



Transforming the Department of Ecology

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The Transformation

What do you do when there is a crises in confidence?

- Competitiveness Council report (Dec 2001)
- Headlines
 - DOE needs an attitude adjustment
 - Locke is urged to revamp ecology agency
 - Ecology can be hard to work with

Centralia Chronicle

Seattle P-I

Capital Press



How Did We Get Started?

Initial Strategy

- Take ownership without judgment
- Seek outside collaboration to identify and resolve issues
- Engage agency managers and staff using top-down organizational approaches
- Learn from the experience of others
- Create a clear, focused work plan



The Framework

- 1) Improve business processes
 - Transparency/predictability
 - Timeliness
- 2) Improve personal interactions
 - Helpful culture
- 3) Ensure feedback and continuous learning

**Don't lower
environmental standards**



Following the “8 Steps” to Transformation

- Sense of urgency
- Management coalition and capacity
- Vision

The citizens of Washington trust that Department of Ecology employees will support and assist them in promoting the sustainable environmental and economic well-being of the state.

- Creating short-term wins



... Path to the Future

Empowering others

- The role of the line manager
 - Gaining ownership of change
 - Translating change and accountability to a range of employees
 - Becoming a change agent while maintaining individual styles in carrying the message
- Innovation at implementation level
 - Creating risk-free opportunity to try new things



Consolidating improvements and producing still more change

- Identify what's working and do more
- Invest in developing manager skills and competencies
- Give employees the power to make improvements



Institutionalizing new approaches

- Celebrate success
- Learn from failures
- Invest in employees and the workplace
- Stay connected with the vision



What We Have Accomplished

- Web-based permitting information
- Reduced redundant regulatory reviews
- Established permit timeliness targets
- Improved specific permit processes
- Surveyed permit customers in fall 2002 and summer 2004
- Multi-Agency Permitting Team
- Plain Talk



Code of Conduct

Department of Ecology

Working with you for a better Washington



Vision

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Code of Conduct

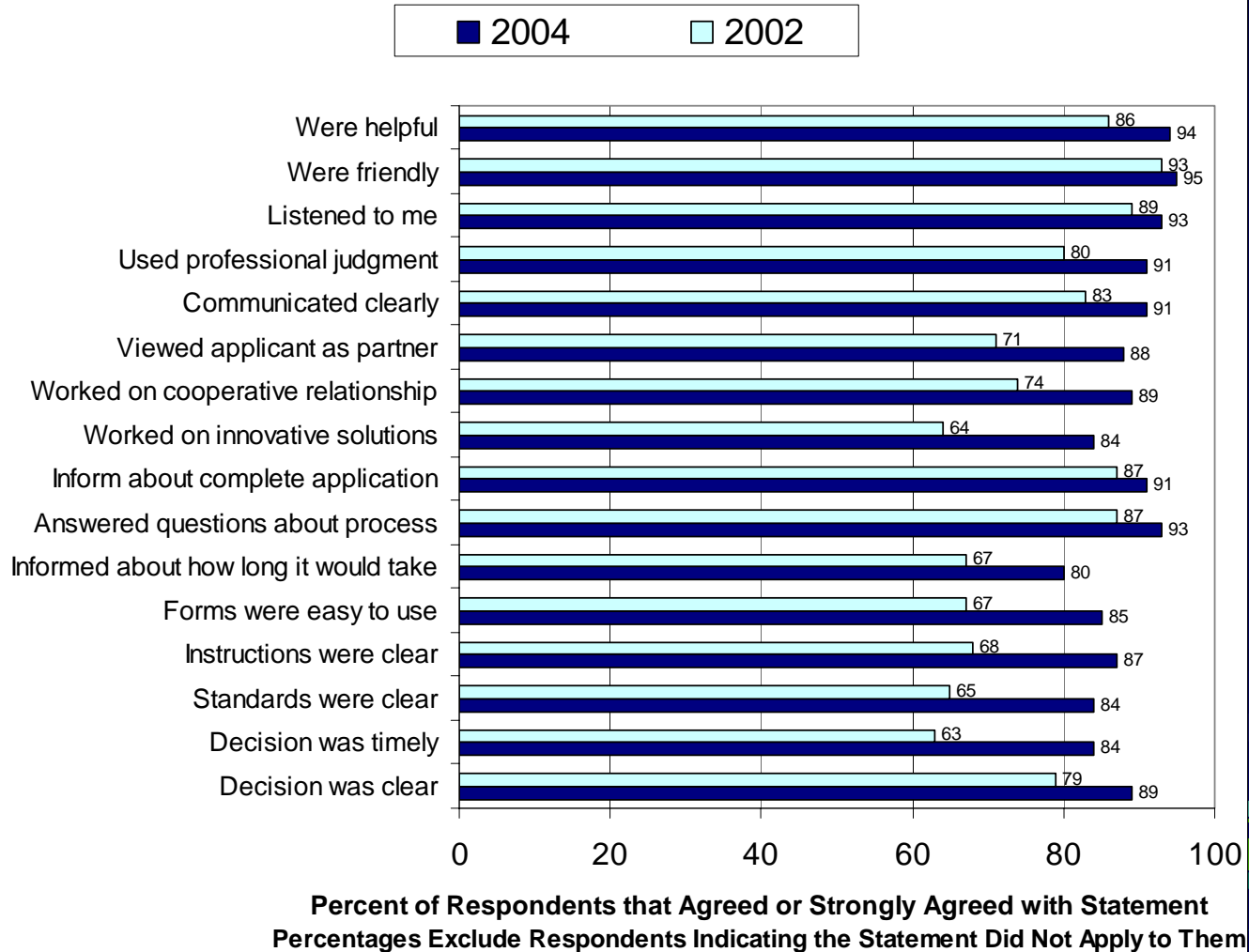
Department of Ecology employees:

