



EPA's People: Making a Difference

A Report of EPA Human Resources Accomplishments and Activities



A black and white photograph of a modern building with a grid-like facade. In the foreground, two large, smooth, spherical ornaments are visible, partially obscuring the building's facade. The building's facade is composed of a grid of rectangular panels, some of which are recessed, creating a textured effect. The lighting is bright, casting shadows on the building's surface.

Acknowledgements

Introduction



"In the short time I have been at EPA, I have seen our Human Resources Council mature into an organization that proactively tackles tough human resources problems, and recommends workable solutions. I can't imagine a successful human resources program at EPA without the Council."

Charles L. Grizzle
Assistant Administrator for
Administration and Resources
Management

The issues and challenges facing EPA in the 1990s and beyond are extraordinarily complex and difficult. These challenges can best be addressed by a competent, dedicated, and involved work force. The national Human Resources Council and the Agency's many mini-councils promote and nurture employee involvement.

EPA's Human Resources Council was chartered in December 1986 to "advise and assist the Administrator, the Deputy Administrator, and the Office of Human Resources Management" on all issues and aspects concerning human resources management and development. Councils throughout the Agency are representative of EPA's work force.

The Council has gained the reputation of being a "no holds barred" arena for discussing new ideas for providing services and programs to EPA employees. It has also been a forum for continuing and enhancing the human resources gains we've made and for keeping attention focused on the more difficult issues that don't lend themselves to easy resolution - those that people sometimes want to ignore - like finding and committing to ways to meet affirmative action goals.

EPA's Human Resources Council has provided leadership in all these areas and more. In this, our second report to the EPA community, we will share with you our accomplishments to date, our recommendations on the impacts of technological changes on our work force, and our view of the issues and challenges that await us in the future. For it is the future, the 1990s and beyond, that will prove our true human resources management effectiveness. It will also be during this period that we will reevaluate and redefine our goals and objectives.

In our last report we devoted space to each region, lab, and Headquarters office to tell us what they had accomplished. This was entirely appropriate, for it was the first time that such a summary had been compiled. In developing this report, we discovered that the majority of our accomplishments and achievements centered around six distinct themes. These are:

- **Our Work Force: Broadening the Spectrum**
- **Continuous Learning**
- **Recognizing Excellence**
- **Meeting the Needs of a Changing Workforce**
- **A Question of Balance**
- **Technology Transfer**

We have tried to convey how very far we have come in so many areas. Actually, ***you have done it! The Human Resources Council has only been the catalyst for furthering your ideas.*** Its members have been proud to represent you. The Administrator fully endorses the Council and its activities. It is now a recognized and viable part of the EPA culture.

We have come a long way in a few short years. But we still have much to do. With broad representation and support at all levels, we can look forward, with great confidence, to a bright, exciting future for the Council and for all EPA.

Affirmative Action



Commitment to Affirmative Action

In February 1987, the Human Resources Council formed a committee to review how EPA might improve its affirmative action programs. A report was presented to the Administrator and Deputy Administrator. As a result, four of the major recommendations were formalized into specific commitments by the Administrator and Deputy Administrator:

- **Establish an affirmative action goal of 52 percent** of all appointments and promotions to supervisory, managerial and SES positions;
- **Develop a comprehensive publicity and outreach campaign** to minority communities and institutions;
- **Establish an annual forum** to review affirmative action progress and accomplishments;
- **Develop a mechanism** for assuring that the Agency's awards system recognizes managers and supervisors who are successful in achieving EEO and affirmative action objectives and elevating the visibility of the EEO function.

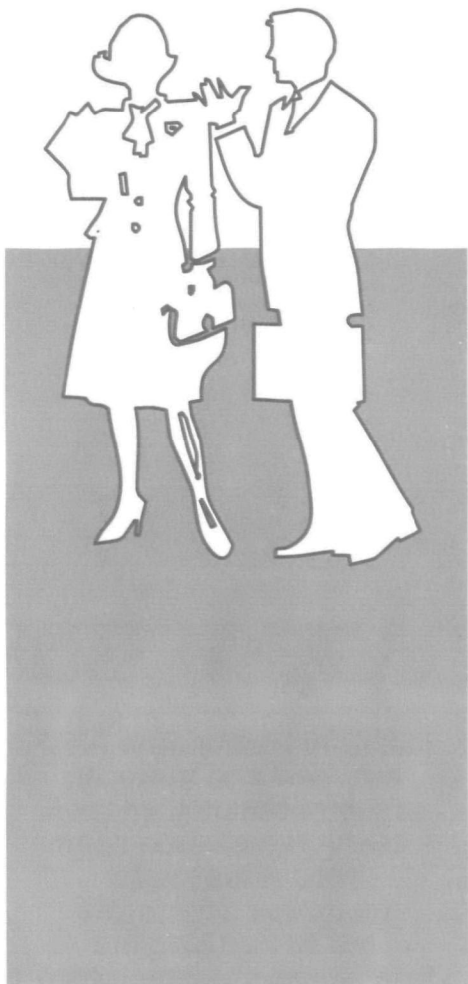
In May 1989, Administrator Reilly reaffirmed the agency's commitment to affirmative action by issuing a policy statement to all employees and to all levels of management. The statement also included strong support for the prohibition of sexual harassment, minority academic institutions, special emphasis programs, prevention of discrimination complaints and accountability for civil rights activities.

Clearly, the Council's aggressive efforts to promote affirmative action have resulted in a continuous, visible commitment to improving and strengthening our work force. In addition, sub-committees of the Council continue to address affirmative action issues and offer recommendations to insure its considerations in all human resources initiatives.



Human Resources Accomplishments and Activities Throughout the Agency

- *Our Work Force:*
 - Broadening the Spectrum*
- *Continuous Learning*
- *Recognizing Excellence*
- *Meeting the Needs of a Changing Workforce*
- *A Question of Balance*
- *Technology Transfer*

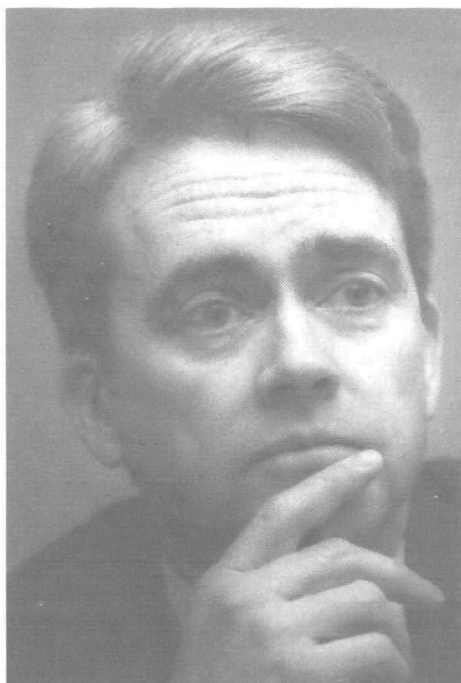


Section 1

Our WorkForce: Broadening the Spectrum

- *Recruitment*
- *Recognition*
- *Other Activities*

Our Work Force: Broadening the Spectrum



"A critical part of this program has been the Agency's commitment to make equal employment opportunity and affirmative action an integral part of the management agenda, and to ensure that the program is balanced and representative of all segments of our society."

William K. Reilly, Administrator

EPA's commitment to enhancing the diversity of our workforce and recognizing accomplishments in "broadening" EPA's spectrum has been demonstrated through a number of initiatives.

