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MCAS EL TORO  
SSIC NO. 5090.3

# **MCAS EL TORO**

# **TEAM BUILDING**

**October 26 - 27, 1994  
San Diego, California**

**Presented By  
Stephen Clarke  
Cooperative Personnel Service  
(916) 263-3600**

# **TEAM-BUILDING WORKSHOP AGENDA**

**October 26 - 27, 1994**

**San Diego, California**

## **MCAS EL TORO**

### **DAY ONE**

**8:00am**      **Opening Remarks**

**Introductions and Sharing of Expectations**

**Identify Your Preferred Work Environment & Morale**

**Team-Building Overview**

### **SHORT BREAK**

**Team Building Exercise & The Code of Ethics**

**Communication & "DiSC" Behavior Profile Exercise**

### **LUNCH**

**Problem Solving Processes - WIN-WIN RESULTS**

### **SHORT BREAK**

**Vision, Mission, Values, & Behaviors**

**Develop Team Charter**

**Develop Basic Approach for the Project**

**Identify & Discuss Roles & Responsibilities**

**6:00pm**      **END OF DAY ONE**

## **DAY TWO**

**8:00**      **Recap of Day One Key Learnings**

**Trust-Building Activity**

**Discuss Team Relationship Goals**

**BREAK**

**Discuss Issues, Barriers, & Opportunities for Success**

**LUNCH**

**Develop Specific Action Plans**

**BREAK**

**Personal Commitments to the Team**

**4:00pm**      **Summary and Close of Session**

Post-session note: This agenda was modified slightly to better meeting the needs of the team.

## MCAS EL TORO

### Attendee List:

Larry Vitale S.A. RWQCB  
DTSC

Richard Selby SWDIV  
Maria Aurora Nacam SWDIV  
Mike Adaekapara RWQCB #8  
Vish Parpiani MCAS El Toro  
Jim Pawlisch SWDIV  
Walter Sandza SWDIV 185  
Alice Gimeno DTSC  
Jason Ashman SWDIV  
David Crawley SWDIV

Juan Manuel Jimenez Cal EPA

Joseph Joyce SWDIV  
Ginny Garelick SWDIV  
Andy Piszkin SWDIV  
Bonnie Arthur EPA  
John Scandura CAL EPA/DTSC  
Jane Diamond U.S. EPA  
John Dolegowski Ch2M Hill  
Dana Sakamoto SWDIV  
David Cowser Bechtel

### Meeting Expectations:

- BCT Organization
- Establish a foundation to operate; high efficiency
- Common vision
- Roles and responsibilities/limitations
- Risk taking?
- True priorities, given restraints
- Honesty
- Tune up the team
- Clear understanding of process
- How to get everyone "on board"
- Ensure BCT understanding of contract commitments and constraints
- How to avoid 100 page "comments"
- Share risks/benefits
- Oral buy-off by Water District
- What does it mean to be a team?
- How to bring common focus to the team and leaders
- How to resolve communication problems
- Flow chart process
- Chain of command
- Explore common ground working together
- Conflict resolution skills
- Turn over parcels and/or clean-up sites

Next, the team identified characteristics of successful teams.

- Large team, lots of expertise
- Cooperation
- Common goals
- Sharing risks
- Leadership
- Shared values and vision
- Consensus
- Share work load (maximize strengths, minimize weaknesses)
- Understanding your role
- Commitment and follow through
- Recognize individual and team accomplishments

The team then elected to voice issues (baggage) that were with them from their earlier experiences on the project:

- \* Need to get on with the project
- \* Different understandings
- \* Old verses new
- \* Consensus and approval process
- \* State rejected document
- \* State and EPA split
- \* Attitude of "known vs. unknown"
- \* How much emphasis on old vs. new information
- \* Unresolved issues
- \* Lead vs. team, \$\$\$, and the law
- \* Confusion and stress
- \* Schedule is delayed

Next, the team identified their preferred work environment. The items in bold type represent items that the team felt were directly controllable by them:

- **Clear communication and understanding**
- **No stress or animosity**
- **Mutual respect**
- Fully resourced and **committed staff**
- **Share**
- Located in one place
- **Personal contact**
- **Don't personalize disagreements**
- **Accomplishment**
- fully funded

Ground rules for the meeting were established to help expedite the team-building session:

