



Human Resources Council Office Of Water

FY 90-91 Accomplishments/ Planned FY 92-93 Activities



Human Resources Council Office of Water

FY 90-91 Accomplishments Planned FY 92-93 Activities

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Cover photos: (clockwise)

The HRC arranged a trip to the Smithsonian in January 1992 to view the exhibit on the Alaskan oil spill.

Everyone's a winner at the Office of Water Picnic in 1991.

Some Office of Water staff at the Holidays Party — (left to right) Chanda Millwright, Tamara Reid, Sheila Holcomb, Renee Hall, and Rosslyn Fearles

Working out at EPA's Fitness Center — Peter Cook and Bruce Mintz are in the midst of a bicycle race while Peter Bahor talks to a Jamie Bourne on the Stairmaster.

Introduction

Are you an employee in EPA's Office of Water?

Have you heard about the OW Human Resources Council (HRC)?

Okay . . . if you got a yes or no on those questions, try these:

- Do you know who is on the HRC?
- Do you know what the HRC is attempting to do?
- What are the vision, goals, and activities of the HRC?
- What has been accomplished over the last couple of years by your HRC?
- How can you get involved in the HRC?

The objective of this report is to provide you with the answers to these questions, and it is an attempt to interest you in helping the HRC contribute to making OW the best place to work in EPA.

*Craig Vogt, Vice Chair
Human Resource Council,
Office of Water*



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Vision

Attract, develop, and retain the best people.

"No agency, no department, indeed, no corporation has ever had better employees than EPA. Our very mission has brought us the best: those who care deeply about the environment; those who willingly accept the challenge to protect it.

But today, that challenge cuts two ways: increasing demands — but tighter budgets. So if we in the Office of Water are to effectively protect our water environment, we must meet our own internal challenge — that of better using tight resources to attract, develop, and retain the best people."



Martha Prothro

*Deputy Assistant Administrator, Office of Water
Chair, Human Resources Council*

OW HRC Goals

- Goal 1:** OW promotes effective communication
- A.** OW has effective communication avenues between management and staff and between offices: integrate Mini-Councils into overall HRC structure and elevate importance of Mini-Councils in implementing HRC goals.
 - B.** OW has effective communication avenues between management and staff and between offices: stimulate OW employee involvement and morale through human resources-related activities.
 - C.** OW has effective communication avenues between management and staff and between offices: establish continuing human resources communications within OW.
- Goal 2:** OW obtains and retains a prepared, capable, and educated workforce whose growth and development needs are identified and met.
- Goal 3:** OW provides for and encourages rewards and recognition for OW employees.
- Goal 4:** OW promotes and facilitates employee wellness.
- Goal 5:** OW ensures that secretarial and support staff are accepted as an integral part of the OW team.
- Goal 6:** OW promotes a "productivity and quality" using office technology and procedures.
- Goal 7:** OW has an "appropriate" teamwork culture.

Charter and Procedures

Charter

- 1. Objective.** This Council shall work to improve the management of human resources in the Office of Water and to strengthen communications Office-wide regarding human resources management activities. The Council shall advise and assist the Assistant Administrator in developing effective policies, strategies, and programs for organizational development, workforce planning, and career management.
- 2. Functions.** The Council is established to advise, consult with, and assist the Assistant Administrator, Deputy Assistant Administrator, Office Directors, and all the people in the Office of Water by:
 - Defining the role of human resource activities in supporting OW's mission;
 - Serving as an Office-wide sounding board and early warning network to surface human resource issues;
 - Generating innovative ideas and approaches to human resource issues;
 - Providing a communications and mutual support network of people who are interested in and committed to human resource goals;
 - Designing, reviewing, and discussing proposed human resource initiatives for appropriateness and effectiveness;
 - Acting as a catalyst in dealing with Office managers, employee groups, and other organizations to improve communications and human resource management; and
 - Encouraging the establishment of committees, coordinator positions, and mini-councils in OW organizations to involve more Office of Water people in human resource activities.
- 3. Composition.** The Director of each Program Office and the Immediate Office of the Assistant Administrator should appoint a four representative delegation. It is recommended that a broad range of representatives be chosen from a variety of employee categories (for example, Office Director, Deputy Office Director; other supervisory staff; non-supervisory staff; secretary/support staff). The Office Directors would seek recommended nominations from their respective mini-councils. In addition, all mini-council chairs are considered as members of the council and do not need to be appointed, resulting in five representatives from each program office. Union representation on the council will be consistent with current negotiated agreements. Appointment

to the council implies that each representative has the support to act on behalf of his/her organization to carry out the activities of the council.

Original charter signed by Rebecca Hamner on March 30, 1989. Revised charter signed by LaJuana Wilcher in January 1992.

