

Region 9 Leadership Development Program
Focus Group Study
April 2002

***Supervisors' Perceptions
of the Effects of the 1996
1:11 Organizational Restructuring
in U.S. EPA Region 9***

Sara Bartholomew
Don Hodge
Wendy Laird-Benner
Susanna Trujillo
Sam Ziegler

Table of Contents

Executive summary	1
1. Introduction	3
2 Results	5
3 Conclusions	15
4 Recommendations	19
Appendices	
A. Interview questionnaire	23
B Statistical data	27
C Narrative data	33

Executive Summary

Supervisors' Perceptions of the Effects of the 1996 1:11 Organizational Restructuring in US EPA Region 9

Government Reinvention Reduces Number of Region 9 Supervisors to Achieve 1:11 Supervisor to Staff Ratio

EPA Region 9 was reorganized in 1996 in response to President Clinton's mandate to "reinvent" the federal bureaucracy in order to streamline operations, cut management control, and empower workers. The Region was required to "flatten" the organization and achieve a supervisor to staff ratio of 1:11. The goals, as described in "Reinventing EPA—Steps Toward a Stronger Workforce: Guidance for Implementation Plans," were:

- ✓ Enhancing decision-making through de-layering and organizational flexibility
 - ✓ Greater customer satisfaction, with the customer as focus
 - ✓ Improving employee commitment and satisfaction through empowerment
 - ✓ Valuing and improving diversity
 - ✓ Encouraging collaboration through vertical and horizontal integration
 - ✓ Creating a shared vision
-

Evaluation Conducted to Determine if Region 9 Has Achieved the Goals of Organizational "Flattening"

This evaluation is based on personal and confidential interviews with supervisors. With a goal of comparing the pre- and post-organizational flattening experience, we interviewed only supervisors who held a supervisory position in EPA Region 9 both before and after the reorganization. The 37 supervisors held first-line through Division Director positions. We conducted interviews from June to November 2001. In analyzing the results, we tried to answer the question "did Region 9 achieve EPA's reorganization goals?" The authors conducted the evaluation and prepared this report as participants in Region 9's Leadership Development Program (LDP).

Findings and Conclusions

The 1996 reorganization and organizational flattening left lasting impressions on supervisors. Staff and supervisors are more empowered, decisions are being made faster, and productivity has increased. However, while the reorganization and organizational flattening to implement the 1:11 ratio has had some success, it has been at a cost. The "costs" include:

- ✓ less quality, day-to-day feedback and guidance provided to staff,
- ✓ higher stress levels among supervisors,
- ✓ a perceived reduction in product quality,
- ✓ confusion concerning the roles and functions of supervisors, and
- ✓ reduced accountability

Recommendations	<p>These recommendations are intended to help Region 9 more fully achieve the goals that were established for the reorganization and flattening. We believe that more complete achievement of these goals will benefit the Region's most vital resource, its employees, and thereby enhance our efforts to restore and protect the environment. As resources continue to decline, it becomes ever more important to be able to make the most of the resources we do have, and to learn how to do more, or do more of what is most important, with less. To better meet these challenges we recommend:</p> <ol style="list-style-type: none">1. Clarify the role of Section Chief. The role of Section Chief as coach and mentor, versus technical and policy expert, remains unclear. The Region would benefit by clarifying this role and ensuring that the agreed-upon role is included in supervisor performance standards.2. Implement an accountability system consistent with our "flattened" organization. The Region should increase accountability through implementing a system that includes periodic activity planning and review for all staff and management. Such a process must be based on the principles of empowerment and flexibility, consistent with our "flattened" organization.3. Clarify and strengthen reliance on teams and team leaders. Teams in "flattened" organizations are more critical than ever. The Region should develop and overcome institutional barriers that are limiting the contributions and successes of teams. This should include giving teams (and team leaders) more recognition, flexibility, autonomy, accountability, and decision-making authority.4. Improve product quality through peer review of key work products. To ensure that Region 9 continues to produce high quality products, the Region should establish standards and procedures to foster peer review of key products prior to public release, particularly for those products not reviewed by a supervisor.5. Provide training for staff and supervisors on empowerment. The Region should offer training for all staff and managers to clarify the concept and associated responsibilities for creating an empowered workforce.6. Conduct 360-degree feedback that includes external customers. Staff and managers should have annual 360-degree feedback that includes external customers. Including outside customers can help ensure that we remain focused on "real world" successes.7. Organize and name sections and staff positions based on functions. This would improve transparency and better leverage staff resources.8. Obtain additional feedback from employees not targeted in this study.
------------------------	---

1. Introduction

The purpose of this project was to conduct an internal evaluation of the effects of the implementation of the 1:11 supervisor to staff ratio in EPA Region 9. Region 9's reorganization and organizational flattening in 1996 was a result of President Clinton's mandate to "reinvent" the federal bureaucracy. As a result of the National Performance Review, agencies were required to: (1) streamline operations, (2) reduce levels of management, and (3) empower staff.

EPA embraced these goals and developed an agency-wide reinvention plan, entitled "Reinventing EPA—Steps Toward a Stronger Workforce: Guidance for Implementation Plans," whose specific goals included:

- 1 Enhancing decision-making through de-layering and organizational flexibility,
- 2 Greater customer satisfaction, with the customer as focus,
- 3 Improving employee commitment and satisfaction through empowerment,
- 4 Valuing and improving diversity,
- 5 Encouraging collaboration through vertical and horizontal integration, and
- 6 Creating a shared vision

Evaluation Goals

The goals of our evaluation were to:

- 1 Learn about the challenges of management and staff relationships,
- 2 Document the effects of organizational "streamlining" or "flattening,"
- 3 Test the ability of EPA to learn from its past actions,
- 4 Ascertain themes and determine whether the 1:11 ratio has met our needs, and
- 5 Recommend improvements.

Methodology

The evaluation is based on personal and confidential interviews with supervisors. We interviewed supervisors both about their job satisfaction before and after the restructuring, and also about whether or not the stated goals of the reorganization were met. To ensure consistency among interviews, we developed an interview questionnaire that included both open-ended questions and questions on whether specific parameters improved, stayed the same or got worse since the reorganization. (See *Appendix A. Interview Questionnaire*) Open-ended questions were intended to encourage interviewees to expound on their ideas, as their responses were not limited to a given choice or parameter. Questions concerning whether a specific parameter had improved, stayed the same, or got worse were designed to collect quantitative data that could be considered along with the narrative results.

We selected interviewees using a list of supervisors provided by the Human Resources Office and cross-checked with Division records. We limited our scope to supervisors who served in that capacity (although not necessarily within the same division or job) before the reorganization and after the reorganization. (We excluded the Office of Regional Counsel because, while they are located in the region, they do not have the same reporting relationship to the RA as the other divisions and offices.) The main reason for limiting our scope to just these supervisors, rather than to include the many others affected by organizational flattening, was because of the limited time and resources available to conduct the evaluation. We acknowledge that by interviewing only supervisors, we focused on only one part of the picture. The Region might benefit from a future evaluation with a wider scope.

We conducted interviews in pairs so that one team member could concentrate on recording responses while the other conducted the interview. During the interviews, the interviewer provided some introductory information and asked the questions, trying to both draw out the interviewee and cover all the specific parameters. The recorder noted responses on an interview recording instrument and, occasionally, added a question to clarify or fill in a missing piece.

To analyze the results of our interviews, we tallied all the demographic data and the responses on whether specific parameters improved, stayed the same or got worse since the reorganization. Appendix B provides these results. We reviewed all narrative responses and grouped the comments by subject area in order to help us draw general trends or findings from the wide variety of comments. Appendix C presents the comments by subject. We drew our conclusions and recommendations from these findings.

About the Authors

The authors conducted the evaluation and prepared this report as participants in Region 9's Leadership Development Program (LDP). LDP is a year-long program for non-supervisory employees who have demonstrated leadership potential. The program offers a variety of training and developmental opportunities through formal training sessions and implementation of a personal development plan. Program requirements include formal training, a development assignment, executive shadowing/interviews, and completion of a "focus group project." This study satisfies the "focus group project" requirement.

2. Results

This section summarizes the results of 37 interviews with supervisors who were supervisors before and after the Region 9 reorganization in 1996. The results are organized by the following categories that correspond to our interview questionnaire:

- Was the Flattening and Reorganization Successful?
- Career Satisfaction
- Communication
- Organizational Responsiveness
- Additional Concerns
- Teams, Training and Rotations

The full results are contained in *Appendix B Statistical data* and *Appendix C: Narrative data*.

Was the Flattening and Reorganization Successful?

Twenty four of the 37 respondents believe implementation of the 1:11 ratio, combined with the reorganization, was not successful. They felt that the process and goals were not well thought through and implementation had lasting, adverse impacts. Low morale was cited as one lasting result.

Supervisors disapprove moving to even higher staff to supervisor ratios. Several supervisors mentioned that higher ratios would work only if the functions of the staff were similar.

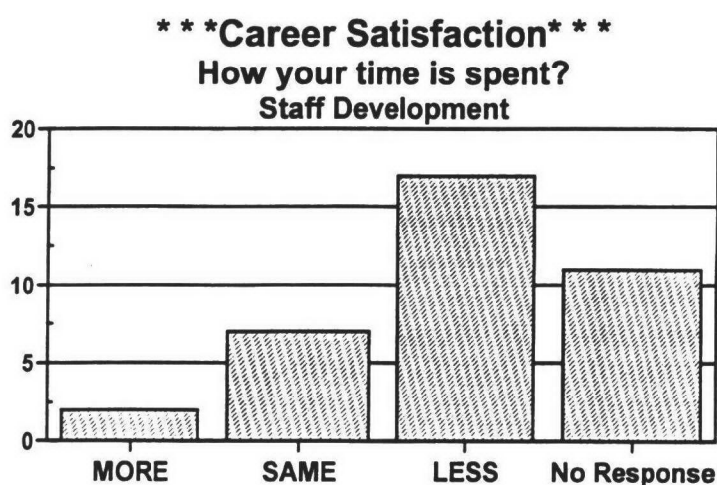
Many supervisors mentioned the disruptive effects of change, both the reorganization and the flattening, but at the same time expressed hope that any future flattening or reorganization would be well thought out and better planned.

Career Satisfaction

In addition to asking supervisors directly whether they are more satisfied as a result of the reorganization, we also asked about other factors that we feel are directly related to job satisfaction. These included satisfaction with the balance of supervisor's time spent on various activities (including administrative/paperwork, program technical work, and staff development); perceived levels of stress since the reorganization, autonomy now afforded, specifically empowerment of themselves and their staffs; perceived career mobility since the reorganization, resources they have at their disposal; and feedback they give and receive in the PERFORMS evaluation process. We obtained the following results:

✓ Balance of Time Spent Since the Reorganization

- **Admin/Paperwork.** Supervisors felt that they had more or the same administrative/paperwork as a result of the reorganization. Sheer increases in numbers of supervised staff, program work, and limited success in meeting paper reduction goals were cited as causes. Also frequently mentioned, was the recent added burden of distributing awards as a process separate from performance appraisals.
- **Program/Technical.** There were mixed results. A slight majority felt that there was an increase or the same time spent on program/technical work. Supervisors noted that other areas of their work have suffered as a result of both an increase in supervised staff and a continued, similar level of program responsibility.
- **Staff Development.** Of those who responded, seventeen supervisors indicated they spend less time mentoring/coaching staff since the reorganization and organizational flattening. Citing increased numbers of staff and continued high programmatic responsibilities, day-to-day individual contact has suffered. Further, “good quality thinking” and “problem solving” with individuals has also declined. Supervisors are relying more on team structures and group settings to provide input and coaching.

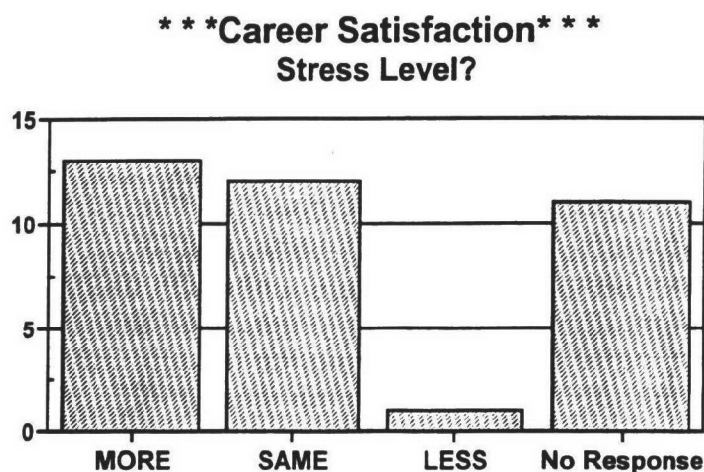


✓ Job Satisfaction

There were mixed results. Some supervisors found it hard to compare their current job satisfaction since the reorganization because their job has changed so significantly. Others felt their job satisfaction had nothing to do with the reorganization at all. One satisfied supervisor, reflecting comments similar to other satisfied supervisors, stated they had good autonomy and independence, and a good group of staff. They were “personally very happy even with 12 reports and no branch chief.” Still others are unsatisfied with their jobs, noting the disparity in pay and workload with non-supervisory managers (NSMs) and Associate Directors, overwhelming numbers of staff and administrative tasks, and job stagnation.

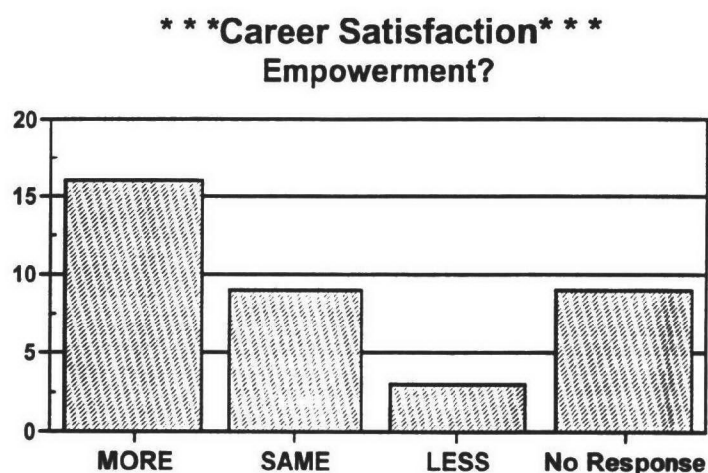
✓ Stress Levels

Only one of the supervisors indicated they are less stressed since the reorganization. Higher stress levels for some are not a factor of the reorganization, but of technology (e-mail, cell phones), an increased “need it now” mentality, and the number of “hot issues.” For many others, higher stress levels are a result of increased staff, increased administrative and programmatic responsibilities. As one respondent noted, “we’re running around with our hair on fire.” Supervisors noted that it is “harder to balance personal life and work.” Several indicate they now take work home.



✓ Empowerment

Of those who responded, sixteen supervisors feel both they and their staff are more empowered or are as empowered since the reorganization. The remaining supervisors suggested that, despite a commitment to the concept, senior managers are not really empowering first-line supervisors, but that, on the contrary, decisions formerly made at the branch chief level are now made even higher up the organization chain.



For many, empowerment has come with a catch. Supervisors indicate that some people should not be empowered as they need more oversight and assistance to successfully complete their assignments. Others note frustration at being expected to empower an increased number of staff while at the same time know all the details of each program. Empowerment has meant greater numbers of decisions being made by supervisors (and staff), which some note has meant limited time for making well thought out decisions.

✓ Resources

Supervisors feel there are fewer resources today. This may not be a factor of the reorganization or flattening to a 1:11 ratio.

✓ Evaluation

Most supervisors have found ways to make the current PERFORMs system work for them, by utilizing the evaluation time set aside to discuss their staff's longer term goals, program performance, and job satisfaction. Virtually all supervisors note, however, serious problems with the current evaluation process, specifically, lengthy and meaningless performance standards, a pass/fail score which does not provide performance incentive, and the bifurcated awards system with some supervisors uneasy about disparate staff treatment. Virtually all supervisors felt their own evaluations were lacking, either not helpful and, in some cases, non-existent.

Supervisors felt that we are not measuring the "right things." Supervisors claimed that working with tough personnel issues isn't given enough credit and that "prevention" at the staff level should be the focus rather than "putting out personnel fires." Supervisors feel strongly that they are not rewarded or acknowledged for developing a "humming organization" or dealing with personnel issues effectively.

✓ Career Mobility

Supervisors note they have some improved career mobility, particularly if they chose to move out of supervision to a NSM or Associate Director position. For those who like supervising, they see this as a problem. Further, lateral moves to a new section, for some, are less appealing due to the strain of learning a new program and high staff numbers. Several note career mobility for them at this stage in their career may mean going outside the agency.

Communication

Improved communication within and outside of the Region was one aspect of the organization that agency planners cited to justify restructuring. We asked supervisors about communication within their unit (horizontally), up the management chain (vertically), and outside their division or office (cross-program). We also asked about key organizational functions where communication is of the essence: giving and receiving guidance and feedback and making decisions, again both within a unit, among units within a division or section, and outside of the division or section.

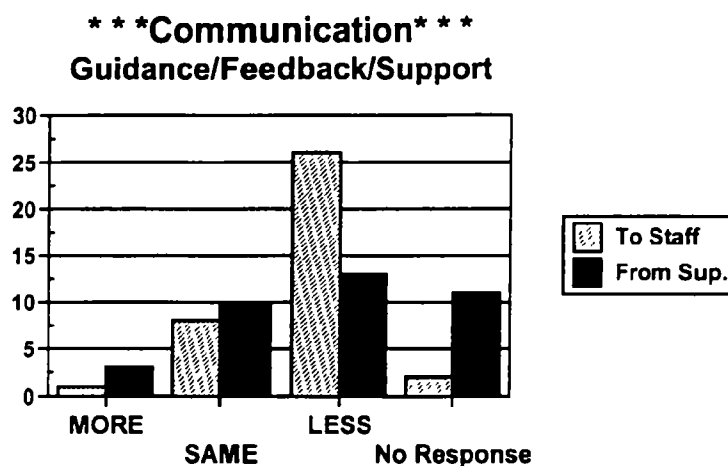
✓ Communication

There were mixed results regarding whether communication, both vertical and horizontal, is better or worse. However, the responses do indicate that many communication challenges still exist within a large organization such as EPA Region 9. The larger size of many sections has made

communication more difficult. In addition, the increased demands on supervisors associated with having more direct reports, limits the breadth and depth of communication. Some supervisors recognize improvement vertically because there are fewer “layers” to communicate with, and also express satisfaction with having more direct access to Division Directors. Several respondents indicated that, with the advent of e-mail and voice mail, they often experience information overload while still finding it difficult to access needed information.

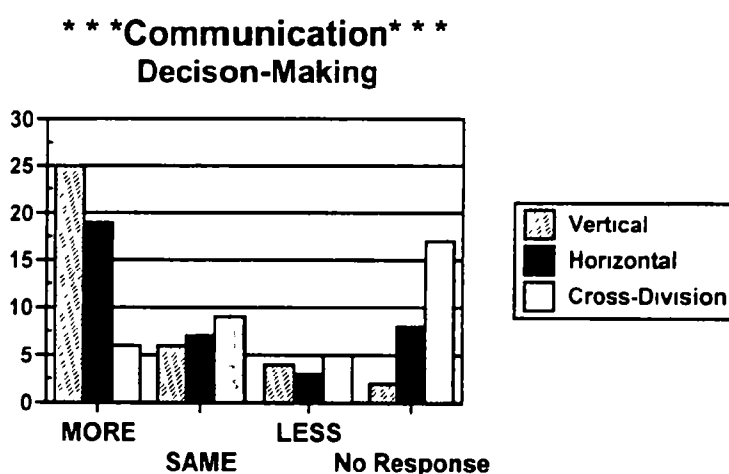
✓ Guidance/Feedback/Support

Almost all supervisors indicated that they provide either the same or less guidance, support, and feedback to staff. Some supervisors also indicate that they now receive the same or less guidance from their immediate supervisor. There was general recognition that more experienced staff and supervisors may be fine with less guidance, but that it is particularly challenging to provide sufficient guidance to new staff. Many supervisors indicate that they have too many demands and are spread too thin. Some indicate that the role of the supervisor remains unclear in regard to programmatic responsibilities versus staff development.



