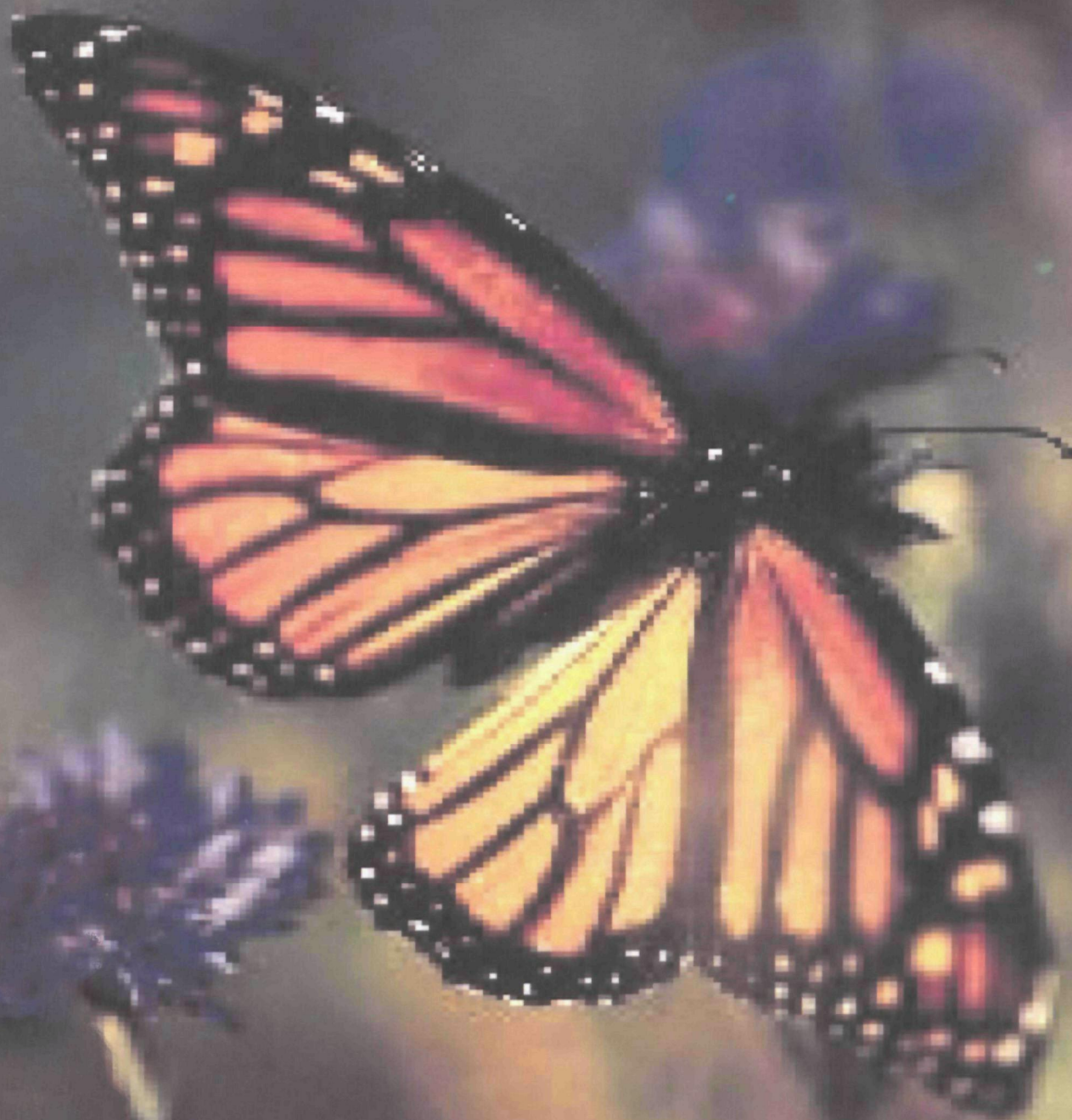


# 2003 Accomplishments Report





# *From The Director of OHROS*

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*Rafael DeLeon  
Director  
Office of Human Resources and  
Organizational Services (OHROS)*

It has been a busy year here in the Office of Human Resources and Organizational Services (OHROS). This has been my first year as Director of OHROS and I am very pleased to share with you a summary of our many accomplishments. I am sure you will be as impressed as I was when I first came to the organization to learn about the breadth of services, programs, and responsibilities that are housed in OHROS. We do an amazing amount of work.

Two of my major priorities for 2003 have been to effectively manage EPA's Human Capital Strategy initiatives and to inspire OHROS employees to focus on providing quality customer service. Great strides have been made in both of these areas, and while much work remains, the organization is ready, willing, and able to meet the Agency's current and future human resource needs.

This past year we focused on fixing things that were not working well in the organization and steering it into a new direction, one that will require a new organizational structure and approach to doing business. Transforming human resources at EPA may mean that our extensive list of functions will change, and that we will need to find new and better means to manage these functions. OHROS will continue to focus on implementing our Human Capital initiatives, meeting workforce needs through workforce planning, recruitment and development, helping EPA organizations to succeed, promoting e-government and other technological advances, managing the Agency's labor and employee relations programs, and ensuring that OHROS employees have the human resource skills that will be needed in the future.

OHROS is in the "people business" and as anyone in business will tell you, the key to success in any business or endeavor depends upon the hard work and dedication of its employees. I want to thank the managers and employees in OHROS for all of their hard work and dedication this past year as we have worked together to transform the organization. This 2003 Accomplishments Report reflects their collective work on behalf of all of EPA's 18,000 employees.

Just like the butterfly emerging from the cocoon, OHROS is undergoing change. The transformation has already begun. Take a look inside.....you will be surprised!

A handwritten signature in dark ink that reads "Rafael DeLeon". The signature is fluid and cursive, with the first name "Rafael" being more prominent than the last name "DeLeon".

Rafael DeLeon  
Director  
Office of Human Resources and Organizational Services (OHROS)  
Office of Administration and Resources Management (OARM)  
U.S. Environmental Protection Agency



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## *Transforming Human Resources at EPA*

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### *Setting the Direction*

Being in charge of EPA's Office of Human Resources and Organizational Services (OHROS), Office Director Rafael DeLeon has made a major commitment to transforming human resources at EPA. His mission is to make OHROS more energized, efficient and in sync with the needs of the Agency. At this year's OHROS Leadership Retreat, the first one to include all members of the organization's senior staff, OHROS managers and employees agreed to make this transformation take place by focusing their attention on three key organizational goals: Implementing Human Capital Initiatives; Building Credibility Through Excellence; and Focusing on Customer Needs and Expectations.

### *Tactical Planning*

Recognizing that goals succeed only if they are well planned, the management team created an OHROS Tactical Plan which outlined specific activities in each of the goal areas along with specific dates for their completion. Rather than serving as a document that sits on a shelf once completed, this Plan has been incorporated into the organization as a living document that is reviewed monthly. Managers are being held accountable for meeting their deadlines and a much greater emphasis is being placed on program and project results than ever before. This Tactical Plan is being aligned with the revised "EPA Strategy for Human Capital."

### *Creating a New Office of Human Resources*

Human resource organizations at EPA have undergone numerous structural and name changes. The changes were all attempts to meet new and different Agency needs. This past year, OHROS engaged in an extensive review of its organizational structure to determine how best to meet the human resource needs of the future. An agency-wide workgroup was established with representatives from various OHROS offices, program offices and the regions.

The workgroup canvassed the human resource practices of other federal government agencies and the private sector in search of different models that might work at EPA. No service delivery system was left unexplored, ranging from shared service centers to increased use of automation, to contracting out. Several design options were presented to the Assistant Administrator of the Office of Administration and Resources Management (OARM) and to the Agency's program and regional human resource organizations.

The design that was selected streamlines 15 divisions into six, and organizes functions around those that are primarily focused on managing our Human Capital Initiatives and those that are primarily customer service focused. A formal reorganization package establishing the new EPA Office of Human Resources Management (OHRM) is currently under review throughout the Agency.



# *Implementing Human Capital Initiatives*

## *Human Capital Strategy and Accountability System*

EPA has spent the past two years working diligently to ensure that the appropriate level of resources and attention is devoted to achieving the President's Management Agenda (PMA) for the Strategic Management of Human Capital. In fact, OHROS has played a lead role in getting the organization positioned to successfully implement our Human Capital agenda. EPA has achieved green progress scores in four of the last five quarters due in great part to OHROS' leadership and close working relationship with the Offices of Personnel Management and Management and Budget.