Procedures

- **Council Chairperson:** Appointed by the Assistant Administrator for a term of two years.
- **Council Vice Chairperson:** Appointed by the Assistant Administrator for a term of two years. Represents the Office of Water on the EPA Human Resources Council.
- **Council Composition:** Council composition will be as stated in the Charter. Insofar as possible, Council membership will be representative of the Office of Water employee structure.
- **Council Membership Appointment:** The membership term will be two years; members generally will not be reappointed. Terms will be staggered, ending July 31. Offices will consult with the Chairperson regarding nominees to obtain guidance on coverage needed.
- **Council Executive Secretary:** Will be provided by Resources Management and Administration Office, Immediate Office of the Assistant Administrator.
- **Expectation of Members:** Each member will attend the meetings, participate as a representative of his/her organization and communicate results back to his/her organization. Failure to attend two consecutive meetings without unavoidable reason (e.g., travel, leave) will result in removal from the Council. Each member will serve on at least one of the Council's committees.
- **Rights of Members:** Each member in attendance will have one vote.

Committees and Sub-committees:

- **Charter/Membership/Initiatives/Program** — Develop the charter for the OW Human Resources Council and establish policy and procedures for membership of the Council. Develop annual human resources goals and priorities and follow up with human resources initiatives; prepare annual human resources accomplishment report and human resources activities plans.
- **Work Environment** — Identify problems in the workplace and develop a strategy to make the Office of Water a better place to work.

■ **Employee Involvement/Communications** — Develop a strategy to disseminate information to OW employees about OW and Agency activities and programs; develop a communications network and an OW orientation program. The *OW Pipeline* Subcommittee will publish the *OW Pipeline*.

■ **Training/Career Development** — Find ways to enhance employees' jobs, promote career development, implement and monitor OW Intern Program, provide managers/supervisors with a means of recognizing and rewarding important short-term accomplishments, and promote wellness through health awareness seminars, free health screening/testing, and recreational activities.

The Council may form other committees as needs arise.

■ **Schedule of Council Meetings:** Regular meetings will be monthly with special meetings at the call of the Chairperson.

■ **Operating Procedures:** In general, the Council may conduct its meetings by consensus. Where necessary, Robert's Rules of Order will be used.

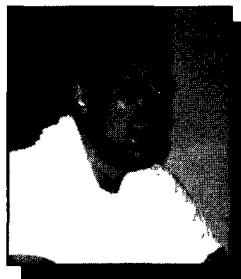
Jack Lehman
Chair, Employee
Involvement/
Communications
Committee,
OWEC



Bruce Mintz
Chair, Membership,
Initiatives, and
Programs Committee,
OST



Peter Cook
Chair, Work
Environment
Committee,
OGWDW



Bob Blanco
Chair, Training/
Career Development
Committee,
OGWDW



Council Membership and Organization

Current OW HRC membership includes the following individuals from each Program Office and the OW Immediate Office. Also listed are the Program Office Mini-Council Chairs who are also members of the OW HRC.

Office of Water Immediate Office

Martha Prothro, *Chair*
John Alter
Vicki Gillispie
Mary Lou Soscia

Office of Ground Water and Drinking Water

Peter Cook
Bob Blanco
Mini-Council Chairs: Howard Beard,
Chuck Job

Office of Wetlands, Oceans, and Watersheds

Craig Vogt, *Vice Chair*
Joan Warren
Mary Hinton
Paulette Williams*
Judy Johnson*
Mini-Council Chair: Craig Vogt

Office of Wastewater Enforcement and Compliance

Jack Lehman
Emphraim King
Chris Gaines
Karen James*
Greg Marshall*
Mini-Council Chair:
Kim Ogden Hankins

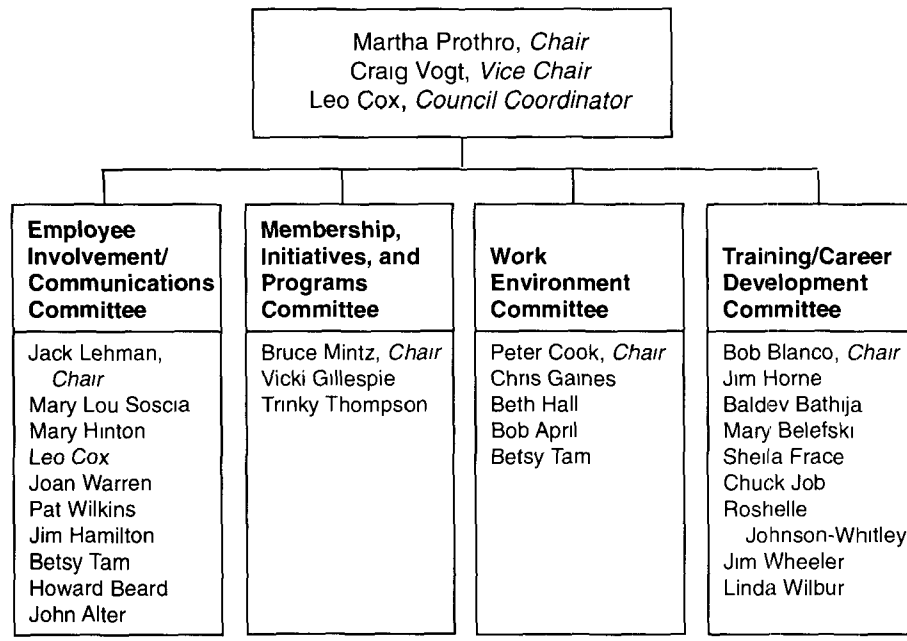
Office of Science and Technology

Linda Wilbur
Marion Thompson
Mini-Council Chair:
Marion Thompson

Office of Water Ex-Officio Members

Kathy Payne
Leo Cox
Pat Keitt
Bob Pavlik
Maureen O'Neill

* New member, February 1992



OW HRC FY 92-93 Activities

GOAL 1

OW promotes effective communication.