- \* **Use “time out” if needed**
- \* **Stay on time**
- \* **One person speaks**
- \* **No side talk**
- \* **Everyone participates**
- \* **Commit to goals, stay focused**
- \* **Use control limits**
- \* **RPM’s need to attend meetings**
- \* **No retribution**
- \* **Create an “issues” sheet**
- \* **Honesty & candidness**
- \* **No hidden agendas**
- \* **Timely information free-flow**
- \* **\_\_\_\_\_ telephone**
- \* **Commit to meeting**

The team then engaged in a team building activity that focused on consensus and team synergy. The key learnings identified by the team were:

1. Open mindedness
2. Desert “politics” entered into the activity
3. Listen
4. Cooperation
5. Compromise
6. Common goals are important
7. Have a sense of humor
8. Negotiation
9. Flexibility
10. Establish basic assumptions
11. Trust
12. Develop a strategy
13. Pay attention
14. Have fun
15. Have a good attitude
16. Everyone contributes

Communication and behavior styles were discussed. Each team member completed their own Personal Profile System (DiSC) assessment to learn more about themselves and their team mates. The chart on the following page reflects the team’s basic behavior styles and classical patterns.

## PERSONAL PROFILE SYSTEM (DISC) RESULTS

Reviewing DiSC results is good because it creates an awareness of other styles that are used by people around us. A mix of behavior styles is good for teams, however mixing styles requires careful assessment of the team and task requirements. Mixing for the sake of mixing can be disastrous for team development.

**BOLD TYPE** indicates **BCT** members.

<u>Dominance</u>	<u>Influencing</u>
David Crawley - Creative Jim Pawlisch - Results-Oriented Ginny Garelick - Developer <b>Juan Jiminez - Developer</b> John Scandura - Creative	Dana Sakamoto - Persuader Jason Ashman - Promoter Mike Adackapara - Practitioner Maria Nacam - Inspirational Richard Selby - Appraiser
John Dolegowski - Objective-Thinker Alice Gimeno - Perfectionist <b>Bonnie Arthur - Perfectionist</b> <b>Joseph Joyce - Creative</b> <b>Larry Vitale - Perfectionist</b>	David Cowser - Agent Jane Diamond - Agent Vish Parpiani - Achiever Andy Piszkin - Counselor
<u>Conscientiousness</u>	<u>Steadiness</u>

*Refer to Personal Profile System instrument for complete description of each classical pattern. The classical pattern descriptions tend to generally describe individuals with a specific pattern. The information should be carefully considered from a positive perspective and used to optimize individual and team performance.*

The team developed their Code of Ethics for the project. It is important to note that ethics are what holds people to their commitments. Each member was encouraged to live by the Code to ensure a successful project.

## **CODE OF ETHICS**

- |  |                      |
|--|----------------------|
| * Integrity                                    | * Honesty            |
| * Trust  | * Openness           |
| * Model the behavior you expect<br>from others | * Dependable         |
| * Sincere                                      | * Respectful         |
| * Empathetic                                   | * Be a good listener |
| * Value other's opinions                       | * Accountable        |
| * Responsible                                  | * Have fun           |
| * Honor diversity                              | * Credible           |
|  | * Be candid          |

Next, teams were formed to determine their Vision, Mission, Values, and Behaviors.

### **VISION**

***Maximize restoration and reuse by 1999!***

### **MISSION**

***Fast-track remediation of MCAS El Toro to expedite reuse and protect human health and environment.***

### **VALUES**

- |   |                                    |
|---|------------------------------------|
| * <b><i>Integrity</i></b>                                     | * <b><i>Honesty</i></b>            |
| * <b><i>Trust</i></b>   | * <b><i>Openness</i></b>           |
| * <b><i>Model the behavior you expect<br/>from others</i></b> | * <b><i>Dependable</i></b>         |
| * <b><i>Sincere</i></b>                                       | * <b><i>Respectful</i></b>         |
| * <b><i>Empathetic</i></b>                                    | * <b><i>Be a good listener</i></b> |
| * <b><i>Value other's opinions</i></b>                        | * <b><i>Accountable</i></b>        |
| * <b><i>Responsible</i></b>                                   | * <b><i>Have fun</i></b>           |
| * <b><i>Honor diversity</i></b>                               | * <b><i>Credible</i></b>           |
| * <b><i>High standards</i></b>                                | * <b><i>Be candid</i></b>          |
| * <b><i>Value-added level of effort</i></b>                   | * <b><i>Loyalty</i></b>            |
|   | * <b><i>No gold plating</i></b>    |

