

ORD Transformation Update

Larry Reiter



Today's Update

- Review
 - What's being transformed
 - Principles & attributes
- Summarize recent activities

What's being transformed?

What we do: ORD's research portfolio process

- Ensure research addresses most important environmental problems facing Agency and Nation.

How we do it: ORD's approach to research

- Capitalize on special ability to conduct integrated, multidisciplinary research (IMDR) to solve problems.

Decision Support Principles*

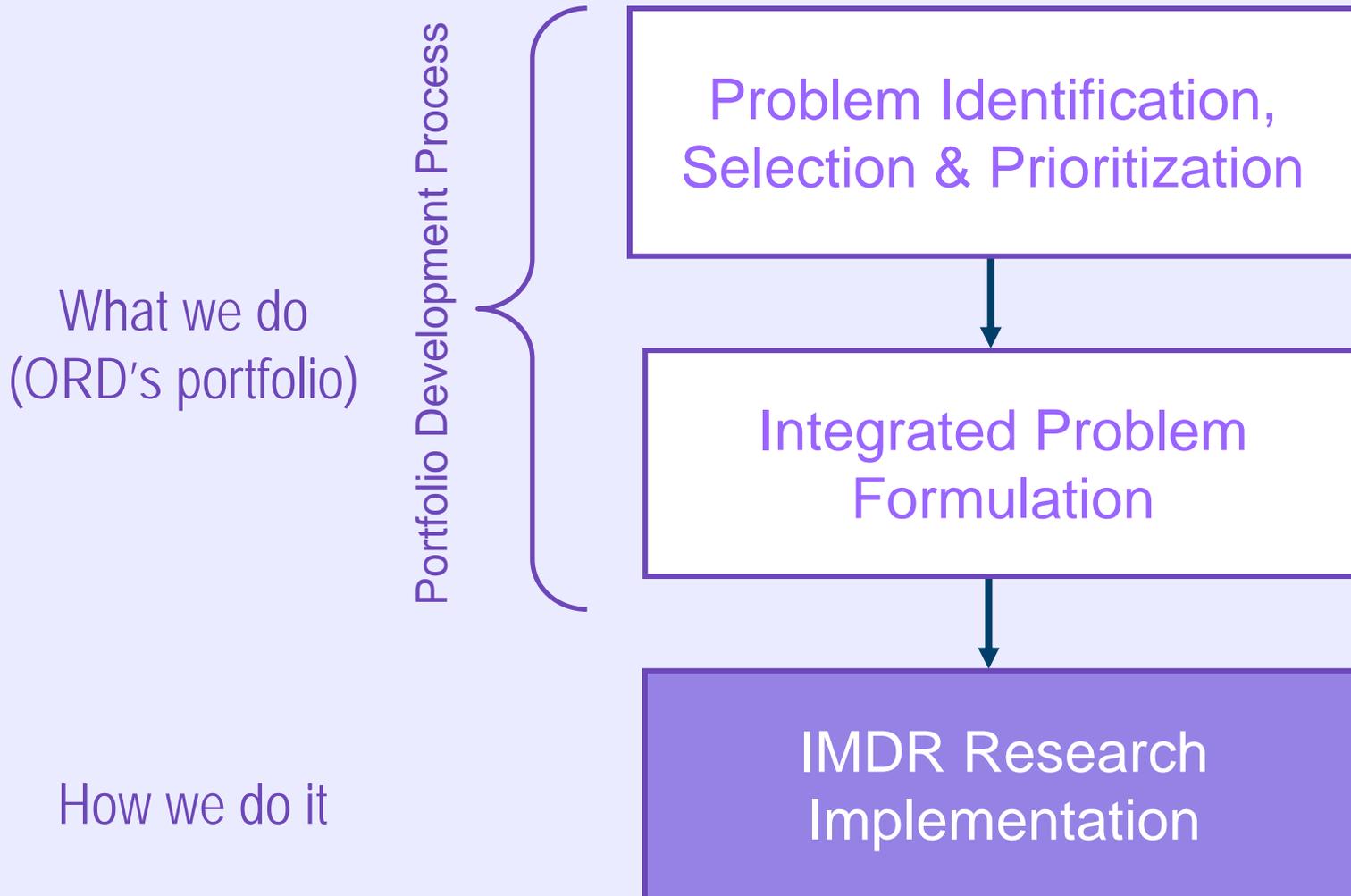
(overarching principle: focus on engagement)

