



EPA

InSight

Volume 1, No. 2 • March 1992

NEWS FOR, ABOUT, AND BY

EPA EMPLOYEES



Up Front

WITH HANK HABICHT

In his State of the Union address, **President Bush** asked each federal agency to review its regulations over a **90-day period** (January 28-April 28) to reduce any regulatory burdens not necessary to meeting our environmental protection goals and that may be hampering the nation's economic recovery. Here at EPA, we see this as a welcome opportunity to further develop the use of innovative, cost-effective regulatory approaches to environmental protection. We'll also be looking for ways to encourage innovation and speed pro-growth activities within EPA's jurisdiction.

The Administrator and I have asked **Dick**

Morgenstern to head up this important effort, which will involve all programs and regions. We intend for this review to be open and inclusive. Among the areas that will be fruitful to explore include:

- Proposals for providing flexibility with small communities and small businesses;
- Increasing incentives for the use of clean fuels, such as natural gas;
- Reexamining whether existing programs are effectively meeting intended objectives, such as looking again at the pending RCRA "mixture and derived from" rule;
- Expanding market-based approaches to regulations;
- Accelerating inclusionary rulemakings (particularly

Continued on page 3

U.S. Speeds Up Timetable for CFC Phaseout

by Daniel Blank, OAR

On February 11, **President Bush** announced that the United States will accelerate — from the year 2000 to 1995 — the phaseout of chlorofluorocarbons (CFCs), halons, carbon tetrachloride and methyl chloroform.

The announcement came in response to new findings pointing toward increased stratospheric ozone depletion. In early February, NASA released preliminary results from its Arctic stratospheric expedition indicating extremely high levels of chlorine monoxide and bromine monoxide over the Arctic and northern-mid latitudes. These two substances are major causes of the "ozone hole" over Antarctica.

The President also announced that the United States will re-examine the phaseout schedule of hydrochlorofluorocarbons (HCFCs), which are less harmful substitutes for CFCs for some uses, and will consider recent evidence suggesting that methyl bromide be phased out. OAR and OPPTS are already looking into potential substitutes for methyl bromide.

These developments should play a major role in

the upcoming negotiations of the **Montreal Protocol**, the international agreement limiting ozone-depleting substances. Seventy-five countries have agreed to the protocol, including the United States. Negotiations are scheduled to take place in April 1992 in Nairobi, Kenya.

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Heads Up

A QUICK LOOK AT EPA NEWS AROUND THE NATION

EPA LABORATORIES

✓ *Environmental Monitoring Systems Laboratory, Las Vegas* — Supervisors at EMSL-LV are doing some things differently with the Agency's performance appraisal system. As a part of a 3-year pilot program that began last October, the supervisors are:

- keeping performance agreements to one page;
- appraising employees during the month of their service computation date;
- eliminating numerical scores altogether; and
- rating employees as Outstanding, *Highly Successful*, Fully Successful, *Needs Improvement*, or Unsatisfactory. (Contact: **Pat Wunder**, FTS-545-2530.)

✓ *Environmental Research Lab, Athens* — The Society of Environmental Toxicology and Chemistry recently presented its highest award to **Dr. Samuel W. Karickhoff**, a research chemist at ERL-A. Dr. Karickhoff is an internationally recognized expert on the interaction of pollutants with sediments.

✓ *Health Effects Research Lab, RTP* — Scientists at HERL/RTP have developed a rapid and cost-effective method for determining if chemicals damage the central nervous system. This system, which relies on measuring a biochemical marker linked to nervous system damage, is included in EPA's revised Neurotoxicity Test Guidelines. (Contact: **James O'Callaghan**, FTS-629-7779.)

✓ *Atmospheric Research and Exposure Assessment Lab, RTP* — AREAL/RTP recently announced a new clean-up method for contaminated canisters used for trace-level air sampling. Available canisters, which were needed for a study of the bioremediation of a Superfund site near Houston, Texas, had been severely contaminated from previous studies. In lieu of purchasing new canisters, scientists developed a water rinse/extraction method of cleaning the canisters. (Contact: **J.D. Pleil**, FTS-629-4680.)

EPA REGIONS

Region 2 — EPA and the Department of the Army recently signed a consent order that requires the Army to build a wastewater treatment facility to serve both McGuire Air Force Base and Fort Dix in New Jersey. Under this order, the Army could be penalized up to \$3,000 a day for non-compliance. EPA Regional Administrator **Constantine Sidamon-Eristoff** said any penalties could go into an environmental fund to protect New Jersey's Pineland ecosystem. (Contact: **John Kushwara**, FTS-264-9826.)

