



**HUMAN
RESOURCES**
IN THE 21ST CENTURY

**EMPOWERING
YOU WITH
SYSTEMS, SERVICES
AND CHOICES**

**TO CREATE YOUR
CAREER
AND YOUR
ORGANIZATION**

U.S. Environmental Protection Agency

Employee Services

The Employee Services Staff provides a variety of services to EPA employees. Its Career Resource and Counseling Center (CRCC) is a "one-stop" shop for seeking vacancy information and career or personal counseling. Key services include:

Benefits: Retirement; Thrift Savings Plan; health insurance; life insurance.

Workplace issues: Workers' Compensation; leave bank and leave transfer programs; family-friendly workplace issues.

CRCC: Vacancy announcements; career and personal counseling; assessment services.

FOR MORE INFORMATION:

The Employee Service Staff web page is at intranet.epa.gov/epahriis/division/ess/index.htm.
The Career Resource and Counseling Center web page is at intranet.epa.gov/epahriis/crcc.

Organizational Effectiveness

The Institute for Individual and Organizational Excellence assists employees and organizations to develop their full potential and to deal with continuous change by providing learning, development, and consulting services, including:

- Developing a strategic assessment of learning needs.
- Designing, planning, and conducting events, workshops, conferences, and retreats.
- Coaching and advising leaders on their learning, organizational development, and organizational change needs.
- Designing and deploying advanced learning systems.
- Launching, building, training, and working with teams.
- Helping groups develop a vision and clarify their mission.

Organizational Management and Consulting Services (OMCS) assists EPA offices to design new organizational structures to reflect their changing missions.

FOR MORE INFORMATION

See <http://intranet.epa.gov/institute> and <http://intranet.epa.gov/epahriis/division/omcs/index.htm>.

Human Resources Systems and Policies

Strategic Planning and Policy Services (SPPS) supports strategic planning for the Agency's human resources and, through developing Agency-wide human resources systems and policies, ensures that EPA's human resources are managed consistently, fairly, and in accordance with Government-wide laws and regulations. Policies and systems include:

- Classification
- Compensation
- Leave Administration
- Performance Management
- Recognition and Awards
- Recruitment
- Staffing and Employment
- Workplace Issues

Organization and Management Consulting Services (OMCS) maintains the Agency's directives system of orders and manuals and is converting the Agency's directives to a new, performance-based system to ensure that the results to be achieved by an internal policy are identified and measured.

FOR MORE INFORMATION

See <http://intranet.epa.gov/epahriis/division/spps/index.htm> and <http://intranet.epa.gov/epahriis/division/omcs/index.htm>.

Labor-Management Relations and Partnerships

The Labor and Employee Relations Staff provides Agency-wide policy, guidance, and leadership in labor and employee relations, including:

- Labor-management partnerships
- Labor negotiations and agreements
- Labor and employee relations policies and training
- Management advisory services
- Disciplinary and adverse actions
- Representation at hearings, arbitration, and government-wide activities

A key component of labor-management relations at EPA is the National Labor-Management Partnership Council, which fosters an atmosphere of mutual trust and respect, open sharing of information, and improvement in the working conditions, career development, and morale of employees. The Executive Board, made up of five union officers and five senior-executive level management representatives, conducts the ongoing business of the Council.

FOR MORE INFORMATION

See intranet.epa.gov/eparhriis/division/lrs/index.htm for more information about the Labor and Employee Relations Staff. The National Partnership Council information is at intranet.epa.gov/epahriis/division/lrs/npc.

Cultural Diversity

To ensure that EPA will have a workforce that draws on the strengths of the entire population of the nation and that enables the Agency to serve all our citizens more effectively, the Agency has undertaken several major human resources initiatives, which OHROS, along with the Office of Civil Rights, is instrumental in implementing.

