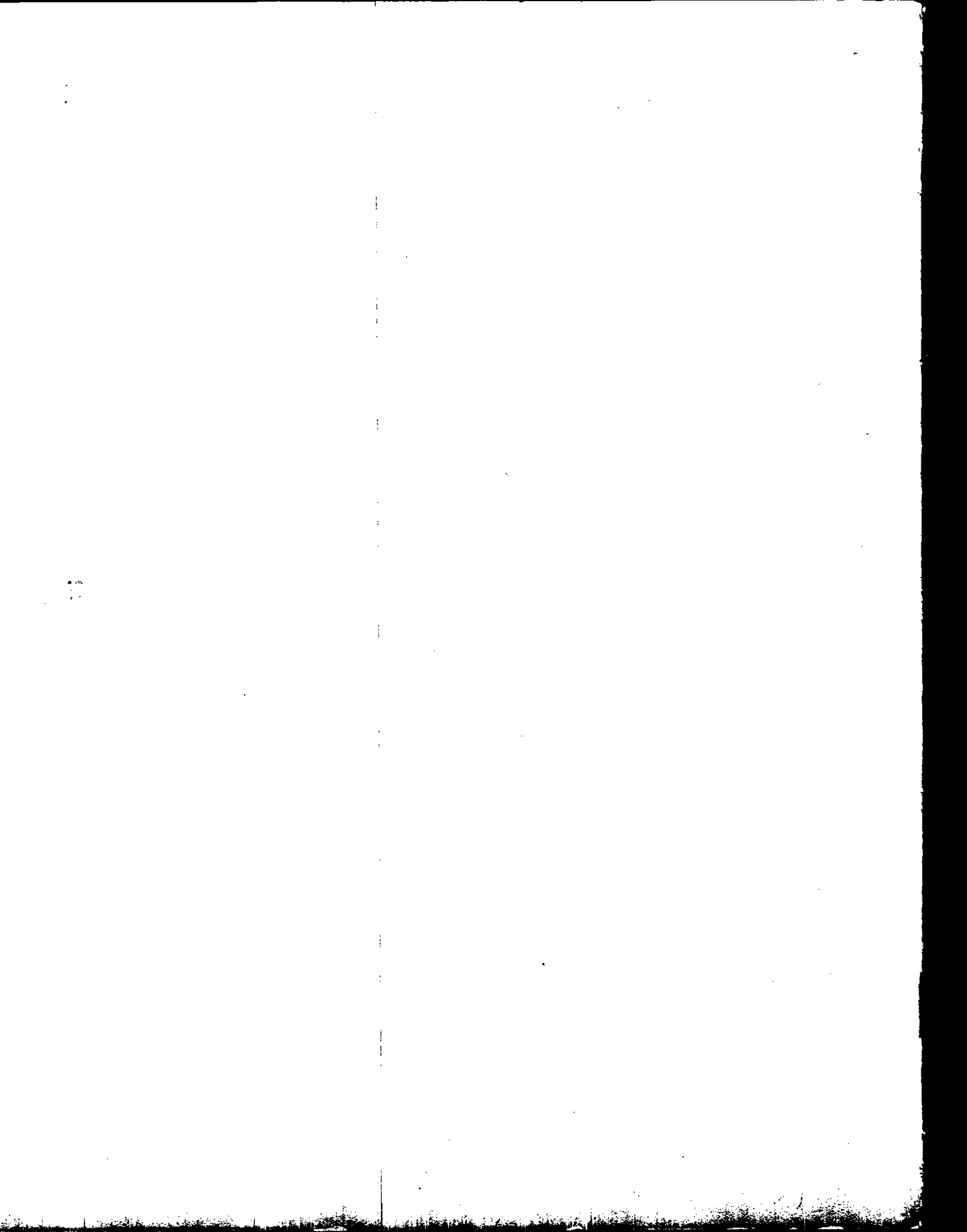




1990 Blueprint Review





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10/30/90
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UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
WASHINGTON, D.C. 20460

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OFFICE OF
ADMINISTRATION
AND RESOURCES
MANAGEMENT

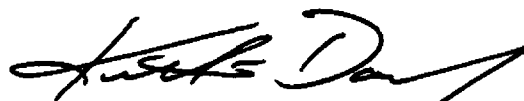
To the Human Resources Community:

In early 1990 we issued the Human Resources Management Blueprint -- a broad statement of goals and program objectives for human resources within the Agency. The Blueprint was formulated through the work of many individuals, most notably the Human Resources Officers and members of the Human Resources Council. Included in the Blueprint is a provision for an annual assessment by OHRM to determine progress made toward the Blueprint goals and objectives.

The 1990 Blueprint Review is our first assessment. We gathered the views of 71 key officials on human resources in the Agency through individual interviews covering a broad range of topics including human resources programs, resources and emerging issues. We selected the 71 officials from the ranks of the Human Resources Council; Mini Council Chairs in headquarters, the Regions and laboratories; Human Resources Officers; and Assistant Regional Administrators. In this Report we have analyzed their responses, drawn some general conclusions, and provided an extensive summary of their opinions and suggestions.

This Report provides a broad overview on the condition of human resources programs and emerging issues from the perspective of a group of officials who are actively engaged in the day-to-day challenges of human resources programs and policies. Within OHRM our program managers will use the Report as a reference point to gauge the course of their programs and to make adjustments as needed. We present the Report to the Human Resources Community as a source of information and a reference point for their continued action in support of human resources goals.

Sincerely,



Kenneth F. Dawsey
Director, Office of Human
Resources Management

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Information for
US

1990 Blueprint Review

A report on the findings from interviews with
key Agency officials concerning human resources programs,
resources, and issues

**Quality Assurance & Evaluation Staff
Office of Human Resources Management**

November 1990



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WASHINGTON, DC 20460

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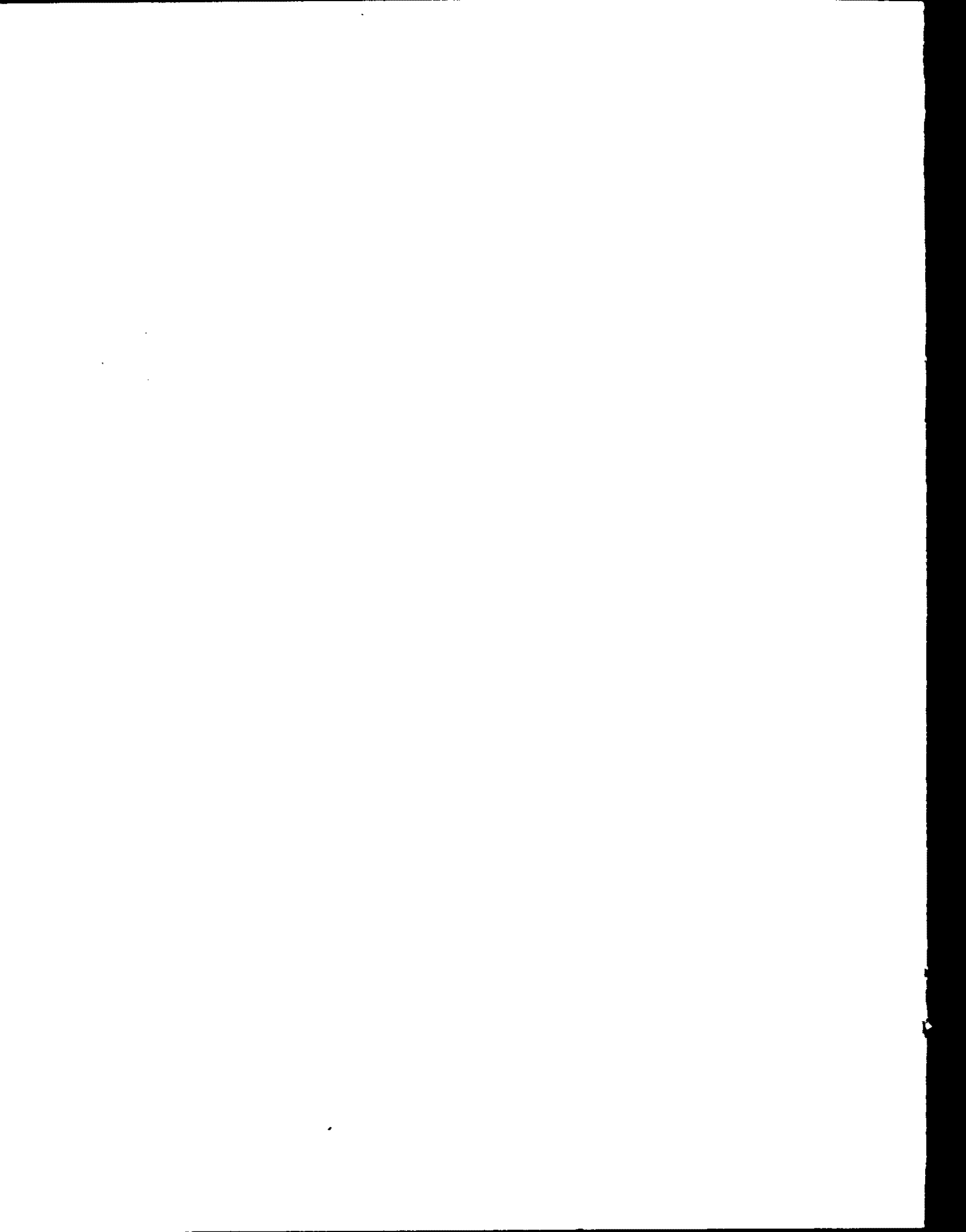
1. EXECUTIVE SUMMARY

WHY CONDUCT A BLUEPRINT REVIEW?: The Agency's Human Resources Management Blueprint describes our "blueprint" for human resources: including general goals, program models, and roles for managers, supervisors, and employees. In order to assess how well the Agency measures up to the Blueprint, the Office of Human Resources Management began in FY 90 to conduct a Blueprint Review. The Review is a broad examination of human resources initiatives and an assessment on progress or problems toward meeting the goals of the Blueprint.

WHAT WAS THE FY 90 BLUEPRINT REVIEW?: Interviews with 71 key officials concerning: the effectiveness of HR programs, resources and funding levels for HR programs, morale, and future HR issues and problems. The officials interviewed were: members of the HRC, the Chairs of MiniCouncils, Assistant Regional Administrators, and Human Resources Officers. The interviews were conducted from February through April 1990.

MAJOR FINDINGS FROM THE FY 90 BLUEPRINT REVIEW:

- EPA tries harder: HR programs and initiatives are considered generally ambitious, forward-looking and humanistic, and better than other federal agencies. But, intentions and results don't always match. Many respondents cited specific programs or initiatives as underfunded, or uncoordinated.
- Successful programs: most frequently cited are the SES Candidate Program, EPA Institute, advisory groups like the HRC and MiniCouncils, and quality of life programs including fitness centers and day care.
- Unsuccessful programs: most frequently cited are the Performance Management System, the awards system as ineffective for motivating employees, funding for rotational assignments, college recruitment, and pre-supervisory training programs.
- Funding for current HR programs: Rated overall as less than satisfactory, in terms of dollars (e.g for travel, training, recruitment) and in terms of FTE (eg. new HR programs and responsibilities are matched by increased FTE).



• Future HR issues or problems in the next 5 years:

Work Force 2000: this report from the Office of Personnel Management, is often cited by respondents along with the workforce challenges it predicts. These include a shrinking pool of skilled workers, and a greater proportion of minorities and women in the workforce.

Impact of computers: on organizations, employees, and the nature of work.

• Morale: Rated above satisfactory, both locally and Agency-wide. The causes of low morale are: poor physical space, especially at Headquarters, and excessively heavy workloads. The causes of high morale are: the strong acceptance of the Agency's or local mission and confidence in the 12th floor management team.

• Central Direction vs Local Control: Respondents consider the rules and regulations which govern HR generally unsatisfactory. At the same time, for certain programs respondents desire more centralized direction: e.g. supervisory training programs, quality of life programs.

CONCLUSION: Overall, respondents approve of the general direction of HR, but differ, sometimes sharply, on specific pathways and approaches. OHRM program managers should examine the Review findings to determine if adjustments to programs are needed, and explore in greater detail, as appropriate, Review findings which bear upon specific program elements.



2. INTRODUCTION and BACKGROUND

WHAT IS THE BLUEPRINT REVIEW AND WHY DO IT?

The Human Resources Management Blueprint is the Agency's general statement of human resources goals. It describes models for programs to be used by Agency organizations and locations as they manage human resources and formulate local programs and initiatives. One part of the Blueprint states:

The Office of Human Resources Management should make an Agency-wide comparison of the total human resources management program against this guidance to determine gaps and to devise approaches to bridging those gaps.

THE FY 90 BLUEPRINT REVIEW

For FY 90, the Office of Human Resources Management approached this analysis by conducting a survey of key officials in the Agency who are either managers of human resources programs or actively concerned with the goals, policies and resources affecting these programs. The object of the survey was to gather views on the effectiveness of specific human resources programs, and in addition, to explore a number of broad topics, including: morale, current and future resource needs, and the human resources issues of the future.

The officials selected for our survey were: members of the Human Resources Council, Assistant Regional Administrators, Human Resources Officers, and the Chairs of Mini Councils in Headquarters, Regions, Laboratories, and Research Centers. The Quality Assurance and Evaluation Staff, OHRM, conducted the interviews in the spring of 1990. 71 interviews were completed.

The interviews were conducted by telephone and or in person from February 28 through April 14, 1990. The interviews ranged in length from approximately 45 minutes to one hour. Prior to the interviews the respondents received a copy of the interview questionnaire. Respondents were informed at the start of the interviews that all responses would be "on the record" unless they specifically stated otherwise.



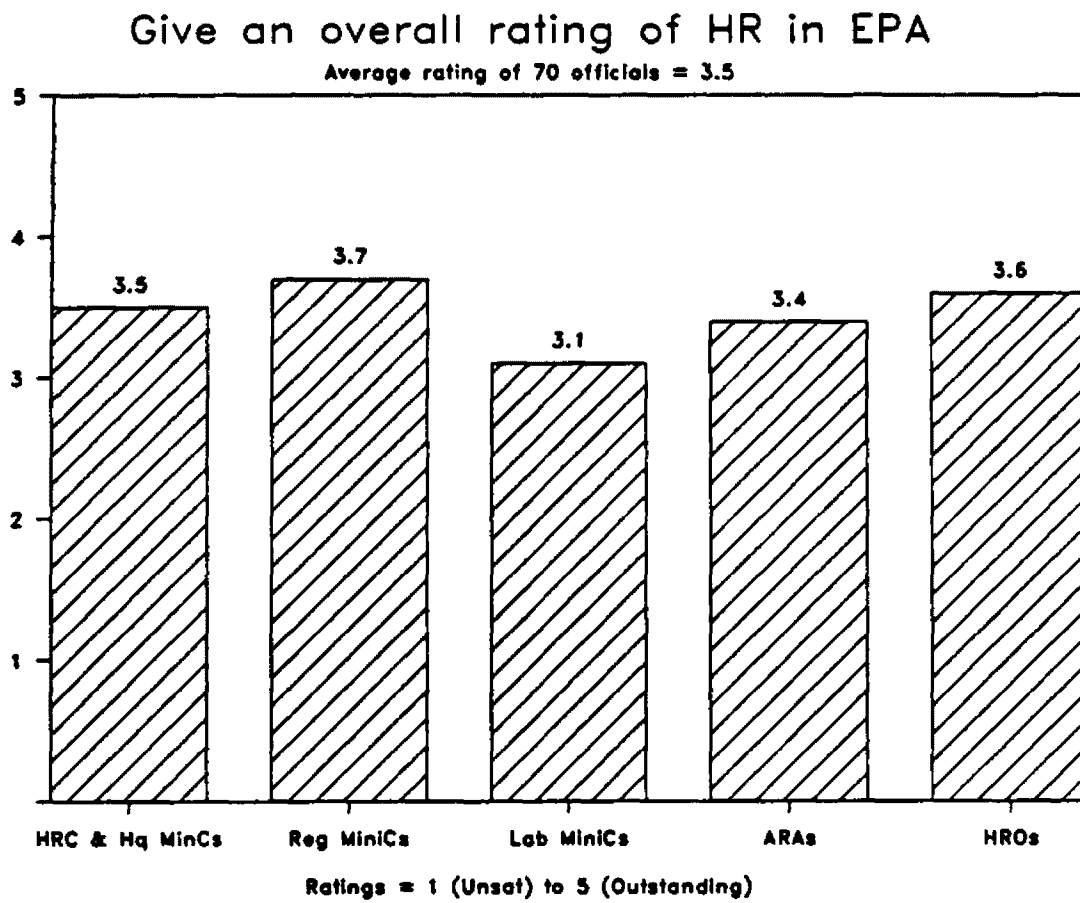
Appendix A lists the 71 officials interviewed for the survey, Appendix B lists the questions asked during the interviews and summarizes the responses to each question. As shown in Appendix B the questionnaire was a mix of rating questions (eg. rate an HR program's effectiveness from 1 to 5) and open-ended questions (eg. What will be the major HR issues over the next 2 to 5 years). The questionnaire included questions on specific HR programs and a number of HR related issues, including: morale, resources spent on HR programs, and HR issues in the next 5 years.

Appendix B also divides the responses into four major subgroups:

a) HRC members and Headquarters Mini Council Chairs	27 interviewed
b) Regional Mini Council Chairs	7
c) Lab and Lab Center Mini Council Chairs	10
d) Assistant Regional Administrators	10
e) Human Resources Officers	16
	71 total

Note that the narrative section of this Report focuses on generalized highlights only. Appendix B however is highly detailed. The officials we interviewed are largely the same officials who are decision makers or the implementors of programs or policies. We decided that the survey findings should be presented to them in rather extensive detail, so that survey topics or results of local interest, or issues not discussed in the narrative portion of this Report could be easily examined and assessed.

Figure #1



3. HIGHLIGHTS OF FINDINGS FROM THE REVIEW

3A. OVERALL VIEWS OF HR IN THE AGENCY

The participants in the FY 90 Blueprint Review gave HR programs and initiatives an average rating of 3.5 on a 1 to 5 scale (figure 1). They commented often that HR in the Agency is "Better than other federal agencies." Throughout the interviews respondents who gave a rating of 3 or 4 to a particular HR program would frequently add that "The rating would be higher except that..." as if any score below a 4 or 5 needed an explanation or defense. Respondents frequently cited the admirable intentions of HR programs but they were careful to separate their views on program intentions and program accomplishments.

The programs or areas rated highly were: the SES candidate program, the leave bank, the GLO program, quality of life programs (rated 3.7), the Institute (3.7), HR advisory and support groups like the HRC and Mini Councils.

