

STATE OF ARIZONA

**PROJECT S.L.I.M. REPORT ON THE
ARIZONA DEPARTMENT OF AGRICULTURE**



July 2, 1992

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PROJECT SLIM
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July 2, 1992

Mr. Keith Kelly
Director
Arizona Department of Agriculture
1688 West Adams
Phoenix, Arizona 85007

Dear Mr. Kelly:

The Governor's Project SLIM review of your agency has been completed, and the project team is pleased to present you with this summary of our findings and recommendations. The study was initiated on Feb. 28, 1992 and the field work was completed approximately April 3, 1992.

The summary restates the objectives of the review, the approach which was used, and highlights the major changes recommended as a result of the study. It quantifies the potential benefits for your agency and the public at large and summarizes the key implementation actions and legislative support needed to convert the potential into actual benefits. The summary is followed by the detailed findings and recommendations.

In total, the recommendations identify approximately \$1,785,086 in benefits for your agency.

OBJECTIVES & GOALS

The overall objective of this study was to find ways to improve the delivery of services in the Arizona Department of Agriculture (ADA). The goals were to improve the process of delivering public services and reduce the cost of government whenever and wherever possible. Impediments to prompt and effective services were to be identified and removed where possible, and structures established which support the long-term goal of continuous improvement using total quality management concepts throughout the agency.

APPROACH

We reviewed the shelf data from the Department to understand the mission, responsibilities, and workloads. Interviews were conducted with all levels of supervision and selected technical and clerical positions. We observed work activities, computer system use and obtained either actual or estimated work

measurement standards for the processes which were reviewed. We discussed procedural findings with work center managers and supervisors.

Exhibit 1, Interview List, lists the 21 individuals we contacted during the review. Many of these individuals were contacted more than once to confirm our understanding of their areas of responsibility and to discuss the feasibility of proposed process changes and structures. Because of their cooperation and participation, the SLIM Team and your managers have been involved together, interacting and interfacing on the information that has resulted in the recommendations.

Exhibit 2, Current Organization Chart – Arizona Department of Agriculture, dated March 12, 1992 shows the structure of each division as it was presented to us during the review. Though changes have occurred during and since the Project SLIM review, it is included to provide the reader a frame of reference and a benchmark against which all changes can be measured.

During the study there were 318 budgeted positions within ADA of which 270 positions were funded from the General Fund and 48 were Federally funded under a 90/10 ratio.

SUMMARY FINDINGS & RECOMMENDATIONS

Major potential savings come from combining Units or Sections where there is duplication or fragmentation of workload, and the elimination of activities and processes not considered essential or cost effective.

Our review recommends placing some Sections and functions in a more homogeneous arrangement. As examples, the Apiary functions were split between the Animal Services Division and the Office of Inspection and Training; Feed and Hay, and Feed Brokers Sections were under the Animal Services Division, but relate more closely to Plant Services; and Plant Quarantine, Exotic Pest Survey Design, and Integrated Pest Management were under the Office of Inspection/Training rather than Plant Services.

Specific recommendations by area are listed below.

Plant Services Division

In the Eastern and Western Regions we recommended the closure of the agriculture inspection border stations and augmenting the internal inspection offices with 15 additional positions. The net savings is \$1,119,105. The vehicles required for the additional positions can be obtained from the Animal Services Division reduction in livestock inspectors and from re-allocation within the Department.

As the result of closing the agriculture border stations, we also recommend combining the Eastern and Western Regions. This action eliminates two positions with a savings of \$66, 289.

The primary duty of the Special Projects Manager is to oversee the cotton plow-down program as a pest control measure. Though this is a new and successful program, it is not a full-time effort. We recommended this function be transferred to the Entomology Office along with a clerk-typist position, saving \$48,505.

A Program Specialist is assigned to the Eastern Region whose principal duties relate to the State Seed Program. This position is under utilized and to some extent duplicates work performed in the Seed Section, recommended as the Seed, Feed, and Hay Section. We recommended this position be eliminated with a savings of \$36,504.

The Native Plant Office enforces the Native Plant Law, working closely with the Native Plant Advisory Board and the field inspectors. The workload in this office did not justify the need for three FTEs, based on data made available to the SLIM Team. We recommended the elimination of two FTEs with a savings of \$59,914.

The Seed Program was assigned to two different organizations. We recommended the consolidation of these functions to eliminate any duplication. No direct savings are calculated, the improvement being in organization structure and operations.

The Fruit and Vegetable Standardization staffing indicated a one-on-one ratio at the supervisory levels. We could find no impediments that would accrue or be evident by eliminating one of the supervisory positions. We recommended the elimination of the Assistant position resulting in a savings of \$48,400.

Animal Services Division

In the Animal Services Division we recommend a reduction in the number of livestock inspectors due to reduced herd sizes and the transfer of some functions to the Plant Services Division. The result of our review indicates a reduction of eight FTEs and a corresponding cost reduction of \$255,500 per year. In addition, there will be a cost avoidance in the amount of \$36,500 for a total savings of \$292,000.

We believe that the functions related to Apiary, Feed, and Hay Brokers are more closely aligned with Plant Services activities and should be located there.

Office of Inspection/Training

In the Office of Inspection/Training we recommend transferring the four positions in Integrated Pest Management, Plant Quarantine and Exotic Pest Survey to the Field Entomology section of the Plant Services Division and abolishing the Office. The net result is a reduction of one FTE and a budgetary savings of \$53,000.

Environmental Services Division

Based on the current workload in the Environmental Services Division, we recommend the elimination of the Pest Control Supervisor to improve the span of control without impairing the function. All Pest Control Inspectors will report directly to the Compliance Assistant Director. Further, we recommended hiring a female in one of the Industrial Hygienist positions to address female workers' problems. The vacant Pest Control Inspector position was eliminated.

The Team's recommendations, and the accompanying exhibits which describe them, are based on the situation as it existed at the time of the interviews and analysis.

Implementation leadership will determine if the maximum savings are achieved by putting in place the concepts proposed in this document, and resolving any differences which exist due to interim changes in the organization.

SUMMARY OF SAVINGS

The improved services and benefits outlined above are achieved through the 11 Recommendations discussed in this report. The recommendations apply to several areas such as organization restructuring, management controls, functional realignment, work measurement, public benefits, and staffing requirements.

Exhibit 3, Summary of Titles and Savings, shows the impact of each of the recommendations, and includes avoidance of future costs, reduction of present costs, and any independent impact on the public. The magnitude of each is:

Cost Avoidance	\$ 61,369
Cost Reduction	1,723,717
Public Savings	<u>-0-</u>
Total:	<u>\$1,785,086</u>

Exhibit 4, Summary of Positions Savings, shows how the recommendations would impact the various divisions and major sections of ADA. As indicated in the Exhibits, the recommended staffing totals 255 against the 318 proposed by ADA for a savings and cost avoidance of 63 positions. At the time of the review, there were two vacant positions in the total of 63.

Exhibit 5, Proposed Organization Chart – Arizona Department of Agriculture, shows the proposed structure of ADA following the implementation of these recommendations. These structures are consistent with the recommendations, but are not the only possible structures which can achieve the improved service and benefits. Actual structures will be finalized as the recommendations are implemented.

IMPLEMENTATION

Implementation is the critical step in the process of achieving savings. Potential savings are often identified but not achieved when the implementation process is distracted by day to day activities and managers shy away from the necessary reduction in staff. Successful implementations are marked by two things: a strong commitment from senior management to achieve as much of the savings as proves possible; and designation of implementation team leaders with the requisite mental toughness to see the task through to completion. The implementation process is best carried on soon after the review process. This maintains momentum while the topics are fresh in people's minds.

We estimate that most of the recommendations contained in the report can be implemented within a period of twelve months.

Exhibit 6, Implementation Schedule, shows an implementation sequence and approximate duration for each recommendation. A detailed plan can be scheduled at the outset of the implementation. Individual recommendation implementation requirements are shown with the recommendation in the detail section of this report.

There are three major components of cost associated with implementation. These are typically one-time costs and represent a reduction in first year benefits. They include the costs of current employee time during implementation, outside assistance, and employee redeployment. We believe an implementation team, appropriately supported and guided during implementation can complete implementation in six months. Outside implementation assistance can significantly improve the total value of benefits achieved, the probability that benefits will be achieved, and can reduce the total time necessary to achieve implementation through the use of focused, dedicated resources. These costs depend on the total scope of the assistance required, and are not included in this individual agency report.

* * * * *

Mr. Keith Kelly, Director
Arizona Department of Agriculture
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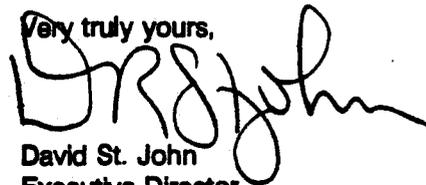
We wish to thank you as the Director of ADA and your entire staff for their complete cooperation, participation, suggestions and comments, and support of our efforts during this study.

We appreciate the opportunity to be of service to the Governor and the SLIM Steering Committee in this endeavor. Should you have any questions regarding this report please feel free to contact the Project Executive or any member of your Project SLIM Team.

- William Riley, Department of Transportation
- Amjad Huda, Coopers & Lybrand

The Agency Director's comments follow this signature page.

Very truly yours,



David St. John
Executive Director
Project SLIM



Arizona Department of Agriculture

1688 West Adams, Phoenix, Arizona 85007
(602) 542-0998 FAX (602) 542-5420

OFFICE OF DIRECTOR
June 8, 1992

David St. John, Project SLIM
1700 W. Washington, Third Floor
Phoenix, Arizona 85007

Dear David:

Pursuant to paragraph 5 of George Leckie's memo of June 3, 1992, I offer the following response. The Department of Agriculture is committed to supporting the objectives of Project SLIM, however we have significant differences with the SLIM analysis, which we have pointed out previously.