Recruitment

- **Created an IPA assignment** for a minority professor. (OPPE)
- **Established a Puerto Rican recruitment program** that resulted in hiring four engineers. (ORD - Cinn)
- **Conducted a recruitment drive** to fill 30 support staff vacancies. The recruitment effort was a success, with all 30 positions filled with high-quality candidates. (Region 9)
- **Recruited 10 women and minorities** for professional and administrative positions. (Region 7)
- **Established a Minority Recruiting Task Force** to develop an outreach plan to assist management in meeting or exceeding 1988 affirmative action hiring goals. (OPTS)
- The **OARM intern program**, designed to attract young talent to EPA, is now being used as a model for an Agency-wide program. (OARM)
- **Expanded involvement** in a program that links EPA with **Historic Black Colleges and Universities**. (Region 5)
- **Used an Intern Program**, with designated mentors, as a tool to hire more women and minorities. (Office of Water)
- **Employed several minority faculty members** from minority colleges and universities throughout the Southeast during the summer months. (RTP)
- **Conducted a minority research apprentice program** for minority high school students to stimulate a broader interest in research. Lab supervisors act as mentors. (ORD - Cinn)
- **Created a team of black engineers** to work with the National Society of Professional Engineers to develop a program for high school visitation and college student recruitment. (OSWER)
- **Developed a recruitment brochure** tailored to the OIG's operation and work force. (OIG)



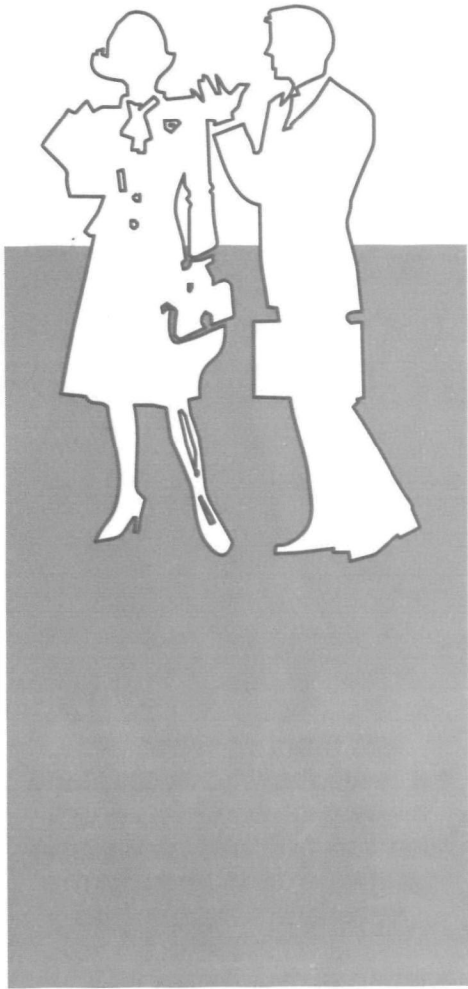
Recognition

- **First annual award for "Selection and Advancement of Severely Disabled Individuals"** was presented to the Office of Pesticides and Toxic Substances. (*OPTS*)
- **Sponsored the first EEO Awards Program** to recognize staff who demonstrated support of EEO programs. (*Region 10*)
- The **Black Employment Program Committee sponsored a workshop for student aids** and selected a Student Aide of the Year. (*Region 6*)
- **Region 7 Regional Administrator received the FY 1988 Agency Hispanic Employment Program Managers' Award** from the Kansas City Hispanic Employment Program Managers' Council. (*Region 7*)
- **Established an EEO awards program** recognizing three categories: Division/Office; Employee Group; and Manager. (*Region 9*)



Other

- Sponsored a **training course on "Managing Cultural Diversity in the Work Place."** (*Region 3*)
- **Performance standards were developed for supervisors** (up to and including SES level) that incorporate affirmative action and human resources goals. (*Regions 1, 9, 10*)
- **Secured TDD telephone equipment** as a help to hearing-impaired employees in their job performance. (*Region 4*)
- Established a steering committee composed of senior women and men, including representatives of SAC, WISE and NFFE, Local 1205, **developed a multi-point program to address issues affecting women.** (*Region 7*)
- To date, **1,400 seniors have been utilized through the Senior Environmental Employee Program** to supplement EPA's work force. These individuals are employed in a variety of EPA/EPA-funded programs. (*ORD, HQ's*)



Section 2

Continuous Learning

- *Classroom Training*
- *Retreats*
- *Brown Bags*
- *Rotational Assignments*
- *Career Management*
- *Handbooks/Catalogs*
- *Evaluations*



"In order to meet the challenges of the future, we must continue to place a priority on training our new employees and retraining our experienced work force."

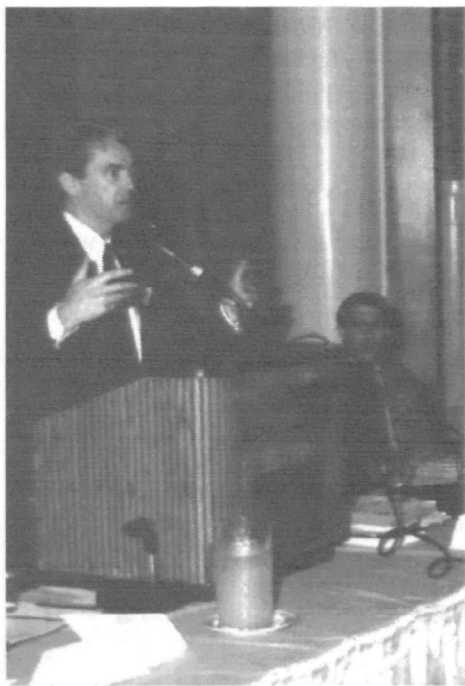
Paul Keough, Deputy Regional Administrator, Region 1, and first HRC Chair

EPA is putting in place today the knowledge and skills building programs that will prepare its work force to meet tomorrow's increasingly complex environmental issues and rapid technological advancements.

General Focus

- Initiated a **semi-annual Speak Out Program** as a forum through which employees have access to and ask questions of laboratory directors. (ORD - RTP)
- Coordinated presentations for the **environmental guest lecturer series**. (Region 2)
- Developed a **comprehensive handbook for OGC employees**. (OGC)
- Offered a **pilot training course** entitled **Show You Mean Business** that deals with communication skills. (Office of Administrator)
- **Increased the number of personal computers** nearly 50%; reached an employee/computer ratio of 1.5:1 and **provided formal training** for 150 new users. (Region 7)
- Developed a **plan for systematic review of position classification**. (Region 6)
- Designed a **dual career track program** which created 17 regional expert positions in the two years since its inception. (Region 9)
- **Initiated a speaker series** hosting well-known luminaries in the environmental field. (OAR- OR)
- **Sponsored brown bag lunches with office directors** or outside speakers. (OAR, Region 10)
- **Sponsored a lunchtime video series** featuring management and environmental topics. (OAR)
- **Provide regularly scheduled orientation programs** for new employees. (OAR, Region 9, Region 10)
- **Launched a lunchtime seminar series** designed to provide an informal atmosphere for employees to meet major EPA decision makers. (OARM)
- **Sponsored a workshop** entitled "How To Prepare an SF-171." (Office of Administrator)
- **Facilitated team-building and enhanced organizational performance** by holding several management, secretarial, and branch retreats. (OPPE)
- **Held a women's retreat** so that women employees in different job categories and job levels could interact and exchange experiences. (ORD/EML - Las Vegas)

