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## Follow The Leader

May 22, 2011  Features , Roundtables  0



### GUIDING YOUR ORGANIZATION THROUGH ECONOMIC TURBULENCE, WHILE SAFEGUARDING COMPANY CULTURE

*"In order to be successful in a volatile world, you must unleash the goodwill and creativity of your people. You must organize your culture in a way that will help your people achieve great things without constant supervision from above. Set this up right, and people will astonish you regularly with their great ideas and ability to take your organization to a higher level."*

Stephen Covey, Author

It's been nearly 25 years since Stephen Covey wrote *The Seven Habits of Highly Effective People*, the book that launched an open and continuing dialogue about creating a culture of success. Some companies have succeeded, others have not. With the thawing economy and Texas' payrolls increasing, [Texas CEO](#) gathered seven Dallas business leaders to talk about their experiences in dealing with culture as companies increasing their headcounts becomes more and more likely.

The discussion was moderated by Bob Barker, Managing Partner of 2020 Outlook. Participating in the conversation were: Stephen Reiter, Managing Director, Savings Corporation of America (SCA); Neal Harper, President, Cadence McShane Corporation; James Weaver, Owner, Total Business Solutions; Catherine Monson, Chief Executive Officer, FASTSIGNS International; Keith Moore, President & CEO, 4Front Engineered Solutions; Steven Pedigo, Chairman, OSEI Corporation, and Sean Huurman, Executive Vice President Human Resources, GENBAND.

#### The Culture Starter – Leading By Example

**Moderator:** Creating a culture or changing a culture is a challenge every leader faces, no matter what the size of the company. Where do you start?

**James Weaver, Total Business Solutions:** Corporate culture is not always easy to change but you can rather quickly change the core values of a company, and those start with the example established by the CEO. When I am engaged in turnaround situations, I quickly evaluate what the core values of the company are. Then, leading by example, I establish very clearly that we are going to operate the business with integrity and honesty and character. From that point, culture will begin to develop. You cannot dictate culture, but you can direct the core values of your company and that will establish the foundation for your company's culture.

**Catherine Monson, FASTSIGNS International:** I choose to lead by example. I never want to tell my people to do it one way and then act a different way. I believe the longer a 'leadership shadow' I cast, the easier it is for my team to make the right decisions when I'm not around. Part of the leadership shadow message is: we're going to be committed to franchise partner success, we're going to do smart things to assist them, and we're going to care about them as individuals. As leaders, we need to be positive even in a negative or dark time. No one wants to follow a negative person. Even in challenging times, we need a plan and need to believe in what we are doing.

**Steven Pedigo, OSEI Corporation:** I agree. You lead by example, and



**Catherine Monson,**  
Chief Executive Officer  
FASTSIGNS International



**Keith Moore,**  
President & CEO  
4Front Engineered Solutions



**Stephen Reiter,**  
Managing Director  
Savings Corporation of America (SCA)



**Neal Harper,**  
President  
Cadence McShane Corporation



**James Weaver,**  
Owner  
Total Business Solutions



**Steven Pedigo,**  
Chairman  
OSEI Corporation



**Sean Huurman,**  
Executive Vice President  
Human Resources  
GENBAND

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that carries all the way down. I have 261 employees worldwide, and they understand our major goal is to make sure everybody in the pipe makes money. They also understand you have to bend over backwards sometimes and you may not make as much, but, because you give a little here, you'll make more in the long term. That's how I set the tone from top to bottom. It's amazing when you do that, everyone follows. You don't have to say trust; it's your actions that build trust.

**Weaver:** What I discover when I go into various companies is that they normally have some form of strategic planning in place – some more formal than others. I also find in a lot of companies the critical element that's missing is the vision statement – the statement that best directs the long term direction for the company. I've found in life you cannot get to a destination if you don't know where you're going. Many times companies say they want to be the best they can be, but that's not a vision- a vision statement needs to be very specific and easily understood by all. One of the first things I do is try to create a vision in the minds of the employees, not just the leadership team, but in the minds of the entire organization.

**Measurement**

**Moderator:** If you set a vision, and you're implementing that vision through the culture that's been established, how do you ensure the key beliefs are being spread throughout the corporation? How do you measure how well you're doing?