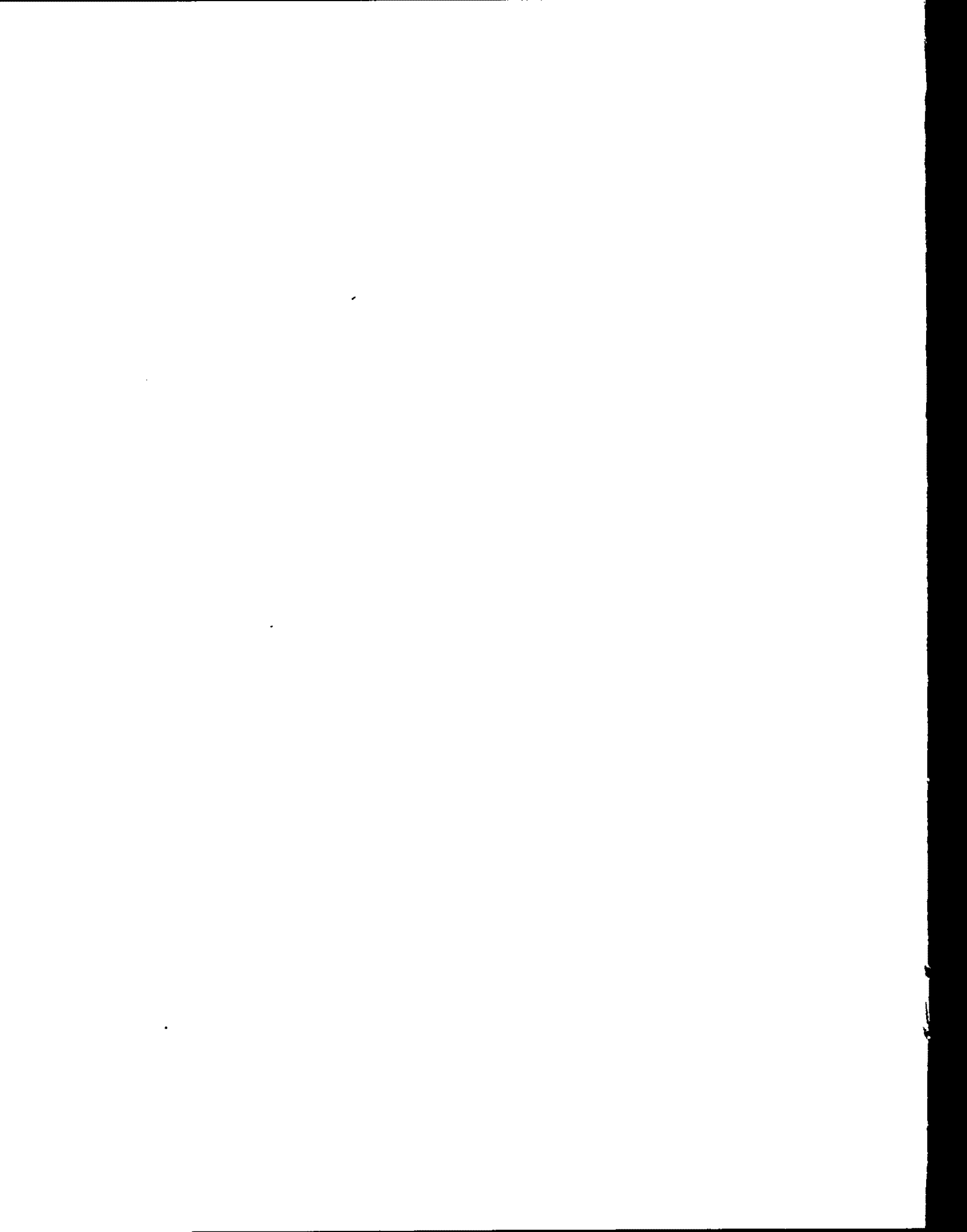
The programs or areas rated poorly were: the performance evaluation system, programs for motivating supervisors (2.6), pre-supervisory training (2.6), the rules and regulations governing HR (2.5), and current resources to support current HR programs (2.2).

The distance between expectations raised and products or services delivered was a common theme in many comments. For example, although the GLO program was cited as a successful program, it was also cited as raising expectations for advancement that are difficult to satisfy. Another example is supervisory training. Many respondents cited the high quality of the courses offered, but also cited the lack of any enforceable requirement to ensure that supervisors attend courses.

When asked about the HR issues in the next 2 to 5 years, respondents most often cited Work Force 2000 impacts, referring to the Office of Personnel Management study which predicts a workforce with a shrinking pool of skilled workers, a higher proportion of women and minorities, a higher proportion of workers requiring remedial or basic skills training, and so forth.

Two other issues for the future were: the impact of computers in the workplace, cited by many; and the need to justify or show a cost benefit to HR programs, cited by a few.

Computers were viewed as working significant changes in the the relationships between subordinates and supervisors, and affecting the nature of work. The need to justify HR programs was



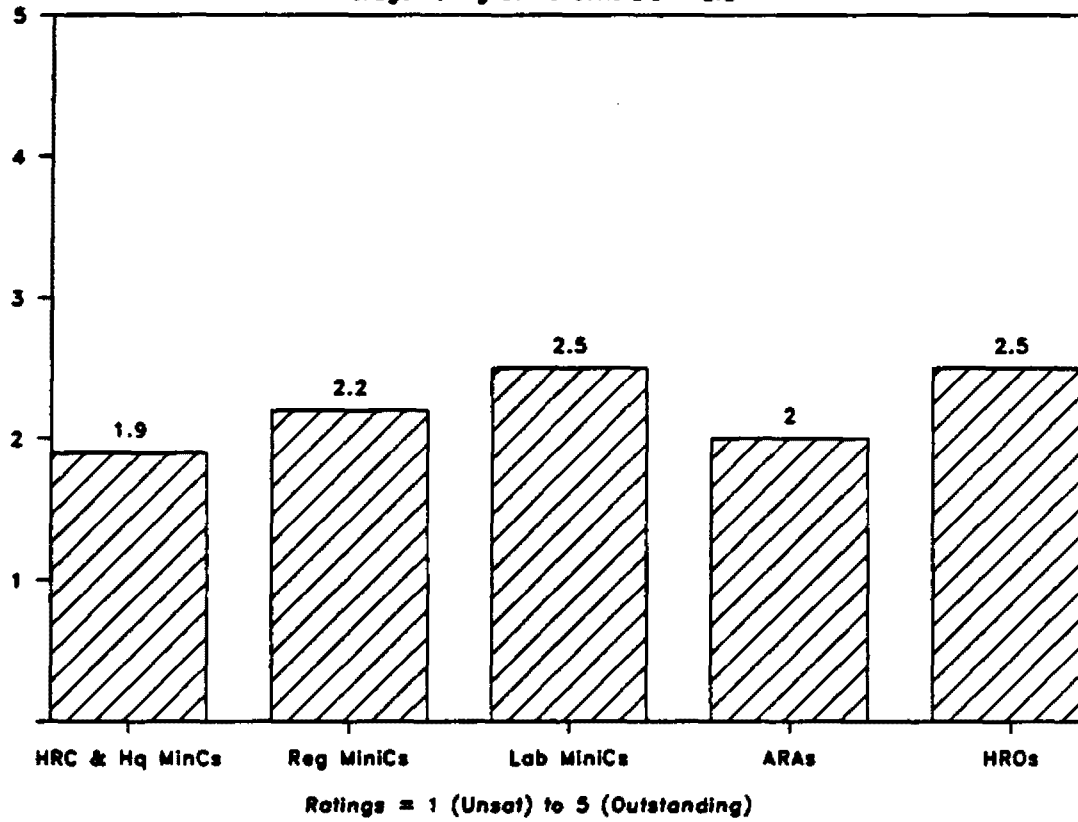
seen as a possible consequence of the Agency's heavy concentration on HR and a need to show either the general public or EPA's workforce that the money spent produced results. As one respondent said concerning quality of life programs "We're pushing the envelope of tax payers' tolerance, but we've had no flaps yet."

In sum, respondents viewed HR programs overall with very high expectations and rated them on a scale that was equally high, where scores less than 4 often prompted explanations.

Figure #2

Current budget & HR: how effective?

Average rating of 70 officials = 2.2



3B. RESOURCES TO SUPPORT HR PROGRAMS AND INITIATIVES

Dissatisfaction with resources was wide spread and deep. Respondents generally felt that current HR programs are underfunded, that new HR programs are introduced without sufficient regard for resource burdens. Figure 2 shows the average ratings to the question: how effectively do current resources support current HR programs. Each group rated resources as below satisfactory.

Rotational assignments were frequently cited as an example of underfunding: encouraged by Headquarters, but without adequate provision for travel funds and backfill replacements. There were also several comments regarding OHRM's imposition of HR burdens on others. For example, one Headquarters official cited the tendency of OHRM to "force" Mini Councils to perform HR projects with no provision for FTE.

Asked to list the HR programs or areas that need increased resources in the next 2-3 years, respondents cited basic services currently short on funding (e.g. travel for recruitment, physical space and plant), as well as Workforce 2000 types of challenges specifically, recruitment and retention.

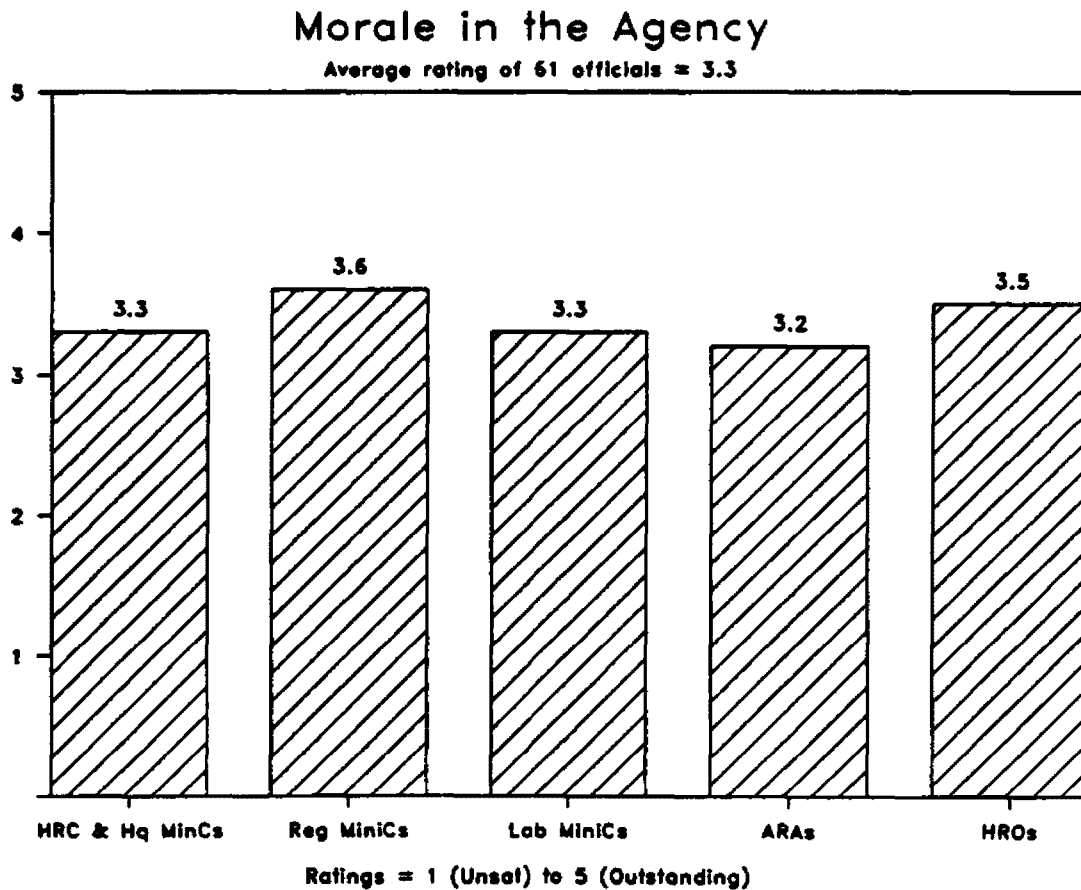
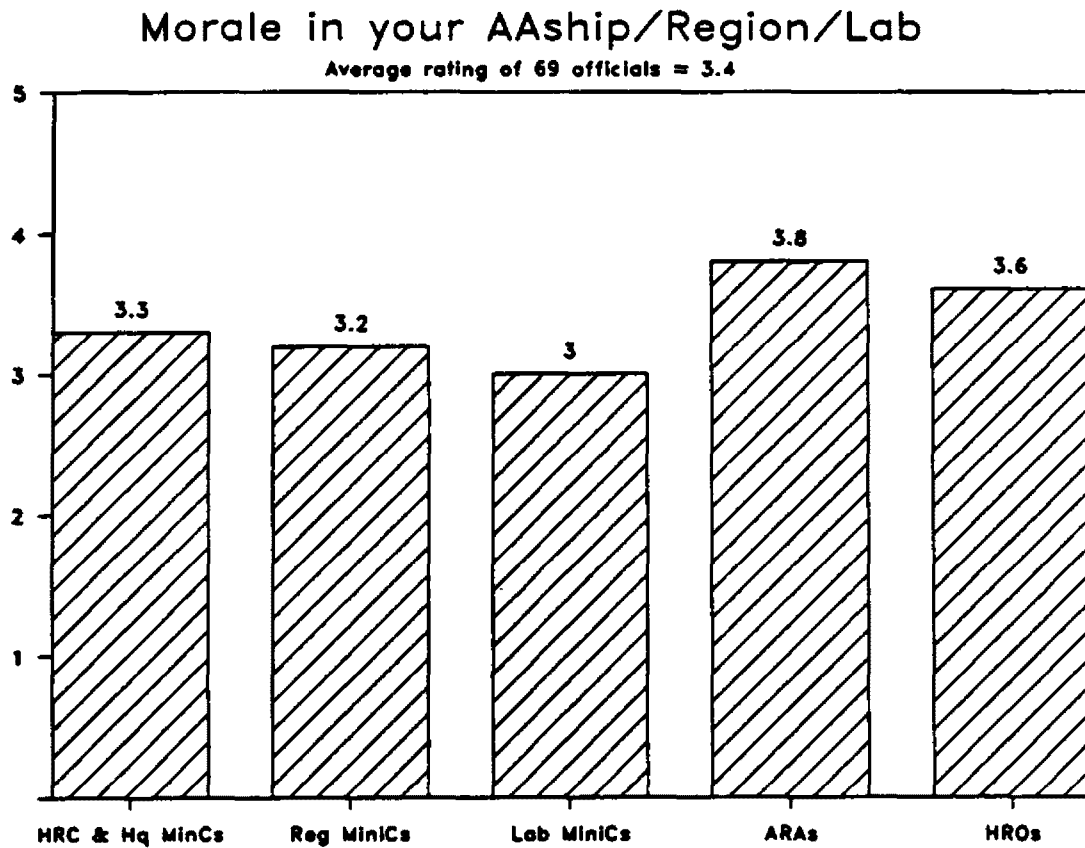
Several respondents cited the need for a significant increase in contracting out HR to meet underfunding of FTE.

There were some officials who considered resources adequate. An HRO stated that there are sufficient HR resources in the aggregate but control of the resources is fragmented, for example between HROs and AAs like OSWER.

Resource level reductions appear to be a "hot button" topic to the 71 officials. When asked to list HR programs that would need a decrease in the next 2-3 years many officials had no comments. Those who did comment cited program areas where resources saved in one area could be expended in another area. For example, streamlining HR processing with ADP would allow staff to move from transaction processing to other areas of HR.

One Headquarters official cited savings from moving the nonperforming "dead bodies off the payroll." Apparently, in HR as in environmental management generally, there are limits to the efficiencies of recovery and recycling.

Figure #3



3C. MORALE AND MOTIVATION

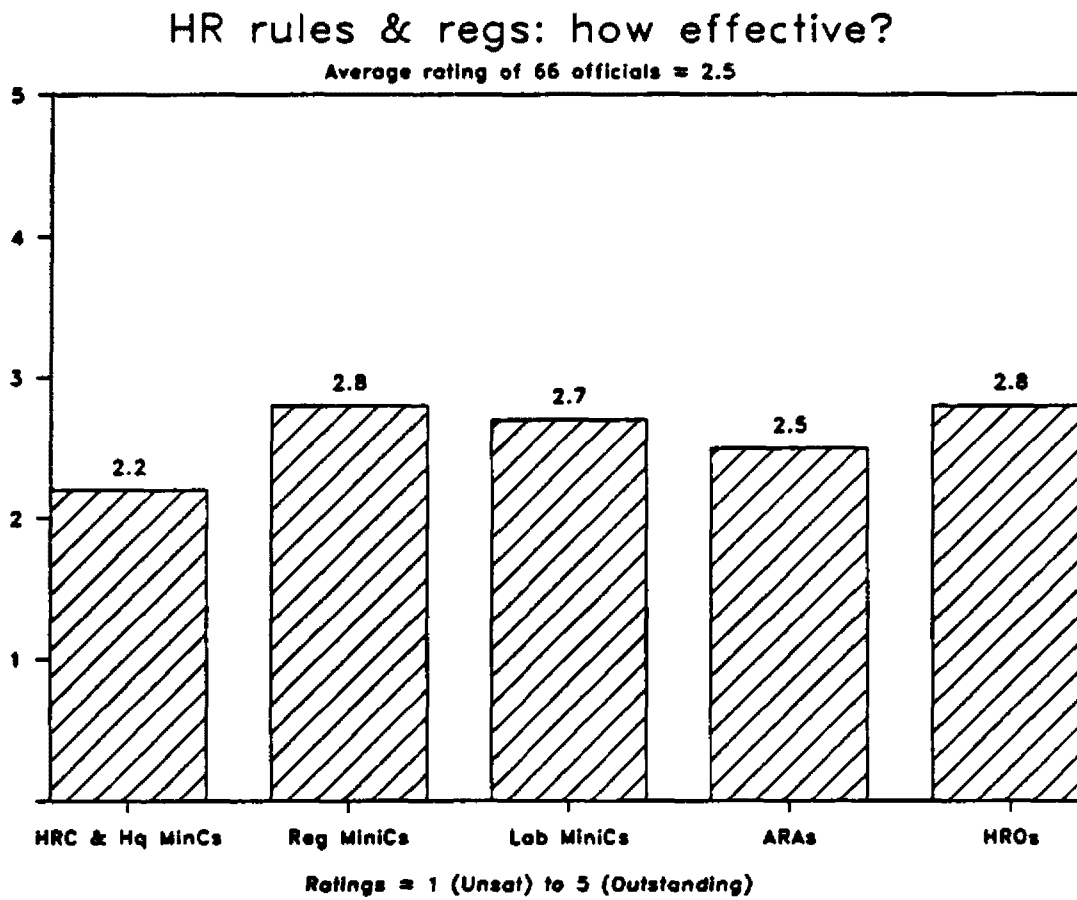
Morale is often in the eye of the beholder. It is not a clear concept, it cannot be quantified precisely, but it is often a good indicator of perceptions and a useful starting point for comments. In the Blueprint questionnaire, two specific questions on morale, local and Agency-wide, sparked some interesting comment. In addition, the answers to two questions on motivating and rewarding employees provided some interesting perspectives on the connections between mission, work and morale.

As figure 3 shows, the average ratings on morale were all between 3 and 3.8. The comments on morale centered on the importance of "mission" to high morale. One HRO said: "We offer 'noble' work." An ARA stated that Agency-wide, high morale is tied to the importance of mission, despite workplace stresses. Other causes cited for high morale were: Administrator Reilly, the push for Cabinet status, and the "halo effect" of both.

