled by supervisors in Seattle there is an unfairness and lack of consistency.

117 40. In my presence in Seattle RO, white employee made discriminatory remarks to black employee and succeeded in getting another black employee terminated.

1 I consider EPA the best agency I have every work in when it comes to opportunity, respect from management, innovative ways to do business

2 41. In several cases - if a person doesn't fit in a job, or if they complain enough about the job, they get Details to other groups doing work others would love to have the opportunity to do, but are never given the chance to apply.

3 42. I receive positive feedback and appreciation directly from those I serve, far more rarely from my supervisors.

4 #42 - Before reorg, I received excellent feedback from management and peers. After reorg, I have received absolutely none from managament and less from peers.

5 Recognition in this region seems to go to staff in the new offices or those who worked on the reorg. Many times we've witnessed awards to those doing "fun" projects. Those asked to do "real" work during reorg got no awards.

16-V

6 not in a protected class.

7 (cont'd from above) When I brought my concerns to the branch chief making those decisions, she told me that no decision had even been made to create the new unit. 2 mos. later, the unit was created, and that particular person was hired.

8 #39-disagree. Being an 11 for the last 3 years, and now having the new rules for promotion, I feel that those who slipped in under the old way are very lucky....we got the shaft!

9 #42 Our managers do not seems to appreciate or show recognition and combine that with no chance for promotion and you've got a bad combo. Management recognition is many times more important in view of the limited promotion potetial but

10 I don't think there is any intent to be unfair.

11 43. This used to be true but is much less true since the reorganization. Rude and inappropriate behavior seems to be construed as a form of "diversity" and is therefore not only acceptable but to be encouraged.

12 I see positions of authority in the hands of some who do not know how to use it or to delegate it.

13 I see very little chance for growth or advancement after working VERY HARD for a year to re-invent a downsized program at a higher grade level and being denied the recognition and promotion due me. (39)

14 Some co-workers have a knack for looking right through another person, as if there is no one there. This does not show respect for diversity. We should be able to allow some heat to enter our meetings.

15 I personally find it annoying to work with some younger people who are unaware there was such a thing as a

16 41. C'mon..deals are still being made to detail staff from other EPA who are then deemed so talented they must stay (w/their high grade). Exe. work out deals for favored staff to move to another region and then tell supervisors about it.

V-93

17 Cont'd from 16: Unfortunately I don't know if the Regional management will adopt some of the procedures we are coming up with to improve our environmental performance.

18 My feeling is that even if everyone said that they wanted strong enforcement and an enforcement division as HQ identified and recommended, it would not have happened. So this has all been much adoo about nothing.

19 39 More opportunity exists for management than technicals

20 our society on a whole. Overall, the formal ways with which we act towards each other is frought with politcal correctness (we can thank the litigious nature of our society for that) and in addition, the private ways with which we feel

22 Most lab staff co-workers continually do excellent work and a lot of it but this is an expectation here. Usually the lab staff only get recognized for the few times analyses did not go well.

23 We don't always hire the most knowledge but instead we hire the person who won't upset our stakeholders.

24 42 (cont)..a good job, because they are so "thin" in the new org it is impossible for them to stay on top of what everyone is doing), you will not get recognized. More than ever, those who can better sell-themselves and push the right....

25 #41. I don't agree that jobs are filled openly and fairly because the civil service system has certain rules that make it difficult for everyone to compete equally to enter it. Internally, jobs have been created with staff in mind.

26 42. Management consistently recognizes "stars" and ignores the working joe who is often covering for the "star". Crisis management is recognized and awarded, but diligent work is not. Current award system does not recognize good workers.

27 42--Outside of my program, I'm satisfied. Within my program, I'm not. I've been told it is difficult to judge my impact within the program because I'm on teams, many of which are regional rather than program-specific.

28 Little or no advice given on how to handle in the field decisions

29 32. I hope so, but it is yet to be seen. Does management really hve the guts to make tough decisions? I wonder!

30 42 Often my best work is unknown, or actually at odds with others in the organization. The organization tends to give less recognition to substantive work than to bureaucratic nonsense.

31 In general, office group does not value my opinons

32 People are still in denial and think that they don't have prejudices (living here in the pacific NW). First people neen to realize their own issues - then we can start moving forward. So much is placed on acting a certain

34 those holding the assignment are more senior. Attendant to this is the frustration of knowing that higher grade levels are harder to attain now than was the case when the more senior employees were reviewed for promotion.