**Monson:** We measure that with franchisee satisfaction surveys, both the extensive annual survey as well as spot surveys. And I spend lots of time in the field talking to franchisees, asking about the service and support we are providing. Likewise, we have a franchisee forum – a place where franchise partners can ask questions of each other – but sometimes they also use that to sling arrows at the corporate office. We need to ensure we're reading those forums. When an issue is brought forward, we need to respond. So, it's surveys, spending time with people, asking questions and responding.

**Keith Moore, 4Front Engineered Solutions:** Business success comes down to profitability and revenue growth. I find that measurements are most effective when people have the information to make their own determination as to whether their activity is consistent with the overall objectives. For example, with commodity prices increasing, people can make the decisions about whether they buy inventory or not. They can determine the need for price increases, determine proper use of our borrowing capacity, and make decisions about new products. By knowing our cost and understanding what the customer will pay, the team can make decisions for improving our business for the long term. Decisions that might have come to me are now being made by people in the organization who are much closer to the details.

**Weaver:** Sam Walton had a great management philosophy that focused on getting the decision makers as close to the decision point as possible. The higher up in the organization you are making those decisions, the less informed you are.

**Stephen Reiter, Savings Corporation of America (SCA):** You need to have metrics. Whatever you subscribe to in management philosophy, it's important people understand what those measurements are, and how they are going to see rewards, because people follow their wallets. If people don't know what the target is, they don't know what success means and how to achieve it.

**Neal Harper, Cadence McShane Corporation:** You have to constantly challenge yourself, too. We establish goals at the start of each year, and then measurement becomes key. Instead of saying, 'This is who we've been,' and we're not a product based company, we're a service provider, we say, 'Here's our number one objective for this year.' We reinvent ourselves by constantly changing those parameters.

**Trust**

**Moderator:** A large part of culture is foundational. I was talking with a group of execs recently about trust. When I asked how they established trust, they told me their CEO says, "Trust me." I think that's a coaching opportunity with the CEO. What do you think?

**Moore:** We never use the word trust. The first time it comes out, that means there's a level of distrust. Actions must support the expectations.

**Harper:** Earning trust is a long term proposition – if you want to win, get in short term victories to influence that culture, without sacrificing the end goal.

**Sean Huurman, GENBAND:** [Trust] is also very much about visibility. When you are a smaller organization, as the leader, it's somewhat easy to be visible. As your organization grows it becomes critical to remain visible as a leader. Companies can become so large and executives "untouchable" that individuals don't know the true identity of their CEO or other senior leaders. To have the CEO visible at a sales conference, information sessions and ongoing employee roundtables sets the tone, I think, for the culture. Obviously, you have to establish the core values of the company, but being present and visible goes to the concepts previously mentioned such as the 'servant leadership' and 'leadership shadow' models. These models become a reality when you're visible to your employees.

**Pedigo:** What really helps [establish trust] is when you can stand toe-to-toe with a big company, and they scrutinize you and they don't find any kinks in your armor. That makes all the people working for you excited that they are doing something where they can stand up and never have to apologize. When there is no

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22	23	24	25	26	27	28
29	30	1	2	3	4	5
6	7	8	9	10	11	12

Getting Business Ready for the Affordable Care Act Rollout - 6/17 in Dallas

backing up, they gain confidence and it makes them do their job even better.

**Monson:** I have never told anyone they have to trust me; trust is developed over time. What I have used is the word honesty. I will tell you the good and the bad. Every month at our Company Meeting, I review our financial statement and explain it all the way down to earnings after taxes. I believe 'leadership shadow' is about being honest, direct, open, and focusing on the company's key strategic objectives – people will learn to mimic your behavior.