■ SUBGOAL A

OW has effective communication avenues between management and staff and between offices: integrate Mini-Councils into overall HRC structure and elevate importance of Mini-Councils in implementing HRC goals.

Activities:

A. Ensure adequate representation of Mini-Council representatives on the OW HRC.

Description: Encourage OW HRC to communicate with Mini-Council chairs to help identify and address OW human resource issues and integrate OW HRC and OW Mini-Council activities.

Contact: Bruce Mintz

B. Use Mini-Councils for formal information exchange, to generate needs, and as a formal implementation body for human resources activities.

(Committee: Membership, Initiatives, and Programs; Develop OW HRC Operating Principles Guidance)

C. Establish regular Mini-Council reports at bi-monthly OW HRC Meetings.

(Committee: OW HRC Chairperson)

D. Include Mini-Council Reports in the OW Pipeline.

Contact Leo Cox

E. Issue AA policy supporting OW HRC activities and highlighting importance of Mini-Councils.

Contact Mary Lou Soscia

Mary Lou Soscia,
OW



■ SUBGOAL B

OW has effective communication avenues between management and staff and between offices. stimulate OW employee involvement and morale through human-resources-related activities.

Activities:

A. Plan and conduct another OW Month in April.

Description: The third annual OW Month will recognize and celebrate the people and accomplishments of the Office of Water. An Opening Kickoff will feature a speech by the AA. Then, various awards will be distributed, such as the William A. Whittington Human Resources Awards, Distinguished Career Awards, and the 10/20/30 Year Service Awards. Later in the month, an OW Open House will feature program office booths and computer displays. OW HRC committees will sponsor seminars and speakers throughout the month. Finally, all OW staff will be invited on an environmental field trip to visit wetlands.

Contact: Sharie Centilla (overall), Jack Lehman/Leo Cox (awards), Pat Wilkins (seminars/speakers), Betsy Tam (field trip)

B. Present speakers on EPA issues.

Description: Arrange at least one speaker per quarter.

Contact: Pat Wilkins

C. Arrange workshop on sexual harassment.

Description: A workshop for all managers and supervisors on sexual harassment (possible link with cultural diversity seminar—see Goal 7, Activity B).

Contact: Jim Horne

D. Arrange field trips on environmental themes.

Description: Each Mini-Council will sponsor one field trip per year.

Contact: Betsy Tam

E. Arrange “fun things” outings.

Contact: John Alter

■ SUBGOAL C

OW has effective communication avenues between management and staff and between offices; establish continuing human resources communications within OW.

Activities:

A. Continue the OW Pipeline publication.

Contact: Leo Cox

B. Encourage Mini-Council publications.

(Committee Membership, Initiatives, and Programs)

HRC Trip to Smithsonian to see "Blackened Waters" — Alaskan Oil Spill



GOAL 2

OW obtains and retains a prepared, capable, educated workforce whose growth and development needs are identified and met.

Activities:

A. Implement an effective career counseling program: awareness training for supervisors, training on mentoring, employee training on development of career development plans.

(Committee: Training and Career Development)

B. Establish clearinghouses for training support.

Description: Based on a survey in OW in FY 91 of where barriers existed to getting information to people's desks on training opportunities, establish a process for making OW employees aware of training opportunities (EPA Institute courses and those outside of EPA) and getting this information to them in a timely manner (with enough time to sign up for and take courses).

Contact: Ruth Anne Keister

C. Establish a clearinghouse for rotational assignments and revise as necessary OW's Rotational Assignment Program.

Description: Increase staff's awareness about rotational assignments through a database of potential candidates, facilitation of rotations, and research on funding for costs associated with the program.

Contact: Ruth Anne Keister

D. Implement a Career Pathing Project.

Description: Conduct a pilot Agency training program with OHRM to identify specific training needs for specialty areas.

Contact: Mary Belefski

E. Present speakers on personal growth.

(Committee: Training and Career Development)

Contact: Jim Wheeler

Mary Belefski,
OWOW



(E1. Conduct a "Keeping Good People" workshop in light of OW reorganization.)

Description: Offer a workshop for all OW managers and supervisors on "keeping good people." Roger Herman, author of "Keeping Good People," will facilitate. May also include additional follow-up sessions for managers, supervisors, and all OW staff.



Linda Wilbur
OST

Contact: Linda Wilbur

F. Plan and provide for workshops/videos on human resources topics such as motivation, time management, and leadership.

(Committee: Training and Career Development)

Contact: Jim Wheeler

GOAL 3

OW provides for and encourages rewards and recognition for OW employees.

Activities:

A. Conduct an OW awards ceremony. (See also Subgoal B, Activity A)



Bob Wayland, Director of OWOW, receives award from LaJuana Wilcher, OWAA, while Craig Vogt, Master of Ceremonies, tells the crowd that the award was for the best acronym in the OW reorganization. On receiving the award, Bob said "OWOW!" (1991 OW Holiday Party)

B. Develop a policy and definitions for the OW awards program.

Description: Develop and issue a brochure to all OW staff with policy and definitions for the OW Awards Program.