35 I think it is very difficult to motivate the employees. After all, getting a pat on the back or a "well done" from a supervisor is nice, but it doesn't pay the bills.

37 36) this is a matter of egocentrism in each program. Feel like I & a few others are consistently going more than halfway to meet the "other guy" on the road to X-program understanding & so forth. But I will keep at it.

38 39: Mgmt and staff aren't dealing with longterm position mgmt and grade issues: attitude seems to be "I've got mine, too bad there won't be promotions/money for lower grades

39 42. The lack of promotion potential and the pass/fail evaluation system is making recognition of good work much harder.

40 (continued from above) Team, or even among unit managers. Those who were cast out during the reorganization will remain so and any who appear to show those characteristics but were not affected by the reorg, aren't going to get anywhere if

41 resulted in many of the first line supervisor jobs being less attractive...

42 17. Yes, if you ask, you have to follow up on what the community requests or ALL your credibilitiy is shot.

43 interested staff. I have sought opportunites to improve the challenges of my assignments but have not been chosen because it is not administratively expedient (e.g., requires minor shifts of work.) Since I usually have a full work load I

44 39. You get growth and advancement if you work on the sites important to management. Otherwise, you don't count. 41. A job was recently advertised as wide open, but the selection was an expedient one, not based on job skills or exper.

45 41. ⊗ just blew that one completely in how she filled behind ⊗. And when questioned, she didn't admit error - she tried to justify her process. Bad move.

46 Inforcement is overemphasized outside of CEPPO work. The value of cooperative work, training and technical support "with" responsible industry/governmental/private oaganizations environmental remediation 'low priority' for upper managemen

47 40. I am aware of overt sexism that occurs.

49 40: My supervisor did not get a particular postition because (supervisor's statement at a staff meeting, not mine) "not the right sex or race."

50 43 cont.) they are hot blooded or they like to be a rabble rouser. It needs to be stopped.

51 No opinion regarding equal opportunity; seems some positions are tagged.

52 41 - sometimes it's who you know, rather than knowledge, skills, and abilities.....

53 I am "On the fence with #39" 39 There is not enough support within the Offices and Region for junior graded/entry level staff members. More care and thought should be put into how to train and orient them to the work we do.

54 also, if you're a GS12, you can forget about being promoted to 13. Also, GS12's feel slighted because even though 12's have experience, 12's can no longer act for managers. must be GS13 now to act. A definite insult to injury.

55 #37 I used to be considered "senior or expert" in my field, but since I moved to the OPS office my capabilities seem to have be devalued. I feel overlooked for interesting or challenging assignments.

56 The ops office director will not allow comp time or exchange time for extra hours which are necessary to travel to implement regional programs yet staff reporting in seattle are given much more flexability and are compensated for time spent

1 42. Only certain individuals get recognition, those that are the most vocal about what they have accomplished, that brag about their work - some people just do not feel comfortable being that boastful- but deserve as much recognition.

2 #43 - I actually see more antagonism between peers after reorg

V-44

3 42: Because unit supervisors are so overloaded they have little time to be aware of what good work the staff is doing and, thus, often don't recognize it.

4 These kinds of things are common knowledge and common practice! It really MUST STOP!

5 #41-Disagree. We seem to slip in people from other regions, HQ and outside rather than opening up the positions to our own people who are burnt out and need a change. We should offer to our own FIRST and then open to others afterwards.

6 they don't seem to realize that or they are so overwhelmed they don't have time or they don't care or they don't know who's doing what or who deserves it. Any combination of the above has the same result..low moral

7 Fairness only for men, women without children, & highly-graded staff. In past 5 yrs, only men have got sr-level promotions & "gold medal" assignments in my prog. Raising concerns gets response "then you can leave". (38) (40) (41)

8 Diversity training should include gender issues, and the hurts inflicted upon males as well as the hurts inflicted upon females. It should include respecting the wisdom of older people and listening to them.

9 "professional" work environment prior to "teaming". Differences of opinion about the above s/b tolerated.

V-45

10 42. Promotions, recognition and awards go to the same people. I've received many awards in other federal and state agencies - nothing of note here.

11 Old joke was to promote deadwood managers into closet jobs with no responsibilities or authorities. Darned if it didn't happen. Well we made the 11 to 1 ratio anyway.

12 or act towards one another (informally) is the same (be that what it may).

14 We hire people who are not risk takers and let our stakeholders "push the envelope" of legality

15 42 (cont)..buttons, are the only winners. Additionally, there is NO incentive to fully maximize one's time. There is NO disincentive to those just cruising along. EPA culture does not encourage frank evaluation.