## **BEHAVIORS**

1. ***Objectivity***
2. ***Politeness***
3. ***Respectful***
4. ***Goal oriented***
5. ***Focus toward decision***
6. ***High degree of professionalism***
7. ***Team spirit***
8. ***Cooperation***
9. ***Commitment***
10. ***Open mindedness***
11. ***Emphasis on advance planning***
12. ***Reduce the number of people at meetings***
13. ***Signatures of acceptance or consensus statements at each meeting***
14. ***Be on time***
15. ***Be ready, prepared to make Decisions***
16. ***Rotate logistical responsibility (agenda, run the meeting, etc)***
17. ***Meeting management***
  - ***issues bin***
  - ***team health check (pre/post)***
  - ***action item's/resolution***
  - ***reality check on accomplishments***
  - ***clarify meeting objectives, modify as necessary***
18. ***Use an outside facilitator to run meetings***
19. ***Meeting materials available well ahead of time to participants***
20. ***Establish conflict resolution techniques, process (informal)***
21. ***Plan how to formalize key decisions***
22. ***Plan how team will operate when members are absent***
23. ***Respect organizational imposed restraints***
24. ***Separate meetings for agencies to establish technical positions***
25. ***Track action items***
26. ***Do not be controlling***
27. ***Issue meeting minutes for review (?)***

## **BASIC APPROACH**

BRAC clean-up plan

FFA (parallel process/roadmap)

Reuse

Priorities?

Schedule?

Sites will be reviewed on an annual basis.

\* Need schedule - completed when?

Due date: ?

## **SHORT TERM ISSUES (about two months from now)**

1. IAFS Comments OU 1
2. BCP FFA
3. Risk assessment OU 1
4. Cerfa document
5. Proposed OU1 plan
6. RI, comments/resolution OU 1
7. EE/CA (2)
8. Work plan (Dec.) on OU2 & OU 3
9. BCP budget
10. CTC
11. GWMP resolution
12. RAB meeting
13. Cerfa sampling
14. Community relations plan
15. Compliance projects
16. Tank 398
17. UST site assessment
18. Air documents (Navy)
19. Miscellaneous plans
20. Scopes of work
21. Desalter negotiation
22. OU 1 ROD
23. Dispute resolution

## OTHER PRIORITIES/PROJECTS

- A. RFA
- B. OU 1
- C. OU 2
- D. OU 3
- E. Comprehensive
- F. BCP update/FFA
- G. Removals CTO 59
- H. Future removals
- I. Underground storage tanks
- J. GWMP
- K. FSP
- L. QAPP
- M. Alton Parkway
- N. RCRA
- O. Bake Ext.
- P. Phase 2 RI
- Q. EBS/Cerfa
- R. Desalter
- S. ECO-risk
- T. Operational compliance
- U. Air credits

Funding was then discussed. **\$20.4M available**

### **CURRENT PROJECTS**

- |  |      |
|--|------|
| 1. CTO 65 RFA follow-up                | \$1M |
| 2. CTO 59 RI/FS II work plan & EECA    | \$1M |
| 3. CTO 73 VOCs OU 2                    | \$4M |
| 4. CTO 76 Landfills RI/FS reports OU 2 | \$6M |
| 5. CTO 75 UST site access              | \$2M |
| 6. Tank 398                            | \$2M |

### **NEGOTIATED**

- |                                  |        |
|----------------------------------|--------|
| A. Alton Parkway study/tank work | \$1.6M |
| B. OU 3 study                    | \$8.8M |

### **LIST FOR 1995**

- |                                   |        |
|-----------------------------------|--------|
| 1. AGWMP implementation (limited) | \$1.5M |
| 2. RD/RA site 18                  | \$390K |
| 3. Desalter OU 1 RI/FS + removal  | \$20M  |

### **NEGOTIATED FOR 1995**

- |                                  |        |
|----------------------------------|--------|
| A. Alton Parkway study/tank work | \$1.6M |
| B. OU 3 study                    | \$8.8M |

## **TEAM CHARTER**

We, the MCAS El Toro partners, commit to effectively working together to maximize restoration and reuse of MCAS El Toro by 1999. We will accomplish this goal through teamwork, dedicated and focused participation, our ethics outlined below, and effective communication between all partners.

