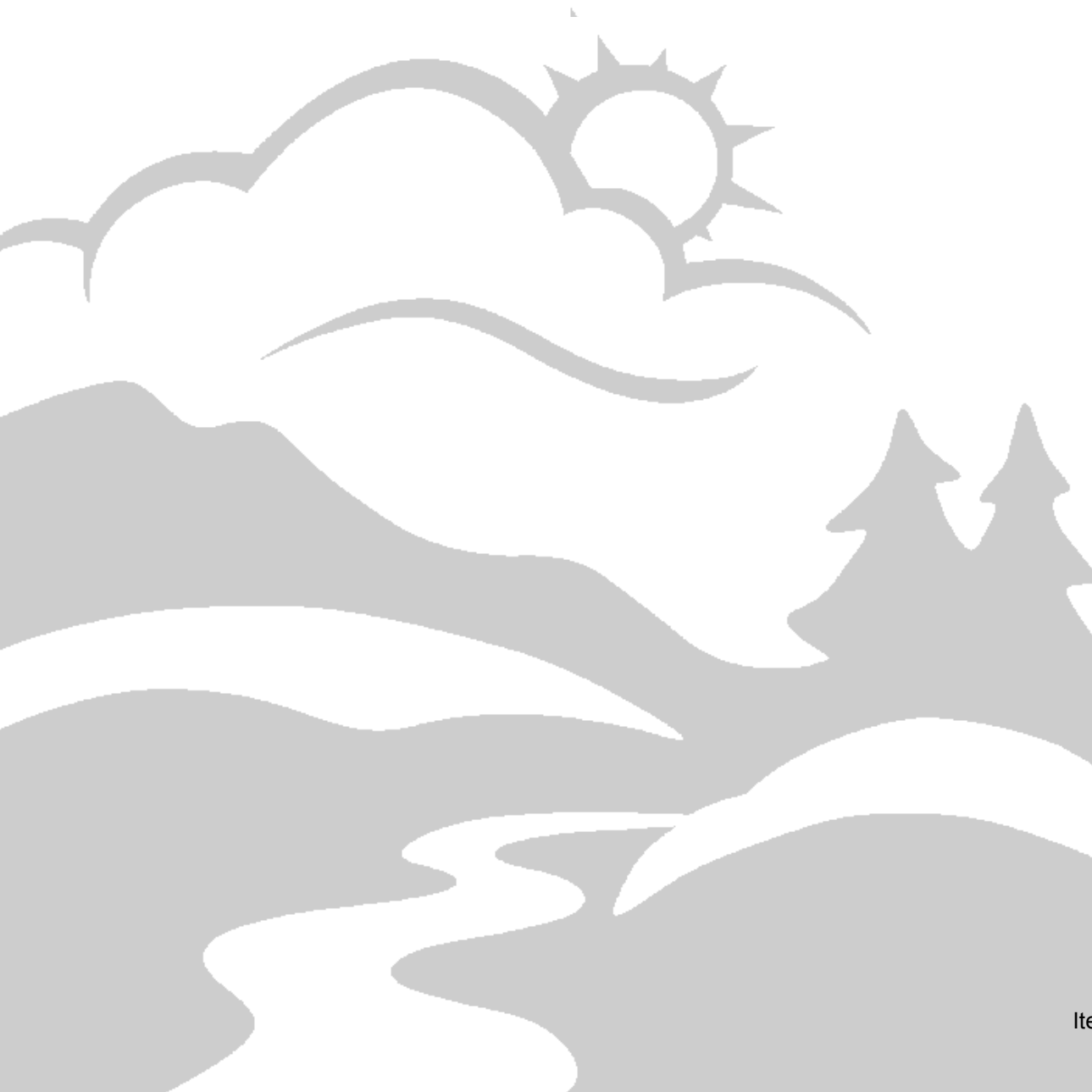


The Road Ahead: A Shared Vision of DEQ's future

Version 1
November 5, 2013



The Road Ahead

For the past three years, before the governor and the legislature mandated state government to do so, we have embraced outcome-based management as DEQ's new business model. We are now working to reach its full implementation. Our measures will help us gauge our progress in meeting the goals we set in our Shared Vision, which is the DEQ we want to be.

Our Shared Vision states that our strength is our people, a highly-trained, motivated and diverse workforce. We base our work on good science and listen to and engage Oregonians to solve environmental problems. We communicate proactively and effectively and carry out our regulatory mission by enforcing the law fairly and consistently.

DEQ's outcome-based management system is a powerful tool that ensures we focus on the highest priority work, clear the constraints in our processes that hinder our success, and deliver excellent services to our customers with the goal of maintaining and carrying out our statutory obligations while improving the environment for all Oregonians.

Using this results-based approach, with our Shared Vision as a guide and in full compliance with our Collective Bargaining Agreement, we will drive accountability and transparency to a new and appropriate level in the agency. The approach also ensures a work environment in which each of us fully understands how our work individually and collectively contributes to the successful delivery of our mission.

Today, the time is right to move forward with a new organizational structure that supports the outcome-based management system that we are implementing.

DEQ's new structure is aligned with our core work map and organized to ensure service delivery where Oregonians live and work. The new Leadership Team will be smaller, more focused; more agile, more visible and its actions more transparent.