On page 24 of the SLIM draft report dated June 15, 1992, it is stated that before border office closure, a system of notification will have to be put into place to notify the Department of Agriculture of the identity and destination of vehicles delivering into the state.

It is my opinion that you are correct in that analysis. I therefore appeal to you to carefully examine the existing ADOT system, the number of trucks expected to be participating in the "Crescent" transponder program in the near future, and what information can presently be obtained via the Crescent system.

The Arizona Department of Agriculture will require information on all trucks bringing agricultural and horticultural commodities into the state. I believe your report is in error where you state "ADOT presently collects and records this data for that purpose". (Page 24)

I believe that the premature closure of border offices and the loss of 45 Plant Services inspectors will have a devastating effect on the state's agriculture and horticulture. Closure of these offices before some other effective means of identifying agricultural trucks' origin, destination and time of arrival, will almost certainly cost the Arizona taxpayers a great deal more than the cost of border offices. Serious urban, suburban and rural plant pests will not immediately become a visible problem but a major infestation will present itself soon.

If the Executive Office, Legislature, and SLIM take the position that the border offices must close, I urge that ample time is allowed to phase in another system of identifying agricultural shipments before they reach their interior destinations.

With the projected net loss of 45 inspectors, the remaining 55 inspectors

Letter to David St. John
June 8, 1992
Page 2

will attempt to routinely visit several thousand destination sites scattered over the state. This presents a monumental task, one which is unquestionably destined to fall short of success.

Concerning the reduction of eight livestock officers (not "inspectors"), the apparent reason for this action is a "steady" decline in business ranging from miles driven to number of inspections to the statewide cattle inventory. This is faulty reasoning -- the statistics typify normal annual variations. For example, miles driven and cases closed have increased, and the number of cattle inspected in 1990 was up over the previous year. Further, since 1989, the number of cattle and calves in Arizona has remained constant and will increase in 1992.

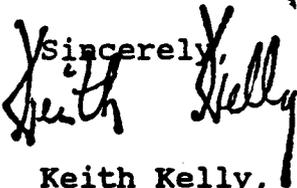
The review by Project Slim personnel was cursory in the Animal Services Division. Only a very few hours were spent with livestock inspections, and then only in the metropolitan area, not in rural locations with their different inspection needs. It is not true, for instance, that "the greatest utilization of livestock inspectors is at auction houses." This statement is incorrect regarding both the number of animals inspected and time spent attending to this task.

Through self-generated efficiencies, Animal Services Division has voluntarily reduced its livestock inspection staff over the years, from 83 in 1975 to 47 presently. It already is a lean operation.

If the proposed staff reduction takes place, concurrent changes will have to be made in statutory responsibilities. The most important is ARS 3-1332, which mandates livestock inspection "...within twelve hours." Several days will be needed should this reduction take place. Statutes concerning strays, seizures, illegal killings, dogs killing livestock and starving horses will also need to be changed to insure realism.

The Department of Agriculture will carry out its mission as efficiently as possible, and we welcome the opportunity presented by Project SLIM to work toward greater efficiencies. However, I urge your careful consideration of my foregoing comments so that our efforts are both realistic and based on sound analysis.

Sincerely,



Keith Kelly,
Director

KK:tg

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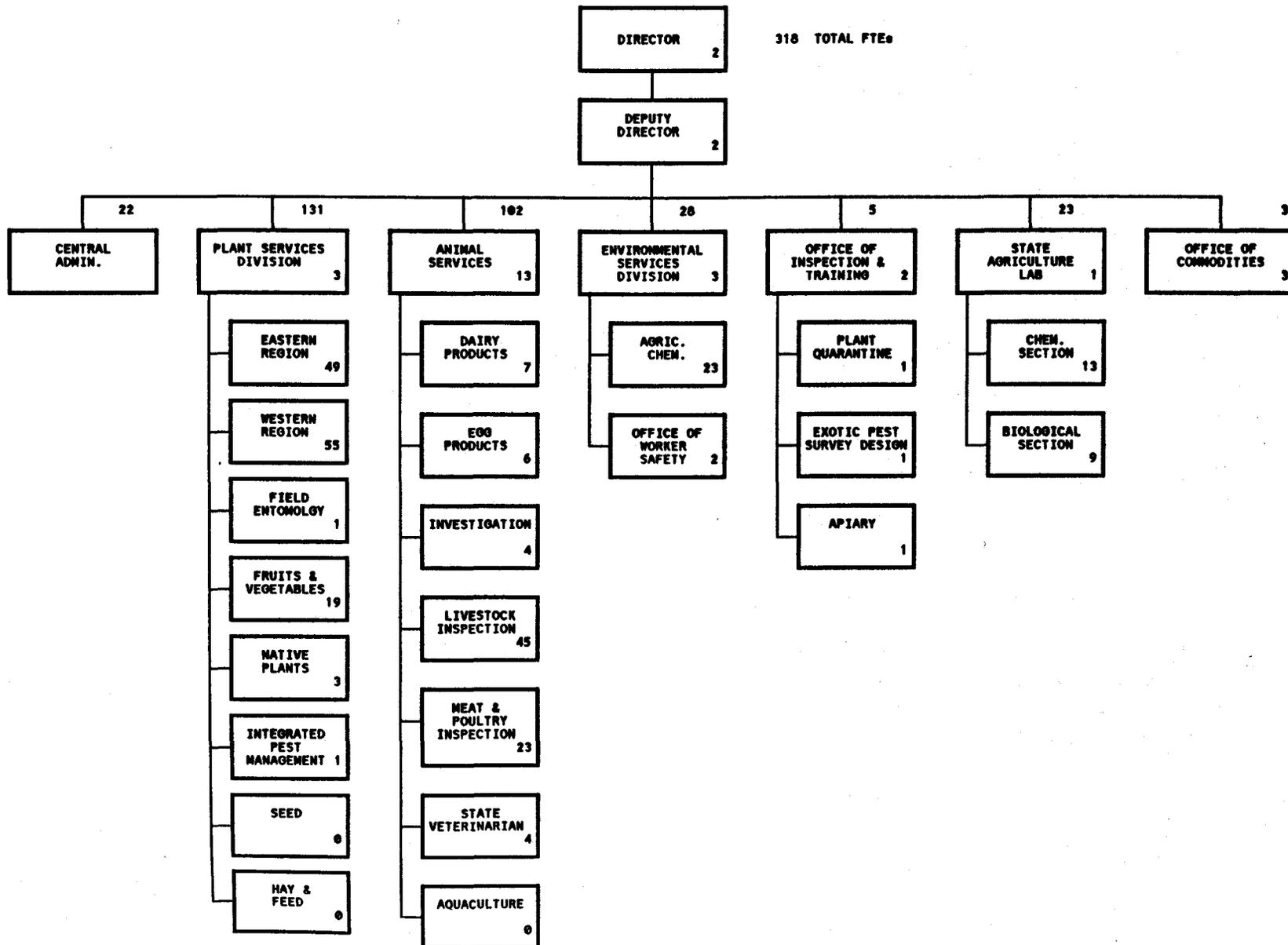
SLIM INTERVIEW LIST

ADA

Name	Title	Date
Kieth Kelly	Director	Feb. 28, 92
John Hagen	Dep. Director	Mar. 2, 92
Bud Saylor	Admin. Services Officer	Mar. 2, 92
Bill Allen	A.D.-Animal Services Div.	Mar. 2, 92
Dr. Ray Hinshaw	State Veterinarian	Mar. 3, 92
June Greves	Admin.Off.-Animal Serv.Div.	Mar. 3, 92
Ray Collier	Section Mgr.-Dairy Prod.	Mar. 4, 92
Dart Easterday	Mgr.-Egg Products Section	Mar. 4, 92
Bob Payne	Mgr.-Livestock Insp.Sect.	Mar. 5, 92
Bill Webster	Mgr.-Investigations Section	Mar. 5, 92
Eva Norton	Livestock Insp., Ctl.Region	Mar. 6, 92
Dan Rice	A.D.-Plant Services	Mar. 9, 92
Almad Nasser	Field Entomologist	Mar. 9, 92
Glen Thaxton	Mgr.-Western Region	Mar. 10, 92
Bill Gorman	Mgr.-Eastern Region	Mar. 10, 92
Jim McGinnis	Native Plant Mgr.	Mar. 11, 92
Art Hernandez	Port Supervisor	Mar. 11, 92
Joe Friesen	Mgr.-Special Project	Mar. 12, 92
Ed Foster	Fruit & Veg. Std.	Mar. 12, 92
Keith Kelly	Director	Mar. 16, 92
Larry Stanford	Mgr.-Off. of Insp./Training	Mar. 19, 92
Bud Paulson	Mgr.-Envir. Services	Mar. 25, 92

**CURRENT ORGANIZATION CHART
ARIZONA DEPARTMENT OF AGRICULTURE**

EXHIBIT 2



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EXHIBIT 2

DEPARTMENT OF AGRICULTURE SUMMARY OF TITLES & SAVINGS

Recommendation Title	Agency Total	Total					Federal					State				
		Revenue Enhance	Avolded Cost	Saved Cost	FTE	Vacant FTE	Revenue Enhance	Avolded Cost	Saved Cost	FTE	Vacant FTE	Revenue Enhance	Avolded Cost	Saved Cost	FTE	Vacant FTE
Livestock Inspectors	292,000	0	36,500	255,500	7	1							36,500	255,500	7	1
Closure of ADA Border Stations	1,119,105	0	0	1,119,105	45	0							1,119,105		45	
Comb.Plant Insp.Reg.Ofi.	66,289	0	0	66,289	2	0							66,289		2	
Sp.Proj.Mgr. Positions	48,505	0	0	48,505	1	0							48,505		1	
Eval.of Prog.Spec.-Eastern Reg	36,504	0	0	36,504	1	0							36,504		1	
Utiliz.Native Plant Mgr. Staff	59,914	0	0	59,914	2	0							59,914		2	
Fruits & Veg. Std.	48,400	0	0	48,400	1	0							48,400		1	
Assgn.of Insp./Training Funct.	53,000	0	0	53,000	1	0							53,000		1	
Environ.Serv.Division	61,369	0	24,869	36,500	1	1						24,869	36,500	1	1	
Agriculture Subtotal	1,785,086	0	61,369	1,723,717	61	2	0	0	0	0	0	0	61,369	1,675,317	60	2