✓ Decision-making

Most supervisors indicated that decision-making, both vertical and horizontal, has improved in terms of having more authority to make decisions. Some supervisors indicated that staff also have more authority to make decisions. Some attributed this to less oversight and guidance, as opposed to specific decisions to decentralize decision-making. Supervisors also raised concern regarding the centralization of some critical decisions (e.g. hiring) within the Regional Administrator's Office. It is not clear that there are any improvements concerning cross-division decision-making.



✓ Communication to Headquarters

The results were mixed regarding whether communication to Headquarters is better or worse since the reorganization. The comments indicated that some supervisors find having different organizational structures creates communication difficulties.

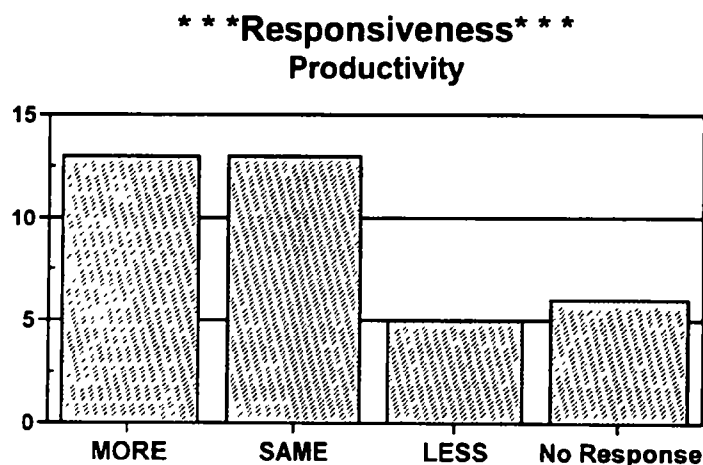
✓ Communication to External Stakeholders

There is some indication that communication to external stakeholders has improved. However, many of the comments attributed this improvement more to the former Regional Administrator, Felicia Marcus, making this a priority, rather than as a result of any structural changes to the organization.

Organizational Responsiveness

✓ Productivity

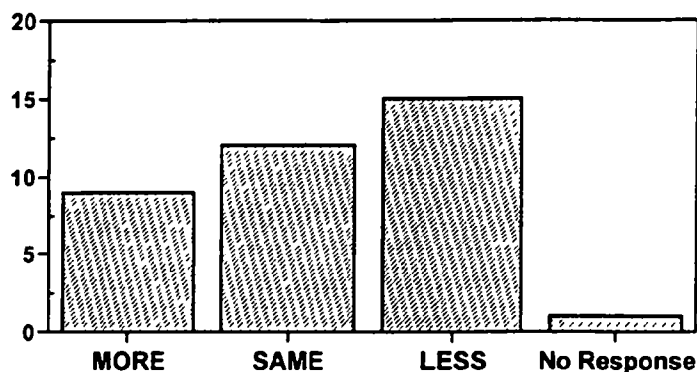
Most managers expressed the opinion that productivity was the same or slightly better than before the reorganization. Some areas have improved (e.g. creation of the Cross Media Division), while in other areas things continue to fall through the cracks. Non-supervisory managers (NSMs) are often seen as not being effectively utilized, resulting in a lack of productivity. Some noted that we are busier than before, but questioned whether we are getting more done. Delaying has contributed to some efficiencies, but there remains a lack of strategic thinking which has also lessened productivity.



✓ Quality of Product

Almost half thought that quality has declined, while just over a third thought it had stayed the same. Issues included less accountability, review, and time spent developing products and decreases in staffing. Some viewed more sophisticated technology as having improved product quality.

*****Responsiveness***
Quality of Product**



✓ Environmental Results

Over half of the supervisors thought environmental results had improved or remained the same since the reorganization, while a third found we had not improved our environmental results. Most supervisors found it difficult to attribute improvements in environmental results to the 1:11 flattening. A number of respondents noted that we are just “bad at telling our story.” Some expressed the opinion that the Region is less efficient since the reorganization, leading to eroded environmental results. Over a third of the managers did not have an opinion in this area

✓ External Stakeholder Satisfaction

Over half of the supervisors that answered this question thought that external stakeholder satisfaction had stayed the same. Some saw positive changes, though they did not attribute these necessarily to the 1:11 ratio. On the other hand, some perceived that the reorganization resulted in a lack of continuity in contacts with the public in the Regional Office, leading to frustration for the public. One respondent noted greater participation from stakeholder groups, but noted that this may have been a result of the culture that former Regional Administrator, Felicia Marcus, brought to the job

✓ Faster Decision-making

Almost half the supervisors saw an improvement in this area, due to direct access to the Regional Administrator and Division Directors. They noted that decision-making required fewer layers of review since the reorganization. On the other hand, some expressed an opinion that the “consensus decision-making culture” in the Region can take a long time. Others wondered whether faster decision-making was necessarily better, as staff development may be curtailed at times when decisions need to be expedited

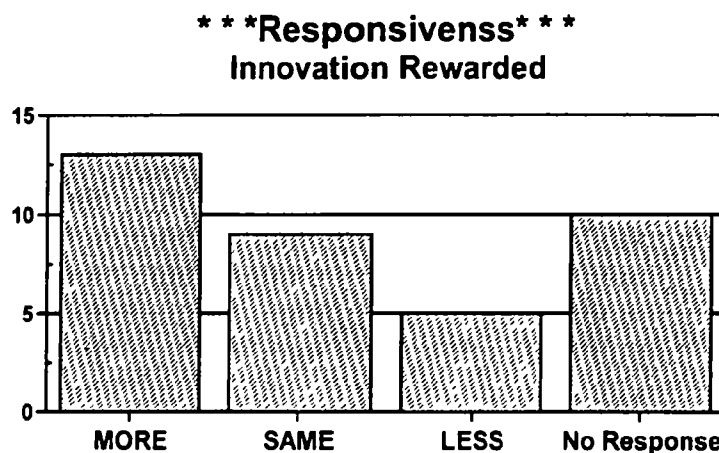
✓ Organizational Flexibility

Most respondents thought the Region had stayed the same or improved in terms of organizational flexibility. Many felt that we have had to respond to developing information technology, which has

necessitated flexibility. These managers see that we have also become more creative in responding to external change, particularly with larger office units. Others gave the opinion that, while we are changing constantly in many areas, we may not be targeting the top emerging issues. Rather, they argue the Region has a strong tie to “the way things have always been done.” Branch chiefs used to play the role of integrating the sections within a given division (which is still the case in Superfund). This role has not been assumed since the removal of the Branch chief level. Now, in the Region, every program is “its own island.”

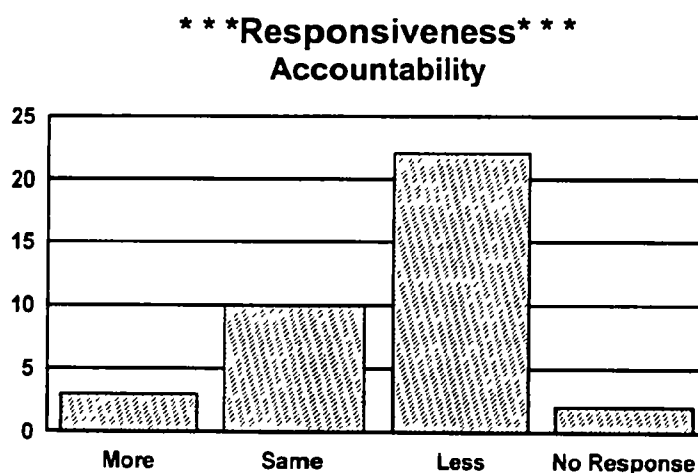
✓ Innovation Rewarded

Almost half the respondents that answered this question saw improvement and almost as many saw it as the same as before. A third of the respondents did not have an opinion. Those that felt innovation was more rewarded did not think it had to do with movement to a 1:11 ratio. Others thought that innovation was hard to accomplish in a regulatory agency. Some saw innovation occurring that was not rewarded, and others saw high-profile projects getting most of the attention. Most saw the act of rewarding staff as extremely important.



✓ Accountability

Over half the respondents felt that there is less accountability now than before the movement to a 1:11 ratio. A common perspective is that with more staff to supervise, managers cannot oversee as much as before, and that branch chiefs typically added a layer of accountability that is now lacking. With a broader span of control, accountability depends more on how much initiative staff chooses to take, with less consistency across the Region. Many managers see this loss of accountability as a big problem.



Additional Concerns

Although not specifically part of the survey instrument, supervisors did raise five additional concerns they feel Region 9 needs to address. A summary of their comments is below.

✓ Vision/Senior Leadership

Several respondents indicated there is a need for senior management to establish a broad vision, organizational values, and overarching regional priorities and leave the responsibility to section chiefs for monitoring the details and making day-to-day decisions.

✓ Goals and Accountability

Several respondents called for development of a better tracking system to assess organizational achievements and program results against a shared vision and shared priorities. They felt such a tracking system would aid them in assessing where they stand in achieving Regional goals.

✓ NSMs/Associates/Deputies/Workload Equity

Many respondents discussed the perceived inequity in responsibility between first-line supervisors and non-supervisory managers who have the same or a higher GS level. Some suggested a career track be created at a GS-15 level for first-line supervisors. The GS-15 management level would be based on the number of staff reports and program expertise required in the position. Other supervisors suggested NSMs take on more management responsibilities, sharing the burden with first line supervisors. Still others recommended clarifying the role of associate and deputy directors so they better “fit into the scheme.”

✓ First-line Supervisor Support

Many supervisors suggested that first-line supervisors need much more support than they currently receive, including private places to discuss personnel matters with staff, mentoring and coaching from experienced managers, and a second level or “backstop” for staff to go to with problems.

✓ Administrative Support

Several supervisors suggested hiring high-level administrative assistants who could help relieve the administrative burden on first-line supervisors. Others suggested that better technology, for example EZ-Hire, and better standards for managing e-mail could help.

Training, Teams & Rotations

At the end of each interview, we asked the interviewee to provide any recommendations they had, both in general and to comment specifically on the three approaches most often recommended in dealing with organizational change: training, teams, and management rotations.

✓ Training

Opinions on training were varied. Some criticized quality, while some wanted more training, others lamented the lack of time they have to devote to training, even though they see it as essential. Some didn't think training would help, while others saw it as necessary in managing change.

✓ Teams

Some supervisors noted that teams require team-oriented individuals in order to work. Many supported integrating teams back into the organizational hierarchy, giving team leaders supervisor status, and concomitant grade increases. Many supervisors indicated that teams were already part of the hierarchy in all but name and the status accorded the team leader. Some indicated that teams did not work due to unclear authority or lack of authority of team leaders (e.g., personnel matters)

✓ Management Rotation

Supervisors supported the idea that they need experience and expertise in their program areas to be effective, but also supported voluntary rotation as a means of broadening experience. Some expressed the need for meeting a balance between depth and breadth. Comments indicated some support for selective involuntary rotation as a means of moving "bad" supervisors out and "good" non-supervisory managers back into supervisory roles

3. Conclusions

In reaching these conclusions, we have tried to answer the question “did Region 9 achieve EPA’s reorganization goals?” Based on our analysis of the 37 interviews we conducted with supervisors who were supervisors before and after Region 9 was reorganized in 1996, we believe that Region 9 did achieve some of the stated goals, but at a cost.

Below are our conclusions of how well Region 9 has done in meeting five out of the six reinvention goals as identified in “Reinventing EPA-Steps Toward a Stronger Workforce: Guidance for Implementation Plans.” We did not tackle the goal of valuing and improving diversity, as a previous LDP group focused on those issues. It must also be noted that in responding to our interview questions, supervisors often could not separate their reactions to the 1:11 ratio from other factors such as the overall region-wide reorganization, personal characteristics of senior management, and increasing budget constraints. Therefore, this evaluation of the 1:11 organizational flattening has to be considered in light of the region-wide reorganization in general, as well as other significant factors that affect work at Region 9.

GOAL #1: Enhancing Decision-making Through Delaying and Organizational Flexibility

A majority of supervisors indicate that decisions are being made faster and at lower levels in the management chain. “Faster” decision-making is attributed to fewer layers of review (i.e., removal of the Branch Chief layer, with the exception of Superfund Division). Many supervisors appreciate the expansion of autonomy, delegation of authority, and having more direct access to the Regional Administrator and Division Directors. Supervisors indicate the staff also seem to appreciate an increased sense of empowerment. However, it appears that some of this is the result of supervisors having less time for oversight, guidance, and review, and, therefore, not necessarily a result of specific delegation of authority.

Some supervisors cite a reduction in quality as decisions are made under pressure, not well thought through, and with limited oversight. There are fewer opportunities to “bounce ideas off of each other.” Exacerbating this problem is the perceived lack of accountability as a result of the reorganization. With a broader span of control, accountability depends more on how much initiative staff chooses to take, with less consistency across the Region. As one supervisor put it, “the system has run amok...[there are] no consequences for performing either good or bad.” Staff and managers are no longer taking a long view of twelve months or more, identifying milestones, and holding staff accountable for missed deadlines. “Accountability,” in the words of one supervisor, “requires structure...we let go of that [as a result of the reorganization].”

It appears that organizational flexibility has stayed the same or improved. Supervisors indicate that we have had to be flexible to respond to developing information technology and we have also been more creative in responding to external change. However, there is still a sense among some that we have difficulty targeting emerging issues. This is true in part because we are overwhelmed by existing unsolved issues, little or no effort has been made to prioritize and reduce existing workloads to

accommodate new challenges, and we remain, to some degree, tied to doing things the way they have always been done.

GOAL #2: Greater Customer Satisfaction, with the Customer as Focus

Most supervisors indicate that external stakeholder satisfaction remained the same. There is some recognition of an increased focus on communicating and working with stakeholders. However, increased stakeholder communication is more likely the result of it being a priority of former Regional Administrator, Felicia Marcus, than with reorganization and flattening. A noted adverse impact (not attributed directly to the organizational 1:11 flattening, but to the reorganization in general), is that shifting personnel and programs since 1996 resulted in decreased continuity in contacts and difficulty in maintaining relationships. Further, the pre-reorganization hierarchy may have made it easier for external stakeholders to identify the appropriate points of contacts within the organization, as roles and lines of authority were clearer. It was noted that the increased contact and communication with stakeholders, via the external role played by Associate Directors, has helped buffer some of this adverse impact.

GOAL #3: Improving Employee Commitment and Satisfaction Through Empowerment

Virtually all supervisors feel more empowered or empowered the same since the reorganization. There are a number of supervisors who have thrived under a reorganized and flattened region. Some are self-described "hands-off managers," who are comfortable setting broad policy and letting their staff run with the ball. Others have relied upon a team structure to share in the administrative and programmatic responsibilities. Still others, who stayed in the same division and general program area and were feeling stagnant, welcomed the change and found the added program responsibilities a positive challenge. Success for some can also be attributed to few, if any, personnel problems in their section and/or a mature (i.e., not new to EPA), experienced staff that need little guidance. Finally, those supervisors who could strategically organize their sections into compatible program clusters of staff were better able to take advantage of program synergy, thus lessening the management burden.

However, while supervisors are pleased with the increase in span of control, autonomy, and decision-making authority, they indicate that they experience more stress now than before the reorganization and organizational flattening. This stress may be due to the fact that the structure changed, but expectations did not. The train of thought underpinning EPA's reinvention was as follows: (1) empower staff, (2) increase the staff-to-supervisor ratio, and (3) change the supervisor's role from program management to that of coach/mentor. Supervisors' roles were to shift, with them taking on the broader perspective, outlining policy objectives, and providing guidance to an empowered staff who would then be making more decisions. In implementing the reinvention plan, however, Region 9 changed the structure without also changing the roles/expectations of the front-line supervisors.

Supervisors are still expected to know intimate program details, while also required to mentor and guide an increased number of staff (in some cases well over 11 in total).

Of the 37 supervisors we interviewed, the average supervisor to staff ratio was 1:14. If NOWSEEs and interns were included --these groups are currently not "counted" as part of the 1:11 ratio-- some sections would be as large as 27 supervised FTE. The supervisor management burden is further exacerbated by the number of *distinct* programs each staff member represents. As EPA is a technical and policy organization that doesn't, for the most part, "make widgets," each additional programmatic area can potentially require an additional complement of contacts, technical expertise, policies, and training. Without the Branch Chief layer (except, in Superfund where branch chiefs do exist) and with overburdened Division Directors, first-line supervisors are unable to share the administrative and programmatic burden. Many are frustrated and stressed, finding it hard to balance competing demands.

Among one of the most alarming conclusions of this survey was that, for the most part, supervisors feel that their staff have received the short end of the stick as a result of the reorganization and organizational flattening. Virtually all of the supervisors indicate that they spend less time mentoring/coaching staff since the reorganization and flattening. Twenty-three of the 37 interviewed feel they are providing less guidance, and eighteen feel they have less time for staff development than before the reorganization. Day-to-day contact has declined. Supervisors have moved from regular one-on-one meetings to quarterly or bimonthly meetings with entire teams. Not only is this counter to the original reinvention goal, but is more troubling in light of the anticipated high rate of managers retiring before too long, leading to the need for developing/mentoring younger staff to assume leadership positions in the next few years. This may be even further exacerbated with additional agency-wide pressures to flatten, once again, assuming a 1:15 staff to management ratio as was recently proposed by OMB.

Other challenges confronting supervisors include:

- (1) limited or unhelpful evaluations, feedback, or guidance provided by their own supervisor, typically the Division Director who, post reorganization, also has a greater span of control and less time for day-to-day contact,
- (2) fewer opportunities for cross-program peer support in a flattened organization that has more compartments and fewer opportunities to discuss particularly personnel issues that have not yet risen to crisis status;
- (3) less career mobility, particularly if management/supervision positions are desired; and finally,
- (4) an issue that we anticipated, although was not directly part of our interview instrument, but inevitably came up: the perceived inequity supervisors felt of workload and pay scale between first-line supervisors (GS-13 & 14) and non-supervisory managers (NSMs) or Associate Directors (GS-14 & 15).

GOAL #4: Encouraging Collaboration Through Vertical and Horizontal Integration

Virtually no strong positive change in internal communication and integration has occurred as a result of the reorganization. Cross-division communication is down or the same since the reorganization. Communication to headquarters is the same or less. Horizontal (between sections) has declined or is the same. Even vertical communication (up the chain of command) seems to have erratically improved, with just as many saying it is worse as say that it is better.

GOAL #5: Creating a Shared Vision

Although our interviews did not include a specific question on the goal of creating a shared vision, we did hear that, not only do we not have a shared vision, but we also seem not to value or have time to create one. Supervisors feel that the time they have to take a breath and reflect is severely limited. With technological "improvements" (e.g., e-mail, cell phones), the constant bombardment of information and demand for immediate response, fewer resources, and the increased staff-to-supervisor ratio, most supervisors find it impossible to find the time to develop a strategic vision or plan for their multiple programs. Issues and actions are constantly added to an already overflowing plate, with few being removed.

This leads, in many cases, to increasingly reactive responses, and an organization that is less nimble or flexible as a result. We did ask specific questions about quality of work product and accountability, and some of the comments did make a connection between the decline in these factors and the lack of planning and priority-setting. Further, without the prioritized goals that result from strategic planning, supervisors lack an important tool for communicating priorities and expectations and for assessing the productivity and accountability of their unit.

Summary

It is clear that the 1996 reorganization and organizational flattening have made lasting impressions on supervisors. Staff and supervisors are more empowered, decisions are being made faster, and productivity has increased. However, while the reorganization and organizational flattening to a 1:11 ratio has had some success, it has been at a cost. The "costs" have been a perceived reduction in product quality, confusion concerning the roles and functions of supervisors, reduced accountability, less day-to-day feedback and guidance provided to staff, and higher stress levels among supervisors. Further, we have not improved our ability to develop a common vision that would help us think and act more strategically. Without the ability to plan more systematically, based on a shared vision and combined with an accountability system appropriate for a flattened organization, we will continue to be reactive, to make less than optimal use of our existing resources, and to be unable to move toward a more comprehensive, cohesive, and proactive approach to environmental protection.