Continuous Learning



- **Adopted the PED model mentor program** in which mentors provide new employees with advice during their first weeks or months on the job. (OPPE)
- **The AA/DAA held brown bag lunches** with new employees, office interns and Branch Chiefs. (OPPE)
- **Presented Brown Bag Lunch Seminars** allowing staff to meet with invited outside speakers to gain a broader perspective on environmental issues. (OECM)
- **Sponsored two developmental programs for staff:** an internship program for junior analysts and a program which provided opportunities for secretaries to undertake projects outside their routine duties. (OPPE)
- **Sponsored a seminar** to aid employees to better prepare for employment opportunities. (OGC)
- **Compiled information on advancement opportunities for administrative, clerical, and technical staff** and presented the findings to managers, resulting in an awareness of the problems and concerns of non-research personnel. (ORD/ERL - Corvallis)
- **Arranged monthly lunch hour events**, i.e. lectures and panel discussions that have included: "The Ashland Oil Spill," "AIDS" and "A Corporate Approach to Performance Standards." (OSWER)
- **Conducted a "critical scientific skill mix" survey** with input from staff and that has resulted in a priority listing of scientific personnel needs at the ERL. (ORD/ERL - Duluth)
- **Offered a wide variety of seminars, workshops and training programs** for secretaries, supervisors, and non-supervisory staff. (Region 2)
- **Developed a comprehensive program to ensure that training keeps pace with the increase in the number of PCs.** The ratio is now one PC to every three employees and will continue to increase. (Region 2)
- **Implemented numerous recommendations from regional managers conference** dealing with the categories of human relations, work environment, recruitment/retention and expectations of managers. (Region 2)
- **Sponsored Brown Bag Seminars** on topics such as financial planning, eldercare, career planning and health issues. (Region 6)
- **Revamped the Region's new employee orientation program** to ensure that new employees are more effectively acculturated into the organization. (Region 10, Region 9)
- **Conducted retreats** for the senior management team and for every division and office during 1988. (Region 9)
- **Implemented Zenger-Miller "Working" training** in the Region and the Montana office. (Region 8)
- **Offered "Brown Bag Lunch and Learn" series** covering a range of topics from "environmental policy" to "caring for aging parents." (Region 7)

Continuous Learning



- **Developed a year-long curriculum for risk assessment training** that presented information with a logical progression from course to course. (*Region 1*)
- **Conducted risk assessment and decision making training** for 200 EPA and 250 state employees in FY '88. (*Region 9*)
- **Identified issues and means of improving management** through designing, distributing and reviewing a questionnaire. (*OTS, OPTS*)
- **Developed and distributed fact sheets** describing the upward mobility program. (*OPTS*)
- **Expanded the number and types of courses available to the work force** under a local university's instructional television service system (*RTP*)
- **Presented an initial class on team building and work improvement** developed by Zenger-Miller. (*Region 3*)
- **Offered**, on a quarterly basis, **facility tours** to give employees a broader understanding of and identification with EPA's varied activities at RTP. (*RTP*)
- **Sponsored monthly brown bag lunches** with the Director of OARM. (*RTP*)
- **Held second annual orientation session** for new employees. (*OIG*)
- Continued to serve as **lead for the approved Agency's home relocation program**. (*OARM - RTP*)
- **Established the regional scientists program** to provide expertise for regional programs. (*ORD*)
- **Initiated a study for the development of an action plan** that will result in building an office team to more effectively carry out the Program's goals. (*OW*)
- **Published "Our Environmental Challenge - People and Progress,"** which also serves as an Almanac to the Region and describes major initiatives and programs in the Region. (*Region 3*)
- **Held the third annual New Attorney Orientation Training program** for new Regional and Headquarters Attorneys and Department of Justice Attorneys. (*OECM*)
- **35 administrative officers participated in a special 6-day symposium** designed especially for them. (*OPTS*)

Section 2

Continuous Learning



Focus on Career Management

- **Offered two career management workshops**, as well as individual career counseling sessions. (*Region 4*)
- **Designed a 1-day course entitled "Personnel Practices for Supervisors"** that focused on specific regional procedures and policy issues in supervision. (*Region 4*)
- **Four employees participated in the FY 88 GLO Program.** (*Region 2, Region 9*)
- **Offered career management workshops** to 48 employees. (*Region 7*)
- **Provided several rotational assignments** including one in which a region hosted a year long rotation of a Headquarters employee. (*Region 7*)
- **Sponsored four employees for "mini-long-term training,"** allowing the recipients to attend college programs with EPA support. (*Region 8*)
- **Established a mid-level career development program** to offer developmental opportunities to staff at Grades 12-15. (*OARM*)
- **Conducted the most active IPA program of all regions and labs**, with 35 employees on assignment and two reverse IPA's working in the Region. (*Region 9*)
- **Developed a career-cycle training plan** for Agency attorneys that identifies the knowledge and skill requirements for entry, mid- and senior level attorneys. (*OECM*)
- **Sponsored three candidates for GLO and two candidates for WEL.** (*Region 7*)
- **Developed a career rotation program for GS-11 and GS-12** employees designed to broaden their knowledge and experience. (*Region 9*)
- **The Region's year-old Job Match Program has successfully matched 24 employees** ranging from secretaries to supervisors to different positions. Purpose: To gain multi-media experience. (*Region 10*)
- **Sponsored a long-term training competition open to all OAR employees** that awarded the winner an opportunity for full-time study for up to one year with full salary and up to \$12,500.00 for tuition, books, and lab fees. (*OAR*)
- **Rotated employees** from the OAR components to the immediate office of OAR. This opportunity offers an enhanced understanding of how the different facets of the OAR work. (*OAR*)
- **Developed a "Career Paths Handbook,"** distributed to all employees. (*Region 10*)
- **Sponsored two successful career management workshops.** (*Office of Administrator*)
- **Utilized long-term detailees** from most of the program areas as Special Assistants as an approach to organization and employee development. (*Office of Administrator*)

Continuous Learning



- **Used rotational assignments** to bring regional and other programs' perspectives into the decision-making process. (*ORO and OIA, Office of Administrator*)
- **Participated in the GLO program, the WEL program the EP program and the SES Candidate Development Program.** (*OPPE*)
- For the fourth year, **sponsored "mini long-term training."** This opportunity allows an employee to attend a quarter at a local academic institution or pursue an alternative means of education. To date, 22 regional employees have participated. (*Region 10*)
- **Five employees participated in the GLO program and two employees were selected for the WEL program.** (*Region 3*)

Focus on Secretaries and Support Staff

- **Senior secretaries held a 3-day retreat** with an agenda that covered a variety of subjects from "Attitudes In the Work Place" to an AIDS workshop. (*OGC*)
- **Secretarial Advisory Committee developed two mini-comedies** that proved to be a dramatic means of focusing on interviewing skills and ways to develop a professional image. (*Region 4*)
- **Worked with OHRM to develop a two phase plan** to bring about a change in some secretarial job titles and to expand the OPM - assigned job series for secretaries whose duties have evolved to include administrative work. (*ORD/ERL - Athens*).
- **Formed a Secretarial Council** designed to serve as a networking mechanism for the secretarial community. (*OARM*)
- **Provided a "Working" program** attended by clerical and secretarial employees that taught the principles of more effective interaction with supervisors and co-workers in the organization. (*Region 4*)
- **Administered a certified professional secretarial training program.** (*RTP*)
- **Initiated a certified professional secretarial program** that provides on-site college courses for secretaries and support staff and that leads to certification. (*ORD - Cinn*)
- **"Education in the Environment"** (a continuing initiative program) offers college courses for Secretarial/Support Staff employees. (*Region 3*)
- **Held a 1-day retreat for division/branch secretaries** that led to the formation of a committee called "OWSOM" for "Office of Water Secretaries On The Move". (*OW*)
- **Sponsored "Face To Face,"** a program designed to familiarize OARM secretaries with each other and with the work of the organization. (*OARM*)
- **Held a 2-day workshop in Washington, D.C.** for its nationwide secretarial work force. (*OIG*)