Outcome-based management work will move to the director's office highlighting its significance. While preserving our regional divisions, we are replacing our three program divisions with two new divisions, Operations and Environmental Solutions, which align with our core work map around process, technical administration and technically- and environmentally-based policy development. These two divisions will focus on integrated policy and process solutions that advance environmental solutions with a priority of supporting local program delivery. To emphasize the importance of science informing our decisions, Laboratory and Environmental Assessment Division will be integrated into the Environmental Solutions Division. This will help ensure that science informs all the work we do at DEQ. Work sections in the headquarters' office will for the most part remain intact, but may report to different administrators. Management Services Division will become Central Services and focus on serving internal customers through business systems

development, information technology, accounting and financial services, human resources, and agency-wide policy and organizational development.

I am excited about this new structure for many reasons. It focuses on outcomes and results, provides clear accountability for work products, gives employees the ownership of creative problem-solving and brings decision-making closer to Oregonians. It will align our work, streamline and integrate processes, help us find and eliminate unnecessary work or redundancies, and make the most of our smart, talented and dedicated employees. And perhaps most importantly the new structure will aim our collective efforts in the direction of measurable service and environmental outcomes for Oregonians and Oregon.

Dick Pedersen

DEQ Director

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How Did We Get Here?

Organization history

About 20 years ago, DEQ restructured to decentralize the agency and put high level decision makers in the field. The goal was to work closely with the regulated community, understand the local geography and environment, and know the people who were affected by our decisions.

This restructuring created a flat organization with only a few layers of management. Termed matrix management, this structure envisioned a rich dialogue around decision-making and open communication at all levels. Three regional divisions were paired with three headquarter divisions, a laboratory division and a management services division. To support the matrix and communication around policy and other matters, program management teams around air, water and land were created. Nearly every manager in DEQ was – and still is – assigned to a program management team.

The Air, Water and Land Program alignments within DEQ's current organizational structure emulate the federally delegated programs. These programmatic "silos" run through the regional divisions as well. This, in effect, has created divisions within divisions, which has resulted in duplication and inconsistency. We see evidence from program to program and region to region in almost every aspect of program implementation and support, from how we conduct inspections and write permits to the databases we use and how we invoice our customers.

Flaws in the current structure

With the advent of outcome based management at DEQ we began to assess the effect our current organizational structure has on our mission delivery. Here's what we considered:

- DEQ lost significant funding over the last several biennia due to a poor economy and other factors. Because of our structure and the system of funding that supports it, we have cut direct service positions to a level that makes meeting our core mandates very difficult.
- The air, water and land "silos" have created a confusing approach to overall agency management. DEQ has few opportunities to share

or leverage resources among programs even if they are working on the same thing. Programs and regions' have multiple and competing priorities.

- The current organizational structure divides managers' priorities. Managers' participation in program management teams has competed with their priority work of supervising staff. Many staff have said that their managers are too busy to engage. The big downside is that DEQ loses staff engagement and energy, which is the real fuel of the organization.
- Managers, especially regional managers, are spread thin among program and regional management teams and day-to-day supervision.
- The size of the executive management team is too large, with too many varied interests to facilitate easy decision-making or effectively implement outcome-based management.
- EMT's efforts to plan for the agency have been ineffectual and employee engagement surveys show a growing concern that EMT itself is a barrier to outcome-based management.
- Staff and the union have recognized structural problems of the organization and raised concerns about getting the work done if so many budget cuts focus on direct service and line staff positions.

**Connection to
outcome based
management**

The new structure is organized to focus on effective service delivery, reflect our [Core Work Map](#) and deliver DEQ's outcomes of:

- | | |
|-------------------------|---------------------------------------------------|
| • Environmental quality | • Employee engagement |
| • Pollution reduction | • Workplace safety |
| • Sustainability | • Performance to budget |
| • Timeliness | • Productivity |
| • Customer experience | • Process improvement |
| • Public engagement | • Completing and
implementing
breakthroughs |
-

Role of external factors

Communities and Oregonians need DEQ's assistance to comply with our laws and protect the environment. When policy and implementation are not aligned or when we implement programs inconsistently or are constrained from providing timely services, the environment may suffer.

Legislators, local governments and community groups are asking for our help. One of the best ways to protect Oregon's environment is to provide timely regulation and engage local governments and communities to improve the environment where they live and work.

The team responsible for the redesign

Director Pedersen, with the support of Deputy Director Hammond, is responsible for initiating the reorganization.

Commission support

The Oregon Environmental Quality Commission expects DEQ to fully implement outcome-based management and supports this reorganization to align agency structure with agency functions.

Organization Design

Strategic driver for structure Organize to deliver on outcomes: regional delivery where the customer lives

-
- Design criteria**
- Protect the environment and public health
 - Enable outcome-based management
 - Focus on effective communication
 - Align funding and people for efficient and effective service delivery
-

- Design basics**
- Strategy establishes criteria for structure
 - Structure is a reflection of what is most important to leadership
 - Structure distributes authority
 - Structure is established without regard to personalities
 - Structure enables feedback and problem-solving
-

Guiding principles Strategy drives structure. Our strategies and priorities establish the criteria for our organizational structure. It is important as the structure is built and refined, that leaders and managers understand and use the same principles to guide their decision making. The new structure is built on the following principles:

- | | |
|--------------------------------------------|------------------------------------------------------------------------|
| <i>Partnerships</i> | Engage with communities, governments and stakeholders and the public |
| <i>Ownership and accountability</i> | Clear expectations; data drives change; problem-solving at every level |
| <i>Policy supports delivery</i> | Service delivery is supported by policy; regional work informs policy |
| <i>Resource flexibility</i> | Resources are focused on agency priorities; |

respond to changing needs

Decision-making

Clear decisions, close to the point of service

Expertise

Maintain subject matter expertise; value management as an expertise

Legal mandates

Drive accountability to meet state and federal expectations and enforce environmental laws

Customer Service

Listen to and engage Oregonians; deliver outstanding service

**Design
Principles in
Action**

Partnerships: Communities, governments and stakeholders find us responsive.
Some examples:

- Regions own local stakeholder relationships
- Operations owns the relationship with EPA

Ownership and accountability: Clear expectations; measurable outcomes

- Each division and section will have charters that clarify who owns the work, decisions and relationships
- Problem-solving at every level of the organization moves ownership and accountability to employees who carry out the work

Policy supports delivery: Service delivery is supported by policy; regional work informs policy

- Regions provide input to policy to ensure ease of implementation
- Operations owns the policy development process
- Policies are developed to ensure ease of implementation

Resource flexibility: Focus resources on agency priorities; respond to changing needs

- Service delivery is the highest priority for resource allocation
- Central Services' processes must ensure maximum resource flexibility within the boundaries of statewide policy

Decision-making: Clear, simpler decisions; close to the point of service

- Charters clarify decision ownership
- Sections will be designed to ensure decision making is close to the point of service
- Operations will ensure consistent and efficient decision making processes
- Policies will ensure decision making in the field is simple, clear and as close as possible to the point of service

Expertise: Maintain subject matter expertise; respect management as an expertise

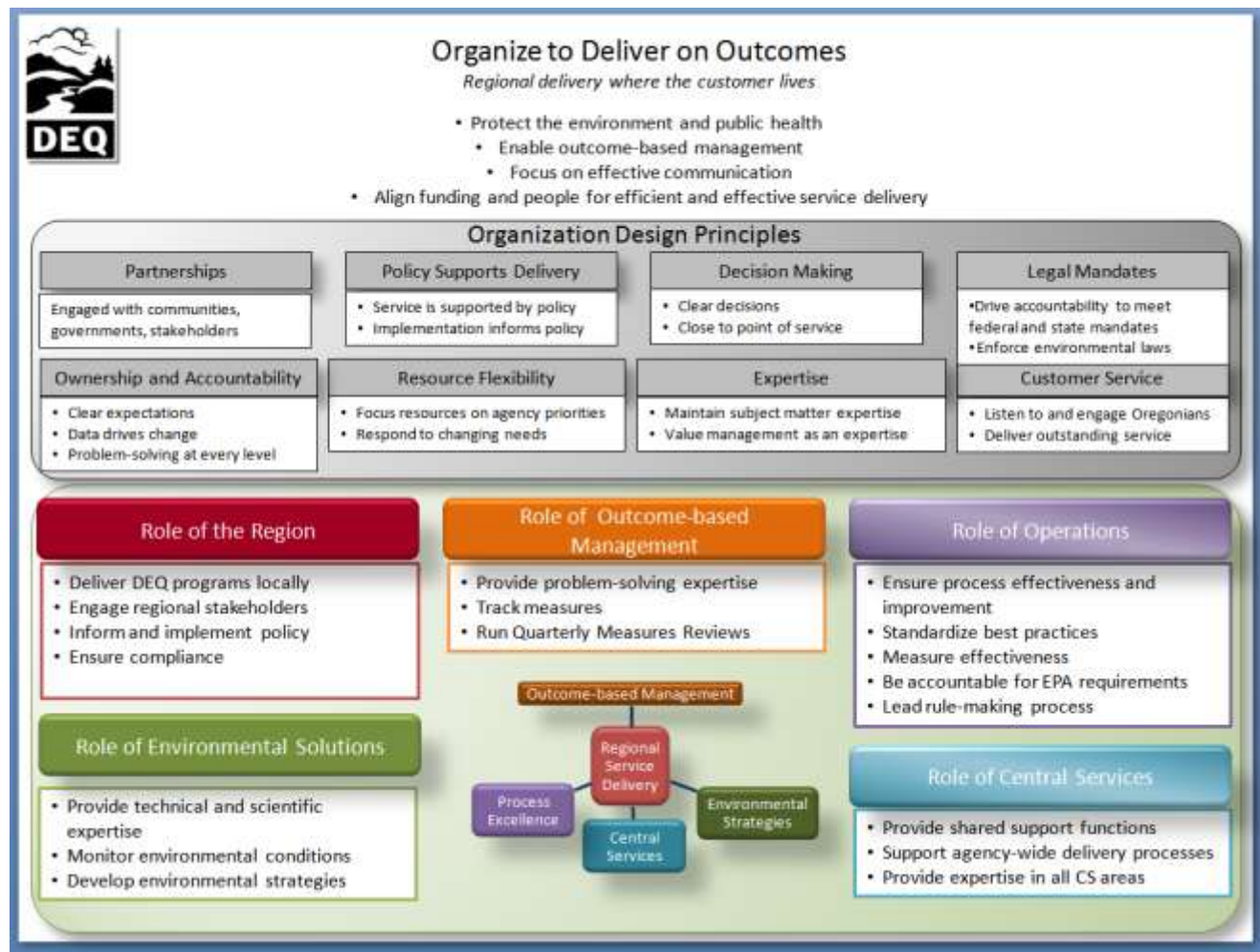
- The Environmental Solutions Division heightens the importance of science in agency decision making
- Greater understanding, innovation, cross-media thinking and solutions will be promoted by working together, whether science-based, implementation-based or process-based
- Managers will invest more time in their staff by moving decision-making closer to service delivery