4. Recommendations

These recommendations are intended to help Region 9 more fully achieve the goals of the reorganization and organizational flattening. We believe that more complete achievement of these goals will benefit the Region's most vital resource, its employees. By improving some of our organizational functions, even more Region 9 employees will flourish, thereby enhancing our efforts to preserve and improve the environment. As resources continue to decline, it becomes ever more important to be able to make the most of the resources we do have, and to learn how to do more of what is most important with less.

Of the 37 supervisors we interviewed, the average supervisor to staff ratio was 1:14. Currently the Region considers only EPA "full-time equivalents (FTEs)" in the supervisor-to-staff ratio, thus under-representing the administrative/supervisory burden. If the Region included in the ratio all supervised individuals on site, including program and administrative staff and NOWSEEs, the ratio would be much higher, in some cases as high as 1:27.

Our findings indicate that supervisors, particularly Section Chiefs, are stretched to their limits, and that staff guidance and support is suffering. The Region cannot realistically expect to increase the scope of supervisors' responsibilities and their span of control, as suggested in one memo from the Office of Management and Budget, without exacerbating the negative effects that supervisors describe as already affecting their performance. Rather, the Region should attempt to ease the demands on supervisors, thereby enhancing supervisors' ability to support their staff.

A number of options exist, including reducing the total persons supervised (even meeting the 1:11 requirement would help), clarifying or reducing supervisor workload and scope, and providing them with additional support. We recommend the following actions to Senior Management as a result of our findings and conclusions:

1. Clarify the role of Section Chiefs

The role of Section Chief as coach and mentor, versus technical and policy expert, remains unclear. Even though the reorganization was intended to shift the role to the former, almost all supervisors indicate that they are now spending less time mentoring staff. Furthermore, this "conflict" of roles appears to increase the stress and demands on first-line supervisors. The Region would greatly benefit by clarifying this role and ensuring that the agreed-upon role is clearly and consistently included in supervisor performance standards. If the Region determines that the role of supervisor is not mentoring and coaching, then the Region must direct significant attention to providing this function to staff through some other mechanism.

In addition, first-line supervisors need more support than they currently receive, including providing private places to discuss personnel matters with staff, mentoring and coaching from experienced managers, and creation of a second level or ombudsman-type support network for supervisors to "bounce ideas off." This ombudsman could also act as a go-between for staff, providing informal

guidance to staff on problems with their managers before they escalate to personnel actions. Supervisors also need easy and centralized access to policy and management information.

Finally, the Region should evaluate the potential for non-supervisory managers (NSMs) and Associate Directors to assume additional supervisory responsibilities. As noted in our study, supervisors feel there is a workload and salary disparity between themselves and the various NSMs in the Region. Associate Directors and NSMs might play a greater role in assuming management responsibilities, including mentoring, administrative/paperwork, evaluation, program guidance, etc. One model may be to have Associate Directors assume responsibility for administration and mentoring of entire teams. Waste Division and Cross Media Division are moving in this direction. Superfund already uses this model to some extent.

2. Implement an accountability system consistent with our “flattened” organization

For the most part, supervisors are now providing less support and guidance to staff, and accountability throughout the Region has declined. The Region should address this by implementing an accountability system that includes periodic activity planning and review for all staff and management. This system must be designed to be consistent with Region 9's flattened organization, and must be based on the principles of empowerment and flexibility. The Region needs to undertake this effort carefully to ensure that planning does not further increase workload and administrative procedures. Improved organizational and individual planning should be based on a region-wide vision to ensure that we are addressing priority issues, we are utilizing our limited resources effectively, and staff and supervisors are working together for common goals.

3. Clarify reliance on teams and strengthen recognition of team leaders

Teams in this new organizational matrix are more critical than ever. The Region has used teams as a primary means of reaching the mandated supervisor-to-staff ratio and expects non-supervisory team leaders to assume many functions of Section Chiefs. A cookie-cutter approach will not work, nor a specified structure. The Region should allow teams to grow organically with supervisors developing their own teams as they see fit. In addition, the Region should recognize teams organizationally and give them more flexibility, autonomy, and decision-making authority. Team leaders should be allowed to assume supervisory responsibilities, when appropriate, to the fullest extent possible and should recognize team leaders' quasi-supervisory role, including a grade/step and title commensurate with their responsibilities. Team leadership would then provide career growth opportunities for staff.

4. Increase product quality through reliance on peer review

Organizational flattening has reduced the level of supervisory oversight and may be affecting the quality of work products. To ensure that Region 9 continues to produce high quality products in a flattened organization, the Region should establish standards for peer-review of key products prior to public release, particularly for those products for external distribution not reviewed by supervisors. The Region should establish a general standard to ensure that, prior to release, two or three peers

review written materials. In addition to ensuring high quality products, this will foster communication and team work.

5. Provide training for staff and supervisors on empowerment and communication

In a flattened organization, staff empowerment is critical to the success of the Region 9 workforce. However, many still are confused about the concept of empowerment and concerned about how it is implemented. The Region should offer training for all staff, team leaders, and supervisors to clarify the concept of empowerment and the responsibilities associated with creating an empowered workforce.

6. Conduct 360-degree feedback that includes external customers

Feedback is a key requirement for enhancing productivity and career development. The Region should require annual 360-degree feedback for staff and managers as part of evaluations. We also recommend that these 360-degree reviews include external customers. Including outside customers can help ensure that we remain focused on “real-world” successes.

7. Organize and name organizational units and staff positions by function

The Region can make the functions of staff and organizational units more transparent by providing names that are descriptive of corresponding functions. Further, when combining units within a division the Region should leverage program synergy by combining those programs that have overlapping components or similar activities. This would help reduce the stress current supervisors feel managing multiple programs and many staff.

8. Obtain additional feedback from employees not targeted in this study

We strategically selected for interviews only those managers in the position of supervisor both before and after the reorganization. We did not interview program and administrative staff, non-supervisory managers, Associate Directors, contractors, NOWSEEs, or those supervisors appointed to that position after the reorganization. Therefore, we recommend that the Region consider pursuing actions to further our understanding of how the reorganization affected all the Region’s employees. One or a combination of the following efforts would extend this evaluation to include those beyond the supervisors we interviewed for this study: (1) hold several small (no more than 15 people) focus groups utilizing a modified version of our survey instrument, (2) administer our survey (slightly revised) to a select number of individuals, (3) send our report out via an “all hands” message and facilitate a dialogue (“chat room”), with feedback and response through e-mail and tabulate responses to guide further action or discussion by Senior Management.

Effects of 1:11

Appendix A: Interview Questionnaire

To be filled in by interview team:

Date:	INTERVIEW #
Recorder:	
Interviewer:	
Male/Female ____	
Division ____	
Number of Direct Reports ____	

Background

No. years with EPA -Region 9 ____

Years as manager/supervisor ____

In same position after reorg? Y or N

I. SUCCESS: *In your opinion, has the reorganization, organizational restructuring, and 1:11 been successful [] or unsuccessful []? Why?*

II. CAREER SATISFACTION: *How has reorganization (1:11) affected your job satisfaction?*

- *How time spent (right mix?)*

<i>Admin/paperwork</i>	<i>More</i> ____	<i>Same</i> ____	<i>Less</i> ____
<i>Program/technical</i>	<i>More</i> ____	<i>Same</i> ____	<i>Less</i> ____
<i>Staff Development</i>	<i>More</i> ____	<i>Same</i> ____	<i>Less</i> ____
- *Satisfaction*

<i>More</i> ____	<i>Same</i> ____	<i>Less</i> ____
------------------	------------------	------------------
- *Stress level*

<i>More</i> ____	<i>Same</i> ____	<i>Less</i> ____
------------------	------------------	------------------
- *Empowerment (increase?)*

<i>More</i> ____	<i>Same</i> ____	<i>Less</i> ____
------------------	------------------	------------------
- *Sufficient Resources*

<i>More</i> ____	<i>Same</i> ____	<i>Less</i> ____
------------------	------------------	------------------
- *Evaluation*

<i>Useful?</i>		
<i>Measuring right things?</i>		

Effects of 1:11

III. COMMUNICATION: How has reorganization (1:11) affected communication, decision-making, and organizational flexibility?

- *Communication (improved?)*

<i>Vertical</i>	<i>More</i> ____	<i>Same</i> ____	<i>Less</i> ____
<i>Horizontal</i>	<i>More</i> ____	<i>Same</i> ____	<i>Less</i> ____
<i>Cross-divisions</i>	<i>More</i> ____	<i>Same</i> ____	<i>Less</i> ____

- *Guidance/feedback/support*

<i>TO staff</i>	<i>More</i> ____	<i>Same</i> ____	<i>Less</i> ____
<i>FROM your supervisor</i>	<i>More</i> ____	<i>Same</i> ____	<i>Less</i> ____

- *Decision-making authority (increased?)*

<i>Vertical</i>	<i>More</i> ____	<i>Same</i> ____	<i>Less</i> ____
<i>Horizontal</i>	<i>More</i> ____	<i>Same</i> ____	<i>Less</i> ____
<i>Across-divisions</i>	<i>More</i> ____	<i>Same</i> ____	<i>Less</i> ____

- *Communication to HQ (improved?)*

<i>How?</i>	<i>More</i> ____	<i>Same</i> ____	<i>Less</i> ____
-------------	------------------	------------------	------------------

- *Communication to External stakeholders (improved?)*

	<i>More</i> ____	<i>Same</i> ____	<i>Less</i> ____
--	------------------	------------------	------------------

IV. RESPONSIVENESS: How has reorganization (1:11) affected our effectiveness and responsiveness to stakeholders?

- *Productivity*

	<i>More</i> ____	<i>Same</i> ____	<i>Less</i> ____
--	------------------	------------------	------------------

- *Quality of product (improved?)*

	<i>More</i> ____	<i>Same</i> ____	<i>Less</i> ____
--	------------------	------------------	------------------

- *Environmental results*

	<i>More</i> ____	<i>Same</i> ____	<i>Less</i> ____
--	------------------	------------------	------------------

- *External stakeholder satisfaction*

	<i>More</i> ____	<i>Same</i> ____	<i>Less</i> ____
--	------------------	------------------	------------------

- *Decision-making speed (faster?)*

	<i>More</i> ____	<i>Same</i> ____	<i>Less</i> ____
--	------------------	------------------	------------------

- *Organizational flexibility (i.e. ability to rapidly change direction & respond to external change)*

	<i>More</i> ____	<i>Same</i> ____	<i>Less</i> ____
--	------------------	------------------	------------------

- *Innovation rewarded*

	<i>More</i> ____	<i>Same</i> ____	<i>Less</i> ____
--	------------------	------------------	------------------

- *Accountability*

	<i>More</i> ____	<i>Same</i> ____	<i>Less</i> ____
--	------------------	------------------	------------------

V. RECOMMENDATIONS FOR IMPROVEMENT: *What suggestions do you have to improve the implementation of the 1:11 ratio?*

- *What's working... and should continue?*
- *What's NOT working... and should be discontinued?*
- *Previously suggested solutions (are these working?):*
 - Training*
 - Teams*
 - Management rotations*

VI. ANY OTHER THOUGHTS?

Effects of 1:11

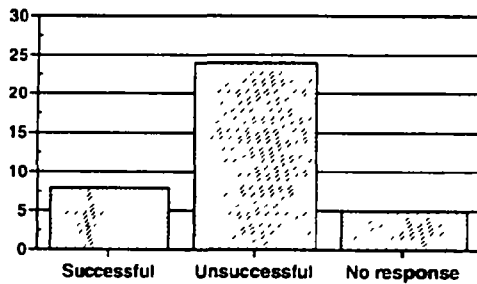
Appendix B: Statistical data

Supervisors' Perceptions of the Effects of 1996 1:11 Organizational Restructuring in U.S. EPA Region 9									
Total respondents	37								
Demographics		Avg. Years		Same Position		Avg No. of pgms	Avg No. of dir rpts		
		at EPA	as sup.	Yes	No				
		18.6	13.2	17	20	4.8	14		
Successful?		Yes	%	No	%	NR	%		
		8	22%	24	65%	5	14%		
Career satisfaction		More	%	Same	%	Less	%	NR	%
1	How your time is spent								
	Admin/paperwork	14	38%	16	43%	4	11%	3	8%
	Program/technical	9	24%	9	24%	9	24%	10	27%
	Staff development	2	5%	7	19%	17	46%	11	30%
2	Satisfaction	10	27%	8	22%	11	30%	8	22%
3	Stress level	13	35%	12	32%	1	3%	11	30%
4	Empowerment	16	43%	9	24%	3	8%	9	24%
5	Resources	1	3%	5	14%	15	41%	16	43%
6	Evaluation useful	0	0%	0	0%	4	11%	33	89%
7	Career mobility	1	3%	0	0%	5	14%	31	84%
Communication		More	%	Same	%	Less	%	NR	
8	Communication								
	Vertical	14	38%	9	24%	12	32%	2	5%
	Horizontal	9	24%	13	35%	11	30%	4	11%
	Cross-division	6	16%	9	24%	5	14%	17	46%
9	Guidance/feedback/support								
	To staff	1	3%	8	22%	26	70%	2	5%
	From supervisor	3	27%	10	27%	13	35%	11	30%
10	Decision-making								
	Vertical	25	68%	6	16%	4	11%	2	5%
	Horizontal	19	51%	7	19%	3	8%	8	22%
	Cross-division	6	16%	9	24%	5	14%	17	46%
11	Communication to HQ	9	24%	11	30%	11	30%	6	16%

Effects of 1:11

12	Communication to external stakeholders	12	32%	12	32%	5	14%	8	22%
Responsiveness		More	%	Same	%	Less	%	NR	
13	Productivity	13	35%	13	35%	5	14%	6	16%
14	Quality of product	9	24%	12	32%	15	41%	1	3%
15	Environmental results	9	24%	13	35%	4	11%	11	30%
16	External stakeholder satisfaction	6	16%	11	30%	7	19%	13	35%
17	Faster decision-making	13	35%	10	27%	5	14%	9	24%
18	Organizational flexibility	11	30%	12	32%	5	14%	9	24%
19	Innovation rewarded	13	35%	9	24%	5	14%	10	27%
20.	Accountability	3	8%	10	27%	22	59%	2	5%

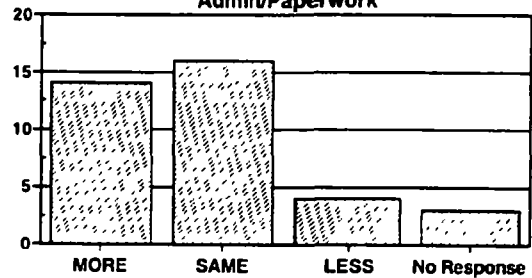
Has the reorganization, restructuring and 1:11 been successful or unsuccessful?



*****Career Satisfaction*****

How your time is spent?

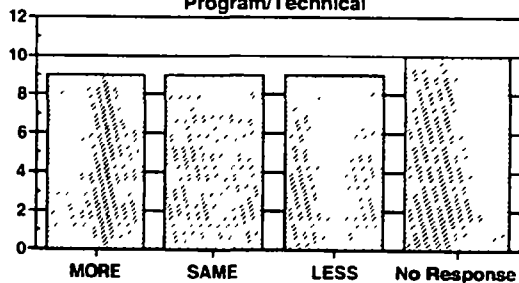
Admin/Paperwork



*****Career Satisfaction*****

How your time is spent?

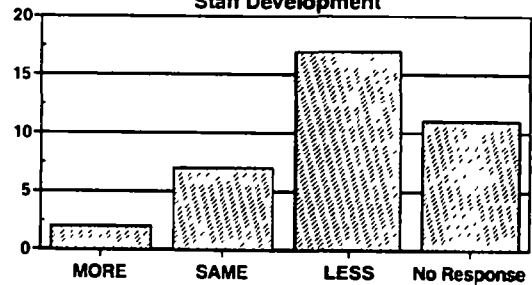
Program/Technical



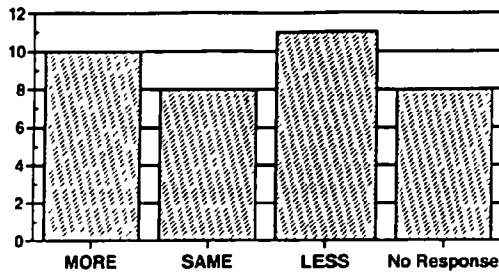
*****Career Satisfaction*****

How your time is spent?

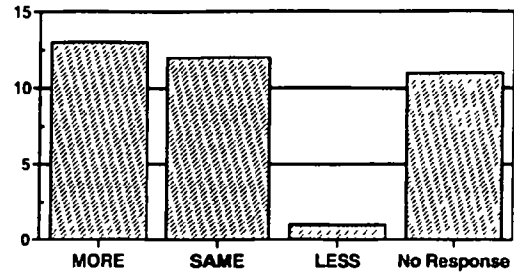
Staff Development



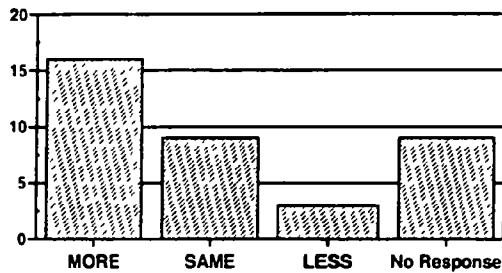
Career Satisfaction
Satisfaction?



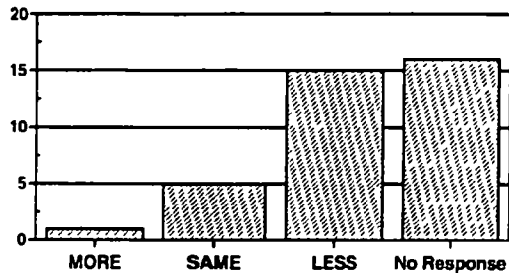
Career Satisfaction
Stress Level?



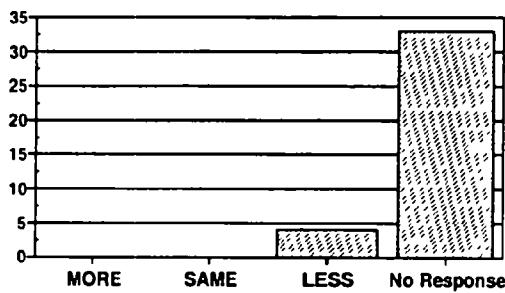
Career Satisfaction
Empowerment?



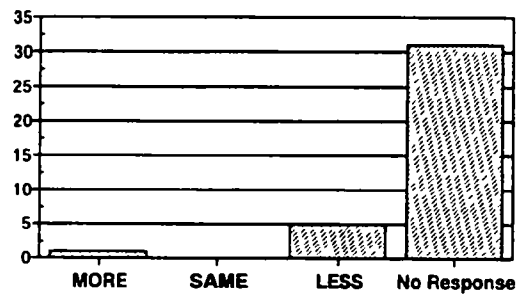
Career Satisfaction
Resources



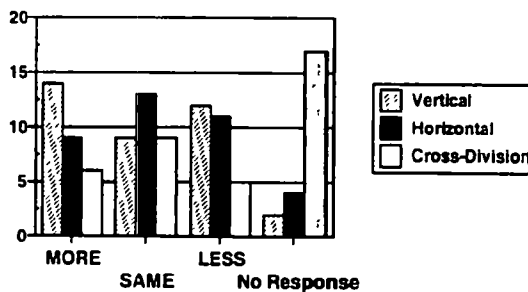
Career Satisfaction
Evaluation Useful?