Contact: Bob Pavlik, Howard Beard

C. Institutionalize an OW awards and recognition program.

Description: Set up procedures, budget, and infrastructure for an overall OW awards and recognition program to include the following kinds of awards:

Bob Pavlik, OW



- **Monetary Awards:** Peer Awards, TQM Teamwork Awards, Innovative Idea Awards, OW Excellence in Office Management Support, On-the-Spot Awards;
- **Non-Monetary Awards:** William A. Whittington Awards, Human Resources Awards for a branch chief and division director from each program office, OW HRC Mini-Council Awards; and
- **Recognition of management and technical performance, recycling efforts.**

Howard Beard, OGWDW

Contact: Bob Pavlik, Howard Beard

GOAL 4

OW promotes and facilitates employee wellness.

Activities:

A. Provide On-site Health Screening Services.

Description. Provide periodic on-site health screening services, such as blood pressure and cholesterol levels for OW employees. Literature will be provided about the screening tests, the health significance of the results, and steps one can take to reduce health risks that may be found. On-site screening would also be used to publicize and promote the health services routinely available through the Fitness Center.

Contact: Beth Hall

Beth Hall, OGWDW



B. Promote EPA Employee Counseling and Assistance Programs.

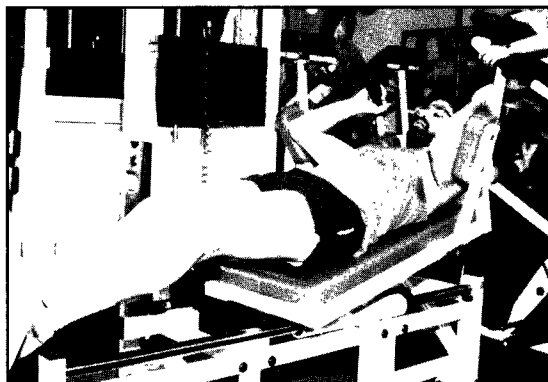
Description: Publicize the types of programs and support services available through EPA's Employee Counseling and Assistance Program (ECAP), promote their use by OW employees, and identify additional programs or services that would be helpful to employees. (Note: no action for FY 92, possibly for FY 93).

Contact: Peter Cook

C. Establish a Match Time Fitness Program.

Description: Assess OPM policies and other Federal and private policies and programs providing time for employees to participate in physical fitness programs. Assess costs and benefits to organization and, based on findings, develop a physical fitness policy and program for OW.

Contact: Peter Cook



Bruce Mintz working out.

GOAL 5

OW ensures that secretarial and support staff are accepted as an integral part of the OW team.

Activities:

A. Restructure the OW HRC to ensure adequate representation from secretarial/support staff.

Description: A request for appointments to the HRC will be sent to Office Directors.

Contact: Martha Prothro, Chair, HRC

B. Plan and conduct a seminar for supervisors, managers, and support staff to provide information on career opportunities, training, the changing office environment, and awards.

(Committee: Membership, Initiatives, and Programs)

C. Plan and conduct training for secretarial/support staff on interpersonal relations and building effective teams.

(Committee: Membership, Initiatives, and Programs)

D. Seek input from secretarial/support staff on emerging technologies and impacts.

(Committee: Membership, Initiatives, and Programs)

E. Expand the Office of the Future recommendations throughout OW.

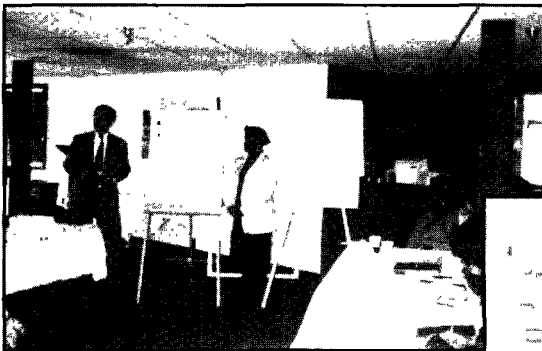
(Committee: Membership, Initiatives, and Programs)

F. Sponsor an OW HRC retreat and followup meeting for OW secretaries, support staff, and supervisors/managers.

Description: Retreat will build positive attitudes, professionalism, and teamwork among OW secretarial and support staff.

Contact: Vicki Gillispie

Secretaries and supervisors/managers at the sessions on Stop-Start-Continue



Office of Water B.E.S.T.

("Becoming an Excellent and Supportive Team")

Excellence Can Be Attained If You . . .

RESPECT EACH OTHER

- as members of a team
- as individuals
- with equal treatment

COMMUNICATE

- in a straightforward and considerate manner
- timely and tactfully
- with active listening

ARE SUPPORTIVE AND COOPERATIVE

- sharing knowledge
- giving a helping hand
- emphasizing career growth

SHOW APPRECIATION

- say "thank you"
- give awards and rewards (letters of recommendation, monetary, time-off)
- encourage promotions

ARE DEPENDABLE

- be flexible and reliable
- be punctual
- be dedicated

ARE FAIR

- treat people as individuals
- be culturally sensitive
- provide equal opportunity in career growth

GOAL 6

OW promotes a "productivity and quality" ethic using office technology and procedures.