A good mission, however, can make its own burdens. Numerous respondents cited burdensome workloads as the cause of low morale. Physical space, especially at Headquarters, was also mentioned as a cause of low morale, because poor space interferes with work. Finally, a question on the programs and methods to motivate supervisors and employees drew comments citing the importance of mission and work as primary motivators over awards or performance ratings. One lab official said: "Scientists are not motivated by money, but by publication."

Clearly, for a wide spectrum of the Agency workforce, the mission, their work and their morale are closely interconnected. The Blueprint Review is hardly the first to indicate this connection, but the Review confirms many previous findings: for many in the Agency mission motivates work and work determines morale. Under these conditions, HR programs must support managers and employees in their efforts to achieve the mission. HR programs in isolation can not be solutions to morale problems.

Figure #4



3D CENTRAL DIRECTION VS LOCAL CONTROL

The questionnaire included a question on how effective the HR rules and regulations are for administering HR programs. As figure 4 shows the ratings were uniformly low and accompanied by frequent negative comments on the excessive paperwork, technicality, complicated procedures, and vagueness of the rules and regulations. One HRO commented that the degree of detail and documentation required by HR regulations "insult" supervisors by indicating a lack of trust in their judgement.

But not all HR rules and regulations were regarded negatively. Respondents indicated that standardized rules and central direction may be highly desirable for some HR programs. For example, many comments cited a lack of clear and enforceable requirements to complete training as a weakness of supervisory training programs.

Another example is in quality of life programs. These programs on average were highly rated (3.7), but there were also comments citing a lack of central direction, national strategy, or standard criteria for the programs.

Clearly, one person's rules and regs can be another's time consuming minutia, but the Blueprint survey indicates that in some areas clear and enforceable rules would be welcomed. Of course, phrasing the specific rules and requirements to please concerned parties may be daunting, but it appears to be worth the effort.



4. CONCLUSION

The Blueprint Review gathered views and opinions, not facts and samples, so the findings are subjective and impressionistic. But, impressions matter and opinions are important, especially for HR programs and OHRM program managers.

OHRM program managers will receive detailed briefings on the findings from the Review, and this Report will be a main source of those briefings. The findings will assist OHRM's program managers to adjust program elements as needed or to explore further the issues raised by this Report.

As shown in Appendix B, the findings from the Review are extensive and detailed, and there are a good number of other issues and currents to the FY 90 Review in addition to the findings discussed in this brief Report. Readers with local or topical interests may want to examine Appendix B in greater detail.

The principal findings as drawn from Appendix B for this Report are:

- HR key officials are broadly favorable to current HR programs. They have high expectations however, and they rate the intentions and products of HR programs on an equally demanding scale.
- Resources to support HR programs are perceived as generally inadequate.
- Morale is generally rated as satisfactory and perceived as strongly grounded on employee support for the Agency's mission.
- For certain programs (e.g. supervisory training, quality of life) the HR community and managers generally may support stricter requirements and central direction.



APPENDIX A

**LIST OF OFFICIALS INTERVIEWED
FOR THE 1990 BLUEPRINT REVIEW**

OFFICIALS INTERVIEWED FOR THE FOR THE 1990 BLUEPRINT REVIEW

HUMAN RESOURCES COUNCIL & CHAIRS OF HQ MINICOUNCILS	CHAIRS of MINICOUNCILS in the REGIONS	CHAIRS of MINICOUNCILS in LABS & LAB CENTERS	ASSISTANT REGIONAL ADMINISTRATORS	HUMAN RESOURCES OFFICERS
[27 interviewed]	[7 interviewed]	[11 interviewed]	[10 interviewed]	[16 interviewed]

Chair, HRC:

Alex Salith, Region 4

Vice Chair, HRC:

Bill Mianiewski, Region 3

HEADQUARTERS:

Diane Bazzle, HRC/OA Minic

Renelle Rae, HRC/DECH Minic

David Ziegele

HRC/DPPE Minic

John Jones, HRC/DIG Minic

Bob Knox, HRC/OSMER Minic

Robert Montgomery, OAR

Ann Goode, OAR Minic

Marylouse Uhlig

HRC/OPS Minic

Michael Callahan, ORD

Linda Smith, ORD Minic

Craig Vogt, HRC/OW Minic

Gerald Yamada, OGC

Bob Perlis, OGC Minic

Rick Garman, OARM

Jeff Denny, ERL Duluth

John Armstrong, ERL Corval

Frank Osterman, ERL Margnat

Jack Forney, ERL Gluf Brz

Sandy Bird, ERL Athens

Chursey Fountain, ERL Ada

Walt Galloway, Las Vegas

HRC member

Bill Henderson, Cincinnati

Billie Hudson, RTP/ORD

Dale Everts, RTP/OAGPS

Gary Young, NEIC

Paul Kaugh, Region 1

Nick Kulik, Region 3

Vivian Jones, Region 4

HRC member

Frank Covington, Region 5

Barbara Luke, Region 6

Jack McGraw, Region 8

John Duff, Region 9

Pat Heaney, Region 1

Herb Barrack, Region 2

Bill Mianiewski, Region 3

Vice Chair, HRC

Joseph Franzmathes, Region 4

Bob Springer, Region 5

HRC member

Bill Hathaway, Region 6

Susan Gordon, Region 7

Kerry Clough, Region 8

Nora McGee, Region 9

Clark Gaulding, Region 10

Mike Hamlin, Headquarters

Bob Goetzl, Region 1

John Henderson, Region 2

Andy Carlin, Region 3

Josephine Brown, Region 4

Ric Sims, Region 5

Saliye Vela, Region 6

Dick DeVoe, Region 7

Linda Adams, Region 8

John Spafford, Region 9

Tom Davison, Region 10

HRC member & Chair, Mini C

Art Sandoval, Las Vegas

Randy Brady, RTP

HRC member

Sandy Bowman, Cincinnati

Virgie Parr, NEIC

Don Burian, Ann Arbor

HUMAN RESOURCES COUNCIL & HQ MINICOUNCIL CHAIRS	MINICOUNCIL CHAIRS REGIONS	MINICOUNCIL CHAIRS LABS & LAB CENTERS	ASSISTANT REGIONAL ADMINISTRATORS	HUMAN RESOURCES OFFICERS
--	-------------------------------	--	--------------------------------------	--------------------------

AT LARGE:

Nat Scurry, OCR
Ferial Bishop, OPP

EX OFFICIO:

Joan Price, SAC
Ed Johnson, Sci-Tech
Cecilia Contreras,
Hispanic Representative

REGIONS:

Joann McKee, Region 2
Harless Benthul, Region 6
Delores Platt, Region 7
Thomas Speicher, Region 8
John Wise, Region 9

LABS & LAB CENTERS:

Gilman Veith, ERL Duluth
Tom Clark, Cincinnati

Note: The lists above reflect titles and/or positions as of the date of the interviews. The groups listed above are the same as those

in APPENDIX B -- SUMMARY OF FINDINGS, so that the average ratings and summary answers to questions reflect the groups listed above. Wisniewski is shown in two groups (HRC-Vice Chair and ARA, Region 3) for information only. His ratings and comments are included with the ARA group in APPENDIX B. Other officials with two titles (e.g. Springer, ARA, Region 5 and HRC member) are placed in one group with their second title noted.

The interviews were conducted by telephone or in person from February 28 through April 14, 1990. The length of the interviews ranged from approximately 45 minutes to 1 hour. Prior to the interviews the respondents received a copy of the interview questions. The interviewers informed the respondents at the start of the interview that all remarks would be "on the record" unless the the respondent specifically stated otherwise.

Interviewers were: John O'Brien and Al Lepisto, Quality Assurance and Evaluation Staff
assisted by: Cynthia Jones-Jackson and Tom Ward, Executive Resources and Special Programs Division, OHRM.

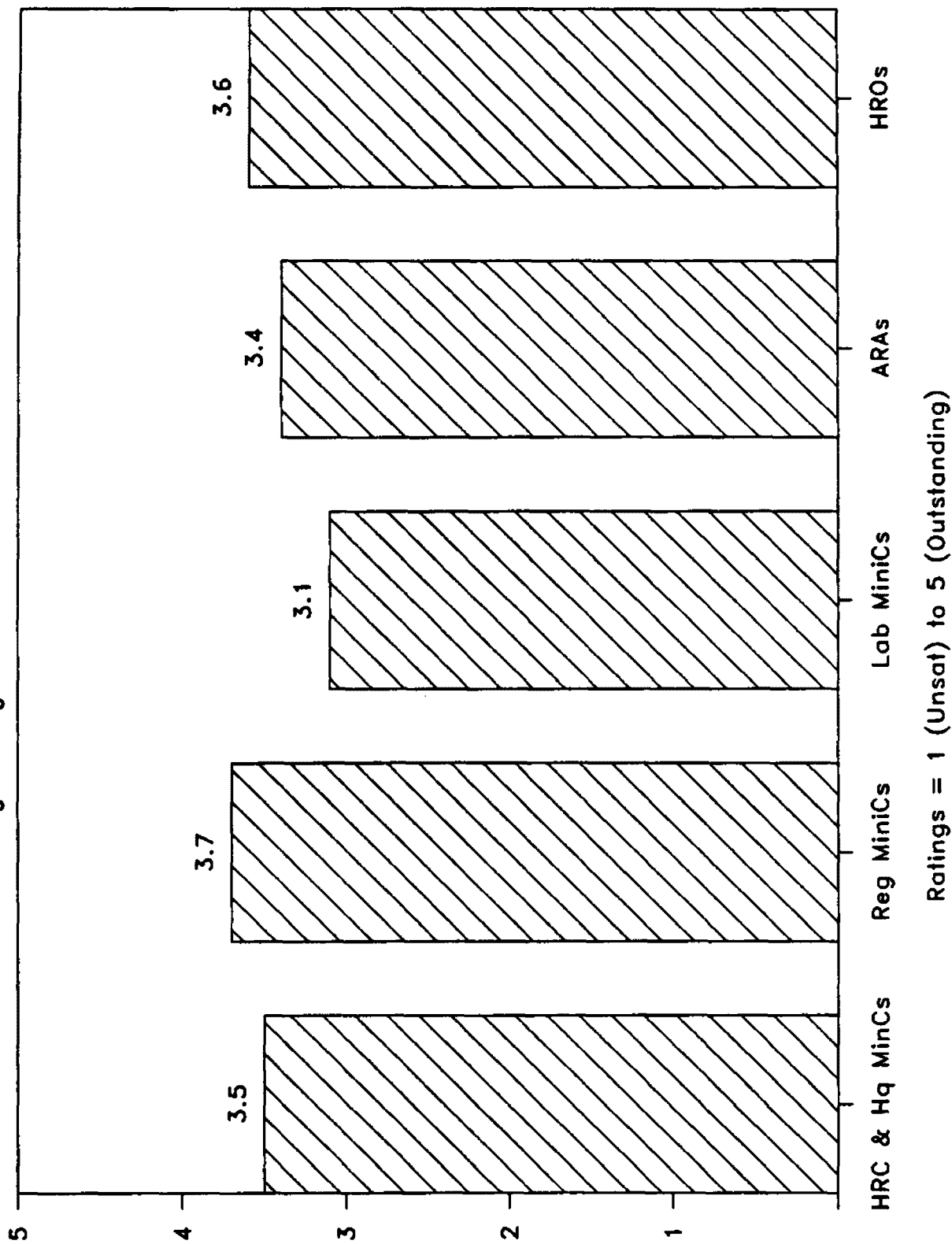


APPENDIX B

**SUMMARY OF FINDINGS FROM THE
1990 BLUEPRINT REVIEW**

Give an overall rating of HR in EPA

Average rating of 70 officials = 3.5



QUESTION: Rate and comment on the overall effectiveness of HR programs.

(#1)	HUMAN RESOURCES COUNCIL & CHAIRS of HEADQUARTERS MINICOUNCILS	CHAIRS of MINICOUNCILS in the REGIONS	CHAIRS of MINICOUNCILS in the LABS and LAB CENTERS	ASSISTANT REGIONAL ADMINISTRATORS	HUMAN RESOURCES OFFICERS
Number of officials responding----->	27 of 27	7 of 7	10 of 11	10 of 10	16 of 16
We're better than other feds. We're better than other feds. We're better than other feds. Good effort on HR.					
HR approach not yet gotten to all line mgrs. Minicouncils good concept Very participative HR program.	HR commitment still evident. --This Region doesnt do a good job orienting new employees on how their job fits into the overall Agency work.	A Lab Minic= no clear purpose. We've done the easy HR stuff; now comes the hard stuff.	We're risk takers on HR. SES Candidate Program = good. Executive Devel. Prgm = not good. In general, HR programs lack cohesion, no focus.	We're better than other feds. Good, but too much glitz. Not good = E-CATS, Performance Management System, national recruitment program. Regions can easily roadblock national programs.	



QUESTION: What 2-3 HR programs have been MOST SUCCESSFUL?

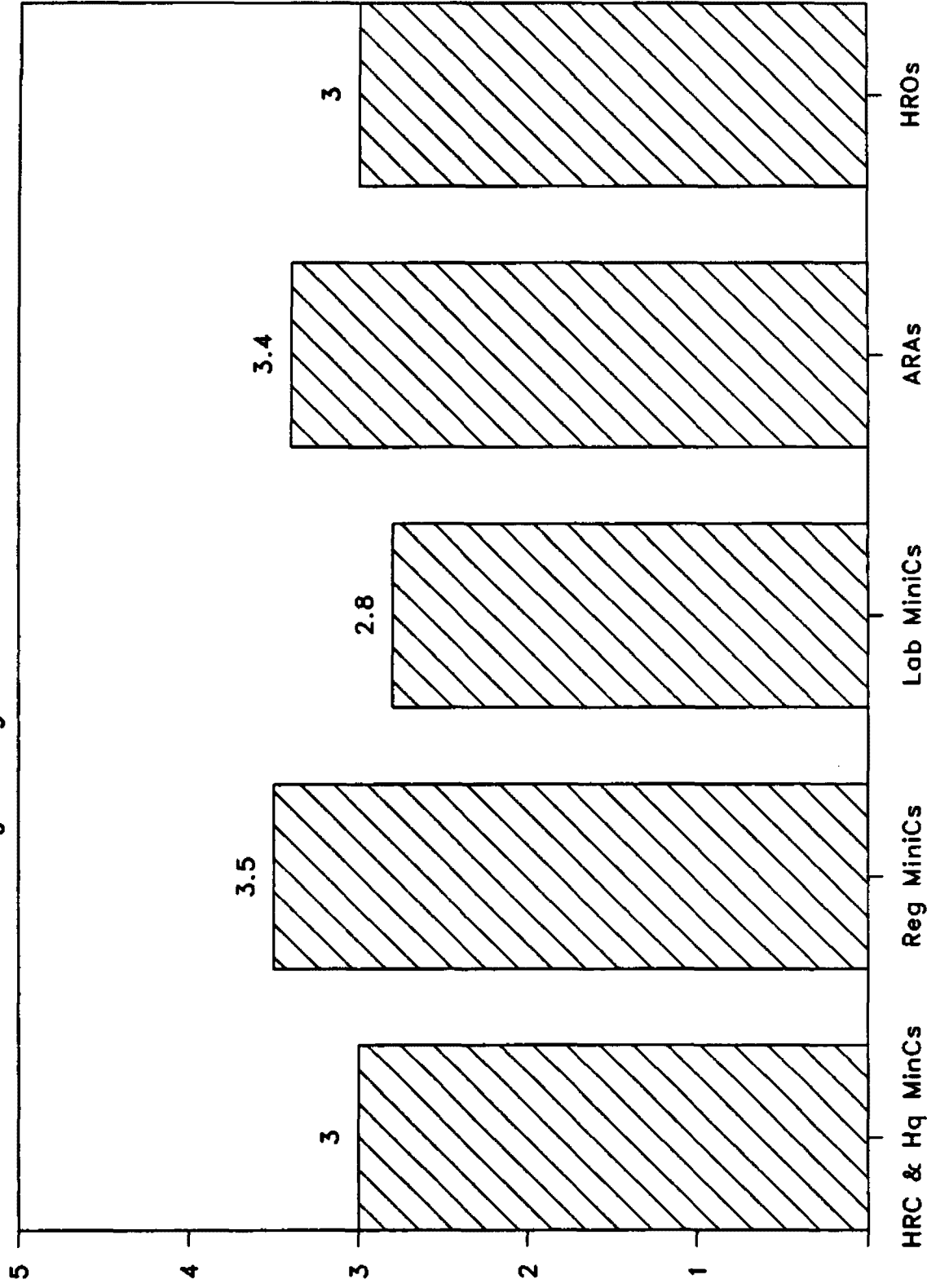
[#2A]	HUMAN RESOURCES COUNCIL & CHAIRS of HEADQUARTERS MINICOUNCILS	CHAIRS of MINICOUNCILS in the REGIONS	CHAIRS of MINICOUNCILS in the LABS and LAB CENTERS	ASSISTANT REGIONAL ADMINISTRATORS	HUMAN RESOURCES OFFICERS
	SES Candidate Program	SES Candidate Program	SES Candidate Program	SES Candidate Program	SES Candidate Program
	EPA Institute	EPA Institute	Human Resources Council	EPA Institute	EPA Institute
	Minics and the HRC	Wellness programs	Leave bank	Mini Councils	Supervisory training
	GLO Program			Performance Standards	GLO Program
	Compressed workweek.				Advisory groups: eg Minics.
	In general, raising the consciousness of EPA on HR.				

QUESTION: What 2-3 HR programs have been LEAST SUCCESSFUL?

[#2B]	Physical plant.	At HQ: quality/amount of office space.	EPA Institute: good, but cant get instructors to come to labs.	Performance Evaluation System. System	College recruitment.
	Perf Eval System: both for supv/employees; not effective; cumbersome; restrictive.	Rotational assignments: need better funding & coordination.	Physical space: quality.	Rotational assignments: need better funding & coordination.	Rotational assignments: need better funding & coordination.
	Recruitment: too slow; too paper intensive; unfocused.	FAME: focus & purpose unclear.	GLO: no follow-up or support for graduates.	General level of interest in HR is declining at AA level.	E-CATS: not user friendly; not used.
	Training/Development.	SES: bonus system & mobility process: unclear and/or unfair.	SES: lack of stress or progress in selection of women/minorities.	Awards: team awards not enough stressed/allowed.	Awards & Perf Eval: not effective programs or motivators.
	EEO/Affirm Action: no follow-up to GLO; UpMo.		Management trng: those who most need it, dont get it.		

