

Creating a Workplace of Choice: One lean journey

Jim Pendowski

Program Manager, Toxics Cleanup Program



What the Toxics Cleanup Program Does



Inspect
underground
storage tanks



Clean up
contaminated
sites



Support local
governments
through grants



Involve
communities
and restore
habitat

The Start of Our Lean Journey: Speeding up the cleanup process

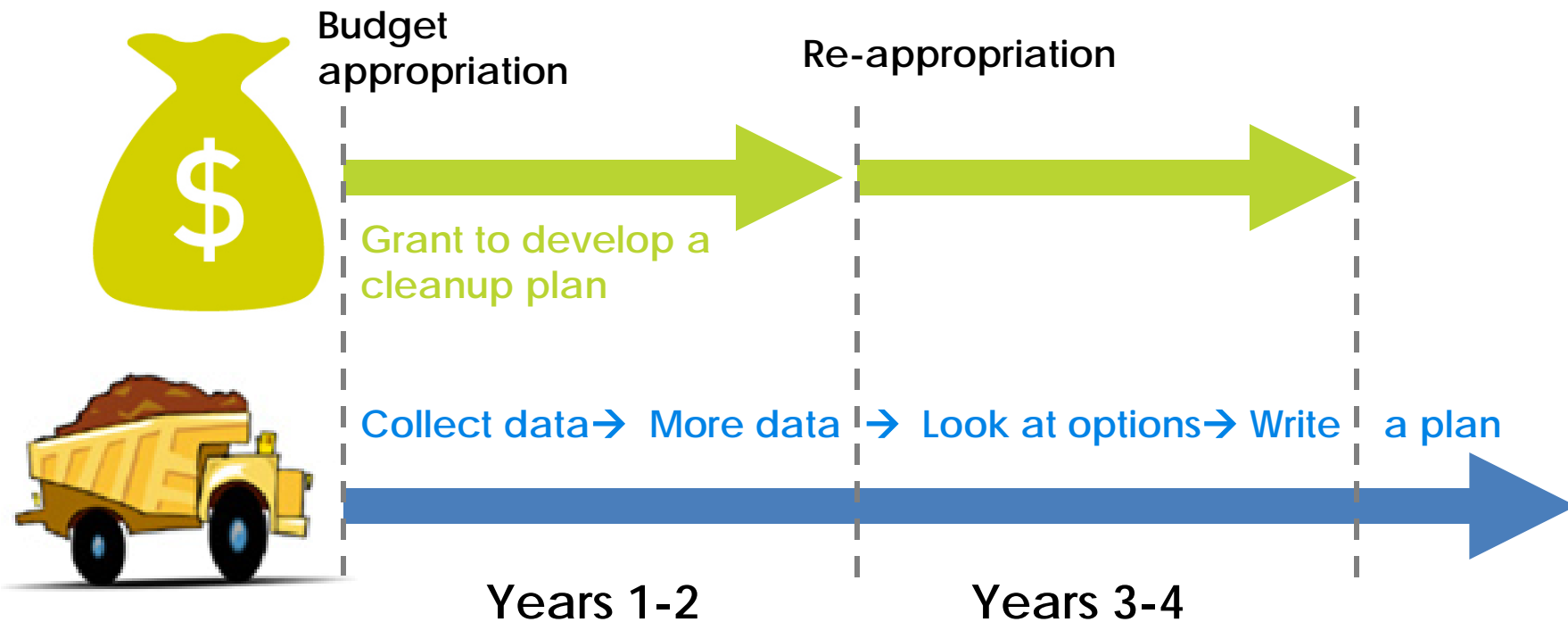
Cleanup
Sites in WA



450 complex cleanups
awaiting or in process

11+ years, on average!

Grant Spending is Limited by Cleanup Time



Lean Project

Communication

Tools

New Expectations for Cleanup of Contaminated Sites: Tools for Ecology Cleanup Project Managers

Goals

Expedite cleanup to improve fund expenditures.

- ✓ Phase One => target is 2 years
- ✓ Phase Two => target is 3 years
- ✓ Key Documents Approved after One Review Cycle

Phase One Goal – 2 years from project start to complete the RIFS

Phase Two Goal – 3 years from the Final CAP until construction is complete

The Cleanup Process



The Five Key Project Meetings NEW

Communication is key, and these meetings are vital to project success. The goal is to set expectations that support a single document review cycle. *Timing is flexible* and should be adapted to the needs of the particular project. New checklists help organize meeting content.