Region 4 — **Pat Tobin**, DRA, recently gave the new "Points of Light" Award to 25 employees at the Region's first Volunteer Awards Ceremony. Two employees, **Cory Berish** and **Brian Holtzclaw**, have also been nominated for EPA bronze medals for their service to the community. (Contact: **Norman Black**, FTS-257-3004.)



Region 5 — To promote environmental protection in his native Lithuania, Regional Administrator **Val Adamkus** recently established an annual prize of \$1,000. Since Lithuania does not yet have its own currency, American dollars are highly valued. (Contact: **John Rapsys**, FTS-886-6693.)... The U.S. Postal Service is scheduled to launch in Chicago on Earth Day a new, 29-cent envelope. Made from recycled paper, the envelopes will display a "Protect the Environment" theme.

Region 6 — EPA's regional office in Dallas has a new Regional Administrator, **B. J. (Buck) Wynne**. Formerly head of the Texas Water Commission, Buck recently told employees that among his top priorities are implementation of the Clean Air Act, border environmental quality, enforcement, the Gulf of Mexico, and wetlands. (Contact: **Linda Thompson**, FTS-255-6560.)

EPA HEADQUARTERS

EPA Administrator **Bill Reilly** recently visited Bertie Backus Junior High School in Northeast D.C., which is EPA Headquarters' "partner" in the Partners-In-Education Program. OARM is heading up efforts to enlist employees to participate in activities scheduled through the end of this school year. (Contact: **Danny Gogal**, FTS-260-0392.)... The U.S. State Department recently recognized six EPA employees for their contribution to the U.S./Canada Air Quality Agreement of 1991: **Eileen Claussen-OAR**; **Brian McLean-OAR**; **Dennis Leaf-OAR**; **Patricia Embrey-OGC**; **Wilson Riley-OIA**, and **Pete Christich-OIA**.... HQ employees will be happy to know that construction of the ICTC building will *not* be delayed and that the Administration remains firmly behind consolidating EPA within this building. Employees are encouraged to read the updates on this issue available in the HQ Library, room M2904. (Contact: **Susan Laing**, FTS-260-3581.)



EPA's ability to meet the complex environmental challenges of the future will depend on the quality of its people. While good technical, scientific, legal, administrative, and clerical skills are very important, they are not enough to deal with the cross-media environmental issues that cut across many EPA offices and affect different sectors of society. The EPA Human Resources Council believes that the future success of the Agency demands the development of people who are:

- Change Agents*—who inspire and motivate change;
- Catalysts for Quality*—who lead reforms for improving productivity and customer satisfaction;
- Technological and Innovation Leaders*—who understand the power, scope and utility of new technology and its impact on the workforce;
- Team Builders*—who are effective in fostering

cooperation and sharing of ideas;

Human Resource Developers—who can motivate, empower and bring out the best in others, and

Advocates for Cultural Diversity—who actively promote understanding and appreciation of a more diverse workforce and foster a positive environment for the selection, development and retention of talented women, minority and physically challenged employees.

Management commitment is essential to establish an Agency culture that will nurture the development of people with these skills. EPA managers must demonstrate the necessary leadership by:

- ✓ *Planning strategically*
- ✓ *Communicating in all directions*
- ✓ *Empowering employee decision-making*
- ✓ *Leading teams*
- ✓ *Encouraging and supporting innovation*
- ✓ *Recognizing and rewarding employees*
- ✓ *Coaching and giving feedback*

Developing an EPA workforce with these characteristics is the vision of the EPA Human Resources Council.

Up Front from page 1

- negotiated rulemakings, or "reg negs");
- Speeding up rules that reduce the regulatory burden on the economy;
- Exploring ways to accelerate biotechnology reforms; and
- Looking with the States at the potential cost savings from integrating numerous separate State and Federal monitoring, reporting, permitting and other process requirements.

As the review goes forward, it's important to keep in mind that *nothing that has been proposed is inconsistent with EPA priorities*. It's also important to note that *many of EPA's regulations are exempt from the moratorium because of statutory or judicial deadlines*. Both **Michael Boskin**, Chairman of the White House Council of Economic Advisors, and **Boyden Gray**, the President's Counsel, have assured us that the exemptions also include any *proposals* necessary to meet such deadlines.