- **Diversity Action Plans** - Each EPA Office and Region is responsible for developing and executing a plan for increasing the diversity of its workforce at all grade levels and for enhancing an understanding of, and appreciation for, cultural diversity.
- **SES Accountability Model** - Through the SES awards and recognition process, EPA executives are being held accountable for the recruitment, development, and maintenance of a workforce that is free from discrimination and for ensuring equal employment opportunity and fairness throughout their organizations. The Model provides performance objectives and measures to regularly assess executives' progress toward meeting these goals.
- **Hispanic Recruitment Initiative** - As part of a Government initiative to increase the representation of Hispanics among the Federal workforce, EPA is increasing its efforts to recruit Hispanics through such efforts as building partnerships with institutions of higher education, enhancing relationships with Hispanic cultural interest groups, and creating the EPA intern program.

FOR MORE INFORMATION

More information on the Diversity Action Plans is available at <http://intranet/epa.gov/epahriis/diverse/dap.htm>, <http://intranet/epa.gov/epahriis/diverse/aaships>, and at <http://intranet/epa.gov/epahriis/diverse/regions>. Details about the SES Accountability Model are at <http://intranet.epa.gov/epahriis/hrc/diversity/fairmemo.htm>. Information about the Government-wide Hispanic recruiting initiative is available at the website for the Office of Personnel Management, <http://www.opm.gov>.

A Full Spectrum of Human Resources Services

The Office of Human Resources and Organizational Services (OHROS) provides guidance, support, and stewardship for EPA's management of its human resources and a broad range of human resources services to EPA's employees throughout the life cycle of their careers at EPA.

Human Resources Programs

- Benefits
- Career Transition and Assistance
- Classification
- Counseling
- Employee Development
- Employee Relations
- Employment/Recruitment/Staffing
- Executive Personnel Administration
- Incentives and Awards
- Pay Administration
- Performance Management
- Retirement
- Senior Executive Service (SES)
- Training and Learning

Organizational Services

- Central Directives System
- Labor Management Partnerships/Relations
- Organizational Assessment/Design
- Organizational Consultation
- Organizational Development
- Strategic Workforce Planning
- Workplace Issues

Management Activities

- Cultural Diversity
- Recruitment Tools
- Reinvention

Support for Agency-wide and Interagency Groups

- Administrator's Management Committee
- National Human Resources Council
- President's Management Council
- National Performance Review

FOR MORE INFORMATION

More information about the full range of human resources services provided by OHROS is available at: <http://intranet.epa.gov/epahriis/ohros/ohros.htm>.

New Human Resources Initiatives: Building the Future

Several initiatives designed to improve service to our customers, streamline and simplify processes and ensure the Agency will have the workforce it will need to continue to succeed in its mission into the next century are under way:

- **Human Resources Strategic Plan** - This plan, which includes strategic goals for managing the Agency's human resources and strategies for recruiting, retaining, and developing a diverse and competent workforce, provides a structure for preparing for the Agency's future workforce and work place requirements.
- **WorkForce Development Strategy (WDS)** - A comprehensive approach to equipping EPA employees with the competencies needed to successfully perform the Agency's mission, the WDS is designing new programs to improve leadership development, professional development, and support staff development and has launched the EPA Intern Program, providing high-potential, diverse hires throughout EPA.
- **Standing Registers** - Currently used in Headquarters, standing registers provide a way to quickly fill vacancies in populous occupations, reducing the time normally needed to hire a highly qualified candidate from outside the Government from nine weeks to five days.
- **HR Pro** - This human resources management system will transform the way Human Resources offices, EPA employees, and managers do business. Customers throughout EPA will use HR Pro for such tasks as transmitting requests for personnel actions and making benefits changes. Managers will have easy access to the workforce information they need to manage their human resources.

FOR MORE INFORMATION

More detailed information about each of these initiatives is available in this packet.