Human Capital planning has achieved greater significance in the Agency with the publication of the new EPA Strategic Plan. For the first time, Human Capital is substantially addressed in that Plan with each of the five goals, including goal-specific Human Capital considerations and a cross-goal strategy that links EPA's Strategic Plan to the PMA and to EPA's revised Human Capital Strategy. This revised Human Capital Strategy "Investing in Our People II, EPA's Strategy for Human Capital, 2003-2008" represents the close collaboration of the EPA Human Resources Council, OHROS and OARM's Human Capital Coordinator. This Strategy serves as our road map for the next several years in helping us achieve our vision of having the right people with the right skills, in the right place, at the right time to protect human health and the environment.

### *Investing in Our People II*

## **EPA's Strategy for Human Capital**

**2003 - 2008**

DRAFT\*\*\*September 11, 2003

*Cover of EPA's revised Human Capital Strategy.*



## Implementing Human Capital Initiatives

Recognizing that EPA has a multitude of Human Capital activities being managed throughout the Agency in a de-centralized manner, OHROS has developed a Human Capital Accountability System to set out the methodologies and people responsible for monitoring progress in implementing these activities. Many Human Capital initiatives now have detailed work plans that set out specific time-frames, deliverables, resource requirements and measurement metrics. Much work has been done this past year to address the need for greater accountability by working to integrate EPA's human resources systems with the budget and planning process. With these projects in place, OHROS is helping to ensure that the Agency effectively achieves its Human Capital goals.

Goals, Strategies and Desired Outcomes	Action Items (Quarter Due)	Measures of Success	Lead Offices
<p><b>All Five Goals:</b> The following series of action items poses a very heavy work load on some of the lead offices. This action item reflects the need for those lead offices to carefully consider their work priorities for FY 2004.</p> <p><b>Goal 1:</b> Agency systems and organizational structures are well designed and work together to position and support EPA employees in accomplishing the Agency's strategic goals.</p> <p><u>Desired Outcome</u> EPA has an explicit workforce planning strategy, linked to its strategic and program planning efforts, to identify its current and future human capital needs. Managers, supervisors, and leaders understand their role in implementing human capital plans/actions and see management of human capital as a key strategy for achieving EPA's mission.</p> <p><b>Strategy 1.1:</b> Integrate Human Capital with Strategic Planning, Budgeting and Accountability Systems</p> <p><u>Desired Outcome</u> Agency managers will consider funding for HC activities and initiatives in developing budget requests, initiatives and operating plans.</p>	<p>- Review the action items that follow to prioritize as needed so that work loads are manageable. (Some action items reflect hard commitments that may not be changed)</p> <p><i>See the strategies that follow</i></p> <p>- Provide guidance for creating and implementing HC Strategic Plans at the local level (Q1) [NOTE: Local plans are optional]</p> <p>- Implement the HC Communications Plan (Q1)</p> <p>- Develop options for better integration of HC into the Agency budget process (Q2)</p> <p>- Include a discussion on HC issues in each Regional Strategic Plan (Q2)</p>	<p>- Lead offices carry out their actions successfully and on time.</p> <p><i>See the strategies that follow</i></p> <p>- Degree to which local plans follow guidance</p> <p>- Level of understanding employees have of EPA's HC efforts</p> <p>- Impact of plan on incorporating HC into the budget process and documents</p> <p>- All Regional Strategic Plans address HC</p>	<p>- See individual action items that follow</p> <p><i>See the strategies that follow</i></p> <p>OARM-IO</p> <p>OARM-IO &amp; HRC</p> <p>OARM-IO, OCFO, &amp; OHROS</p> <p>OCFO &amp; Regions</p>

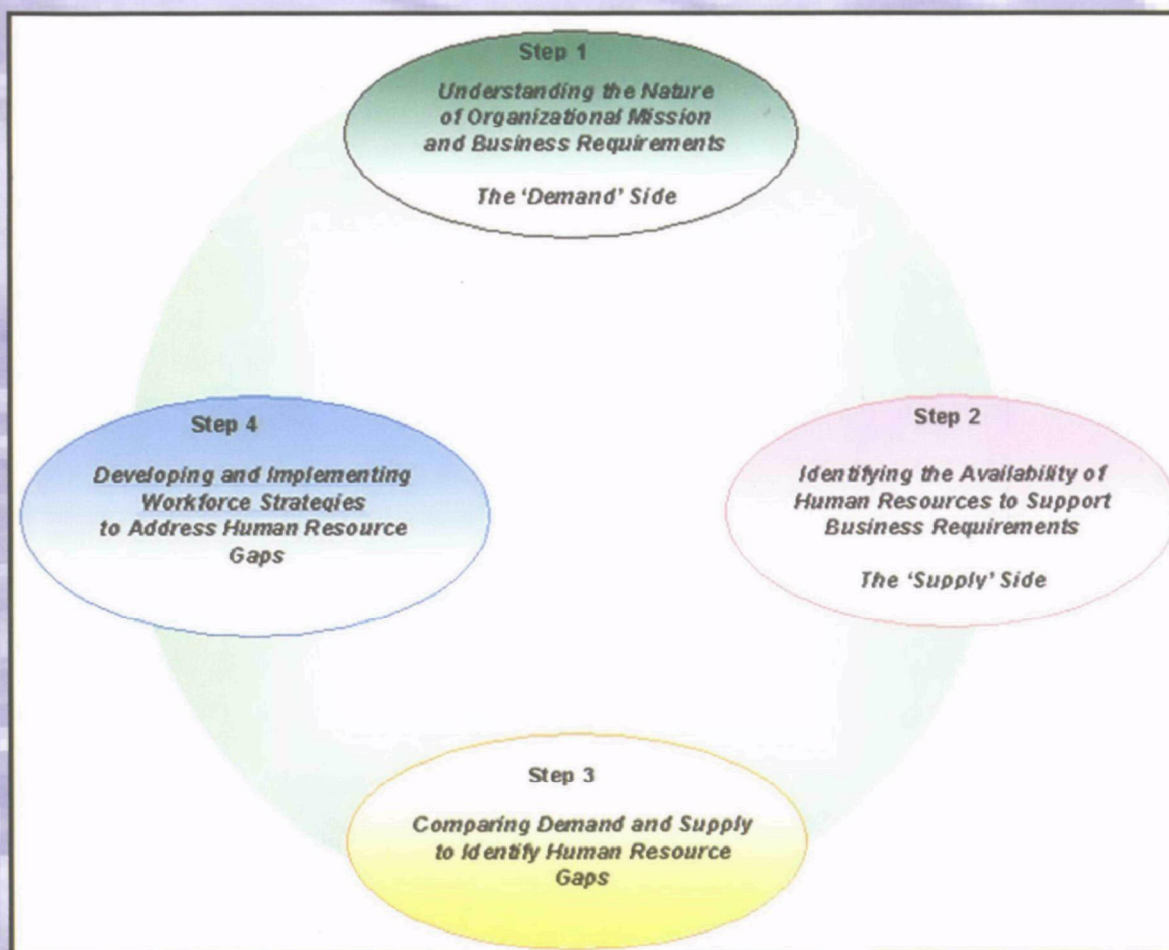
Page from the Human Capital Accountability System Report demonstrates the extensive planning process involved in implementing Human Capital initiatives.



# Implementing Human Capital Initiatives

## Workforce Planning

OHROS has a key role in helping the Agency achieve the President's Management Agenda's human capital strategy. The core of this strategy is an expanded need for workforce planning. During the past year, OHROS made significant contributions to the Agency's Strategic Plan to ensure that it adequately integrates human capital initiatives. A significant amount of work also has occurred in the workforce planning area. OHROS completed the design of an information management system aimed at capturing employee competency information. Tested this year in six Headquarters and three regional offices, this system will be used to identify the critical skills and competencies that are needed by the Agency today and for the future. This planning process will involve analyzing the employment demand and supply, assessing where the gaps and surpluses are, and identifying solutions to address these workforce needs.