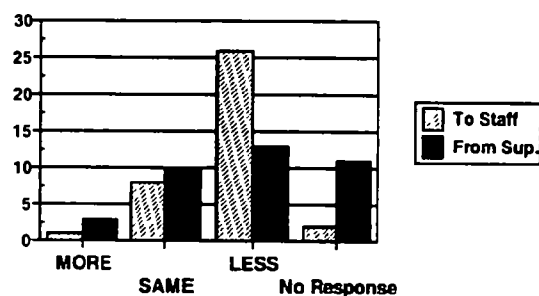
Career Satisfaction
Career Mobility?



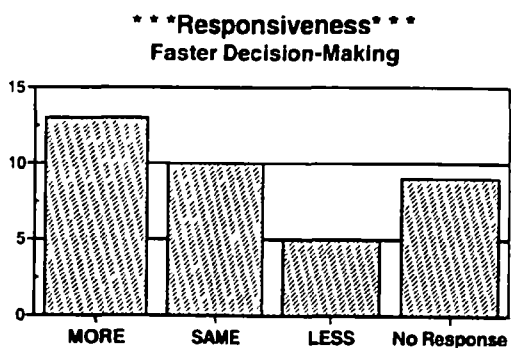
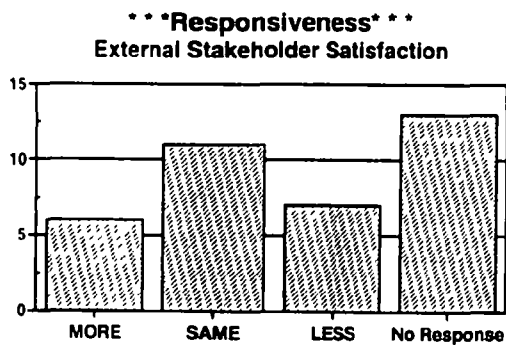
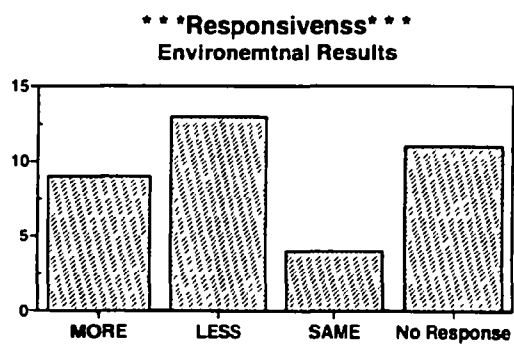
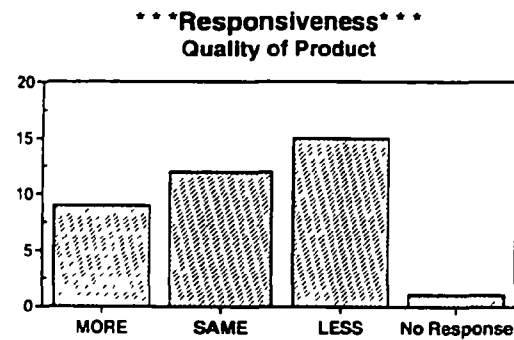
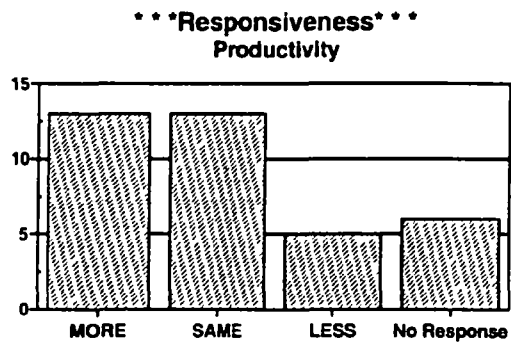
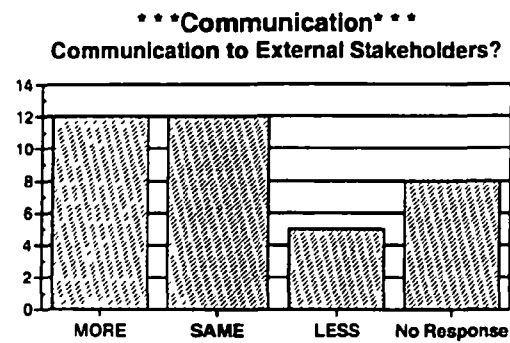
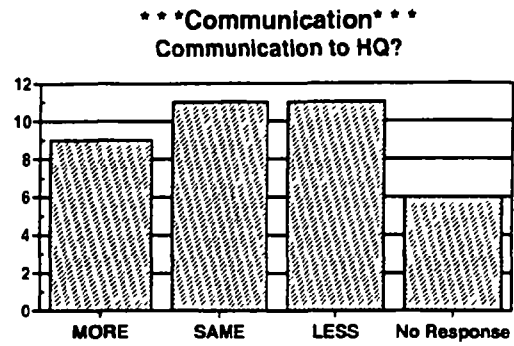
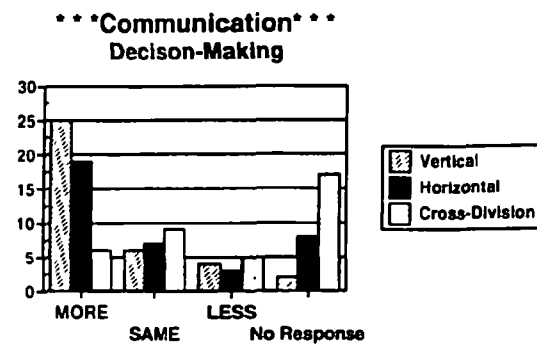
Communication
Communication?



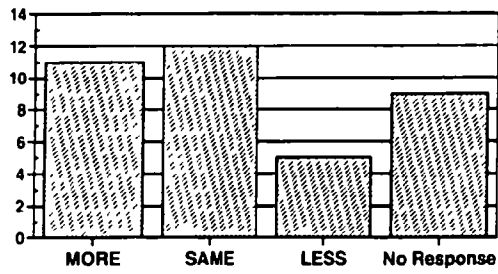
Communication
Guidance/Feedback/Support



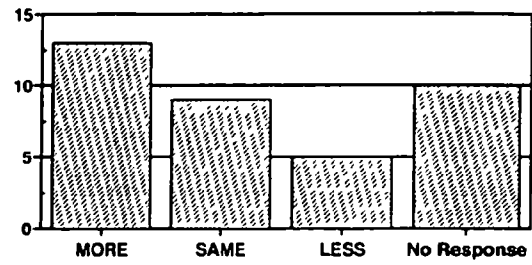
Effects of 1:11



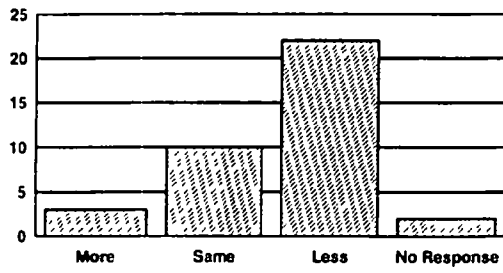
*****Responsiveness***
Organizational Flexibility**



*****Responsivenss***
Innovation Rewarded**



*****Responsiveness***
Accountability**



Effects of 1:11

APPENDIX C: Narrative data

In Your Opinion, Has the Reorganization, Organizational Restructuring, and 1:11 Been Successful or Unsuccessful and Why?

SUCCESSFUL	UNSUCCESSFUL
<p>Can see direct results from perspective of helping with the reorg. and as a manager with added responsibility of supervising more people</p> <p>1:11 opened up opportunities to do things differently (tool kit, team leader guidance, organizational development like team building, conflict resolution)</p> <p>Employee/team leader/supervisor change delegated down and gave staff more opportunity to be promoted</p> <p>Some success with 1:11, for example, first-line supervisors are given a broader range of responsibilities, management of resources and direct access to DD</p> <p>Successful to some extent - R9 needs to be better at doing it. Staff might feel differently - are the majority dissatisfied?</p> <p>Structural changes put into place after the reorg. in his group - 2 teams begun, with authority delegated to team leaders. He got the support he needed to do teams</p> <p>Has been successful for the unit and the division, can't speak for the Region. For the Division, it was good to eliminate Branch Chiefs - didn't lose anything. She has more direct contact with upper management, loss of layer has meant less interference</p> <p>Huge success because it was healthy for the organization to reduce managers, cull those not doing well, cultivating GS12-13 to take more responsibility</p> <p>Before there were 6 layers for staff to deal with and reducing layers gives more people responsibility</p> <p>Smaller, but productive</p> <p>De-layering enhances communication</p>	<p><u>Not well thought-out / numbers driven</u></p> <p>EPA didn't fit intent of de-layering (it worked better for organizations that produce widgets) because we were already fairly streamlined</p> <p>The one size fits all approach to flattening the government was short sighted. It would fit an agency such as SSA better, not EPA</p> <p>Private sector downsizing included letting people go, but here we just put people elsewhere and that caused morale problems</p> <p>Reorg. was not well thought out and caused problems that we're still dealing with today. For example NSMs aren't being utilized to their fullest and we're basically waiting for them to retire.</p> <p>Unsuccessful and devastating to the Agency. The reorganization wasn't well thought out with respect to the actual work we were doing. This led us to put people in places that don't make sense, especially the small programs</p> <p>People put too much weight into reorganizing and delayering with emphasis on numbers in boxes and no consideration to where and why</p> <p>Along with flattening the organization, we should have done something else (to change the culture, not be so number driven) instead of just putting people in boxes and assume that that would take care of the changes that needed to happen</p> <p>Reorg. unsuccessful, redundant, didn't line up well, got rid of unit chief involvement and DD, one manager/staff</p> <p>The shift to 1:11 wasn't our idea. It was mandated in order to reduce the number of layers and/or supervision. We may have implemented it in a fashion which would meet our needs, but it was never designed to meet our needs, in my opinion. It was mandated by OMB, Congress, and/or some Administration to reduce the FTE devoted to managing/supervising</p>

Effects of 1:11

1:11 SUCCESS	1:11 DISCUSSION
<p>1:11 works</p> <p>One small success - is creation of true self directed teams in her division with clear mission, self motivated, didn't need supervisor to refer job assignments or delegate work</p> <p>1:11 forces managers to empower staff and forces staff to be empowered.</p>	<p>It hasn't worked. Didn't change expectations for supervisors. Nothing said this is how you will operate differently. Still expected to know the same amount of information</p> <p>A disaster. He was very involved with the reorganization process. Recommendations were made that were blown off. Poorly implemented. Driven by numbers and senior management not taking on supervision. Number driven means for example that a branch chief had to be lost. Need more analysis of context of jobs and demands and what is appropriate span of control. He has a very independent staff making own decisions in a unit that is very large</p> <p>Since every region was free to organize however, we have 10 different organizations - HQ is more stove-pipe like</p> <p>Will the new administration try to organize us more uniformly?</p> <p>It did things that Felicia thought were important - but she may not have had a full picture</p> <p>The reorg. was designed around meeting specific people's needs/desires, not around functions. It was about making people happy. After regional reorg morale was low. Changes in this division should have been made immediately. Only now happening</p> <p>The region rolled out reorg. & 1:11, but expectations/values were never changed. "How business was done" didn't match the changes</p> <p>Each staff person getting less, just sheer numbers game</p> <p>Even chief does more</p> <p>1:11 was modeled after Japanese management, but that included the notion of TEAMS, which EPA reorg. & regional reorg. didn't. Peer review with Japanese model is norm, not so at region. Work in Japanese model is rotated through team before elevating, not so at the region. So, the model was embraced, but not the work style or flow. The Japan model envisions empowerment through teams.</p> <p>We shouldn't have expected to change the number and not have an adverse impact, unless we change the way we</p>

SUCCESSFUL	UNSUCCESSFUL
	<p>operate</p> <p>Process. didn't like the process – had already competed and then had to come back and re compete with a different selection panel Might have been the fairest way to do it – choose you three favorite positions</p> <p>Late 1995 delayering workgroup (Kemmerer facilitated), conclusion was that it made sense to keep branch-level chiefs for NPL work, now may be going back to branch for part of the division where it was eliminated</p> <p>When we flattened and got rid of branch chiefs, we added the associates, but that added to the workload of front-line supervisors, since associates don't do direct management, because 1:11 was an average and some supervisors got more people, and before reorg we got much more support from branch chiefs which the associates don't provide – associates have been helpful in workload planning, but not in direct supervision</p> <p>Not approached comprehensively; problem since such a major initiative He recognizes why it was done for other agencies who do "widget" making, but EPA was working effectively before and they tried to fix something that wasn't broken Management should have pushed back and fought reorg There are no compelling reasons given for going to 1:11, and once decided to do it, didn't provide any prep for managers and staff</p> <p>The ratio isn't the important factor. If we were all doing the same thing – it's not so much the number of people, but the number of distinct program responsibilities, the number of varying programs It would not be as difficult if we were all writing the same kind of permit, for example</p> <p>Reorg and reinvention collided</p> <p>Even the smaller span was difficult for some managers, especially when their staff was too diverse in function, one manager even left the agency because of that</p> <p><u>Decision-making / Authority Centralized</u></p> <p>Left enough authority w/one person; e.g. states</p>

	<p>Focus and authority was clearer</p> <p>Constraints were at the division director level because of decision-making (briefings, etc)</p> <p>Done implicitly, forced grouping of authority in one position, e g enforcement.</p> <p>Recommendation. Division Directors need to give up decision-making, that's when 1:11 doesn't work (when Division Directors make all the decisions)</p> <p><u>Communication Suffers</u></p> <p>Overall it has not worked - not working A lot of people at all levels are overloaded - people are struggling so hard so the first thing that falls out is communication On making decisions, not involving higher ups because they don't have the time - maybe this was the intention? It is empowering No one ever said what the role of the supervisor is or how it has changed Expectations have not be stated for example regarding programmatic vs. staff development focus Felt like she was just put in there and will figure it out so it feels like we are all doing it differently</p> <p>We are losing productivity from information overload, poor communication training; lack of review and quality assurance Roll of branch chief was essential for QA, they also were critical in deciding what was elevated</p> <p>Now everything is elevated and section chiefs become bottle necks due to sheer numbers'</p> <p>Coordination/communication among SCS and staff is not as good as before</p> <p>Flattening and having fewer managers resulted in less communication</p> <p><u>Staff Development Suffers</u></p> <p>Division Director was overloaded with direct reports and issues were unmanageable</p> <p>Division Director has too many direct reports, lack of</p>
--	--

CLASS	SUBJECT
	<p>associate directors, totally unworkable</p> <p>Meeting with staff on a regular basis takes time and can't do a quality job with that many people</p> <p>Downside: Division Director span of control ballooned and as a result they cannot provide the kind of assistance the branch chiefs did (coaching, mentoring, etc)</p> <p>No real change, no worse or no better Probably worse for the organization - hard to point to any enhancements For some people it is much harder because some have too many people to help and respond to - there isn't enough time in the day - especially if there is one person who takes up all your time.</p> <p>Based upon personal example, effective and persistent staff development is not possible</p> <p>Feels like people aren't developing as fast Maybe because supervisor doesn't have enough time - not sure why, maybe it's the people - perception/reality?</p> <p>The reorg. was successful only in so far as the staff is professional, seasoned, knows the work, and has writing and communication skills If not, we are sunk, as has been the case</p> <p>Managers are overwhelmed, no time to be strategic or deal with personnel development Cannot provide day-to-day guidance However, staff perspective might be different - some liked being on their own, others weren't prepared and didn't get enough management time</p> <p>A royal failure on the personnel side, but with benefits for some individuals especially associates</p> <p>Not just blurred but broken lines of authority, making coaching and transfer of skills difficult and really hard on first-line supervisors</p> <p>Regionally the quality of work has dropped Section chief is now a bottle neck with too many reports, unmanaged staff, little time for Quality Assurance</p> <p>1 11 if not working need to make it work by providing training and attention to staff (if necessary)</p>

Successful	Less Successful
	<p>Down side being a first-line manager is a killer job and they bear the brunt of it</p> <p>Has mix of new and senior staff - different needs Spends more time with new staff, but hard to give as much as they need, or career development time Very variable.</p> <p>As is now it is hard to find people - more convoluted - takes more time.</p> <p>Used to be very diligent in tracking (PATs); can't really expect that from Section Chiefs under 1:11 conditions</p> <p>Big problem is decrease in number of project managers and inability to fill positions, SCs must handle project management work as well as supervision</p> <p>1:11 is demanding on supervisors and staff. Under large supervisory ratio some doing better.</p> <p><u>Teams</u></p> <p>A regional issue is what GS level to make team leaders – he thinks it should be GS-14</p> <p>Can set up team leaders, but difficult when multiple teams are dealing with multiple themes</p> <p>Successful in reaching 1:11, but the method we used – making section chiefs into team leaders – was a sham and a disservice to the team leaders</p> <p><u>NSMs</u></p> <p>Wasted human capital in Region Some people have not been given appropriate (i.e. meaningful and appropriate to grade level) assignments (e.g. NSMs)</p> <p>Successful, in so far that things are still humming along, but NSMs didn't rotate as they were promised, but didn't pan out They are wondering where they will be in future</p> <p><u>Mixed Results</u></p>

SUCCESSFUL	UNSUCCESSFUL
	<p>1) Success was Associate Director positions with different responsibilities as branch chiefs, to geographic focus, thus able respond quicker with greater external role, rather than branch chief where it was second level of supervision. 2) Failure was that lost Div. Dir and lack the benefits of second line supervision); 3) Communication depends upon particular supervisor and staff ability to take on responsibility If manager can't delegate or is uncomfortable delegating he no longer has time to coach or mentor The job suffers, the staff person is lost in shuffle Some staff shine, others haven't since they need day-to-day coaching Problems exist now with morale, 4) He as manager could take on more, but there are trade offs His style is hands off, not technically adept, so questions role of first-line supervisor If his style were different, for example more authority rested in him, he couldn't do his job well</p> <p>Not successful for this division</p> <p>Other divisions have associates, can manage issues better but they are like branch chiefs</p> <p>All anecdotal evidence suggests it's not working</p> <p>He didn't give an overall comment on this, although his experience as a manager in R9 has been of taking on large groups to supervise, and even advocating for flattening and combining units, so he is comfortable with supervising large groups</p> <p>He's OK with larger staff group - used to manage staff scattered in different geographic areas</p> <p>There isn't any branch chief to take decisions to - leads to different choices than before</p> <p>Staff has more autonomy now, as she gets busier</p> <p>Difference is that program <u>vision</u> is now created at the first-line supervisor level, rather than at the branch chief level She is not in a flattened organization because she has a branch chief and division director</p> <p>Further, external titles are required EPA needs the hierarchy''</p> <p>The positive thing about the reorg was that it weeded out the "crappy" supervisors</p>

Effects of 1:11

SUCCEEDS STILL	NOT SUCCESSFUL
	<p>Overall too many staff to manage before Delayering in region, but this did not happen in this division</p> <p>This Division doesn't have Assoc Dir per se In this Division the ratio issue - they moved to 1 7, before reorg , so already prepared for 1 11 shift</p> <p>This Division is now seeking to reinstate Branch Chief positions</p> <p>1:11 worked very well, span of control is manageable; also. I'm still needed to do programmatic work and represent the agency - I'm still called on to do that - and I'm the only one who could do that, so a greater span of control of 15 or 18.1 would have been very hard</p> <p>It's been fine, because I had the same number of people before, even though their functions are fairly distinct</p> <p>Not successful overall</p> <p>Reorg and 1:11 are not exactly the same</p> <p>Reorg within Superfund did the best it could to facilitate communication within Superfund, given the constraints of flattened organization</p> <p>This Division in better shape that other divisions because we did keep the branch manager level in place. other divisions reportedly have harder time with cross-program communication without branch chiefs</p> <p>1:11 means the size of a supervisor's group. flattening means no branch chief</p>

Career Satisfaction: time spent since the reorg.anization on administrative tasks and paperwork?