This effort is an important way to demonstrate that we are sensitive to minimizing unnecessary costs of all our programs and that we are asking and listening to all our constituencies to ensure that we are as effective as possible. Once this 90-day review process is complete, we'll let you know, through *EPA InSight* and other communication vehicles, what we have accomplished and what is left to do. In the meantime, if you have any questions, please contact Dick Morgenstern's office at FTS-260-4332.

National Women's History Month

As recently as 1977, women's history was virtually unknown as a topic of study in the K-12 curriculum. To correct this omission, the Education Task Force of the California Sonoma County Commission on the Status of Women started a "Women's History Week" in 1977 for the county's schools. The week of March 8 was chosen to incorporate "International Women's Day," an established event.

In 1981, Senator **Orrin Hatch** (R-UT) and then-Representative **Barbara Mikulski** (D-MD), now a Senator herself, co-sponsored the first Joint Congressional Resolution for National Women's History Week. Gradually the idea spread across the country and gained support from many women's organizations, colleges and universities, and state departments of education. As a result, in 1987, the national observation was expanded and renamed "National Women's History Month."

EPA is celebrating Women's History Month throughout the Agency. For more information about this event, please contact your Federal Women's Program manager.

Paths to Promotion

Enhancing Support Staff Careers

by Edna Rodriguez, OHRM

As you may remember from last month's edition of *EPA InSight*, **John Skinner** announced that the Agency's Human Resources Council had issued a report on ways to help administrative support staff advance in their careers. **Hank Habicht** signed the report and said in a recent memo to all EPA managers, "This report should serve as a valuable tool in providing the motivated and highly-skilled employees we need to meet the demands of the EPA office of the future."

Entitled "The Administrative Support Career Management System," the report is, in effect, a practical guide for the Agency's administrative support staff and their supervisors. It outlines the responsibili-

ties of both groups to do some real training needs identification — especially in the areas of office automation and program support. The guide also provides supervisors with easy-to-use guidance on job restructuring.

The "Administrative Support Career Management System" is the result of collaborative efforts between all parts of EPA, especially Regions 8 and 9, the Human Resources Council, and the Secretarial Advisory Council. Properly used, this guide can enhance the careers of the administrative support staff and improve the efficiency of EPA administrative processes.

If you have any questions about this material, please contact your Human Resources Officer.

Stepping Through the "Looking Glass"

by Grace Sutherland, OHRM

Ever thought about being a top corporate manager for a day? Well, now you have the chance. OHRM is offering a week-long course called "Looking Glass" for non-supervisory employees, grades 13-15. This course is designed to help employees assess their effectiveness in the EPA culture and identify specific ways to enhance their leadership abilities.

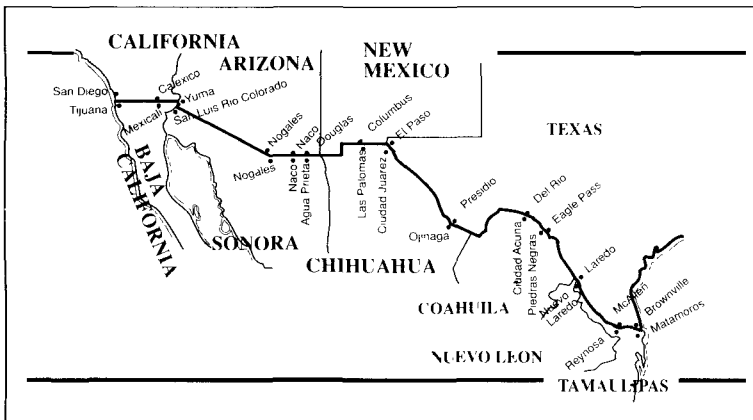
During the course, participants act as the top leaders of a fictitious company, Looking Glass, Inc. Participants are given background information on the company and their position, a desk, a telephone and an in-basket brimming with crises, problems and opportunities. The participants then "manage" the company in a six-hour simulation. For the next two days, the trainers and participants evaluate their effectiveness as a management team and as individual performers.

After the simulation, each participant receives a "Letter from Home." This letter contains feedback on the employees' skills, based on the results of questionnaires that the participants distributed to their bosses and peers *prior to* the course. From all this information, participants are expected to more clearly assess their leadership strengths and weaknesses. Finally, each participant develops an action plan for her or his future development.