*The four stages of EPA's Workforce Planning effort.*



# *Implementing Human Capital Initiatives*

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### *Innovation Fund Pilot Project*

Creating a workforce that is both skilled and flexible to meet changing and new technological and scientific needs means that the Agency must take a multi-tiered approach to workforce design. A major component of this design is finding ways to make EPA more flexible, streamline the hiring process, and attract and retain high caliber managers and employees. OHROS awarded, as part of a pilot program, four grants to regions and program offices to fund initiatives that explore and expand upon ways that the Agency can better integrate human capital efforts with the accomplishment of its environmental mission. The recent opening of the Office of Environmental Information's Assistive Technology Center was made possible through the support of one of the 2002 Innovation Fund Pilot Project grants. This Center will help employees and the public to identify issues and enhance computer accessibility for individuals who have low vision or are blind, are deaf or hard of hearing, or are mobility or dexterity impaired.

This Fall, a new group of Human Capital Innovation Fund Pilot Projects received support from OHROS. These grants were given to:

- \* OPPTS and AO to support developing an Intranet version of Project Announcement Visibility Effort (PAVE) - a Lotus Notes application that advertises opportunities for detail assignments, special projects and high visibility projects;
- \* OAR/OAQPS in support of four "virtual teaming" skill-focused training events that will help EPA Regional/HQ staff learn how to make better use of videoconferencing skills, e-mail communications, stakeholder engagement, web-based communication, and other collaboration techniques;
- \* OW to support a mid-level manager mobility program by funding an Interagency Agreement with the USDA Graduate School;
- \* AO in support of a Quality of Work Life Survey, results of which will be shared with the rest of the Agency; and
- \* Region 8 in support of their partnership with the Colorado Department of Vocational Rehabilitation to improve the hiring and work environment of disabled employees in the Region.



# *Raising the Bar on Customer Service*

## *Support for Human Resources in the Program Offices*

To address ongoing customer service issues, a substantial effort has been made this past year to establish frequent, purposeful and recurring meetings with customers, particularly Program Management Officers (PMOs). These meetings focus on how to address systemic HR challenges and to explore with them their future recruitment and staffing needs. Greater effort this past year also has been made to provide PMOs with bi-weekly written status reports. In addition, OHROS has developed and is administering an electronic survey for HR personnel transactions in order to receive more timely and accurate feedback about our services.

To further ensure that all customers receive consistent service, greater work has gone into developing standardized guidance, transmittal letters, and operating procedures, and ensuring that Human Resources staff are properly trained to use these materials.

## *Keeping in Touch with Our Regional Human Resource Offices*

OHROS considers human resource officers both in the field and at Headquarters, to be one of its primary set of customers. On a daily basis, OHROS provides policy guidance, consultation, and coordination assistance for many Agency-wide human resource programs and issues. Much of this guidance and coordination is transmitted during bi-weekly human resource officers conference calls and bi-annual human resource officer conferences. The hour-long conference calls are used to exchange updates on timely key human resource topics. The conferences, usually held in the Spring and the Fall, are held in a regional office and focus on broader topics and long range planning activities.



OHROS Headquarters employees convene for a bi-weekly Human Resource Officer conference call.

## *Improving the Timeliness and Accuracy of HR Transactions*

This past year, OHROS developed a system to monitor and track the progress and status of HR transactions, providing more timely and accurate reports both for customers and ourselves. The organization also has significantly reduced the error rate of data being entered into the HR Pro system by limiting access to the system, providing additional training to the staff, and designating key individuals to input data.

## *Managing the Senior Executive Service Programs*


Sometimes it is the little things that can make the biggest difference in the functionality of a program or process. This past year, the Senior Executive Service (SES) Program decided to formalize processes that had been loosely organized and verbally agreed to for years. Approval and documentation requirements were developed to enable Programs/Regions to fully understand what was required to establish a new SES position or deal



## Raising the Bar on Customer Service

**Senior Executive Service**  
**EXECUTIVE UPDATE**  
 October 2003

**Congratulations!**



These candidates have received their **OFM** certification and can be non-competitively selected for a Senior Executive Service position.

From Left to Right  
**Allan Antley** - Region 4, currently the Dep. Dir., Science and Ecosystem Support Div. Allan led Region 4's Streamlining and Reorganization efforts and served as the Chair of the Region's Diversity Oversight Panel. His rotational assignments include Acting Dir. Of the Science and Ecosystem Support Div. and the ORD National Exposure Research Lab.

**John Armistead** - Region 3, currently the Dep. Dir., Water Protection Division. John has a broad range of experience across the Agency's programs in information management offices. His rotational assignment was to OEL, Dep. Dir., Office of Information Collection where he was able to strengthen his knowledge base in how Information Tools and Management helps us to achieve our environmental goals.

**Wanda L. Johnson** - was appointed as Dir., IT Policy and Planning Div., Office of Technology, Operations, and Planning, OEL this past August. Wanda formerly served as Region 7's, Dep. Dir. of the Air, RCRA and Toxics Div. Wanda's rotational assignment was to OARM, OHROS, Dir., Employee Services Staff. As a result of her leadership, such programs as the Child Care Tuition Assistance, Career Resources and Counseling, and the National Awards Programs received high acclaim for their successful management and administration.

**Barbara Pabotoy** - Staff Dir., Immediate Office of the AA, OAR. Barbara recently completed a four-month detail in ORIA where she managed the voluntary programs of Radon, Tools for

One of the monthly SES Updates.



The Child Care Assistance Tuition Program offers financial support to help defray the costs of EPA employees who send their children to day care centers.

with other SES personnel actions. A year ago it took EPA an average of about 10 months to fill an SES position, in part because of delays in providing basic qualification reviews. Providing greater oversight and scrutiny of this process, the time to fill SES positions has been reduced by nearly six and one half months. Greater attention has also been placed on improving the accuracy of SES personnel action data entry.

Communicating with all SES personnel in the Agency also received greater attention in 2003. This summer OHROS organized the Annual SES National Meeting which was attended by 300 of the Agency's senior managers. The meeting which was considered to be one of the best in years received a score of 4.03 out of a possible 5.0 from meeting attendees. In addition, an Executive Update was developed and is being e-mailed to all SES members each month in order to respond to the need to communicate more regularly. To date, five editions have been developed.

## New and Expanded Employee Benefits

### Child Care Tuition Assistance Program

OHROS manages a wide variety of benefits programs for Agency employees including those for health insurance, life insurance and the Thrift Savings Plan. OHROS closely monitors trends and changes in the benefits area and makes it a priority to respond to the changing needs of employees. Early in 2003, OHROS surveyed all employees to determine their interest and experience in the Child Care Tuition Assistance Program (CCTA). Initially launched under a program pilot in Regions 5, 9, 10, Cincinnati and RTP, the CCTA provides employees with financial support to defray the costs of child care. Starting with an initial group of 22 children, enrollment in the program has grown to 90. In 2003, the program was expanded agencywide, and the dollars provided to this program were increased from \$33,000 to \$114,000. The program has now been made permanent and will be implemented with an even higher monetary cap. For further information about this program, visit the Child Care Tuition Assistance Program website at: <http://intranet.epa.gov/epahresd/childtuition>.

### Long Term Care Insurance

This year, OHROS launched several new EPA benefits programs. The Federal Long Term Care Insurance Program provides a resource for individuals who may find that they need lengthy or lifelong assistance. As employees address the needs of their aging parents many have discovered the expense of providing long term care to someone needing nursing home or daily care. To help educate and inform employees about the benefits of Long Term Care Insurance, OHROS offered monthly seminars from April through December 2003. During the first open season, over 2,600 employees agency-wide enrolled in this program. For further information about Long Term Care Insurance, visit <http://www.ltcfed.com>.



# Raising the Bar on Customer Service

## Honor Awards

OHROS is responsible for organizing a variety of special events, usually working on a short time line, that enable employees to recognize and celebrate the achievements of their peers. This year's Honor Awards Ceremony was a wonderful example of how extensive planning pays off. With 455 employees (including several from other Federal agencies) receiving awards, the ceremony ran smoothly, taking only two hours. In the Spring, OHROS also organized and hosted an awards ceremony to recognize the efforts of Agency employees who assisted in the Anthrax cleanup activities.



Two of the 455 recipients of a 2003 EPA Honor Award.