Legal mandates: Drive accountability to meet state and federal expectations. Enforce environmental laws

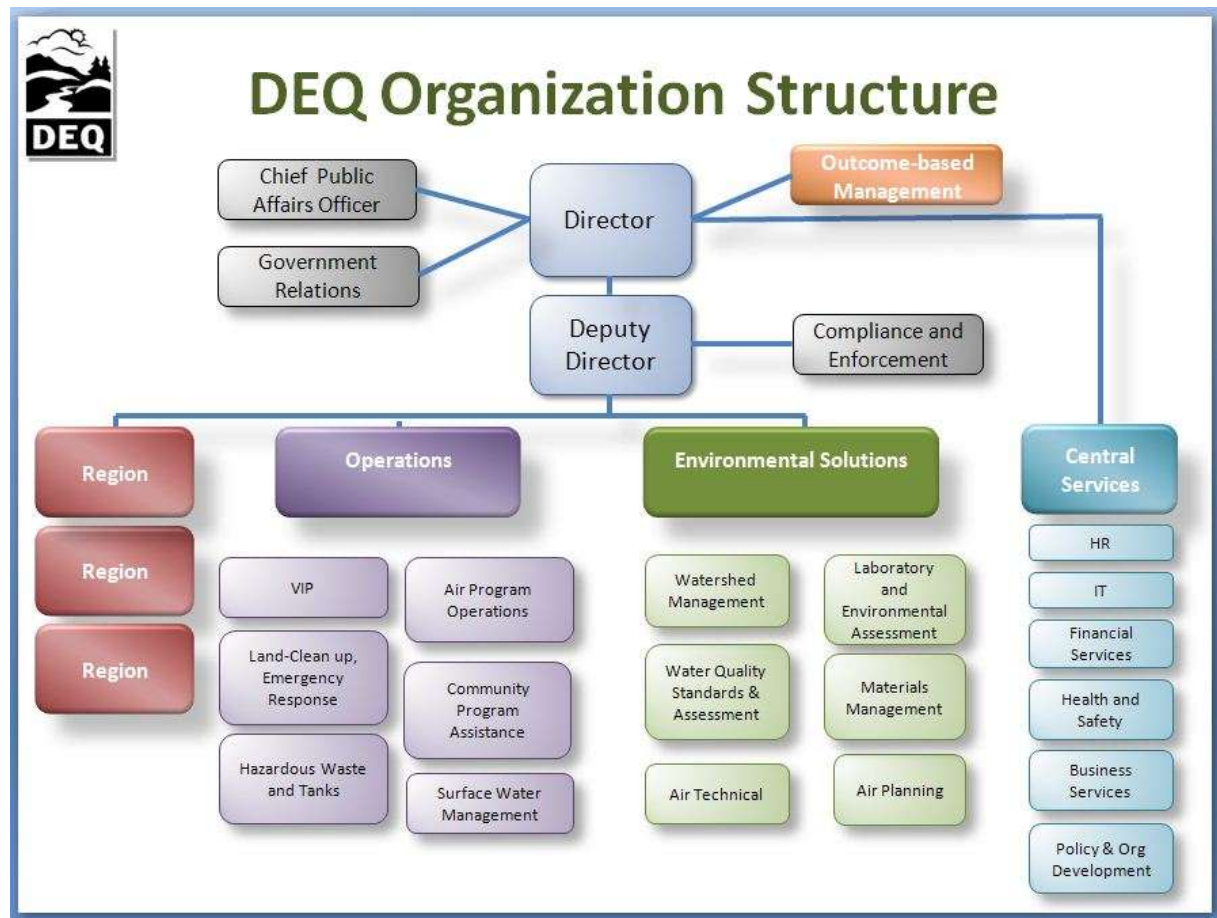
- Operations owns the Performance Partnership Agreement and grant with EPA
- Operations owns the rule making process in support of state and federal expectations
- Regions continue to own implementation of environmental laws
- Office of Compliance and Enforcement continues to own formal enforcement

Customer Service: Listen to and engage Oregonians; deliver outstanding service

- Regions own service delivery
- All divisions and sections develop an increased customer focus (internal customers and external customers)



Organization Structure



Significant Changes

The most immediate changes to the structure:

- Smaller leadership team; director, deputy director and administrators only.
- Program divisions replaced by Operations and Environmental Solutions that focus on process excellence and technical expertise while blending program content. The new focus of these divisions is to create policy and implementation methods that support regional service delivery.
- The new structure groups experts in all media areas and the lab in the new Environmental Solutions division to focus on assessments, planning, standards and sustainability work.
- LEAD integrates into the Environmental Solutions Division,

which elevates the importance of science to our policy and implementation work.

- Regional administrators remain the same.
- Section managers and staff may report to new division administrators.
- Governmental Affairs, Chief Public Affairs Officer and Outcome-Based Management report to the director, and Compliance and Enforcement to the deputy director.
- Management Services becomes Central Services and will continue to focus on delivering human resources, health and safety, agency-wide policy, organizational development, financial services, business systems development and information technology services to the organization.