17 Inspection reports accepted with few questions.

18 39. There is general inequity of opportunity because all functions do not have the same level of potential. This is an obvious fact of life that doesn't seem to be acknowledged.

19 43 In the competition for power and resources, there seems to be a lot of jealousy and mistrust of our legal staff, particularly among some program managers.

20 I am afraid to express my opinions to the large group

21 way or who you know or who likes you. Diversity is more than the color of a persons' skin or their gender. what about personality differences and admitting that people have prejudices?

23 The result in some cases is more talented people with less seniority getting less pay and less rewarding assingments.

25 (continued from above) they try now to get into management.

26 25. My personal performance, not overall office performance.

27 am not chosen for new opportunities. I find this very frustrating and disappointing.

28 42. Recognition is only for those who make their "beans" and work on high profile sites. If you aren't involved in either of these, you don't get recognized. 43. Respect is at the staff level, not always from management to staff.

29 42. I learned long ago that the best recognition is knowing yourself that you did a good job. Other recognition is inconsistent at best, so I don't really pay attention to it.

31 43: Common respect is shown by some in greater and lesser degrees based on the job one holds. Yelling at or blaming support staff and administrative staff seems to be a tolerated behavior.

V-99

32 There exists some acceptable friction between staff, but overall it does not affect performance.

33 My job is very detailed and demanding. Every task is a priority w/short deadlines; and tho I have the job title of other office managers, I have no administrative tasks. But it appear there is damn little change for reassignment or promo

34 Lincoln freed the slaves, EPA staff should not be expected to work long hours beyond the 8 hour day and not be compensated in some manner. At least be treated as professionals and awarded flexability.

Following are comments to questions 44-49:
44. I consider myself a leader within the Region consistent with Region 10's Leadership Philosophy.
45. I believe that staff and managers in Region 10 have embraced Region 10's Leadership Philosophy and are acting accordingly.
46. Select the answer that best describes your feeling about the level of empowerment you have in your current job.
47. How empowered are you by your manager/supervisor to make decisions in yo majority of your work.

48. Select the answer that best describes the level of decision making empowerment you would like to have in your job for the majority of your work.
49. Select from the items below those that are most important for you to ge empowerment you desire in your job.
50. There is a clear understanding of what our team is working to achieve.

1 This survey was somewhat difficult to answer because place-based staff have limited contact with the unit or office they are associated with in Seattle.

2 #54. The Hanford project office was not directly affected by the reorg. who we interface with in Seattle is slightly changed, but that is about all. We were already doing what the reorg. tried to bring to Seattle.

3 OPS Office personnel are generally left out of most Region 10 activities. Many questions I could not answer because I do not have an easy view of Region 10's goings on.

4 ?29-It's supposed to be the soliciting first choice. How does this apply to Superfund?

5 Need more atonomy to make personnel decisions that make sense for my group.

6 45 Most sup's in R10 DO exemplify good leadership ability; however, some seem to be unable to effectively handle personnel related problems--they ignore them and run from them, letting them fester

7 My super encourages empowerment as long as it is not against policy.

8 OTHER: If my supervisor provides little if any value and is in fact only there to meet 1:11 or to "fill the box", I'd like to negotiate an employment contract and eliminate being supervised. Why have it if it does nothing.

9 #47 the supervisor is new and so far has been too involved in daily business decisions

10 44. But, I refuse to fail to value a colleague who does not appear to be a leader (as defined).

11 45 - I have seen a mix--some have and some have not

12 General overall comments -- Region seems to have a morale problem. Lots of unhappy/disgruntled staff.

13 Q's ask "you" but alternatives say "staff." There is a difference.

14 I accidentally answered the first question which follows (#50) even though I'm not on a team; please ignore that response.

15 Empowerment has decreased since reorg due mainly to a managment team with little to no program experience and a hesitancy to allow staff to perform jobs (i.e. overmanagment and duplication of management)

16 46-48: I am almost completely empowered to do my job (including defining what the job is).

17 47-48 The managers I work with run the gamust fromtoo much involvement to not enough. These questions are situational. Most of all, I want clear and consisteent signals, and I often get conflicting or unclear signals from some managers.