1. Begin with users' needs – not science priorities
2. Give priority to processes fostering communication
3. Link info producers & users
4. Build connections across disciplines & organizations
5. Institutionalize organization and principles
6. Plan mutual learning - ensures flexibility & adaptability

Desired Process Attributes

Transparency –	criteria/documentation
Flexibility –	mid course corrections
Consistency –	across all programs
Responsiveness –	meet needs in timely manner
Inclusiveness –	dialogue/dialogue/dialogue
Representativeness –	diversity of perspectives
Appropriateness –	optimize transaction costs

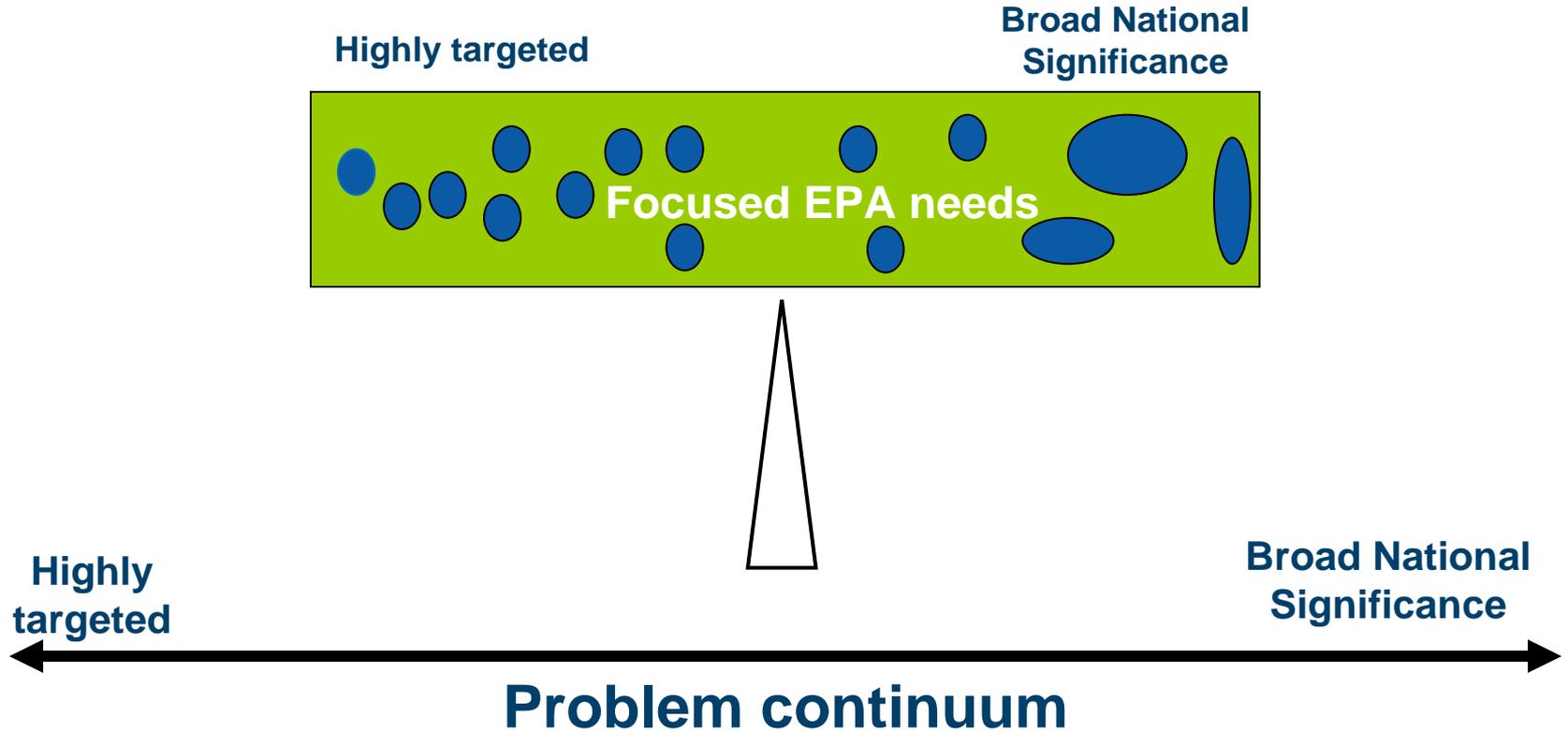
Processes we're implementing



Recent activities

- Developed draft processes
- Build understanding & gain buy-in
- Listen & learn
- Plan next steps

Portfolio Process Goal: Balance



Portfolio Process

Key Features:

Problem Identification, Selection & Prioritization