Effective date of new structure

February 1, 2014

The Leadership Team replaces EMT

The new Leadership Team consists of:

1. Director
 2. Deputy director
 3. Northwest Region administrator
 4. Western Region administrator
 5. Eastern Region administrator
 6. Operations administrator
 7. Environmental Solutions administrator
 8. Central Services administrator
-

Future changes

A vibrant organization is always evolving. The new structure will enable us to better respond to community and environmental needs and in doing so, we are bound to continue to learn and adjust our

structure to accommodate changes needed to better serve Oregon and Oregonians.

In the first half of 2014, we will continue to refine the organizational structure, including division and section roles and responsibilities and decision making authorities.

Management: employee ratios

This restructure will not jeopardize DEQ's management to employee ratio, which is currently 1:11, in compliance with state policy.

The new structure will ensure that management focuses on the success of outcome-based management.

Staffing and Reporting Changes

Who is going where?

The new structure requires staffing changes at the executive level and which may extend to management and line staff.

The new **Leadership Team** members are:

1. Director Dick Pedersen (no change)
2. Deputy Director Joni Hammond (no change)
3. Northwest Region Administrator, Nina Deconcini (no change)
4. Western Region Administrator. Keith Anderson (no change)
5. Eastern Region Administrator, Linda Hayes-Gorman (no change)
6. Operations Administrator Andy Ginsburg (formerly Air Quality Division Administrator)
7. Environmental Solutions Administrator, Wendy Wiles ((formerly Land Quality Division Administrator)
8. Central Services Administrator, Kerri Nelson (no change; formerly Management Services Division)

Office of the Director and Deputy Director changes:

The following lead worker and managers will report to the director, deputy director or the new Environmental Solutions Division Administrator and will no longer be part of the Leadership Team:

- Office of Outcome-based Management: Lead worker (to be announced) reports to Director Pedersen
- Office of Government Affairs: Greg Aldrich, formerly Water Quality Administrator returns as manager and reports to Director Pedersen.
- Chief Public Affairs Officer: Joanie Stevens-Schwenger will report to Director Pedersen.
- The Office of Compliance and Enforcement: Leah Feldon remains as manager and will continue to report to Deputy Director Hammond
- Laboratory and Environmental Assessment will report to the Environmental Solutions Administrator. Greg Pettit becomes the Lab manager and will report to Wendy Wiles.

The regions

Regional Divisions

- No changes in administrators or reporting relationships.

**Initial changes
in reporting
relationships**

The following sections are aligned to the new divisional structure. Administrators may find reason to make adjustments to the groups within their division, as well as change the structure of the sections.

Environmental Solutions: Wendy Wiles, administrator

The following program division managers and sections make up the new Environmental Solutions Division and report to Administrator Wendy Wiles:

- Watershed programs: Gene Foster
- Water Quality Assessments and Standards: Jennifer Wigal
- Air Quality Technical Program: Jeffrey Stocum
- Air Quality Planning: David Collier
- Materials Management, Toxics and Green Chemistry: Loretta Pickerell
- Laboratory and Environmental Assessment: Greg Pettit

Operations: Andy Ginsburg, administrator

The following program division managers and sections make up the new Operations Division and report to Administrator Andy Ginsburg:

- Vehicle Inspection Program: Gerry Preston
- Air Program Operations: Uri Papish
- Surface Water: Dennis Ades
- Community Program Assistance: Judy Johndohl
- Hazardous Waste and Tanks: David Livengood
- Land; Cleanup and Emergency Response: Bruce Gillis

Office of Governmental Affairs

The following budget, legislative and administrative staff will report to Greg Aldrich:

- Palmer Mason
- Margaret Oliphant
- Karen Tarnow
- Adam Coutu
- Sandra Mallon
- Claudia Taylor

- Tom Roick
 - Land Quality vacant position
-

Horizontal Structure: Coordinating and Integrating Across the Organization

**To be
determined**

Defining the horizontal structure—how we integrate and coordinate work across divisions and sections—will be the focus of work for the new Leadership Team and managers.

It is not known at this point, what, if any, horizontal teams are going to be needed.

The leadership team and managers will assess the need for formalized (standing) cross-divisional or cross-sectional groups, including the viability and purpose of the Program Management Teams.

Organization Charters

DEQ will use division charters to clarify who owns the work, decisions and relationships. In the future, work sections will also use charters to clarify ownership of work, decisions and relationships.

Regions' Charter

Overview

Service delivery where Oregonians live and work.

Primary responsibilities

Regions are responsible for delivering DEQ programs locally; engaging with local stakeholders including businesses, organizations and individuals; elected officials; Tribal nations; business associations and consultants; environmental, community and Environmental Justice advocates.

We also inform and implement policy in partnership with the Operations and Environmental Solutions divisions, other local state and federal agencies.

Finally, we ensure compliance through enforcing the law and technical assistance.

Within those responsibilities are writing permits and authorizing activities; ensuring compliance; assisting organizations and individuals by being open to creative solutions and helping find creative ways to meet compliance requirements and solve problems.