Rate the HR skills of supv/mgrs

Average rating of 70 officials = 3.1

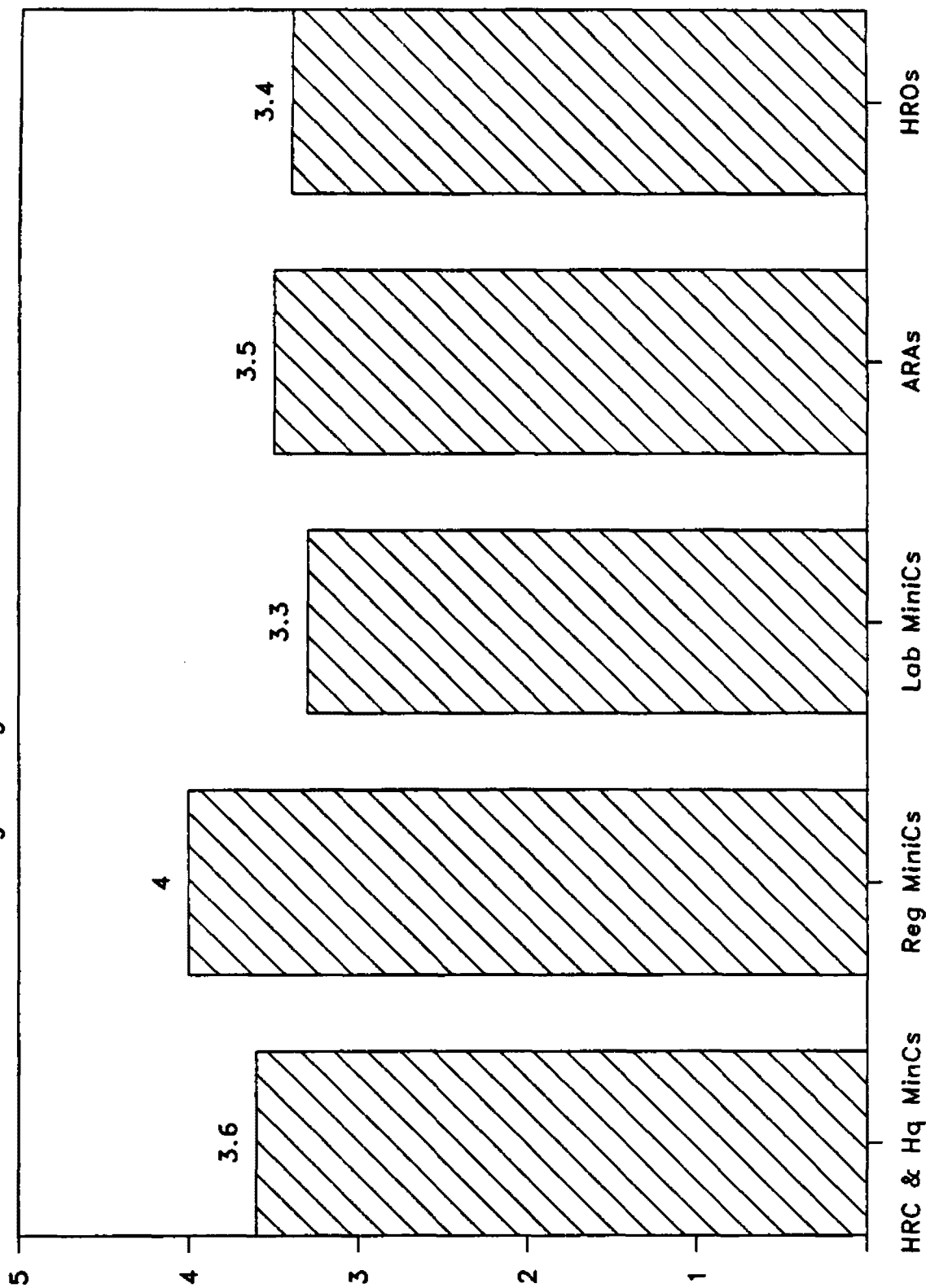


Ratings = 1 (Unsat) to 5 (Outstanding)

(63)	HUMAN RESOURCES COUNCIL & CHAIRS OF HQ MINICOUNCILS	CHAIRS OF MINICOUNCILS In the REGIONS	CHAIRS OF MINICOUNCILS In LABS & LAB CENTERS	ASSISTANT REGIONAL ADMINISTRATORS	HUMAN RESOURCES OFFICERS
Number of officials responding----->	26 of 27	7 of 7	11 of 11	10 of 10	16 of 16
Ratings at 5	--All management decisions include the HR element.	No comments/no ratings.	No comments/no ratings.	No comments/no ratings.	No comments/no ratings.
Ratings at 3 and 4	--Effectiveness is variable, mixed bag. Some HR too trendy so mgrs dont get on board, eg. FAME, now TOM. --Managers too mission oriented no time for HR. --Losers get the training; 50% do 100% of the work. --Improvement present; but like turning a battleship.	--Skill level is variable and mixed. --Supvs are mission driven; and selected for tech skill; need consider people/HR as part of mission also. --FRAMEWORK is too little, too late; "Intro to Mgmt" course is largely ignored. --Improved over past 5 yrs; EPA's drumbeat on HR helps.	--Primary dichotomy is scientific vs office work: promotion based on research & publishing not office wk. --A view from 13 yrs at lab: overall "sat", over 13yrs dramatic improvement. --A view from 20+ yrs at lab: not good; constant change supvs & org change whenever new Lab Dir arrives. --A view from one lab: too many temporary branch heads. --Need better ways to assess: a)programs & b)supv/mgmt of the programs.	--Stress is heavy on 1st line supvs, so they become task/mission driven, less stress on HR. --Problem is getting sci/engr types to use HR in supv; tng & ZengerM may help. --Hard to get supvs to take HR tng, even good supvs. --New supvs like HR, old dont. Asold retire, HR approach will spread. --Positive effect of HR: low turnover, grievances, better skill in selecting staff.	--Selection of supvs leans too heavy on tech skill. heavy on technical skill. --New supvs are HR related; but HR not strong with older supvs. --Much improved over 3 yrs. --Improvement indicator: less EEO complaints & grievances.
Ratings at 1	--Overwork is pervasive, but mid-level mgrs not frank about it. TOM may help this. --Managers are neglected on HR tng; ORD scientists are made into mgrs, but take no mandatory HR training. --In one AAship: HR tng not viewed as relevant to good mgmt.	--HR training courses are excellent, but should be mandatory. --Burnout of professionals: occurs when not treated as pros; give the pros. the autonomy they deserve. --Improvement: HR now a regular part of perf rating.	--Effectiveness in HR varies by supervisor. --Need better training & selection methods for supvs. Now, supvs selected for tech skills, not team building. too long deferred. --We push too many new HR programs; ease up; assess current HR programs.	No comments/no ratings.	--Many supv dont know what HR is. --1st line ORD supvs: not good at HR. --Upper mgmt doesnt support HR enough; considers it fluff.

Advisory groups: how effective?

Average rating of 67 officials = 3.5



Ratings = 1 (Unsat) to 5 (Outstanding)

QUESTION: Rate and comment on the overall effectiveness of HR advisory groups?

[4A]	HUMAN RESOURCES COUNCIL & CHAIRS OF HQ MINICOUNCILS	CHAIRS of MINICOUNCILS in the REGIONS	CHAIRS of MINICOUNCILS in LABS & LAB CENTERS	ASSISTANT REGIONAL ADMINISTRATORS	HUMAN RESOURCES OFFICERS
Number of officials responding----->	26 of 27	7 of 7	8 of 11	10 of 10	16 of 16
Ratings at 5	--All ORD lab Minics good job. --HRC: excellent. --SAC: good proposals. --Groups: allow people not in mainstream to participate.	--Overall: groups are good: good: eg. SAC, HRC and local Minics. --Local Minics: good projects: eg. indoor air study & supv training initiative.	No comments/no ratings.	No comments/no ratings.	--Local Minic: good study of compressed work week.
Ratings at 3 and 4	--Room for improvement. --Group composition is key: need good leaders; cross section members, not just HR fans; need a sense of what's "doable." --We've just given many groups "permission" to begin: need to walk, then run. --Groups: broadens involvement --Groups: gives a voice to those closest to problems.	--Minicouncils: generally eat or better. --HRC: high quality members. --SAC: national SAC not much impact; but local SAC: good projects. --Special Emphasis Groups: helpful especially on recruitment projects. --In general: groups need to better publicize their accomplishments.	--Mini Councils: 3 views: doing good; not doing good; has no local clout. --Sci-Tech: less effective now than in past. --Generally effective groups: HRC, SAC, and Federal Womens Program.	--Local Minic: good. --Local Minic: too ambitious. --HRC: good grp; sharp on environment of workplace; minutes taken of meetings. --Secretarial Advisory Council: puts secretaries into the decision making; local SAC disappointing. --In general: too many grps, need study on this; some only for show; need better define goals of groups.	--Good groups include: local Minic, SAC, WISE, Fed Womens Prgm. --Groups: good barometers on employee views/sentiment. --HRC: good, but should do less rumination. --Needed: a study on which groups no longer needed.
Ratings at 1 and 2	--Groups dont plug back into management. --Region Minics seem more effective than Hq Minics. --Budget limits HR initiatives.	No comments/no ratings.	No comments/no ratings.	--Local Minic is disappointing; workforce not responsive to Minic. --In general, for top mgmt in Hq, Minics are not their "thing."	--Local groups often lack expertise to match their initiatives or generate familiar ideas, then need HROs as "helping hands" to guide/assist.

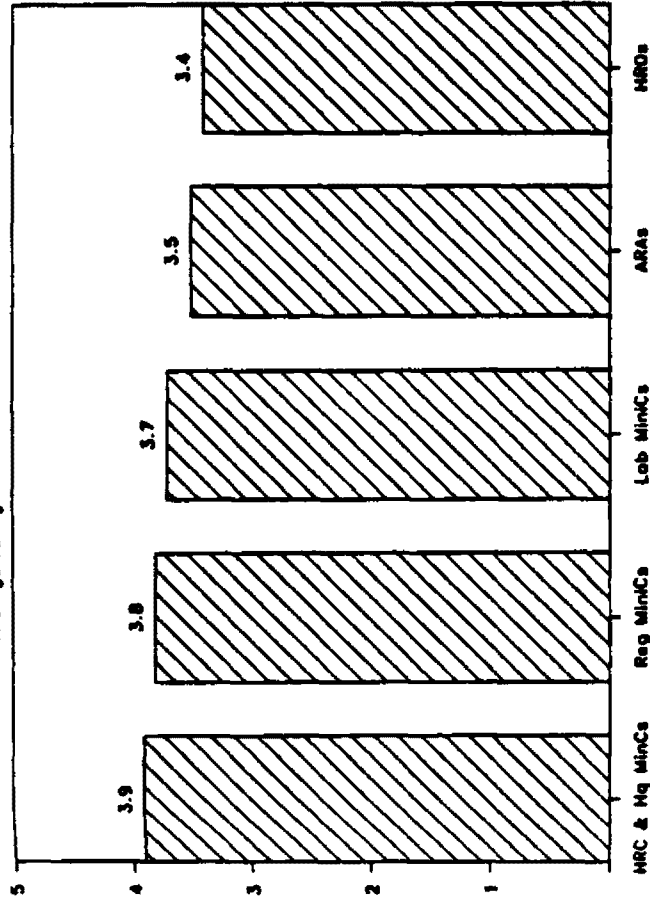
QUESTION: Which HR advisory groups have been MOST EFFECTIVE?

(448)	HUMAN RESOURCES COUNCIL & CHAIRS OF HQ MINICOUNCILS	CHAIRS of MINICOUNCILS in the REGIONS	CHAIRS of MINICOUNCILS in LABS & LAB CENTERS	ASSISTANT REGIONAL ADMINISTRATORS	HUMAN RESOURCES OFFICERS
	Minicouncils: know their clients; when large get bureaucratic; line mgrs pass the buck to MinicCs, so make line mgrs members. Human Resources Council: good; but, recently substitute members coming to meetings, not good, because important ideas can get lost in shuffle. Secretarial Advisory Council: does well, but not well known. Has substantial accomplishments. Sci Tech Committee. Federal Womens Program: created GLO-type program, good. In general, effectiveness depends on grp leaders & desire of grp to work.	Minicouncils= good initiatives. Human Resources Council: seems helpful only problem focus too global, should be more local. Secretarial Advisory Council: good local SAC. Federal Womens Pgr Grps. Special Interest Grps= on recruiting projects. In general: most effective are grps w/strong leaders.	Minicouncils= much of what HRC is doing was started in the MinicCs. Human Resources Council Special Interest Groups One comment: "all very effective."	Minicouncils Human Resources Council: good but MinicCs often more effective. Secretarial Advisory Council Federal Womens Program In general: effectiveness variable; all groups could improve how the communicate but these groups generally attract too many "feelers" & people who "care too much"	MinicCs= the more local the projects/concern; the more effective the group. Human Resources Council SAC-both local & national SAC. Women in Science & Engineering (WISE) Special Emphasis Groups: Hispanic Council Black Employment Council Local ad hoc groups: eg. HR Month Plans Committee.

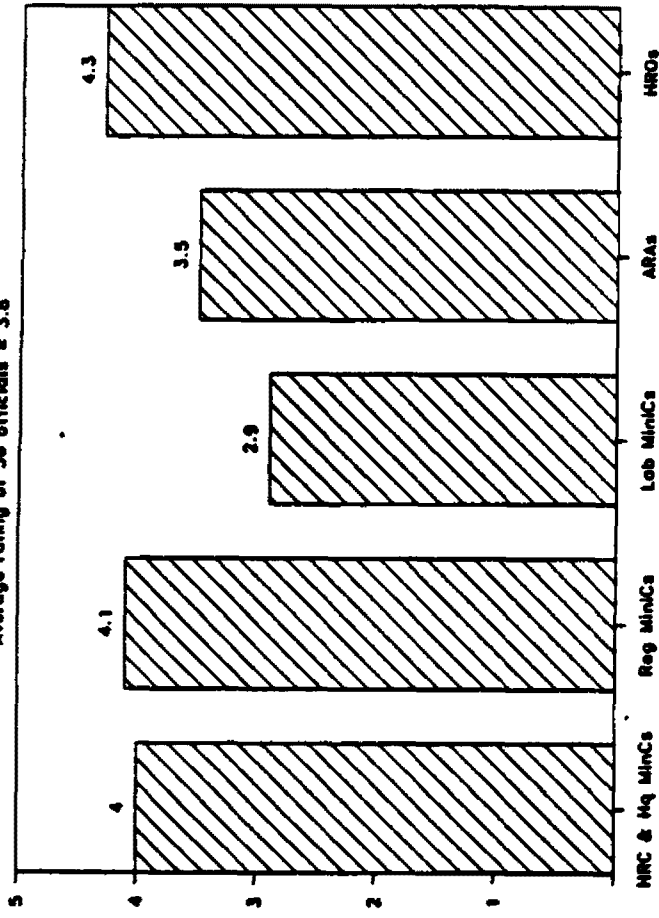
QUESTION: Which advisory groups have been LEAST EFFECTIVE?

[14C]	HUMAN RESOURCES COUNCIL & CHAIRS OF HQ MINICOUNCILS	CHAIRS of MINICOUNCILS in the REGIONS	CHAIRS of MINICOUNCILS in LABS & LAB CENTERS	ASSISTANT REGIONAL ADMINISTRATORS	HUMAN RESOURCES OFFICERS
	Minicouncils= variable quality HRC=reflects what mgmt wants, not grass roots; weighted down w/immense tasks: eg UKforce 2000. SAC= local Regional SACs better than Hq SAC; has no authority to act & has hard time producing.	HRC= members dont always communicate issues downward in thier home organizations. WISE=local grp ineffective. SAC=national SAC o.k.; local SAC mainly gripe sessions.	Minicouncil: a)Our Minic: not good. b)Our Minic: a weakness= organization it serves is too spreadout, so the Minic is equally spreadout. Human Resources Council: dont see much productivity anymore.	Human Resources Council: no products or issues resolved; too visionary. Special Emphasis Grps: EEO groups getting stale; other groups not effective.	Minic=spotty in ORD labs. Human Resources Council: needs more tangible results & members should report back better to the troops. The local Secretarial Advisory Groups: the HRO does all the work, placating SACs' desires, not initiatives. Black Employees' Group: local group inactive so merged w/local Hispanic Empls Grp.
	SciTech=good stuff, but slow.		SciTech Committee		
	The National Council of Federal Womens Program				
	Nat Hispanic Advisory Council: consistent leadership needed.				
	In general: groups without \$ and management support.				

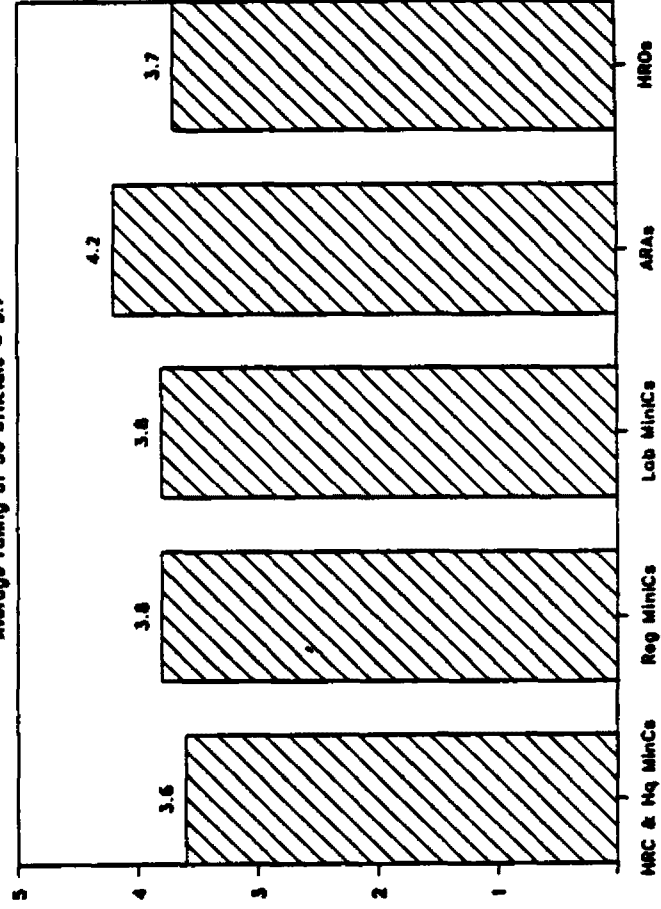
Relationship: HRC and OHRM
Average rating of 52 officials = 3.7



Relationship: Mini Councils and HROs
Average rating of 56 officials = 3.8



Relationship: HROs and OHRM
Average rating of 56 officials = 3.7



HUMAN RESOURCES COUNCIL & CHAIRS OF HQ MINICOUNCILS	CHAIRS OF MINICOUNCILS in the REGIONS	CHAIRS OF MINICOUNCILS in LABS & LAB CENTERS	ASSISTANT REGIONAL ADMINISTRATORS	HUMAN RESOURCES OFFICERS
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[#5]

QUESTION: Rate and comment on the effectiveness of the relationship between the HRC and OHRM.

Number responding-->	23 of 27	5 of 7	6 of 11	6 of 10	12 of 16
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--OHRM responsive & visible at HRC meetings.
--OHRM should be more active; now OHRM sees role only as staff support.
--OHRM makes good presentations, but "boundary" between OHRM/HRC is unclear.
--HRC needs more advanced info on some programs.
--OHRM good at turning HRC proposed into final products.

--OHRM needs HRC to focus on big issues.
--OHRM has good participation in HRC activities and meetings.

--Recent bad trend: OHRM not sending key people to HRC meetings.
--HRC: much improved since its start-up/
--HRC sometimes oversteps its advisory role.