We want the project to be enjoyable to work on and will work together with trust and respect, and will ensure that all team members interests impact decisions. Problems will be resolved quickly or escalated if appropriate, and by team members closest to the issue. As partners, we commit to communicating our mission and partnership goals to new project members and encourage them to embrace this partnership.

Our mutually agreed upon ethical standards are listed below

### **CODE OF ETHICS**

- \* Integrity
- \* Trust
- \* Model the behavior you expect  
from others
- \* Sincere
- \* Empathetic
- \* Value other's opinions
- \* Responsible
- \* Honor diversity
- \* Honesty
- \* Openness
- \* Dependable
- \* Respectful
- \* Be a good listener
- \* Accountable
- \* Have fun
- \* Credible
- \* Be candid

## ROLES AND RESPONSIBILITIES

### *Approval vs. concurrence*

#### **RPM**

#### **DTSC**

Juan & Alice (backup)  
State lead regulatory agency with approval authority.  
Non-NPL      NPL = EPA

#### **RPM**

#### **RWQCB**

Ensure compliance with regulatory requirements. Approval of technical documents.

#### **NAVY**

#### **BEC**

Environmental coordinator  
Co-chair, RAB  
BCT member (est. priorities, funding, environmental reuse).  
Reports to Southwest Div & activity  
Chief negotiator/primary contact for DOD

#### **BTC**

Coordinates transition of installation with community.

#### **RPM (Navy)**

Support BEC (through BCT).  
Executes contracts for IRP  
OU 2 & OU 3 focus

#### **Lead**

#### **RPM**

technical lead  
executes contracts    OU 1 lead

#### **RTM**

Review and comment on all CLEAN deliverables for IR program.

#### **Navy Counsel**

#### **Navy**

legal review of all CLEAN docs for IR program  
Contracts management

#### **Contracts**

#### **Specialist**

contracting officer  
coordinates mods of contracts with RPM & contractor

**MCAS El Toro** Point of contact for Base, BRAC, FMD, Base Counsel,  
environmental and legal issues.

**Navy Field RPM** Support BEC  
Liaison between ROICC, station folks, contractors.  
Point of contact for UST's

**CLEAN II** Implement task orders per Navy RPM direction  
Dave Cowser  
(Proj. Mgr.)

**Dante** GC support function ---BCT  
Researches tech issues as needed by BCT

**CLEAN I** Implement task orders (OU-1 focus)  
John Dolegowski, Project Manager

**EPA RPM** Review/comment on tech docs for El Toro.  
Share EPA policy/success stories with BCT.

**EPA Section Chief** Ensure consistency across base.  
Provide management support to staff.  
EPA position - approve all docs.

**RAC contractor** focus on cleanup opportunities  
assist in determining technical approach for fast-track  
cleanup.

**Dana Sakamoto** BRAC Division Director  
Supports BEC  
Policy issues  
Assists in dispute resolution issues resolution

**Jerry Katz** Navy's west coast coordinator for BRAC policy development  
Mediate disputes  
Liaison between Base Closure Commission + bases

**Jim Pawlisch** Head, Environmental Department  
Involved with global issues  
Decisions regarding ARAR's policies  
Budget negotiator

**Other Notes:**

DTSC - lead regulatory agency in California for hazardous waste, "One Voice"