EPA is the first agency to tailor this program for grade 13-15 employees, who represent the major feeder group into management positions. The next course is scheduled for June 22-26 in Lancaster, PA. Tuition is \$1,000 per person plus travel. The EPA Institute will pay for room and board. For more information, please contact your Training Officer or **Ron Rago** or **Brian Smith**, OHRM, FTS-260-6678.

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Five-Year Federal Pay Projections from the White House:			
	1993	..3 7% Raise	
1994	4.7% Raise	1996	4 5% Raise
1995	4.7% Raise	1997	3 5% Raise
<i>NOTE: Starting in 1994, many Federal employees will also get supplemental raises based on local private-sector pay.</i>			
\$ \$ \$ \$ \$ \$ \$ \$ \$ \$			

International News



Descontaminación de la Frontera Entre los EE.UU. y México

traducido por Cynthia Burke, OAR/S E E P

Cleaning Up the U.S./Mexico Border

by Richard Kiy, OIA

On February 25, in Los Angeles, **President Bush**, along with Administrator **Bill Reilly** and U.S. Trade Representative **Carla Hills**, released the *Integrated Environmental Plan for the Mexico/U.S. Border Area*. Simultaneously, Secretary **Patricio Chirinos**, the Administrator's counterpart in Mexico, released the plan in Tijuana.

The goal of the plan, the first of its kind, is to protect human health and the natural ecosystems within the Border area. About 2,000 miles long, the Border area stretches roughly 60 miles wide into both countries. Nearly 10 million people live in the Border area.

Highlights of the plan are:

- ✓ A U.S. commitment of \$241 million in FY 1993 to address environmental problems, including \$80 million for wastewater treatment projects. Other areas to be funded are enforcement, transboundary air pollution monitoring and mitigation, environmental health, and emergency planning and response.
- ✓ A \$147 million commitment from the Mexican government for environmental infrastructure projects. Another \$6 million has been earmarked to administer the Border Plan. For the period 1992-1994, Mexico has committed a total of \$460 million to finance the plan's objectives.
- ✓ An agreement to work together to increase public awareness of the Border's environmental problems and to encourage public participation in implementing the plan.

For additional information, please contact me on FTS-260-0791.

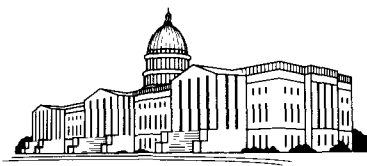
El 25 de febrero, en Los Angeles, el **Presidente Bush**, acompañado por el Administrador **Bill Reilly** y la Representante de Comercio, **Carla Hills**, anunció el estreno el Plan Integrado sobre el Ambiente en el Area Fronteriza entre Mexico y los EE.UU. A la vez, el Secretario **Patricio Chirinos**, el colega mejicano de Reilly, también proclamó el plan en Tijuana.

Este plan, el primero de esta índole, tiene como objetivo la protección de la salud pública y los recursos ecosistémicos de la región fronteriza. Aproximadamente 3.000 kilómetros de largo, el área recorre unos 100 kilómetros de ancho en ambos lados de la frontera. Casi diez millones de almas habitan esta región.

Los puntos salientes de este plan son:

- ✓ Los EE.UU. se ha comprometido invertir 241 millones de dólares en el año fiscal de 1993 con el fin de afrontar los problemas ambientales regionales; esto incluirá 80 millones para los proyectos de tratamientos de las aguas contaminadas. Otros proyectos para financiar serán el hacer regir las regulaciones actuales; someter a vigilancia y mitigación la contaminación atmosférica y de salud ambiental, como también planificar reacciones en casos de emergencias.
- ✓ El gobierno mejicano se ha comprometido invertir 147 millones de dólares para proyectos de infraestructura ambiental. Además, se han destinado seis millones de dólares para la administración del Plan Fronterizo. En total México compromete 460 millones de dólares para financiar los objetivos del plan, durante el transcurso de los años 1992 a 1994.
- ✓ Acuerdan las dos naciones trabajar conjuntos para ampliar el conocimiento del público sobre los problemas ambientales y urgir la participación de la población en implementar el plan.

Si se necesita información adicional, favor llamar al señor Richard Kiy, OIA, FTS-260-0791.



Appropriations Hearings

House — The Appropriations Subcommittee on HUD, VA, and Independent Agencies (Chairman **Bob Traxler**, D-MI) has scheduled hearings on EPA's budget for March 10, 11 and 12.