18 46 i do have a concern that our empowerment is not strategically aligned resulting in dilution of our efforts

19 49. support...I am working in a area that was gutted with the 123 decisions and movement of staff and I was new myself. I need knowledgeable staff to learn from and their are none. I'm flying by the seat of my pants dealing with one

20 47 - new management has trouble making decisions at all

21 #49: We need objectives and strategic guidelines and directions within the program. We don't seem to have this & this is why I feel we are "too empowered."

22 My response to question 48 is very issue specific. I could have selected almost any of the response options depending on the issue.

23 47. A mixed bag; sometimes alot of input is considered; other times, inadequate input is used.

V-96

24 #44: I would prefer that others judge my leadership role.I have no clue. #46: I think the answers are poor. What does "more than ideal" mean?

25 45. The leadership policy is meaningless.

26 Many staff see leadership philosophy & empowerment as license to "over-rule" mgmt. Unit mgr has said "we are doing it my way because I'm the manager". We don't get it yet. (45)

27 46- What happened to "Can't Answer"?

28 I'll restate my former assertion: our executive team needs to spend substantially more time as a team on substantive environmental issues. Cross-media work is going on at the staff level-but practically zip at the executive team level.

29 SEE training needs should be made as important as the needs of Federal employees. If someone needs particular training to do their job, they need that training whether or not they are Federal employees. They should not be at end of line.

30 44. I believe I'm a leader consistent with R10 philosophy despite R10 upper management, not because of it.

31 46 - Unit manager not yet up to speed on program so deferring to me on decisions that should be made at the manager level (i.e., decisions that are not within my

area of responsibility].

32 Management needs to understand the difference between "form" and "substance." Developing a plan is better than nothing, but "implementing" an environmental change that make a difference is the target.

33 need more people and travel to do work!

34 49. As GS-14, I work very independently and successfully in developing a new, very cost-effective environmental cleanup technology. But mid-mangement support still lukewarm, eg, "Is this something we should really be doing?"

35 47. My view of our manager was that he used to make decisions with little staff input, but that is based mostly on his interaction with me, since he rarely talked to me, unless I came to him.

36 46) Ideal in the sense I am a new employee. As I grow into my position, I will willing accept additional responsibilities.

37 46. Would prefer more interaction with superviser (who has not been present) and team members.

38 49 - The problem of empowerment is with having the resources to ACT, the answers are all necessary for empowerment, I need time, money, and additional staff time/ support, ie: an assistant to do admin. work like filing, screening calls, etc

40 I need to have my job expectation to be more reasonable. I am asked to do too much.

41 How can one speak about leadership when: it is not clear to anyone what specifically is required of a 'leader' (i.e. management) at a particular level and in general, e.g. leadership qualities, responsibilities, (cont'd in #20)

42 49 Techincal training & support from my peers (some at EPA & others outside the agency).

43 49: in to understand the condition of the environment and our effectiveness in achieving environmental goals, we need to invest more in data aquisition and tracking environmental progress.

44 This unit is working well. Reorg makes work less viable.

45 #46 Another New Age word that is overused. In many cases it is a substitute for not being able to make decisions or spreading the blame.

46 49 - Other: Technical training.

47 44. Expretise and experience not taken into account by management in enforcement decisions.

48 Question 46. My immediate supervisor provides an ideal level of "empowerment". I do not have access to other staff and do not have the knowledge that the

products I provide are being used

49 49 My immediate supervisors are great- very supportive. Some of the managers from other offices are less so.

50 Need more entry level technical staff resources to build a quality data infrastructure.

51 Managers need to understand the programs

52 Question #46- some program staff/managers still hang on to decision-making without equal weight from field staff who are at "the point of delivery " for the customers l

54 48 What I put was what I hope will be in the future after I become familiar with this job. What I have now is fine for where I am at now.

55 49 - more $ for travel, conferences, and symposia are needed to allow empowerment to succees

56 I am a SEE employee and therefore many of these questions relating to EPA professionals I am unable to answer.

58 49- Recognition of existence. The Ops Offices are routinely recognized as part of the organization in distributing information and being included in Regional activities. The laboratory is only sporadically acknowledged in these ways. I

59 I'm generally pleased and motivated by my work and the support I get from management. If only management would stop wasting time with reorgainzatons and stiffing us with their radical ideas and buzz words.

60 Promotion/salary commensurate with responsibility.

61 Other - Need more flexibility for contract support. I am unable to pursue innovative approaches due to limitations from the Federal Aquisition Regulations.

62 49 - empowering staff only works if training and resource support follows. Technical staff is spread too thin in the region and staff has to constantly "compete" to get technical assistance.