- CLEANUP PROJECT KICKOFF MEETING** – At the start of the project
 - ☐ Set tone for good communications
 - ☐ Review site history & discuss future site use
 - ☐ Discuss RAG funding
 - ☐ Identify data gaps
 - ☐ Plan public participation
- REMEDIAL INVESTIGATION PLANNING MEETING** – *Before* submitting the RI workplan
 - ☐ Review conceptual site model
 - ☐ Discuss data needs
 - ☐ Discuss SEPA requirements
- REMEDIAL INVESTIGATION PRE-REPORT CHECK-IN** – *Before* submitting the RI Report
 - ☐ Review data and updated conceptual site model
 - ☐ Discuss content and organization of RI Report
 - ☐ Review data submittal requirements
- FEASIBILITY STUDY PLANNING MEETING** – *Before* beginning the FS
 - ☐ Review ARARs
 - ☐ Review potential remedial alternatives
 - ☐ Establish points of compliance
- CLEANUP ACTION PLAN MEETING** – *Before* beginning the draft CAP
 - ☐ Discuss received RIFS public comments
 - ☐ Discuss how remedial alternative will be determined
 - ☐ Review plans for developing the draft CAP
 - ☐ Discuss and plan for institutional controls

NEW

NEW

Handouts for Key Meetings

- About Remedial Action Grants
- Working with Ecology
- General Standards of Work
- Key Meeting Checklists

Boilerplates

Newly updated Agreed Order and Consent Decree boilerplates now include Interim Actions

Project Documents



In Progress

Document Review Tracker

An interface to ISIS for tracking review time of key project documents.

Our goal: A single review cycle of key project documents. 45 days to review and provide comments on the draft submitted plus 45 days to approve the final.

- RIFS Workplan
- RIFS
- Draft Cleanup Action Plan (when PLP prepares the draft CAP)

The Online Toolkit NEW

Collects helpful information and provides examples and links to TCP policies and guidance. It is organized around the necessary project documents.

Part I: The Big Picture

The Model Toxics Control Act Using MTCA
Preparing and Revising Documents
Roles and Responsibilities

Part II: Communications

Internal Communications
Working with the Attorney General's Office
Working with Other Agencies
Working with Tribes
PLP Communication
Public Involvement

Part III: The Documents

Initial Investigation Field Report
Early Notice Letter
Site Hazardous Assessment Notification Letter
Preliminary Status Letter
Determination of Status
Orders and Decrees
Public Participation Plan
SEPA/MTCA Integration
Remedial Investigation Report
Feasibility Study
ARARs

Technical Discussions

New Expectations for Cleanup Project Managers
Using the Tools to Achieve Timeliness

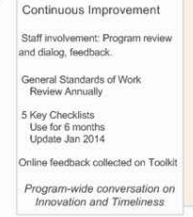
June 25 – Focus on RAG sites / TCP
Oct 29 – Focus on Formal sites / HWTR, TCP, WZR
Nov 5 – Focus on Formal sites / NWP and makeups

Technical Webinar series 1

Sept 30 – Soil CULs to protect GW
Oct 24 – Integrated Planning Grants
Nov 21 – Vapor Intrusion topics
Dec 13 – GW CULs to protect SW

Technical Webinar series 2

(topics tentative, dates TBD)
Petroleum CUL protective of surface water
Sediments
Metals and Mining Sites
Areawide low levels of contamination



In Progress

Collaboration

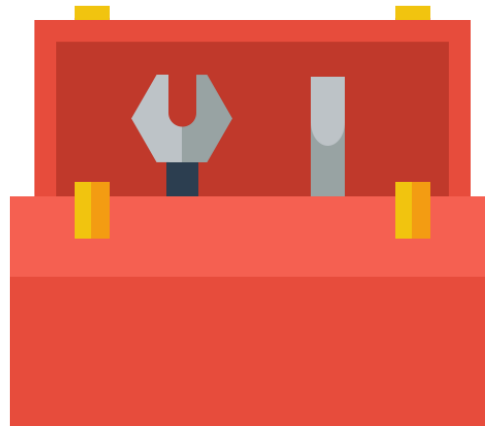
Martha Hankins
Department of Ecology Toxics Cleanup Program
For Discussion Purposes Only