Continuous Learning



- **Continued the BEST (Building Excellence through Secretarial Training) program** which consists of core courses for new employees and elective courses for senior secretaries. (*Region 3*)
- **Support staff participated in four career management workshops.** (*OW*)
- **Offered an in-house "manuscript training" course** for secretaries who assist authors with manuscript preparation. (*ORD - RTP*)
- **Planned a 3-day secretarial workshop** that included such topics as Career Development, Computer Training and Travel Regulations. (*OIG*)
- **Held a pilot workshop for support staff** to teach participants the concepts and tools necessary for good career management. (*OAR*)
- Upon the recommendation of the HRC, **conducted a series of secretarial retreats.** (*Region 3*)
- Organized **periodic support staff meetings to keep abreast of new Agency policies** and to improve inter-office communication and coordination. (*OPPE*)
- **Established a Secretarial Career Path Committee** to help secretaries and clericals explore means of job enrichment and enhancement. (*ORD-EMSL, Las Vegas*)
- **Established a support staff enrichment program**, for employees GS-10 or below. Program will provide work-related training with up to six hours a week off with pay. (*OAR*)

Focus on Supervisors and Managers

- **Provided a 2-day supervisory orientation conference** for 25 new supervisors. (*Region 3*)
- **Designed a survey to assess and identify developmental needs in the supervisory work force.** This program will be used to further strengthen our management team. (*Region 4*)
- **33 GM and GS 14/15 employees participated in rotational assignments and training courses** to develop their management abilities. (*ORD*)
- **Completed a "feedback to supervisors" survey** to find out how feedback has been implemented. Region 8 was one of the first regions to try to determine a way to give feedback to supervisors. (*Region 8*)
- **Held the first management and secretarial retreat**, with a theme of team building and communications. (*OGC*)
- **Conducted "Frontline Leadership"** for 15 supervisors and managers. (*Region 9*)
- **Held a management retreat** that resulted in the formation of a working committee to study rotational assignments, compressed work week, and hiring strategies. (*OGC*)
- **Developed a Human Resources Management Supervisory Orientation** for all new supervisors. (*Region 10*)

Continuous Learning



- **Conducted management retreats for supervisory groups** and whole work units. (*Region 7, Region 9, Region 10*)
- **Sponsored a 3-day training session for managers/supervisors** to help them improve their briefing and presentation skills. (*OPTS*)
- **Developed a Regional Greater Leadership Opportunity program** that provides classroom and rotational experiences which will provide the Region with well-prepared future supervisors. (*Region 4*)
- **Participated in the OPTS semi-annual senior staff forums**, which serve as an executive development experience. (*OPTS*)
- **Offered several training films targeted for managers and supervisors** that cited methods for improving management skills. (*OPTS*)
- **Conducted staff evaluation of management**, a unique process that provides feedback to managers on their performance. This process is now fully institutionalized in the Region. (*Region 9*)
- **Developed an employee feedback for supervisors** program to allow managers to evaluate their supervisory skills by understanding how the staff perceives their performance. (*ORD Headquarters*)
- **Developed a pre-supervisory course** to familiarize employees with the realities of supervision. Two sessions have been conducted. **Note:** *The Seattle Corps of Engineers has incorporated this course in its training curriculum. (Region 10)*
- Virtually all but newly selected supervisors received **supervisory and pre-supervisory training through the Zenger-Miller program**. (*Region 4*)
- **Offered "FAME" briefings and the course "Framework for Supervisors"** to all Cincinnati supervisors. (*ORD - Cinn*)
- **Created a new supervisors' orientation program**, which introduces new supervisors to all the key players in the region. (*Region 9*)
- **A pre-supervisory training course** was specially designed for team leaders and other senior staff. (*Region 3*)
- **Conducted an annual evaluation of supervisors** by their employees to provide feedback to management. (*OAR Offices*)
- **Presented "Framework for Supervision"** for 30 new supervisors. (*Region 9*)

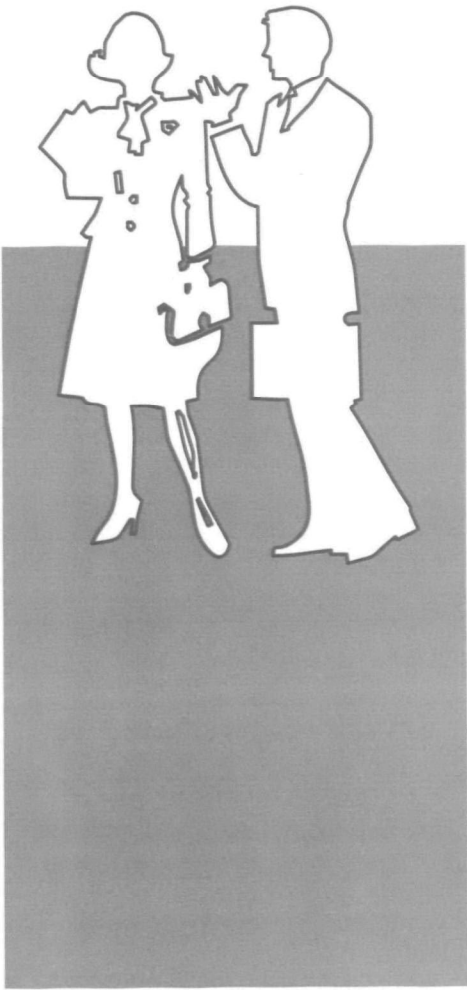
Focus on Training Institutes

- **Coordinated 342 training courses attended by 1,847 employees.** Currently have 90 Regional Institute volunteer instructors. (*Region 4*)
- **Coordinated 312 offerings attended by 2,328 people.** (*Region 1*)
- **Active in the EPA Institute** as both teachers and students. (*OPPE*)

Continuous Learning



- **Prepared a comprehensive training catalogue** listing Region 3 Institute courses, planned outside vendor offerings, and self-study materials. (*Region 3*)
- **Produced individual course announcements** for every training event, issued a **training bulletin** each month, and **published the Region's first training catalogue**. (*Region 10*)
- **Offered nearly 100 different courses and developed an instructor cadre of over 50**. Course attendance at the Institute offerings has exceeded 1,400. (*Region 3*)
- **Published a training course catalogue twice a year** containing course listings and descriptions. (*OSWER*)
- Made available **new space for an EPA training room** equipped with AV equipment. (*Region 1*)
- **Coordinated a risk assessment training curriculum** built on a year-long logical progression of information from course to course. (*Region 1*)
- **Published the first Region 9 Training Institute catalogue and calendar** with a listing of over 120 separate courses offered in 1988. (*Region 9*)
- **Published a semi-annual regional training catalogue** with monthly single-page updates to provide current training information. (*Region 4*)
- **Conducted, with OHRM/EPA Institute assistance, a train-the-trainer course** for 20 new institute instructors. (*Region 9*)



Section 3

Recognizing Excellence

- *Super Supervisors*
- *Excellence in Human Resources Management*
- *"Thumbs Up" Award*
- *Appreciation Breakfasts, Lunches*
- *Award for Excellence*

Recognizing Excellence



"EPA's employees are the life of the Agency. We need to continuously recognize and be proud of what we have achieved."

Alexandra B. Smith,
Chair, EPA Human Resources
Council and
Associate Regional Administrator,
Region 4

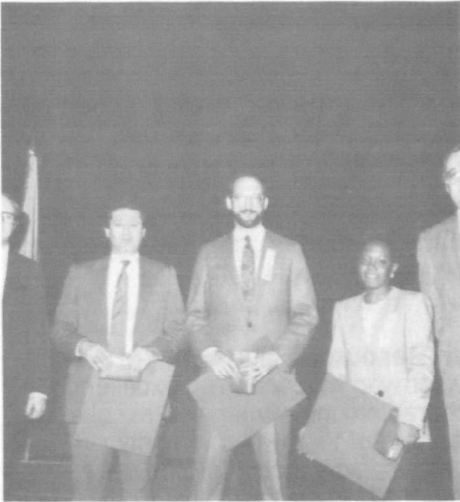
A universally accepted way to increase productivity and improve working conditions is to recognize and reward individuals for their special accomplishments and managers and supervisors who provide outstanding leadership. EPA has initiated a number of new awards to highlight the excellent performance found throughout the work force.