Senate — The Appropriations Subcommittee on HUD, VA, and Independent Agencies (Chairwoman **Barbara Mikulski**, D-MD) has scheduled its hearing on EPA's budget for March 26.

RCRA Reauthorization Hearings

House — The Energy and Commerce Subcommittee on Transportation and Hazardous Materials has scheduled a hearing for March 10. Chairman **Al Swift**, D-WA, who is introducing his bill in parts, plans to have bill language written and introduced at this hearing. Sections dealing with municipal solid waste have already been introduced.

Senate — The Senate is currently revising S. 976, the comprehensive RCRA bill sponsored by Sen. **Max Baucus** (D-MT) and Sen. **John Chafee** (R-RI). Staff has circulated a revised recycling portion that requires "responsible entities" to utilize recycled mate-

rials in their products. Other major components of the bill are expected to cover pollution prevention (including an expansion of TRI and other toxics use and source reduction provisions), interstate waste, and municipal landfills.

TSCA Reauthorization Hearing

Senate — The Environment and Public Works Subcommittee on Toxic Substances, Environmental Oversight, Research and Development (Chairman **Harry Reid**, D-NV) has scheduled a hearing for March 25 to look at the possibility of amending TSCA. The hearing may be the first of many steps in the process.

Science Hearing

House — The Science, Space, and Technology Committee (Chairman **George Brown**, D-CA) has scheduled a hearing for March 19 to discuss the Science Advisory Board's recent report on safeguarding the future and the relationship of ORD's budget to the report's recommendations. (*EPA InSight* will cover this report in the April issue.)

EPA's Planning Meeting: A Quality Event

by Lea Swanson, OPPE

Bill Reilly and Hank Habicht are pleased with the success of this year's Annual Planning Meeting. And most of those who were there came away feeling that they had accomplished something. Why? What went right?

To begin with, the right *people* participated. Career office directors and regional division directors were invited. In prior years, only EPA's political leadership attended the planning meetings.

Another reason for the meeting's success was the *process* — small-team discussions on each of EPA's ten strategic themes:

- ✓ Strategic implementation of statutory mandates
- ✓ Science/data: EPA's knowledge base
- ✓ Pollution prevention
- ✓ Geographic targeting
- ✓ Economic incentives and technological innovation
- ✓ Multi-media enforcement

- ✓ State and local program capacity
- ✓ International activities
- ✓ Education and outreach
- ✓ Management and infrastructure

Using Total Quality Management techniques, each of the ten teams developed cross-program initiatives to overcome barriers that they felt impeded EPA from achieving its environmental goals. **Greer Tidwell**, RA for Region 4, likened the barriers to "ten-foot high brick walls with alligators on the other side"! Still, the results of the teams' efforts were impressive: they identified almost 80 potential initiatives for fiscal year 1994.

Now it's up to the participants to "get the word out" about the meeting and the recommended initiatives, get employee feedback, and start things rolling. We will report on follow-up activities in future issues of *EPA InSight*.

People and Progress

EPA: People You Can Really Bank On

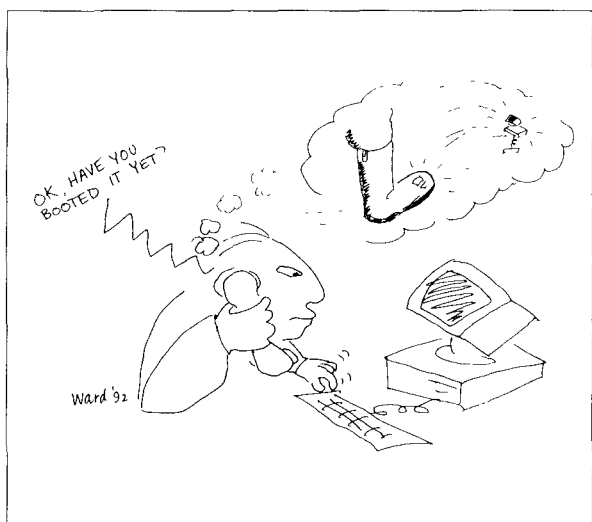
by Jan Moneysmith, Region 6

Last year my wife suffered a major heart attack and received a heart transplant. She spent many weeks in ICU and I spent many hours in the waiting room and at home trying to take care of the family. Since I had been with EPA for less than a year, it did not take long for my leave balances to go into the hole.