Ownership

Note: there can be only 1 "owner"

Own (final authority over the work content, process and associated decisions)

- Meeting implementation targets
 - Customization of standard solutions to meet regional needs
 - Regional relationships
 - Permit delivery
 - Inspection delivery
 - Technical assistance delivery
 - Rule implementation
 - Environmental cleanup delivery
 - Materials management facility oversight
 - Communicating locally/regionally
 - Regional process improvement
-

Regions' Charter

Consult (participate in, influence over the work content, process and associated decisions)

- Targets for quality and timeliness
 - Agency budget
 - Science-based standards in all media
 - Policy development
 - Implementation development
 - Standardization of best practices
 - Infrastructure needs
 - Agency strategy
 - Agency-wide process standards
 - Legislative concepts and ideas
 - Developing environmental solutions
 - Enforcing environmental law
 - Assessing environmental conditions
 - Enforcement guidance
-

Environmental Solutions Charter

Overview	Develop standards and strategies that are well-informed and designed to solve important environmental problems
Primary responsibilities	The Environmental Solutions Division is responsible for collecting environmental information, analyzing environmental information and developing sound and effective environmental strategies. The Division ensures that the technical and scientific expertise is available to inform and carry out these responsibilities. In partnership with others, the Division takes a comprehensive and holistic view of environmental impacts and seeks to create solutions that enable actions that can reduce those impacts.
Ownership <i>Note: there can be only 1 "owner"</i>	Own (final authority over the work content, process and associated decisions) <ul style="list-style-type: none"> • Scientific data • Science-based standards recommendations for all media • Environmental conditions monitoring • Technical and scientific expertise • Sustainability strategies (materials management, life cycle assessments, toxics, green chemistry, Governor's executive order, climate change initiatives) development • Establishing best practices for assessing environmental conditions and establishing strategies • Environmental solutions division process improvement • Interpretation and explanation of science and data • Environmental policy development • Assembling stakeholders • Evaluating and choosing solutions • Developing implementation plans and measures of success • Evaluating, updating and ending programs/strategies • Rule and internal management directives content for assessing environmental conditions and establishing strategies • Establishing best practices for assessing environmental conditions and establishing strategies • Establishing, monitoring and improving processes for assessing environmental conditions and establishing strategies

Environmental Solutions Charter

Consult (participate in, influence over the work content, process and associated decisions)

- Water, air and land rules
 - Implementation plans
 - Support legislative processes
 - Agency budget
 - Delivering ideas for legislative concepts
 - Support Performance Partnership Agreement development
 - Enforcement guidance
-

Operations Charter

Overview	Ensures that practical implementation is a central feature of policy development and that service delivery is optimized to efficiently achieve policy objectives.
Primary responsibilities	The Operations Division has lead responsibility to ensure that DEQ's work is delivered in a consistent and effective manner across media and regions. The Division partners with the other divisions to ensure that implementation planning is central to policy development. The Division is responsible for optimizing the agency's processes for delivering programmatic commitments and service to Oregonians. The Division implements specific programs and supports consistent implementation of specific programs in the regional divisions.
Ownership <i>Note: there can be only 1 "owner"</i>	<p>Own (final authority over the work content, process and associated decisions)</p> <ul style="list-style-type: none"> Establishing best practices for meeting environmental commitments and providing service to Oregonians Establishing, monitoring and improving processes for meeting environmental commitments and providing service to Oregonians Ensuring timeliness, quality and cost of processes for meeting programmatic commitments and providing service to Oregonians Establishing, monitoring and improving rulemaking and internal management directives development processes Rule and internal management directives content for meeting programmatic commitments and providing service to Oregonians EPA Performance Partnership Agreement Processes for permitting and authorizing activities Delivery of specific permits and authorizations Processes for ensuring compliance Delivery of specific compliance programs, including vehicle inspection Expedited enforcement offer protocols <p>Consult (participate in, influence over the work content, process and associated decisions)</p>

Operations Charter

- Environmental policy development
 - Infrastructure needs
 - Rule and internal management directives content for assessing environmental conditions and establishing strategies
 - Delivering ideas and providing technical support for legislative concepts
 - Delivery of specific permits and authorizations
 - Delivery of specific technical assistance
 - Delivery of specific inspections and compliance programs
 - Sustainability strategies
 - Environmental policy development
 - Legislative ideas and concepts
 - Agency budget
 - Enforcement guidance
 - Establishing best practices for assessing environmental conditions and establishing strategies
 - Establishing, monitoring and improving processes for assessing environmental conditions and establishing strategies
-

Central Services Charter

Overview	Provides operational support to agency divisions and work teams through ensuring both compliance with applicable laws, rules and policy and effective customer service to all stakeholders.
Primary responsibilities	<p>This division is responsible for information services, financial services, human resources, organizational development (including policy and training), records management, health and safety and coordination of facility leases.</p> <p>The customers for central services are all internal DEQ employees, grant and contract recipients, AFSCME, DAS and legislative fiscal office.</p>
Ownership <i>Note: there can be only 1 "owner"</i>	<p>Own (final authority over the work content, process and associated decisions)</p> <ul style="list-style-type: none"> • Expertise in HR, training, health and safety, IT, business systems, budget, accounting • Standardized best practices and processes in Central Services for their areas of expertise (e.g. hiring, recruiting, budgeting) • Compliance with state policies and union contract • Loan and grant program process • Contracting and procurement • Meeting targets for quality and timeliness of service to Central Services customers • Strategic Plan development • HR strategy • IT strategy and implementation plan • Agency budget process and structure • Monitoring agency budget • Accounting • Development of agency-wide and Central Services - related policies • Establishing health and safety standards • Facilities oversight including lease negotiations • Information and records security • Establishment of best practices and processes in project management • Internal communication • Agency-wide bill review