Timelines

Tools to Speed Up Cleanup



**45 day
timelines** for
reviewing
documents



Toolkit on how
to clean up
contaminated
sites



Checklists to
standardize
work

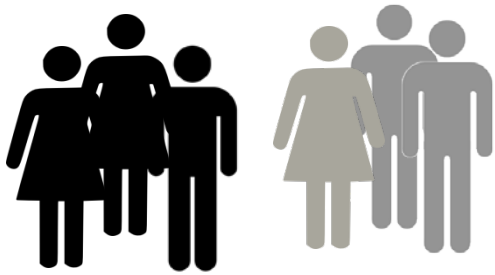


However, something was
still missing...

Our workforce!



The People Story



50%

Staff
turnover in
five years



Up and down
employee
engagement
marks



Program survey
concerns:
Communication,
workload, and
training

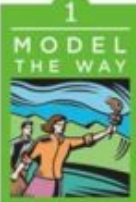
Developing a Roadmap to a Workplace of Choice



Workplace of Choice Projects

THE FIVE PRACTICES OF EXEMPLARY LEADERSHIP®


1
MODEL
THE WAY



2
INSPIRE
A SHARED VISION



3
CHALLENGE
THE PROCESS



4
ENABLE
OTHERS TO ACT



5
ENCOURAGE
THE HEART



A Leadership Challenge Resource

© 2010 by James M. Kouzes and Barry Z. Posner. Published by Pfeiffer. An Imprint of Wiley. All Rights Reserved.
DISCOVER MORE AT: WWW.LEADERSHIPCHALLENGE.COM 1-800-475-5881 x10

[Toxics Cleanup Program](#)
[TCP Partner Web](#)
[TCP Intranet site](#)
[Professional Development and Training Hub](#)
[Teams Portal](#)

Professional Development and Training Hub

Welcome to the Toxic Cleanup Program's Hub for professional development and training!

- Home
- Training Calendar
- Documents
- Notebook
- Recent
- Site Contents
- EDIT LINKS

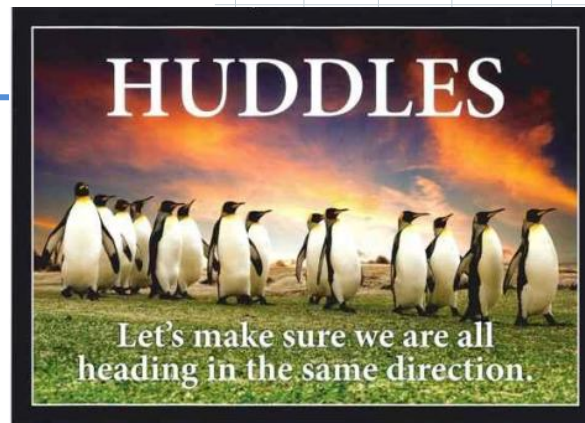
Training Calendar

◀ ▶ September 2015

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
30	31	1	2	3	4	5
					11	12



Newsfeed



Ongoing Commitment

Vision

We envision a clean, healthy, sustainable environment supporting livable communities and a vibrant economy throughout the State of Washington.

Mission

Our mission is to protect Washington's human health and environment by preventing and cleaning up pollution and supporting sustainable communities and natural resources for the benefit of current and future generations.

Values

Healthy Environment
We improve and protect our quality of life.

Respect
We build sustainable, collaborative relationships with each other, our partners, and the public.

Innovation
We encourage and support continuous improvement of our work and risk-taking.

Informed Decisions
We commit to science-based, client-focused, fair, and consistent decisions.

Outcome Goals

Detect & Prevent Underground Tank Leaks
Focus on education and required inspections, compliance, and enforcement to prevent and detect releases.

Clean Up Sites
Take faster, strong, innovative actions to improve our environment and protect human health.

Leverage Site Cleanups to Invest In & Support Communities
Equitably help communities restore polluted sites and reshape the local environment and habitat as they grow their local economies.

Develop the New TCP
Evolve and rebuild processes, policies, technology, and skills to improve how we serve the public and the people we work with.

Build A Workplace of Choice
Provide high-quality services to our staff and clients by recruiting, training, mentoring, and retaining skilled professionals.