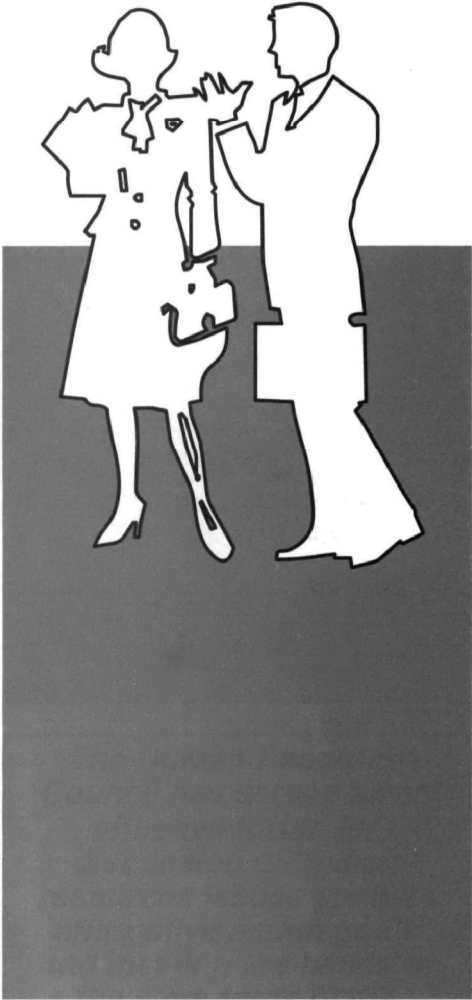
- **Established an Awards Board** and endorsed two new awards: **Mentor of the Year** and **Student Aide of the Year**. (Region 1)
- An "extra effort" award was presented to the AIDS Action Subcommittee. (Region 1)
- **The Region presented its first Human Resources Award**, designed to highlight and recognize achievements of either an individual or a group in the human resources area. (Region 5)
- **Presented a "Super Supervisor" award** for excellence in human resource management. (Region 6)
- **A monthly Regional Administrator's "Thumbs Up" award** presented to the employee who best exemplifies positive attributes such as initiative, courtesy and dedication. (Region 6)
- **Gave HRC's "Award for Excellence" to two individuals:** one for his professional management and contributions to mentoring and the other for his work as President of the Employee's Association. (Region 7)
- **The first HRC Excellence in Human Resources Management Award was presented** to a regional supervisor who has achieved excellence in working with people. This person, characterizing managerial excellence by regularly demonstrating an atmosphere of teamwork, integrity, competence, and openness, will serve as a role model for achieving effective human resources management. (Region 10)
- **An appreciation breakfast for supervisors** was sponsored by the Secretarial Advisory Committee. All supervisors received Certificates of Appreciation. (Region 6)
- **Established two new awards: General Counsel's Award for Excellence** for non-supervisory employees and the **General Counsel's Managerial Excellence Award** for managers. (OGC)
- **Developed a pilot project** (in the Boston office) **for rewarding deserving employees in innovative ways.** (OIG)
- **Developed a study and report on the definition of "outstanding performance"** for merit pay employees. (OSWER)
- **Presented public service awards** for volunteer activities. (Region 6)
- **Special award plaques were presented to the members of the Administrator's mini-council** in recognition of their contribution and commitment to improving human resources management. (Off. of Administrator)

Recognizing Excellence



- **A special reception was held** to recognize the efforts of OPPE and other staff who had worked tirelessly on the Sector Study. *(OPPE)*
- **Created an on-the-spot award** and **rejuvenated the suggestion program.** *(Region 10)*
- **Served as the lead** for the Agency's official ceremony in celebration of **Public Employees Recognition Week.** *(OPTS)*
- **Marylouise Uhlig of OPTS was the first EPA career employee to receive the A.J. Barnes Award for Exemplary Leadership in Human Resources Management.** *(OPTS)*
- **Developed a comprehensive policy on performance appraisals and awards** to provide for fair, consistent and meaningful recognition of superior performance at all levels. *(ORD)*
- **Established an award program that recognizes employees who do an outstanding job on a short-term special project.** *(ORD-RTP)*
- **The HRC/EEO Council conducted a survey regarding suggestions for change in the awards process.** As a result, management adopted the Council's recommendations which will be implemented during the FY 89 performance award cycle. *(ORD/ERL - Narragansett)*
- **Created Regional Administrator's award for excellence, on-the-spot-award, and secretary/clerk-typist-of-the-year award programs.** *(Region 9)*
- **Micheline Ward received an Agency Silver Medal** for outstanding initiative and creativity in promoting human resources excellence. *(Region 10)*
- **During National Secretaries Week, division directors served breakfast to secretarial and clerical employees** prior to the secretarial awards ceremony. *(Region 6)*





Section 4

Meeting the Needs of a Changing Work Force

- *Wellness/Fitness*
- *Child Care*
- *Health and Safety*
- *Workplace Issues*

Meeting the Needs of a Changing Work Force



“The Human Resources Council has served as an effective forum for discussion of human resources issues such as affirmative action goals and meeting the needs of the work force of the future. The council continues to play an important role in the development and improvement of human resources programs in EPA.

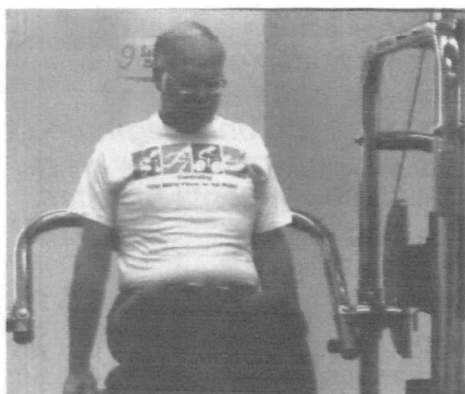
Kenneth F. Dawsey,
Director, Office of Human
Resources Management

EPA's rapidly changing work force brings a host of demands and opportunities for new and expanded services such as wellness programs, child-care, and flexible work schedules. Although we are only beginning to understand and appreciate all aspects of the new work force, we can be proud of our accomplishments thus far in keeping pace with these changing needs.

Wellness/Fitness

- Supported the creation of the **Region 5 Recreation Association** that will sponsor events such as cholesterol screenings, public service recognition and wellness special events. (*Region 5*)
- **Initiated a wellness program** based on a philosophy of outreach and behavior modeling through education and demonstration. (*Region 5*)
- **“Midwived” the birth of the first regional Fitness Center** that is managed by a part-time AARP staffer. (*Region 8*)
- **Contracted with a consortium of government agencies for participation in an employee counseling services program** that provides confidential assessment and referral services to all employees. (*Region 9*)
- **Held special training sessions, seminars, and workshops** on topics ranging from Stress Management to Dietary Needs and Cholesterol. (*RTP*)
- **Blood pressure check clinics were held** and six wellness articles were published in the weekly report. (*ORD/ERL - Corvallis*)
- Provided an **on-site health fair and weekly health information exchange** sessions for all regional employees. (*Region 7*)
- **Developed information on EPA-provided health services** for an employee wellness program brochure to be distributed to all Agency employees. (*OIG*)
- **The OSWER Council assisted OARM's wellness director in organizing EPA's first Health Week.** The program featured testing for blood cholesterol, visual acuity and glaucoma, and physical fitness. (*OSWER and OARM*).
- **Coordinated a wellness program (to include a regional fitness facility),** implemented an EPA Walker's Club, and previewed and obtained training/wellness video tapes. (*Region 1*)
- **A wellness center is now in place** with exercise equipment, a large general-use room, and locker and shower rooms. (*ORD/ERL - Duluth*)