EPA

Human Resources in the 21st Century:

A Changing Climate

EPA's human resources agenda is aimed at responding to the shifting environment of the 21st century workplace. We will face challenges unheard of even just 20 years ago -- challenges such as the technology explosion and the impact it's having on the way we live and work. Our workforce is changing. Its composition is different. It's family-friendly and it's becoming more diverse. There are new ways of working. More work is accomplished in teams and there's increasing emphasis on partnerships and consultations. The public will continue to demand a high-performance government with an emphasis on accountability, results, and customer service.

With these changes in technology, in the workplace, and in customer expectations, how we deal with people and organizations will have to change as well. We must be prepared for the developments that will dramatically impact the way we recruit, hire, manage, and hold on to good employees. The Office of Human Resources Management and Organizational Services (OHROS), part of the Office of Administration and

Resources Management (OARM), partners with the National Human Resources Council (HRC) and the National Partnership Council (NPC) to develop strong human resources leadership, innovative programs and systems, and effective communication among management, employees, and their representatives.



The Foundation: Human Resources Strategic Planning

Our business is environmental protection. The HRC is championing development of a strategic plan for the Agency's human resources to help focus our resources and energies on directly supporting the mission. This plan aims to link the workforce and human resources management with the Agency's mission, strategic goals, priorities, programs, and strategies. The plan provides an integrated, holistic framework to develop programs and key initiatives to meet EPA's objectives.

Human Resources Strategic Plan's Vision Statement:

To protect public health and safeguard the environment, EPA's people are competent, creative, and committed to results.

Human Resources Strategic Plan's Values Statement:

Foremost, EPA respects and values competence, innovation, diversity of cultures and thinking, continuous learning, and sound science. We seek a workplace that broadly supports these values and the people who embody them.

Office of Administration and Resources Management (OARM)'s Vision Statement:

OARM will be recognized throughout EPA as a valued partner in achieving the Agency's mission.

Office of Administration and Resources Management (OARM)'s Mission Statement:

Enhancing public health and environmental protection through effective management of EPA's human, financial and physical resources.

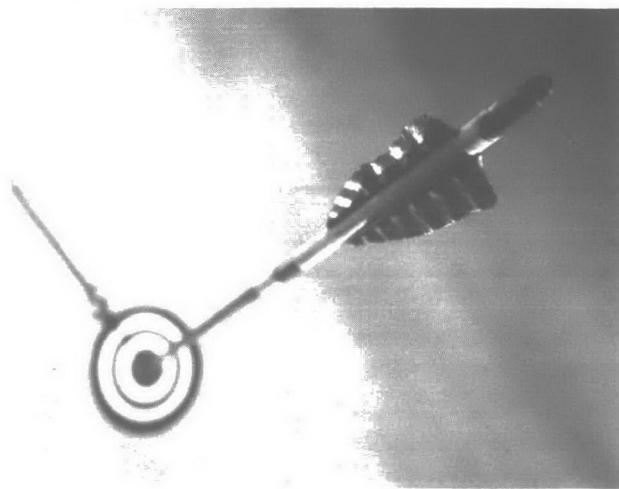
Office of Human Resources and Organizational Services (OHROS) Vision Statement:

EPA is a high-performance organization.

- The Agency has the right person at the right place at the time.
- The Agency maximizes the capacity of each employee.
- The Agency manages the change process successfully.
- The Agency uses human resources and organizational tools effectively in pursuit of its mission.

Changing Work and Competency Programs

Workforce skill requirements are changing quickly and dramatically. Nothing short of a revolution is under way today in information technology and in the role of knowledge in society. This revolution is changing our world, with the impact being felt particularly in the nature of work and the workforce competencies needed. In EPA training, the emphasis will increasingly change from a set of process-focused, event-based activities into an outcome-oriented, measurable performance improvement function that supports managers and employees in sustaining a consultative, learning environment. The HRC, in partnership with OHROS and other Agency organizations, is championing the Workforce Development Strategy to prepare for workplace changes and to anticipate workforce trends, needs and competency requirements.