Recommendation Title	Revenue Avolded		Other Saved	FTE	Vacant FTE	Public Total	One Time Savings		Statute Change	Rule Change	Computer Program	Months
	Enhance	Cost	Cost				One Time Savings	One Time Cost				
Livestock Inspectors												
Closure of ADA Border Stations										X		12
Comb.Plant Insp.Reg.Ofi.												12
Sp.Proj.Mgr. Positions												2
Eval.of Prog.Spec.-Eastern Reg												2
Utiliz.Native Plant Mgr. Staff												2
Fruits & Veg. Std.			48,400	1								3
Assgn.of Insp./Training Funct.												3
Environ.Serv.Division												2
Agriculture Subtotal	0	0	48,400	1	0	0	0	0				

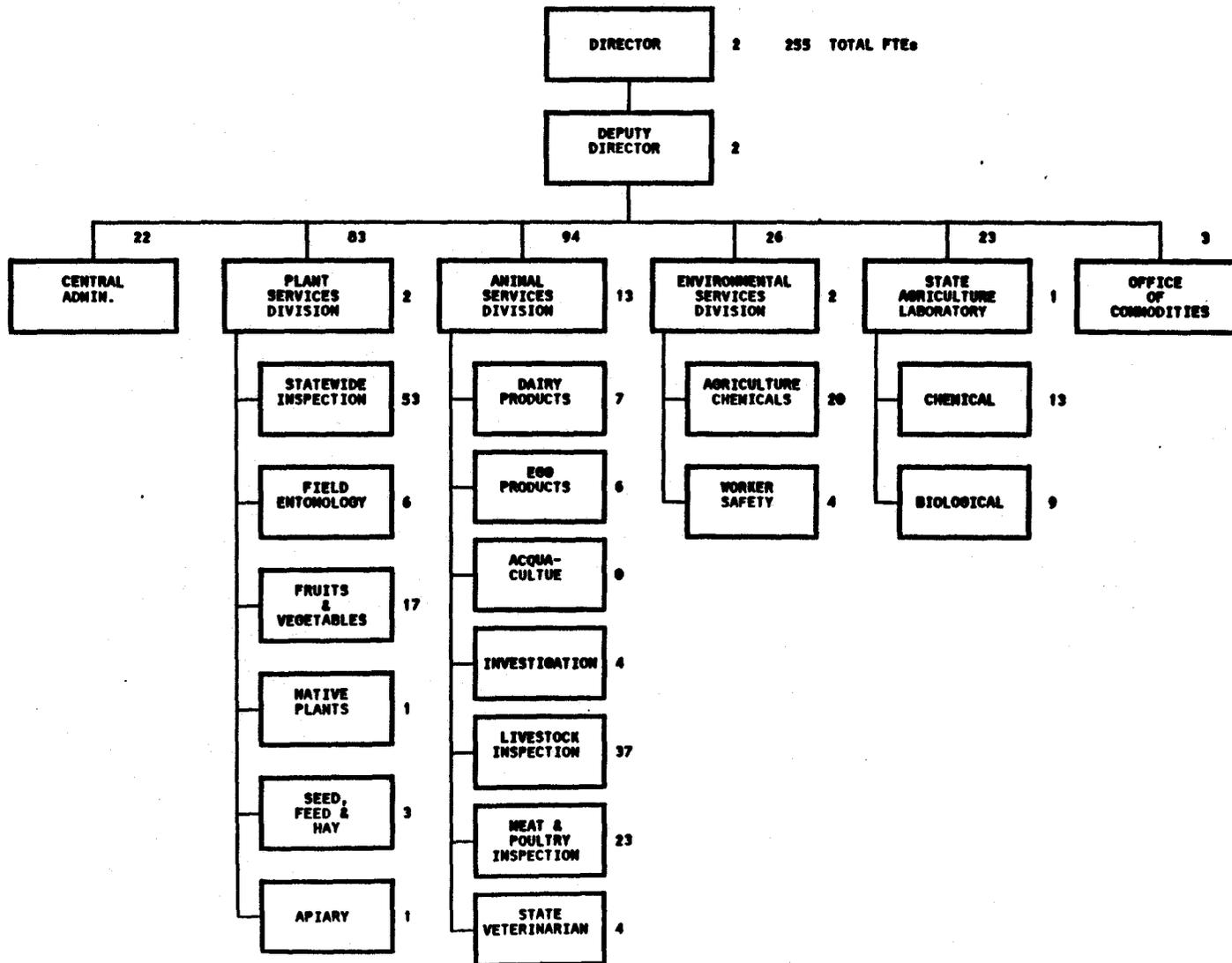
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SUMMARY OF POSITION SAVINGS — ADA

	CURRENT	RECOMMENDED CHANGE	REMAINING
Animal Services	102	-8	94
Plant Services	131	-48	83
Envir. Services	28	-2	26
State Agric. Lab	23	0	23
Office of Insp.	5	-5	0
Office of Commod.	3	0	3
Central Admin.	22	0	22
Director	4	0	4
Totals	318	-63	255

**PROPOSED ORGANIZATION CHART
ARIZONA DEPARTMENT OF AGRICULTURE**

EXHIBIT 5



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EXHIBIT 5

ADA IMPLEMENTATION SCHEDULE
(PRELIMINARY)

EXHIBIT 6

MONTHS

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20

TITLE

ANIMAL SERVICES DIVISION

- 1. PRE-IMPLEMENTATION PREPARATION
- 2. LIVESTOCK INSPECTORS
- 3. TRANSFER OF FUNCTIONS FROM ANIMAL TO PLANT SERVICES

PLANT SERVICES DIVISION

- 4. CLOSURE OF ADA BORDER STATIONS
- 5. COMBINING OF PLANT INSPECTION REGIONAL OFFICES
- 6. REQUIRMENT FOR A SPECIAL PROJECTS MANAGER
- 7. EVALUATION OF PROGRAM SPECIALIST - EASTERN REGION
- 8. UTILIZATION OF NATIVE PLANT MANAGER AND STAFF
- 9. TRANSFER OF SEED INSPECTION FUNCTION
- 10. FRUIT AND VEGETABLE STANDARDIZATION STAFFING

OFFICE OF INSPECTION / TRAINING

- 11. ASSIGNMENT OF INSPECTION / TRAINING FUNCTIONS

ENVIRONMENTAL SERVICES DIVISION

- 12. REVIEW OF ENVIRONMENTAL SERVICES DIVISION

LIVESTOCK INSPECTORS

Current Situation

Livestock Inspections operates as a Section under the Assistant Director, Animal Services Division. The primary function of the Section is to enforce livestock laws and entails the monitoring of branding, transportation and sale of animals. Typical duties include: inspection of equine and cattle to be shipped; inspection of cattle and equine at various auctions; highway road stops of vehicles hauling livestock; inspection of livestock at county fairs; and inspections of special sales and preliminary investigations of thefts, butchering and other Livestock Law violations.

To conduct the livestock inspection program the Livestock Inspection Section is divided into three geographical units, Northern Region, Central Region and Southern Region. Staffing of the Section is as follows:

- One Section Manager who is the Chief Livestock Officer
- Northern Region with 15 FTEs
- Central Region with 12 FTEs
- Southern Region with 16 FTEs
- Total FTE count of 44.

The Section manager position was vacant at the time of the study, leaving 43 field personnel assigned. The Central Region manager is filling in for the Section manager.

The present workload consists of 60% of inspectors time devoted to routine inspections, 20% to handling complaints, and 20% to miscellaneous activities including reports of animal abuses, strays, thefts, and public service such as assisting in the round-up of livestock involved in accidents or escape due to insufficient containment.

Inspectors keep a daily record of their activities primarily for pay purposes. The summarization of work on a weekly, monthly or semi-annual basis is not done. An annual report is prepared for budget

purposes. Most inspectors are in daily contact with supervisors, however, direct supervision of inspector activities is not possible. Most inspectors have a vehicle assigned to them and they work out of their residences.

In the past, field inspectors spent time visiting ranches and livestock owners to check ownership. In 1979 there were approximately 100 livestock inspectors in the field. At the beginning of 1992, the number of inspectors had been reduced to 44. The major inspections are now conducted at feed lots and auctions. Road stops are conducted for livestock in transit.

Impact

Since most of the inspection personnel operate out of their private residences, there is no way to determine or evaluate their productivity. Although there is radio contact between the inspector and his/her supervisor, they may not actually meet face-to-face for several weeks. A daily activity report is prepared, however, verification of their report is not possible. Most people in the field are on the "honor" system.

There has been a steady decline in the number of various kinds of livestock inspections, i.e., cattle, horses, sheep and goats due to decline in the population of Bovine, Equine, and Ovine. This decline ranged from 9% to 29%, averaging 15% during the past year. The number of warnings issued, road stops conducted, miles driven, and investigations closed have also declined, on an average of 8% (see Exhibit 7, Livestock Service Measurements).

The greatest utilization of livestock inspectors is at the auction houses. Most of the miscellaneous activities could be handled by local law enforcement agencies. Abuses could also be handled by local agencies. Investigations conducted by the State are seldom concluded.

The changes in inspection priorities plus a decline in the number of inspections, complaints, citations, investigations and associated travel, and the projected workload in the livestock inspection activities, should require eight less personnel from the currently authorized level of 44 FTEs based on an average of 15% decline in workload during the past year. The eight FTE count includes one currently vacant position.