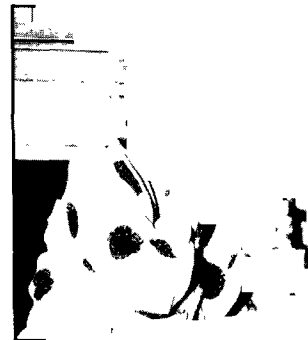
Activities:

A. Establish a TQM Support and Implementation Committee in OW and implement TQM.

Description: If needed, establish a TQM Users Group in OW whose purpose is to share information and experiences with TQM among the OW offices and work with the AA's immediate office on implementing TQM at both the office and AA levels. TQM is intended to be the mechanism for implementation of Goal 6 — to promote a "productivity and quality ethic using office technology and procedures." It will also contribute to the development of "an appropriate teamwork culture," which is specified in Goal 7.

Contacts: Peter Cook and John Alter

A few of the hard working OW staff—(clockwise) Bernie Campbell, (OW), Mary Hinton (OWOW), Betty Moore, (OWOW), Roy Rathbun (OWOW), Pat Wilken (OWOW)



GOAL 7

OW has an "appropriate" teamwork culture.

Activities:

A. Establish a team-building committee.

Description: See Goal 6, Activity A.

Contact: Peter Cook

B. Plan and conduct a cultural diversity seminar.

Description: Hold a workshop or series of workshops on cultural diversity, defined in the broadest sense, including not only race, ethnicity, and gender but also diversity in such terms as physical and mental ability, and age. Cultural diversity training can assist EPA with two goals: (1) to maximize the strengths and opportunities of diversity in our workforce, including supporting and retraining those who are already a part of the EPA family; and (2) to meet the challenges of attracting and recruiting the very best candidates from a limited labor pool predicted in Workforce 2000 reports. Generally, we will integrate our efforts with the cultural diversity plans and policy of the Agency.

Contact: Jim Wheeler

C. Plan and conduct a forum for supervisors and staff.

Description: Seminar/workshop will focus on developing an appreciation for and understanding of the needs and interests of staff and management in the operation and function of the office and on the effect of providing the services of the office. The roles of simple courtesies, recognition, and awards will also be addressed. Reverse role playing will help participants display problems and observe opportunities for improving interpersonal understanding and its effect on results in an office. This seminar/workshop could provide a spring board for Total Quality Management.

Contact: Chuck Job

Chuck Job, OGWDW



D. Implement a supervisory evaluation program.

Description: Share with other OW offices ODW's experience with its program for evaluating supervisors and work with the other offices to encourage them to adopt a similar program. Conduct a briefing of all OW managers early in 1992. Propose a plan of implementation and implement when the Office Directors and the AA give the OK.

Contact: Peter Cook

E. Develop an OW mentoring policy.

(Committee: Work Environment)

F. Develop a form to solicit volunteers to participate in OW HRC activities.

(Committee: Membership, Initiatives, and Programs)

G. Seek broad participation from OW staff and managers in developing OW HRC activities and action plans.

(Committee: Membership, Initiatives, and Programs)

H. Use proposed OW human resources staff office to provide strong support to OW HRC goals and activities.

(Committee: Membership, Initiatives, and Programs)

I. Establish an ombudsman in the new OW human resources staff office to listen to complaints — with amnesty.

(Committee: Membership, Initiatives, and Programs)

J. Ensure that the OW HRC has three members from each office.

(Committee: Membership, Initiatives, and Programs)

A few leaders from the Office of Water — (at the annual picnic) — Martha Prothro, Bill Matuszeski, and LaJuana Wilcher



Highlights of FY 1990-91 Accomplishments

Office of Water Months

April 1990 was chosen as the first Office of Water Month honoring OW employees. A number of varied and interesting activities were organized by the HRC's Employee Involvement and Communications Committee. These activities, which complemented the Agency-wide Earth Day celebration, included an OW open house/reception with exhibits and computer demonstrations from the various OW offices, seminars on stress management, an inspirational speaker, health and fitness workshops, and an OW Earth Day ceremony where the first OW William A. Whittington Human Resources Awards were presented (see below). As a tangible symbol of OW pride, each employee received an OW button. OMEP's Mary Lou Soscia deserves thanks for her hard work coordinating OW Month along with Committee Chair Jack Lehman (OMPC), Mary Hinton (OWP), and Leo Cox (OW).

OW Month was repeated in April 1991 with Sharie Centilla as coordinator.

Jim Hanlon, OST Deputy Director takes his dunk with a smile! 1991 OW Picnic



Leo Cox, OW

William A. Whittington Human Resources Awards

In 1990, the OW HRC inaugurated a program of annual Human Resources Awards to recognize individuals who have contributed the most toward human resources development within the Office of Water. During OW Month, the Assistant Administrator for Water presented two awards: one for managerial/professional staff and one for secretarial/support staff. OW Office Directors and OW HRC members may nominate candidates for this prestigious honor. A Selection Committee consisting of the Office Directors and the OW HRC Chair makes the final selections.