--OHRM active and helpful to HRC.
--No problems seen, but little to go on here for comments.

[#6]

QUESTION: Rate and comment on the effectiveness of the relationship between MiniCouncils and HROs.

Number responding-->	19 of 27	7 of 7	8 of 11	8 of 10	14 of 16
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--HROs provide good support for Minic projects.
--Activity levels of Minic variable: from sleepy to superactive.

--HROs and Minic work closely together and well.
--HROs helpful with Minic projects.

--Relationship varies by location; and by the distance between lab & HRO; the closer the better.

--Relationship varies by location; e.g. one Minic too independent; another too unassertive.
--Tendency to create too many groups; which can turn into bitching sessions.

--HRO is the horse that pulls Minic projects.
--Minics struggle to define role; unions concern where they fit with Minics.
--Minics: less "threatened" by HROs compared to startup.

[#7]

QUESTION: Rate and comment on the effectiveness of the relationship between HROs and OHRM.

Number responding-->	18 of 27	6 of 7	7 of 11	10 of 10	16 of 16
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--The Hq HRO much improved over past several years.
--Region HROs: independent of OHRM, doing HR without OHRM help; good.

--OHRM doesn't seem to know or keep informed on Regional issues.
--The relationship is less close/active since OHRM made extensive delegations.

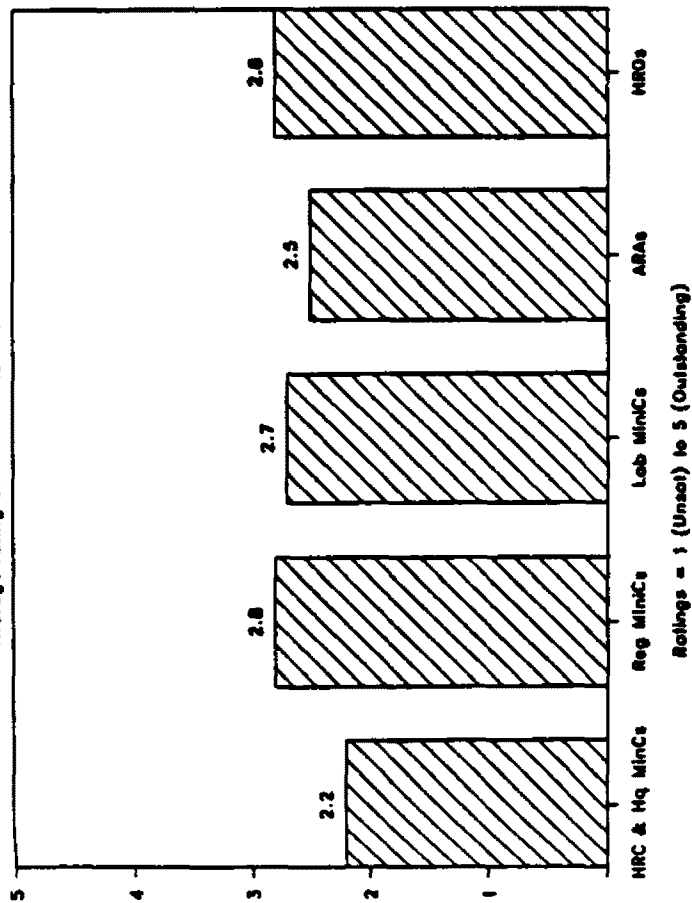
--A little more coordination on policy questions would improve relations.

--OHRM gives HROs leeway to innovate.
--OHRM doesn't understand PHS Officer issues.
--Understaffing in some OHRM areas: shows by slow responses
--OHRM seems only concerned with Hq operations work.

--OHRM: need more outreach to HROs.
--OHRM: doesn't return calls. too much focus now on Hq ops.
--Needed more OHRM/HRO conference calls.

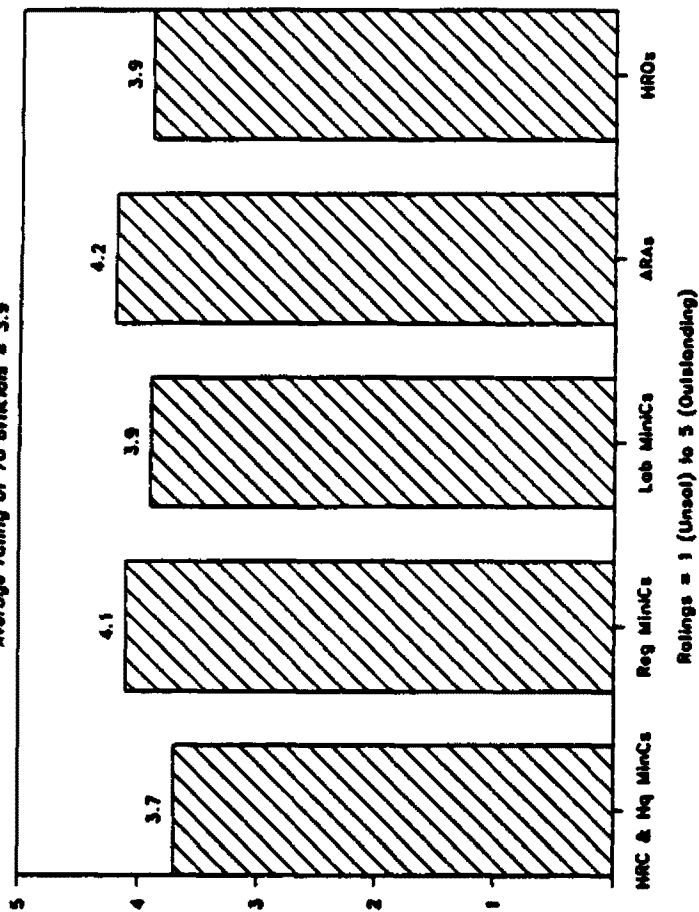
HR rules & regs: how effective?

Average rating of 56 officials = 2.5



Basic services provided by HROs

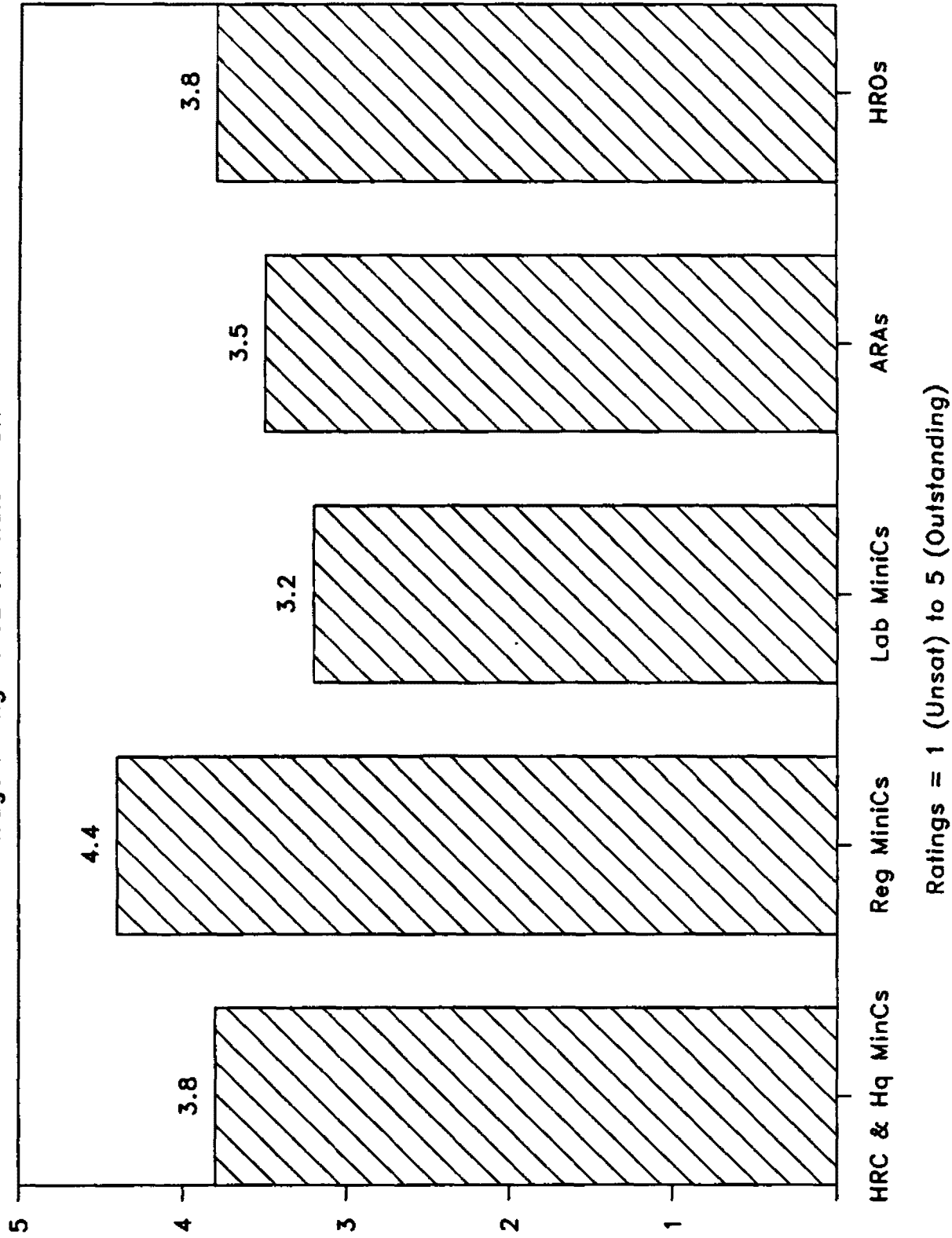
Average rating of 70 officials = 3.9



HUMAN RESOURCES COUNCIL & CHAIRS OF HQ MINICOUNCILS		CHAIRS OF MINICOUNCILS In the REGIONS	CHAIRS OF MINICOUNCILS In LABS & LAB CENTERS	ASSISTANT REGIONAL ADMINISTRATORS	HUMAN RESOURCES OFFICERS
QUESTION: Rate and comment on the effectiveness of HR rules/regulations for administering HR programs.					
Number responding--> 25 of 27		6 of 7	10 of 11	9 of 10	16 of 16
Too strict; complicated.		Too vague; too loose.	Too loose; too complicated: eg dual career tracks: too complicated.	General comments: Too complicated vague outdated wasteful	Rules/regs not suited for HR environment.
Too loose, thus, open to interpretation that is inconsistent.		Hq not helping: gives in- frequent "final" guidance on rules/regs.	Position classification: too strict.		OHRM publications: PMRs and advisories: too many/merge 'em
Ten similar comments = o.k., alright.		Written rules/regs: hardcopy not accessible, hard to find.	Performance Agreements=good.	We fight against consistency of rules; so that vagueness becomes an excuse for supvs with no initiative.	Rules: too complex/laborious. Interpretations of rules: too variable; a problem.
		Classification: variations on levels between Regions.	Scientific work: stress is publish science; so supv work gets in the way.		Delegated authorities=good.
		PMRs/PMs: too much paper. and too strict on pools.	For the 1990s, need more flexibility.	PMs/PMRs: system no good; toss it.	Rules: insulting, assume supvs cant be trusted.
QUESTION: Rate and comment on the effectiveness of the basic services provided by your local HRO.					
Number responding--> 27 of 27		7 of 7	10 of 11	10 of 10	16 of 16
Improved; trying hard.		Improved.	Labs: on-site personnel reps not sufficiently independent of Lab Director.	HRO should not be place where "cant" is used.	Basics done well; not glamour projects.
Some HROs appear understaffed.		HROs good at explaining benefit programs.		HRO (in a Region) has an islander mentality: should get out to people more.	Technically accurate.
Service oriented staff get all the work: a disincentive to serve.		HROs fair & equitable.	Las Vegas HRO: good except for development.	At my HRO: more staff needed. Currently program offices provide FTE and resources.	Good work done, despite: less than sufficient staff,dollars and stress.
At my HRO: staff cooperative but dont know answers.					We're fast on processing, but can get better/faster.

EPA Institute: how effective?

Average rating of 62 officials = 3.7

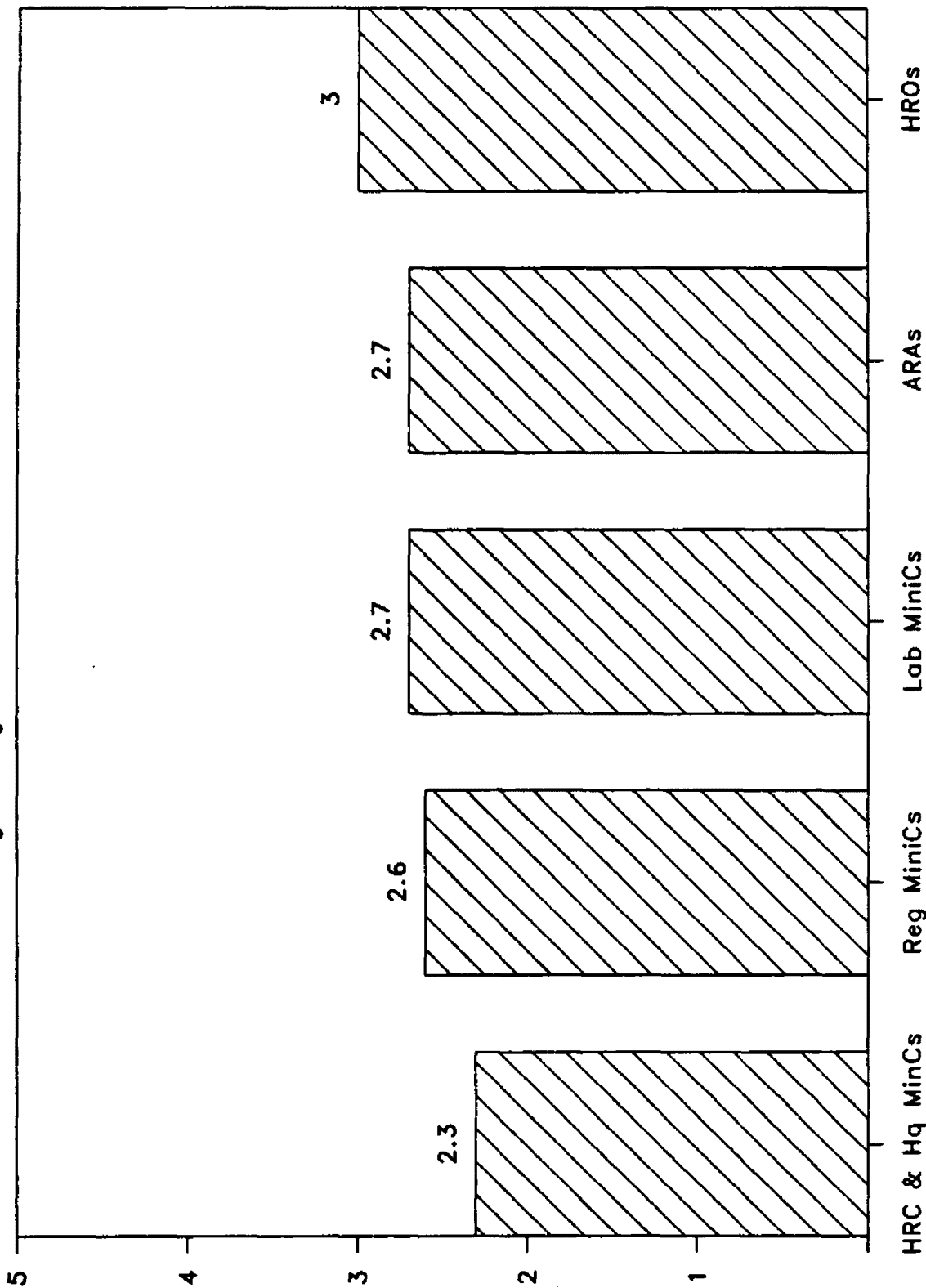


QUESTION: Rate and comment on the effectiveness of the EPA Institute.

[#98]	HUMAN RESOURCES COUNCIL & CHAIRS OF NO MINICOUNCILS	CHAIRS OF MINICOUNCILS in the REGIONS	CHAIRS of MINICOUNCILS in LABS & LAB CENTERS	ASSISTANT REGIONAL ADMINISTRATORS	HUMAN RESOURCES OFFICERS
Number of officials responding----->	23 of 27	7 of 7	6 of 11	10 of 10	16 of 16
Ratings at 5	--Effective and efficient. --At one lab: "Incredibly successful" & cost effective. --Problem with trainers: overwork & burnout.	--Very strong. --Would like more hq courses in the field. --Helps to train state personnel.	--Local institute very good.	--Good attendance and many volunteers to be instructors.	--Stretches the training \$.
Ratings at 3 and 4	--Good concept, but quality of trainers is uneven. --Institute has no "stature" so mid-level employees go for other training sources. --Used by many, but often instructors are ill trained.	--Good concept. --Very strong. --Gets positive feedback. --Problems with instructors: a)quality is variable. b)not enough time to prepare for classes. c)burnout is occurring.	--Concept is sound, but quality varies by location. --One comment = "Institute" name rings no bell; no experience with Institute or Inst. courses.	--Good participation by state employees; high demand, good attendance. --Instructors: are overworked since work 40hrs & teach. --Amateur teacher w/expert knowledge. --Resources: very resource intensive. --\$ for Inst. is big local problem, so manage \$ from Hq. of trainers.	--Seems an overlap between Sadler/Weiss/Suarez on who/what done on Inst. --Local Inst. responsive, but Hq Inst. too high cost on travel. --Trainer quality variable: Hq & vendor trainers more successful. --Hard to maintain good cadre of trainers.
Ratings at 1 and 2	--Too many courses. --Good concept, but: a)increase number of courses. b)more courses at labs. c)plan better to stop overlap with other trng sources.	No comments/no ratings.	--Courses good, but hard to get'em at lab. --Needed: budget time/effort for trainers to prepare for courses & teaching.	--Negative: Inst. purpose not clear. --Expectations for Inst. too high. --OSWER has gone independent, has own Instit.	--Quality of courses has diminished. --Need more training at labs.

