

# 1999 Survey of the California Department of Toxic Substances Control (DTSC)

Response Rate = 30%

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NOTE: Some questions include a breakdown of the **technical staff** response in addition to the **overall** response (indicated by "*Overall*" and "*Technical*" where applicable).

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## RESOURCES & PRIORITIES

1. DTSC has sufficient funding to adequately fulfill its mission of environmental protection.

2% Strongly agree 21% Agree 17% No opinion 42% Disagree 18% Strongly disagree

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2. In my experience, DTSC is an effective environmental agency.

5% Strongly agree 35% Agree 15% No opinion 35% Disagree 10% Strongly disagree

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3. DTSC Director Ed Lowry has inherited an agency which is stronger than it was five years ago.

6% Strongly agree 17% Agree 19% No opinion 31% Disagree 27% Strongly disagree

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4. Allocation of resources within DTSC matches program needs and priorities.

1% Strongly agree 7% Agree 24% No opinion 49% Disagree 19% Strongly disagree

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5. Available resources are effectively utilized at DTSC.

2% Strongly agree 10% Agree 17% No opinion 50% Disagree 21% Strongly disagree

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## DECISION-MAKING

6. In my experience, the regulated community exercises excessive influence on agency decision-making.

Overall:

19% Strongly agree 42% Agree 19% No opinion 18% Disagree 2% Strongly disagree

Technical:

26% Strongly agree 45% Agree 14% No opinion 13% Disagree 2% Strongly disagree

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7. DTSC executive managers place environmental protection ahead of self-protection in making decisions.

3% Strongly agree 15% Agree 21% No opinion 36% Disagree 25% Strongly disagree

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8. DTSC uses the best scientific and technical data to make permitting, enforcement, technology certification and site mitigation decisions.

Overall:

2% Strongly agree 30% Agree 25% No opinion 33% Disagree 10% Strongly disagree

Technical:

1% Strongly agree 27% Agree 22% No opinion 37% Disagree 13% Strongly disagree

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9. In controversial matters, DTSC managers will overrule staff scientific/technical recommendations for political reasons.

Overall:

27% Strongly agree 41% Agree 22% No opinion 8% Disagree 2% Strongly disagree

Technical:

31% Strongly agree 46% Agree 14% No opinion 8% Disagree 1% Strongly disagree

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10. DTSC management is committed to strong enforcement of environmental laws and regulations in the field.

Overall:

5% Strongly agree 28% Agree 21% No opinion 31% Disagree 15% Strongly disagree

Technical:

5% Strongly agree 22% Agree 15% No opinion 38% Disagree 20% Strongly disagree

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## LEADERSHIP

11. I have confidence in the leadership of the DTSC managers to whom I report.

35% Yes 52% No 13% No opinion

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12. In my experience, promotions and hiring decisions at DTSC have been made on the base of merits rather than non-performance related factors.

23% Yes 59% No 18% No opinion

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13. If you are familiar with the work of any the following executive staff, please choose the most appropriate term to describe the quality of their leadership.

Chief Deputy Director **Bob Borzelleri**: 10% Very Good 26% Good 31% Fair 32% Poor  
Assistant Director **Bob Hoffman**: 13% Very Good 23% Good 44% Fair 20% Poor  
Acting HWMP Dep. Director **Watson Gin**: 21% Very Good 28% Good 31% Fair 19% Poor  
OPPTD Dep. Director **Bob Stephens**: 4% Very Good 18% Good 32% Fair 47% Poor

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14. If you are familiar with the work of any of the following division and branch chiefs, please choose the most appropriate term to describe the quality of their leadership.

SCD Chief **Larry Matz**: 5% Very Good 14% Good 38% Fair 43% Poor  
Site Mitigation:  
- **Barbara Coler**: 10% Very Good 27% Good 32% Fair 31% Poor  
- **Stan Philippe**: 19% Very Good 36% Good 26% Fair 19% Poor  
- **Bill Ryan**: 9% Very Good 26% Good 30% Fair 35% Poor  
SRD Chief **Paula Rasmussen**: 14% Very Good 28% Good 40% Fair 18% Poor  
OPPTD Chief **Jim Allen**: 21% Very Good 36% Good 31% Fair 12% Poor  
Pollution Prevention - **Kim Wilhelm**: 22% Very Good 39% Good 28% Fair 11% Poor  
Technology Development - **Greg Williams**: 14% Very Good 37% Good 35% Fair 14% Poor  
Information Management - **Steve Hannah**: 8% Very Good 18% Good 39% Fair 36% Poor

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15. Senior DTSC managers are supportive of the priorities articulated by Director Ed Lowry.

1% strongly agree 25% agree 56% no opinion 14% disagree 4% strongly disagree

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## **ACCOUNTABILITY**

16. In my experience, DTSC disseminates accurate information to the general public.

7% strongly agree 49% agree 20% no opinion 20% disagree 4% strongly disagree

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17. DTSC management is strongly committed to compliance with the requirements of the California Environmental Quality Act (CEQA).

9% strongly agree 42% agree 29% no opinion 15% disagree 5% strongly disagree

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18. In my experience, members of the regulatory community receive preferential treatment at DTSC after contacting the Governor's Office.

Overall: 56% yes 7% no 37% don't know  
Technical: 66% yes 2% no 32% don't know

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19. With respect to discipline for inappropriate behavior, when compared to line staff, DTSC managers are held to:

9% the same standard 10% a higher standard 51% a weaker standard 30% don't know

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20. I have been directed by a superior to ignore an environmental rule or regulation.

23% yes 63% no 14% don't know

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## **INTERNAL CLIMATE**

21. Morale among DTSC employees is:

1% excellent 6% good 26% fair 34% poor 32% extremely poor

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22. There are clear lines of communication at DTSC that facilitate the flow of important information up the chain of command.

3% strongly agree 21% agree 12% no opinion 32% disagree 31% strongly disagree

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23. DTSC managers provide clear guidance to staff about priorities and procedures.

3% strongly agree 19% agree 12% no opinion 38% disagree 28% strongly disagree

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24. I fear job-related retaliation for reporting problems or discrepancies to my chain of command.

Overall: 46% yes 43% no 11% don't know  
Technical: 47% yes 41% no 12% don't know

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25. I know of instances in which DTSC management has re-assigned a staffer for doing their job "too well" on a controversial project.

Overall: 36% yes 26% no 37% don't know  
Technical: 40% yes 26% no 34% don't know

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My Division is: 30% Site Mitigation 12% Enforcement 8% Pollution Prevention  
13% Permitting 19% Other 18% Not Specified

My current position is: 50% technical staff 16% support staff  
13% supervisor/manager 5% other 16% not specified