#### Alignment

**Moderator:** What's the role of measurement to make sure the things you want to have happen, do happen?

**Moore:** When I joined the company in 2003, the culture consisted mostly of concerns about who was going to get fired next. My primary objective in coming on board was getting everybody aligned with a common set of values. We put in place a compensation plan that aligned everybody with the same set of measures. We communicate on a monthly basis across the board with the total performance of our business, including profitability and sales. That communication approach has allowed us to transfer ownership of key activities down to the lowest levels of the organization. If we, for example, miss an application in customer service and the mistake ends up creating an extra cost, we translate that to clarify the business impact: If we make this mistake, we have to sell 20 more products to make up the lost margin. Over a period of time, we are able to create a culture in which everybody is aligned. The culture revolves around taking care of one another – making sure nobody in the organization fails. If anyone stumbles, then we view it as a collective failure, and the result is managed as a future opportunity to improve in meeting both internal and external customer's needs.

**Huurman:** Organizations constantly struggle with alignment of objectives and vision – you must ensure your key leaders believe in the way in which the company will get there. If one leader is not 100 percent aligned with the direction of the business, it deteriorates the company culture and what you're trying to accomplish. It's absolutely critical throughout the organization, but especially at the leadership level, that you have very strong alignment on where you are heading and how you plan to get there.

**Harper:** I think communication is still the key. What we like to do is try to communicate from the front lines with the people who are building that relationship with the client and communicating the key points and key aspects. That front line communication sells the rest of your people so much more. We like to communicate from the bottom up.

#### Transparency & Communication

**Moderator:** What role does transparency play in culture?

**Moore:** We have a matrix – working capital as a percentage of sales and EBITDA – we use to communicate performance on a monthly basis. People know exactly what their percentage of target bonus is as a result of the performance each month. With these measurements, we can tell each person each month what their percentage of target bonus is. Now, we're at 105 percent of our bonus target for fiscal 2011. Results are posted so that all our people know where they stand. It makes it very easy to keep us all on track.


**Pedigo:** When someone solves a problem or finishes a project, and they've added something to it that's new or slightly different, we make sure everyone in the organization is given that information. It's not as though we're setting up a competition; but, it is amazing how, when you give a little recognition, the entire group now wants that recognition. It persuades them to work harder.

**Harper:** You have to have in the back of your mind who that individual is, and whether they are an implementer or not. I have this thing I call, 'Think big,' and even though I got it from Donald Trump, don't judge me based on that.' When I'm meeting with my management team I ask them, "Where do we want to go next...think big!" When they constantly hear that and are also asked, "If you had no limitations, nothing holding you back, where would you want to go, where would you take this company, and how would you get there?" When you hear that feedback and direction, you can use that knowledge in promoting or reorganizing because you know where they see the company going and where they personally want to go.

**Moderator:** And what final advice would you share with your CEO peers?

**Weaver:** Simply go back to the basics. You probably have read [Good to Great](#). It's about getting the right people in the right seat, on the right bus, and doing the right things. It sounds very simple and basic, but it's the core problem of many companies today. Consider this fact: Harvard did a study that said 70 percent of Americans are unhappy in their job – and it relates to either the people they are working with, or the job they are assigned to do. Forty percent of those people will end up leaving, and that turnover is very disruptive and costly. Getting those right people in the right slot is critical – I've learned this lesson the hard way. I started off thinking if you have a good salesperson, let's make him/her a sales manager. In many case you just ruined a good salesperson and impacted the people in his/her organization because they are not being managed properly. A good example of this fact is that a great baseball player does not always make you a good coach. We often face this problem; we put the wrong people in the position and wonder why they are unhappy and non-productive. It gets down to the basics of studying what the needs of the job are, identifying the specific qualifications, and selecting the right person for the position. Get that right person in the right seat on the right bus with the right driver – this is essential to real success.

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#txwater #txlege #water

6:45 am · 06/26/2014



**Reiter:** We're in a tumultuous period, and people are looking at us as leaders and how we act. Are we willing to stand up, take the hits and sacrifice when necessary? We're in a period that is going to test the mettle of nearly every leader in every organization. It's going to take more than words; it is going to demand action. People are going to be worried, and they will be looking for someone to follow they can believe in.

Creating culture is a top down function. As the group was reminded by Stephen Reiter, "With the right corporate culture you can achieve dramatic success over time. Over the years corporate culture does change dramatically. It has to be cared for and fed."