The awards are named for William A. Whittington, former chair of the OW HRC. In his letter of appreciation, Whittington had the following to say: "For a number of reasons, we should expect more from people in supervisory positions. Not the least of these reasons is because they have a number of good people working with them. Your award will recognize an employee who goes beyond the call of duty and works with people to help them reach their full potential. Easy to say, but tough to do!"

Whittington called the award for secretarial/support staff "especially pleasing to me. I saw many good things being done in this area. Unfortunately this good work, while recognized within the HRC or groups like the Office of Water Secretaries on the Move, went largely unrecognized by the entire Office of Water. So your awards will serve to correct this oversight. Bravo!"

At a special pre-Earth Day Ceremony on April 18, 1990, Assistant Administrator for Water Lajuana Wilcher presented the first William A. Whittington Human Resources Awards to OWEP's **Sheila Frace** (managerial/professional staff) and OMPC's **Sharie Centilla** (secretarial/support staff).



Sheila Frace was honored for her low-key but effective and thoughtful approach to problem-solving. Among her many human resources accomplishments are planning, organizing, and conducting intensive OW career development/enhancement workshops and rejuvenating the OW policy on rotational assignments.

Sharie Centilla's five years of service on the OMPC Mini-Council are indicative of her commitment to improving human resources. She was instrumental in developing the clerk-typist and secretary sections of OMPC's Career Development Guide, helped draft the first set of OMPC human resources initiatives, and provided publicity for the 1989 OMPC Career Development Month.

In addition to these recipients, 1990 saw numerous other worthy nominees, including **Desiree DiMauro** and **Claudia O'Brien** (OWEP), **Judith Leckrone** (OWRS), **Bruce Mintz** (ODW), **Mary Lou Soscia** and **Nadeen Thompson** (OMEP), and **James Wheeler** (OMPC). The OW HRC salutes all of these individuals for their efforts to improve OW's human resources environment.

In 1991, The Whittington Awards were presented at the OW Awards Ceremony to the following:



Vicki Gillispie of the Immediate Office (formerly with OGWP) for her leadership in planning and conducting the OW secretarial and support staff retreats to promote secretarial career development, team building, and improved office operations within OW.

Bruce Mintz of ODW (now OST) for his leadership of the ODW Human Resources Mini-Council (HRMC) where he developed interest and participation in the ODW HRMC. Under his leadership the ODW HRMC made major contributions to ODW's work environment.



James Wheeler of OMPC (now OWEC) for his 10 years of human resources innovative leadership within OMPC, the Agency, and outside the agency. His innovations have been models for many other offices.



OW Picnics

OW HRC provided support for OW picnics in both 1990 and 1991 on September 13 and 11, respectively. Both picnics were considered smashing successes.

The 1991 picnic will certainly be remembered for some time for its softball tournament and the dunking machine.

- The "OW Softball Tournament" was everything Greg Marshall (tournament master mind) told us it would be, "wonderful chaos." OGWDW mastered the chaos for the first place trophy. The trophy softball on an oak pedestal was autographed by the Administrator, our Assistant Administrator, and all Office of Water Office Directors. The Immediate Office won the second place trophy. They received a well-seasoned softball on an oak stand held down by chewing gum.

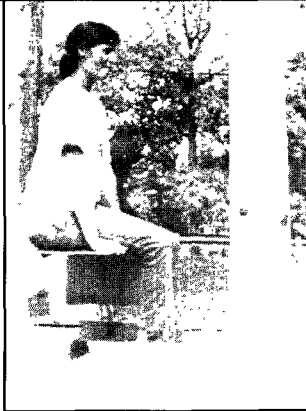


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- When the softballers returned, one of OW's best kept secrets was announced . . . "OW 2nd Annual Senior Management Event." Off the beaten path, under the trees sat Howard Beard's "dunking machine" containing 360 gallons of water. People quickly realized the opportunity to "DUNK THEIR BOSS." Lines formed and people loosened up their pitching arms. Everyone wanted to be the lucky one who eventually dunked his/her favorite manager. Every manager this group could locate was eventually honored.

Bill Diamond, OST, takes aim at a favorite target! 1991 OW Picnic



**B
E
F
O
R
E**



**A
F
T
E
R**



Many thanks to the wonderful group of people who worked on the OW Picnic Committee. The picnic would not have been the same without the energy of many OWers, including: Alice Walker, Betsy Tam, Sharon Van Meter, Charlene Shaw, Chris Gaines, Trinky Thompson, Diane Jones, Vicki Gillispie, Howard Beard, Chuck Job, Greg Marshall, and Ken Keith.

1991 OW Picnic



(left) **Annette DiLascio**,
OW immediate office

(right) **Ester Williams**, OW

(below) *Food, friends and time
to enjoy – is what the 1991 OW
Picnic was all about.*



(left)
Tom Wall,
OW immediate
office



(right) **Randy Benn, Alan Fox, Kathi
Payne** await *Alan's* turn in the dunking
tank.