## Counseling Programs

Keeping a pulse on the needs of employees is an important function of OHROS's Career Resource and Counseling Center (CRCC). The career advisory program helps EPA employees undertake individual career assessments, critique their resumes, explore job and career opportunities, and develop career strategy plans.

OHROS's Employee Counseling and Assistance Program provided 1,450 one-on-one counseling and referral sessions for EPA employees during this past year. Forty-five different support group sessions were offered covering topics such as grief support, eldercare, separation and divorce, and antiterrorism activities. This year, OHROS doubled the number of free workshops being offered to include 89 different learning events, attended by approximately 800 Headquarters managers and employees. With several different workshops being offered each month, employees found there was always something of interest. Workshops held this past year covered the following topics: financial planning, career management, resume development, meeting management, emotional intelligence, career transitioning, stress reduction, and smoking cessation. For further information about counseling and workshops, visit:

<http://intranet.epa.gov/epahresd/crcc/index.htm>.

## Keeping Employees

## Informed on Subjects that Matter

For a number of years, OHROS has served as the chief editor and producer of "EPA Employee Matters," the Agency's quarterly newsletter for employees. Written by employees from around the Agency, this publication provides information about human resource issues and benefits, health and safety issues, profiles of EPA employees, and a wide variety of other subjects recommended for inclusion by employees. In 2003, OHROS produced four editions of this publication covering topics as varied as carpal tunnel syndrome to emotional intelligence.

## EPA EMPLOYEE MATTERS

News You Can Use

### Message from the EPA OHROS Director

By Rafael Delon,  
OHROS Director

In August 2003, President Bush launched the President's Management Agenda (PMA) designed to "reduce the most apparent inefficiencies where the opportunity to improve performance is the greatest." The President's Management Agenda, the Office of Management and Budget and the Office of Personnel Management have developed standards for success in each of the five government-wide initiatives:

- Strategic Management of Human Capital
- Competitive Sourcing
- Improved Finance and Performance
- Expanded Electronic Government
- Budget & Performance Integration

These standards are captured in the Executive Branch Management Scorecard. The Scorecard employs a simple grading system, gives for success, yellow for mixed results and red for unsatisfactory.

The PMA asks federal agencies to make better use of modern technology in order to reduce costs and improve the quality of administration. As part of EPA's strategy to implement the principles of the PMA, OAHM and OCFD have been working together to improve service of EPA's administrative services. One of the most significant of these efforts is the launch of the **PeoplePlus** system, which will integrate human resources, benefits, payroll, time and labor management systems into one consolidated system. The development of **PeoplePlus** will place EPA well ahead of most other federal agencies in the Human Resources. **PeoplePlus** contains components of employee information, including the PMA.

The Office, as an initial offering of the **PeoplePlus** system, the Payroll and Time and Attendance systems will be rolled out to all employees. This rollout will be followed by the rollout of the system to all employees. All Headquarters Officers and Employees have representation on the Implementation Support Team (IST) to assist in training and using the system. More information will be provided as efforts continue. As the full **PeoplePlus** system is implemented, it will create a new electronic means of conducting much of

the Agency's human resources functions and will enhance employee self-service for personal information and benefits administration. This web-based process will replace current manual, paper-intensive processes and create a streamlined, standardized, faster, and easier-to-use system to process and manage human resources and payroll information.

Another priority item on the PMA is the strategic management of human capital, maximizing the Agency's ability to acquire, develop, deploy, motivate and retain valuable people. Over the past several years, EPA, and specifically OHROS, has done extensive work in this area by integrating human capital into the Agency's planning framework, developing an EPA Human Capital Strategy, and designing and rolling out an Agency-wide workforce planning program. Now as we shift our focus away from plan development to the actual implementation and evaluation of our human capital work, it is essential that appropriate resources and focused attention are provided to the Agency priority.

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Summer 2003

Employee Matters, a quarterly publication, is available both in electronic and print formats.



## Raising the Bar on Customer Service

### Helping OHROS Managers and Employees

With a renewed emphasis on planning and customer service, OHROS managers and employees needed greater administrative support from a central organization. Infusing greater financial and staffing resources into its Planning, Budget, Analysis and Administration (PBAA) Staff, OHROS is now positioned to approach its mission from a more strategic base. In addition to overseeing the OHROS Tactical Plan, this Staff established a new formal budget formulation process for OHROS and expanded the budget execution function to provide improved customer service to OHROS divisions.

With an expanded focus on making OHROS's employee's jobs easier, PBAA established a franchise operation to create Lotus Notes databases. Initial products include a comprehensive labor and employee relations case-tracking system and a survey instrument for newly appointed EPA employees. In addition, PBAA has revitalized the OHROS personal computer site coordination function, which has greatly improved day-to-day desktop customer service.

Recognizing the strong correlation between good communication and good customer service, OHROS created a new consolidated communications function. OHROS now has a comprehensive, long range communications strategy and a Communications Guidebook covering procedures for controlled correspondence, product review and web site development. Considerable organization-wide attention is being paid to the new controlled correspondence system which has greatly improved the quality and timeliness of OHROS responses. An increased emphasis also is being paid to the OHROS Internet and Intranet web sites. Design standardization has been completed, and extensive content review and restructuring are ongoing.



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- OHROS Offices
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- Employment
- Diversity
- Policy and Guidance
- Training and Development
- OHROS by Topic
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### Office of Human Resources & Organizational Services (OHROS)

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The Office of Human Resources and Organizational Services (OHROS), part of the [Office of Administration and Resources Management \(OARM\)](#), provides supervision and direction to, and serves as the steward for, the Agency's human resources programs, organizational services, and other designated management activities. OHROS performs the following functions:

[Message from Rafael Deleon](#) (updated 09/11/03)

**HR Programs**

- [Career Resources/Counseling](#)
- [Employee Relations](#)
- [Employee Services and Benefits](#)
- [Executive Resources/Special Program](#)
- [Incentives and Awards](#)
- [Retirement](#)

**HR Info & Important Links**

- [Employee Matters](#)
- [Pay Period Calendars](#)
- [EZ Hire @EPA](#)
- [Federal Personnel Guide](#)
- [HR Developmental Guides](#)
- [OHROS Phone Directory](#) (1.4M)
- [OHROS Intranet Web Procedures](#) (524B)
- [OHROS Communications Products Guidebook](#)

**Organizational Services**

- [Labor Management Partnerships](#)
- [Organizational Assessment/Design](#)
- [Reorganizations](#)
- [Strategic Planning & HR Policies](#)

**Management Activities**

- [Asian American & Pacific Islander Initiative](#)
- [AAPI Resource Directory](#) (275kb)
- [Report on Federal AAPI Employment](#) (65kb)
- [National Hispanic Outreach Strategy](#)
- [A Manager's Toolkit For Hispanic Recruitment](#)

While currently undergoing content revisions, the OHROS Intranet site has acquired a new, consistent "look and feel."



## Meeting Workforce Needs

### Recruitment and Outreach Activities

With recruitment and outreach initiatives spread across OHROS and the Agency, the consolidation of several OHROS activities this past year has brought a more coordinated and corporate approach to national recruitment and outreach. OHROS's Recruitment and Outreach Program evaluated current job fair participation, recruitment material and its distribution methods, and the use of various hiring processes like the Outstanding Scholar Program in order to find new and better ways to promote employment at EPA.

Stepping up communications Agency-wide has been a major priority, leading to monthly EPA recruiter meetings and more frequent meetings with special emphasis groups and EPA senior managers. The program also developed an EPA corporate recruitment and marketing strategy, along with a guidance document to make the recruitment process more efficient. In 2003, OHROS coordinated EPA's participation in six local career and job fairs, and 14 national recruitment and outreach events. Some of the national conferences at which EPA exhibited included those sponsored by the National Organization of Black Chemists and Chemical Engineers, Military Officers Association of America, Society for the Advancement of Chicanos and Native Americans in Science, Blacks In Government, National Hispanic Environmental Council, the Society of Hispanic Professional Engineers, and the Organization of Chinese Americans.



OHROS Recruitment and Outreach employees staff the EPA booth at one of many educational outreach events held each year.