We are designing and implementing strategies to make sure the learning function is used as a strategic

management tool throughout the organization and that learning activities are firmly linked to organizational performance objectives.

The Business Case for Cultural Diversity

Changing demographics are altering the age, gender, background, and ethnic composition of the workforce. Demographic and societal forces are drawing more women, minorities, and immigrants into the workplace, aging the workforce, and shrinking the numbers of new workers in the entry-level generation. A science-based organization like EPA demands a scientific and technical workforce. Traditional sources of new scientists and technical workers will be insufficient to meet EPA's needs. Competition will be keen among public and private employers for talented recruits of differing national origins, genders, and races. The HRC, OHROS, and the Office of Civil Rights are spearheading a wide range of programs to allow us to increase diversity in the workforce, finding opportunities for talent, creativity, and leadership in the new human resources mix.

Workplace Programs

There will be increasing demand to better balance work with family and other responsibilities. The growth in two-earner families drives the change,

as do shifts in the nature of work and in the workplace toward more information-based white-collar work that does not necessarily require a fixed site and set hours. Our human resources policies, developed and administered by OHROS, recognize and appreciate the desire of EPA employees to integrate work with home life. Our employee services programs are essential to becoming the "employer of choice" for our current and future employees.



Organizational Effectiveness

We are being challenged to define and create fresh leadership styles that work for leaner organizations with more self-reliant workers and greater performance expectations.

Bureaucracies have to shift from hierarchical, industrial era structures to "internetworked" structures that empower employees and improve and integrate service delivery. Middle management will continue to experience shrinking ranks and changing roles. The manager's role becomes more that of a leader, a coach, an enabler, and a teacher rather than a giver of assignments and an evaluator of performance. OHROS provides Agency-wide organizational design, assessment, and consultation services to help improve morale, productivity, quality, and performance.

Customer Service

EPA's Human Resources offices are using automation and new business processes to serve our customers with more speed, quality, and effectiveness. Our personnel staff are evolving from processors of transactions and paperwork to responsive and proactive consultants and advisors. We look forward to working with our customers as we create a new workforce -- built on the lessons of the past, the innovations of the present, and the needs of the future -- to help EPA move successfully into the 21st century.

PEOPLE ARE OUR BUSINESS



Office of Human Resources and Organizational Services
Office of Administration and Resources Management

Standing Registers Streamlining Hiring

What are standing registers?

Offices in Headquarters hire most new employees from lists of candidates (called "registers") provided by the Office of Personnel Management (OPM). A standing register results from an "open continuous" announcement, whereby job candidates can be screened, added to the register, and selected for a position at any time during the time the announcement is open, normally a six-month period. A standing register streamlines recruitment, assessment, and selection, as pre-screened candidates are available for selection whenever a vacancy occurs.

What are the key features?

Standing registers are currently used to fill Environmental Protection Specialist positions, a category with a high population in Headquarters offices. The Agency has also completed preparations to establish standing registers in other high-demand occupations: Environmental Scientist, Environmental Engineer, and Management/Program Analyst.

Before OPM can establish an open continuous announcement and a standing register, subject matter experts in EPA's program offices who are familiar with the qualifications and skills needed for the jobs develop a questionnaire to be completed by job applicants. The questionnaire is designed to elicit information about an applicant's qualifications and experience, which is used by OPM to assess and rank applicants for placement on the register.

How will it benefit my organization?

The traditional recruitment process can take nine weeks or more to complete, from the time a vacancy announcement is prepared to the time a hiring official receives a register of candidates. Using standing registers, it normally takes no more than five days from the time a hiring official informs Human Resources of a vacancy until the official is presented with a register. Also, once the selection criteria have been developed and the register established, the whole process--recruitment through selection--is drastically simplified.

Who are the champions?