RPM >>> BCT rep. State

Reuse Sp >>> Reuse Issue >>> FOST, FOSL, EBS

Pub Part. Sp >>> Fact Sheets, Public meeting, Inter w/ comm. & politics

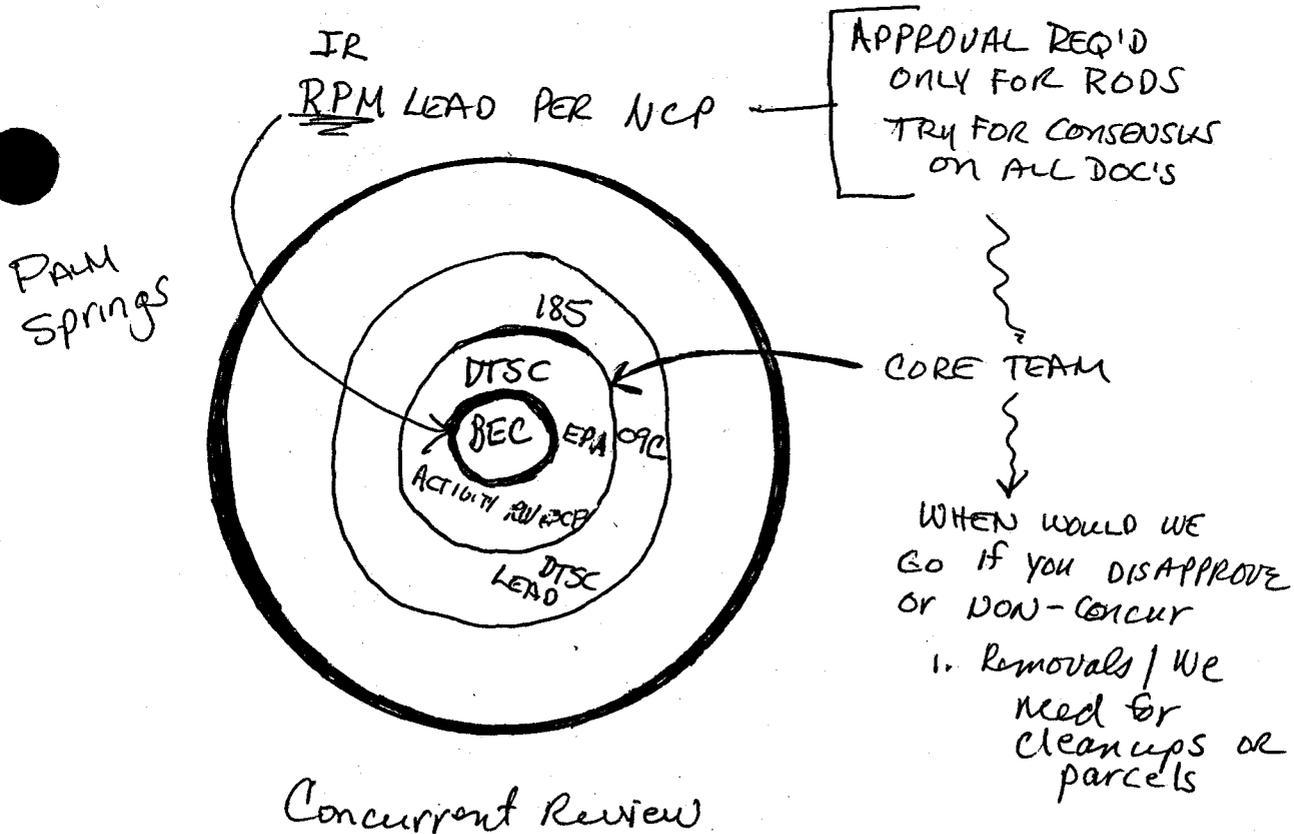
Team Leader - Facilitate major issues

BR Chief

Div Chief

Dave Wang

Reproduction of drawing by Jim Pawlisch.



## MEASURES OF SUCCESS

### **DTSC Internal measures**

- # removal activity
- # final cleanups
- # acres for reuse
- FOST & FOSL

### **EPA # cleanup decisions**

- # removals
- # remedial actions implemented
- FOST & FOSL

### **Water District**

- # of cleanups
- # remedial action implemented

### **Navy**

- # RAB issues - BCP & OU1 FS resolved
- support reuse (fast track)
- # of acres turned over
- # # of sites cleaned up
- # Category 7 to Category 1,2, or 3 (70%)
- execution curve

## ACTION ITEMS

Move short term prioritization to first level escalation.

**Bonnie, Larry, Joseph, Juan to meet 11/22 at El Toro at 1300 hrs.**

**Navy to provide project timelines by 11/10/94 at BCP meeting.**

## **ACCOMPLISHMENTS**

1. Identified structure and organization
2. Very productive two days
3. Lines of communication and informal dispute resolution
4. Role and responsibilities defined
5. Measurements for success identified
6. Mission, Vision, Values, and behaviors identified
7. Identified behavior styles of team members
8. Met "the players"
9. Good management support
10. More "on board" now
11. Ground rules were established
12. Better understanding of contracts and constraints.

