

August 29, 2002

TO: DEQ Employees

FROM: Russell J. Harding, Director

SUBJECT: Implementation of DEQ Restructuring

The organizational structure has been finalized and we have received the necessary approvals to proceed with implementation.

This memo is to provide a number of the details regarding implementation of the new structure.

1. The implementation date for the new structure is September 15, 2002.
2. This morning, division chiefs were provided with hard copies of the finalized new organizational structure. The organizational structure is also accessible on the DEQ Intranet. It can be accessed at: <http://DEQINET/REORGANIZATION>
3. Most supervisory positions in Lansing were filled through management reassignment. These reassignments are shown on the charts. After all reassignments were made, three environmental manager 15 positions and three environmental manager 14 positions remained vacant.
4. Two of the vacant 15 level manager positions were posted. The selection process for these positions was completed last week. Diana Klemans is being appointed as Chief of the Surface Water Quality Assessment Section in the Water Division. Liane Shekter Smith is being appointed as Chief of the Hazardous Waste Section in the Waste and Hazardous Materials Division. These appointments will be effective September 15, 2002. These appointments created another 14 level manager vacancy in Lansing and reduced the number of Kalamazoo District supervisors to be placed by one.
5. First and second-line supervisors in Lansing who are being reassigned to a completely new unit or section will get a reassignment letter by regular mail confirming the reassignment. Reassignment letters will also be sent to Lansing-based supervisors who are having a substantial change in reporting relationship or a substantial change in their unit or section.
6. The district supervisor positions in the new divisions will be filled through the Reduction-In-Force (RIF) process. The organizational charts show

the district supervisors in the new divisions as vacancies. The organizational chart for the Air Quality Division, which is not a new division, shows the current Air Quality Division district supervisors in their positions. These supervisors may be bumped as part of the RIF process. All district supervisor positions in the new divisions are environmental managers.

7. The number of district supervisors after early retirements balances with the number of supervisory positions in the new structure in the following three districts: Cadillac, Kalamazoo, and Shiawassee. In these districts, all supervisors will be able to hold the 14 level.
8. The RIF letters were sent to impacted and potentially impacted district supervisors on Wednesday, August 28, 2002. These letters were sent certified mail. No bump chain will go lower than a 12 level vacancy.
9. All questions regarding the RIF are to be addressed to Personnel Director Deb Wieber. If she is not available, RIF questions can be addressed to Deputy Director Gary Hughes. During the next few days while both of them are participating in division chief interviews, please contact Jan Adams with RIF questions. Deb and Gary will be returning calls between interviews. Jan can be reached at 517-241-7394.
10. The RIF letters will show the position that the employee is entitled to under Civil Service and DEQ rules/policy. There may be alternative placements within DEQ that are possible, including the environmental manager 14 level vacancies in Lansing. The current environmental manager 14 vacancies in Lansing, which are not subject to being filled through the RIF, are in Air Quality Division (1), Geological and Land Management Division (1), and Water Division (1). Deb Wieber and Gary Hughes will work with employees on any possible alternative placements. Any alternative placements will be done in a manner that protects the employee's recall rights. The 14 level manager positions in Lansing will be filled in accordance with recall rules.
11. At the conclusion of the RIF process, reassignments may be possible in a limited number of cases. Reassignments between divisions must be approved by Deputy Director Hughes.
12. The interviews for the Senior Executive Management Assistant (SEMA) 11 positions to serve as division chief secretaries in the new divisions are being held this week. After these positions are filled, the need for RIF actions or reassignments to balance the work force in the Executive Secretary class will be determined. If RIF actions are necessary, they will occur sometime after September 15, 2002. Timing requirements do not make it possible to implement RIF actions for the Executive Secretaries on September 15, 2002. It is possible that only minimal reassignments will be necessary following the filling of the SEMA positions.

13. Interviews for the Air Quality, Environmental Science and Services, and Waste and Hazardous Materials Division Chief positions are being held this week and next week. I hope to fill these positions shortly thereafter. It is possible that some of these positions will be filled by the September 15, 2002 implementation date. In cases where the division chief positions will not be filled by September 15, 2002, a formal acting will be named, if necessary.
14. All restructuring questions, except RIF-related questions, should be directed up the chain of command to your current division chief. The division chiefs will work with Deputy Director Hughes and appropriate central staff to provide answers to questions.
15. Central staff are in the early stages of working with DBI on the development of a plan to relocate staff within Constitution Hall in accordance with the new division structure. This plan will also cover the relocation of the Shiawassee district staff to Constitution Hall.
16. The Financial and Business Services Division will initiate work with divisions' financial staff to develop budgets for FY2003 that reflects the new structure.
17. Deputy Director Hughes and Budget Director Dennis Fedewa will begin negotiations with the Department of Management and Budget (DMB) next week on the revisions of the DEQ's hiring ceiling. Once the revised hiring ceiling has been finalized, I hope we will be able to begin filling staff level vacancies throughout the DEQ.

We have attempted to ensure that the organizational charts are free of any errors. They have gone through a number of reviews during the finalization process. However, staffing in DEQ is not static. Therefore, there may be a few inaccuracies in the charts.

Typographical errors on a document this extensive are also possible. Once again, I encourage you to raise questions through your chain of command.

I appreciate your continued patience and professionalism during this time. A number of actions that we have been able to take during the past few weeks have significantly reduced the magnitude of the impacts from restructuring.

The new structure is a financially and programmatically sound structure. It addresses the impacts of early retirements and associated budget reductions for next fiscal year, while maximizing staff level positions to do the work critical to the DEQ's mission. I look forward to working with you to implement the new structure and the transfer of knowledge necessary to minimize the impacts of early retirements.