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□ Bob Barker, Catherine Monson, James Weaver, Keith Moore, Neal Harper, Sean Hurman, Somerset Consulting Group, Stephen Reiter, Steven Pedigo



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**The US Congress mandated through the Clean Water Act, that the US EPA would keep a list of products that may be legally used on US Navigable waters Oil Spill Eater II is on this NCP list**

Link to the above regulation under the US Clean Water Act Law  
[http://www.epa.gov/oem/docs/oil/cfr/900\\_920.pdf](http://www.epa.gov/oem/docs/oil/cfr/900_920.pdf)

**The EPA requires certain disclosures in regards to a product listing, and these requirements have been met with confusion even by other US departments, so the OSEI Corporation wants to have full disclosure of the law/regulations, the OSE II listing letter, the information maintained by the US EPA on their notebook, and the how to get on the list information for all to see.**

**Subpart J—Use of Dispersants and Other Chemicals**

SOURCE: 59 FR 47453, Sept. 15, 1994, unless otherwise noted.

**§ 300.900 General.**

(a) Section 311(d)(2)(G) of the CWA requires that EPA prepare a schedule of dispersants, other chemicals, and other spill mitigating devices and substances, if any, that may be used in carrying out the NCP. This subpart makes provisions for such a schedule.

(b) This subpart applies to the navigable waters of the United States and adjoining shorelines, the waters of the contiguous zone, and the high seas beyond the contiguous zone in connection with activities under the Outer Continental Shelf Lands Act, activities under the Deepwater Port Act of 1974, or activities that may affect natural resources belonging to, appertaining to, or under the exclusive management authority of the United States, including resources under the Magnuson Fishery Conservation and Management Act of 1976.

(c) This subpart applies to the use of any chemical agents or other additives as defined in subpart A of this part that may be used to remove or control oil discharges.

**§ 300.905 NCP Product Schedule.**

(a) *Oil Discharges.* (1) EPA shall maintain a schedule of dispersants and other chemical or bioremediation products that may be authorized for use on oil discharges in accordance with the procedures set forth in § 300.910. This schedule, called the NCP Product Schedule, may be obtained from the Emergency Response Division (5202-G), U.S. Environmental Protection Agency, 1200 Pennsylvania Ave., NW., Washington, DC 20460. The telephone number is 703-603-8760.

(2) Products may be added to the NCP Product Schedule by the process specified in § 300.920.

(b) *Hazardous Substance Releases.* [Re-served]

[59 FR 47453, Sept. 15, 1994, as amended at 65 FR 47325, Aug. 2, 2000] **§ 300.91**

**OIL SPILL EATER LISTING OF OSE II ON THE US EPA NCP LIST  
LETTER**



UNITED STATES ENVIRONMENTAL PROTECTION AGENCY

WASHINGTON, D.C. 20460

SEP 18 2009

OFFICE OF  
SOLID WASTE AND  
EMERGENCY RESPONSE

Mr. Steven Pedigo  
Chairman/CEO  
Oil Spill Eater International, Corp.  
P.O. Box 515429  
Dallas, TX 75251-5429

Dear Mr. Pedigo:

Thank you for providing the technical product data required by the National Oil and Hazardous Substances Pollution Contingency Plan (NCP), 40 CFR Part 300, for your product "Oil Spill Eater II (OSE II)." Our review shows that your submission has satisfied the requirements contained in Title 40 of the CFR section 300.915 of the NCP. Therefore, "Oil Spill Eater II (OSE II)" will be listed on the NCP Product Schedule under the Bioremediation Agent category and may be authorized for use by Federal On-Scene Coordinators in accordance with 40 CFR section 300.910. The technical data for this product will be kept on file by the EPA Office of Emergency Management, Regulation and Policy Development Division pursuant to 40 CFR section 300.920.

Enclosed are some of the relevant provisions in the NCP on restrictions regarding the listing of your product. Please note that you are required to notify the Environmental Protection Agency (EPA) of any changes in composition, formulation, handling procedures, or application of your product. Based on this notice, EPA may require retesting of the product.

Also note that the listing of "Oil Spill Eater II (OSE II)" on the NCP Product Schedule does not constitute approval, certification, authorization, licensing or promotion of the product; nor does it imply compliance with any criteria or minimum standards for such agents. Failure to comply with these restrictions or the making of any improper reference to EPA in an attempt to demonstrate approval or acceptance of the product will constitute grounds for removal of the product from the schedule.