BETTER	WORSE
	<p>Administration/paperwork is directly related to how many people manage, so has increases as there are more individuals now then before Particularly with Non-supervisory team leaders who are unable to sign paperwork</p> <p>Paperwork is heavy, streamlining hasn't changed the</p>

BETTER	WORSE
	<p>heavy load.</p> <p>Most managers feel like they're spending more time on administrative duties and less on strategy or developing a vision</p> <p>As I mentioned during the interview, our workload has increased (856 actions in FY96, 1200 actions in FY2000, only one index of our growth) so it is difficult to answer this question in your context. If anything, I think I mentioned that the time I spend on administrative/supervisory responsibilities has grown. Since I don't have a Branch Chief, I now perform some administrative functions previously handled by the Branch Chief. Additionally, the time spent on administration has increased due to our grant workload increase, the fact that we have more individuals in the unit, etc.</p> <p>The administrative burden has gone up exponentially, for example the awards process. Have to do it with more hoops, open to staff yet not one staff awarded, another staff for awards; requires three levels.</p> <p>Branch chief used to do some of the admin/paperwork, so she has more now.</p> <p>He doesn't have enough good admin staff, so things fall to the bottom.</p> <p>More administration because of larger unit. Big demand on time because if certain admin isn't done staff don't get money and travel. Maybe if she stayed in other job she would have had more program/technical experience as opposed to now learning 5 new programs — but no time to learn, learns from staff. Awards take more time — more paperwork. Self nominations aren't working for awards — not doing it but wish they were.</p> <p>Paperwork is more difficult. Separating performance reviews and awards has created more work. People have to do their own position descriptions and promotion.</p> <p>Needs more help on administrative tasks.</p> <p>Paperwork reduction didn't come to be — the grant system for example seems a lot worse.</p>

BETTER	WORSE
	<p>The pure administrative part isn't too bad but the supervisory part, the staff development part is harder with more people, all her supervisors have too few staff to do everything</p> <p>Less due to more electronic forms and change in evaluation format; but office chiefs would say that they spend too much time on personnel issues and resulting administrative work.</p> <p>Has more paperwork/administration, but relies on administrative officer and staff to manage NOWSEEs</p> <p>Performance evaluation is less, awards is more; but none of the promises of streamlined paperwork have come through.</p> <p>Half of it is useless and doesn't have to be done.</p>

Career Satisfaction: time spent since the reorg.anization on programmatic and technical work?

BETTER	WORSE
<p>Has the ability to get involved in more sites and provide better input due to broader knowledge</p>	<p>Traded some programmatic responsibilities for others, but didn't get any less programmatic work</p> <p>To detriment of unit - supervisors not engaged</p> <p>Don't have a developed Senior Staff to give complex issues to</p> <p>Reality is that program takes the same amount of time</p> <p>I have 15 areas of focus that are specialized so cannot spend enough time learning specific program areas I rely on staff Fortunately, they are professional</p>

Career Satisfaction: time spent since reorg.anization on staff development?

BETTER	WORSE
<p>Is getting enough admin support</p>	<p>Second line supervisor wiped out with reorg was serious problem Staff responsible now for own development and recommendations Not enough time to even think</p>

BETTER	WORSE
<p>He is discretionary re: time spent in staff development Has had a large group to supervise most of his career Under the reorg , has been kept busy (which he likes), but higher burnout than before</p> <p>Team structure has helped to take on staff development</p> <p>Since 2000 has made a commitment to do more staff development, fairly successfully, and delegating more responsibility to staff.</p> <p>Has received more training, and is encouraging staff to develop</p> <p>Works at home more — uses time at home to prepare staff evaluations.</p>	<p>about staff development</p> <p>More paperwork.</p> <p>Supervisors have to be more documentation conscious</p> <p>There is a morale problem among the staff</p> <p>There is no support for front line supervisors. Staff also has no one to go to (now it is direct to Div. Dir)</p> <p>Less good quality thinking time (helping to problem solve)</p> <p>I am spread too thin, would like to do a better job at staff development</p> <p>Staff development work is not rewarded</p> <p>Before could meet once/wk with staff.. now meet with entire team with only quarterly meetings with individuals, and therefore a reduction in coaching</p> <p>Taking a lot of training for it, but first-line managers can't keep up with the administrative deadlines, we're constantly doing rewards, etc , it has overwhelmed us</p> <p>Less time 1-to-1 with staff</p> <p>We don't have a good plan for where we are going</p> <p>Since reorg has been on the road doing program development (national rule and policy work) at the expense of staff development, and this worked because of experienced staff</p> <p>Didn't have time for serious personnel problems or to mentor</p> <p>Would like to spend more time with staff</p> <p>Staff not getting what they need; he's got too many to oversee</p> <p>Not doing staff development – they have to do it themselves – not working on IDPs — training seems to be suffering for staff because of lack of funds Big loss</p>

TO	FROM
	<p>of staff Staff is discouraged about lack of training resources Will spend time with junior level staff</p> <p>Didn't know anyone who bought into the rhetoric of managers as coaches, etc</p>

Career Satisfaction: job satisfaction?

BETTER	WORSE
<p>Feels he has the best job in the Region!</p> <p>Due to his personal style, he likes overall direction, he's not a detail type guy</p> <p>Good autonomy and independence, good group – Personally very happy even with twelve reports and no branch chief</p> <p>Is work interesting? Will it sustain me? Growth are there things I can be more skilled at?</p> <p>Increased because more empowered</p> <p>Satisfaction is greater due to change of personalities in unit</p> <p>He has two "hot" programs now, which are demanding, and issues are always coming up — FUN!</p> <p>Work is 100% different, more positive, since losing Branch Chief, but this is largely due to removal of personality conflict</p>	<p>Good but frustrating, our division got short end of stick with respect to management issues, reorg and 1:11 was a shell game; other divisions just created ADs</p> <p>More satisfied, but doesn't get compensated for more responsibility and work</p> <p>More satisfied due to time in the job, but seems like higher-level staff with "plum" assignments might be the way to go, because you don't get rewards for supervision.</p> <p>On one level feel fortunate/lucky to have achieved Senior Management Team level/created opportunity; on another it's the toughest job he's ever had</p> <p>Likes managing people, dissatisfied when supervising lots of people; have to find other ways to review things like inspection reports for example and use peer review to divide up work. felt bad because people who deserved attention didn't get a lot of time/attention</p> <p>Has always tried to enjoy what she is doing – Clinton/Gore concept that the bureaucracy would get better never happened but created expectations that were never realized</p> <p>Main reason satisfaction has gone down is more and more admin To attend to which is okay until there is a problem then it takes a lot of time to deal with The more routine stuff there is, the more chance you have to spend time on trivial problems He gets out of the office much less, even though this is where you can learn how the program works in the real world</p> <p>Cannot escape his responsibilities would like to develop national work/expertise, but cannot because of</p>

BETTER	WORSE
	<p>his workload</p> <p>Impact of reorg on region is different from impact personally; stagnation in the present job is more of an impact</p> <p>Having a staff job with fewer responsibilities but same grade seems preferable to supervision</p> <p>Feels like we're not meeting the needs of our staff and managers, not clear what the expectations are</p> <p>His work is not satisfying if you want to contribute to the subject matter, managing vs leading vs. tasks – task orientation came in with industrial revolution and is still the norm in the western world, including here at EPA</p>

<p>Hard to compare due to different positions before and after, but pretty satisfied now</p> <p>1:11 has not been a critical factor, satisfaction has changed but not due to 1:11</p> <p>Changes all the time, sometimes I could walk away from it, but 1:11 hasn't changed that, my supervisors would say I travel too much, but it can help when I need to get something from someone in HQ where I've established a personal relationship</p> <p>Some events have made for less satisfaction. Program had been on the downside for years. HQ decided to move programs to HQ or fade away despite input/work to the contrary from the region. Bad morale. Not 1:11, but overall agency reorg. & shrinking that has caused this</p>
--

Career Satisfaction: stress level since the reorg.anization?

BETTER	WORSE
	<p>Too much, harried</p> <p>Very high - is the nature of the work</p> <p>More stress but I don't let it bother me; do what you can and what you think is important and then let go</p> <p>Reorganization & budget issues have created stresses that people haven't seen in a long time, we're running around with our hair on fire</p>

Effects of 1:11

BETTER	WORSE
	<p>Challenges and stress are up Harder to balance personal life and work Takes work home more than before.</p> <p>Stress has increased – world is becoming ever more complicated Weren't really doing anything to simplify and streamline</p> <p>Much more stress – working at home in terms of checking voice mail and e-mail. Carries stress from what she isn't doing No one has told her expectations for this job. Tends to do what she wants More the fun stuff and leave the other parts.</p> <p>Workload too big</p> <p>His boss didn't treat him differently after reorg - they still expect the same amount, so the squeeze comes into it.</p> <p>Same amount of work and fewer people to do it with</p>

BETTER	WORSE
<p>Same because been in the job for 5 years, good boss, good external relations</p> <p>Stress level the same, but different sources.</p> <p>Everything need to get done NOW, increases stress levels Not sure this pressure is factor of reorg</p> <p>Would be much more stressful if still a section chief, current role is satisfying but can't compare to prior to flattening</p> <p>Stress level due to hot issues, not reorg</p> <p>Changing technology, not 1 11 (for example e-mail) changes nature of work.</p>	

CAREER SATISFACTION: has empowerment changed since the reorg.anization?

BETTER	WORSE
<p>He had to delegate through self directed teams who manage program on their own with him as coach/mentor & program reviewer He wrote up in strategic plan</p>	<p>Empowered staff, yet expectations didn't change, still require supervisors to know every detail and take care of staff too</p>

<p>Meet every other week with each team. usually someone will become unnamed leader of the team, although not always</p> <p>There is more without branch chief</p> <p>I only empower staff to represent me at a high-level meeting if they are ready, but the culture of empowerment has improved overall</p> <p>Empowerment much greater, due to removal of Branch Chief level</p> <p>Empowerment so can make most of the decisions</p> <p>Much more empowered then before.</p>	<p>Managers are still expected to know their programs in detail, that hasn't changed with the reorg</p> <p>Probably more empowered because upper management is spread thinner But this results in more ignorance by upper management so when you need them it is a problem</p> <p>Dropped dramatically, more personality driven and power is consolidated in the Regional Administrator</p> <p>Felt empowered as a staff person and Section Chief before reorg ; felt less empowered after reorg but probably due to his supervisor's style, not to the reorg</p>
<p>There are people we should not empower, those who need to be micro-managed, who create political problems, etc</p> <p>You can't use span-of-control and empowerment to justify poor staff work</p> <p>Empowerment means that you're supposed to coach staff so that they do good work.</p> <p>Have always been empowered, branch chief left him alone since his office ran well</p> <p>Has never felt unempowered Throughout her career has seen problems, gone at it and tried to solve – has never waited for permission Doesn't know what reorg has done for anyone</p> <p>Questions whether an artificial thing pulled out of hat can to provide all these things – empowerment, etc</p>	

Career Satisfaction: how have resources changed since the reorg.anization?

<p>We have enough people to do the job, everyone is very busy, but given the shape everyone else is in, doing OK.</p>	<p>Less resources but increased demands</p> <p>Less, because Division Director doesn't know enough about base programs and what they need</p> <p>Travel funding not affected, but training funding is now so low that people don't even think about it any longer, which should try to change, staffing we're always behind on and the uncertainty of DOD resources makes it harder to fill positions and plan staffing and work levels</p>
---	---

Effects of 1:11

BETTER	WORSE
	<p>Travel/FTE remains the same and find that the resources for administrative is dropping</p> <p>Not enough resources, not enough staff Half a person and SEE is not enough</p> <p>Resources have gotten worse Decline in support from the agency support infrastructure. All the nuts and bolts are worse. Not sure why The quality of service is not as good</p> <p>Never enough resources — need to establish priorities — we don't do a very good job at this — everything is priority.</p> <p>He controls more of his own resources, over all there are less, and less flexibility at organizational level</p> <p>This is more important issue then 1:11. Nationally, people + resources go to biggest issues.</p> <p>Nothing to do with reorg , we could be smarter about using resources, absolutely</p> <p>The lab is definitely insufficient in terms of FTE—very dependent on contractors--the lab is consistently underfunded</p> <p>Some resentment of number of FTE in IRM, but our LAN stays up better than other regions</p> <p>Any supervisor would say they need more resources but our facilities group is really small for what they are doing this year</p> <p>Regionally, the TMDL program is understaffed</p>

Career Satisfaction: is the PERFORMS evaluation useful?

BETTER	WORSE
<p>Eval of her staff, yes it is helpful Do talk about all standards, discuss career obj, how they are doing She balances report card discussion with future outlook</p> <p>Yes, gives real-time feedback at mid and final He requires IDP</p>	<p>Never do a good job, though are improving the process. Supervisor doesn't have time to mentor and develop with so many staff</p> <p>He passes everyone</p>

BETTER	WORSE
<p>Yes, I have to give staff feedback and it's a good tool for staff development, but maybe we don't do it enough; staff have said they'd like to hear from me more</p> <p>Yes I don't do formal PATS, but I'm constantly checking in with staff</p> <p>For her staff it is good</p> <p>Good to have a framework Good to not be so prescribed with limited categories</p> <p>He thinks <u>his</u> process is measuring right things</p> <p>Going to pass-fail allows productive dialogue</p> <p>Process is simpler, less tension Not sure if it serves as well</p> <p>Depends on manager - Division Director asks for greatest success, greatest failure</p> <p>Likes P/F better as can have a better discussion</p> <p>Staff self-evaluations work well</p> <p>I prefer pass/fail because people got hung up on justifying a numeric rating when they should have been concentrating on how well they were doing their jobs and what they needed to do to move on in their careers</p> <p>Evaluation has improved over the years – used to be nothing, then went to a simple form, then to an evaluation.</p>	<p>Done the same More to get through it</p> <p>Not used well for constructive feedback</p> <p>Has limited time to do</p> <p>Standards are fine, but not actually tracking performance though. She focuses on programmatic</p> <p>Has not saved time, but increased more time spent on awards package, no rating categories: before it created incentives whereas now they don't take it as seriously -- just not a powerful tool</p> <p>Staff evaluations only work if you have time. some staff didn't get attention, likes 360 review.</p> <p>Doesn't like being the only person evaluating staff, would prefer 360 review</p> <p>Because she isn't involved day-to-day with staff she can't give as good of feedback and teams have a hard time providing that to each other</p> <p>Quality of guidance/feedback he gets is much less.</p> <p>His has not been done for a long time. Feedback not given for a long time This has effected his morale</p> <p>Division Director doesn't give much criticism or places to improve Up to each manager to discuss</p> <p>Is useful, although Div Dir too busy to perform review</p> <p>Not very useful, not sure why, but got a lot more detailed feedback from his branch chief before the reorg when he was a less experience section chief</p> <p>My performance agreement doesn't reflect what my supervisor thinks is important about my job, so it's hard to make the evaluation useful. You also have to have the time to put the effort into follow-up and development to make it worth while</p> <p>Haven't noticed that big a change, depends on personality of who is giving feedback; concerned that staff/management aren't going to take it seriously over time</p>

Better	Worse
	<p>Big waste of time at least for her. Not an extraordinary level of feedback The bosses are stressed and busy, etc</p> <p>We're all on pretty standard performance standards, but we don't stick to that, we discuss career development support; touches on personnel issues but not really on how I'm trying to develop staff, more on staff problems; iterative process of meetings with supervisor but not directly part of performance review</p> <p>Formal system is artificial - he gives real, more useful feedback daily, all year long.</p> <p>He uses eval productively, but PERFORMS is not conducive to good eval Rewards are too subjective so they've become mute There is no incentive as he awards everyone same amount.</p> <p>Can make any evaluation useful, but if you were to make it useless, this is it Taking away money was not a good thing because it takes away incentive to improve Less time and structure to give feedback It's unclear what managers are being asked to do, expectations are so unclear</p> <p>No, would be more useful if tiered</p> <p>Don't know if working, does P/F influence change? Talking that time of year is helpful, but whole system is not accountable</p> <p>NOT! Current system on its own is silly, we don't spend enough time teaching sups skills analysis (confrontation)</p> <p>Slightly worse at staff evaluation (P/F dumb)</p> <p>Not very good tool for evaluation</p> <p>No way to discipline</p> <p>Would go back to non-graded worksheet from the 80s, but a lot of resistance from its subjective nature, this manager doesn't use performs per se to provide feedback but uses that time to provide feedback, the two-tiered system is not motivating, also, I can't give feedback if I don't see the work, which is what we're here to do and</p>

THINK	WORDS
	<p>which should be the basis for satisfaction and resolution of work-life issues</p> <p>Not really, at least not the official Performs standards, which are vague and don't really get at performance highlights or problems; too general and generic</p> <p>Going to two levels P/F doesn't make sense, no structure.</p> <p>NO'</p> <p>New Pass/Fail system not as effective as a tool</p> <p>Don't have economic bottom line/incentive to perform, have to be careful about not hurting feelings, doesn't work for people just hanging out; no time to deal with real issues, need to have strategies instead</p> <p>Continues to be useless, overly processed-designed system that does nothing In 1970s we had a matrix that worked, one piece of paper that was very well done, forced to explain why you were in a box Going wrong direction, doesn't motivate managers — pages and pages Day-to-day discussions are all about widgets, performance appraisals are 20 minutes one time a year, no self scrutiny Awards doesn't correspond with performance</p> <p>Awards has created more paperwork</p> <p>Evaluation is just a piece of paper for her — she gets feedback but not as a result of the paper — for staff standards don't really work, but moves beyond that and has a good discussion</p> <p>Pays a lot of attention to staff by appraisal and standards are a joke People are interested in real time feedback or what is working or not and how they can do it better He has very senior staff so they don't need to be motivated, rather they need specific assistance</p> <p>Thinks P/F is more honest, but a joke Not being measured for the right things There is no measurement — function of personality Awards process is time consuming to split up the end of the year bonus \$\$ The previous evaluation process could cause much work if you give someone a "S" and then they are torching you</p>

BETTER	WORSE
	<p>Performance eval are not useful. Would prefer a three tiered scale Can't envision giving a fail under current system Would be good to have a category to indicate some level of concern P/F has taken her tools away for dealing with non-performers</p>

Career Satisfaction: is the PERFORMS evaluation measuring the right things?

BETTER	WORSE
<p>He does get good feedback on staff development, but program out put is where emphasis is Easier to measure as has results.</p> <p>Glad I'm not evaluated on staff development because I can't get to it</p> <p>For self evaluation on both program/staff its hard to separate out, tension there</p> <p>The key is to be prepared when you go into the evaluation</p>	<p>Working with tough personnel issues isn't given enough credit.</p> <p>He is recognized for fixing fires, should be focused on "prevention" at staff level</p> <p>Div Dir should be rewarded for a humming organization, which is not the case now</p> <p>Push is on product There is no where for staff to go with grievance There are a lot of mediocre people and there are some exceptional people</p> <p>Being evaluated managers only reward what they see and reward the people they like more than others, rewards are not given out objectively, all actings got salary increases and maximum reward amount while the rest got reduced rewards, which was not commensurate with the increased responsibilities.</p> <p>Still working on respect/values/ recognition issues surfaced in Keyes survey, but programmatic-oriented chiefs don't participate in the [division workgroup on communication issues] and don't value it, dominant managers don't really value those things</p> <p>Management performance standards do not measure things well, but new self-assessment guidelines from Personnel has resulted in better feedback and discussions, which although also generic can be useful if you put the time into thinking about it, last review did focus on personnel management and recent management training has been useful in that area (e g , recent mediation of personality conflict)</p> <p>For self evaluation on both program/staff its hard to</p>

BETTER	WORSE
	<p>separate out; tension there.</p> <p>The best one is 360 review P/F is not measuring the right things The value is in the discussion The work we're doing should be rewarding, but the lack of structure makes it worse Before staff development was important and of more interest, now there isn't time for that</p> <p>Program knowledge is evaluated more than staff development with fewer program areas or fewer staff would feel better about evaluation and work</p> <p>Mentoring/coaching are not valued enough</p>

Career Satisfaction: how has career mobility changed since the reorg.anization?