Central Services Charter

Consult (participate in, influence over the work content, process and associated decisions)

- Program development and implementation (where it impacts on agency infrastructure)
 - Loan and grant rules implementation
 - Legislative ideas and concepts
 - Rules
-

Office of Compliance and Enforcement Charter

Overview	Responsible for the formal enforcement actions the Agency takes against entities that violate environmental law and the policy and protocol for those actions.
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Primary responsibilities	Office of Compliance and Enforcement issues formal enforcement actions with compliance orders and civil penalties; shepherds cases through the contested case process; represents the agency in hearings; negotiates settlements; shapes enforcement policy; advises on internal management directive interpretation and policy; helps develop referrals for criminal cases to other government entities.
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Ownership	<p>Own (final authority over the work content, process and associated decisions)</p> <ul style="list-style-type: none"> • Formal enforcement process • Enforcement protocol internal management directives • Enforcement guidance • Mutual Agreement and Orders that assess or settle penalties • Pre-Enforcement Notice and Warning Letter templates • Notices of Civil Penalty and Order • Criminal case development process and relationship with relevant external agencies
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Note: there can be only 1 "owner"

Consult (participate in, influence over the work content, process and associated decisions)

- Rules and statutes
- Inspection protocol
- Permit language
- Enforcement strategy
- Legislative concepts and ideas
- Expedited enforcement offer protocols

Office of Governmental Affairs Charter

Overview

Ensures legislative agenda and budget are effectively developed and implemented, and that DEQ is connected to and collaborating with other stakeholders.

Primary responsibilities

The Governmental Affairs section has lead responsibility for liaison work with the Legislature, Environmental Quality Commission, coordination with the Governor's Office and other state agencies, development of the budget policy packages and legislative concepts for the agency request budget and operating budget.

Office of Governmental Affairs Charter

Ownership

Note: there can be only

1 "owner"

Own (final authority over the work content, process and associated decisions)

- Coordinate input to biennial agency request budget and operating budgets
- Legislative concepts
- Policy Option Packages
- Data gathering for budget development and implementation
- Legislative Session coordination, including interim activities
- Direct contacts with legislators
- US Congressional delegation contact
- Environmental Quality Commission activities (planning, agendas, staff reports, commission support)
- Governor's Office coordination
- Natural Resource Cabinet / Operating Cabinet /Jobs & Economy
- Agency collaboration (state and local)
- Federal agency collaboration
- Programmatic budget expertise
- Adjusting and implementing operating budget for programmatic areas

Consult (participate in, influence over the work content, process and associated decisions)

- Budget development and implementation
 - Ways and Means preparation
 - Budget communications
 - Fiscals for bill reviews
 - Review of agency wide bills
 - Legislative Fiscal Office coordination
 - Support Performance Partnership Agreement development
-

Chief Public Affairs Officer

Overview

Works directly with external parties, such as the media and stakeholders to communicate our mission and the overall importance of the work we do to the public; participates with other state and federal agencies on how our programs interact and how we communicate to the public our shared roles; leads public engagement processes; and is overall responsible for telling DEQ's story to those outside the agency.

Office of Outcome-based Management

Overview	Responsible for agency-wide implementation and integration of outcome based management. Primary responsibilities include measures tracking, cascading measures and scorecard into divisions and sections, the quarterly measure review process, including the scorecard, and maintaining the problem solving and breakthrough processes. In addition, this office develops and delivers strategies across the agency. The Office also assists with measures development and updating the core work map.
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Implementation

Overview

Administrators are expected to use the Organization Design Principles as they work with their section managers to design their divisional structure and charter.

Implementation of new structure

New division and section charters will help make the transition to the new organization more clear, transparent and predictable. We also anticipate that during the first three to six months of implementing the new organizational structure, we will need to assess and possibly make changes to sections and positions to best align work to meet the agency's goals.