64 My supervisor is good at empowering his staff. I like having the responsibility. Others are not quite as ready.

65 There is empowerment but in some cases where mgt should step in on personnel problems they are afraid to because the staff is empowered

66 Empowerment questions don't work, as degree of empowerment should vary based upon issue at hand

67 46. Level of empowerment for technical work is just right. For all other activities (planning, personnel activities, office direction), level of empowerment and even ability to contribute input is disappointing.

68 47, 48, 49. As a SEE/Administrative Staff person, these questions are very difficult to answer because we have no real empowerment at all.

69 "Headquarters" appears lacking in technical capablility to make good decisions or the polictics of the agency does not allow it.

70 47. Many times manager makes decisions without staff input (not personnel). This causes staff schizophrenia. However, we have been bringing this to his attention and raising his awareness.

71 #46--the decision making process is not used to determine who is the decision maker on a particular issue. consequently, empowerment is often undefined. this leads to low morale.

72 45. The staff that is acting accordingly essentially already was, and only a few of the managers have changed their spots (granted it's a tough change to make).

73 The decision-making process is more collaberative than the questions suggest. Sometimes I get limited management feedback for a decision other times the decision is really or should be a management decision. Other times its in between.

74 weare basically an office of two doing the job of way more than that - it is tough to feel empowered when you have so much more work to do than there is time for.

75 48. with the opportunity to have extensive manager imput as needed in appropriate situations. empowerment without direction equals \chaos- good solid direction -and even decisions made by managers are necessary (even if contrary to staff

76 Empowerment - there's another arena that appears to me needing clarification. I basically observe people doing whatever they want to do when they want to do it without anyone (mgmt) querying whether or not the work activities being

77 #49-Administrative/Logisitcal Support

78 I checked change in position description by mistake.

79 49 ORC management is fine in this regard. The main problem is coordination with DOJ, HQ, and the U.S. Attorneys.

80 46-9 - Questions miss crux of matter! ORC has no real power so answers are irrelevant. Program Management should have say, even veto, over staff team decisions, but both (staff decisions & management input/veto) should be documented. -next

81 45. Staff and managers are scared and skeptical of the Leadership Philosophy. They have not embrased it. It is still something on the wall and UM's and OD's have not had the courage to integrate the Leadership Philosophy feedback.

82 define teams.

83 49 - Regional investment in the initiative I am leading

84 I don't think that hardly anyone "embraces" the vision. I don't think that ownership exisits. To me it seems like one person really developed the vision - not even the Exec. Team. I also don't think there is enough focus on keeping

86 More resources need to be devoted to our regulatory responsibilit ies to do them well

87 I feel empowered within ORC, but less so in dealing with Headquarters or the politics of a situation.

88 #46: Level of empowerment limited by Headquarter/DOJ restraints and lack of flexibility.

90 49 Find it interesting that "more time" is equated with "disinvestment". However Freudian it may be, I'm wondering if that's maybe not the problem with "disinvesting" - see earlier comment. Is disinvestment a way to get more time for work

91 49 Support from other managers in my office whom I work with frequently.

92 45. While it is nice to have the leadership placards in the hallway, ECL managers are not leaders.

93 Empowerment is working together toward a common objective where the decision is based on sound science, respect for staff responsible for the project and follow-through on the part of management when a decision is necessary. It is not

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94 49 - Managers are important in decision making because they have "cross-cutting" information. If we had better info exchange, we would be equally qualified to have a stronger hand in those decisions.

95 22. Other than a supervisor (2x/year), I've never received feedback from anyone else.

96 #49, again I need more training and OJT. Technical support sometimes has not been very good (ie, lab support)

97 47-49: these questions seem written entirely from a staff perspective ... so they didn't work for me as a manager. So I didn't answer them. I'm plenty empowered, but the questions don't quite get at it.

98 49 clearer definition of the roles between staff, unit manager and office director. The organization needs to know that they are to utilize peer review to maximum extent possible.

99 The answers to these questions on empowerment depend on the person's grade, experience and the issue.

100 44. I consider myself to be a leader amoung my peers, but I am not always consistent with regional managment philosophy or approach to envrionmental protection.

101 49) more discussion with supervisor at more frequent intervals

102 49. I really don't need anything, jst need to know that management is comfortable with how empowered I think I am!

103 Addotopmal funding for outreach, training and technical support activities needed.

104 53. Delegation is unclear among the team, the team leader, the unit manager, and the office director.