Recommendations

We recommend achieving a greater efficiency and utilization of personnel through the following steps:

- Transferring miscellaneous activities such as strays, and thefts, to the proper local authorities
- Concentrating inspections on feed lots and auction houses
- Reducing the number of assigned vehicles by seven
- Reducing the number of FTEs by eight (from 44 to 36) in the Livestock Inspection Section
- Transferring the seven vehicles assigned to the livestock inspection function to the internal inspection stations in the Plant Services Division.

Benefits

The benefits to be achieved by implementation include:

- The reduction in inspection workload equates to approximately seven FTEs at an annual salary, of \$36,500 each for a total savings of \$255,500
- The requirement to fill the current vacancy is negated resulting in a cost avoidance of \$36,500
- Total savings of \$292,000 per year

Implementation

Implementation of the above recommendations involves the reduction or reassignment of employees and the release of vehicles for other uses if retained in the State Inventory. The time line estimated for implementation is from six to twelve months.

AGENCY: AZDA LIVESTOCK SUMMARY

PROGRAM

PBR 4
 PERMANENT BASE REDUCTION OPTION DETAIL
 SERVICE MEASUREMENTS

EXHIBIT 7

SERVICE MEASUREMENTS	ACTUAL FY 1988	ACTUAL FY 1989	ACTUAL FY 1990	ESTIMATED FY 1991	ESTIMATED FY 1992 WITHOUT PBR OPTION	ESTIMATED FY 1992 WITH PBR OPTION
ANIMAL DISEASE CONTROL:						
IMPORTS, BEEF CATTLE	435,000	313,000	331,000	330,000	310,000	310,000
IMPORTS, DAIRY CATTLE	16,000	21,000	20,000	20,000	20,000	20,000
IMPORTS, HORSES	14,000	16,000	17,000	17,000	17,000	17,000
BRUCELLOSIS TEST MONITORING	139,984	112,597	95,168	96,000	100,000	100,000
FIELD COMPLIANCE INSPECTIONS	196	208	232	240	240	240
LIVESTOCK INSPECTION:						
CATTLE INSPECTED	533,000	426,000	468,000	450,000	475,000	401,000
HORSES INSPECTED	13,700	15,000	14,200	14,000	14,500	12,300
SHEEP/GOATS INSPECTED	128,000	127,630	116,000	115,000	120,000	102,000
WARNINGS ISSUED		137	331	350	350	300
CITATIONS ISSUED		259	306	300	300	250
ROAD STOPS CONDUCTED		583	272	350	300	250
MILES DRIVEN		1,015,615	1,085,191	1,100,000	1,200,000	1,000,000
INVESTIGATIONS CLOSED		19	27	30	30	22
MEAT & POULTRY INSPECTION:						
OFFICIAL STATE SLAUGHTER/PROCESS PLANTS	61	63	65	62	62	62
CUSTOM RIBNPT PLANTS	52	55	55	55	55	55
LICENSES ISSUED	250	218	251	250	250	250
CATTLE SLAUGHTERED UNDER INSPECTION	7,200	7,000	7,041	7,200	7,200	6,700
POULTRY SLAUGHTERED UNDER INSPECTION	382,000	361,000	361,224	360,000	360,000	330,000
SHEEP SLAUGHTERED UNDER INSPECTION	1,100	1,075	1,086	1,100	1,100	1,000
SWINE SLAUGHTERED UNDER INSPECTION	9,500	10,000	9,903	10,000	10,000	9,200

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PRR TITLE _____

PROGRAM PRIORITY NUMBER _____

CONTACT NAME _____ PHONE _____

AGENCY PRIORITY NUMBER _____

EXHIBIT 7

ANIMAL TO PLANT SERVICES FUNCTIONS TRANSFER

Current Situation

At the start of the study the Apiary Section, Feed Section and Hay and Feed Brokers Section were all assigned to the Animal Services Division. The functions performed in these three Sections are more closely aligned with those of the Plant Services Division.

The functions of these Sections are:

- **Apiary:** Inspection program which controls contagious and infectious bee diseases, parasites or pests of honey bees
- **Feed:** Inspection and product registration and sampling to ensure accurate labeling and quality assurance
- **Hay and Feed Brokers:** License, inspect hay brokers and enforce the Hay Broker's Law.

In addition to the Apiary Section in Animal Services Division there is also an Apiary Section and the Apiary Advisory Council located in the Office of Inspection/Training. Until recently one person worked both sections (see Exhibit 2, Current Organization Chart – Arizona Department of Agriculture).

Impact

As a part of his assessment of the Department of Agriculture, the new Director transferred the organization and functions of the above mentioned Sections from Animal Services Division to other Divisions (see Exhibit 2, Current Organization Chart, dated March 12, 1992).

We believe that the transfer of the Hay and Feed Brokers to Plant Services is a realistic move. However, the transfer of the Feed function to Environmental Services, and the Apiary function from Animal Services to the Office of Inspection/Training is not as organizationally sound as transferring these functions to Plant Services. Further, it appears that the functions of Hay, Feed and Seed could be combined into one organizational element rather than three. Operationally and functionally these three are closely related.

The functions remaining under the Animal Services Division are now closely aligned and all related to animal services.

Recommendations

It is recommended that the following steps be taken:

- Transfer the Hay and Feed Brokers to Plant Services
- Transfer the Feed functions from Environmental Services Division to Plant Services
- Combine the functions of Seed, Feed, and Hay and Feed Brokers under one organization unit
- Combine all Apiary functions and assign to Plant Services Division
- The proposed organization is shown in Exhibit 5, Proposed Organization Chart – Arizona Department of Agriculture

Benefits

The following benefits should accrue by implementing the above recommendations:

- Like or associated functions will be grouped together providing for easier management
- Dual assignment of personnel to two different organizations will be eliminated
- A central point of contact for the public as well as internal offices will be provided
- No quantifiable savings can be calculated as the result, however, ease of communication should be enhanced for more effective operations.

Implementation

- Implementation of the above recommendations can be accomplished within 90 days

- **Personnel action is required to re-write position descriptions**
- **Organization charts could be redrawn as shown on Exhibit 2, Current Organization Chart -- Arizona Department of Agriculture**
- **A policy memo can be written to reflect the changes as recommended.**

CLOSURE OF ADA BORDER STATIONS

Current Situation

The Agriculture border stations are under the direction of the Eastern and Western Regional Office of the Plant Services Division. Their primary function is to inspect all incoming shipments of agriculture products to intercept commercial vehicles transporting plants to Arizona distributors and users. Particular attention is paid to such damaging insects as red imported fire ants, fruit flies, red scale, reniform nematodes and other harmful insects. The purpose is to protect Arizona agricultural industry from infestation.

At the present time there are 60 personnel assigned to the border stations. The largest numbers are on Interstate routes I-8, I-10 and I-40, traversing the State in an east-west direction.

The general duties performed at the border stations are as follows:

- Process documents identifying all shipments of agriculture commodities
- Reject shipments not meeting Arizona's quarantine requirements
- Perform quick visual inspection of vehicles carrying fruits, vegetables and plants
- Perform preliminary identification of any insects found, package samples of suspect insects for shipment to the Phoenix Lab for final identification
- Take seed samples of bulk loads of seeds
- FAX warning-hold or drop-sheet documents to appropriate ADA district or office nearest the shipment's destination
- Distribute tourist information
- Assist Federal, State and local jurisdiction as appropriate

- Issue Federal Rejections and seal trucks found infested with Federal quarantine pests
- Assist Motor Vehicle Division (MVD) inspections for proper credentials and permits

Impact

During FY 1991 the number of trucks, R.V.s, Vans and Boats Inspected was 2,951,005. Of this total, the border stations identified 4,095 vehicles carrying "A" rated pests, those under Federal quarantine such as fruit flies, imported fire ants, red scale, and reniform nematodes. This interception rate equates to approximately 0.1% of total inspections. The personnel costs for the border stations was approximately \$1,492,140 based on 60 FTEs at an average annual salary of \$24,869 per year, including employee related expenses (ERE).

Personnel interviewed stated that it was impossible to intercept all vehicles carrying pests due to the quick inspection process at the border station. It was further stated that the probability exists that a large amount of infestations discovered were from plants that entered the State either during the time a border station was closed, or from vehicles by-passing the ports of entry. The subject of by-passing has been a problem in ADOT as well as ADA. By-passing is not convenient on the border due to the limited number of Colorado River crossings. However, ADOT studies have shown that border crossing on the Eastern boundary is rather easy. The Southern Border with Mexico as well as the Northern border is fairly open. Fire ants, as an example, enter Arizona primarily from the East and South.

Several examples of infestation were cited both on commercial and private property. None of these were detected at the border stations.

Due to recent budget constraints as the result of diminished State revenues a strong effort has been launched by the Joint Legislative Budget Committee (JLBC) to eliminate the border stations. This effort is bolstered by the relative ineffectiveness of the border inspections. There is concern, with cause, that the closing of the border stations will have an adverse effect on the agriculture industry within the state, and ultimately increased costs for those products. A major eradication program, once the pests have proliferated due to lack of controls, is extremely expensive based on the experience in California and Texas.

We believe that the inspection program will be more effective if the internal inspection program is expanded rather than maintaining the present border station activity. A system of notification will have to be put in place to notify ADA of the identity and destination of those vehicles delivering within the State.

ADOT presently collects and records this data for that purpose. We believe that an interagency agreement with ADOT to provide this information to ADA by FAX or a modem would suffice and would be considerably less expensive than maintaining an ADA staff of inspectors at border stations.

Border station personnel also assist ADOT in processing commercial trucks through the ports of entry. At times when ADOT is short-handed ADA inspectors will man the ADOT positions. According to ADA personnel interviewed this seems to be a regular happening. We could find no instances where there was reciprocity if the ADA inspectors were short-handed.