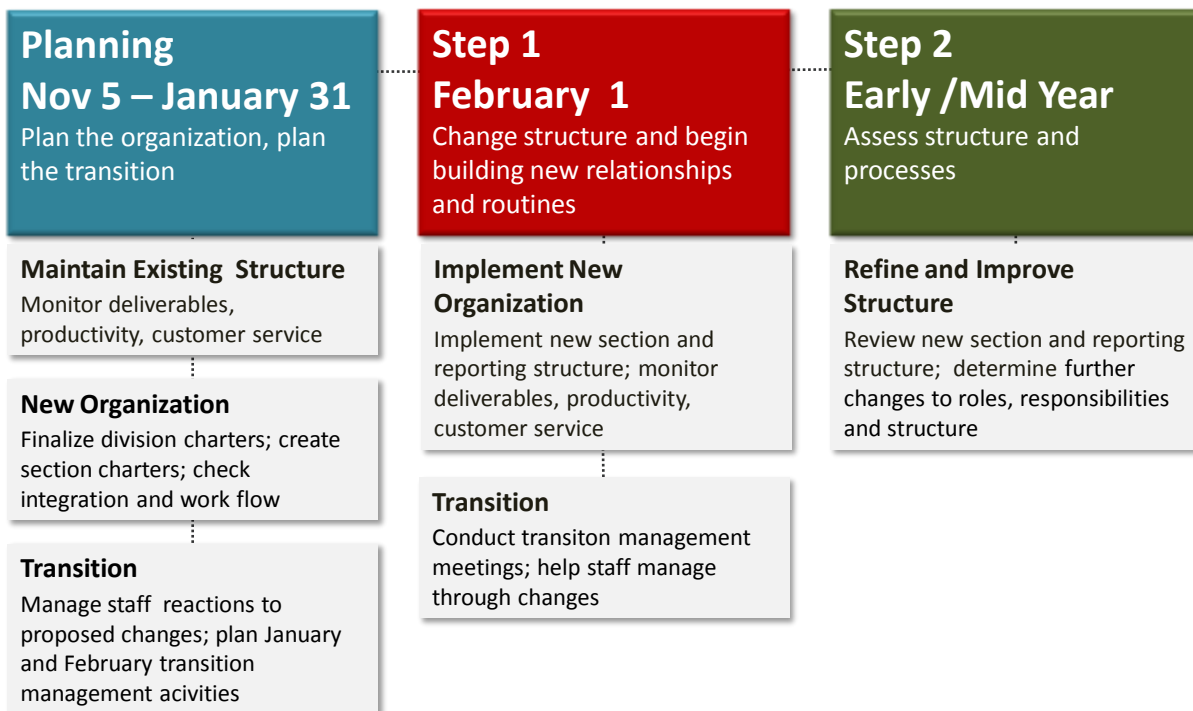
Space planning

We will not move the physical location of people during the first months of the reorganization. During the November 7 to January 31 timeframe, the Leadership Team will review the need to move people and make recommendations if necessary.

Timeline



Implementation Plan: Steps

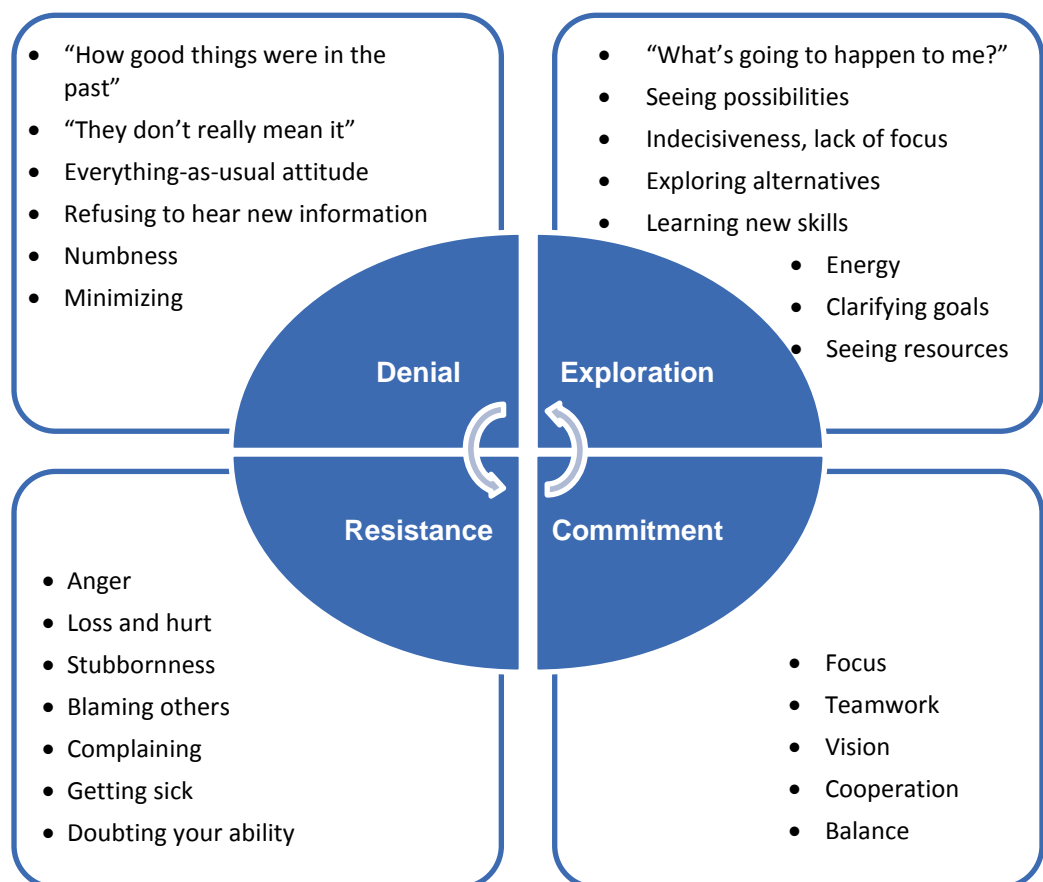


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Appendix 1: Managing Change and Transition

Change is An event that is situational and external to us as people.

Transition is A gradual psychological reorientation that happens inside us as we adapt to change. It happens over time as we adjust. Reactions go through a predictable cycle. Denial – resistance – commitment – exploration. Often, this cycle repeats.



**For more
information**

If you have more questions, you can:

- Talk with your manager
 - Submit questions – and read the Question and Answer section – on [The Road Ahead SharePoint site](#)
 - Review The Road Ahead PowerPoint
-