Please review the enclosed information and contact Ms. Leigh DeHaven in the Office of Emergency Management at (202) 564-1974 if you have any questions.

Sincerely,

A handwritten signature in black ink that reads "R. Craig Matthiessen".

R. Craig Matthiessen, Director  
Regulation and Policy Development Division  
Office of Emergency Management

Enclosure

# OIL SPILL EATER II TECHNICAL INFORMATION IN THE US EPA NOTEBOOK



LINK <http://www2.epa.gov/emergency-response/oil-spill-eater-ii>

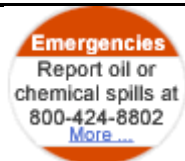
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[NCP Subpart J](#)  
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OIL SPILL EATER II

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## OIL SPILL EATER II



TECHNICAL PRODUCT BULLETIN #B-53  
USEPA, OFFICE OF EMERGENCY MANAGEMENT  
REGULATION AND POLICY DEVELOPMENT DIVISION  
ORIGINAL LISTING DATE: AUGUST 26, 1996  
REMOVAL DATE: AUGUST 16, 2005  
RELISTING DATE: SEPTEMBER 18, 2009  
"OIL SPILL EATER II (OSE II)"

### I. NAME, BRAND, OR TRADEMARK

OIL SPILL EATER II (OSE II)  
Type of Product: Bioremediation Agent (Biological Enzyme Additive [previously listed as a Nutrient Additive])

### II. NAME, ADDRESS, AND TELEPHONE NUMBER OF MANUFACTURER/CONTACT

OSEI Corporation (Formerly Sky Blue Chems)  
P.O. Box 515429  
Dallas, TX 75251-5429



Phone: (972) 669-3390  
E-mail: [oseicorp@msn.com](mailto:oseicorp@msn.com)  
Web Site: [www.osei.us](http://www.osei.us)  
(Mr. Steven Pedigo, Chairman, CEO, Inventor)

### III. NAME, ADDRESS, AND TELEPHONE NUMBER OF PRIMARY DISTRIBUTORS

OSEI Corporation (Formerly Sky Blue Chems)  
P.O. Box 515429  
Dallas, TX 75251-5429  
Phone: (972) 669-3390  
E-mail: [oseicorp@msn.com](mailto:oseicorp@msn.com)  
Web Site: [www.osei.us](http://www.osei.us)  
(Mr. Steven Pedigo, Chairman, CEO, Inventor)

### IV. SPECIAL HANDLING AND WORKER PRECAUTIONS FOR STORAGE AND FIELD APPLICATION<sup>o</sup>

1. Flammability: Water-based, non-flammable
2. Ventilation: Needs no ventilation; aqueous-based product; does not emit hazardous vapors
3. Skin and eye contact; protective clothing; treatment in case of contact: OSE II is not a primary dermal irritant. Avoid eye contact, and wear goggles if possible for the spray to come in direct contact with eyes. Facilities for quick and copious eye flushing should be provided and prompt medical attention should be sought if exposure and irritation persists. Protective rubber gloves are suggested during handling. Before mixing the product has a smell of fermentation. The product does not give off any harmful vapors.
- 4.a. Maximum storage temperature: 120°F
- 4.b. Minimum storage temperature: None; OSE II can freeze and thaw without adverse effects
- 4.c. Optimum storage temperature range: 72°F
- 4.d. Temperatures of phase separations and chemical changes: 120°F

### V. SHELF LIFE

OSE II has a recommended shelf life of 5 years. After 5 years at optimum storage temperature, there is an approximate 10% decrease per year in product capability.

### VI. RECOMMENDED APPLICATION PROCEDURE

#### 1. Application Method:

A. Use surface spray apparatus, such as small hand held tanks, back pack, large mixing tanks with mechanical pumping devices, vessels with booms for spraying wide paths, or spray devices on airplanes or helicopters.

B. OSE II can be applied by eductor systems from vessels, fire trucks, etc. Set the eductor system to 2% and apply 1 gallon of mixed OSE II to each spilled gallon of hydrocarbon.