A number of options were considered for staffing the inspection functions within the Plant Service Division. Those were; closing all border stations; closing the Western border Stations only; retaining a reduced staff at the border stations; maintaining a reduced staff at only the Eastern stations; and retaining the current stations. After detailed review of the effectiveness of each of those above options, we believe that the closing of all border stations is the most viable option. Associated with this selection is the conclusion that the internal inspection staff should be augmented to more effectively inspect shipments at the delivery points; i.e., distribution, wholesalers and retailers.

The implementation of the first option of closing all border stations will eliminate 60 FTE positions. However, the augmentation of the internal inspection staff will require approximately 15 additional inspectors. These additions are not the result of work measurement analysis but rather are based on best estimates of the Office of Management and Budget, the JLBC and members of the SLIM study team.

Recommendations

We support the following recommendations which are currently being prepared by JLBC:

- Closing all ADA border inspection stations, reducing the staff by 60 FTEs when the agreement with ADOT and the technology is in place
- Augmenting the internal ADA agriculture inspection staff with an additional 15 FTEs
- Establishing an inter-agency agreement with ADOT to furnish ADA with data identifying trucks hauling agricultural products into Arizona with points of origin and destination.

Benefits

- The ADA border station closing will result in a reduction of 60 FTEs. At the same time, 15 positions will be transferred to the Internal Inspection function. The net result will be a savings of 45 FTEs. The dollar savings will be 45 FTEs X the average salary and ERE of \$24,869 = \$1,119,105
- There will be additional savings in facilities cost which were not quantified during the study
- The costs associated with the ADOT interagency agreement should not be significant and should not be more than the accrued facilities savings.

Implementation

Implementation of the above recommendations involves the actions necessary to close or discontinue ADA activity at the border stations, the reassignment and transfer of 15 personnel to other locations, and the preparation and negotiation of an agreement with ADOT. The time line for these actions should not exceed twelve months.

COMBINING PLANT INSPECTION REGIONAL OFFICES

Current Situation

The two plant inspection Regions employ 108 personnel. About 102 of these personnel are deployed at inspection stations throughout the State and at the nine border stations at the Ports of Entry. Approximately 60 FTEs are employed at the border stations with the balance throughout the interior stations. This staff is divided into two regions, Western and Eastern, each headed by a manager who is administratively supported by a secretary.

The primary function of the inspectors is to protect agricultural and horticultural crops by inspection and quarantine enforcement throughout the State.

A discussion of the border inspection function is contained in Recommendation entitled "Closure of ADA Border Stations."

Impact

A recommendation contained in the above referenced recommendation advocates the closure of the border stations and the augmentation of the interior stations. The implementation of that recommendation would essentially reduce the staffing of the inspection function by 60 FTEs and augment the interior inspection forces by 15 FTEs for a net reduction of 45 FTEs. The effect of the reduction amounts to approximately 45%. The remaining interior inspections, including mobile inspections will be approximately 55 inspection personnel assigned to five sections or organizational units. This does not exceed the span of control expected of a supervisor whose staff does basically the same tasks.

Recommendations

We recommend the following steps be taken:

- Combine the two Regional Offices with one Manager over the state-wide inspection program
- Eliminate one Regional Manager and one Secretary position.

Benefits

Implementation of the above recommendations will result in the following:

- A more realistic span of control over the inspection program with one person in charge
- A reduction in the budget of approximately \$66,289 annually (one Regional Manager, plus one Secretary, including ERE).

Implementation

Implementation tasks and time frame:

- Revise position classification
- Review and reassign duties
- Coordinate with border closings
- Complete in 60 days.

SPECIAL PROJECTS MANAGER POSITION

Current Situation

On June 25, 1991 a Special Projects Manager position was established in Plant Services Division which would report directly to the Division Manager.

The principal duties of this position are: Supervise the cotton plow-down, pest eradication, and mobile inspection unit management. One clerk typist is assigned to the office to perform normal clerical duties.

Impact

A review of the Cotton Plow-down program indicated it covered a period of approximately 90 days. Approximately two years ago this task was performed in the Entomology Office by personnel assigned there.

Pest eradication is a cooperative effort involving the field inspectors and the Entomologist. The mobile inspection unit appears more suited to assignment to the regional manager to be utilized in conjunction with their field inspections.

It was stated during the interviews that the manager's position would serve in a part-time capacity or liaison between the field inspectors, District and Division levels.

The organization of ADA does not appear so complex that a liaison person or ombudsman should be necessary in the communication chain. It appeared that all organization managers were well acquainted and did not need someone to intercede on their behalf.

An analysis of the duties and workload did not indicate a need for this position or the typist position. Economies could be realized with the elimination of these two positions (manager and typist) in their office with the transfer of the typist to another organization where she would be more productive.

Recommendations

We recommend that the following steps be taken:

- Eliminate the position of Special Projects Manager
- Transfer the Cotton Plow-down Program to the Entomology Office
- Assign pest eradication as a cooperative effort between Entomology and the Regional Director
- Assign the management of the mobile unit to the Regional Director
- Transfer the typist position to the Entomology Office.

Benefits

Implementation of the above recommendations should result in the following:

- The total function of field inspection will be placed under a single manager for more effective operation
- A link in the communication chain will be removed improving efficiency
- The typist will be more gainfully employed
- A direct savings in personnel cost of \$48,505 (including ERE).

Implementation

Implementation of the above recommendations is expected to take 60 days and require the following steps be taken:

- **Personnel action to eliminate the Special Projects Manager position and execute appropriate reassignment or reduction in force procedures**
- **Personnel action to transfer the clerk typist position to Entomology.**

EVALUATION OF PROGRAM SPECIALIST - EASTERN REGION

Current Situation

The position titled Program Specialist has recently been assigned to the Eastern Regional Director's Office.

The function of the Regions is to perform inspections to insure protection of agricultural and horticultural crops. This work is done by the field inspectors assigned to the various internal locations.

At the time of the study no specific duties had been assigned to the person occupying this position.

Impact

From interviews conducted we were unable to establish any value added work effort expended by the occupant of this position. No workload volume was available for assessment and none could be foreseen that would contribute to the mission of Plant Services.

It was concluded that no negative impact on the output of the Region would be evidenced if this position were eliminated.

Recommendations

We recommend that the following steps be taken:

- Eliminate the position of Program Specialist in the Office of Eastern Regional Manager, Plant Services.

Benefits

- The elimination of a position not considered to be productive or necessary in the operation of the Eastern Region
- A savings of \$36,504 per year should accrue (salary & ERE).

Implementation

Implementation requires action by the Personnel Division and should be completed within 60 days.

UTILIZATION OF NATIVE PLANT MANAGER AND STAFF

Current Situation

The Native Plant function is organized as an office under the Associate Director, Plant Services Division. The current authorized staff is the Manager, one senior Specialist, and one Administrative Secretary.

The primary function is to protect the native plants on the endangered species list, of which there are approximately 200. Further, their office works closely with the Native Plant Advisory Board on which there are nine members, four from Academia and five from industry. Tasks include the salvage of protected plants from highway rights-of-way, developments, land clearing operations, review court cases and reports preparation.

The District Officer under the Regional Director enforces the Native Plant Law which became effective under Senate Bill 1086 on July 1, 1990.

Impact

A thorough review was made of the mission and workload of this organization. Specific work data from which to quantify work activity of their office was not evident during the interviews.

The field work of the office, including inspections, surveys, investigations, citations, permits, and tags issued, is done by the Regional Inspectors. Policy and procedural guidance, evaluation of data submitted, and reporting are functions of the Native Plant Manager. However, the actual work performed in the office does not appear to exceed the capabilities of one person. Quantitative workload was not available during the study.

Recommendations

We recommend that the following steps be taken:

- Eliminate the positions of the Native Plant Specialist and the Administrative Secretary

- Assign the Native Plant Manager to represent the Plant Services division, working with the Native Plant Advisory Board, to issue policy guidance to the Regional Inspector.

Benefits

Implementation of the recommendations will result in the following:

- A clear-cut division of staff and field operations
- A reduction in staff to effect economy of operation and still perform those basic tasks required for the management of this program.
- A savings in personnel costs of approximately \$59,914 per year (averaged salary of two FTE's plus ERE).

Implementation

Recommendations listed above could be implemented within a period of three months and require the following steps be taken:

- Initiate personnel action to abolish the two positions as recommended
- Initiate personnel action to reassign or reduce in force as appropriate.

TRANSFER OF SEED INSPECTION FUNCTION

Current Situation

At the present time the Seed Inspector is assigned as a specialist in the office of the Western Regional Director of Plant Services. This position does not appear on the current organization chart. The Seed Section is shown on the chart as a separate entity, and is not staffed at the present time (see Exhibit 8, Present Organization – Plant Services Division).

The function of the Seed Inspector is to guarantee quality of seed sold on the Arizona market through seed law enforcement.

The Arizona Seed law is a "truth in labeling" statute to protect the consumer. Arizona produces much of its agronomic crop seed, but imports all of its vegetable seed. Almost all lots of seed offered for sale in Arizona have been sampled or checked for compliance.

Arizona Department of Agriculture personnel work not only with the State Seed Law, but also in concert with USDA, Plant Variety Protection Office, and the Arizona Crop Improvement Association. Most problems arising from the approximately 850 licensed seed dealers are solved before reaching the consumer.

A clerk-typist assigned to Fruit and Vegetable Standardization works about fifty-percent of her time keeping the ledgers for the Seed Inspector.

Impact

Inspection functions are also performed by inspection personnel in other Sections within the Division. One person, however, is needed to monitor the Seed Law program to ensure compliance to its requirements.

The placement of the Seed Inspector workload within the Seed Section is more suited to the independent oversight and monitorship for the division. Rather than have two seed efforts in two different organizations, the consolidation or merger will be more effective.

The clerk-typist who is presently under-utilized in Fruit and Vegetable Standardization should be transferred to the recommended combination of seed, feed and hay functions as shown (see Exhibit 9, Proposed Organization – Plant Services Division).