Without my knowing it, my colleagues worked diligently with human resource experts both in the region and at Headquarters to get me approved as a leave recipient under the Agency's Leave Bank Program. You can't imagine how surprised and grateful I was the day I found out, which was shortly before my wife's transplant operation. While I had been worrying about everything else, my friends—and many who did not know me at all—made it happen for me.

I can assure you that, without the Leave Bank, I would be in serious financial difficulty today. And I would have been worried sick about my leave situation. It's amazing how quickly the leave disappears! The Leave Bank gave me not only the ability, but also the peace of mind I needed, to get me through my wife's ordeal. Happily, she is doing fine now and it's good to have my family together again.

My sincere thanks to my friends in Region 6 and to all of you who have donated leave for people like me. You really made a difference.



Cartoon contributed by Tom Ward, OHRM

A Gold Medal is Great . . . but it isn't the whole story!

by Tom Hartlage, RTP/AREAL

Just as an Olympic athlete's gold medal for a single event doesn't tell you how much work and cooperation went into it, the same can be said about the medals my five colleagues and I received from the Polish government and EPA. For **Ronald Drago, Thomas Logan, Thomas Lawless, Steve Scarabin, Ray Ballard** and me, it's a story of international cooperation and friendship.

It began in February 1988, when **Erich Bretthauer**, AA for ORD, went to Poland to plan research projects under the U.S./Polish Science and Technology Agreement. When he returned, he asked for volunteers from ORD laboratories in Cincinnati, Las Vegas and RTP to evaluate Poland's systems for dealing with air and water pollution and solid waste.

We responded without hesitation. And when we got there, later in 1988, we established relationships with air quality experts in Poland that turned out to be invaluable when President Bush announced a plan to give Poland \$15 million in environmental aid. Since we knew by then what the country needed in terms of monitoring technology, we were able to move quickly to implement the air portion of the aid project: a state-of-the-art network for Krakow that measures air pollutants and concentration levels throughout the year. In only 13 months, we bought and tested the equipment, shipped it to Poland, and trained the people to operate the entire network.

We still have much work left to do. But we made a lot of friends in Poland and we carried out an important segment of the project from beginning to end. The recognition we've been given has been great, but the experience itself was the *real* reward.



EPA team celebrates project completion with American and Polish officials

Calendar

March

Women's History Month

see page 3

S	M	T	W	T	F	S
1	2	3 Interior Dept established 1849	4 "All Hands" Meeting with Bill Reilly, Region 6	5	6	7
8	9 March 9-12: 8th Annual Conference on Statistics (Contact: John Warren, OPPE, FTS-260-2683)			12	13 First Anniversary US/Canada Air Quality Agreement	14
15	16	17 ☘	18 EPA's Awards Board Meeting	19	20 Spring's here!	21
22	23 March 23-25: EPA's Human Resources Council Mtg. (Contact: Linda Smith, ORD, FTS-260-7465)		25 March 25-27: EPA's Natl. Women in Science and Engineering (WISE) Mtg. (Contact: Dominique Lueckenhoff, Region 3, FTS-597-6527)			28
29 March 29-April 2: National Volunteer Water Monitoring Conference (Contact: Alice Mayo, OW, FTS-260-7018)		31	1992 - "Year of the Gulf of Mexico" (Public Law 102-178, Dec. 18, 1991) 1992 - "Year of Clean Water" (Joint Resolution of Congress and President Bush, October 12, 1990)			

They're Ba ... ack!

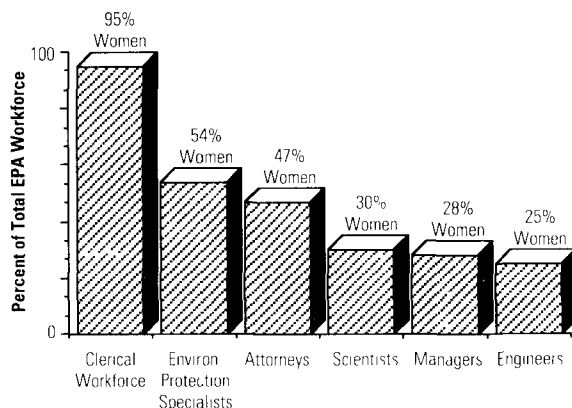
April is the month for Mid-Year Performance Reviews

EPA at a Glance

(as of October 1991)

✓ 49% of EPA's permanent workforce are **women**

EPA Female Employees by Occupation



EPA InSight

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Hank Habicht
Deputy Administrator

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