All program offices in Headquarters have been involved in supporting the establishment of the standing registers, either through providing subject matter experts to establish the criteria or by reviewing and commenting on their products. Managers who have used the standing registers are highly satisfied with the quality of the candidates and happy with the process.

Where can I get additional information?

Your servicing Human Resources Staff in OHROS can provide more details.

Major Human Resources Initiatives

Simplifying, Streamlining, and Preparing for the Future

The **Office of Human Resources and Organizational Services (OHROS)** has launched several key initiatives designed to improve service to our customers, to streamline and simplify processes, and to ensure the Agency will have the workforce it will need to continue to succeed in its mission into the next century, whatever new challenges it may encounter. Additional initiatives will be announced in the future as a result of the strategic planning and workforce analysis processes already in place. Currently, there are four key efforts under way.

The **Human Resources Strategic Plan**, undertaken in FY1999, provides, for the first time, a structure for preparing for, and meeting, the Agency's future workforce requirements. The Plan identifies strategic goals for managing the Agency's human resources and strategies for recruiting, retaining, and developing the diverse and competent workforce the Agency will need to meet changing demands and for building a supportive and innovative work environment. The initiatives arising from the strategic planning process represent priority activities for the Human Resources community.

Under the **WorkForce Development Strategy**, efforts are under way to identify the critical competencies needed by the Agency's workforce, both now and in the near-term and long-term future. New programs to improve leadership development, professional development, and support staff development are being designed, and an EPA Intern Program has been providing a pool of high-potential, diverse hires for offices throughout the Agency.

Standing Registers represent a significant streamlining of the recruitment and selection processes. Currently used in Headquarters, standing registers provide a method for quickly filling vacancies in populous occupations, reducing the time normally needed to hire a highly qualified candidate from outside the Government from nine weeks to five days.

Human Resources management processes will be carried out more and more via information systems over the next few years. **HR Pro**, a human resources management system, now in its first stage of implementation Agency-wide, will transform the way both Human Resources offices and their customers do business. Its initial phase will see personnel administrative processes assumed by the new system. Later, customers will be able to use HR Pro for such activities as transmitting requests for personnel actions and benefits changes to the Human Resources office, and the recruitment/selection/certification process will be automated. When fully implemented, HR Pro will provide easy access to workforce information that managers and Human Resource professionals need for such decision-making processes as succession planning, career planning, and determining staffing needs, among others.

More detailed information about each of these initiatives is available in this packet.

Workforce Development Strategy

Preparing the Workforce of the Future

What is the Workforce Development Strategy?

The Workforce Development Strategy (WDS) is a response to the Administrator's memorandum on Minority Action Plans, wherein she identified national initiatives on SES accountability, diversity and management training, professional development, and an intern program. The WDS addresses several of these areas and represents a comprehensive, inclusive strategy to yield an EPA workforce prepared for the future.

What are its key features?

The Workforce Assessment Project - Identifies the skills needed today and in the next millennium to prepare the workforce to successfully meet the evolving challenges of EPA's mission.

New Skills, New Options Program - Equips our support staff to enlarge their vital role at EPA.

Mid-Level Development Program - Provides the competencies our mid-level employees need to be successful in a more dynamic, interdependent workplace.

Leadership Development Program - Provides structured management and SES development programs that nurture a culture of learning and shared leadership for a high-performing EPA.

EPA Intern Program - Hires and develops high-quality, diverse employees who may be part of the future leadership of the Agency.

How will it benefit my organization?

Focuses our attention on the future so that we might be prepared for challenges rather than being forced to react.

Provides us with good leadership.

Gives every employee a direction for his/her development, in alignment with the strategic direction of the Agency.

Who are the program champions?

Administrator
EPA Human Resources Council
Assistant Administrator (OARM)
Director, Human Resources and Organizational Services
Director, Institute for Individual and Organizational Excellence

Where can I get additional information?