105 my supervisor supports my need to be able to make commitments in the day to day with general review

106 45: staff has embraced, managers are more hesitant to recognize the leadership skills of those around them.

107 49 - In selecting "Program Training", I mean on a technical level. I know the regualtions well, however would feel more comfortable with ongoing technical training to stay on top of ongoing advances in environmental science and technology

108 48. The level of empowerment is going to be based on the "maturity" of the individual. In other words, degree of empowerment is largely dependent on what that person can handle.

109 empowerment is not given; autonomy and authority can be given; empowerment comes with experience, knowledge, technical expertise and demonstration of the appropriate use of these things

V-103

110 grade level

111 We have fewer managers and more senior technical people than ever. Managers need to demand independence and leadership from senior staff (GS13 and above), and then trust recommendations from those staff in all but the most critical issues.

112 49. Part of my work involves being part of a team with others in my unit. I think we still have work to do on making clear what roles/responsibities are and could improve our decisionmakin g process. Our unit supervisor could help in this

113 #47 In general the staff is empowered to make decisions They are invited to bounce ideas off managers and certianly are to keep mgr informed as to decisions made that will be of interest to the mgr.

114 Re 46 & 48 - What seems to be lacking is adequate time/opportunit y to form coherent regional strategies as a basis for an individual to then take action. Salmon is an example, as is Col. R. issues. Often not clear who is in charge.

115 Q45: There are those among us, both managers and staff, who prefer command & control. These folks have & will continue to resist the leadership philosophy. As managers they seek to rule. As staff they refuse to initiate, or move without

116 46. It's ideal for enviro/program decisions, way less than ideal on personnel/budget. Unit Managers have had 0 empowerment this past year on managing these issues - it's all been ET. Maybe not a fair reorg comment as it was budget driven

117 I feel I have untapped leadership potential, and that I frequently have made up for lack of challenge with busy-ness.

118 49, "more time" does not mean here disinvestments. it means more time ==> resources.

119 Question 46: I'm appropriately empowered to perform most of my responsibilties. However, I'm sometimes not consulted about important decisions that affect me.

120 #46, 47, 48. Unfortunately now, as a result of my experience, I seek autonomy in program decisions. I feel my supervisor just doesn't understand or care, and as a result, is effectively obstructive in the implementation of my program.

121 Manager closely involved at critical times.

122 The survey has a lot of statements about Reg. 10 employees and how they work/feel in general. It is very difficult to make broad general statements about how the whole region feels or works and my answers reflect my knowledge of my unit/of

123 #45 - the statement regarding all employees are leaders is largely regarded by staff as a joke. especially by gs12's who can no longer be acting managers.

124 45 Some staff, some managers. Sometimes "empowerment" is used as an excuse to not deal with staff needs. In general the cart is before the horse; "empowerment" not clearly defined; expectations precede the ability. I have never had a

125 47 I am an inspector and operate mostly in the field without supervision.

126 49 - for tea agreements, knowing the programs will invest resources (or having their resources prioritized enough to be able to make firm commitments)

127 #46 There is a difference between empowerment and abandonment. The unit manager should continue to show an interest in staff's work, w/o having his fingers in the pot. Empowerment doesn't mean no direction and no interaction.

128 I have been concerned that performance discriptions and agreements have not been brought up to date by new supervisors since the reorganization.

1 Most questions irrelverant at OPS level, not enough regional contact to be able to answer some questions or compare situations.

2 #33. I strongly disagree because no one has articulated say disinterest that are being made and even if there were, nothing stays a disinvesetment if someone with power or persistance askes about it.

3 ?30-I doubt that anyone is "clear on the mix of activities that results in best compliance."

4 Need more time to develop and execute a budget plan. In the current environment it is nearly impossible to plan effectively, which impacts the staff adversely.

5 49 My sup seems to sense the level of empowerment best for me based upon my abilities. I don't have to beg for empowerment, it's just there!

6 creativity is encouraged as long as it is not against policy.

7 49 - As a manager, it is extremely difficult to take on new issues while still trying to mentor/supervise and deal with day-to-day happenings of 16 people. I feel I've been given "empowerment" but don't have time to fully embrace it.

8 #53- There is no delegation of authority and I have to get both team leader and 3 managers to sign off on actions. PRior to reorg I required one concurrence from my immediate supervisor and that was enough. Now, we have a highly - con't

9 49: To do the job better I need manager support in terms of his time and in terms of having the financial resources to do the job properly (mostly travel funds).