Achieving and maintaining diversity in the workplace is an Agency priority. The Recruitment and Outreach Program helps to champion this goal by developing a wide variety of partnerships with private and public organizations, and universities that encourage diversity. This year OHROS has worked extensively with Fort Valley State University in Georgia on establishing a special Environmental Science program for this primarily African American student body. Support also has been provided to the University of New Orleans (UNO) to enable science and mathematics majors at two local colleges to take geology/geophysics and environmental science courses at UNO, a university where 40% of the students come from populations traditionally under-represented in science.

OHROS also has formed an interagency partnership with Shell Oil, ExxonMobil, and seven other Federal agencies to encourage students to pursue science careers. This Private-Public Partnerships for Diversity in the Sciences effort will focus specifically on increasing the number of minority students who receive oceanography, geology, or environmental science degrees.

OHROS coordinates the White House's Hispanic and Asian and Pacific Islander (AAPI) Outreach initiatives. Among federal agencies, it is considered a leader in implementing the AAPI initiative. OHROS also has recently developed an outreach program for American Indians and Alaskan natives. The Asian and Pacific Islander(AAPI) activities have been extensive this past year and include supporting internships, sponsoring workshops on environmental awareness, attending job fairs, developing and translating environmental



## *Meeting Workforce Needs*

documents into Asian languages, and coordinating the development of training classes of specific interest to EPA's AAPI employees.

### *Developing a "Talent Brand"*

This year considerable time was spent researching what attracts individuals to come to work for EPA, and what makes them stay. OHROS conducted executive interviews, held more than 15 focus groups, and surveyed over 3,500 EPA employees in search of the answers. The findings contributed to the development of a new EPA recruitment marketing campaign. Based on a customized "talent brand," the Agency's strategic outreach and recruitment efforts will be designed to appeal to the types of individuals who we want to attract to the Agency, and who will stay. Based on this new "talent brand," EPA will be revising its job web site and recruitment materials and establishing strategies to gain brand acceptance. Special campaigns to appeal to special population segments (minority groups, Gen X, etc.) are currently being developed.



*The new "Talent Brand" will be used in electronic and print formats to symbolize the work environment at EPA.*

### *Senior Executive Service Candidates*

Recognizing the importance of attracting and retaining qualified leaders has been a priority for OHROS. In 2003, OHROS has worked extensively with the 51 qualified leaders participating in a rigorous eighteen month development program consisting of rotations, leadership training and mentorship.

As part of their development, a group-wide training "Leadership Development Week" was held this past May in Chicago. Candidates received feedback from a 360 degree assess-

ment; met with their coaches and action learning teams; and sat in on developmental seminars. In June, candidates participated in the SES National Meeting.

The 51 candidates are continuing to complete the rest of their program requirements which include 80 hours of formal training and 120 day rotations outside of their home office. As of September 2003, four candidates have been placed in SES positions and seven candidates have been certified by OPM.



*The SES candidates.*



# Meeting Workforce Needs

## EPA Intern Program

Launching the sixth EPA Intern Program (EIP) class, OHROS continues to demonstrate that this highly successful program is a great way to infuse new talent into the Agency. This entry level, permanent employment and career development program has hired 191 interns since the program's inception in 1998, including 39 in 2003. The program has been particularly successful in hiring minorities and people with disabilities, with over 45% of program participants from these groups. Extensive recruitment for the Intern Program was conducted at Historically Black Colleges and Universities (HBCU) and through the Hispanic Association of Colleges and Universities (HACU).

OHROS provides extensive support for interns who join this two-year program. This year OHROS conducted a week-long orientation conference for the class of 2003, a week-long closing conference and graduation ceremony for the class of 2001, assisted in the development of individual development plans, processed and certified 1800 applications for the 2003 intern class, arranged for 90 on-site paid travel interviews, and centrally funded 21 of the 39 new EPA interns.

These recruitment activities have paid off, as demonstrated in a recent program evaluation that indicated that EIP participants are more highly educated and diverse than other interns and new hires in the Agency's workforce. In addition to being highly qualified, these EIP employees enjoy working at EPA and have a high retention rate of approximately 90 percent.

## Investing in Learning

Learning is an ongoing process, and one that is strongly supported through the OHROS Workforce Development Program. Recognizing the importance of continually preparing our employees to meet the Agency's workforce needs, as well as grow in their own careers, OHROS offers a wide variety of training classes to meet every need.

### **New Skills/New Options Program**

As technology is rapidly eliminating many of the clerical functions of the past, OHROS created a New Skills/New Options Program aimed at helping to develop administrative employees. This program helps employees to assess their strengths and identify knowledge, skills and abilities required for a higher level of performance.

### **Mid-Level Development Training**

This developmental program is designed to help EPA's 14,000 mid-level employees at the GS-7 through GS-14 (non-supervisory) level become more personally and professionally effective in preparing for future leadership positions in the agency. The Mid-Level Development training curriculum provides training in the core competencies and five SES Core Executive Qualifications. A new "Stepping Up to Supervision" course is also being offered for those in the mid-level grades who are contemplating entering the supervisory ranks.



The EIP class of 2001 during an Orientation field trip to the Pautuxent National Wildlife Refuge in Greenbelt, Maryland.

**October  
2003**

**New Skills/  
New  
Options**



is not just another training program. New Skills/New Options is a new way of life, a new way of thinking, a new way of learning – a path to realize your dreams.

**It is ALL Up to YOU!**

**What You Learn, is Up to You!**

The Program offers a wide variety of



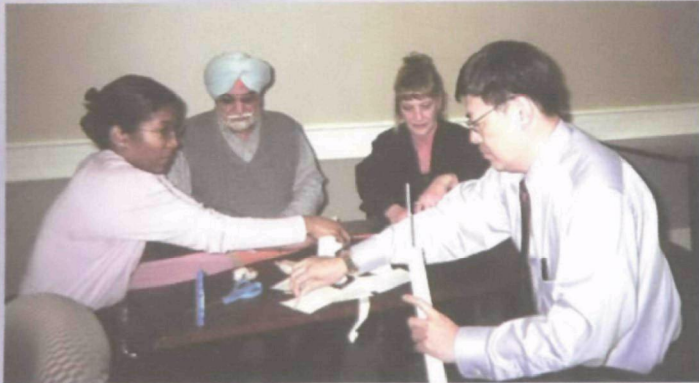
on-line courses. 850 soft skills courses and 450 technical skills courses are available.

As of October 2003, 550 User IDs were assigned to employees to access this on-line learning curriculum.



## *Meeting Workforce Needs*

In 2003, OHROS conducted approximately 20 mid-level development program courses at Headquarters, and approximately 30 of these courses in the regions and laboratories. On-line electronic registration and course evaluation feedback were added this year, helping to streamline both the registration and evaluation processes. Currently Headquarters employees and approximately 875 Regional employees have completed Mid-Level training courses.



*Students in a mid-level class participate in problem solving activities.*

### *Help for Managers*

Recognizing that learning does not stop once an individual becomes a manager, OHROS continues to offer workshops and training classes for managers. Since being implemented in 2002, OHROS has created and facilitated 17 “Excellence in Supervision” workshops and launched a new course for GS-12’s through GS-15’s who are “Stepping Up to Supervision.”

A national 360 degree feedback pilot was developed and administered for managers in OHROS, OSWER, Region 6 and the Office of the Administrator. Upon request, this program is available to interested organizations throughout all of EPA.

In addition to One-on-One Executive Coaching, OHROS continues to evaluate and offer off-the-shelf and customized programs to meet the ongoing educational needs of the Agency’s employees. Future competency-based learning activities for supervisors will cover topics as varied as employee/labor relations to tools and techniques for communicating with employees.

OHROS also provided numerous workshops to assist employees in discovering their “Emotional Intelligence” and in training facilitators to deliver courses.



## *Helping EPA Organizations to Succeed*

### *Buyouts and Early Outs*

OHROS served as the lead office to initiate and manage the Agency's plan for the first use of buyout/early out authority under the Homeland Security Act. In 2003, OHROS provided extensive counsel, staff support and briefings to Agency executives, and served as a key representative to OPM and OMB reviewers of the Agency's proposed plan. The Agency's plan was based on a prior workforce analysis that focused on opportunities to restructure the workforce by providing buyout/early out opportunities to 3500 employees including employees in the SES, GS 14s, GS15s, and all clerical and administrative support personnel.