(below) **Rosanna Cuipek**, OW
immediate office, poses with some of her
closest friends



(top right) **Cynthia
Puskar**, OW immediate
office, poses with her
boss, **Lajuana Wilcher**

(bottom right) *A happy
crowd watches another
manager take a dip.*

(left) *Why are these OW
employees smiling?*



Coordination with the East Tower Tenants Association

Chaired by Jim Wheeler, OMPC, the Association is an independent body aiming to improve the safety, quality, and timeliness of East Tower services; emphasize a proactive approach to problem-solving; and keep East Tower employees in OW and other offices informed of facility improvement activities and successes. On the whole, the Association serves as a liaison for day-to-day issues between East Tower tenants, EPA's Facilities Management and Services Division, and the building's private management firm.

The OW HRC Work Environment Committee closely coordinates its longer-term policy initiatives with the Association's implementation-level work. So far, the two organizations have addressed issues related to elevator service, lighting, air quality, rodent and pest control, mechanical noise, space, and smoking policies.

Wellness Program

OW has developed a draft wellness program largely through HRC efforts. This program includes health and wellness seminars, a general health assessment, and individual exercise programs.



(clockwise) Chris Gaines (OWEC), Jamie Bourne (OW), Mario Salazar (OGWDW), Bruce Mintz (GGWDW)

Rotational Assignment Program Survey

In 1990, the HRC completed a formal assessment of the Rotational Assignment Program, which was initiated within OW in 1987. Approximately 80 OW rotational assignments were identified in this study. Twenty-two program participants and five supervisors provided information for the assessment by answering a questionnaire. Based on the results, the HRC has recommended to the AA for Water that OW formally reconfirm its commitment to the Rotational Assignment Program and seek to

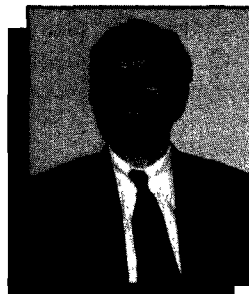
- improve planning and communication among all three parties — the rotated individual and the sending and receiving supervisors,
- promote active participation by the sending supervisor throughout the assignment, and
- ensure freedom for the rotated individual from continuing previous office responsibilities for the duration of the assignment.

The HRC also recommended that employees who have completed rotational assignments serve as mentors for others to provide valuable experience and more realistic expectations for the program.

OW Welcome Book

Each office provides new employees in OW with needed information on OW organization, people, and programs. A "model" Welcome Book was developed and distributed to each office. The model needs to be updated to reflect the new OW organization.

More hard working OW staff (clockwise) Joan Warren (OWOW), Kim Hankins (OWEC), Trinky Thompson (OST), Bob April (OST), Maureen O'Neill (OW), and Chuck Smith (OHRM)





Alice Walker, OW,
1991 Holidays Party



OW Pipeline

The past year or so saw the transformation of the *OW Pipeline* into a regular, bimonthly bulletin communicating OW news and information to its employees. The *Pipeline* attempts to improve OW cross-program communication through articles on legislative and regulatory developments, enforcement, public outreach, TQM, and other issues. It has also highlighted less serious areas, such as "fun" topics. Leo Cox (OW) ably edited the *Pipeline*, with support from the HRC's Employee Involvement and Communications Committee.

OW HRC Retreat

The OW HRC held its first-ever two-day retreat on November 6 and 7, 1990, at Solomons, Maryland. The retreat was designed to initiate development of an overall Office of Water human resources strategy, including long-term goals, short-term priorities, and action plans. Seventeen participants, representing the OW HRC and the Office Mini-Councils, discussed the importance of keeping good people and effective strategies for doing so, the impacts of technology on the workforce, and the need to build trust and credibility. All of these discussions took place in the context of the future environment for human resources management within EPA's Office of Water.

The core of the retreat came when participants developed seven overall human resources goals and brainstormed potential activities for each goal. After the retreat, OW HRC committees took on the goals and potential activities for further review and discussion. In the meantime, the Office Mini-Councils solicited comments on the goals and activities from all OW personnel. An article in the December 1990 *OW Pipeline* promoted this call for comments. On ranking sheets, individuals were asked to assign "high," "medium," or "low" priority designations to the potential activities, comment on the appropriateness of the goals, and suggest any additional activities. In this manner, the list of potential activities for each goal could be narrowed to reflect priorities with the "best shots" at success.

OW Secretary's Retreat

Under the leadership of Vicki Gillispie and the assistance of Renelle Ray and Ron Rago of OHRM, OW sponsored two retreats in 1991. The first, in April, was for secretaries. Then, during the summer, a retreat for managers focused on the "start-stop-continue" cycle. A followup retreat for secretaries continued this activity in November, followed by meetings in early 1992 aimed at implementation of what was learned during the retreats.

Training

During early 1991, a survey was distributed to EPA employees to attempt to identify where barriers existed to access for employees to get up-to-date information on training opportunities. Based on the survey results, the OW HRC is working with the Immediate Office of OW to set up more effective communication channels.

Office Team of the Future

OW is in a period of transition on the way it carries out its environmental mission, including emphasis on ecological protection; risk-based decision-making; increased state, local, and citizen rules; and rapidly changing technology that is changing the way work is done. As a result, OW HRC sponsored a study of its current organizational structure, management styles, communication patterns, and staff roles.

The focus of the study was on:

- a redefinition of how the organization's mission objectives are to be achieved;
- the introduction of automated technology; and
- the change in staff roles, particularly the office support staff.