10 crisis after another and learning from the state and HQs mostly as I go. I needed some training and time and got neither but I survived. Let's make a point not to do that to people in the future. Managers MUST talk to staff and know

11 49 - management educated in our program would be invaluable for empowering all of us

12 46. What does "empowerment" mean? An excuse for managers to be incompetent; for managers to blame staff for politically unpopular decisions? for managers to accuse staff of not being team players if they are unable to get needed input?

V-105

13 Empowerment is moving target. Mixed messages. I'm held responsible for "doing things right", but am chastized for risk taking & have no authority to fix things that aren't working well. Empowerment here is a mgmt cop-out. (46)

14 With freedom, there comes a great release of energy. With much autonomy, a person's mind starts focusing on options, and on the best way to get the job done. They claim ownership of their work.

15 46-49. I like my job/empowerment. This is due to my supervisor's trust & his style meshing w/my own. My fear is that I will be forced by others' uninformed decisions to operate differently and unhappily.

16 Mgmt needs to decide whether they want everyone inside the agency to "feel good" about themselves, or whether they want environmental results. So far, it seems that they only want the gloss and slick.

17 49. I need to change my PD in order to feel comfortable with the level of empowerment I operate under.

18 49. Need more guidance on regional priorities/needs.

19 TEAMS - I can't determine if I should respond because there is a team w/team leader that I am associated with however, I donn't know if it is official and it really never functioned as a team at all. So, I have chosen to not answer.

20 accountabilities; what baseline is used for a particular leader so that improvement can be recognized?; what objective standards are used to select managers?; what is done when a manager does not achieve a set level of performance? etc etc

21 In general the reorganization used a great deal of time and resources that could have been better spent doing real work related to protecting the environment. The results of the reorganization, reduced moral and the creation of positions

22 45 - I disagree because I don't see much evidence that the leadership philosophy has been warmly embraced, particularly by managers.

23 50-55 Some teams work very well while others don't. It depends upon the people in that team and especially with the team leader's way of interacting with the rest of the team.

25 suspect the other remote locations, based on size and possibly management obfuscation are similarly in the dark on occasion.

26 Its the bad apple that spoils the barrel not the position of the apples. Your time is better spent weeding out a few bad apples than rearanging the bucket.

27 Generally, there has been a shift toward more empowerment, but many staff struggling with this...

28 My job is performed "in the field". It is necessary that those in the office know and approve of your inspection selections and execution.

29 General comment on empowerment: I'm empowered because I take it. Not all feel comfortable doing so. Supvr has no time to direct work and make decisions. If employee has impaired judgment, then empowerment just causes program and (below)

30 One area of decision-making which I think is management is performance review. While I think solicitation of staff input is important, placing the burden on the reviewed staff to solicit input is inappropriate as is shifting the decision-

31 engaged in directly contributes to achieving the region's/office' s/unit's goal. It appears to me arrows are not aligned but pointed in all sorts of direction. Lack of the clarity of the parameters people can work within (be empowered)

32 Presently, when there are differences, senior program management pressures, cajoles -- some more subtlely than others, some even unwittingly, false consensus.

33 45. There is still a wait and see attitude from employees about what supervisors are going to do with the Leadership Philosophy - until supervisors and OD's ackowledge their role in integrating the LP attributes into their feedback process

34 the vision stuff in front of people. So - If unit managers forget about it then how can they act by it:? Also - some supervisors are concerned about how they are doing - not so much acting by the vision. I think that some are thinking

36 #49: To "empower" Region 10 staff, we need more flexibility and decisionmaking without HQ/DOJ veto.

38 49) at a personal, desk-level instead of a honest, thoughtful process for selecting environmentally high priority directions & work?

39 (continued from above) discounting the facts in order to make expedient decisions or to avoid responsibility. It is not to appease those who may be affected by a difficult and perhaps unpopular but wise decision. It is definitely not to

40 20. Yes, but only once a year.

41 46, 47, 48 Empowerment...empowering staff is not an excuse not to demonstrate leadership and taking the reins when necesssary. My ideal situation would be "some" management input, not limited, not extensive.

43 45. Management has embraced the leadership philosophy, but I don' think staff has. Most staff don't like where management is leading us.

44 47 & 48: option not available - staff decides with manager input and other manager changes plan.

45 49-cont. - and to utilize my contractors more effectively.

46 49. What we need is for the Exec. Team to let our outside customers/stakeholders know that the staff is empowered to make decisions.

