RCRA CORRECTIVE ACTION FIRST CHANGE MANAGEMENT SURVEY –

RCRA CORRECTIVE ACTION PROGRAM MANAGERS

1. Following the RCRA Toolkit Training, how would you describe <u>YOUR</u> willingness, openness, and general intent to utilize the RCRA Tools? Please select one, best answer:
   - ❑ Strong intent to use the RCRA Tools within the first 30 days of training
   - ❑ Willingness to consider using the RCRA Tools if the right circumstances are present
   - ❑ Indifference due to the amount of stakeholders that need to be on board with the Tools
   - ❑ Little interest due to long-standing processes, firmly in place; RCRA Tools could be disruptive

2. Following the RCRA Toolkit Training, how would you describe the willingness, openness, and general intent OF <u>YOUR STAFF</u> to utilize the RCRA Tools? Please select one, best answer:
   - ❑ Strong intent to use the RCRA Tools within the first 30 days of training
   - ❑ Willingness to consider using the RCRA Tools if the right circumstances are present
   - ❑ Indifference due to the amount of stakeholders that need to be on board with the Tools
   - ❑ Little interest due to long-standing processes, firmly in place; RCRA Tools could be disruptive

3. When you talk to project managers and staff about using RCRA FIRST Tools, the general consensus is:
   - ❑ Logical and simple practices with big returns
   - ❑ Minimal impact in the big scheme of things
   - ❑ Too much effort and not enough return
   - ❑ Ambitious for corrective action but has big returns for public and agency

4. At how many facilities within your program area have you implemented the RCRA FIRST approach?

5. At how many facilities within your program area are you considering using a RCRA FIRST approach or tool in the future?

6. If/when attempts to use any RCRA Tools were made, and made successfully, to what do you attribute the success of a brand new Tool being applied to a long-standing process? Please select one, best answer:
   - ❑ Senior sponsorship to support and encourage a new approach

- ❑   Goals in which RCRA FIRST Tools were seen as the means to achieve the goals
- ❑   Personal intent and motivation to apply the Tools
- ❑   Group of individuals collaborating and collectively deciding to apply the Tools

7. If/when attempts to use any RCRA Tools were made, and were unsuccessful, to what do you attribute the failed attempt(s)? Please select one, best answer:
   - ❑   Lack of Support from Management or Senior Level
   - ❑   No Goals to drive a new approach to corrective action resolution efficiencies
   - ❑   Competing Priorities got in the way of the upfront work needed to apply the RCRA FIRST Tool(s)
   - ❑   Insufficient buy-in from group(s) of individuals needed to put Tools into action

8. Generally speaking, since completing the RCRA FIRST Toolkit Training, the confidence and comfort level of your staff in the RCRA FIRST Toolkit has:
   - ❑   Grown stronger through application
   - ❑   Remained the same/ static
   - ❑   Diminished due to amount of time since training
   - ❑   Diminished due to failed attempts

9. Generally speaking, the most challenging aspect of program staff applying the RCRA FIRST Tools
   - ❑   Personal habits and practices are really hard to change
   - ❑   Don't have time to learn about tool and persuade others in the project
   - ❑   People who don't want to change make it impossible for those who do want to change
   - ❑   Lack of confidence that the Tool is going to be used as intended
   - ❑   Lack of understanding around the point/the purpose/the benefit of each Tool in the long run

10. Tools and approaches you have used to increase interest and acceptance of RCRA FIRST approaches and tools in your program:
    - ❑   Integrate RCRA FIRST Approaches into regular project discussions, bring up use of appropriate tools when discussing specific project with staff
    - ❑   Encourage Staff to "pilot" a tool
    - ❑   Restate program efficiency goals with regularity to keep them in the forefront
    - ❑   _____(blank space to be filled in by respondent)
    - ❑   _____

11. If manager training were made available, which of the following organizational disciplines would be most helpful to you in achieving a higher level of change management - getting increase buy-in of RCRA FIRST Approaches and application of the RCRA FIRST Toolkit? Please select one best answer:
- ❑ Lean Methodology
- ❑ Change Management
- ❑ Performance Management
- ❑ Process Management
- ❑ Management Discussion Corners – "closed" Webinars or Conference Calls with experts where managers to identify challenges and discuss possible solutions

12. If support of any kind could be provided to facilitate an increase in adoption of RCRA FIRST Tools, it would be:
- ❑ Implementation support for all stakeholders involved every step of the way
- ❑ Changing approach people take throughout corrective action processes
- ❑ Communications Planning before, during and after RCRA FIRST Tool application
- ❑ Additional information and training sessions on the Toolbox Tools (webinars, case study presentations, expert calls, etc)

13. If there is a particular support need: education/training, communications, marketing, data analysis, leadership, resources, etc. that has not been mentioned in this questionnaire, yet YOU believe it is needed to advance the adoption of the RCRA FIRST Tools, please indicate this support need: _____