- Clear multilateral agreement on Priorities (high level)
- Preliminary resource scoping
- Understand business plan (context)
- Initial screening using decision criteria – explicit
- Consider other science venues (including program offices)
- Make provisions for disinvestments & sunseting

Integrated Problem Formulation

- Develop conceptual model (how the world works)
- Represent decision context (i.e. decision alternatives)
- Describe science questions and disciplines
- Set boundaries

IMDR

Key Features:

- Continuous participation of internal & external stakeholders
- Provides for periodic review & mid-course correction
- Builds in product development and delivery

Building understanding & gaining buy-in

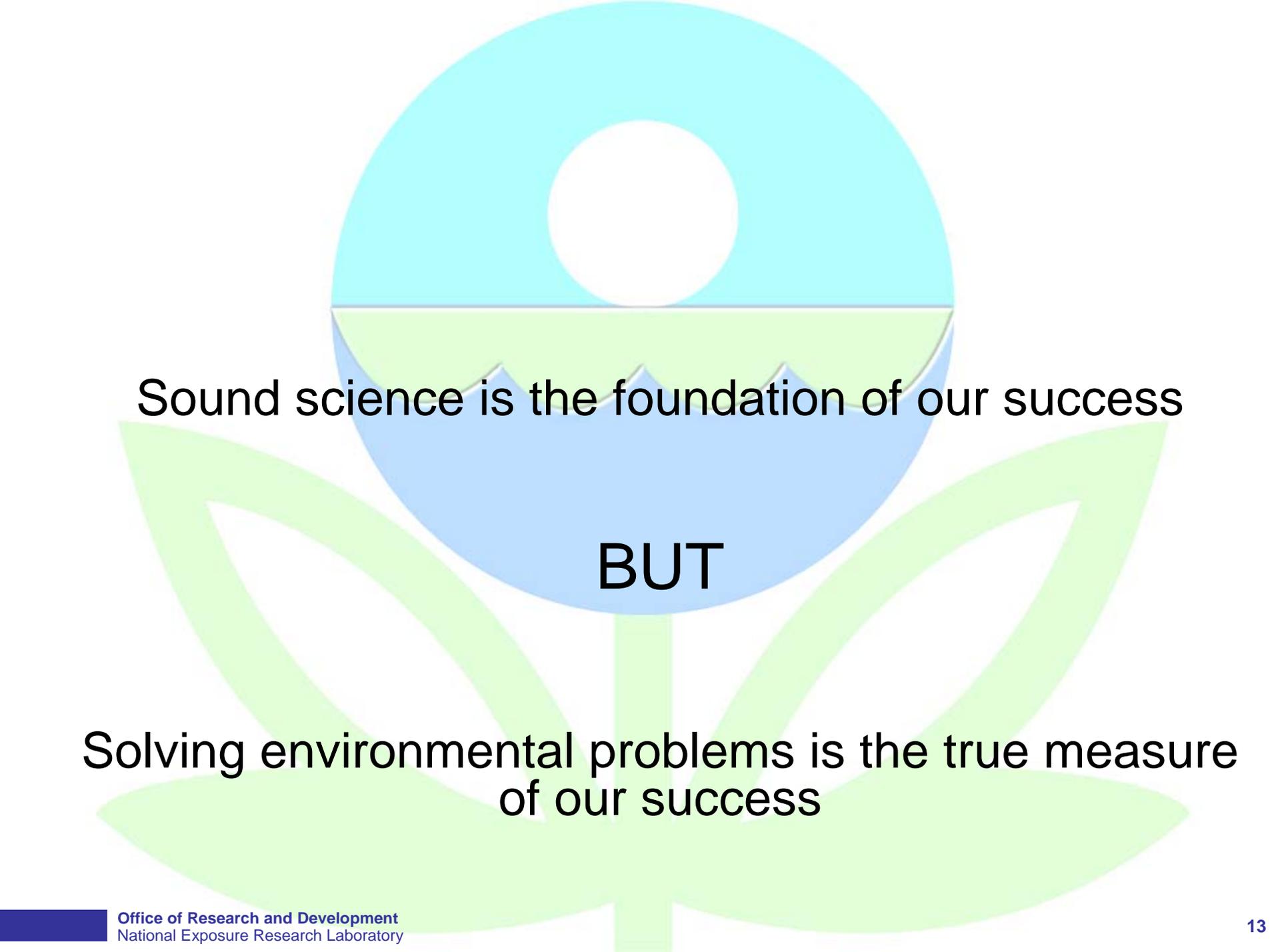
- Interactive Briefings
 - About 20 since April
- Intramural web site
 - Rationale
 - Animation
 - Q&A
 - Briefing packages and memo's