Contact Kerry Weiss, the Director, Institute for Individual and Organizational Excellence at 202-260-5569.
The Institute's web page is located at:
<http://intranet.epa.gov/institute>.



THE WORKFORCE DEVELOPMENT STRATEGY

Helping EPA employees
meet the challenges of today and tomorrow

Benchmarking

Future

Competencies
**EPA
Human
Resources
Council**

PEOPLE ARE OUR BUSINESS



Office of Human Resources and Organizational Services
Office of Administration and Resources Management

WELCOME FROM
**The Office of Administration
and Resources Management**

Ever since EPA was established in 1970, we've looked for the best ways to attract and develop committed and talented people to do EPA's important work.

Thanks for being part of the team!



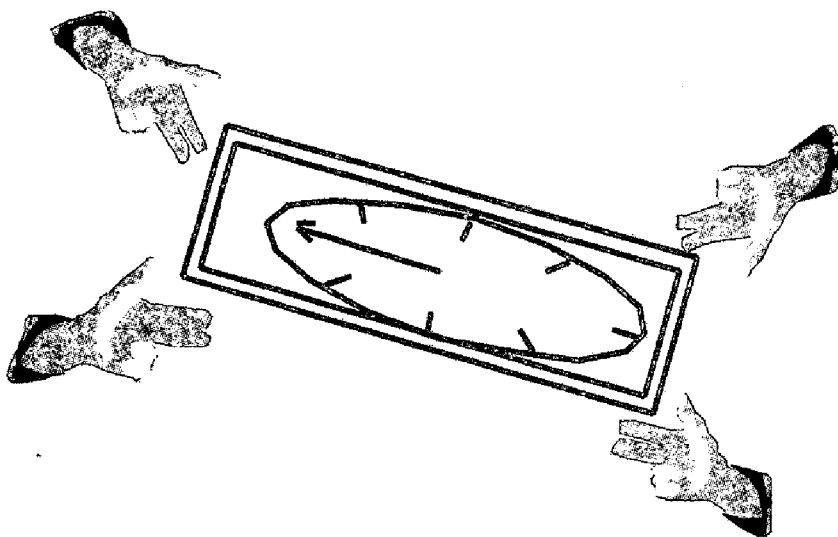
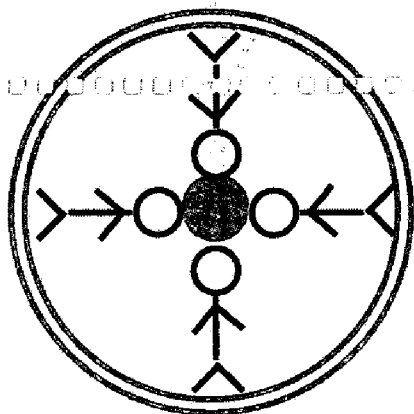
**Paths
to the
Future**

The Workforce Development Strategy ...

is OARM's and the Human Resources Council's response to the Administrator's memo on Minority Action Plans. The Administrator's memo identified national initiatives on

- ➔ SES Accountability
- ➔ Diversity and Management Training
- ➔ Professional Development
- ➔ Intern Program

The **Workforce Development Strategy** addresses several of these and encompasses a comprehensive, inclusive approach that will yield a stronger EPA workforce.



The Workforce Development Strategy includes

5

complimentary programs...

Workforce Assessment Project

...Identifying the critical skills needed today to prepare the EPA workforce to meet the future challenges of EPA's mission.

New Skills, New Options Program

...Equipping our support staff to assume their vital role in EPA.

Mid-level Development Program

...Identifying and providing the skills and competencies our mid-level employees need to be successful in a more dynamic, inter-dependent work place.

Leadership Development Program

...Developing supervisors, managers and executives who will nurture a culture of learning and shared leadership for a high performing EPA.

EPA Intern Program

...Hiring and developing high-quality, diverse employees who will become part of the future leadership of the Agency.

You'll find descriptions of these programs inside.