47 the workload is often very uneven within work groups; also failure to fil critical vacancies lead to a poor level of morale when work doesn't get done, i.e., NPDES permits reissued/issued for facilities that have changed status and need cov

48 Our management promotes people to senior grade levels and then does not demand independence and trust them. It's a clear contradiction.

49 Q47: ⊗ manager prejudices staff input by shopping for answers which agree with his inclinations. He's a terrible listeners. This question is biased by one's supervisor's style.

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50 It's dangerous to have staff empowered leaders and risk-takers when managers are too busy to oversee.

51 Would be good to have a Unit Plan and drop individual performance agreements.

52 fice rather than the region as a whole.

53 conversation with anyone about empowerment or expectations in my position. 46 & 47 & 48 See answer to 24-27. 49 Other Would like more teaming with Tribal Office and other EPA Tribal folks; more understanding of who they are,

54 48 I am an inspector and operate mostly in the field without supervison.

55 It is not clear where we stand in terms of our performance when no feedback is given by supervisors.

1 Some questions begged an answer, some questions were only 1/2 the issue, i.e. yes a manager can be a model but that doesn't mean the model matches the regional mission, goals, whatever.

2 #41. I disagree because of a recent vacancy which was advertised and after it closed, one of the decision makers sought out a candidate who did not apply and when he showed interest, the vacancy was reopened so he could apply.

3 ?51-54-(teaming) Our team is just getting started, so its too early to answer these. I am optimistic about the outcome, however-we have a diverse group of talented & moitivated people.

4 OUR AGENCY POLICIES ARE IN LINE WITH OUR MISSION.

5 This comment is about the 5 teaming questions. My team is forming and still developing the processes.

6 duplicative (acutally triplicative) chain which actions must go through.

7 repurcussions before they allow more than one person from a group to go at same time. WE MUST allow time for mentoring and coaching so we can do a good job.

8 47 &48. Surely empowerment is more than who makes the decision? How do "teams" fit into this concept?

9 Mgr is a "controller" without time to pay lots of attention to prog (too big a unit). No two decisions made the same way. Never know if decision is mgr only or staff only. Lots of confused expectations. (47)

10 Management has frightful power whenever a subordinate asks permission to do something. A great many yes's will release much energy, some great successes, and some monumental failures. Caution produces business as usual.

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11 ENTIRE SURVEY-I resent greatly not being able to get to my email because of this thing;a constant reminder until we complied is ok, but some of us have work to do and havetodoit ata certain time, you screwed that up for me, I'm not grateful

12 Without having established a baseline prior to the reorg, how can an adequate evaluation be made that is able to clearly demonstrate that any change(s) (i.e. positive or negative) were due solely to the reorg?

13 of questionable value to name a few, did not justify the time and resources expended.

15 51 & 52 - We have a management team that has a ways to go in terms of being team-like.

16 From my prespective the previous reorganization was just eye wash. I seriously do not believe a net gain in agency mission productivity was achieved. Thanks for the opertunity to comment.

17 Need the support of Manager as outlined in 20 above

18 personnel issues. Supvr has no time to address these issues, causing frustration on the part of peers.

19 making on performance to staff. Sometimes managers have to make tough and unpopular decisions.

20 contributes to lack of accountability - which, in my opinion is sorely, lacking in this region. What are the consequences if we don't do what we commit to doing? So what????

21 Illusion of consensus is prevailing sentiment of choice. IG investigation of Robie Russell era highlighted absence of ability to fix responsibility of this model. Region's biggest flaw (with love of tendy mgmt win-win strategic jargon

22 45. We need to develop an automated feedback system that employees can use to ask for feedback from their peers on a regular basis.

23 more about their own assignment than anything else

26 (continued from above) hypocritical.

27 21. Yes, but not as much as I'd like. The climate doesn't feel "accepting" of this..."Ya, so who are you??"

28 49. I would like management to be more enforcement oriented, and assist and support staff in making hard decisions Currently, mgmt wants staff to find approaches that have no adverse effects on businesses or communities.

29 49: Technical Training

30 erage for new operations

31 Staff who do not strong leadership/technical skills should not be promoted to senior grade levels.

32 Q49: The problems that we have in ⊗ are two-fold. ⊗ is regulatory in nature. ⊗ manager is a command-and-control engineer with program experience. Autocracy and micromanagement grow well here.

33 Need more resources.

34 what they do and how we can work together (coordinate with, mutually support, learn from). Would like more organized info, by Tribe/Native Village, about what the current activities are in their area.

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