Three organizations volunteered to participate in the OW study:

- State Programs Division in the Office of Drinking Water;
- Marine Operations Division in the Office of Marine and Estuarine Protection; and
- Resources Management and Administration Office, Immediate Office of Water.

The study was concluded and its report was published in 1991. The report's recommendations are now being considered by OW management for implementation.

Background

In June 1989, the OW HRC surveyed all OW employees to gauge their contentment with the OW working environment. Twenty-three questions focused on physical working conditions, clerical support, supervisors, training, exchange of technical information, performance standards, and overall job satisfaction. Of 626 individuals employed by OW at the time, 308 answered the questionnaire.

Summary of Responses

The following table summarizes OW employee responses to 22 of the 23 questions on the questionnaire (the last question asked for a prose response). Figures given are percentages of the 308 responses received.

Key Successes and Responses to Problems

The survey data present some important conclusions. Overall, respondents believe that OW is doing a commendable job in nurturing its human resources. However, the data also show some room for improvement. Here are some significant successes, along with OW HRC solutions to problems that respondents highlighted.

A. Job Satisfaction

Success. 80% like their jobs

B. Physical Working Conditions

Success. Proportion of respondents who believe various support equipment is adequate: telephones—77%, computers—57%, software—58%

Problem: 40% believe overall conditions are inadequate

Solution: Work Environment Committee to address elevators, lighting, rodents and pest control, mechanical noise, space, smoking policy, air quality.

C. Clerical Support

Success: 50% believe clerical staff does not have too much work

Problem. 50% believe there is a staffing shortage

Solution. Two pilot studies on the Office Team of the Future

D. Supervisors

Success: 66% believe supervisors are concerned and work to improve employee job satisfaction

	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	NO OPINION	DID NOT RESPOND
OVERALL JOB SATISFACTION						
I like my job	24	56	8	2	2	7
PHYSICAL WORKING CONDITIONS						
Working conditions are adequate	9	49	23	15	1	3
If mgmt tries to improve them	4	34	32	11	15	4
Support equipment is adequate						
Telephones	14	63	14	7	1	2
Computers	13	44	25	12	2	5
Software	12	46	32	10	4	6
Other	5	19	7	5	9	55
ADMINISTRATIVE SUPPORT						
There is too much work	10	19	40	12	6	13
Assignments are poorly defined	17	24	33	4	11	11
There are staffing shortages	24	26	28	4	7	10
SUPERVISORS						
Supervisors are concerned and work to improve my job satisfaction	16	50	21	5	6	2
Supervisors motivate me in my work	13	40	30	9	6	3
Supervisors seek my opinion and input	20	51	19	4	3	3
Supervisors give helpful directions	15	50	24	5	5	2
Supervisors promote communication up and feedback down with employees on work products	9	49	27	7	4	4
Supervisors give me guidance I need or usefully direct me elsewhere	13	55	21	5	2	4
Supervisors advocate/make training available	15	58	15	4	5	3
Supervisors know my career goals, provide career counseling, support my training needs	11	41	31	7	6	4
Supervisors' subordinate evaluations of supervisors should be institutionalized in OW	28	41	12	4	11	4
TRAINING						
Supervisors present rotational assignments as a training activity	6	26	39	10	16	3
Professional development and job-related training are available to me at least once a year	13	61	15	4	4	3
Mgmt makes info on education/training available in a useful way	6	43	33	6	7	4
EXCHANGE OF TECHNICAL INFORMATION						
Mgmt provides regular opportunities to exchange technical info across OW offices	3	21	45	14	13	4
PERFORMANCE STANDARDS						
Standards change to reflect realities of work	7	52	22	8	6	4
Supervisor recognizes good work and rewards accordingly	9	52	19	7	10	4
I am rated on work I perform by my performance standards, not on something else (yes/no)		50		39		11
IPA's performance Mgmt and Recognition system is fair (yes/no)		24		59		17

Problem: 38% believe supervisors are unaware of employee career goals and provide inadequate counseling on career goals/training needs

Solution: Training and Career Development Committee to address

Problem: 70% believe subordinate evaluations of supervisors should be institutionalized

E. Training

Success: 75% believe professional development/training is available

Problem: 50% believe information on training is not available in a useful way

Solution: HRC Training and Career Development Committee will attempt to develop better mechanism for distribution

F. Exchange of Technical Information

Problem: 60% believe that management does not provide regular opportunities to exchange information across OW offices

Solution: HRC Employee Involvement and Communications Committee will set up mechanisms for informal information exchange as well as formal technical sessions

G. Performance Standards

Success: 61% believe supervisors recognize good performance and reward accordingly

Problem: 67% believe the system is unfair, citing quotas, subjectivity, favoritism

Solution: Further analysis of concerns

We Need Your Continued Support and Participation

Today, the Office of Water is working hard towards providing a sensitive, responsive, and healthy work environment for its employees. Yet much more remains to be done. The Office of Water Human Resources Council is very excited about the goals and activities included in this document, and OW is committed to its objectives. However, the agenda represents a significant challenge that demands your effort to succeed. Please contact your OW HRC representative to volunteer your time and ideas.