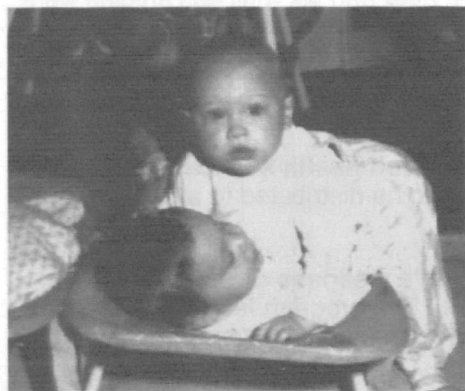
Meeting the Needs of a Changing Work Force



- **Eight seminars were sponsored** for employees on various health issues such as depression, diet and nutrition, and hypertension. (ORD/ERL - Athens)
- **Continued popular wellness lecture series** with topics ranging from stress management to balancing personal/professional goals. (Region 10)
- **Wellness seminars were provided and professional counselors are available** for employee counseling on problems ranging from marital to alcohol and drug abuse. (ORD/ERL - Gulf Breeze)
- **Established a corporate YMCA membership** for 125 employees. (Region 9)
- An extensive range of **wellness programs is offered in the new on-site fitness center/health unit.** (Region 3).
- An office **fitness center** will be completed in late 1989, and a **four-part health and fitness plan** for employees has been developed. (ORD-Cinn)
- Representatives from OAQPS, OARM, and ORD formed a **joint committee to organize and develop wellness programs** in each of these organizations. (RTP)



Child Care



- **Charter member status has been negotiated for Region 3 staff** who wish to enroll their children in a child care center located in the main Federal office building. (Region 3)
- **Developed a Parental Leave Manual** that pulled together all information pertaining to parental leave into one comprehensive package. (Region 1)
- **On-premises Day Care Center**, licensed for 59 children, is operating very successfully. (Region 10)
- Joined with several major agencies to provide services and a facility for **Day Care.** (Region 5)
- **Provided several seminars for working parents** featuring subjects such as balancing work and parental responsibilities and how to select child care services. (Region 3)
- A **child care center** is well on its way to being established. (ORD-Cinn)
- A **day care center**, begun as a jointly sponsored project between EPA and NIEHS, has been operating and growing since October 1986. (RTP)



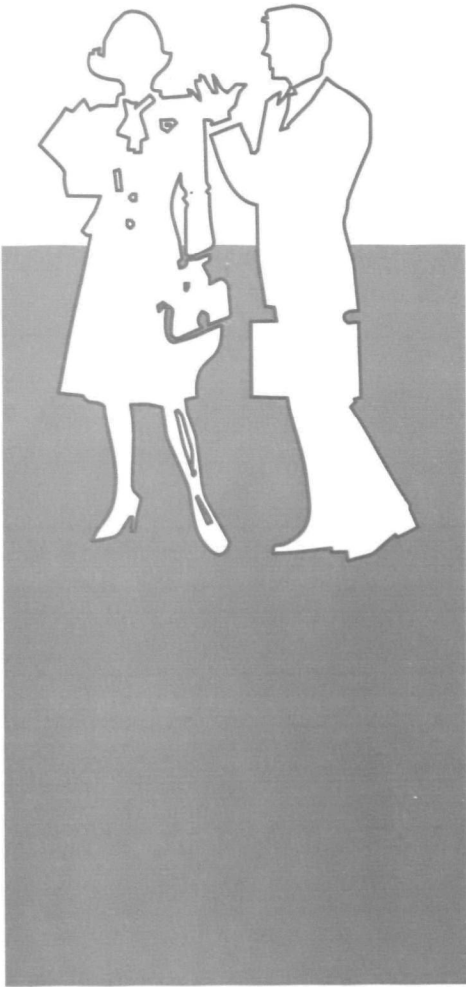
Meeting the Needs of a Changing Work Force

Health/Safety

- **A medical monitoring tracking system** on d-base has been implemented for all employees in Field Health and Safety Categories 1-3. (*Region 4*)
- Developed a **regional AIDS policy and training program**. (*Region 1*)
- **Provided health and safety training** for 97% of the Region's field inspectors. (*Region 7*)
- **Implemented an AIDS education strategy** that included articles in the HR newsletter, briefings of all employees, and postings of related information. (*Region 5*)
- **Sponsored several CPR courses** for the ORD employees. (*ORD-HQ*)
- The health and safety officer sponsors a **program** for field personnel that provides full YMCA membership and reviews and monitors fitness activities. (*Region 9*)
- Several briefings on AIDS (3 in Edison and 4 in New York) were presented by a public health educator from the New York City Department of Health. (*Region 2*)

Workplace Issues

- **HRC conducted 2 project surveys** to assess interest in alternative work schedules and to study the office environment. (*Region 6*)
- **Contributed to the efforts of other groups on the Leave Transfer Committee and the employee support fund**. (*Region 8*)
- **Completed and distributed an "Organizational Culture Study" report** to all OPPE employees. The report's purpose was to enable the managers to better understand the attitudes and work values of their employees. (*OPPE*)
- Developed and implemented a **work-at-home policy for employees with major medical problems**. (*Region 9*)
- **Sponsored an annual Pre-retirement Seminar** for all interested EPA/RTP employees as well as invited guests from other Federal Agencies. (*RTP*)
- **Initiated a pilot compressed work schedule program**. Early results indicate strong support for the CWS. (*OSWER, OECM, OW, OPPE, OIG, and OARM*)
- **Formed a 1990's Planning Workgroup to identify environmental issues in the next decade** and then to address changing workforce/societal issues. (*Region 9*)

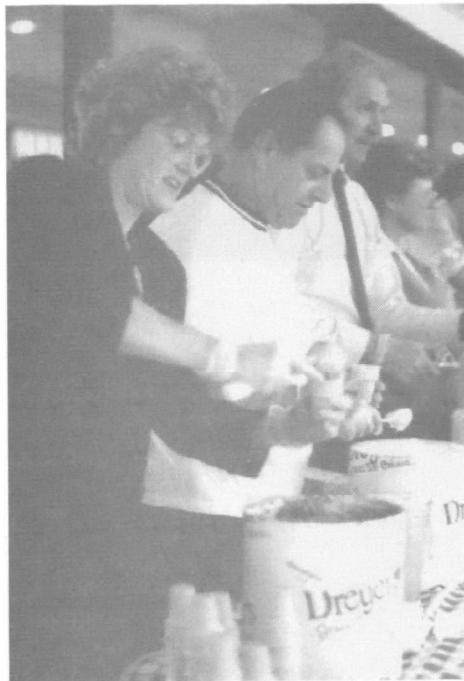
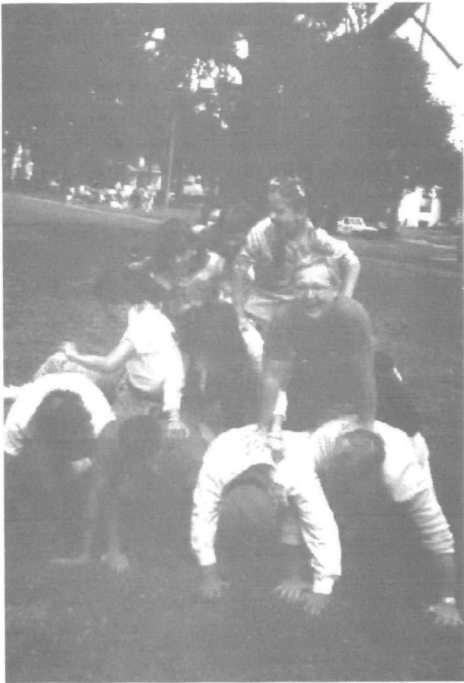


Section 5

A Question of Balance

- *Social Get-Togethers*
- *Employee Team Sports*
- *Picnics*
- *Ethnic Celebrations*

