

[July 1, 2002]

TO: DEQ Employees

FROM: Russell J. Harding, Director

SUBJECT: New DEQ Organizational Structure

The early out retirement program and budget reductions will have a significant impact on the department. The magnitude of these impacts necessitates the restructuring of the department.

Attached is the new high level department organizational structure. Shown on the chart are the assignments of division chiefs and assistant division chiefs. The recruitment process for the vacant division chief positions will begin immediately.

The new structure consolidates the existing nine program divisions into six divisions as follows:

- a) The Air Quality Division (AQD) remains mainly intact. However, the Dry Cleaning Program from the Drinking Water and Radiological Protection Division (DWRPD) is added to the division, while conversely, the toxicologists are moved into the Environmental Science and Services Division.
- b) The Water Division is mostly derived from combining the now existing Surface Water Quality Division (SWQD) and DWRPD. Added are the Groundwater Program elements from the Waste Management Division (WMD) and the Soil Erosion and Inland Lakes and Aquatic Nuisance programs from the existing Land and Water Management Division (LWMD).
- c) The Geological and Land Management Division is derived from the existing Geological Survey Division (GSD) and the LWMD, except for the Soil Erosion and Inland Lakes and Aquatic Nuisance programs, which are transferred to the Water Division.
- d) The Waste and Hazardous Materials Division is mostly derived from the existing WMD. Added are Storage Tank Technical Review and field inspection duties from the existing Storage Tank Division (STD), and the Radiological Protection Program from the DWRPD. The Groundwater Program is moved from the WMD to the Water Division.
- e) The Remediation and Redevelopment Division is derived mostly from combining the existing Environmental Response Division (ERD) and the cleanup program from the STD. The ERD grant and loan responsibilities relating to Site Assessment and Clean Michigan Initiative are transferred to the Environmental Science and Services Division. Storage Tank Technical Review is transferred to the Waste and Hazardous Materials Division. Enforcement Unit staff from the STD will be split between the Remediation and Redevelopment Division and the Waste and Hazardous Materials Division. State site cleanups overseen by the Office of Special Environmental Projects will also be transferred into the Remediation and Redevelopment Division.
- f) The Environmental Science and Services Division is derived from combining the existing Environmental Assistance Division (EAD) with the Environmental Laboratory from the existing DWRPD, the toxicologists from the existing AQD, SWQD, ERD, and WMD, and the grant and loan administration responsibilities from the ERD, DWRPD, SWQD, and LWMD.

This structure was developed through a deliberative process over the past few months. Earlier this year division chiefs submitted reorganization proposals. The Executive staff then had a series of meetings to discuss those proposals and develop the department's new organizational structure.

The need for consolidation was apparent due to the number of supervisors and managers who elected early retirement. Five division chiefs, one assistant division chief, 15 section chiefs, 26 unit chiefs and 14 level specialists signed up for early retirement. Even though the department has been approved for a 1 to 4 replacement of positions vacated through early retirement, it was clear that we could not function under our existing organizational structure.

The next step in the restructuring process will be to finalize the section and unit structure of the new divisions. Considerable effort has already been devoted to this step. However, input from division chiefs is needed to resolve a number of issues before the detailed structure can be finalized. It is anticipated that the detailed structure will be finalized within the next four weeks. As soon as it is finalized, the detailed structure complete with section and unit chief assignments will be announced.

We anticipate implementing the new structure in September. The exact implementation date will be determined when the detailed structure is finalized. Division and assistant division chiefs who are taking early retirement will assist in the implementation of the new structure and the transfer of knowledge through their retirement date.

Another part of our restructuring is to close our Shiawassee District Office. The staff of that district office will be relocated to Constitution Hall in Lansing. The office closure and moves will occur later this calendar year. The exact date has yet to be determined.

I know that any restructuring provides uncertainty to many individuals. I am committed to providing details as they are finalized and minimizing impacts on employees to the maximum extent possible. These concerns are why the chosen organizational structure involved the consolidation of programs rather than going to a functional structure (permitting division, inspection division, etc.) which would have been more disruptive. I encourage each of you to focus on your current job responsibilities until the new structure is implemented. Much important work needs to be accomplished this summer.

Questions regarding the department's new organization structure should be addressed to your division chief. Division chiefs will work with Deputy Director Gary Hughes and appropriate central staff to provide answers as quickly as possible.

cc: Brian DeBano, Governor's Office