Pre-supervisory/managerial training

Average rating of 59 officials = 2.6



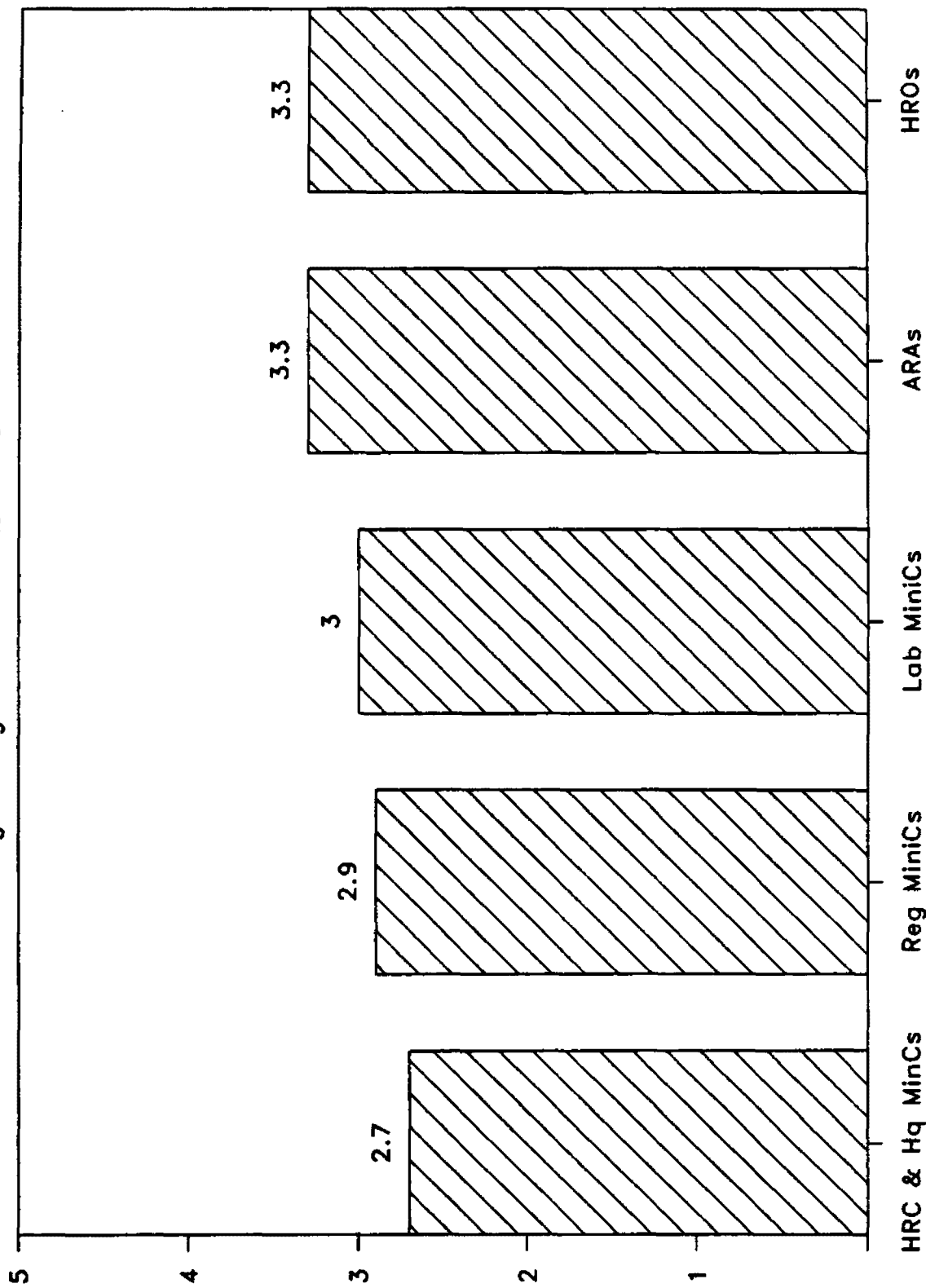
Ratings = 1 (Unsat) to 5 (Outstanding)

QUESTION: Rate and comment on the effectiveness of pre-supervisory & pre-managerial training programs.

[#PC]	HUMAN RESOURCES COUNCIL & CHAIRS OF NO MINICOUNCILS		CHAIRS of MINICOUNCILS In the REGIONS		CHAIRS of MINICOUNCILS In LABS & LAB CENTERS		ASSISTANT REGIONAL ADMINISTRATORS		HUMAN RESOURCES OFFICERS	
	20 of 27		7 of 7		8 of 11		10 of 10		14 of 16	
Number of officials responding----->										
Ratings at 5	No ratings/no comments.		No ratings/no comments.		No ratings/no comments.		No ratings/no comments.		--In our Region we do GLO & OPM Womens Executive Program: both good.	
Ratings at 3 and 4	--More OJT/rotational training needed. --Older workers need to unlearn bad skills. --Uneven: GLO should be easier to enter. --Big improvements in past 10 years.		--I'm not aware of a national pgm, we have a local pgm, pretty good. --GLO & "shadowing" under Fed Womens Prgm=both good.		--Good concept. --UNDERSTANDING SUPV: good. --GLO good, I like it. --Only one pre-sup course given locally, attended by up to GS-13s but its only geared for up to GS-9s.		--GLO: good program. --Needed: better resources & priorities on pre-supv.tng. --Needed: an SES Candidate type prgm for mid-levels. --Needed: better overall training strategy, including select supvs earlier in their careers.		--We have given one class, went well, could do more. --GLO: good, but raises hopeswe cant meet. --Good feedback from courses.	
Ratings at 1 and 2	--We're not training people for what they need which is common sense & day to day skills. --No comprehensive program. Utterly fail in this area. --Tng good at fundamentals but not the "whys" of supvs. --GLO: good. --Dual tracks: unreal. --WORKING: good bridge course.		--Within my Region supv vary on willingness to encourage this tng. --GLO: doesnt work to well. --GLO: good but not really pre-supv training.		--We dont do this at our lab; we do well to get supervisory training. --I dont see our people in this. --I haven't seen much of this.		--Apprehension over pre-selection aspects of tng. --Training should be given soon in a career. --Danger: unreasonable expectations may arise. --Need: better overall direction; now we do what's in vogue.		--Merit Promo rules on pre-selection inhibit pre-supv training. --Courses are not tailored to the labs. --Course in Region in infancy positive feedback so far.	

Training for current supervisors/mgrs

Average rating of 69 officials = 3.0



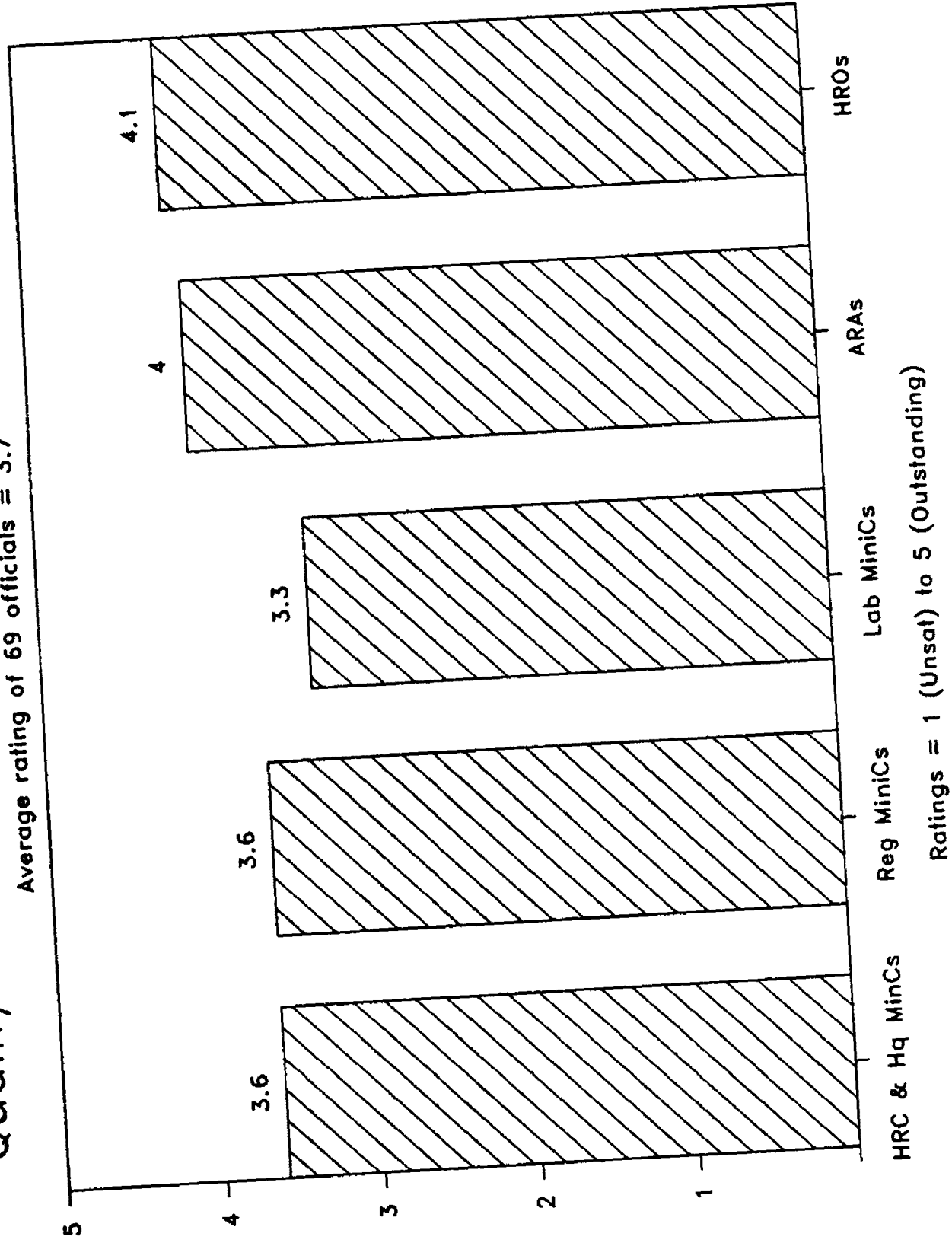
Ratings = 1 (Unsat) to 5 (Outstanding)

QUESTION: Rate and comment on the effectiveness of training programs for current supervisors and managers.

[#90]	HUMAN RESOURCES COUNCIL & CHAIRS OF HQ MINICOUNCILS				CHAIRS OF MINICOUNCILS In the REGIONS		CHAIRS OF MINICOUNCILS in LABS & LAB CENTERS		ASSISTANT REGIONAL ADMINISTRATORS		HUMAN RESOURCES OFFICERS	
Number of officials responding----->	26 of 27				7 of 7		10 of 11		10 of 10		16 of 16	
Ratings at 5 and comments	--FRAMEWORK: old supvs say no good; younger like it. --SES Cand Prgm: excellent. --No vision of mgmt devel.				No comments/no ratings.		No comments/no ratings.		No comments/no ratings.		No comments/no ratings.	
Ratings at 3 and 4 and comments	--Effectiveness hard to measure; weak support frw top mgmt & EPA culture. --FAME: not big success. --Excellent courses, but need more on verbal/writing skills. --Zenger-Miller: a personal view: its a joke. --Zenger-Miller role play: its a waste.				--Courses I've sat in are "how to" not core value/principles. --Dual tracks: wont work. --Make courses mandatory: but allow choice of courses. allow a choice of courses. --The training is effective; both national/local courses.		--FRAMEWORK & KEYS: excellent courses. --Zenger-Miller courses: too generic & facilitators are rushed.		--FRAMEWORK: good but needs updating. --Zinger-Miller courses good, but quality of tra SES training: make more of it required; Both SES Candidate & newly selected SESers should have equal \$ for training.		Rate=3-4= FRAMEWORK good but needs more nuts'n bolts & updating. KEYS and SES tng good. ZengerM courses too confining we cant use nonEPA teachers. Need more comprehensive view and prgma, should require tng	
Ratings at 1 and 2 and comments	--A minic Chair says: In my AAship no new or old supv has attended FRAMEWORK. --Our courses produce no skill level changes. --Training good, but not required; given OHRM enforcement power. --Insufficient incentive & time to take training. --Senior mgrs task oriented; dont support training.				--Good courses, but few attendees, so make mandatory. --Dual tracks: needed so people unsuited for supv can still get promoted. --Much thought here but really an EPA program. --No evaluation of program to see if behavior changes.		--Generally improving. --FRAMEWORK is good. need enough structure to insure/require minimum tng.		--Dont see much impact from training. --Training demands on mgrs force training to low priority. --Managers are not evaluated on their subordinates training.		--Training is good, but too expensive; need better central coordination. --The Regions do most training effort.	

Quality of Life Programs: how effective

Average rating of 69 officials = 3.7

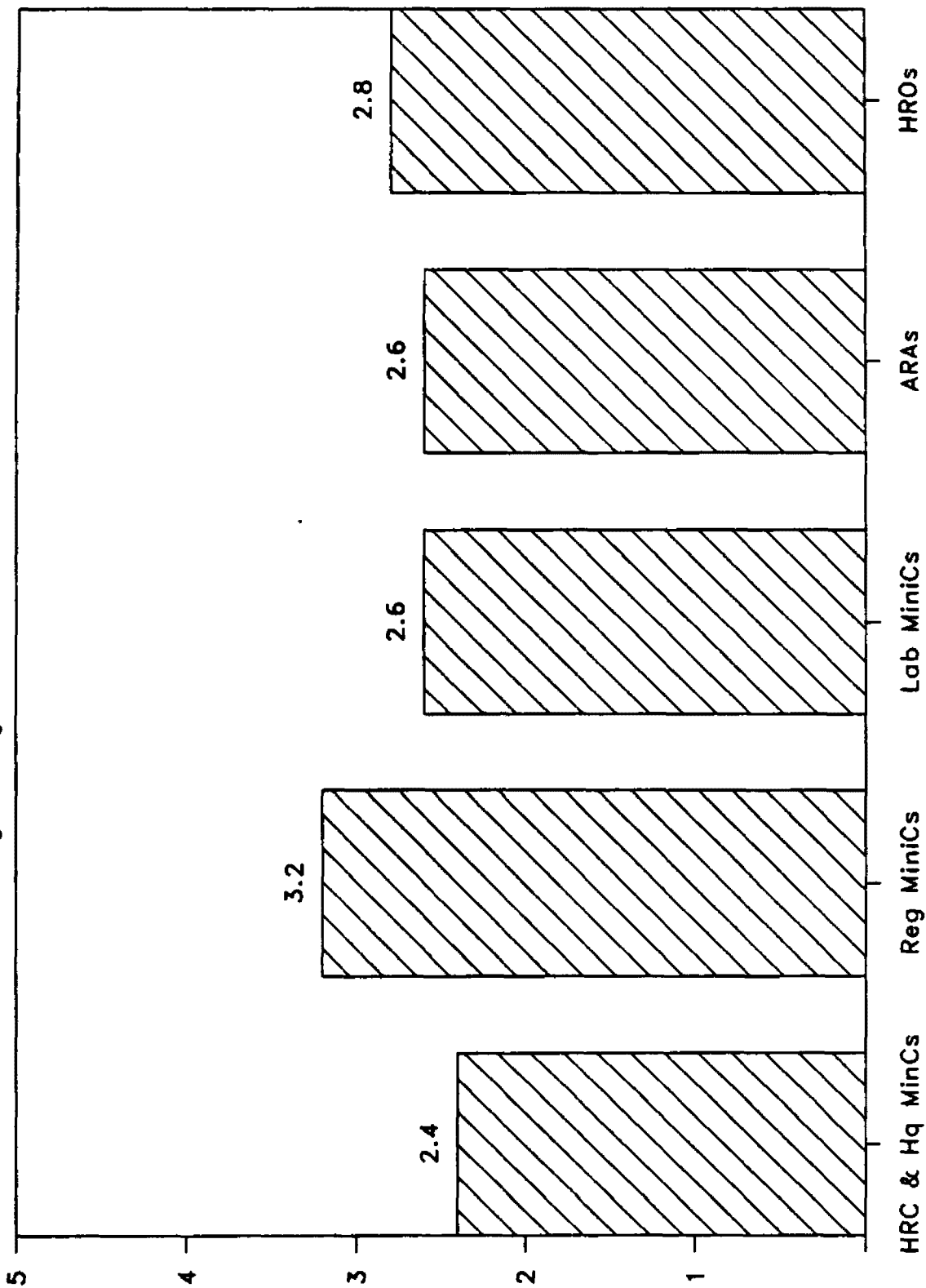


QUESTION: Rate and comment on the effectiveness "Quality of Life" programs (e.g. elder care, fitness centers).

(#9E)	HUMAN RESOURCES COUNCIL & CHAIRS OF HQ MINICOUNCILS		CHAIRS OF MINICOUNCILS in the REGIONS		CHAIRS OF MINICOUNCILS in LABS & LAB CENTERS		ASSISTANT REGIONAL ADMINISTRATORS		HUMAN RESOURCES OFFICERS	
	26 of 27		7 of 7		10 of 11		10 of 10		16 of 16	
Number of officials responding----->										
Ratings at 5 and comments	--Better than other feds. --EPA a good risk taker.		No comments/no ratings.		No comments/no ratings.		--Hires from private sector are impressed by our Q. of L. programs.		--Better than other feds. --Better than private sector.	
Ratings at 3 and 4 and comments	--Good/exceptional effort. --Facilities often bad. --EPA better than other feds. --In some Regional locations: fitness centers hard to arrange: e.g. Region 2.		--Steady improvement. --Intentions rate=4.5, but delivery rates=only 2.5. --Lotsa programs, good effort --Much progress last 10 yrs. --Add a sick leave feature to the leave bank.		--Much done, much to do. --Each Region has particular needs, varies by location including: daycare, wellness fitness, physical plant.		--Read strong point, helps retention rate, impressed new-hires. --We're pushing hard to improve. However, we're pushing the envelope of tax payer tolerance for Q. of L, but no flaps yet.		--Better than other feds. --Good effort. --Need better assessment of use & effectiveness. --The only national program is leave bank. --Good programs: fitness health screening, day &	
Ratings at 1 and 2 and comments	--All appears ad hoc, uncoordinated, good effort but bad management. --Programs excellent, but no support from management: eg. OCR re'd compliants on supvs "hasseling" employees going to fitness testing.		No comments/no ratings.		--Environmental safety & HR wellness prgms should be together organi- zationally. --Future programs should be much better than present daycare/fitness programs.		--In our Region: budget wont allow fitness center, just a health unit. --Poor quality of our facilities is cause for this low rating.		--No national strategy. --We need a harder look at the basic elements of Q. of L. programs.	

