



UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
WASHINGTON, D.C. 20460

U.S. E.P.A. Region III
Information Resource Center

NOV 1 1989

OFFICE OF
SOLID WASTE AND EMERGENCY RESPONSE

OSWER Directive 9285.9-07

MEMORANDUM

SUBJECT: Implementing the Mentoring Program for Newly-Hired
OSCs/RPMs - Superfund Management Review Implementation Product
(Recommendation #45B.1)

FROM: Jonathan Z. Cannon *Jonathan Cannon*
Acting Assistant Administrator

TO: Waste Management Division Directors, Regions I-X
Environmental Services Division Directors, Regions I, VI, VII
Emergency and Remedial Response Division Director, Region II

PURPOSE:

As explained in our memorandum of February 3, 1989, (OSWER Directive #9285.9-01), we announced the initiation of a mentoring effort under the OSC/RPM Support Program. The purpose of this memorandum is to formally initiate mentoring in each Region, and provide instructions and suggestions for implementing mentoring for all new OSCs and RPMs.

BACKGROUND:

The OSC/RPM Support Program's mentoring effort is designed to foster the career development and professional growth of OSCs and RPMs. Mentoring provides personalized guidance and instructions to newly-hired OSCs and RPMs from those who are experienced with the Superfund Program. Mentoring is one of the OSC/RPM Support Program's components designed to meet the objective of training EPA's employees and providing them with support and advancement. Mentoring also provides the newly-hired employee the opportunity to be brought up-to-speed more rapidly than if the employee were operating independently. Several Regions already utilize the mentor approach to training new employees. For those who do, we ask that you incorporate your ongoing approach into this more formal process.

NOV 1 1989

This process was developed with substantial input from OSCs, RPMs, and their supervisors. In addition, the National Response Team assigned a U.S. Coast Guard representative to work with us since they have a well developed OJT (on-the-job training) system. The Superfund Management Review makes it mandatory that mentoring be applied within each Region.

OBJECTIVE:

The objectives of this memorandum are to: (1) reinforce the importance of mentoring in your Region; (2) outline the process for implementing mentoring for all new OSCs and RPMs hired in your Region; and (3) request the designation of an individual to serve as a contact within each Region for receipt of the guides that will help you implement mentoring, and documenting the mentoring process.

IMPLEMENTATION:

The OSC/RPM mentoring effort has been designed to be adaptable to each Region's organizational structure and individualized needs. Guides have been prepared for first-line supervisors, mentors, and proteges, providing extensive information on how to implement mentoring in your Region. The guides distributed to the Regions on May 22, 1989, should be used for this process. We will soon review these guides and, based on comments received from the pilot group of proteges, we will provide updated versions to the Regions.

All new OSCs and RPMs hired on or after November 1, 1989, regardless of grade or previous experience, must be assigned a mentor immediately. (For additional information on mentoring, see May 22, 1989 memorandum from Henry L. Longest and Bruce Diamond, Subject: Implementing Mentoring for Newly-Hired OSCs/RPMs.)

The following guidelines should be followed in implementing mentoring:

1. Encourage mentor and protege to stay in regular communication with one another during the mentoring assignment.
2. Assure that the mentoring assignment is included in both the mentor's and the protege's performance appraisal discussion.
3. Mentoring assignments should last for three months, first-line supervisors should remain in frequent communication with the mentor and protege, and the mentor should encourage the protege to "shadow" him/her whenever possible.
4. Mentoring assignments will be recorded for both the mentor and the protege (on the assignment form in the First-Line Supervisor's Guide to Mentoring) and will be credited toward each person's STEP (Structural Training and Evaluation Program) level.

5. Each Regional Division needs to assign an individual (e.g. an Administrative Officer) to serve as a central contact for receiving and distributing Mentoring Assignment Guides and, collecting, recording, and forwarding Mentoring Assignment Forms to the OSC/RPM Mentoring Coordinator, Marlene Suit, OSWER/OPMT, OS-110, USEPA, 401 M Street, SW, Washington, D.C. 20460. Marlene can be reached at FTS 475-6647.

cc: Henry Longest, OERR
Bruce Diamond, OWPE
Robert Pavlik, OHRM
Tom Dunne, OA
OERR Division Directors
OWPE Division Directors
Thad Juszczak, OPMT
Meg Kelly, OPMT
Marlene Suit, OPMT
Colleen Carruthers, OPMT
Deb Truitt, BAH