Following OPM approval of the Agency's plan, OHROS led buyout/early out implementation efforts including advising HR Offices, preparing option papers on back-filling vacancies and deferral requests, and establishing statistical protocols to track buyout/early out activity. In addition, OHROS was at the forefront offering retirement seminars, one-on-one counseling support, and evaluating eligible candidates' personnel files. As of October 23, nearly 600 employees had applied for buyouts and/or early outs.

### *Organizational Flexibility*

This past year, OHROS produced a benchmark study of the best practices used by EPA and other comparable Federal agencies to build organizational flexibility. To assist the Agency in being able to more quickly and efficiently meet changing organizational needs, OHROS developed improved and more easily automated reorganization guidance for the Intranet. A new decision-making tool also was developed that can be used to determine whether a reorganization is appropriate. In addition, a new Agency reorganization policy was formalized to clarify years of informal and tentative guidance.

OHROS routinely conducts management studies for the Administrator, Assistant and Regional Administrators, and other senior Agency officials. This year OHROS conducted an in-depth quantitative and qualitative study of the history, demographics, implications and recommendations related to EPA's and the Federal government's use of GS 14-15 positions. This study will be used by EPA senior managers for strategic workforce planning and to re-examine the GS 14-15 ceiling levels in the Agency.

### *High Performance*

#### *Organizational Support*

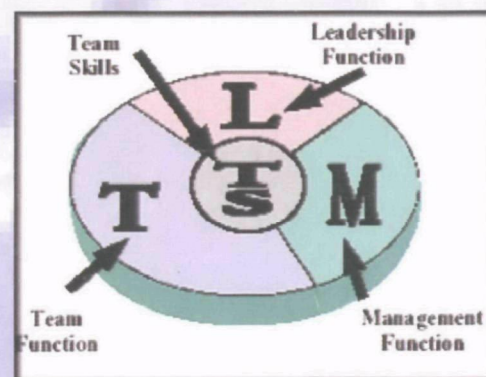
Another important service provided to EPA organizations is the assistance that OHROS provides to help them in their ongoing efforts to work more efficiently and communicate more effectively. Much of this work has been focused in supporting the EPA Leadership and High Performance Organization (HPO) models. Helping to promote HPO, OHROS has sponsored workshops, trained facilitators, and worked one-on-one with organizations to help them apply HPO tools and concepts. In 2003, offices working with OHROS included the Office of Water, Office of Civil Rights, Office of Environmental Information, Office of Inspector General, Office of Solid Waste, Office of Grants and Debarment, and the National Environmental Research Laboratory.

DOES MY OFFICE NEED TO  
REORGANIZE?  
(Decision-making Tool)



Washington, D.C.  
June 2003

One of the many studies conducted by OHROS's organization and management consulting staff.



EPA's Leadership Model.



## *Helping EPA Organizations to Succeed*



Some of EPA's On-Scene Coordinators.

### **Helping to Hire Specialists**

OHROS worked with the Director, Office Acquisition Management and Federal Acquisition Council to research human resource flexibilities including direct-hire and various competitive, excepted, and non-competitive appointment authorities for hiring contract specialists. OHROS provided extensive assistance to the Office of Research and Development toward the implementation of a special appointment authority under 5 USC 42 for research scientists and engineers, including preparing draft policy, operational guides, and briefing papers for discussions with OMB.

In the aftermath of the "9/11" terrorist acts, EPA managers wanted to evaluate the work of EPA's On-Scene Coordinators (OSCs) and determine how to prepare for future homeland security responsibilities. Specifically, managers wanted to ensure that all OSCs had the necessary training to deal with emerging issues in the aftermath of the attacks, and that they met all regulatory-required education qualifications to perform in these scientific/technical positions. Also, as a result of "9/11" it was necessary to re-employ EPA annuitants with unique qualifications to meet homeland security concerns and other Agency responsibilities in several program and regional offices. Working through both of these complex issues and preparing the necessary justifications is an example of how the OHROS policy office plays a critical role in meeting the Agency's workforce needs, while ensuring compliance with all federal personnel regulations.

### **Advancing Diversity**

#### **Asian American and Pacific Islander Initiative**

In accordance with Executive Order 13216, EPA is committed to increasing employment opportunities, improving the public health, and addressing the environmental needs of Asian Americans and Pacific Islanders (AAPIs). While the Agency's strategies for meeting the needs of the AAPI population require efforts from all EPA offices, OHROS had the responsibility for developing the FY 2002 Accomplishments Report for the White House Initiative on AAPIs. This report highlighted the Agency's numerous AAPI achievements and documented the record of continued efforts made by EPA to truly include all people under our mission.

#### **EPA's National Hispanic Outreach Strategy (NHOS)**

EPA's National Hispanic Outreach Strategy (NHOS) provides a framework for responding to Executive Order 12900, Educational Excellence for Hispanic Americans. The NHOS sets forth a comprehensive and detailed strategy for promoting community partnerships, accessing economic and educational opportunities, and increasing support for the employment and professional advancement of Hispanic Americans. This past year, OHROS sponsored 30 high school and college students at the National Hispanic Environmental Council Conference which resulted in the hiring of two of these bright new employees. OHROS has been a leader in encouraging EPA to be an active partner in a variety of Hispanic associations and their conferences, including attending six national career fair events sponsored by the following groups: The Society of Hispanic Professional Engineers, Hispanic Association of Colleges and Universities, National Hispanic



OHROS coordinated EPA's participation as a sponsor, exhibitor and speaker at National Hispanic Environmental Council's 2nd Annual "Minority Youth Environmental Training Institute."



## *Helping EPA Organizations to Succeed*

Environmental Council Conference, League of United Latino American Citizens, National Council of LaRaza, and the Society for the Advancement of Chicanos and Native Americans in Science.

Additionally, OHROS hired 33 college students from the Hispanic Association of Colleges and Universities Internship Program, and sponsored 26 high school students for an Environmental Summer Camp sponsored by the National Hispanic Environmental Council. Outreach visits to three University of Puerto Rico campuses were also conducted this past year.

### **OHROS Diversity Program**

In addition to ensuring that all OHROS employees participated in the OARM diversity training, OHROS created its own Diversity Program. A number of employees and managers have participated in training offered by the National Coalition Building Institute. Four videos dealing with a wide variety of diversity issues have been shown four times each to enable employees to participate in these learning sessions. In addition, a series of panel discussions is being held to further help employees gain insight into the issues facing individuals who may be different from themselves.



*OHROS employees participate in a diversity learning session.*

### ***Keeping HR Policies Current and Flexible***

An ongoing function in the OHROS policy office is to review and revise HR policies. This year there were several major accomplishments. To address confusion created by two different Agency Upward Mobility Program policy documents, EPA's Upward Mobility Order was revised and renamed to establish a new Career Enhancement Opportunities (CEO) program which places all Agency human resource offices under the same requirements. This CEO program was designed to meet EPA workforce development requirements, as well as the goals of high potential clerical and technical staff.

OHROS completed a benchmark study to identify the best practices in the management of organization-wide policy and directives systems. OHROS is working to develop a performance-based policy system that offers more flexibility, is completely paperless, and takes less time. Efforts are also underway to reduce the overall number of directives and to ensure that they are necessary, current and effective. This year, OHROS developed the following performance-based orders: Reorganization Policy, Draft Vital Records Policy, Draft Directives Policy, De Minimus Policy, Draft Records Management Policy, Draft Conduct and Discipline Policy, OGD's Competition Policy, and the Reasonable Accommodation Policy.

On an ongoing basis, OHROS consulted on and/or processed more than 100 delegations of authority, orders, and other Agency policies. In 2003, OHROS also revised the Agency's order on the certification and payment of hazardous duty pay.



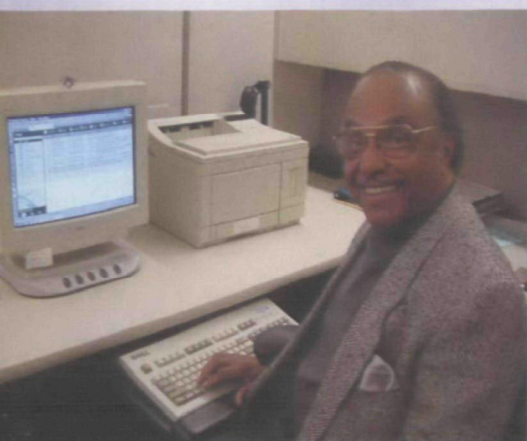
# *Helping EPA Organizations to Succeed*

### **Keeping EPA in Compliance**

To ensure that EPA's human resources practices are consistent with merit principles, policy, and program objectives, OHROS developed the EPA Human Resources Assessment and Self-Assessment Guide. In any given year, OHROS is responsible for no less than 15 major agency human resource reports outlining everything from our plans to hire disabled veterans to how many experts and consultants are on staff. Because requests for data from Human Resource Officers were extensive, this year, OHROS developed a consolidated document outlining the requirements, responsible parties and due dates for these numerous reports.