A Question of Balance



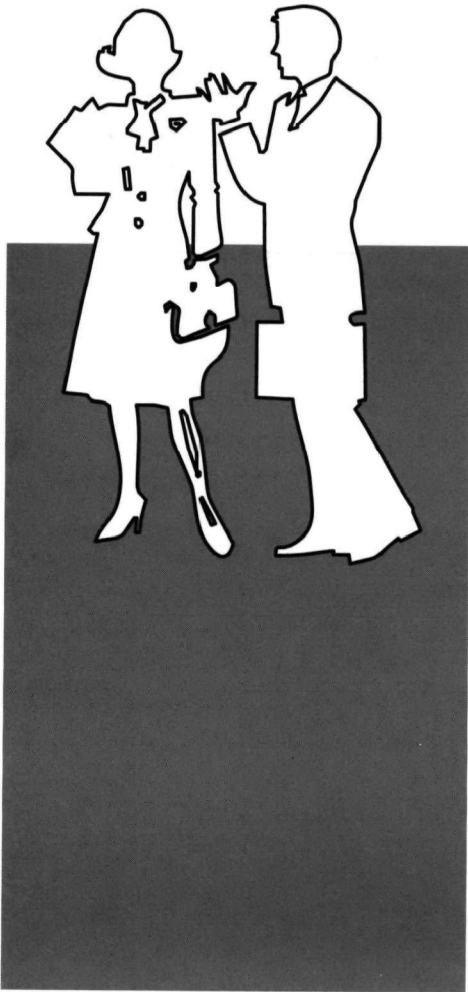
EPA recognizes that effectiveness and efficiency mean an adequate balance between work and play. Through a variety of social and recreational activities, EPA employees are able to achieve that balance, thus enhancing a greater commitment to the Agency's mission.

- **Adopted a two mile stretch of road** surrounding the EPA laboratory in Ada as part of the city's clean up campaign. Employees volunteered to spend a few hours four times a year; collected material is donated to a local recycling organization. (ORD/ERL - Ada)
- Held the **Second Annual Human Resources Month with PRIDE** "People Realizing Individual Dreams at EPA" as the theme. The events included workshops, an EPA Talent Show and A Divisional Bake-Off with Awards. (Region 2)
- **Held an Ice Cream Social** for employees at conclusion of FY 88. (Region 8)
- **The Regional Administrator has had lunch with over 700 employees** during his first year and a half with EPA. (Region 9)
- **Sponsored a "Human Resources Month"** with the highlight an annual All-Employee Picnic and an Employee Appreciation Day held at the end of the month. (Region 4)
- **"River Boat Days"** was the theme of the third annual employee appreciation day picnic. (ORD-Cincinnati)
- **A third annual halloween party** was held with food, scary movies and costume prizes. (Region 10)
- **Over 500 people attended an OAR sponsored "all hands" picnic** with food and games enjoyed by all. (OAR)
- **A film festival, an employee art exhibit, a "soul food" luncheon and a pilgrimage to Atlanta to visit Martin Luther King's Birthplace, Tomb, Church and Center** were all part of the Black History Month celebration. (Region 5)
- **Sponsored a Pizza Party for summer interns.** The get-together was not only fun but served as an opportunity for the interns to meet management. (OIRM)
- Activities were widely attended by management and staff during the **second annual picnic** sponsored by OTS. (OTS)
- Sponsored a variety of activities for all employees: **a spring picnic, a Christmas party, a softball team and a sailboat outing.** (OARM, RTP)
- A full array of Mexican delicacies were sampled at the **annual Hispanic breakfast.** Speakers presented topics of a cultural nature. (Region 5)
- **An 18th EPA birthday celebration** was held with cake, cookies, punch, balloons and no speeches! (Region 6)

A Question of Balance



- **The senior management team were the chefs for the great food prepared for the Region's 2nd annual picnic** that included games for adults and kids. (*Region 9*)
- **Chili Cook-offs are the highlight of the Employee Association's all-employee picnic.** Some of the more memorable chili entries were "Road Kill," Activated Sludge" and "Buzzard's Breath." (*Region 6*)
- **Approximately 200 EPA executives from Headquarters, Regions and Labs, participated in a highly successful dinner meeting with Administrator Reilly.** (*OHRM*)



Section 6

Technology Transfer

- *Training*
- *EPA/State Partnerships*

Technology Transfer

"EPA must take action to legitimize the importance and integral nature of technology transfer and training to its mission--"

Final Report
Lee Thomas' Task Force
on Technology Transfer and
Training

EPA has a number of ways of transferring its technology to others; training is probably our premier tool. These, and other activities, will strengthen our EPA/State partnerships and help us collectively achieve our environmental goals.

- **Visited each State in the Region to identify State focal points to use to develop a State technology transfer network.** The EPA Institute will be used as an anchor for the network. *(Region 5)*
- **Expanded training outreach efforts to the States** to establish a reciprocal partnership and share training resources. An AARP part-time employee has been hired to assist with this program. *(Region 1)*
- **Developed and conducted the National 4-H Council Education Program**, which provided opportunities for professionals to present current community action issues to youth. *(OPTS)*
- **Distributed the Region 10 Training Institute's announcements, bulletins and catalogue to Technology-Transfer contacts throughout Region 10 States.** *(Region 10)*
- **Increased State training partnerships**, with the Region 4 Training Institute playing a large part in "brokering" training activities. *(Region 4)*
- **Distributed the regional training catalogue to all State training offices** and co-facilitated a meeting with State technology transfer contacts. *(Region 9)*
- **Staff of regional operations offices** (located in each State) **continually work hand-in-hand with their State environmental counterparts** to resolve environmental problems, e.g., Valdez oil spill. These Federal/State offices are generally located in the same building. *(Region 10)*



The Impacts of Technological Changes on the EPA Work Force

Summary of Recommendations for:

- *Human Resources Management Programs*
- *Communications and Information Systems*
- *Facility Planning and Management*
- *Resource Planning*

The Impacts of Technological Changes on the EPA Work Force:

Summary of Recommendations

Over the past year, the Human Resources Council has been involved in analyzing the multiple impacts of technology on human resources management programs, communication and information systems, and facility planning and management. The Council's recommendations are summarized below:

Human Resources Management Programs

The Council has concluded that technology is already affecting many specific human resources program areas.

The Council's recommendations for the immediate future focus on four specific human resources areas: the secretarial/clerical work force; managerial and supervisory employees; occupational health and safety programs; and career development programs.

- **EPA needs a comprehensive program which includes recruitment, selection, and recognition** with a focus on enhancing the human resource skills of supervisors and managers in a technological environment.
- **We recommend that the Administrator commission an Agency-wide review and analysis of the secretarial/clerical jobs** within the context of our changing technological environment.
- **Training programs for secretarial and clerical functions should be sustained and enhanced** to permit the secretarial/clerical staff to fully realize the benefits of technological change.
- **We need to expand the definition of our wellness and employee counseling programs** to encompass ergonomics, facility health assessments, and technology-induced anxiety and stress.
- **EPA needs organizational development expertise** to better coordinate the changing directions of the Agency with the career guidance that employees receive from supervisors and human resource specialists.
- **We recommend that EPA create career counseling centers** where professionals can provide career planning information for employees.

The Impacts of Technological Changes on the EPA Work Force:

Summary of Recommendations

Communication and Information Systems

The last 10 years have produced extraordinary changes in office technology. During that period, many EPA organizations have moved, at varying speed, from electronic typewriters for use by support staff to advanced personal computers.

Changes in office technology bring changes in the roles, power relationships, and skill needs of the people in the organization. Ultimately, technology affects the social interaction of the workplace. Additionally, great strides are being made in using technologies to decrease routine paperflow and streamline time-consuming communication tasks.

Our vision for the Agency is that electronic communications would replace routine paperflow and that paper would be processed only when required.