#### 2. Concentration/Application Rate:

General - OSE II generally takes 3 to 30 minutes to penetrate the molecular walls of hydrocarbons. However, once you spray OSE II on the hydrocarbons, OSE II attaches itself and will eventually engulf the hydrocarbons regardless of where the hydrocarbons may spread on the surface of salt or fresh water. Additionally, once you spray OSE II, the hydrocarbons cannot attach itself to the shoreline, rocks, or any equipment in its path. OSE II breaks down the adhesion properties of hydrocarbons and causes hydrocarbons to float, thereby, eliminating secondary contamination of the water column or any other areas, and holding the contaminated area to the waters surface, the original contaminated area.

If OSE II is to be used on ocean spills or on intertidal zones OSE II should be mixed with ocean water.

If OSE II is to be used on lakes, rivers, streams, ponds, or on land mix the product with water from a lake, stream, or pond.

If you are performing a clean up, make sure the water used to mix with OSE II, and the water used to keep the area saturated, is the type of water normally associated with that area.

If you use fresh water in an area normally contacted with salt water or vice versa, the different types of bacteria and competition could occur, not to mention the problems with salinity for fresh water organisms.



[Note: Do not mix tap water with OSE II if possible: Chlorine in tap water slows bacterial enhancement]

**Spills on Water:**

Dilute each gallon of OSE II with 50 gallons of fresh, brackish, or salt water - depending on the water associated with the area that has been impacted by the spill. Apply OSE II at a ratio of 1 gallon mixed OSE II to each gallon of hydrocarbon spilled. Apply using hand held sprayers, tank sprayers, booms from vessels, helicopters, or airplanes; by spraying the perimeter first then working toward the middle of the spilled area. Next spray the entire surface of the spill. If the spill is very heavy (more than 2 inches thick) it is recommended that OSE II be applied every day until you have met a 1:1 ratio of OSE II and water mixture to spilled oil/hydrocarbons.

Use 1 gallon OSE II for every 50 gallons of hydrocarbons.

Use 1 drum of OSE II for every 2,750 gallons of hydrocarbons.

If you know gallons of hydrocarbons spilled, multiply gallons of hydrocarbons by 0.02 to get amount of OSE II needed [gallons of hydrocarbons x 0.02 = gallons of OSE II].

If you know barrels of crude oil spilled, multiply barrels of crude oil by 0.015 to get drums of OSE II needed [barrels of crude oil x 0.015 = drums of OSE II].

If you do not know gallons of hydrocarbons or barrels of crude oil, multiply size of spill by 0.0023 to get drums of OSE II needed or by 0.12 to get gallons of OSE II needed [(yards long x yards wide x inches thick) x 0.0023 = drums of OSE II or (yards long x yards wide x inches thick) x 0.015 = gallons of OSE II].

**Intertidal Zone:**

Mix each 55 gallon drum of OSE II with 2,750 gallons of fresh, brackish, or salt water. The water used is determined by the type of water associated with the site. OSE II should be applied as the tide recedes (if there is a tide) and once the tide comes in the application should cease until the tide recedes again. Additional applications should only be warranted if spill has been allowed time to percolate into the depths of the soil.

If there is no tide, but waves have pushed the spill into the intertidal zone, then there will be direct access to the spill at all times. If possible use string or stakes to grid off the beach or intertidal zone area, and then you can calculate how much premixed OSE II to apply to a given area. If unable to grid off an area then calculate how much OSE II to apply and then determine how much premixed OSE II will flow through a nozzle (gallons per minute) then let application technician know how many gallons to apply in a given area and this can be determined by applying product for a certain time period to get the correct amount of OSE II applied to gain the 1:1 ratio.

Note: If the intertidal zone is associated with the sea then mix OSE II with salt water. If the spill area is in an area of brackish water then mix OSE II with brackish water. If the intertidal zone is associated with fresh water such as lakes, rivers, streams, ponds, creeks, aquifers, or drinking water wells then use fresh water to mix OSE II.

**3. Conditions for Use:**

OSE II can remediate hydrocarbon-based material including chlorinated hydrocarbons, PCB's, dioxins, and some pesticides.

As the age of spilled hydrocarbons increases, the time necessary for bioremediation increases. In general, fresh crude, gasoline of BTEX takes from 72 hours to 30 days to completely bioremediate.