### **Senior Environmental Employment (SEE) Program**

During 2003, the Senior Environmental Employment (SEE) Program was recognized by both the National Academy of Public Administration and the American Society on Aging as one of the best government programs to successfully utilize the talents of older workers. Currently, enrollees from the SEE program represent approximately 10% of the personnel working at EPA. Interest in the program continued to grow during 2003 as indicated by a 56% increase in the number of new SEE proposals; a 9% increase in the number of SEE grant awards; and over a 16% increase in the number of Interagency agreements between EPA and other Federal Agencies seeking SEE support.



*SEEs provide many valuable services to the Agency.*



# Technology Finds a Home in Human Resources

## ***EZ Hire - Making E-government Easier***

EZ Hire has been a major priority for OHROS this past year. Many improvements were made to re-engineer EZ Hire in order to make it more user friendly for both job applicants and managers. Some of the more significant enhancements include the following:

- \* cleaned up, reorganized, recategorized and indexed the question library - eliminated duplicate or unclear questions;
- \* developed 23 occupational templates for the most popular EPA job series;
- \* redesigned the website adding new detailed user instructions, save features and sections for veterans and individuals with disabilities;
- \* developed Standard Operating Procedures and did extensive user testing prior to redeployment; and
- \* provided agency-wide training sessions.

In response to customer requests, OHROS will introduce an EZ Hire Guide and a companion Quick Reference pamphlet on the system later this year.

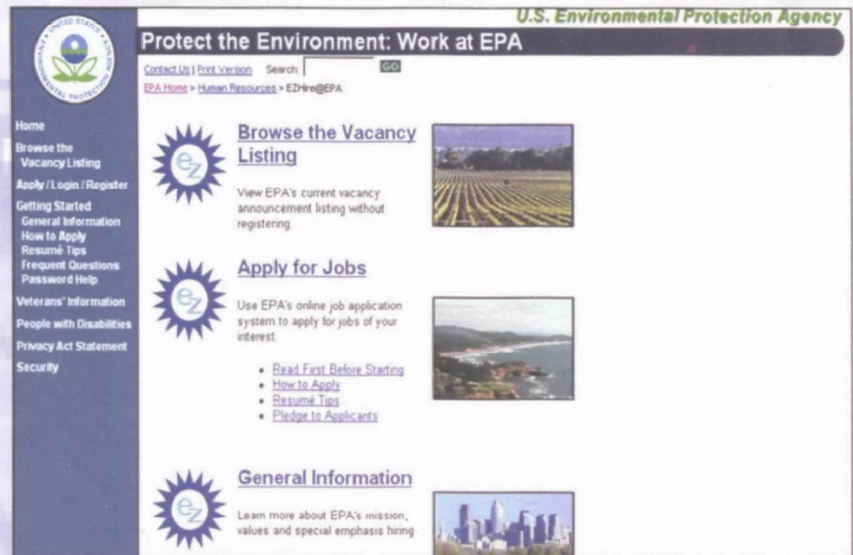
## ***Enhancements to HR Pro***

OHROS completed the second full year of successfully running HR Pro, the Agency's corporate human resources information system. Since July 2001, over 150,000 personnel transactions have been entered into the system, including two mass pay adjustments.

In an effort to continue to improve the performance and reduce the operating costs for this system, OHROS acquired and installed a dedicated server at EPA's National Computer Center in Research Triangle Park. The new equipment significantly improved response times and user satisfaction levels.

This year, with assistance from OHROS Team Vegas and the Cincinnati HR Office, the Information and Management Systems staff maintained a HR Pro Customer Assistance Staff (CAS) hotline. The hotline has been a valuable resource for providing HR Pro technical support and other advice and assistance on HR issues.

Resulting from efforts to promote HR Pro within the Agency's Administrative Systems Architecture, HR Pro has been identified as the target repository for the official EPA Locator and Mail Management System. It is now regarded as the authoritative source of "people" information for stand-alone systems, Novell network account management, and e-provisioning processes. Upgrades to HR Pro received continued Systems Moderniza-



*The new more user-friendly EZ Hire homepage.*



*A human resources operations employee enters a personnel action into HR Pro.*



## Technology Finds a Home in Human Resources

tization Fund support in FY 2003 and a green light from OMB on OHROS's Capital Planning and Investment Control proposal.

### Technical Advice and Assistance

In 2003, OHROS provided technical advice and assistance in the design and deployment of a number of applications within OHROS such as E-Forms roll-out and Blackberry deployment and agency-wide such as EZ Hire, New Skills/New Options on-line training, 360 Degree Feedback, and Strategic Workforce Planning. Much of this support involved assessing applications for privacy/security impacts. Information Management specialists also ensured that these applications were consistent and compatible with the Agency network and complied with other Information Technology regulations.

Biweekly Elapsed Time  
Thomas K. McNeil  
Job Title: Junior Speech Writer

Enter or change time reporting data in the table below. Time may also be entered by pressing the "Apply Schedule" pushbutton. The pushbutton will populate data in the table with time reporting data from the employee's scheduled time definition. If additional lines for time entry are needed, press the "Add a New Line" pushbutton.

From Sunday 6/16/2002 to Saturday 6/22/2002

Sun 6/16	Mon 6/17	Tue 6/18	Wed 6/19	Thu 6/20	Fri 6/21	Sat 6/22	Sun 6/23	Mon 6/24	Tue 6/25	Wed 6/26	Thu 6/27	Fri 6/28
0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00

Total Hours: 0:00 0:00 0:00 0:00 0:00 0:00 0:00 0:00 0:00 0:00 0:00 0:00 0:00

Period Total: 0:00

☐ Attest and Submit? ☐ Info and Cancel

Add a New Line Apply Schedule Previous Week Next Week

Save

Click the Next button to continue.

Sample PeoplePlus electronic time reporting screen.

### Implementing PeoplePlus

The most significant technology initiative this year has been the partnership between OHROS, the Office of the Chief Financial Officer (OFCCO) and the Office of Environmental Information to update the Agency's current human resource data system to a web-enabled, integrated human resources and payroll system. OHROS played a major role in defining, designing, testing, and validating all HR components of this system.

In working with a commercial off-the-shelf product like PeopleSoft, OHROS's Information Technology Specialists found

there was a need to provide a cost-effective development alternative for future deployments. To respond to this need, OHROS designed and implemented a state-of-the-art computing infrastructure at EPA Headquarters for the development and testing of PeopleSoft applications. This infrastructure is currently being used by OHROS and OCFO for the PeoplePlus system and serves as the production prototype for EPA's National Computer Center in Research Triangle Park.

### PeoplePlus Electronic Applications

Once the initial HR and payroll information integration takes place, it will pave the way for even further electronic applications (E-Apps) using the PeopleSoft software system. During 2003, OHROS has secured funding, initiated a search for a contractor and begun to roll-out the planning for this aggressive new project. When implemented, E-Apps will totally transform the way the Agency conducts human resources by:

- \* providing Agency managers access to real-time data on their workforce to help them make strategic decisions;
- \* allowing employees access to their own personal data to assist them in managing their careers;
- \* automating Requests for Personnel Action Forms (SF-52's) and Requests for Training Forms (SF-182's); and
- \* providing a mechanism to centrally track and analyze actions taken across the Agency.