- Treat our customers as partners and collaborators who are equally committed to a healthy, prosperous Washington.
- Perform our work in a helpful, friendly and positive manner.
- Communicate clearly, accurately, and in a timely manner.
- Listen carefully and engage in open, respectful, professional dialogue.
- Solve problems, consider different perspectives, and find new, creative ways to accomplish our work.
- Build and maintain cooperative relationships.
- Remain objective at all times and ensure that professional judgment, rather than personal opinion, influences our work.



What Our Permit Customers Think

Draft Comparison of Permit Responses



What Have We Learned about Restoring Confidence?

- A crisis can create opportunity
- Recovering takes strong, focused leadership
- Real change takes time and needs to take root with front line managers and staff
- External involvement and advocacy is critical
- Demonstrating accountability allows you to better direct your future



It can be done

- “...their fresh approach to permitting is saving time and money...”
Judith Runstad and Alan Mulally
- Ecology aims to improve its image
Tri-City Herald
- Timely permits locked Safeway land deal
Tacoma News Tribune
- This isn't the old Department of Ecology
Seattle Times



Implementing Change at the Mid-Manager Level



Understanding Staff Reactions

- Economy vs. environment
- Who is the client?
- What's the big deal?
- Is collaboration a bad word?
- Acknowledge the good work we do
- Reality versus perception



Leadership Strategies

- Avoid being defensive
- You may not be the problem but...
- Focus on specific program areas (compliance)
- Articulate messages with clarity, consistency
- Engage supervisory team and staff networks
- All-hands dialogue



Reinforcing Behavior

- Essential functions
- Evaluations
- Recognition
- Encourage innovation at all levels
- Success stories

“Regulating business without being anti-business”

The Olympian, September 29, 2003

“Agencies can learn from DOE”

Letter to the editor, The Olympian, from Independent Business Assoc.



WASHINGTON STATE
DEPARTMENT OF
ECOLOGY

Lessons Learned

- It's not the flavor of the month (change will take time)
- You won't convince everyone
- Anticipate the change curve
- Reassure basic values/work
- Messages and expectations need to be consistent
- Leadership.... supervisors and team leads buy in



Implementing Change at the Staff Level



Initial Reactions

- Defensive
- Reflections on True Processes
- Acknowledgment that things did need to Improve
- Looked at ways to improve processes
 - Timeliness
 - Predictability
 - Transparency



Code of Conduct

- Trying to process over-arching agency direction on customer service at the same time as permit process improvement
- Denial
 - Thought they were already providing good customer service



Role of Lead Staff

- Getting others to acknowledge the need for change
 - Negative, can't do attitude
- Management didn't tell us how to change processes – team developed the new processes
- Buy-in
- Success