Variations of sea water salinity should have no effect, but as long as microbial life can exist, then OSE II will be effective.

OSE II bioremediation slows somewhat at temperatures below 40°F. OSE II however, will continue to work at any liquid water temperature that will sustain microbial life.

**VII. TOXICITY AND EFFECTIVENESS**

**a. Effectiveness:  
Summary Data Table:**

DAYS	PRODUCT 3 REPS/PROD	TOTAL MEAN ALKANES (ppm)	RED% 28 DAYS	TOTAL MEAN AROMATICS (ppm)	RED% 28 DAYS
0	CONTROL	43,170	-	11,435	-
	NUTRIENT	40,569	-	11,785	-
	OSE II	41,730	-	12,155	-

7	CONTROL	39,250	9.1	10,355	9.4
	NUTRIENT	34,815	14.2	9,898	16.0
	OSE II	26,316	36.9	8,072	33.6
28	CONTROL	35,797	17.1	9,534	16.6
	NUTRIENT	26,507	34.7	8,938	24.2
	OSE II	4,273	89.8	1,268	89.6

**Results of Gravimetric Analysis:**

Percentage (%) Decrease in Weight of Oil on Day 28

Control: 16.5%

Nutrient: 52.0%

Product: 85.4%

#### VIII. MICROBIOLOGICAL ANALYSIS

1. Listing of each component of the total formulation, other than enzymes, by chemical name and percentage by weight: CONFIDENTIAL
2. Enzyme Names: CONFIDENTIAL
3. I.U.B.: CONFIDENTIAL
4. Source of Enzymes: Fermentation process
5. Units: No less than 1% and no more than 50% by weight
6. Specific Gravity: 1.05
7. Optimum Conditions:
  - a. pH: 7.0
  - b. Temperature: 72°F
  - c. Salinity Ranges: Fresh water to salt water
  - d. Maximum and Minimum pH: 3.5 - 8.0
  - e. Maximum and Minimum Temperature: 28°F - 128°F
  - f. Maximum and Minimum Salinity Levels - Salinity level above that will support microbial activity will adversely effect OSE II's performance
  - g. Enzyme Shelf Life: Up to 5 years when properly stored
  - h. Enzyme Optimal Storage Conditions: 72°F is optimal, enzyme range is freezing to 120°F, never leave OSE II in direct sunlight for more than a couple of hours

#### IX. PHYSICAL PROPERTIES

NA

#### X. ANALYSIS OF HEAVY METALS, CYANIDE, AND CHLORINATED HYDROCARBONS

NA

Last updated on Tuesday, October 13, 2009  
<http://www.epa.gov/emergencies/content/ncp/products/oseater.htm>

## How to get a product on the US EPA NCP list

<http://www2.epa.gov/emergency-response/national-contingency-plan-subpart-j#howto>  
**Emergency Response National Contingency Plan Subpart J**

One of EPA's top priorities is to prevent, prepare for, and respond to oil spills that occur in and around inland waters of the United States. EPA is the lead federal response agency for oil spills occurring in inland waters. The [U.S. Coast Guard](#) is the lead response agency for spills in coastal waters and deepwater ports. Subpart J of the [National Oil and Hazardous Substances Pollution Contingency Plan \(NCP\)](#) directs EPA to prepare a schedule of dispersants, other chemicals, and oil spill mitigating devices and substances that may be used to remove or control oil discharges.

[NCP Product Schedule](#)

[Environmental Monitoring for Atypical Dispersant Operations: Including Guidance for Subsea Application and Prolonged Surface Application Revisions to Subpart J of the NCP under Consideration](#)

[NCP Product Schedule Technical Notebook](#)

[How to List a New Product on the NCP Product Schedule](#)

[NCP Subpart J Regulations](#) [Effectiveness and Toxicity Testing](#) [Disclaimer Information](#) [For More Information](#)

The [NCP Product Schedule \(April 2014\) \(PDF\)](#) is also available for download in its entirety.