Rewarding and motivating supv/mgrs

Average rating of 66 officials = 2.6



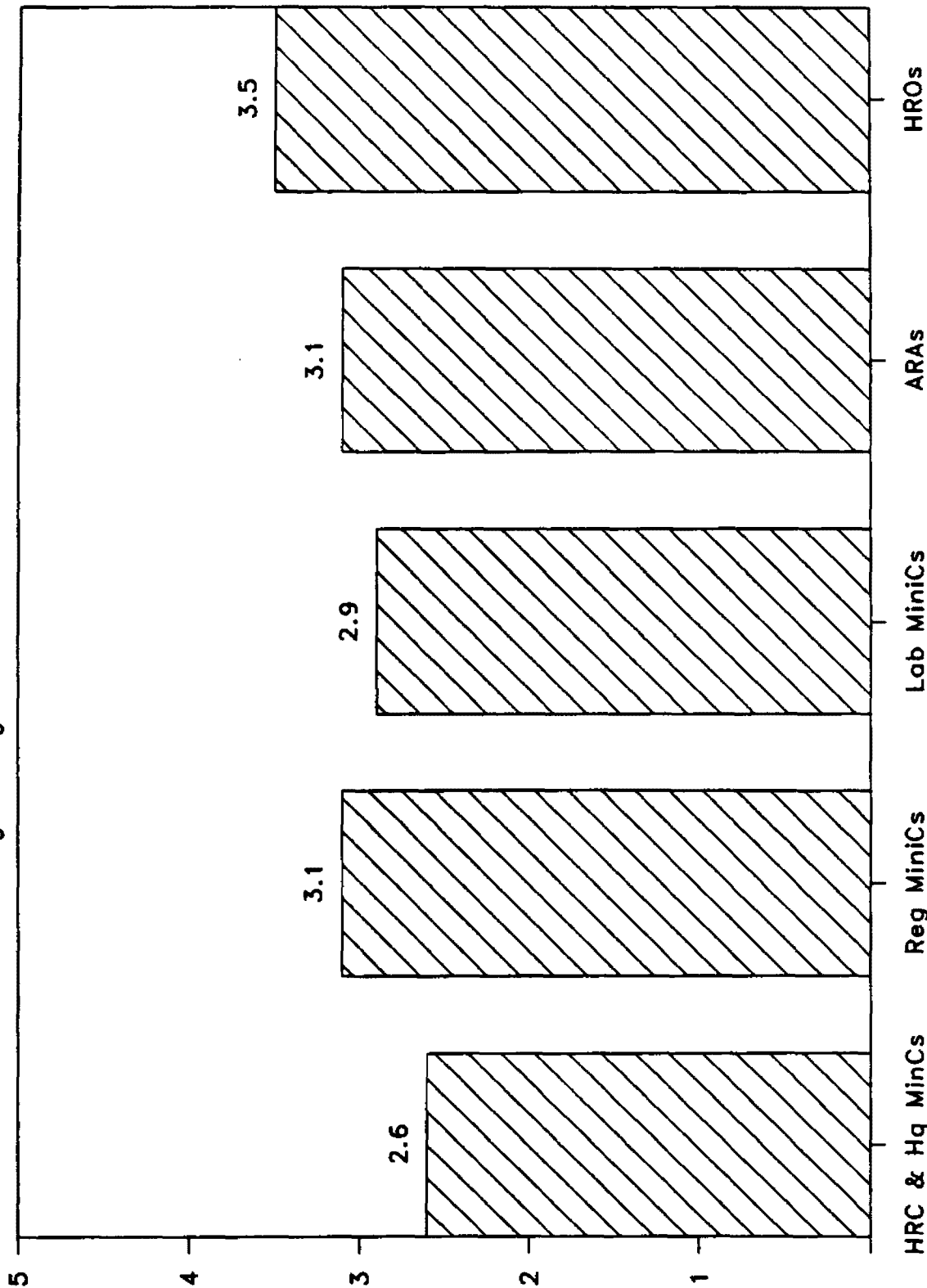
Ratings = 1 (Unsat) to (Outstanding)

QUESTION: Rate and comment on the effectiveness of programs/methods for rewarding managers and supervisors.

[#97]	HUMAN RESOURCES COUNCIL & CHAIRS OF HQ MINICOUNCILS		CHAIRS OF MINICOUNCILS In the REGIONS		CHAIRS OF MINICOUNCILS In LABS & LAB CENTERS		ASSISTANT REGIONAL ADMINISTRATORS		HUMAN RESOURCES OFFICERS	
	26 of 27	7 of 7	7 of 10	10 of 10	16 of 16					
Number of officials responding----->	26 of 27		7 of 7		7 of 10		10 of 10		16 of 16	
Ratings at 5 and comments	No comments/no rating.		No comments/no rating.		No comments/no rating.		No comments/no rating.		No comments/no rating.	
Ratings at 3 and 4 and comments	--Bad system when senior journeymen get higher pay than managers. --Need to explore non-\$ ways to motivate. --Merit pay doesn't motivate; it's a good ole boy system. --Standards are "horrendous" bother; ratings capricious --PMS: system and awards work very good.		--A mixed bag: honor awards good, PMS: a demotivator. PMS provides bonuses but not motivation; revamp it. Generally, most deserving get awards, but more recognition of HR related work needed. The tools to motivate are in place; don't blame system; we view critically Hq's many Os.		--PMS: concept good, practice not good. --Ratings skewed too high.		--People don't work for \$, mission motivates. --The good work hard. --In our Region: we get supvs "on the team", we use nonmonetary motivators, eg PCs, space, more staff. --Overall: good system. --EPA best of feds in this area.		--PMS: cumbersome process, with arbitrary outcomes. --PMS: not perceived as merit based. --Awards: too many, viewed as bonuses, not motivators. --System; needs more flex. --PMS: despite flaws is good --EPA best of feds in this area.	
Ratings at 1 and 2 and comments	--Not totally EPA's fault since standards don't reflect real work. --PMS/PMS: a joke; SES bonuses: "its your turn" rule. --Perf. Plus: a busted hope. --Awards stress specific projects over general mgmt. --Rewards viewed as unfair, SESers cynical on awards. --System discourages intrinsic motivations. --Same faces get awards, too few awards given to groups.		--PMS not working so hot. --Supvs second guessed on rating subordinates.		--Variable effectiveness, some over, some underrated. --Need to revive PMS. --Good: HR concepts currently in standardized perf agrmts. --Bad: PMS is overly complex & getting \$ depends on yr pool are a disincentive. --Supervision per se: not really rewarded.		--Too little \$ put into auds. --PMS: a flop, need simpler system; we use the false precision of numbers; rewards so inadequate they are a disincentive. --Further disincentive for supervisors: the OSMER nonsupv track to GS-13/14. --Base pay: doesn't match cost living, so training used as a pay-off: this not right. SES auds="its yr turn" method.		--PMS/PMS: in big trouble, ratings inflated and too similar to differentiate. --The system: doesn't motivate no carrots, "failed miserably" --Awards: need more \$, often based on availability of \$. --ORD rewards technical not managerial skill. --Good motivator award = the Lee Thomas Award.	

Rewarding and motivating employees

Average rating of 69 officials = 3.0



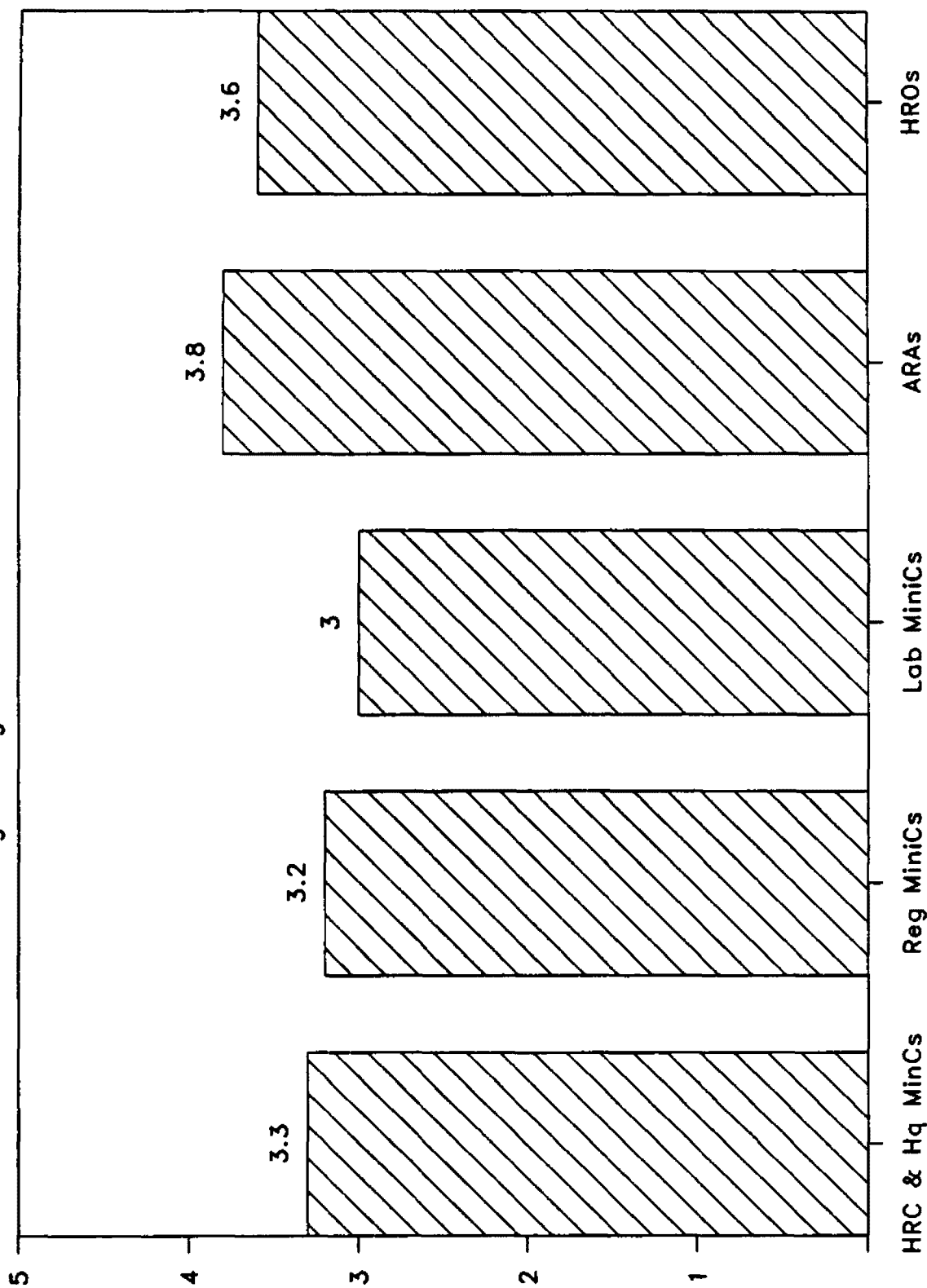
Ratings = 1 (Unsat) to 5 (Outstanding)

QUESTION: Rate and comment on the programs/methods for rewarding employees.

[99G]	HUMAN RESOURCES COUNCIL & CHAIRS OF NO MINICOUNCILS		CHAIRS OF MINICOUNCILS In the REGIONS		CHAIRS OF MINICOUNCILS in LABS & LAB CENTERS		ASSISTANT REGIONAL ADMINISTRATORS		HUMAN RESOURCES OFFICERS	
	26 of 27		7 of 7		10 of 10		10 of 10		16 of 16	
Number of officials responding----->										
Ratings at 5 and comments	No comments/no ratings.		No comments/no ratings.		No comments/no ratings.		No comments/no ratings.		No comments/no ratings.	
Ratings at 3 and 4 and comments	--All "Outstanding" ratings should get equal \$. --PMS=good ole boy system. --Rewards to clericals are neglected. --PMS=good if used right. --Classification rules and ladders limit supervisory discretion.		--Inflation of ratings undermines the system; 90% of the "O"s hard to justify. --PMS not as good as PHRS. --Need better physical space to motivate employees, not just more \$ for awards. --The system generally works well.		--Scientist are not motivated by award \$, rather by publication. --Perf standards: I like the specificity. --Perf evaluation: doesn't hel \$ is tight, so we use perks to reward, eg. new space. --Awards: system good, but not used right, should use more nonmonetary awds.		--Our mission motivates, not award \$. --Other Regions more conservative on award \$s. --System not bad, but award to reward, eg. new space. --EAP best of feds in this area.		--Suggestion program doesn't work; not good. --Ratings too high, awds too many, quality control no good --Good awards: OSI, SSP and especially the spot awds. --PMS better than PHRS, its used well by agmt, who should take credit, beefs on system not justified.	
Ratings at 1 and 2 and comments	--PMS "stinks". --PMS: a quota system for "O" ratings. --OPM rules constrain ability to reward. --Upside of PMS: more flex than PHRS, but downside: farcical criteria. --PMS application: uneven across EPA. --People are not sure what it takes to win awards.		--Should give "O" ratings only if deserved. --When rating should offset criticism with praise.		--We favor bright stars over older workers. --In this lab: like in academic institution, you must publish for promotions, while other contributions are overlooked. --In PHRS & PMS: the little \$ pools forces lower ratings to avoid paying awards.		--Pay has dampening effect; need locality pay; rules on classification have no relation to market place. --We've never though through the links of reward/motivate. --PMS not as good as PHRS, we're unwilling to select just a few for big \$ awards.		--Quality is spotty. --The system misses essence i mechanics of pools & points. --Wrong awards go to wrong people, eg. \$1500 to a student	

Morale in your Aaship/Region/Lab

Average rating of 69 officials = 3.4



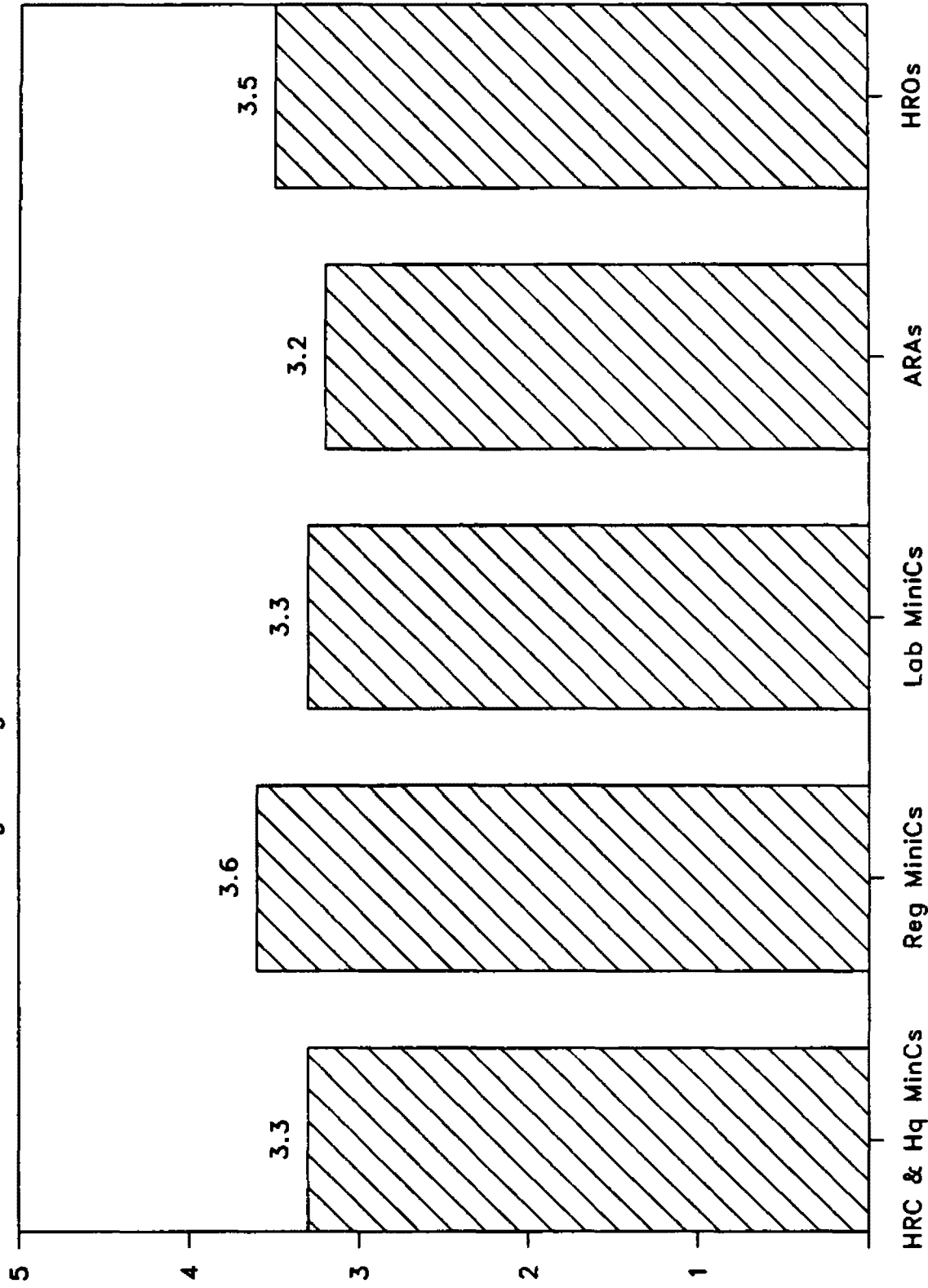
Ratings = 1 (Unsat) to 5 (Outstanding)

QUESTION: Rate and comment on the morale in the Region/Aaship where you work.

#10]	HUMAN RESOURCES COUNCIL & CHAIRS OF HQ MINICOUNCILS	CHAIRS OF MINICOUNCILS in the REGIONS	CHAIRS of MINICOUNCILS in LABS & LAB CENTERS	ASSISTANT REGIONAL ADMINISTRATORS	HUMAN RESOURCES OFFICERS
Number of officials responding----->	25 of 27	7 of 7	11 of 11	10 of 10	16 of 16
Ratings at 5 and comments	--Sense of mission & Impact of Reilly.	No comments/no ratings.	No comments/no ratings.	No comments/no ratings.	--High morale evident at big group meetings.
Ratings at 3 and 4	--Problems with space & facilities. --Local problem: no immediate boss for 1 yr. --Sense of mission is strong, but many still leave for higher outside salaries. --Good awards program & employee participation in special events.	--Disappointment that we did not get locality pay. --Pockets of discontent, but overall good. --Local study confirms our high morale: a strong belief in mission. --Some problems in lower ranks, and at Hq, in upper ranks.	--Can see improvement. --Clean Air Act: attention to employees deserved, but downside: more work, but no new resources. --At one Lab: science programs not adequately funded, a bad year. --New facility chief: good. --Lab director: good leader, good science produced at lab.	--Too much "what's in it for Divisions in the Region. --Morale not higher because: we can only fill 98% of ceiling. --In most Regions rating should be "4" because HQ is implemented more directly & touches more people. --Mission of Region & letting employees "do what's right" --Good Regional management, listens to workforce.	--Variable between the Divisions in the Region. --Reasons why rating "not higher": a) local negative press. b) promotion freeze. c) top executive slot is unfilled. --Reasons/signs of good morale = low turnover & low complaint rates. --Our last two Regional Admin were excellent, & halo affect from Reilly & push to Cabinet
Ratings at 1 and 2	--Hq. has a sick building. --Lack of mission. --Morale in field higher because you can see results of work. --Office space not good.	--Feeling that local mgmt has a "shoot the messenger" approach to problems. --In Region 9, morale = "4" = pre-earthquake "2" = post quake.	--Downside: when findings from lab science are used to "sell" Congress on plans or policies. --Uncertainties/shifts in budget resources.	No comments/no ratings.	--Headquarters vs. Labs = morale is higher in labs. --Concern in the labs is contractors displacing feds.