Questions? Visit our website at

<http://intranet.epa.gov/institute>

Individual expertise must broaden in any future.

"I" People



Deep Skills

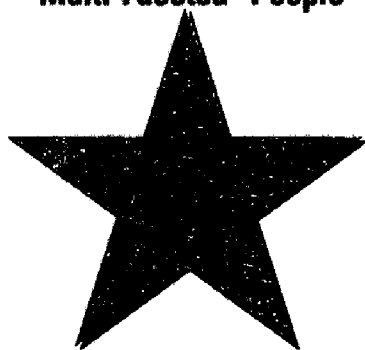
Today

"T" People



**Deep Skills
Breadth of Knowledge
Teamwork
Transition**

"Multi-Faceted" People



**Sharp Points of Skill
Interconnecting
Multi-dimensional
Future**



This figure illustrates the transition in the kinds of expertise that employees of the EPA will need in the years to come. The key lesson for the workforce is that individuals must have deep enough knowledge of a variety of fields to know where to look both inside and outside the Agency to get the skill they need. And, they must know how to marshal the resources to obtain it. These people continually seek out new knowledge and apply it in teamwork and network interactions with others inside and outside the Agency.

Mid-Level Development

What is the Mid-level Development Program?

It is EPA's approach to developing its frontline workforce in the mid-level grades, to help us:

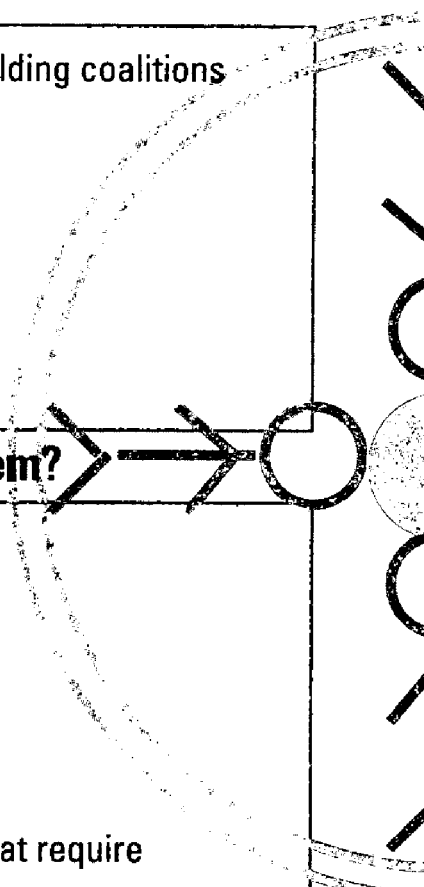
- match up people with jobs
- develop skills needed to be successful today and into the coming century
- enhance performance
- strengthen creativity
- grow
- increase satisfaction

What are the competencies you will develop?

1. communications & building coalitions
2. leading people
3. business acumen
4. leading change
5. achieving results

How will you learn them?

- through training
- experientially
- by practicing
- by being coached
- by tackling challenges that require a competency