- **We recommend that, in consultation with the Human Resources Council, the Office of Administration and Resources Management conduct an immediate assessment of the current status of major emerging communication technologies,** the status of EPA initiatives or plans related to each and the steps necessary to move more quickly to get cost-effective improvements on line.
- **We recommend that the Office of Information Resources Management and the Office of Human Resources Management, in conjunction with the Human Resources Council, begin immediately to develop a plan or model** for how the Agency will manage and communicate major technological changes at the office level.
- With the trend towards a more team-oriented approach to environmental protection and the general need for more efficient communications within and outside the Agency, **the Agency needs to rapidly upgrade its communication systems.** This will require desktop access (personal computers) and training for all EPA employees.
- **We recommend that EPA accelerate its efforts to decrease routine paperflow** through the use of paperless electronic software systems such as electronic meeting scheduling, training registration, time and attendance cards, etc.

The Impacts of Technological Changes on the EPA Work Force:

Summary of Recommendations

Facility Planning and Management

EPA should have a vision for its high technology workplaces that reflects its environmental mission and human resources commitments.

Our environmental mission should be reflected in facility planning and management as: adequate indoor air quality; proper noise controls; appropriate hazardous waste management; superior pollution prevention activities (recycling); accessible natural light; and credible management of chemicals used in the workplace.

The Human Resources Council's vision for EPA facilities puts health and safety first for our work places. EPA should be a government leader in quality work places because our mission and commitments support that leadership.

- **We recommend that OARM assist the Agency leadership in clarifying their vision, goals, and plans for our high technology workplaces.**
- **We need to establish (as soon as possible) an EPA facility and space planning model to be used as an assessment tool for all existing space.** Planned changes should be made in a holistic manner, by coordinating all facets (e.g., health and safety, aesthetics, wellness, automation, productivity, efficiency, ergonomics, day care, and accommodations for the disabled).
- **We recommend that supervisors play a responsible role** in assuring that the Agency's model for healthy and safe workplaces (once established) is followed.
- **The Agency should take a leadership role within the Federal community to eliminate "system" barriers** that would accommodate employee needs (e.g., GSA approval for orthopedic chairs, weak rules for indoor air quality, etc.).

The Impacts of Technological Changes on the EPA Work Force:

Summary of Recommendations

Resource Planning

EPA has invested substantial sums to hire and train a technically sophisticated staff, to maintain and enhance technological skills, obtain state-of-the-art equipment and upgrade our workplaces. Our resource planning recommendations are intended to ensure that EPA can accomplish its environmental mission and provide the technological support needed for employees and Agency leadership.

- **We propose that, in conjunction with the Human Resources Council, the Office of Administration and Resources Management develop a strategic vision and goals for the future** to ensure that the best technology (and its complementary requirements) is available to employees.
- We solicit senior management support to make direct adjustments in resource planning to ensure that we can collectively meet our technological vision for the future. Capital budgeting should be assessed for applicability. **As part of the annual budget cycle, there should be a report of budget plans to meet the strategic technological goals of the Agency.**

Our journey has convinced us that the Human Resources Council is a pathfinder for the EPA work force as we plan for the enormous changes ahead of us. We realize the need for new collaborative efforts within the Agency to implement many of our recommendations. We are convinced that with sustained support from senior management we can fulfill many of our goals for the EPA of the future.



Epilogue:

Issues and Challenges

Epilogue:

Issues and Challenges

"EPA's success depends on its people. Our efforts to employ, retain, and develop the talented people we need are as important as any of the initiatives that we have pursued together."

Lee M. Thomas, Former
Administrator

EPA, like the society we live in, has been caught up in a maelstrom of change, a reality from which there is no escape. Some find change and its accompanying stresses uncomfortable and, hence, resist; others embrace it as an exciting challenge. Regardless of our individual responses, we must begin to restructure our present way of managing. In order to remain responsive to internal as well as external changes, we must chart a course through the seas of uncertainty, unafraid of attempting new routes. The following issues/questions should stimulate thought.

1. **Commitment means demonstrated leadership and "practicing what we preach."** Our people often do not feel human resources efforts by managers and delivery systems are equal throughout the Agency. How do we achieve our goal of "expanding the commitment?" How do we make sure that our human resources practices are applied consistently throughout the Agency?
2. **What needs to be done to help our people feel more included in the new administration's environmental goals?** How should we communicate these goals so that the 15,000 EPA employees understand them? How can we get people committed to them and build individual ownership?
3. Our major environmental themes address multi-media problems. **How do we as managers integrate our program people to solve these problems?** How do you move our culture at EPA away from such things as resource competition over FTEs and money and establish a climate of joint problem solving?
4. **How do we demonstrate to managers the "return on investment" from managing with human resource principles in mind?** How can we demonstrate that being managers with the needs of their people in mind is the key to success in achieving the Agency's goals? How can we best reward those who display excellence in management skills?
5. **Management theorists foresee a move away from the command/control style of management to working with people as a facilitator, coach, and nurturer.** Are we currently selecting, training, and developing managers with these skills? How well are we preparing ourselves for this style of management?
6. **The Workforce 2000 report prepared by the Federal government predicts a marked shift in demographics of workers and skills available to the workplace.** What are the implications for EPA? How well are our programs - such as recruiting, training, employee benefits - and workplace policies geared to helping EPA deal with these trends?

Epilogue:

Issues and Challenges

7. EPA is very involved in new technology in the workplace, including office automation. **How well are our managers and employees (at all levels) prepared for these technology advancements?**
8. **The Agency faces a major challenge in balancing its work force and ensuring minority representations at all levels.** We have a goal of 52% in affirmative actions for managerial positions. How do we achieve this goal? How can we increase representation in our "feeder" groups for scientific/technical, legal and managerial positions?
9. **Our work force demographics may be moving quickly to the predictions of the Work force 2000 report.** Did you know that one-third of the Agency's workforce (40% in the regions) are new hires in the last three years? What are the implications?

Are we managing with identified trends, the marker buoys of our times in mind, or are we simply being buffeted about the seas of uncertainty by the maelstrom of change? Are we steering our course by using out-dated management methods and models, or are we incorporating the most innovative and creative techniques? There is no choice if we hope to navigate the turbulent waters. While keeping in mind our mission as a reference point, we must set a course using the currents of the future.

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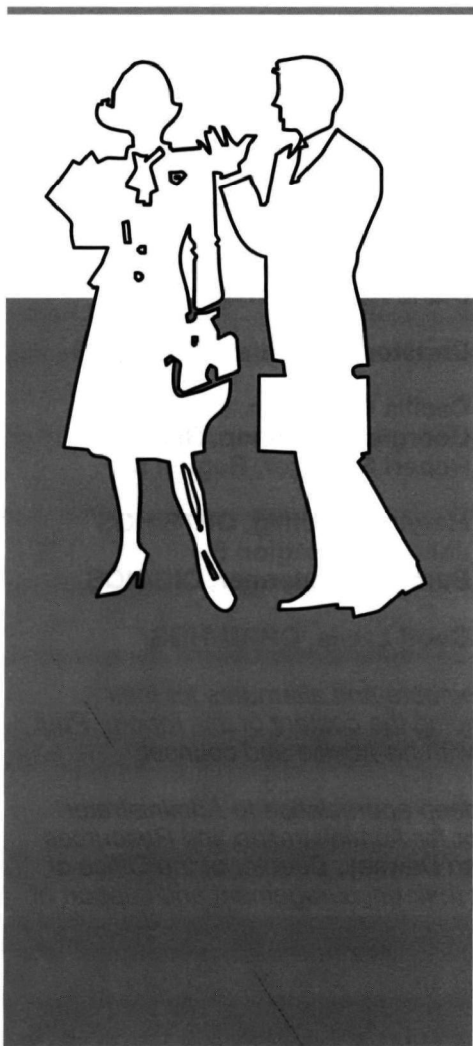
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Alexandra B. Smith

Alexandra B. Smith, Chair
EPA Human Resources Council



National Human Resources Council

Alexandra B. Smith, Chair

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