## **PRINCIPLES OF ESCALATION**

In the event that an impasse was reached on any aspect of the Project, any of the following escalation principles will be sufficient to escalate the impasse to higher levels. The fundamental principle behind escalation is that each partner will understand that escalation is part of the "rules". Time is money which makes timely action extremely important. The principles established by the team are reflected below:

**Unresolved disagreement**

**Schedule**

**Policy issues**

**Politics (community)**

**Funding problems**

***The chart can be reviewed on the following page.***

## PROBLEM ESCALATION CHART

EPA	NAVY	STATE
Jeff Zelikson	Capt. Gunn	Kurt Burchtold Bill Soo Hoo Margaret Felts
<i>As Per FFA Specifications</i>		
Julie Anderson Dan Lance	Jim Pawlisch	John Scandura Mike Adackapara
<i>One Week</i>		
Jane Diamond	Dana Sakamoto	Alice Gimeno
<i>Two Working Meetings Maximum</i>		
Bonnie Arthur	Joseph Joyce	Larry Vitale Juan Jimenez

The team did not have the opportunity to establish a rating criteria, so a form has been provided at the end of this report to be used for on-going assessment of the team's performance by the team members involved. Using this form will assist the team in identifying team or project difficulties.

**Stephen O. Clarke, Facilitator**  
**Employee Involvement Systems**  
**P.O. Box 10866**  
**Scottsdale, AZ 85271**  
**(602) 946-5390**

for

**Cooperative Personnel Services and the Partnership**

## **INTERESTING ITEMS**

### **"FOUR ASSUMPTIONS OF COMMUNICATION STYLES"**

- > We each have a style based on our typologies
- > Styles are recognizable in a short period of time
- > Similar styles have better communication
- > Styles are readily adaptable

## **"COMMUNICATION"**

Good group communication starts with a RESPECT for the need to know and is facilitated by good INDIVIDUAL communication skills and by having EFFECTIVE SYSTEMS in place.

### RESPECT

- \* Awareness
- \* Commitment
  - Let it happen
  - Help it happen
  - Make it happen

### **"PROBLEM SOLVING - GETTING TO 'YES' WITH WIN-WIN"**

- \* Fix the problem not the blame
- \* Focus on interests not on positions
- \* Invent options for mutual gain
- \* Brainstorm

### FIX THE PROBLEM NOT THE BLAME

- separate the people from the problem
- focus on the problem. Hard on the problem, soft on the people
- build relationships - communicate and understand
- laying blame sets up defenses (Us vs. Them)

### **FOCUS ON INTERESTS NOT ON POSITIONS**

- arguing positions is not efficient
- making agreements around positions doesn't get you what you want.
- with many parties it is much more difficult to agree when operating from positions
- interests define the real problem
- behind opposed positions lie shared compatible interests (as well as conflicting ones)

### **INVENT OPTIONS FOR MUTUAL GAIN**

- put the problem before the answer
- be creative - remove blocks to creativity
- brainstorm
- broaden your options
- look for mutual gain
- make the decisions

### **"SEVEN STEPS TO PROBLEM SOLVING"**

1. Define the problem
2. Gather and analyze pertinent data
3. Develop alternative solutions
4. Analyze alternatives
5. Select and carry out the best alternative
6. Follow-up
7. Modify

# **EMPLOYEE INVOLVEMENT SYSTEMS**

1994 NOV -1 PM 1:08

1994 PM 1:07

Stephen O. Clarke, c.m.s.s.  
Principal

October 31, 1994

Mr. Jason Ashman  
Southwest Division  
Naval Facilities Engineering Command Code 1831JA  
1220 Pacific Highway  
San Diego, CA 92132-5190

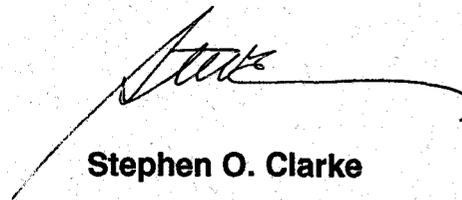
Dear Jason,

Enclosed is the report from the session in both hard copy and floppy format. If you have any questions, give me a call.

Thank you for selecting Cooperative Personnel Service to handle this very important team-building session. The team will require on-going nurturing (as do all teams) to be successful. You may consider another "tune up" session in about a year just to keep things on the right track.

Take care, and once again, thanks for the opportunity to work with you.

Sincerely,



Stephen O. Clarke