Listening & learning

- Tier 2 Workshops (June)
- ORD Executive Council (July)
- ORD Division Director “Conclave” (Jun - Aug)
 - Round tables
 - Workshop
 - Recommendations
- Senior level Partner Workshops (Tier 3)
 - Oct 27: OPPTS, OIA, Regions, OCFO, OECA, etc.
 - Dec 8 : OSWER, OAR, OW, OCHPEE, etc.

Next Steps

- Finalize Task Force recommendations
 - *Incorporate “Tier 3” input*
- Establish Transition Team to implement Transformation in ORD
- Pilot programs - two Administrator priorities identified for realignment:
 - *Managing chemical risk*
 - *Sustainable water infrastructure*
- National Program Directors: IMDR targets of opportunity



Sound science is the foundation of our success

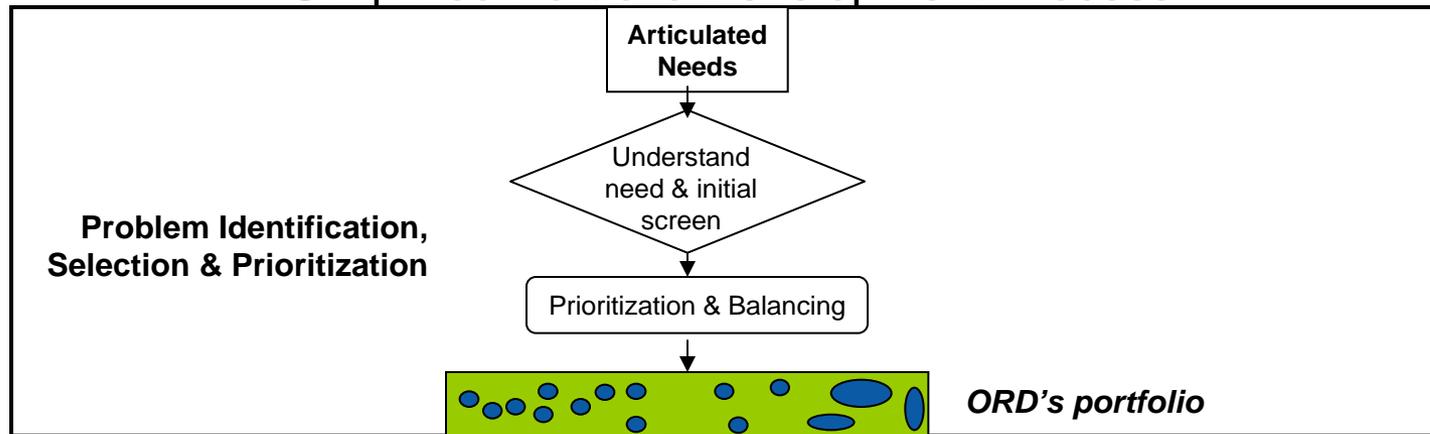
BUT

**Solving environmental problems is the true measure
of our success**