BETTER	WORSE
<p>Yes, people have all kinds of opportunities</p> <p>Can make a lot out of a given job and be creative.</p> <p>Flexibility in role definition, because direct supervisor is Division Director</p> <p>Not looking to change, so not answered</p> <p>Hated previous job, but current position has worked with him to create a better position</p> <p>Biggest motivating factor was being able to move into new areas of interest</p> <p>Yes, if I step out of management, can I get into a NSM 14 or 15 job, which are fewer in number now?</p> <p>Yes, the associate positions provide some mobility.</p> <p>There are tremendous opportunities for everyone!</p> <p>There are opportunities for staff who have career goals and network</p> <p>Career mobility is not an issue for him because he likes his program But there is a double standard because of different approach to either staying in your program or</p>	<p>Less now, topped out at Senior Management Team</p> <p>No place to go, done it all, limited from my point of view but this isn't due to reorg</p> <p>Not as much possible now, need to look outside the agency to advance career</p> <p>Mobility for his profession would be outside R9 in the national private sector less since the reorg., but not sure where she wants to go at this point, current job is satisfying because she's managing a good group, so wouldn't change just to supervise a different group</p> <p>Hasn't tried to move, so don't know Staff have more limited options More constrained, less resources</p> <p>Been doing the same thing and ready for a change now Doing this for so many years Everything is based now on quotas, so limited opportunity</p> <p>Fewer management positions now, so if you wanted to have around, it would be harder</p> <p>No upward mobility, deputy jobs are considered bad and there are only 5 division directors; branch chief jobs created the prospect for mobility Made worse by moving 15s out of management, so they are available</p>

BETTER	WORSE
<p>moving around</p> <p>Career development for her is not a problem but for staff it is very hard to stay on top of</p> <p>We are very mobile – musical chairs — good but how much can we move around without losing some critical mass— need more management oversight — personally there are lots of opportunities</p>	<p>whenever a branch-level job comes up, plus these people have received special treatment so there's a management credibility problem</p> <p>So where are you going to go if you're a first-line GS-14 supervisor – agency lost credibility when it moved GS-15s out without downgrading them</p> <p>Hampered at Senior level; growing move to eliminate GS-15; no movement to grow SES, notion of management rotations are a dismal failure, it makes people reluctant to rotate out of current position because they have no position to come back to.</p> <p>Not as much opportunity to move around; management rotation program didn't work because they were asking managers to move out of management and not back into an equivalent position</p> <p>Not much at her level.</p> <p>He sees limits, has topped out where he is now, so lateral is the only option.</p> <p>Feels like less not because of reorg , but because we are not growing — competition seems great</p> <p>Hasn't changed that much, but obviously less opportunity for mobility depending on what you're looking for, will be only two or three branch chief positions in the regions and not that interested in associate positions</p> <p>I'm at the top of my game and have been in most other major divisions and at HQ, so there isn't anywhere I want to go, I'm lucky because I've had program experience and administrative experience – you need that in my position</p> <p>For others, if you want out of supervision, you have to take a downgrade unless you're a regional or national expert; if you want a 14, you have to supervise</p> <p>1 11 has adversely affected mobility for lower levels because there are fewer supervisory positions to move to</p>

INTER	WORKS
	Could move if she wanted, but not many opportunities for training because of time

Communication: has communication changed vertically (up and down the management chain)?

INTER	WORKS
<p>Extremely flat now with enhanced communication, but so many direct report stress of dealing with challenges</p> <p>Better as flatter</p> <p>Is better with Division Director</p> <p>Used to have to write a paper and brief section chief, then branch chief, then higher up – extremely hierarchical, now much more informal vertically and getting rid of branch chiefs helped; no down-side for me and my group, also due to Felicia and office director's styles</p> <p>Vertical communication works like a charm, horizontal is harder - at supervisor level (Up=good, down=bad)</p> <p>Losing branch chiefs takes a layer away - staff has more exposure to Division Director His large group needs a team leader (has one, needs another)</p> <p>Has improved communication up and across but at a great cost Staff has suffered considerably Formed workgroup to identify what they needed from her She was so drawn outside the unit that staff hardly saw her Trying to improve communication across divisions but it takes a great effort Taking great effort to provide guidance to staff Before reorganization it was easier because there were fewer direct reports</p> <p>Took out the branch chief filter – good – but everyone is suffering from information overload Working supervisors would say they don't have time to keep up to date through weeklies, many would say there's too many meetings So we use our Administrative Officer to keep track of administrative tasks The upcoming green pages should really help – a newsletter that appears when you log on with the day's events and noteworthy news items, technology helping to control information</p>	<p>Staff must be very competent. difficult when personnel issues or hot topics, especially when not producing same product or following same process</p> <p>Unmanageable if staff needs management time!</p> <p>Bad with office chiefs & deputies & Associate Directors Unclear roles? Contentious issue Associate Directors just do "fun stuff", not work of managing staff Associate Directors have no accountability</p> <p>Did not improve communications, former division director tried to meet with staff after Keyes survey, unions interfered in the process he set up</p> <p>Don't think it's improved communication</p> <p>Division Director overloaded; no time for quality time</p> <p>Much worse, not enough time to communicate with my staff, over 8 or 10 people isn't workable; I never have a section meeting where everyone is there, so I have to communicate many things twice, used to have time to do monthly accountability checks with each staff member, now I don't do them regularly Now I have an open door policy and people come to me with fresher issues without waiting for the monthly session, which I like better.</p> <p>Managers feel isolated, like they're on the sidelines and the last to know about decisions that have been made Due to rise and emphasis on partnerships with the unions.</p> <p>Bad communication all around, across lines, it's difficult in all areas Managers are not helping staff make connections for decisions. Haven't seen Cross Media Division improvements</p>

Effects of 1:11

BETTER	WORSE
overload.	<p>Losing sense of "check-in" both horizontally and vertically</p> <p>No ability to drop in on supervisor now as they have no time.</p> <p>Not much difference between vertical and horizontal but vertical is worse and horizontal maybe better.</p>
<p>With my supervisor, it's basically the same, especially since we kept our branch chiefs in Superfund</p> <p>Communication has stayed the same People have become more entrenched</p> <p>Has always had good communication with supervisor and good communication with people she supervised. Sees no difference in communication</p> <p>Not much of a difference - thought communication was happening before</p> <p>Challenge is for Senior Management Team to get information downward</p>	

Communication: how has communication changed horizontally (within your unit)?

BETTER	WORSE
<p>Is more, but worse with staff on front lines and less one on one support by managers</p> <p>Improved as managers are less compartmentalized across division .</p> <p>[More] especially for staff; also it's easier for managers because you don't have to do briefing after briefing. can go directly to division director</p> <p>Pretty good job could be better</p> <p>Peer manager responsibility, little hierarchies going on that were ridiculous; we've broken down internal conflicts and fiefdoms. Managers are more cognizant of big picture and sharing of resources</p>	<p>Group too big</p> <p>Less horizontal because of total number of people and workload</p> <p>Communication with staff is pretty good but staff may say something different Communications is probably much less and harder since the reorganization because there are more people and they are so busy. Now there is less time to share and discuss ideas</p> <p>Water Management Team stays in their little boxes - need to talk more</p>

Some staff feel that they have more access, some staff don't feel that way at all

Same but not very much

Communication: how has communication changed cross-divisions?

BETTER	WORSE
Is more cross divisionally due to changes like creating Cross Media Division and Office of Public Affairs Creation of Associate Director as free lancers that interact more cross divisionally also helped.	Not enough people, too much work Wasn't good before, isn't good now Very poor, due to super stressed-out managers, partly due to the total reorganization and less than cohesive Senior Management Team with resource competition dominating
<p>His role as section chief is cross communication to other divisions, which is at the same level</p> <p>Doesn't happen that much; we pretty much stay within our division</p> <p>Same but everyone is busier</p> <p>Cross-divisional communication is really a function of people. my situation is unique, regardless of 1:11, the other Division Directors want information only if they are going to need it but if you work with the deputy the Division Director says why didn't you tell me My Division is trying to do more one-on-one with the other Division Directors, trying to be more customer oriented and doing more outreach .</p>	

Communication: how has guidance/feedback/support to staff changed?

BETTER	WORSE
Can provide adequate time on career coaching since we went to pass/fail Been positive challenge I welcomed change Best part about the reorganization Guidance to staff is pretty good Meets with teams on a monthly basis rather than individual as before	Areas of responsibility have increased and have less time to provide this to staff Has to make decisions re who to spend time with Much less!! Which is okay for some, but those who need more attention suffer Branch chief added ability to delegate management resp that now falls on chiefs (both internal & external) Managers have too many demands More people and less time to spend with staff in supporting them Spread thinner, no time to mentor regarding project or

BETTER	WORSE
	<p>career, so they don't get same amount of time He involuntarily has constant aura of being too busy Staff are afraid to raise issues to him They are not sure issue is important enough.</p> <p>Before the reorg.anization, knew his program better than anyone in the region and as well as anyone in the country; after the reorg.anization in his new division he couldn't provide as much guidance because he no longer knew as much about the program</p> <p>This is where numbers [of direct reports] do matter, plays a big diminishing role in providing support and career development</p> <p>This manager has nine direct reports, mostly admin staff and stay-in-schoolers, programmatic staff are senior and don't need a lot of guidance; but many staff need more coaching than any manager has time for</p> <p>Staff is getting less useful guidance/feedback/bouncing ideas off supervisor that makes for good technical decisions This creates situations where things have to get to crises category to get that kind of attention</p> <p>Don't have time to do coaching and mentoring, too much time spent on programmatic</p> <p>I didn't think I was responsible for mentoring, but it is now an expectation.</p> <p>She used to give more guidance This has decreased Same amount from her supervisor</p> <p>Uses mentors for all new people, common purpose, common function – managing grants to tribes – means that they can ask each other, staff people as experts in different areas</p> <p>Guidance more people, less time Workforce has changed with more expectations and staff more demanding (example, space wars encouraged people to express themselves).</p> <p>Roles of managers are less clearly defined and it has made communication much more difficult Not time to</p>

Before	Worst
	<p>talk to staff and staff is feeling abandoned</p> <p>Guidance feedback to staff, supervisors are overwhelmed. Not enough time to give guidance feedback to excel, no time to spend with those that need it to rise to the next level</p> <p>Doesn't have as much opportunity to check in with staff as before, or to go into depth on an issue This impacts morale. Staff feels supervisor doesn't have all the info, or enough time to listen, which is true</p> <p>Before reorg.anizauon. had two support team leaders under her, now they are not there - harder to get the work done without that support</p> <p>Without Branch Chief has more to do, therefore less time with staff Have senior people, who are more independent and need less of her time</p> <p>Guidance to staff is suffering as a result of limited time</p> <p>Huge brain drain from the original program, no private company would ever have done what we did to that division, in our grand scheme of thinking we could just shuffle people anywhere; the Division Director should have had a better deputy than he was, he was probably a drain on the staff, who were always having to brief him</p>
After	Best
<p>Guidance/feedback/support -new performs systems has forced people to use verbal feedback; number of people supervised has increased, meets with managers twice/week, person to person contact, upper manager is a task manager and micro manager</p> <p>Guidance from supervisor is person-specific</p> <p>Supervisors feel that it's tough to do everything, but it was before restructuring also</p>	

Communication: how has guidance/feedback/support from your supervisor changed?

Before	Worst
Appreciates the quality of time he has with the Division	Branch chief was mentor, support, tech assistance... now

Director	Associate Director
Director now there is no branch chief - needs more!	<p>these functions are non-existent There is no support for first-lines Division Director is so over booked cannot really help with supervisor/mentoring Associate Director meets external and Division Director needs .so, not coaches or mentors to 1st lines This is a problem for newer supervisors particularly Day to day contact is missing more so then involvement in major personnel actions</p> <p>He doesn't get much.</p> <p>Didn't have direct relationship with division director, more time with Division Director but less than with former branch chief</p>

<p>At her level - deputy - no need for that much feedback - makes decisions and keeps Director advised.</p> <p>Depends on how much she pushes</p> <p>I don't look for it, but he doesn't have time for it anyway, with 23 direct reports (and I've been in the program longer than he has)</p> <p>Doesn't need much from direct supervisor, gets adequate attention</p> <p>Gets what she needs from her supervisor but not much time to sit back and discussion vision</p> <p>Changed with the people, but it's just a personality issue</p>
--

Communication: how has decision-making changed vertically (up and down the management chain)?

Director	Associate Director
<p>Maybe for wrong reasons, lack of time by managers and therefore becomes defacto</p> <p>He makes decisions because Division Director is busy</p> <p>Previous branch chief was one extra layer and road block</p> <p>She makes more decisions now Has to or else there would be a standstill. Sense staff is more empowered too Key question for management is it okay to make</p>	<p>Better quality control in decision-making before reorg anization</p> <p>Staff is empowered by default because managers are too busy, is that a way to empower? No</p> <p>Partnership focus things are being agreed to that don't seem to be inclusive of the management team</p> <p>Feels delegation hasn't gone down to staff as much as expected</p>

<p>mistakes because staff is empowered? Unclear answer.</p> <p>Both for her and for her staff.</p> <p>Spreading out to geographically oriented Associates helped</p> <p>From a manager's position, feels with layer of branch chief gone he is more empowered - staff doesn't see this Benefit for staff is quicker decision-making in some areas (e.g. P.O.s for promotions)</p> <p>Minimal feedback from the supervisor. Authority to make decisions has improved Seldom have to go up the line With breakdown of communication less info going up the line - staff like this</p> <p>More decisions are made at the staff level. Function of size of group - technical decisions at the staff level - Staff can't get to sup as much More power, as has been brought to her level</p> <p>More now, but factor of whether you feel you can make decisions Empowerment works only if staff can/feels comfortable making decisions Pressure is on first-lines to guide staff</p> <p>More autonomy to make decisions as Division Director has more direct report Changed process means going for approval rather than seeking advice</p> <p>She is making more decisions</p> <p>In one case decision-making got lowered - but empowerment has never been fully defined - it means different things to everyone - Gore tool box has never been defined - staff has one view point and management means another</p> <p>Can get speedy direction on urgent matters, but no day to day</p> <p>Decision-making (increased authority?), 90% decision are made by managers, more things that can be signed and are delegated to managers</p>	<p>Bottleneck of one decision maker after reorganization Not made at lower level</p> <p>Going up it has gotten worse - hard to get on calendars Division handling 5 different programs Decisions happened more quickly before</p> <p>Region has become more centralized with decisions only being made at the top (e.g., hiring needing RA approval) Trying to work together as managers, but it is amazing how often we are working on similar issues and don't talk to each other</p>
--	---

Decisions go to Senior Associate/work like branch chiefs
Very little pre-briefing before briefing the RA, unlike past years when staff would brief all the way up the management chain before reaching the RA, it can be fun (empowering) but we're not training staff adequately in presentation skills, staff-level briefing could be partly due to Felicia's non-linear style and strong personality and the culture she brought, could be different in the future
Decrease in communication affects decision-making abilities, but much is delegated to division director; some delegations below division director before reorganization, more requirements for HQ concurrence now, reducing local DM authority but not radically
Has enough autonomy so not a problem
No middle level, Senior Management Team talks to Laura and Laura makes the final decision (hiring mentioned)
Mixed results in some cases people have been able to make some decisions on their own, quicker decisions haven't worked because upper Senior Management Team haven't relinquished control and haven't backed up their talk with how things operate, culture hasn't changed, when things get controversial we go back to the same old thing/ways
Some staff have taken advantage of flattening, been promoted
Decision-making is manager-specific - whether feels able to empower, depends on how experienced your staff are For him, it is a matter of survival! HQ definitely gets less now
Decision-making changed to lower level making decisions (minus the supervisor) creating a situation where the decision is made twice Staff develops the ability to guess right (what boss thinks or how she/he would characterizes issue)

Communication: how has decision-making changed horizontally (within your division)?

BEFORE	WORK
<p>A lot more at staff level Depending on who. He is delegating responsibilities to reduce his paperwork requirements</p> <p>Leads held accountable (wants to formalize that role) Too many programs so must let staff run with things He is ultimate decision maker</p> <p>Larger unit forces supervisor to delegate</p> <p>Same for her but her supervisors say they have more autonomy and feel more ownership over their programs, and more liability without having a branch chief</p>	<p>Staff is not more empowered</p> <p>There are issues where the bigger programs will dominate a smaller program because there just isn't enough time</p>

Staff may be empowered if they are capable of making the decisions, otherwise, staff develops options and we meet to make the decision

Superfund has always empowered Remedial Project Manager to send out letters, etc It's up to Remedial Project Managers to decide what issues to elevate or what policy decisions require guidance

Could have more horizontal decision-making, but staff rely on him for knowledge

She has to be creative in how to get staff to interact - is more formal with newer staff

Communication: how has decision-making changed across divisions?

BETTER	Worse
<p>Better communication across divisions, because of loss of branch chief</p> <p>Dealing with more people cross-divisionally, as number of grants have increased dramatically</p>	<p>Losing branch chiefs has hampered cross program fertilization Lack of communication cross divisions not good</p> <p>Communication between divisions and other programs is worse Example of mercury and TMDL - was probably like this before but this is a function of a manager to help tie things together</p> <p>Institutional inertia that no one has overcome, our restructuring has reinforced the stove pipe/different media</p>

The agency is still defined by laws and it is still a top-down organization established by legislation that creates units reporting to an RA; the country and the region depends on the managers being experts in their fields, cross-divisional communication has to come from staff people, division directors don't talk that much, but in parts of the programs people have always done that - environmental justice, Tribal, Border - just creating those programs fostered cross-divisional communication, but had nothing to do with reorganization, those programs would have looked the same without reorganization because the agency was moving in that direction anyway, e.g., it wasn't creating Cross Media Division that made the Tribal team what it is, but simply putting those people together in one unit, similarly for the people working on mining, who put their own group together, agricultural initiative is similar

Acting RA has centralized decision-making for hiring and promotions

Difficult thing for this office/not good at it, 2 big issues that make it difficult, budget structure and jurisdictional mandates (stove pipes with Headquarters)

Not working well across divisions, but not only because of 1:11, but competition among divisions is making it worse

Giant pain in the butt (cross-media)

Cross-divisional tough, depends on work, stated objective rather than true

<p>Friction over enforcement and tribal office</p> <p>Acting RA has emphasized the divisions need to communicate more, result of change in management culture rather than 1:11, more a factor of personalities and what the DRA is interested in for making decisions.</p>
--

Communication: how has communication to Headquarters changed?

<p>Deal directly. Before reorg.anization went through branch chiefs. Now have HQ direct counterpart</p> <p>Communication to HQ improved because he put staff on national calls that he couldn't do - empowered</p>	<p>Worse overall; we restructured in a way that we lost sight of who we are and were our counterparts in HQ and other Regions are.</p> <p>Communication with HQ is interesting. They refuse to acknowledge that we don't have the same degree of hierarchy - they require that a higher up call. External stakeholder communication seems to be working since they know that she is making the decisions - her boss doesn't have the time - before they always wanted to talk to higher ups</p> <p>More hit-and-miss, some good relationships and some bad, national branch chiefs meetings on specific programs replaced by Air Program Managers meetings that are huge, less focused, may take longer to get things done</p> <p>Our organizational changes don't reflect Headquarters structure</p> <p>How? Certain people won't speak to you - hierarchy, only talk to RA, R9 is not hierarchical and it's hard for people to know how to engage with us.</p> <p>Communication is suffering a lot from day to day tasks over HQ workgroup responsibilities</p> <p>Very hard to understand communication from HQ Not reorg.anization but because of change in people The change of guard Change in how things are happening</p> <p>With HQ - accountability systems aren't there and they reorg.anized and the systems don't match - before there was an organization to go to</p>
--	--

BETTER	WORSE
	HQ is a shambles as a result of their reorganization
<p>Depends on HQ office</p> <p>We've always paid attention to HQ because we have to</p> <p>Has been a long-standing issue, but doesn't have anything to do with 1-11</p> <p>HQ's reorganization has affected negatively our ability to communicate with them; their spoke-and-wheel organization has resulted in some reinventing the wheel and poorer communication with them</p> <p>Nature of info. management work leads to tight working relationship w/HQ and other Regions.</p> <p>HQ communication has changed - very poor - but not because of 1-11 Changed programs and this program has bad HQ communication</p>	

Communication: how has communication to external stakeholders changed?