Recommendation

We recommend the following steps be taken:

- Transfer the position of Seed Inspector from the Western Regional Director to the new Seed, Feed and Hay Section
- Transfer the position of Clerk-typist from Fruit and Vegetable Standardization to the newly-formed Section as above

Benefits

Benefits to be obtained from the recommendation include:

- The combination of Seed workload to more effectively administer and maintain the Seed Law
- Provision of clerical support to not only the Seed person but to other specialists within the newly-formed Seed, Feed and Hay Section without increasing personnel costs
- Full utilization of presently under-utilized clerical support personnel
- No direct quantifiable cost savings will accrue from the above recommendations, however, efficiency should be improved.

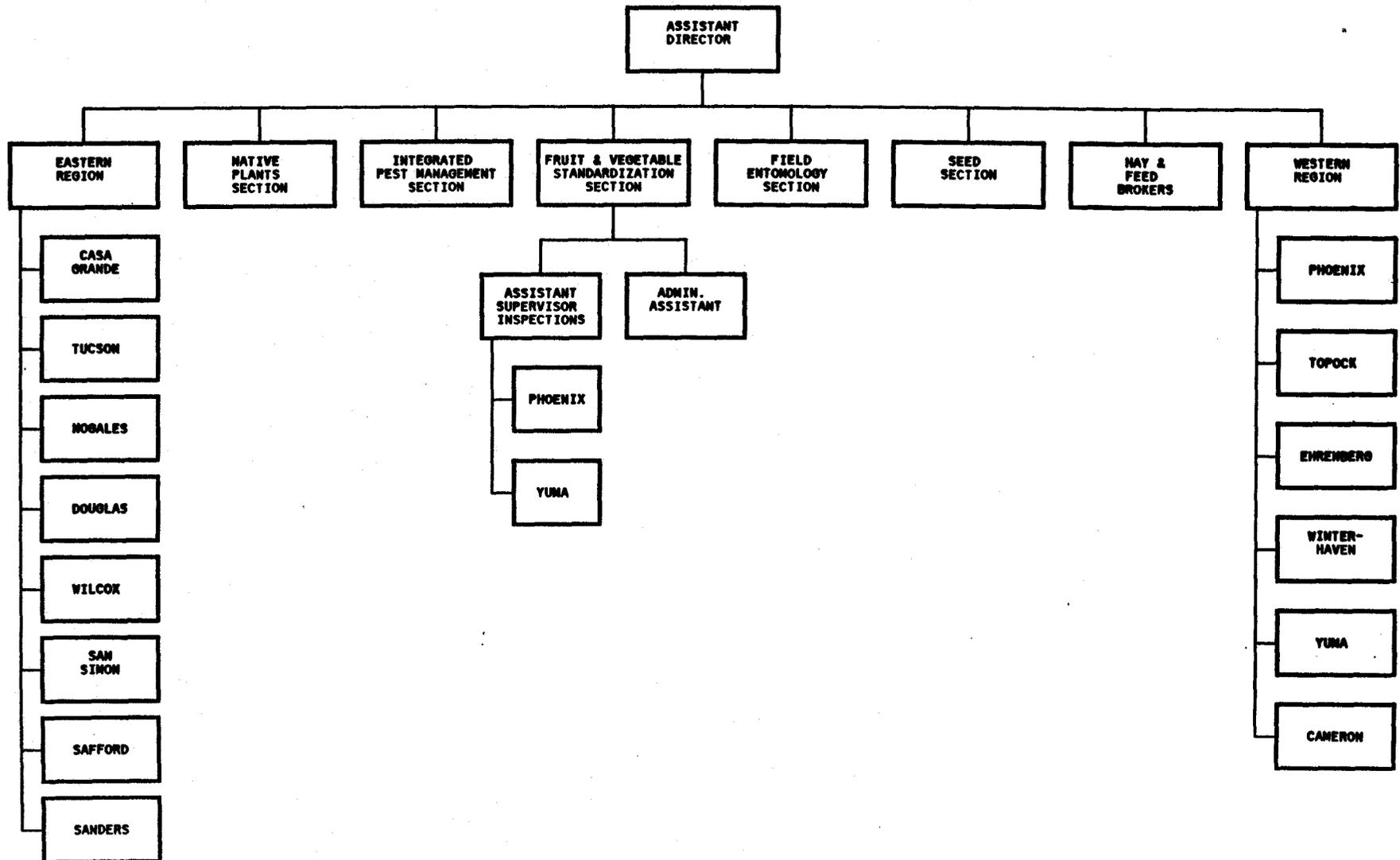
Implementation

The implementation of the above recommendations should require no more than two months through the following steps:

- Position classification
- Personnel action to transfer positions and persons.

**PRESENT ORGANIZATION CHART
PLANT SERVICES DIVISION**

EXHIBIT 8

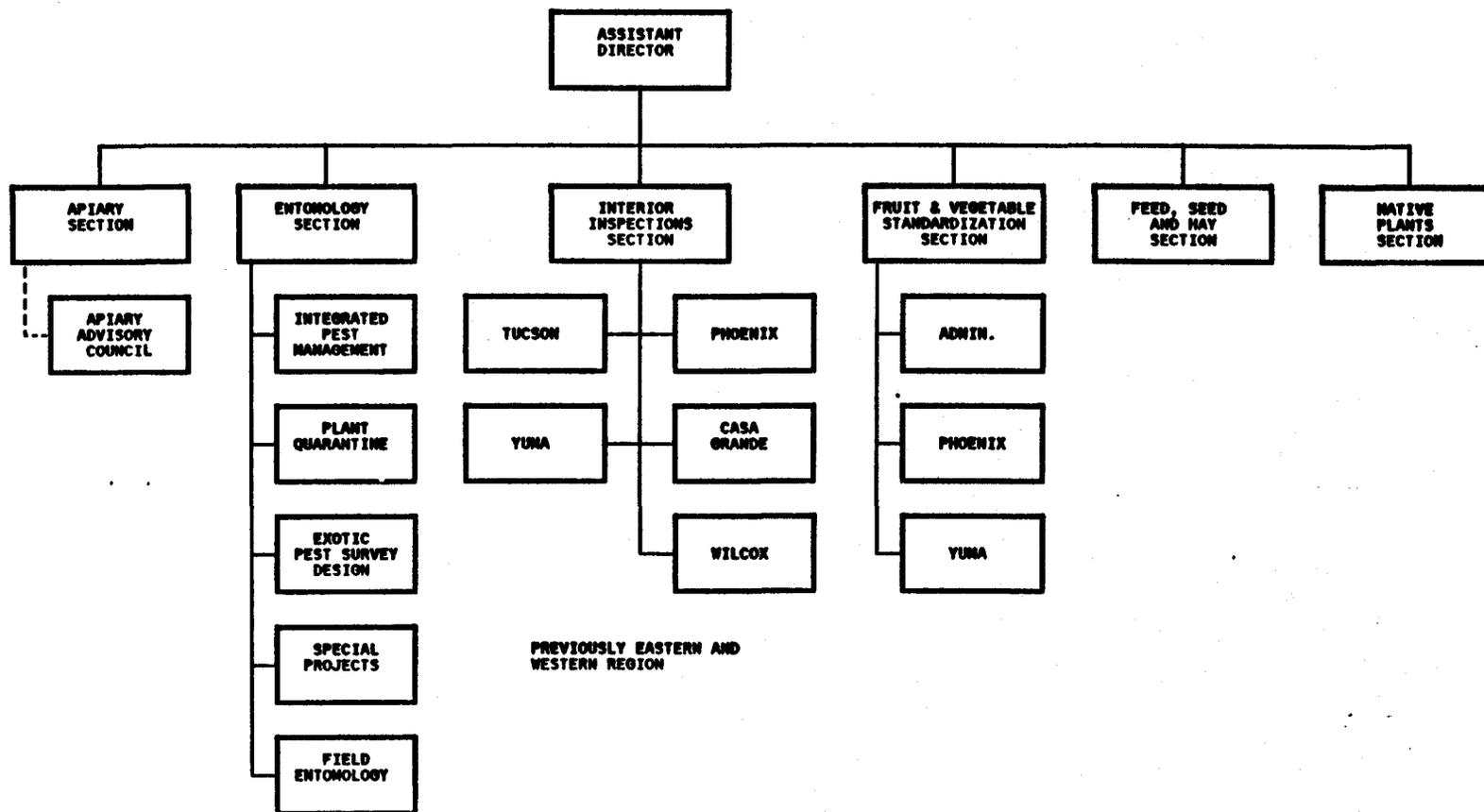


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EXHIBIT 8

PROPOSED ORGANIZATION CHART PLANT SERVICES DIVISION

EXHIBIT 9



ADP - 38

FRUIT AND VEGETABLE STANDARDIZATION STAFFING

Current Situation

The Arizona Citrus, Fruit and Vegetable Standardization Program is funded indirectly through a revolving fund. This section has two major activities, one a quality control program and the other a licensing program which covers all produce dealers, growers, shippers, contract packers, and citrus dealers.

This activity is organized as a section under the Plant Services Division (see Exhibit 8, Present Organization -- Plant Services Division). The efforts of this section are guided by the Arizona Citrus, Fruit and Vegetable Council as provided in Articles 2 and 4 of A.R.S. Title 3, Chapter 3.

As indicated in Recommendation entitled "Transfer of Seed Inspection Function," one of the clerk typists assigned to this section works about fifty-percent of her time for the Seed Inspector, making ledger entries for the Inspector.

The Manager directs the activities of one Assistant Supervisor (Inspector) and one Administrative Assistant. The Assistant Supervisor (Inspector) in turn supervises two subordinates who are in charge of the Phoenix and Yuma offices. The Administrative Assistant supervises three clerical Personnel. There is a vehicle assigned full time to the Supervisor with an estimated 24,000 miles of travel each year.