Morale in the Agency

Average rating of 61 officials = 3.3



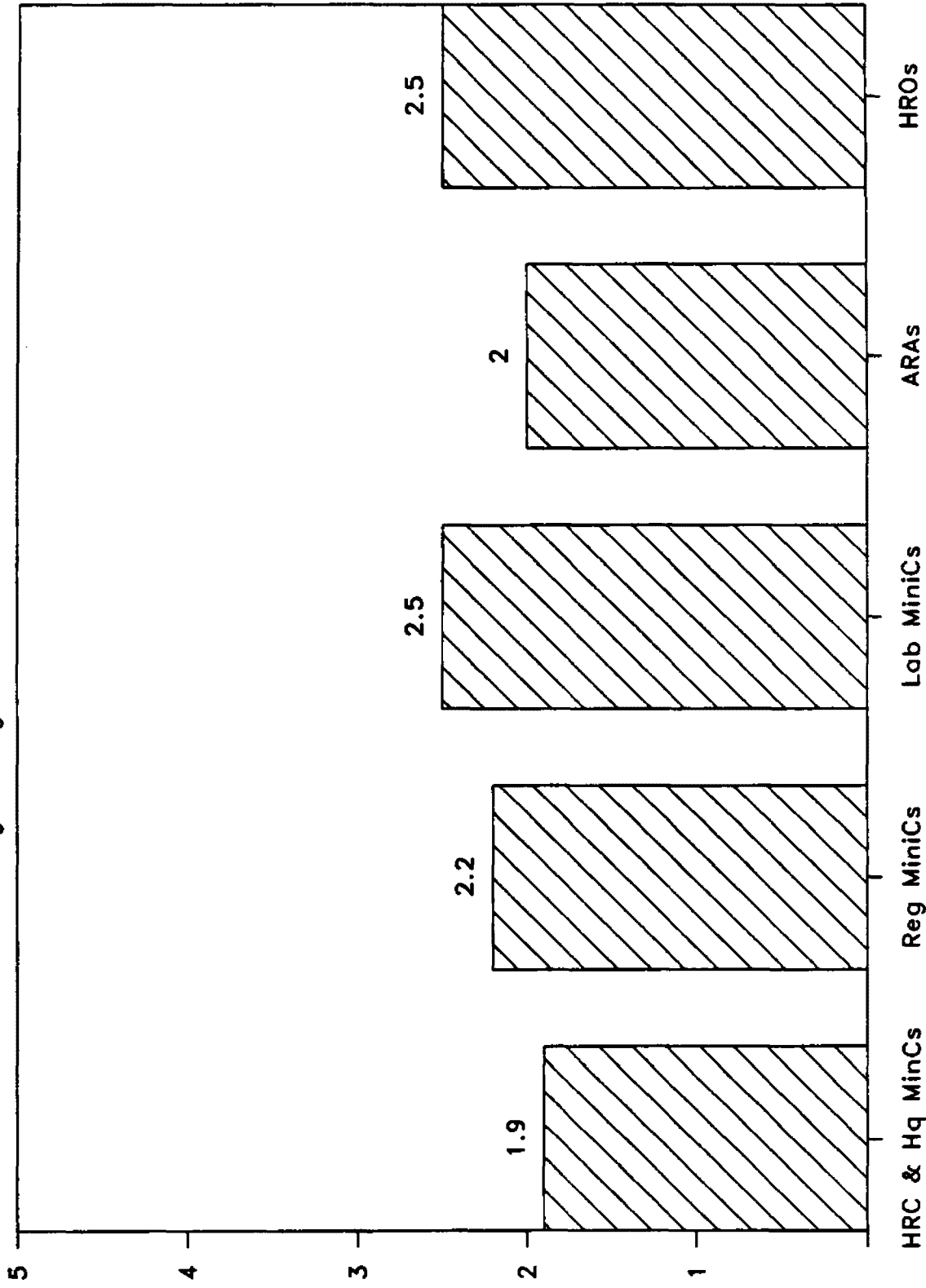
Ratings = 1 (Unsat) to 5 (Outstanding)

QUESTION: Rate and comment on overall morale of the Agency.

#108)	HUMAN RESOURCES COUNCIL & CHAIRS OF HQ MINICOUNCILS	CHAIRS OF MINICOUNCILS in the REGIONS	CHAIRS of MINICOUNCILS in LABS & LAB CENTERS	ASSISTANT REGIONAL ADMINISTRATORS	HUMAN RESOURCES OFFICERS
Number of officials responding----->	25 of 27	6 of 7	8 of 11	8 of 10	14 of 16
Ratings at 5 and comments	--Reilly liked and mission of Agency is positive.	No comments/no ratings.	No comments/no ratings.	No comments/no ratings.	No comments/no ratings.
Ratings at 3 and 4	--Agency mission: major cause for good morale. --Physical plant: should be equal quality, mail room to 12 floor. --Morale higher in Regions: shape because Regions closer to results of work, & have less space/building problems. Workload/time pressures=heavy & --Strong EPA support from: public, Congress, President.	--High level of employee commitment. --Agency draws highly motivated people. --We're in pretty good shape.	--Variable morale, but generally satisfactory. --EPAers are high morale type people.	--Not a lot of people "excited" about their work. --Pockets of low morale: eg. blacks, women, senior management. --Morale lower at Hq because: space problems & management "transitions" affect Hq. more. --Morale good, Agency good, mission good: despite stresses.	--We offer "noble" work. --Morale: much improved since Ruckelshaus' return. --Hato affect: Reilly & push to become Cabinet agency. --Regions have strong points: smaller, so more responsive; good office space; decentral- ized authority from Hq.
Ratings at 1 and 2	--Too much workload on too little staff. --Overwork trying to meet high expectations of public --Pockets of discontent: eg. Hq building situation. --Indicator of low enthusiasm: low submission rate of beneficial suggestions. --Needed: "issues" meetings to gain sense of community.	--Space problems. --Minority concern & difficulty gaining entry to top mgmt jobs. --Rapid turnover in top mgmt jobs.	--Burnout from overwork. --Bad physical plant at Hq and elsewhere. --Tight budgets in Regions, unlike Hq where budget \$s are high.	--Morale not higher because: a)Hq space/buildg problems. b)people feel isolated from big decisions. c)great distance from people at the work bench to people in top management.	No comments/no ratings.

Current budget & HR: how effective?

Average rating of 70 officials = 2.2



Ratings = 1 (Unsat) to 5 (Outstanding)

QUESTION: Rate and comment on how effectively current budget resources are supporting current HR programs/services.

(#11)	HUMAN RESOURCES COUNCIL & CHAIRS OF HQ MINICOUNCILS	CHAIRS of MINICOUNCILS in the REGIONS	CHAIRS of MINICOUNCILS in LABS & LAB CENTERS	ASSISTANT REGIONAL ADMINISTRATORS	HUMAN RESOURCES OFFICERS
Number of officials responding----->	26 of 27	7 of 7	11 of 11	10 of 10	16 of 16
Ratings at 5 and comments	No comments/no rating.	No comments/no rating.	No comments/no rating.	No comments/no rating.	No comments/no rating.
Ratings at 3 and 4	--OHRM is supposed to do HR work, yet HR work/projects are "forced" on Minis and AASHips without any extra \$ or FTE. --HR resources could be used more creatively/efficiently. --HR funding: ok, problem is we have contract \$ to use, but dont have FTE.	--Well supplied with computers & office space in Regions. --Short on: travel \$ and FTE. --Needed: more training \$, & more equitable distri- bution of training \$.	--I dont know much about budget, my impression: all sat a continuing problem --Generally, resources ok. --We dont regularly consider what we could abolish in order to save \$. --We would like a wellness center.	--Shortfall in S&E is budget, my impression: all sat a continuing problem --Superfund initiated a rise in grades, which was not matched by \$, so I will not have the \$ to cover in '92. --financial mgmt: we should be more innovative in use of our resources.	--We're on edge, just enough. --Need more HRO staff for new HR programs. --Regional HROs better off than other feds. --There is enough \$, but \$ is too fragmented betwn HROs & the programs [eg OSWER]. We need better \$ coordination. --HRO formal budget not good, but actual \$ spent=rate 4.

Ratings at 1 and 2	--HR function understaffed, its last increased, first cut. S&E range=95-85% of S&E. Last 2yrs: shortfall severe. --National recruitment program: totally inadequate we've got 3 digit budget for a corporate size agency. --In one Region: we can't get PCs for our risk assessment experts: "a shame." --HR not now regarded as an investment, but still better now than in Gorsuch years. --HR is done on the cheap or with pilots, now we need a significant commitment.	--Region has shortfall in S&E range=95-85% of S&E. --We only get 1 FTE for all HR efforts, too little. --Ratios of professionals to support people: out of wack eg. lawyers do all Xeroxing; we promote clericals to legal technicians in order to stem turnover problems. --Needed: more travel \$, better space, smarter ADP purchases.	--We're short on supplies; & in cramped physical space. --At one lab: nice location is partial offset & perk. --Needed: travel \$ for trips to headquarters. --At one lab: one local HR person, who is overworked. --We're using volunteers to try to get by on the cheap.	--Rise in number of HR programs, not matched by more HR FTE or resources. --Regions generally: at deficit or low on funds. --We have S&E shortfall. --HRO staffing level: insufficient FTE, "Agency should be ashamed." --At one Region: HR \$ pretty good; we can move funds. We have almost enough \$ for HR, but not enough for all HR prgrm simultaneously; need to contract more out. --Institute: revamp, & improve instructor quality.	--Barely satisfactory. --OHRM is not proper advocate for Regional HRO needs. --Regions get HR projects from all over, but not enough HR staff to do basic service plus glitz.					
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QUESTION: In the next 2-3 years, what HR programs will need an INCREASE in budget resources?

HUMAN RESOURCES COUNCIL & CHAIRS OF NO MINICOUNCILS	CHAIRS OF MINICOUNCILS in the REGIONS	CHAIRS OF MINICOUNCILS in LABS & LAB CENTERS	ASSISTANT REGIONAL ADMINISTRATORS	HUMAN RESOURCES OFFICERS
--Rotational: now done on the cheap, get serious, provide \$ to backfill rotators --Training/Development: >Workforce 2000: need to tng supervs for new type of worker; meet new needs: eg English as 2nd Language. >Workforce 2000: need recruit task force on issues. >Institute: more \$; more courses; more help to state & foreign students; tailor courses to wider audience. >Secretaries: more tng & time to practice on the job. --TOM: if serious need big \$ for training; use TOM as a way to cut or raise program budgets. --Recruit: more \$ & better coord of national recruit. --Budget Basics: need more S&E, currently when HR competes w/research HR loses. --Special Emphasis Prgrms: more travel \$ to recruit at minority schools, and more research \$ to minority shcls. --Quality of Life: more surveys on needs. Improve Hq. space. More fitness centers.	--HR workforce: more FTE, more staff for "basic" day to day work. --Training in basic skills for English as 2nd language workers. --Training: more on site site inspectors training. --Minority academic institutions: more stress via grants, IPAs, interns. --Budget process: plan better to avoid FY end rushes; put budget mgmt at local level.	--Lab workforce: \$ to cver FTE, give \$ to feds instead of contractors, the feds can do the work. --Lab workforce: prepare for retiring senior mgrs. --ORD: more S&E and PC&B --Prepare for recruitment in hardtimes: eg fed salaries for chemists no match with private sector, so maybe recruit chem technicians. --Training: more \$ to small labs. --Career Devel: improve at labs; plan for 20/25yr career. --Institute: tailor more courses for the labs. --Recruitment: more travel \$ and upgrade brochures. --Quality of Life: wellness & daycare prgrms needed. --Space & supplies: need furniture, space and lab equipment--eg gloves to handle fish. --Space & supplies: need agencywide appropriation.	--ADP: increase automation: forms and personnel actions. --Training: stress meeting Workforce 2000 needs. --Recruit: insure high quality of recruits. --Pay: make it higher to meet competition w/private sector. get locality pay. --HROs: needed more FTE. --Quality of Life: wellness prgms like private sector. --Facilities/space: increase amount & quality. --Basic budget: expect tight budget next 2-5 yrs; --Increase needed: all areas.	--ADP: achieve "paperless" office. --Training: stress: Workforce 2000 issues; implement Sadler vision paper; be more selective in who gets supv/ mgr training. --Recruit: more travel \$ for recruit trips; need hiring bonuses to offer recruits. --Pay: need locality pay. --HROs: more focus on basic functions vs. glamour/glitz. --HRO workload model: update to reflect new tasks/scope. --Quality of Life: more \$ for childcare; wellness; flexitime.

QUESTION: In the next 2-3 years, what HR programs will need a DECREASE in budget resources?

HUMAN RESOURCES COUNCIL & CHAIRS of HEADQUARTERS MINICOUNCILS	CHAIRS of MINICOUNCILS in the REGIONS	CHAIRS of MINICOUNCILS in the LABS and LAB CENTERS	ASSISTANT REGIONAL ADMINISTRATORS	HUMAN RESOURCES OFFICERS
(#128)	--Decrease resulting from direct savings from: >consolidation of many training programs; >spending less on glitz, like fancy folders for reports.	--Cut back computers: somewhere in future there will be a decreased need. --Trendy stuff: cut back on it.	--Streamlining HR processes will result in less HR resources needed. --Decrease HR contractor activity.	--More ADP in office, will permit reduction in clerks. --Spend less on SES development programs, shift resources to other programs. --E-CATS: discontinue. --Classification: use China Lake type delegation: save \$.
>nonperformers: get these "dead bodies" off the payroll.	--Decrease resulting from reallocation among programs:			
>SES Candidate Program: at \$20K per candidate, its too high; reallocate elsewhere.	>More PCs will mean fewer secretaries.			
>APD: make large, one time purchases vs. piece meal buys.				



QUESTION: In the next 2-5 years, what will be the most important HR programs/issues or concerns?

HUMAN RESOURCES COUNCIL & CHAIRS OF HQ MINICOUNCILS	CHAIRS of MINICOUNCILS in the REGIONS	CHAIRS of MINICOUNCILS in LABS & LAB CENTERS	ASSISTANT REGIONAL ADMINISTRATORS	HUMAN RESOURCES OFFICERS
(#13) Number of officials responding----->	27 of 27	7 of 7	11 of 11	10 of 10 16 of 16
--Physical space: keep pace as workforce grows. --Impact of computers: on relationship of secretaries & professionals; on mgrs & subordinates. --Training: expand Institute; institutionalize supv/mgr tng; new supv motivation skills to match Work-F 2000 employees. --Recruit: more aggressive recruit; need on-the-spot hire authority; improve present pay disadvantage plan for Workforce 2000 changes.	--Workforce 2000: need "basic tng" for Hispanics/others. Assure no barriers to women & minorities advancement. --Affirm Action: pockets of discontent where no women or minorities in leadership. --Computers: assure mgrs know potential & best use. --Physical space: improve in Hq. and Regions. --HR cost/effectiveness: will be hot issue. --Pay: noncompetitive with private sector will continue. --TQM: need good training component.	--Workforce 2000: tng for women supervisors needed. --Training: retraining older & younger to keep current on latest science. --Computer training for mgrs because mgrs know less than subordinates about PCs. --HR training for supvs/mgrs in tng for secretaries in the new world of PCs. --Science & Policy Making: confidence is lost when Hq misuses research results to make "policy points"; or to set budget levels. --Succession planning: aging scientist/tech staff. --Contractors in workforce: needs new skill to manage, supvs need tng for it. --Quality of Life: day/elder care, flexiplace. --TQM: commit resources; assure all on same course.	--Workforce 2000: more automation will cause more stress; baby boomers find ladders to top crowded/rough; basic English courses needed. --Pay: problems if not increased/made competitive. --Recruit: will need \$ for intraEPA moves; need big change to classification system to better keep good people. --EPA glamour: still strong in 5 yrs: EPA will still be sought after. --Training: \$ shortage will get worse. --TQM: new challenge, hope not a fad.	--Workforce 2000 issues: more minorities; women in wkforce. More entry level workers with lower skill levels. --Aging ORD workforce: need plan for future impact. --Pay: must get competitive with private sector; get locality pay. --Computers/PCs will be on every HRO desk, will increase HRO efficiency. --TQM: needs more than lip service. We need to start assessing HR in terms of return on investment. --Superfund: special career ladders: in Regions causing problems: a "feeding frenzy" for grades; OHRM seems insulated from the issue.

QUESTION: Do you have any comments to add to your earlier answers?

	HUMAN RESOURCES COUNCIL & CHAIRS OF 10 MINICOUNCILS	CHAIRS of MINICOUNCILS In the REGIONS	CHAIRS of MINICOUNCILS In LABS & LAB CENTERS	ASSISTANT REGIONAL ADMINISTRATORS	HUMAN RESOURCES OFFICERS
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Number of officials
responding----->

9 of 27	2 of 7	0 of 11	0 of 10	2 of 16
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--Rotationals: OHRMers should --Need help maintaining the should rotate into time prgm HR that we have: eg. help jobs for better perspective. with basics: Workman Comp; --Blueprint Survey: should Leave Bank. add EEO specific questions. --Blueprint Survey: tell --Blueprint Survey:worthwhile people about the Blueprint do it annually. before you interview them. --OHRM dumps new requirements on programs that mainly serve OHRM. Consolidate HR initiatives and put out an event calendar of same. --EPA managers view HRO too narrowly: eg. they think hiring 200 new employees is HR, but not so. HR is rather changing the skill mix of 200. Yet, mgrs dont think of HR in these terms.

No comments.

--PRM/PRMS = a major paperwork problem. --EPA has the first real HR program I've seen. --There is dissatisfaction in EPA, but better funding of HR will help; and Hq should put more \$ into Regions.

QUESTION: Do you have any comments on topics not covered by the questionnaire?

(S148)	HUMAN RESOURCES COUNCIL & CHAIRS OF HQ MINICOUNCILS	CHAIRS of MINICOUNCILS in the REGIONS	CHAIRS of MINICOUNCILS in LABS & LAB CENTERS	ASSISTANT REGIONAL ADMINISTRATORS	HUMAN RESOURCES OFFICERS
Number of officials responding----->	9 of 27	3 of 7	4 of 11	2 of 10	6 of 16
	--OHRM managers: should hire from outside OHRM, eg line managers frm programs. In general, get OHRM closer to line managers. --Funding for job fairs: use central fund, now AAShip has to pay & this kind of expense is killing us. --HR client service: not as strong as OHRM portrays; this area ripe for TOM. --EEO/Aff. Action problems: Cant be fixed from Hq; must empower local officials; get clear that EEO/AA is everyone's job. --Blueprint Questionnaire: improve it: identify specific HR offices & ask what needed for better HR programs. --Frozen middle grades of Agency workforce: GS-12/14s; need programs/efforts to help.	--We need a follow-up study to the earlier Nat. Academy of Public Admin. (NAPA) study. then leave. But, often it takes a fed to do the job right --Needed: easier method to fire employees for unsat performance; now requires much supervisor aggravation. --Dont rest on HR laurels: time now for renewed commitment to HR; the easy HR is done; now comes the hard part. Keep watch on other fed/private for good ideas. --Should stress the strong relation between HR mgt & TOM.	--Contractors in labs: should just do their job, then leave. But, often it takes a fed to do the job right --Needed: easier method to fire employees for unsat performance; now requires much supervisor aggravation. --Dont rest on HR laurels: time now for renewed commitment to HR; the easy HR is done; now comes the hard part. Keep watch on other fed/private for good ideas. --Should stress the strong relation between HR mgt & TOM.	--Need to continue/sustain the push on HR; especially as new HR programs compete for resources: compete with international programs. --Region get put out on a financial liab for HR, adequate funding not provided: eg Superfund creates high HR expectations, but in 1992 HR funds will be inadequate.	--HR words should match HR actions. --As pay back for HR benefits as employees for ideas on meeting Agency envirn. goals. --OHRM should provide training on the nonglamorous HR basics: e.g. FOCUS, & employee relations problems. --HR programs=not yet pulled together, integrated. --Blueprint questionnaire: I like it; hits the important points.