BETTER	WORSE
<p>We've always paid attention to HQ because we have to but we are better at paying attention to people outside, part of Felicia's legacy, but also because of the movement or potential movement of programs to the state</p> <p>Now we pay attention to the outside communication whenever we do something, even Superfund CI got better at really listening to the public and even changing its mind</p>	<p>States sometimes look more at the title and wants to hear from supervisor rather than who we want doing the work</p>
<p>Senior Management Team level of communication is good, but not connected to staff and work</p> <p>Due to Felicia Marcus's leadership to think outside the box and community involvement</p> <p>Dependent upon Senior level staff 13/14 staff responds well - not because of 1-11</p> <p>Hard to tell - her program has changed since reorganization</p> <p>Although more external contact (Associate Directors fill these roles), work load is imbalanced Key is good communication Disconnect as now external contact is not with first-lines, but that is where the work is being done</p> <p>We as agency are not out building constituencies as we should be Failing to get our message out Felicia got that part right</p>	

Effects of 1:11

Section chiefs have less time as have more people to manage, but each project manager is communicating more to externals

Not cover issues as thoroughly now. Not strategically thinking of what we should be doing No methodic review of issues

Associate Directors took on geographic focus, prior was state/tribal/local. Reduction of role as Associates do most state contact now This is less satisfying

Difficult when you deal with a very hierarchical organization like Army Corp of Engineers, where they want to speak only to people at their level.

States think we take a long time to make a decision, but they would say that we're more accessible

Not as good at sharing lessons learned among staff, which affects how well we can communicate with stakeholders, who expect us to have our act together

Now we get a lot more input from stakeholders, in fact can get inundated with it, because they are never happy with what DOD is doing, volume has definitely increased.

No opinion re communication to external stakeholders

Communication with External stakeholders at least as good as it was before

Has very little communication with external stakeholders

But emphasis is on tribes, stemming from Regional Administrator's recognition that they're a large constituency that had been ignored

Communication: other comments

Empowerment comes as staff mature, not as a result of reorganization

Under delayed structure, staff is closer to problems - empowered

Opinion - empowerment is a case-by-case call of supervisor

Non-supervisory managers: it is unclear and there is confusion about what they're doing (are they staff, what is their role), it caused confusion to take them out of the mix Non-supervisory managers are not effective and region is in denial about how well reorg.anize worked (with respect to taking them out of management)

Less time to resolve conflict, some non-supervisory managers have stepped up but some haven't, some conflicts aren't dealt with

During the reorganization we had to remove 25 supervisors to get to the 1:11 ratio

All mid-level managers were taken out of positions and all supervisors report to Division Director

We're not competitive and federal salary structure does not take into consideration the high cost of living in the Bay Area. Federal salary does not keep up with local economy; employees have no hope that they can buy a house here. It has become a morale issue for employees. How do we address that, it's outside of our control, how do we give a living wage to workers? Feel for employees

Don't think there is an agreement on a vision for environmental protection a vision that would allow us to get environmental results

Senior Management Team - day to day issues are being managed by them and in the RA office

Look at the delegations manuals pre and post-flattening, and see what happened where there was delegation at the Branch level – did it go up or down the chain of command?

Balancing time and demands very important.

Hard to compare to the way it was with former Branch Chief

Communication has improved through electronic methods in the past years

Differences in Division were some advantages to having a Branch Chief (acted as a broker in decision-making between Section Chiefs), now these situations often go unresolved (Div Dir only gets involved in extreme cases)

More time with Division Director than before, but need to be concise

Physical confines of building (e.g. separate elevator banks) affects how much interaction there is between programs/offices

Agency is badly managed. Worse than 10 years ago. Less accountability. Systems are in decline. Work is falling on the managers to pick-up. Communication has suffered.

Communication is key element in our work. If not there a serious problem

Managers are more affected as there are fewer of them and issues are raised quicker.

A mistake of bureaucracies is to think that you have to reorganization to get people together

Some self-starters have been able to run with it but over 50% haven't

We're still balkanized organizationally, although Felicia tried to break down barriers, partly because we're always working as fast as possible, getting sued, reacting

Senior Management Team is not a team, but maybe that's not a problem, there's a common vision for environmental protection and some cross-division efforts like the Border Team have worked out but takes a lot of energy, not the result of 1:11 but rather the result of reorganization

Superfund has many experienced staff, which is the only reason we've survived the flattening

Responsiveness: how has productivity changed?

BETTER	WORSE
<p>Doing more with less.</p> <p>Reorganization was just shuffling the deck; but it created CMD, OSPEI, OPA, Tribal team, out of media FTE, so something must have been affected.</p> <p>We're producing at the same rate but we're not constantly briefing, so we're producing more useful products</p> <p>Some economies due to reduction from two to one branch chief for private NPL sites, e g , in making budget decisions</p> <p>Root cause is decreased communication/coordination among staff</p> <p>It's a chicken-egg question, cultural shift toward customer service means we're doing more of what our customers want, whether we're more productive or not although we have lost several SIS and FTE, so we are more productive and supervisors have a greater ownership</p>	<p>Demands have accelerated.</p> <p>Things fall through cracks now!</p> <p>All cannot be priority, but seems to be</p> <p>Need to be more strategic, have lost that ability since reorganization</p> <p>Less productive as fewer people responsible for high profile projects NSMs aren't taking on projects are not being used effectively.</p> <p>A lot of the busy-ness is communication – e-mail, etc – the amount of work has increased while the resources have stayed the same, but not sure we've figured out how to do our jobs more efficiently</p>
<p>In some areas we've gotten better and in some we've gotten worse</p> <p>Some better, others bottle-necked</p> <p>Don't have a gauge, don't know how to measure what we do - no widgets</p> <p>Hard to tell if more now as a result of reorganization</p> <p>Need to pick & choose, with lack of clear lines of authority & faulty communication this is exacerbated</p> <p>We are busier but are we getting more done?</p>	

Responsiveness: how has the quality of product changed?

<p>Better and more efficient</p> <p>Mostly through use of Internet has improved</p> <p>Technology has changed communication level, increasing it</p> <p>Still doing the big stuff the same</p> <p>[Improved] because of increased skills, training, and empowerment, not due to the reorganization per se, however, politics has impeded our abilities, so it's a mixed bag</p> <p>Due to maturing and increased experience of staff, but would have been even better without the flattening</p> <p>Because we have experienced people, but I can no longer review every document, so I have to trust staff and every once in a while I'll get burned</p>	<p>Some products that have gone out wouldn't have gone out before, no pressure for review of letters</p> <p>Not doing as thorough a job since reorganization</p> <p>Quality suffers and no time for regular questioning of how we are doing and what we are doing Strategically doing things that are unimportant''</p> <p>Very little review between Div. Dir and staff for Q&A/QC</p> <p>Declined as reviewers (delaying) decreased, yet authority increased</p> <p>GPRA does track well except for performance measures, not good at strategic view for outlying years GPRA will not be good in long run</p> <p>We don't have time to plan so we are just putting out fires now</p> <p>Depends on supervisor Overburdened already, so quality has reduced</p> <p>I've signed stuff that in past years I would have sent right back, partly because our staffing has decreased 25% over six years</p>
SAME OR OTHER COMMENTS	
<p>No good way to measure, writing, communication hasn't improved, correspondence limited</p> <p>Two camps in the group - some more, others do less when he's gone</p> <p>Depends on individual staff - willing to accept less, due to lack of time</p> <p>Quality is same if staff rises to the occasion, but problematic when staff don't and manager is too overwhelmed to back-stop as before reorganization</p>	

Responsiveness: how has achieving environmental results changed?

Manager	Notes
<p>Resources providing talent so program can do the job</p> <p>Some of the initiative programs are getting good environmental results</p> <p>Setting goals and strategic planning has gotten us there, not reorganization</p> <p>Staff have developed.</p> <p>Her unit now trying to be more strategic</p> <p>The products that we produce make more sense, we still operate under mandates which control what we do</p>	<p>We're bad about telling our story, we're too activity oriented.</p> <p>Loss of wetlands</p> <p>Since reorganization we are just keeping up, but we should be IMPROVING</p> <p>Are less efficient now then before reorganization</p>
<p>It's a mixed bag, some good, some bad</p> <p>Can't judge</p> <p>Hard to say - was in different program before</p> <p>Just now beginning to measure, so may appear there are, but question long run</p> <p>We've accomplished a lot in spite of cuts and litigation, too many other factors to ascribe this to 1:11 and also hard to compare since this manager was in a different division before the reorganization</p> <p>Same phenomenon as above [due to maturing and increased experience of staff, but would have been even better without the flattening].</p> <p>We support the other divisions primarily and hope we help them focus on results</p>	

Responsiveness: how has external stakeholder satisfaction changed?

Manager	Notes
<p>Work of a determined few and stakeholders are more engaged - they want to talk with "the Boss"</p>	<p>Could do a lot more outreach, communication</p> <p>With fewer layers, it's harder for public to find who to talk</p>

BETTER	WORSE
<p>If public do get the right person, they get an answer faster</p> <p>Has seen greater participation in stakeholder groups, but that may have been the result of the culture that Felicia instituted</p> <p>[More] because the reorganization brought this group together, but not because of flattening.</p> <p>External stakeholders live in a fishbowl, but hope people would say that they are better now than 5 yrs ago.</p>	<p>to.</p> <p>"Squeaky wheel" communication is not happening as smoothly, as project managers and on up the chain are so busy</p> <p>May not be a 1:11 issue, but constant reorganization and organizational flexibility means there is little continuity in contacts and hard to maintain relationships</p> <p>supervisors no longer have time to deal with all the stakeholders even for the ten out of fifty sites that the RPMs don't manage independently</p>
<p>Wouldn't necessarily be aware, limits due to resources, if asked we'd get mixed response</p> <p>Would hope that external stakeholders would notice our increased attention, would be good to ask them</p>	

Responsiveness: how has speed of decision-making changed?

BETTER	WORSE
<p>Because of direct access to Acting RA and DD</p> <p>She has control</p> <p>Has same pre-reorganization layers in my division with Associate as supervisor, so agree is faster</p> <p>Probably faster, but is it better – that may falter at times, but staff needs to learn from mistakes as long as it doesn't jeopardize our relationships with stakeholders like States and industry</p> <p>Has never been a problem in Superfund, we were and still are decisive and don't let things sit around</p> <p>Faster for section chiefs because no branch chief, region has two different cultures – one is the DD just tell me the bottom line. others I want to understand</p>	<p>Tortuous consensus-building process in Region - e.g. recarpeting process!</p> <p>More problematic now if need decision quickly as Div Dir is overworked</p>

Effects of 1:11

the big picture – so sometimes decisions come faster and sometimes not, but implementation can be faster without layers	
Judicial referrals are big time hogs. answer should be yes because fewer layers needed.	
Some yes, some same	

Responsiveness: how has organizational flexibility changed?

Hard to measure
Hasn't altered in last few years; part of reorganization is where you put people/figure out what to do with people
Core program v innovative fluff
I don't have so much flexibility because many of my people are in specific classifications and I can't move them around like a Division Director could move an EPS with some training

Responsiveness: how has rewarding innovation changed?

People get recognized for activity	Lots of lip service paid to it
We're a little bit better, but we are more entrenched	It's done accidentally
We could do better. trying, people are more receptive	He has less time to apply for awards for his staff, though tries hard, gives on-the-spots quickly - recognition is important
Larger awards now	Not good in R9 - hard to do, when we're set in our procedures
Creating opportunity for innovation, but rewarding them less	EPA is not an innovative organization, so hard to reward something that isn't there

<p>Some people are rewarded for innovation (the visible people who do the high-profile projects)</p>	<p>Same obstacles that were present are still present, but a really good idea would get a hearing in the past as well as currently.</p> <p>Some people are innovative and not rewarded</p>
<p>Not a structural issue - R9 moving ahead on TMDL implementation, HQ reining in</p> <p>He has to consider rewarding 20 people. Timeliness is challenge. He likes the fact that first-line supervisors are responsible for rewarding. But it is worse since not part of Performs. More of a burden on supervisors</p> <p>Calculated risk taking is good versus running around empowered and sloppy. Semantics and judgement in risk taking</p> <p>Not rewarding per se, just as a result of innovation</p> <p>Not related to 1:11</p> <p>Can be harder to recognize innovation if communication is impeded.</p> <p>More likely to be program-centric</p> <p>We aren't doing a lot of innovation because we're just trying to get the job done, although periodically we step back</p> <p>Mostly we try to get managers to make change in little steps rather than changing the world; for instance we're moving to IGMS but in little steps, we're the only region that does grant PO training; in contracts we're moving slowly toward direct ordering, but carefully</p> <p>Generally 1:11 isn't leading to innovation although change is happening in response to outside pressures</p>	

Responsiveness: how has accountability changed?

<p>Management tracking tools are helping us to get there</p> <p>Staff are empowered to make decisions. She will take ultimate responsibility, and staff respond by giving her good quality.</p>	<p>We could be better.</p> <p>Accountability requires structure and we've gotten away from it</p> <p>Continues to waive reporting with no consequences for non-performance, in this organization you can perform quite well and nothing will happen to you and you can perform quite poorly and nothing will happen to you. System has run amok.</p>
---	--

	BETTER
	<p>there are no consequences for performance, good or bad</p> <p>We're not very accountable - big problem area for organization</p> <p>First-line managers are more accountable, but it is difficult to hold staff accountable There are more people and more to oversee now</p> <p>Impossible to keep track of it all. A lot going on out there he doesn't know about A new RA could change that.</p> <p>Letting loose of GS13, Felicia's informal style, and there is no accountability, fewer expectations on 13s now than years ago High expectations now of managers who are not good at setting priorities Setting consequences or clear objectives, defeats morale as work inequities exist.</p> <p>R9 poor at this compared to other regions Yes, it's a problem as there are fewer checks and balances</p> <p>Clearly less accountable now; we've gotten sloppy with our own accountability, we no longer do monthly PATS focusing on due dates, even though we are a scientific organization, this was important because it made people think strategically, looking out one, three, and twelve months, now staff's jobs just go on forever without true milestones, HQ doesn't hold programs nearly as accountable - no longer does annual regional program reviews</p> <p>We twisted GPRA to justify our FTE, so it doesn't provide the accountability you might expect</p> <p>If your staff is not self-motivated, could be more of an oversight burden, even the self-motivated staff don't necessarily set milestones for themselves, it's certainly easier to check when you have fewer staff (and fewer program areas) to monitor, our deadlines are self-imposed, "soft" deadlines, but we often miss them</p> <p>Branch-level checks are no longer in place, our writing is no longer as good, our technical justifications seem to be just as good in Air as in Water, although we could be more persuasive perhaps with more levels of review</p>

	<p>Branch chiefs added a layer of accountability that we don't have now</p> <p>With a matrix organization, I don't always get feedback on what my people are doing</p> <p>As a branch chief, I was held more accountable, but now there's more space between me and the second line and I'm not held as accountable</p> <p>Harder to have systematic accountability with such a broad span of control</p> <p>Agency lost its standards and culture on accountability, since No branch chief is there to monitor section chief's targets and output, less uniformity in our ability to respond.</p>
	<p>Two camps in his group, as with Quality (above) - some take more initiative, some not. 1:11 affected this - he doesn't have time to work in detail with all staff</p> <p>He tries to pass to staff, and to deal with hot issues without them going to Division Director</p> <p>The division has been having discussions about things being a little looser then before reorganization With Division Director span of control and now second line supervisors for entire division difficult to manage and see all that is going on So, managers taking on more quality control Focus then on higher priority items There is more opportunity for reduction in accountability.</p> <p>I have the same level of accountability and my supervisors feel more accountable</p> <p>The span of control is more of a problem in the areas of mentoring/coaching, employees don't get a much encouragement</p> <p>Some people thrive under the new organization and some don't</p> <p>Reorganization didn't work as intended, you really have to support the teams – two official teams in HR and managers have to support the team leaders.</p> <p>The AO keeps track of the beans and most of my units get audited at least once or twice a year, so accountability is imposed</p>

Responsiveness: other comments

We need to be better at looking strategically at who it is we want (to hire) and who is out there.

Less accountability under the last administration

Have empowered people, given them more freedom with less accountability.

Credit for environmental results goes more to the state agencies and to business community due to environmental ethics - polluters are smarter and more aware

Innovation cynicism so high that we're unable to be innovative - we lack the fervor of Silicon Valley for example

Would like to see more honesty about what is/isn't working at the Senior Management Team level

Feeling like GS15's are an endangered species, no peer group for them to talk to; go to

Staff is being asked to do more without any review They are often turned away because managers are too busy with increased burdens

Systems are broken down, eg who looks at work products? Things go out without review and consultation among staff/managers There is no meaningful dialogue about what staff is putting together, problem solving, insight into what they are doing, what they are responsible for and she believes staff wants that support from managers

Major decisions are being made by Regional Administrator, e.g. hiring, programmatic Decisions are consolidated in the RA's office and she is already so backed up and hasn't delegated authority. Regional Administrator has taken on the authority to make all decisions

Rewarded for talking about innovation and thinking outside of the box, but we're not holding people accountable for putting that into action

Environmental results GPRA - don't pay a lot of attention to it; still going to do what we're going to do; have more outcomes, don't know if environmental results have changed

Looking at level of activity for enforcement, it is the same

Don't think Felicia's vision was implemented because some Division Directors didn't agree with it Tools of choice remain, e.g. enforcement action, want people to think about what works

GPRA touts flexibility, but it's not

Need to look at Senior Management Team dichotomies see where there is nimbleness

Don't see a lot of innovation, control, how to cover our butts

We're productive because we've lost the ability to track/plan resources and to have good indicators with outputs and report on them (other regions have less of one than we do)

It is hard to come up with good indicators

Productivity people are motivated by putting in more time than they are compensated for
Widget factory looks the same but level of difficulty increases.

Quality of product: literacy, dramatic decline in written communication, issues are not characterized in lucid fashion so people can figure out what to do, no tight, efficient characterization of matters

Enduring resistance to how we approach things (older workforce)

Using accountability for goal oriented purposes instead to inspire - something we don't understand how to do, don't use accounting systems in as way to focus energy

Fewer layers has increased productivity HQ sees same quality of product, though routines stuff may suffer

1:11 doesn't allow him to coach staff to be more responsive (e.g. not holding onto documents for too long, holding up process)

Due to ratio, he has to rely on staff to be self-directive, some can do better than others Stakeholders may not feel EPA is being responsive enough

Staff forced to grow/develop under new system - some respond, others need direction from supervisor, and he doesn't have enough time to meet their needs

Recommendations and Final Thoughts

1:11/flattening/delaying	
POSITIVE	NEGATIVE
<p>Result of 1:11 has been a change of culture in R9 - he thinks it's good, but we need to debate the pros and cons</p> <p>Loss of Branch Chief is working Choose your staff carefully! 1:11 gets people more empowered, has helped give job satisfaction to staff There is a fragile balance of what's working and what's not</p> <p>Current ratio is OK - it's appropriate Supervisors need to adapt. He'd deal with any further increase in staff ratio</p>	<p>Division Director's span of control is out of control.</p> <p>Flattening even more would be a mistake; management would be in a bottle-neck to staff and various review layers, quality suffers - no adequate review of documents.</p> <p>Disadvantage, takes more time, Division Director would have to do more work of branch chiefs</p> <p>1-11 is the wrong solution to the problem.</p> <p>Bigger units are not practical - 7 is the optimal size to supervise Effectiveness depends on the mix of people in the unit</p> <p>1 11 is demanding on supervisors and staff.</p> <p>Staff getting short-changed by 1 11.</p> <p>Official R9 ratio of 1 10 7 is a lie – unfair. We need to be honest with the reality</p> <p>Would be shortsighted to continue to increase staff to management ratio; won't increase communication, empowerment, and organizational ability by forcing the agency to increase spans of control – too simplistic an approach</p> <p>Managers should have fewer distinct, varied programmatic responsibilities, we can't continue to flatten if we're still expected to know all of our staff's technical subject matter.</p> <p>Concerned about what might happen if they further flatten the organization, I would have to think about looking at other positions</p> <p>Real 1-11 would be wonderful. Some groups are just too large 1-11 is not such a bad number But the formula drives it past 1-11</p>

Commonality of Function

1:11 works when people are functionally similar but perhaps not when a section has multiple functions organized geographically

Can have more reports when you have a common purpose – same mission, same procedures if no performance problems – one or two performance problems can take up most of your time avoided that by hiring the entire group

Need to pay attention to the homogeneity of the groups in terms of function, can't just jam people together to meet the numbers, but if they all do the same thing, they count as one

1:11 works well when people are doing a lot of the same thing with same procedure manual, shoving squares pegs into round holes with EPA regulatory agency which is not sending out welfare checks... with current situation we cannot tend the store!

