Message

From: Redden, Kenneth [Redden.Kenneth@epa.gov]
Sent: 11/29/2017 12:48:32 AM
To: Rhodes, Julia [Rhodes.Julia@epa.gov]
Subject: RE: Hawaii - proposed questions based on HDOA press release on JFFG report

Hi Julia,

I don't see anything condescending in this email. We will have to follow up with Lilian and Dale to figure out what they are talking about. I do however find Mary's emails exhausting to read. She likes to pepper people with questions.

From: Rhodes, Julia
Sent: Monday, November 27, 2017 9:15 AM
To: Redden, Kenneth <Redden.Kenneth@epa.gov>
Subject: FW: Hawaii - proposed questions based on HDOA press release on JFFG report

Hi Ken,

Just following up on our discussion last week with Dale and Lilian.

Dale sent interview questions for CRFLO to review. The emails that Mary and Adam sent thereafter were their reaction to what was sent to review and suggestions for additional questions.

If this is the message that Brittany found condescending, I am not sure what concrete feedback we can give Mary about how to change her behavior. I think we need to ask Lilian to identify which part of the message was condescending.

There are two possible things that I could see as potentially annoying someone depending on the person's state of mind. Possibly that having raised the idea of coordinating with R9, Mary shouldn't push ECRCO about whether the appropriate arm of R9 was given the opportunity to review? Or that she should have asked which arm of R9 was contacted before offering suggestions about what to ask DeSean to do. Alternatively, it could be the concept that we should not recommend that a case manager re-read a report in the case file to make sure that we haven't missed anything and take full advantage of this opportunity? Yet, this guessing is not productive and will not ensure that feelings are not similarly hurt going forward, so it would be good to gather more facts from Lilian.

The overall tone of the messages, to me, reflects curiosity about the state of play and suggestions for additional lines of inquiry. At the same time, I think this exchange highlights that there is no trust between the teams. To me, it appears that Brittany assumed less than noble intentions by Mary; instead of giving her the benefit of the doubt. And, Mary assumed less than noble intentions about Brittany/ECRCO when restating the obvious, that is, we do not want to miss anything and want to maximize the opportunity to talk with an expert. It also reflects, to me, that ECRCO management is arguably fanning the fires by telling Brittany no matter what CRFLO staff does, I expect you to be professional, which suggests that Mary's communication below was unprofessional.

I think the management teams in both offices should try deescalating situations and encourage team members to ask questions, as opposed to making assumptions about the motives and intentions of others. Rather than spending time trying to engender a team spirit, perhaps we should engage in some communication exercises to provide the teams with the skills to have difficult conversations and unearth other's hidden stories. (clearly, I have drunk the FEI kool-aid, but I managed not to refer to the need to avoid climbing the "ladder of inference." ;)).

Julia Rhodes
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From: O'Lone, Mary
Sent: Wednesday, November 15, 2017 4:14 PM
To: Martinez, Brittany <Martinez.Brittany@epa.gov>
Cc: Wilson, Adam <wilson.adam@epa.gov>; Rhodes, Julia <Rhodes.Julia@epa.gov>; Rhines, Dale <rhines.dale@epa.gov>
Subject: RE: Hawaii - proposed questions based on HDOA press release on JFFG report

Brittany-

Ex. 5 AC/DP

Also the link I have to the Report doesn't have the Appendices which included the bios of the study team members and additional recommendations. Do you happen to have those appendices. If not, maybe we can ask Ex. 6 Personal Privacy (PP) if he does.

Thanks, Mary

Mary M. O'Lone
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Washington, DC 20460
(202) 564-4992

From: Martinez, Brittany
Sent: Wednesday, November 15, 2017 4:08 PM
To: O'Lone, Mary <OLone.Mary@epa.gov>
Cc: Wilson, Adam <wilson.adam@epa.gov>; Rhodes, Julia <Rhodes.Julia@epa.gov>; Rhines, Dale <rhines.dale@epa.gov>
Subject: RE: Hawaii - proposed questions based on HDOA press release on JFFG report

I will take another look through the report at what you and Adam have raised. We shared the questions with Region 9 and they did not provide any additional feedback.

From: O'Lone, Mary
Sent: Wednesday, November 15, 2017 4:05 PM
To: Martinez, Brittany <Martinez.Brittany@epa.gov>
Cc: Wilson, Adam <wilson.adam@epa.gov>; Rhodes, Julia <Rhodes.Julia@epa.gov>
Subject: Hawaii - proposed questions based on HDOA press release on JFFG report

Brittany-

Ex. 5 AC/DP

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We'll keep reading & look forward to your additional thoughts.

Thanks, Mary

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