# *Labor and Employee Relations*

## *Management Advice and Assistance*

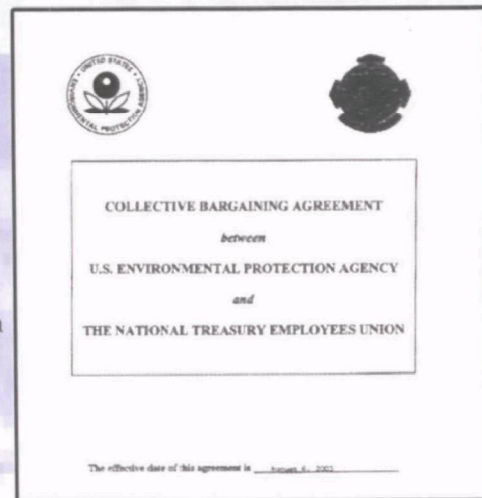
OHROS provides an extensive level of support to management on a variety of labor and employee relations issues. Whether providing notification to affected unions, briefing unions/employees, consulting and negotiating with the unions, or developing responses to grievances, OHROS's labor and employee relations specialists have been very successful in avoiding all but the most minimum levels of third party involvement in resolving differences. In 2003, OHROS facilitated the resolution of ten reorganization negotiations, eight 360 Degree Management Feedback programs, and three grievances.

OHROS labor relations activities have helped to facilitate union/management agreement in a number of key areas. Some of these areas of agreement include: approval to survey EPA Interns; approval to offer EPA Emotional Intelligence Training; acceptance of the EPA Reorganization Policy; ongoing work in agreeing to exclude certain Agency positions from the bargaining units; and a Memorandum of Understanding for the implementation of PeoplePlus.

Other accomplishments include a union/management agreed upon model for the Leave Bank, the implementation of the Reasonable Accommodation Order, completion of three violence in the workplace training sessions, and finalization of a Labor and Employee Relations intranet site.

## *Contract Negotiations*

One of the most extensive efforts in labor relations is the contract negotiations process with EPA's many unions. This year, OHROS successfully negotiated a facilities, services, and equipment agreement with NTEU Chapter 280. The agreement will be signed by the end of this year.



EPA's re-negotiated agreement with NTEU Chapter 280.



# *Developing Human Resource Skills Needed for the Future*

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### *Addressing the Need for HR Consultants*

The field of Human Resources (HR) is in the process of dramatic change. No longer is it simply based on personnel administration and processing transactions. Instead, both public and private sector employers are demanding that human resource professionals play a more strategic role in helping them to plan for, and deliver, high quality employees to meet their organizations' needs. As more and more human resource responsibilities have become automated, eliminated, or shifted to others, HR organizations need to redirect their services to be able to do more partnering and planning with their customers. In EPA, program and regional offices are excited and anxious about this transition and eager to receive high quality consultation support from OHROS. To address this demand for expanded consulting services, OHROS implemented an interim reorganization and restructuring of the Headquarters HR Operations Office in order to test the "Chief Consultant" concept.

### *Launching an HR Certification Program*

Helping the OHROS Operations Staff to develop new skills needed to meet the growing HR needs within the Agency has been a major focus this past year. Based on the Office of Personnel Management Human Resource Competency Model, HR staffs participated in an assessment survey to identify key HR proficiency skills. Based on this assessment, a training and development program was designed to focus on those areas where skills needed further development. A series of training programs on a wide range of subjects has been compiled and is being implemented.

This initial skills training is just the beginning, as OHROS is preparing to launch an HR Certification Program in conjunction with the University of Maryland. This HR certification program will validate and provide the credentials and credibility to raise the standard and importance of the role of the HR professional.

*An OHROS HR Consultant meeting with a Program Office to discuss future hiring needs.*



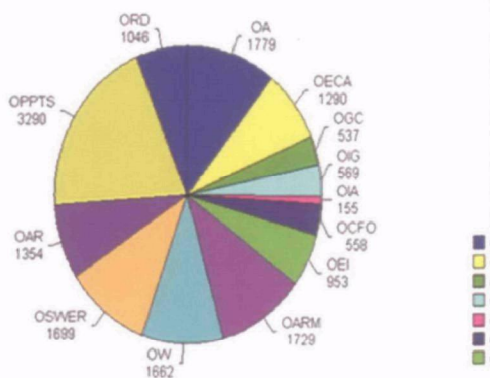
## All in a Year's Work

### Processing Personnel Actions

While OHROS is involved in many highly visible Agency projects and programs, substantial human resource work is behind the scenes. OHROS's human resources staff located at headquarters and Las Vegas process and record thousands of personnel actions each year. From January 12 - September 20, 2003, 16,621 personnel actions, including 9,917 awards and 251 quality step increases were entered into the HR Pro system.

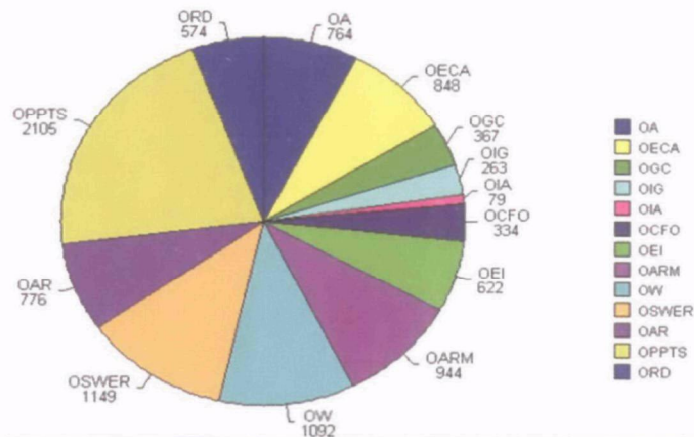
#### Processed Personnel Actions January 12, 2003 - September 20, 2003

Total Number of Actions: 16,621



#### Processed Awards January 12, 2003 - September 20, 2003

Total Number of Awards: 9,917



Personnel actions processed by OHROS in 2003.



## *Conclusion*

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This 2003 Accomplishments Report reflects the many contributions that OHROS has provided to EPA's managers and employees this year. As we look to the future we are far from satisfied. Just like the butterfly emerging from the cocoon, OHROS will soon undergo significant change through a major reorganization.

Our new structure will make optimum use of technology, facilitate greater efficiency, support strategic program planning, and most importantly, enable OHROS to provide top-notch services to our customers. Another key component of the new structure is the consolidation of similar functions. Currently, planning, policy development, human capital strategy and consulting services are spread throughout several organizational units. By bringing similar functions into the same organizational unit and focusing resources in areas that advance the Agency's Strategic Human Capital Plan, the reorganization will provide for more efficient resource management, improved communication, and more accuracy, consistency and speed in service delivery. In the area of day-to-day support to managers and employees, the new structure will provide flexibility to enable us to respond more quickly to changing customer needs, support staff as they transition to a new way of doing business, and provide better balance to the staff workload.

We are very excited about our plans for our new office. We believe this change will address many of the issues that have challenged us over the years, and will place us in a much better posture to manage the Human Capital Strategy and Presidential initiatives, and respond to future human resource needs and trends.



## *OHROS Points of Contacts*

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Immediate Office	5340 Ariel Rios North	(202) 564-3300
Information Management	B218 EPA East	(202) 564-7564
Labor & Employee Relations	B324 EPA East	(202) 564-7093
The EPA Institute for Individual & Organizational Excellence	1116 EPA East	(202) 564-7562
Organization & Management Consulting	6313 Ariel Rios North	(202) 564-5000
Recruitment & Outreach	1419 EPA East	(202) 564-7901
Administrative Services (Including Planning, & Budgeting)	5358 Ariel Rios North	(202) 564-9612
Strategic Planning & HR Policy	1136 EPA East	(202) 564-7782
Headquarters Human Capital Operations	1402 Ariel Rios North	(202) 564-7897 or (202) 564-0574
Human Capital Staff #1 (ORD, OECA, OSWER/OGC, OIA, OA)	1402 Ariel Rios North	(202) 564-5065
Human Capital Staff #2 (OAR, OARM, OCFO, OEI, OPPTS)	1402 Ariel Rios North	(202) 564-0440
Human Capital Staff #3 (OW, OIG, ORIA, (OAR), FMC-LV)	4220 S. Maryland Pkwy Building C-Room 503 Las Vegas, Nevada	(702) 798-2401
Executive Resources	B400 Ariel Rios North	(202) 564-0400
Customer Service Information Management & Special Programs	1419 EPA East	(202) 564-7901
Benefits & Family Friendly Programs	B305 Ariel Rios North	(202) 564-0300
Career Resource & Counseling Center	1414 EPA East	(202) 564-8111