Can't just jump more people together in a section, need to think of function, overlap, commonality so can create teams

Works best if each office is only responsible for 1 program or 1 geographic area

Ideal ratio might be 1:10 but depends on similarity of function

Reorganization/change

Stop reorganizing and provide some organizational stability

Total disaster for this region because of the way it was done – not allowing staff to compete for management jobs, created morale issues that we're still living with, created union/management problems

Ill-conceived by Browner to reorg across the country, no analysis beforehand as to why we were doing it, the NPR made wild decisions without justification

The cost of reorg was enormous

Just hopes that someone has the sense not to reorganize us again (both reorganize and flatten), massive movement of staff and supervisors was a bad idea

I don't want any change because I've been here a long time and I know how to work with the current structure, I don't want to have to adjust to a new organization

Things are definitely better now than they were in 1997, but there are still scars from it – distrust between staff and management as a result, Laura is working hard with the unions but still "us against them" feeling

Reorganization/change

The unions will exert their power this time and not let the same thing happen; Felicia required managers to apply for one management and two non-management jobs, used this to get rid of some managers, who were told that they got one of the non-management jobs they applied for (but didn't want), then there were hundreds of staff people who applied for GS-14 jobs and no one got one; so when the rotation policy came out, managers saw it as another way to eliminate them, still feelings of distrust among both staff and managers

Give more weight to those who were in the same job before and after reorg.

Structural changes after the new RA comes; without a huge analysis, but internally for each division

There could be a model for limiting the amount of change

One division tries to incorporate positive role of former Branch Chief while remaining with the 1:11, teams are essential part, further, will utilize the benefits of NSMs with Div. Dir. and Associates responsible for programmatic line while working with Div Dir as team and responding externally, enhancing division's visibility to public. Note also that each section is based upon function, not personality. Further, new section chiefs have smaller section so they will cut their teeth successfully. Also creating an ombudsman position to act as go-between with Div Dir and deal with merit, promotion, diversity, and personnel issues

There needs to be a comprehensive plan on how to consciously implement the 1:15. It should have not been done top down as it was, but included all levels for how benefit or work in a 1:15 system

Empowerment would need to be thought through

Make adjustments so that 1:15 is equitable. Some people can be switched.

Eliminate boutique offices (OSPEI), groups (Environmental Justice) -- rearrangement of status quo

Going back to Branch Chiefs is not viable

Reorg. would have been better if we had an outsider take a look at our work and come up with an appropriate management structure for each program not concerned with uniformity

How much more can we delay?

Don't delay more - can't go further

If we are going to go to 1:15, need to really look at whole super structure, invest time in comprehensive reorg. plan

Training	
POSITIVE	NEGATIVE
<p>More training on teams would be good</p> <p>Training - bringing in outside speakers or authorities in the forefront on management issues would be valuable; brings us current</p> <p>Looking to more empower staff through training</p> <p>LDP and other intensive courses are more effective as they are integrated</p>	<p>Quality of training is horrible. A lot of it is knee jerk reactions to perceived needs without actual needs to managers Like Zenger-Miller being inappropriate because it was geared towards private sector and not government A lot of us have very bad attitudes towards training When people hear training they run the other way Training budget is laughable it is so low</p> <p>Training isn't substitute for a lot of the problems we have</p> <p>Training is good to do, but needs time and resources Hard to understand current priorities Would like training for helping staff with career development</p> <p>Training for managers is mandatory, but managers aren't going. Lack of time and upper management support</p> <p>Likes recent training for managers but not sure it will help It is great to talk to others but hard to carry it back to real world with 20 people sections</p> <p>Training needs for managers - but this is always very different from the day to day experience</p> <p>Training - this won't solve ratio issue</p> <p>Not best to have everyone run through the same course</p> <p>We're inundated in training, I just finished the last of the six leadership courses but we don't have time to reflect and implement what we learned</p> <p>Managers get way more training than staff, there's an imbalance there - I've had training that I wanted my staff to have How to give constructive feedback, for example</p> <p>I helped develop a training plan for the division some time ago that just died, I don't know why</p> <p>Training, not getting enough management training, all the required training takes most of the 40 hours of training time allowed to managers annually, management skills can be</p>

Training	
POSITIVE	NEGATIVE
	<p>taught, explored, and learned; you can go out and find out how outside companies and agencies do things - if not you end up falling back into the old way of doing things</p> <p>Training: at management level 80 hour requirement is kind of a joke, no time to do it! Don't see a practicable way to implement this requirement with increased burdens placed on management</p> <p>Training: opportunities are there, no time to take advantage</p> <p>Does get enough training in management; the reorg caused a complete loss of management culture, of common knowledge of what's OK and what isn't, they did not deliver on the promised training on procedure development for dealing with flattening and 1.11, which led to a lot of inconsistency and led to the concerns and strength of the unions.</p>

Teams	
POSITIVE	NEGATIVE
<p>More use of teams might help, pulling together informal teams to deal with specific problems are a good idea; the team needs to have a clear goal and mission.</p> <p>Don't keep providing lip service to teams Allow team leaders to work in efficient ways, they should be rewarded and given an array of duties that can be given to team leaders Division Director makes decisions on how to be organized and there is no limit on the number of team leaders</p> <p>[Working:] Self-directed team, due to experience of most of the staff and mix of experience from within the division and from other divisions and even other agencies, e g., IRS, branch chief signs time cards but the team does if anything a better</p>	<p>Teams - problem is the default dealing with consensus - process over product - unwillingness to take leadership</p> <p>Teams he directs are not compatible, he seldom has section meetings with all included - the teams seem satisfied with this situation</p> <p>Teams not fully actualized A comprehensive team package is needed Team training - what they are, how they work, how accountability is leveled out</p> <p>Self directed teams won't work as solution as they seem to rely on individuals who are team-oriented.</p> <p>Teams teams was a fiasco and a joke, the training was a joke, the idea of self-directed teams was totally misguided, there are some good performing teams in the region but that's because</p>

Teams	
<p>job than the section chiefs in tracking time and attendance, including episodic work-at-home reporting, very attentive to documenting time, responsive to feedback on needs for improvement</p>	<p>there was a reason to form the team; in other cases the team was really a section with a chief called a team leader, but a small section, the idea that you could throw staff together and have them create work plans together, review each others work was misguided</p> <p>Teams: not crazy about them; none of the teams/team leaders work unless the leaders are given specific line responsibilities (some supervisory responsibilities), team members end up bringing everything to the supervisor anyway, especially on personnel issues or when they don't have confidence in the leader</p> <p>Teams teams took on a negative connotation early in Air reorg , we tried various things but most did not succeed, most people did not want to make the investment to really sign on to a team, just wanted to be given their work but not attend team meetings, instead, we have geographic teams under the associates that pull in people from the offices as necessary, however, the Indian team has been a success, because we believed in it and took the time to develop training and our ability to go out and speak; Air Toxics team has become successful but took a lot of pain because some managers don't believe in teams, would not want to go through the pain of developing teams again</p> <p>Teams teams are in name only and not really self-directed, really sections with a team leader as section leader except for the name, don't really make group decisions</p> <p>Teams – did not see any of them pan out due to lack of management authority and lack of clear definition and autonomy and lines of authority</p> <p>Has not heard of successes on teams - have heard horror stories - has a team on her staff but this is really a seasoned sup with a senior staff - not really a team</p> <p>Teams never caught on that well, people like to be able to refer decisions to a decision-maker</p> <p>Teams we have no formal structure and the emphasis on</p>

Teams	
POSITIVE	NEGATIVE
	<p>teams is exaggerated because sometimes they are really just a section</p> <p>Teams are a way of not counting the 1:11. You can assign 3 people to a supervisor and they don't count in the 1:11; this is a mechanism to give staff supervisory experience, but team leader doesn't have the administrative authority. It should be a better career development opportunity (for team leader to have recognition/authority)</p> <p>Teams: confusion over its role, too ambiguous, their lack of authority makes it not useful, not enamored; informal because they're run by staff for staff, not sure teams are helpful, if you have them they should be focused, effectiveness dependent combination of who people are</p> <p>No time to pull together as a team and analyze what it is about groups that function well, successfully and then model it, do it right with others.</p> <p>Has used teams informally on and off – grants team and policy team – but teams don't necessarily work, its nice to have one person with authority to decide, so that things don't go around interminably</p>

Management rotation	
POSITIVE	NEGATIVE
<p>Mobility assignments - what is this? Has not become a reality in R9. Yes, we should implement - would make a change. Without program expertise needed so much, manager could focus on staff needs more</p> <p>Management rotation - some value - can't force people to do it - do it selectively - like the DeFalco way who would decide that people need to go someplace and would reassign them - we get hung up on something that will be good for everybody</p>	<p>Management rotations are deadly - need supervisors to have expertise in their area</p> <p>Manager rotations - was a stupid idea, we are not interchangeable, task/programmatic needs are unique, don't value program knowledge as it is...we feel like HQ thinks we are pawns</p> <p>Management rotations - not cure all, can encourage opportunity, but not require it</p>

Management rotation	
PROS	CONS
<p>Rotation policy: should periodically rotate the good managers back into management and provide opportunity for NSM positions for current supervisors to rotate into</p> <p>Management rotations -</p> <ul style="list-style-type: none"> - not opposed - see down time from learning curve, but could be great benefits for revitalizing & rethinking - shouldn't necessarily be mandatory <p>Management rotations - is helpful to manager to rotate, as Laura is doing now with Jane & Mike, etc Others should move but haven't Would make for healthier organization in long run if rotated Requires them to find "value added" if they move to new section, dormant skills when not moving and rely strictly on program knowledge</p> <p>Better idea: every ten years managers get to do an LDP program, rather than just moving to a different program; should have the opportunity to study or explore something, or possibly swap jobs with another manager for a while, like a sabbatical, because supervising burns people out</p> <p>Management rotations – could be good thing, even if involuntary, but would need to balance institutional knowledge vs. broadening experiences, program would suffer if too many people move to quickly</p> <p>Management rotations, opportunity should be available but not productive to force people, especially if they aren't doing well, could give people the wrong message, that it's better to move around, which could cause the loss of expertise in exchange for breadth, could be good in long term but makes it harder in the short term</p> <p>Management rotations, balance people in positions where they have grown stale</p> <p>Management rotations is a concept that could work.</p>	<p>Management rotations never defined what it really meant, the last concept would have been total disaster for staff</p> <p>Management rotation scares her because so much change and that will make it even harder for groups - to disruptive</p> <p>Was in favor of management rotation, but having been in this position for five years, now believes that there is value in gaining knowledge and expertise</p>

Management rotation	
POSITIVE	NEGATIVE
<p>there are pros/cons and we should have one, it's good for the agency</p> <p>management rotations: cutting back on people who weren't the best managers was a good thing Need to be honest about having good managers. Can see rotation for a purpose, but not for the sake of it To develop skills; not for musical chairs Good to bring in new ideas. Big process to move especially if it's someone with institutional knowledge No, unless there is a purpose.</p> <p>It is very useful to move managers, depends on the individual – some excel with new responsibilities</p>	
<p>Management rotations may work for some jobs, but others have too specialized knowledge to do. If want to do this, invest in professional training - Training is important, new ones good.</p> <p>Management rotations. cutting back on people who weren't the best managers was a good thing Need to be honest about having good managers Can see rotation for a purpose, but not for the sake of it To develop skills, not for musical chairs Good to bring in new ideas Big process to move especially if it's someone with institutional knowledge No, unless there is a purpose</p> <p>Need more for staff (e.g. group dynamics)</p>	

Decision-making
<p>Decentralization of decision-making authority needs to go to first-line managers.</p> <p>Some managers are paralyzed by inability to make decisions, they fear someone will come down on them</p> <p>Hierarchical approach doesn't benefit managers</p> <p>Need to improve on delegations of authority</p>

Decision-making

I 11 would work more efficiently if one would look at delegations of authority from Division Director to supervisors

Old days line of authority is redundant for decision-making

Teams to empower staff - can have all the training you want but people have to learn how to make decisions (can't be based upon personal agenda "ax to grind"; it's agency decisions Got to make sure majority of decisions are right

Workload equity

Need to assess GS14 workloads or pay them more, particularly those with large staff

Pay scales need to be reassessed in general so that workload matches pay structure

GS14s are now separated into two areas and paid the same Area #1 - former manager who is expert in field, Area #2 - supervisor/manager... these workloads need to be equalized or reflect pay differences. right now they are the same

GS14s with manager responsibilities should receive equivalent of GS15s

Recognize and create career tracks (Team leader (13+) Manager (14) Manager + large section (15)

All GS 15s should supervise (at least 3 which is allowed turn them into discrete units)

Lots of demands put on supervisors NSMs have a good deal - they keep their GS-14 and have less headaches

NSMs need to be used more effectively - not fair if GS-15s doing less than GS-14 first-line supervisors.

NSMs it's person-specific whether they're being used effectively She thinks the 3 in Water are pulling their weight

Branch chiefs aren't particularly needed, but you could upgrade some first-line supervisors to give them some career development and give them greater responsibility

Allow first-line supervisors to rise to GS-15 if they are going to be in the position for years and gaining expertise, so they don't have the same grade as someone who's been a chief for a year

Should look at non-supervisory management positions very closely to see if their grades are fair, NSMs were protected for some time but it's been five years, its time to look at it again

We could try to jury-rig some more responsibilities for NSMs, including supervisory perhaps, to give them more productive work to do and reduce the resentment factor

Workload equity

NSMs - questions equatability of grade level and workload and pay. There is problem with GS14 = Programmatic NSM and Supervisor and GS15 = Programmatic.

NSMs could take on coaching role for first-lines

Associates - lines of communications are unclear for cross-divisional communication

When critical function needed to fill in rather than rely only in interview/application process have NSM 14 & 15s asked to step in and fill the need (short term)

Associates may be working but can't tell for sure.

With Deputies in place, need to be more aggressive w/Cross-Division communication - should be a Div. Director's eyes and ears

First-line supervisor support

Need some relief for the first-line supervisors - not fair to them not fair to staff, not fair to the mission of the agency

Need to support first-line managers, help them develop networks in consciously through Buddy System; mix 3-4 in one group, create opportunities to share frustrations & learn other ways to do things

Must address lack of second level (back stopping/coaching) ability for staff to approach Ombudsman.

Should break up Assoc offices and create offices for Managers who are supervising (Managers need privacy to effectively manage!!!) Associates should get double window cubes

Mentor needed for supervisors

There is also no safe place for staff to air problems, except Becky Tudisco (Office of Civil Rights) and John Y (but they have limited authority and it is not really safe)

Create safe haven for grievances/place for staff to air problems (now that is vested in too busy a Div. Dir , plus consequences of grievance is more serious. can head off problems before they get raised to that level)

Less ability to go somewhere to bounce ideas around, due to lack of branch chief

Harder to meet with other 1st line supervisors, as everyone is stressed and working harder

There are personality conflicts in his section, yet there is no one he can talk to about this; the traditional Deputy

First-line supervisor support

role to discuss personnel issues has changed, they now focus on programmatic work And, Div Dir's are too overwhelmed to discuss personnel issues. There is no assistance/support for front lines

First-line supervisors have too much to do We are them dig themselves into a hole For example they may not know enough to do the right hiring which will be worse than a vacancy. There isn't enough time to help managers Going more flat is a problem

Vision/Senior leadership

As a Senior level manager haven't felt part of the SMT; have breadth of experience but not valued

Got to get values figured out from the top

Need to agree on a structure and a common vision (e.g. regulatory or a combo?) We're good at identifying the problem, but not the approach We get too caught up in the process

[A top manager] jumps right into issues and misses the steps in between, misses the conversation regarding a "vision"

To achieve stated goal of 1-11 the Region needs to have a clear and compelling vision

Leaders need to inspire, set clear goals, work is goal driven

Clearer vision with a clear knowledge of where we are on the scorecard

We should not try to do everything, prioritize better

We have lost some facility with using risk or science in decision-making, while taking up new social issues

Strategic planning We need to evaluate whether we're working on the most important problems, as in the comparative risk project in the 80s

We need to focus on the mission and why we're here, so that people can feel valued for the work they are doing

Before, had manager who was knowledgeable about program across the country expert, theory was to delegate to staff something lost when managers could look strategically across programs as before could learn lessons across the country and manage resources this is not true today

Senior staff gets along better, they are strongly ISTJ, stovepipe thinkers, doers who want to get the job done, they think in terms of their programs and themselves, but they're a more relaxed group

Vision/Senior leadership

Taking a look at operating plans and having the license to say they simply can't do "this thing" allows flexibility

Goals and accountability

Increased attention to x-media efforts adds accountability, hold people responsible and set measurable goals in operating plans Find a meaningful way to hold people accountable

We need ways to measure progress and environmental impacts; set goals.

We need to have a clearer sense of whether we are winning or losing.

Stop doing internal reporting, Division Directors should report inefficiencies

Get better at setting very clear expectations with consequences; this will be good for dealing with morale concerns.

Need to figure out how to be more accountable

Rewards

Give managers more varied ways to reward people Trust supervisors in what they say they need to reward staff

We took a good step last year when we sent out the performance review questions, good feedback from managers, decoupling awards from performance was good but we need to do a better job giving awards throughout the years, Laura will push for quarterly reports to track getting the award money out through the year

Is it harder, more paperwork required, to give awards now? Supervisors should have good writing skills and know what people do, so you should be able to whip those out – it's an important way to show you appreciate staff

The region needs to spend more effort recognizing and appreciating supervisors as well as staff– would help make a very tough job more rewarding

Supervisors also need to make time to "walk the floors" and talk to staff and show appreciation

Other

How do we celebrate successes and learn from failures?

Management style - uses persuasive, convincing style, rather than power/control mode

Image of what supervisors have to deal with small car going uphill with a full load, engine stretched to the limit - stress on system Changes need to be thought out carefully

Strategies that work for one supervisor. mentoring summer hires, grants assistants, having 3 operations leads in the unit (work leaders = unofficial teams)

Likes way Region uses regional facilitators - good resource, and keeps projects on track

As manager, needs to think about the makeup of his group (background, skills, styles) to make the group work well
Good to develop more senior people, mentor

***There is an unspoken expectation in this division for managers to work longer hours (5-10 hrs /PP)

We are so scattered/blasted trying to do so many things

Not working overall, but there are parts that are good as you ask these questions so maybe it is working

Must bolster weak points of system

Retirement turnover will enhance problem as chiefs coming in new, particularly with further flattening

PERFORMS needs to be reviewed

Re-do Keyes survey now, using first one as baseline see if it is still significant

What is working - more ready to change and be flexible, should be evolving over time. NOT working

Although sometimes feels like its time to pass the torch, but not until he retires

Need to be less ready to criticize, more forgiving and understanding, need to assume good intentions even when mistakes are made, need to talk to people directly and nicely when you have a problem, managers need to model that behavior, which requires cultural change

Effects of 1:11