EPA maintains the NCP Product Schedule, which lists the following types of products that are authorized for use on oil discharges:

Bioremediation agents Dispersants Surface washing agents Surface collecting agents Miscellaneous oil spill control agents  
See [Definitions of Product Categories](#) See [Alphabetical List of NCP Product Schedule Products with Links to Technical Product Summaries](#)

### **Design for the Environment**

**Note:** Products may be eligible for recognition by EPA's [Design for the Environment \(DfE\) Program](#) as a safer oil spill treatment. The DfE Program labels products that have met its stringent criteria for human health and environmental safety.

### **NCP Product Schedule Technical Notebook**

The [NCP Product Schedule Technical Notebook \(April 2014\) \(PDF\)](#) presents **manufacturer's** summary information on the conditions under which each of the products is recommended to be used. **Manufacturer** information may provide handling and worker precautions, storage information, recommended application procedures, physical properties, and toxicity, effectiveness, or other analyses.

**Disclaimer:** The listing of a product on the Product Schedule does NOT mean that EPA approves, recommends, licenses, certifies, or authorizes the use of the product on an oil discharge. The listing means only that data have been submitted to EPA as required by Subpart J of the National Contingency Plan, [Section 300.915](#). (Source: [40 CFR § 300.920](#) (e))

There is an established process that manufacturers must follow to have a product listed on the NCP Product Schedule.

Begin by reviewing data requirements in section 300.915 of Subpart J of the NCP Product Schedule.

Determine [product category](#) (e.g., dispersant, surface washing agent, etc.)

Fulfill each of the data requirements for selected product category, including effectiveness and toxicity testing (if applicable). If you need assistance locating a laboratory to help fulfill these requirements, please call the [NCP Product Schedule Information Line](#).

Send a hard copy of **all** data requirements for review to: NCP Product Schedule Manager U.S. Environmental Protection Agency Ariel Rios North Building - Mail Code 5104-A Room 6450T Washington, D.C. 20460

If you have further questions or require more information, please call the [NCP Product Schedule Information Line](#).

### **Subpart J Regulations**

EPA is currently making revisions to the Subpart J regulation to clarify and update the Product Schedule listing procedures. These updates may include effectiveness and toxicity testing. Once the proposed rule is posted to the docket, there will be a public comment period for providing questions and concerns. The compiled comments will be addressed in the final rule. Office of Management and Budget Agenda: [Revisions to the National Oil and Hazardous Substances Pollution Contingency Plan; Subpart J Product Schedule Listing Requirements](#).

[NCP Subpart J: Use of Dispersants and Other Chemicals - 40 CFR 300.900 - 300.920 \(PDF\)](#)

[NCP: Definitions - 40 CFR 300.5 \(PDF\)](#)

[Relevant Federal Register Notices](#)

### **Effectiveness and Toxicity Testing**

For the products on the schedule, EPA provides [NCP Product Schedule Toxicity and Effectiveness Summaries](#) for each product category. Appendix C to 40 CFR part 300 describes methods for required effectiveness and toxicity tests for specific product categories. See: [40 CFR part 300 Appendix C | PDF](#) (22 pp, 284 K, [About PDF](#))

The listing of a product on the NCP Product Schedule does not constitute approval of the product. To avoid possible misinterpretation or misrepresentation, any label, advertisement, or technical literature that refers to the placement of the product on the NCP Product Schedule must either reproduce in its entirety EPA's written statement that it will add the product to the NCP Product Schedule under Sec. 300.920(a)(2) or (b)(2), or include the disclaimer shown below. If the disclaimer is used, it must be conspicuous and must be fully reproduced. Failure to comply with these restrictions or any other improper attempt to demonstrate the approval of the product by any National Response Team (NRT) or other U.S. Government agency shall constitute grounds for removing the product from the NCP Product Schedule. [40 CFR 300.920(e)]

[PRODUCT NAME] is on the U.S. Environmental Protection Agency's NCP Product Schedule. This listing does NOT mean that EPA approves, recommends, licenses, certifies, or authorizes the use of [PRODUCT NAME] on an oil discharge. This listing means only that data have been submitted to EPA as required by subpart J of the National Contingency Plan, Sec. 300.915.

**The US Congress required the US EPA to keep a list of products that can be legally used on US Navigable waters, which is why there is a an NCP list.**