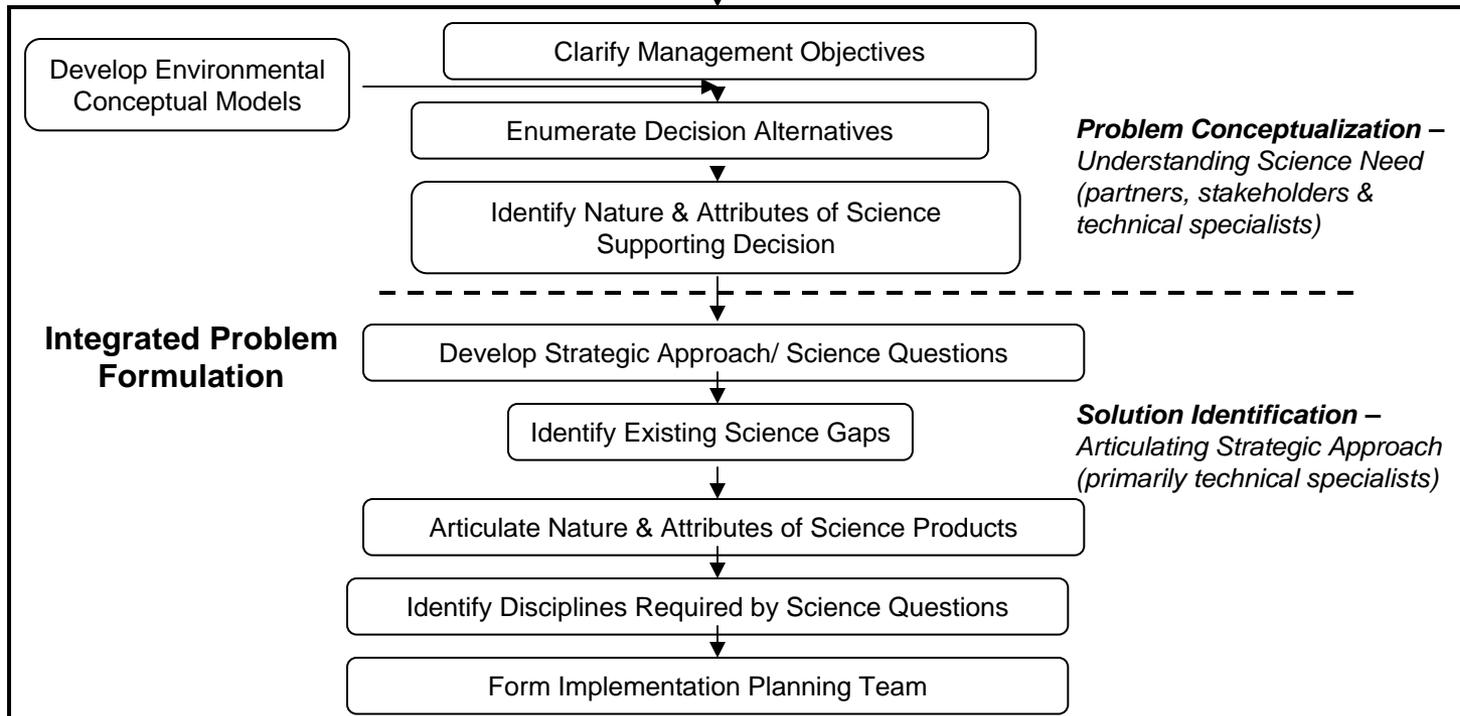
Supplemental slides

Simplified Portfolio Development Process

Partner Engagement



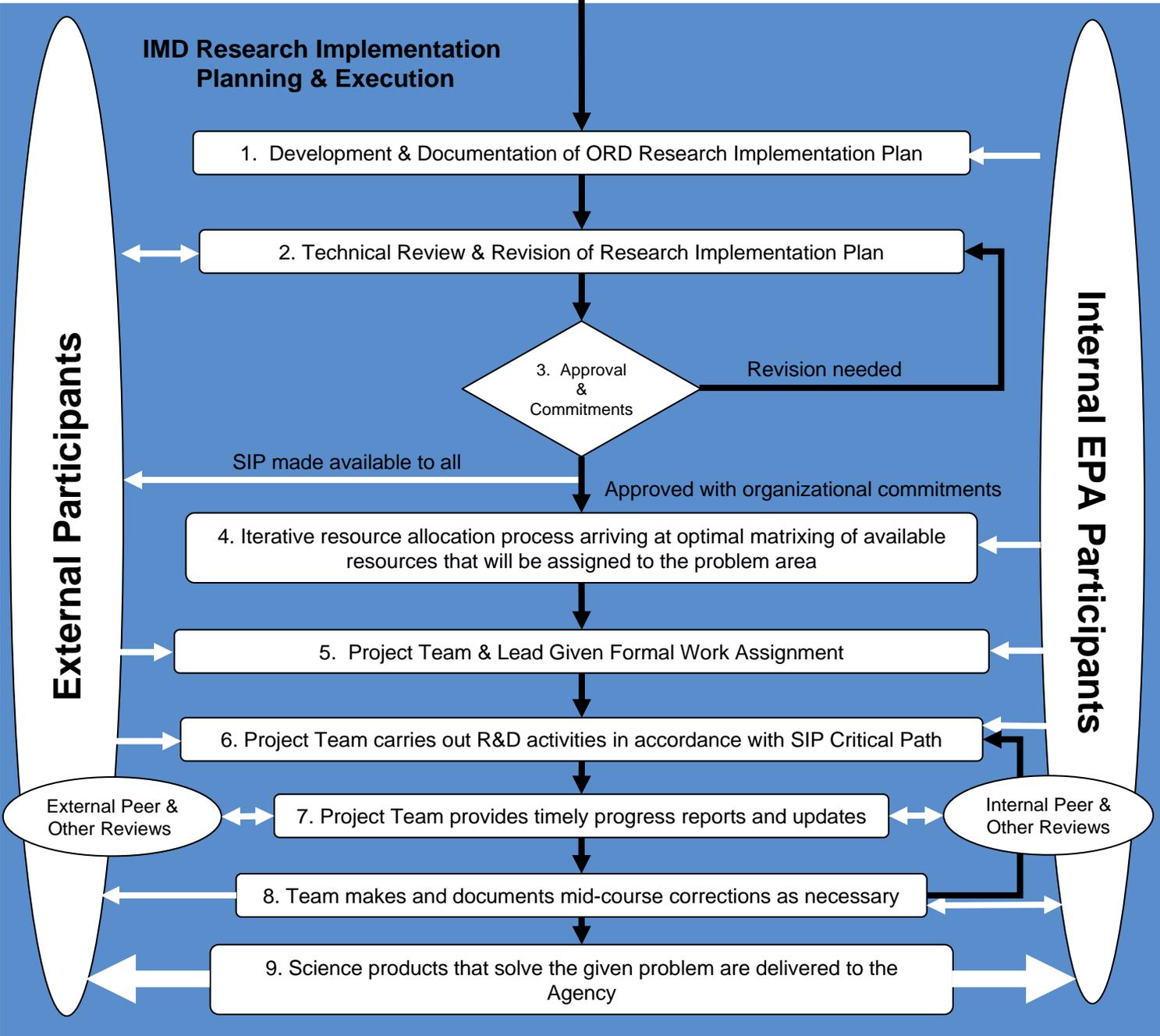
Handoff: accepted, understood & prioritized science-based needs



Implementation Planning

Formulated and Bounded Science Problem from Portfolio Process

IMD Research Implementation Planning & Execution



Components of an IMDR Implementation Planning Process