Impact

There is a limited supervisory span of control in this section having three levels of supervision above the technician. In this instance, the technician reports to an area supervisor who reports to the Assistant Supervisor who reports to the Section Manager (Supervisor). A more realistic alignment would be for the technician to report to the Area Supervisor who reports to the Section Manager.

The services of one of the clerk typists is lost to this section by being assigned to the Seed Inspection, and the balance of their time could not be quantified for utilization purposes. The transfer of this position to another section was recommended in "Transfer of Seed Inspection Function."

The effectiveness of the Fruit and Vegetable Standardization efforts should not be adversely affected by the elimination of the Assistant Supervisor and one Clerk Typist.

Recommendation

It is recommended that the following steps be taken:

- Abolish the positions of the Assistant Supervisor
- Transfer the position of one Clerk Typist to the recommended Seed, Feed and Hay Section Proposed in Recommendation "Transfer of Seed Inspection Function"
- Acceptance of the organization structure shown in Exhibit 9, Proposed Organization -- Plant Services Division.

Benefits

Implementation of the above recommendations should result in the following:

- Reduction in the levels of supervision
- Assignment of clerical personnel to a position where better utilization will be achieved
- Savings of the salary and ERE of one supervisor amounting to approximately \$40,000 per year
- Savings of one vehicle estimated to be approximately \$8,400 (24,000 miles per year X \$.35 per mile = \$8,400)
- Total estimated savings of \$48,400.

Implementation

It is estimated that implementation of the above recommendations should be completed within 90 days, taking the following steps:

- Personnel action to eliminate the Assistant Supervisor position and reassignment of the employee or reduction in force (RIF) procedure instituted
- Personnel action to transfer the clerk typist to the recommended Feed, Seed and Hay Section.

ASSIGNMENT OF INSPECTION/TRAINING FUNCTIONS

Current Situation

At the beginning of the study, the Office of Inspection/Training (OOIT) included the functions of Plant Quarantine, Exotic Pest Survey Design, Integrated Pest Management, and Apiary (see Exhibit 10, Organization Dated July 1, 1991).

This office was created to provide a technical resource base and an educational core for the Department. One FTE is assigned to each of the above functions.

Under the organization plan of 3/12/92 the Integrated Pest Management Section was transferred to the Plant Services division intact, (see Exhibit 11, Organization Dated March 12, 1992). Plant Quarantine and Exotic Pest Survey Design are also closely aligned with the activities in Plant Services Division and specifically the Entomology Section. However, these remain in OOIT.

The Apiary function, although not directly related to either the Animal Services Division or the Plant Services Division, appears to be more closely associated with Plant Services since the plants are complimentary to bees, and bees are complimentary to plants.

Impact

The Integrated Pest Management Section had already been moved to Plant Services. Since Plant Quarantine and Exotic Pest Survey Design have the same relative association, it would appear logical to move these two Sections to Plant Services also. It does not appear logical from our organization review, to establish one-person organizations, however. This move would serve to increase the span of control of the Division Manager.

Integrated Pest Management activities are a series of techniques which include cultural practices, use of chemicals, prevention, etc., involving entomology, quarantine, and exotic pest management. All of these would work together in concert in a cohesive program. Thus, Integrated Pest Management, Plant Quarantine, and Exotic Pest Survey Design could be combined with Field Entomology or units of a Section under Plant Services division. Further, a more descriptive title for this combined organization may be Integrated Pest Management.

The Apiary function has a closer relationship with Plant Services and would be more homogeneous if assigned to that Division.

The Office of Inspection/Training would have no further reason to exist since all subordinate functions would be transferred to Plant Services Division either in combination with existing Sections or as an additional organizational segment. These transfers will negate the requirement for an Assistant Director and one secretary.

Recommendations

We recommend the following steps be taken:

- Consolidate Integrated Pest Management, Plant Quarantine, and Exotic Pest Survey Design with Field Entomology as one Section and transfer all presently assigned personnel accordingly
- Transfer the secretary position in the Assistant Director's office to the Field Entomology Section to provide administrative support for the additional functions to be assigned
- Eliminate the Assistant Director's position.

Benefits

Implementation of the above recommendations will have the following results:

- Elimination of one-person organizational elements
- Assignment of functions in a more logical and homogeneous arrangement
- A savings of approximately \$53,000.

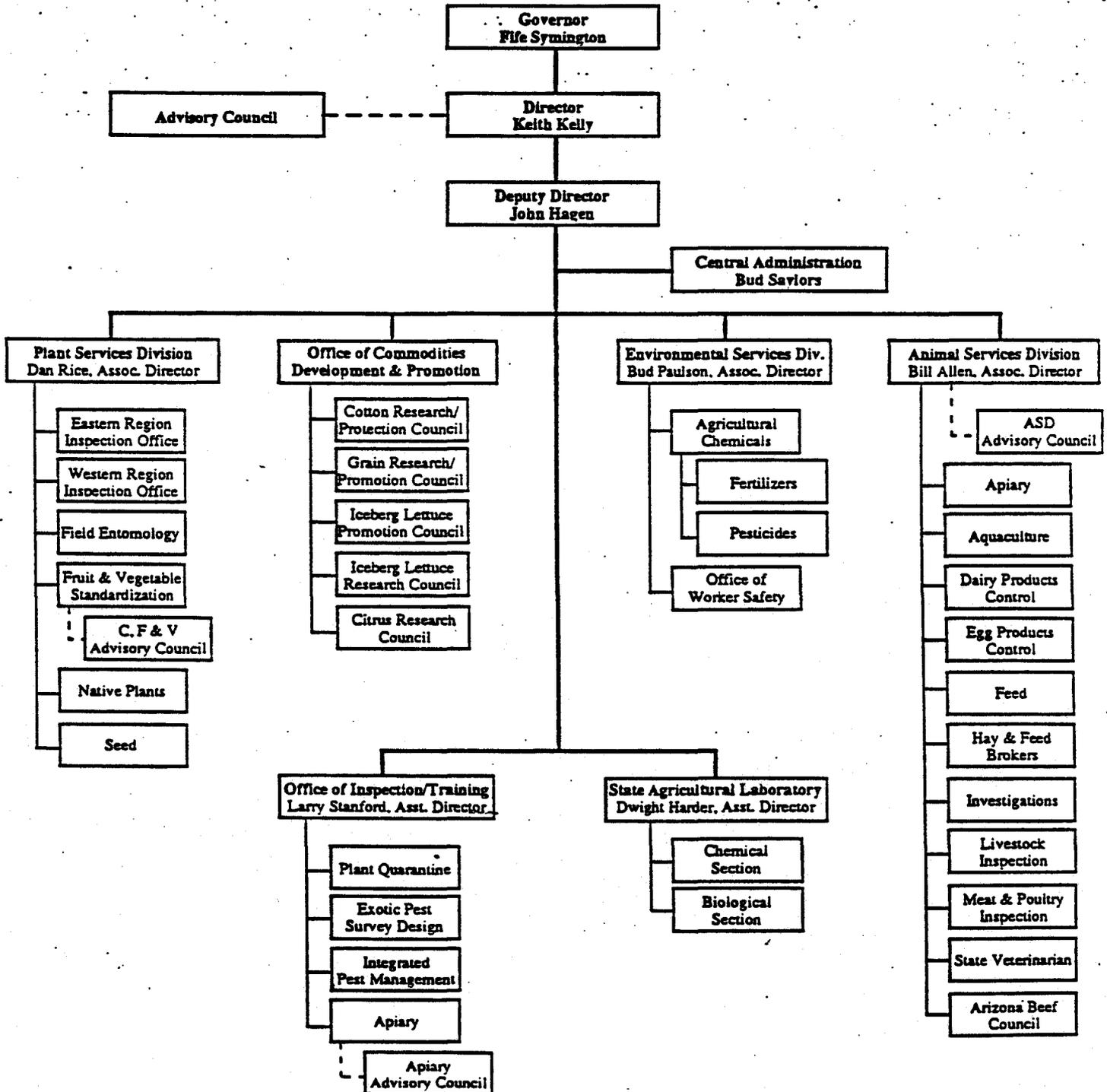
Implementation

All recommendations above should be implemented within a period of 60 days. Tasks required are:

- **Preparation of a new organization chart**
- **Personnel action to eliminate the positions discussed**
- **Implementation of administrative process to re-assign personnel.**

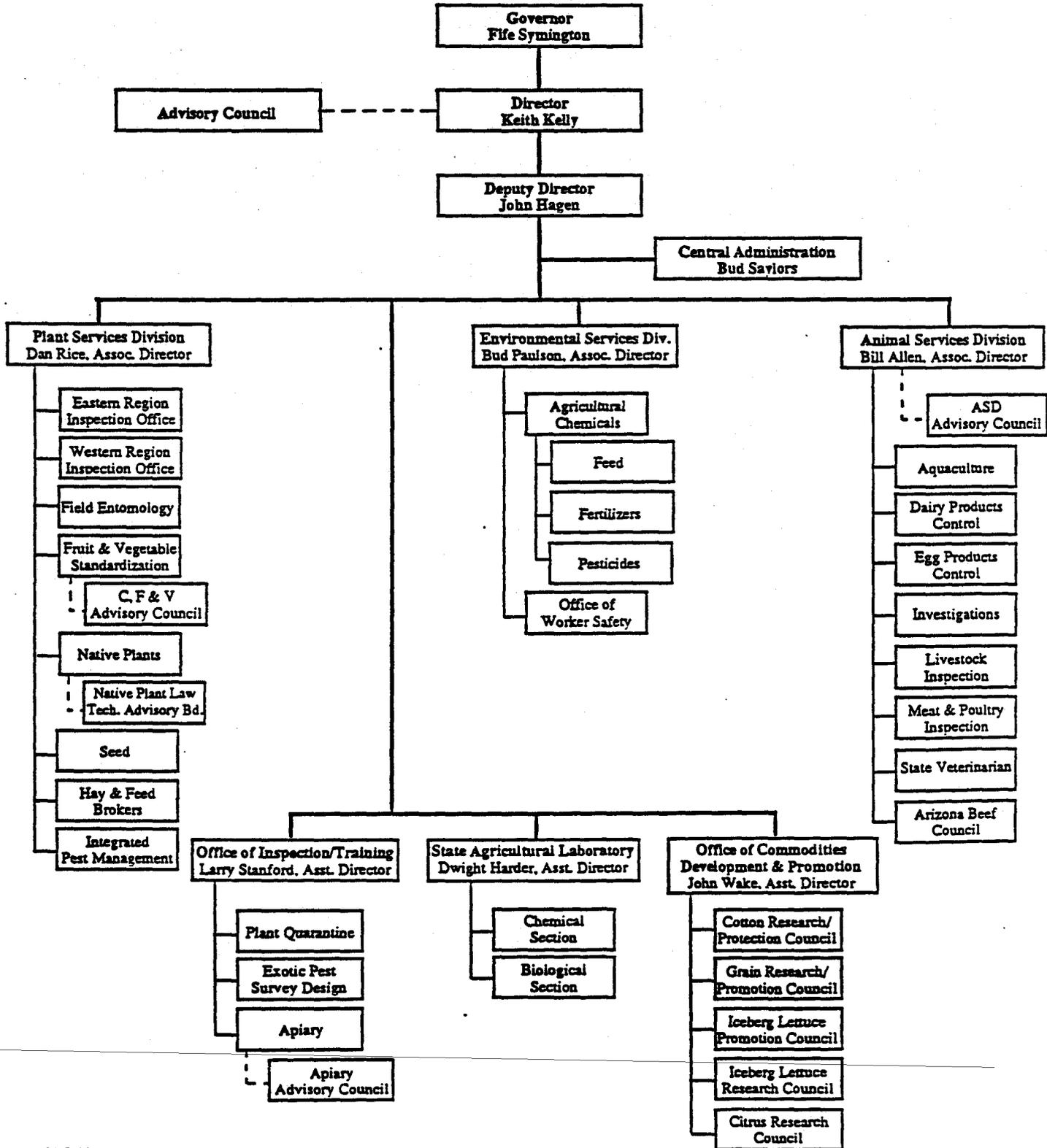
July 1, 1991

**ARIZONA
DEPARTMENT OF AGRICULTURE
ORGANIZATIONAL CHART**



March 12, 1992

ARIZONA DEPARTMENT OF AGRICULTURE ORGANIZATIONAL CHART



ENVIRONMENTAL SERVICES DIVISION ACTIVITIES

Current Situation

The Environmental Services Division (ESD) is organized under the Director, ADA. This Division has undergone two reorganizations since the beginning of the SLIM study of the Department. At the end of July 1991 there were two subordinate sections; the Agriculture Chemicals and Office of Worker Safety. The Agricultural Chemicals Section had two subordinate units; Fertilizers and Pesticides (see Exhibit 10, Organization Dated July 1, 1991). On March 12, 1992 the ESD added the Feed Unit under Agriculture Chemicals (see Exhibit 11, Organization Dated March 12, 1992).

On March 19, 1992 the Division was reorganized along functional lines rather than by commodity. The newest organization shows two major sections; Compliance and Licensing and a one person Environmental Program Specialist and Agricultural Safety Section (see Exhibit 12, Organization Dated March 19, 1992). There are four positions authorized in the Agricultural Safety Section with two filled and two vacant as of the end of March 1992.

The purpose of ESD is to regulate the agricultural industry to ensure the safe use of pesticides, quality of feed, fertilizer and pesticides formulations, and to cooperate with other agencies having environmental responsibilities through interagency agreements and memoranda of understanding.

In addition to the compliance tasks performed by ESD there is a requirement to register and license growers, sellers, fertilizers/pesticides applicators, equipment and agricultural pilots. These tasks are performed by the Licensing Section.

Worker safety as provided in the Federal Worker Protection Program is implemented by the Agriculture Safety Section. These rules relate to the enforcement of safe work practices for the persons who work with or are exposed to pesticide residues during or following application. Safety issues in the field are presently addressed by the inspectors assigned to the Compliance Section. Quantitative data was not available from which to assess or establish finite staffing requirements for the Industrial Hygienists, the two vacant positions in Agriculture Safety.

Impact

Since the inspection personnel are presently doing some safety inspections in the field it is believed that a cross-training effort on the more technical aspects of safety training would be sufficient to meet any requirements levied on ADA. It may be desirable to have a female on the staff who could relate to specific female hygiene problems. It is probable that some females would be reluctant to discuss such problems with a male employee.

The supervisory chain of command indicates a one-on-one relationship with the Compliance Section Manager. Accepted management practices do not provide for this restrictive span of control. The elimination of the Control Inspection Supervisor would not change the supervisor/technician ratio and should pose no hardships in the management of this function.

Recommendation

We recommended the following steps be taken:

- Hire a female, bi-lingual, Industrial Hygienist employee whose primary duty would be to address female safety issues
- Initiate a cross training program in the Compliance Section to enable all inspectors to address safety issues
- Eliminate the position of the Pest Control Inspection Supervisor
- Eliminate the vacant Pest Control Inspector position.

Benefits

Benefits to be obtained from these recommendation include:

- Broader based training for field inspectors enabling them to address multiple issues on a single field trip

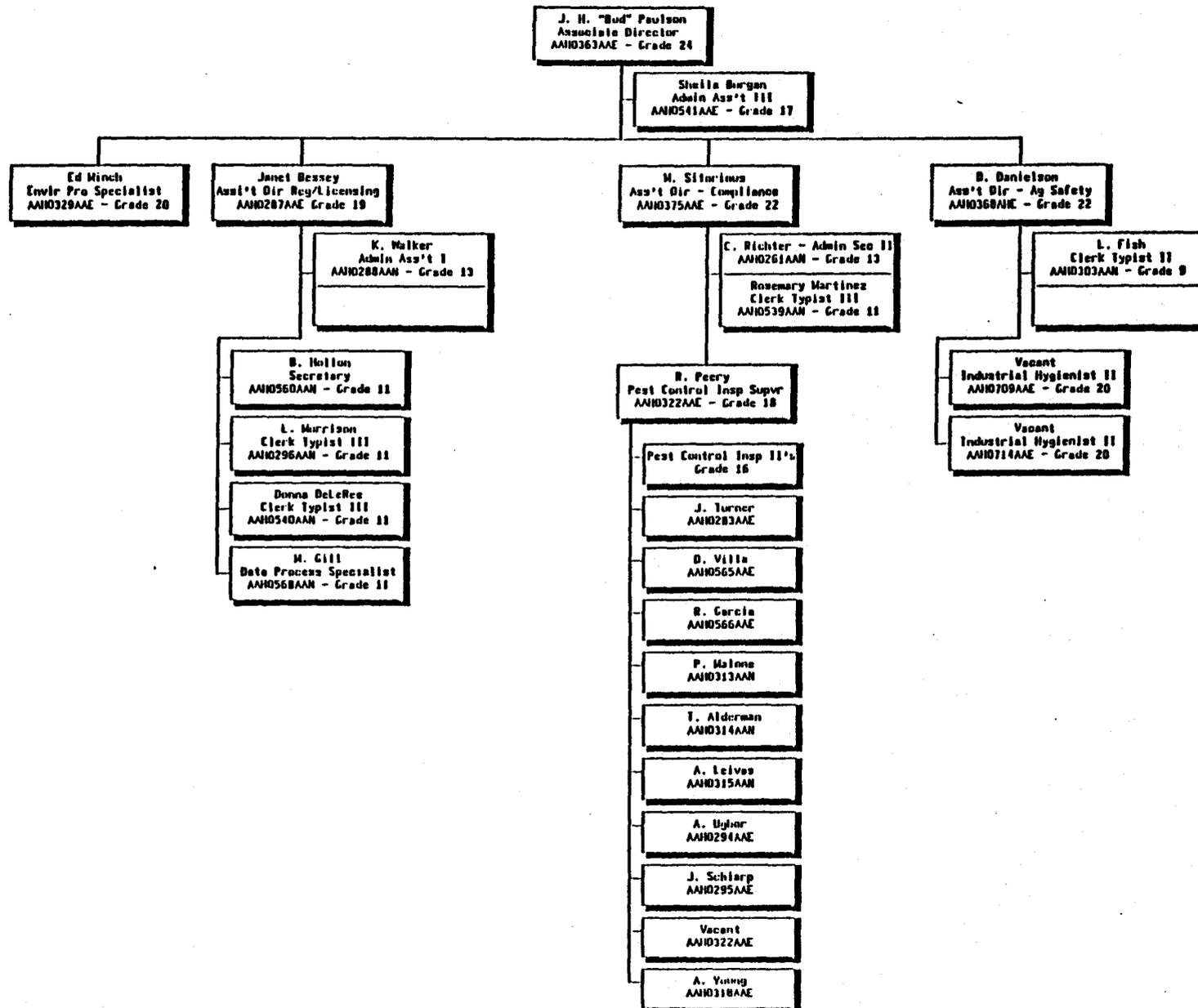
- A female on the staff to address those issues with female workers on sensitive personal hygiene matters, resulting in coverage of the total safety concerns
- The reduction of one supervisory position in the Compliance Section resulting in a savings, including ERE of approximately \$36,500 per year
- The reduction of one Pest Control Inspector resulting in a cost avoidance approximating \$24,869 per year
- A total savings of \$61,369 per year.

Implementation

It is estimated that full implementation of the above recommendations should be completed within 180 days through the following steps:

- Hiring of a female employee (bi-lingual) Industrial Hygienist
- Reclassifying of one Industrial Hygienist position to stipulate female needs
- Eliminating the position of one Pest Control Inspector
- Eliminating the position of Pest Control Inspector Supervisor
- Preparing an orientation course and cross-training inspectors on safety issues and inspection techniques.

ENVIRONMENTAL SERVICES DIVISION
March 19, 1992



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