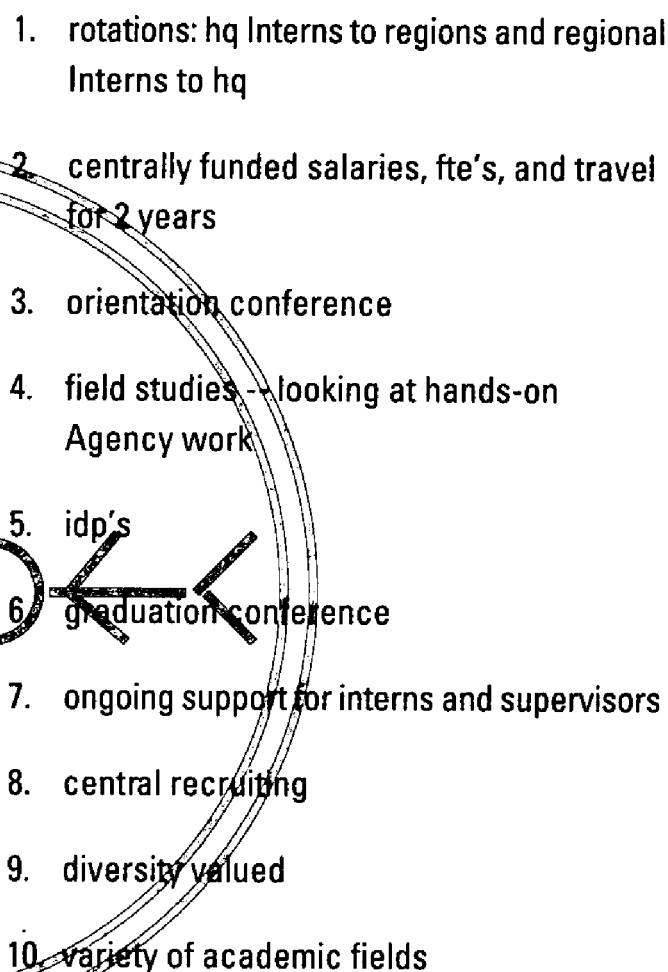


EPA Intern program

How does the Intern Program work?

We hire and train high-potential employees from diverse backgrounds. We rotate them through HQ and regional EPA organizations to develop a cross-agency, multimedia perspective.

Highlights of the program:

- 
1. rotations: hq Interns to regions and regional Interns to hq
 2. centrally funded salaries, fte's, and travel for 2 years
 3. orientation conference
 4. field studies -- looking at hands-on Agency work
 5. idp's
 6. graduation conference
 7. ongoing support for interns and supervisors
 8. central recruiting
 9. diversity valued
 10. variety of academic fields

New Skills / New Options

Opportunity Growth Enhancement

New Skills / New Options is:

- about equipping our support staff to assume their vital role in EPA
- not just for clerical / administrative support staff in just those traditional roles—it is for all administrative single-interval occupations, including Program Assistant, Administrative Assistant, Procurement Clerk, and Budget Clerk
- about doing current jobs better and doing future jobs well
- about being the best at whatever you do

New Skills / New Options is a program to:

- enhance the potential for growth
- improve current job performance
- prepare employees for the future
- add professionalism
- enhance leadership

Targeted Titles:

- Executive Secretary
- Program Assistant
- Office Technology Technician (information management, troubleshooter for PCs, fax machines, copiers, printers)
- Administrative Assistant

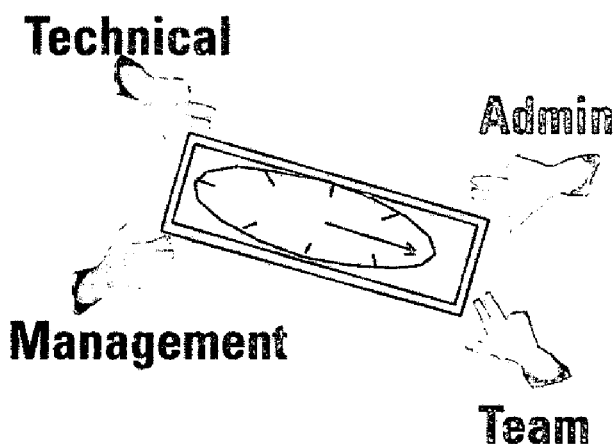
Core Competencies:

- communications skills
- technical skills
- time management
- computer skills
- interpersonal skills
- team skills
- leadership skills
- management skills
- business acumen

Leadership Development

Goals

- to better prepare EPA's supervisors, managers, and executives to provide the leadership necessary to create and sustain a high-performance organization to effectively meet current and future organizational challenges
- to develop and carry out a strategic process for the development and seamless succession of the Agency's transitioning or retiring supervisors, managers, and executives



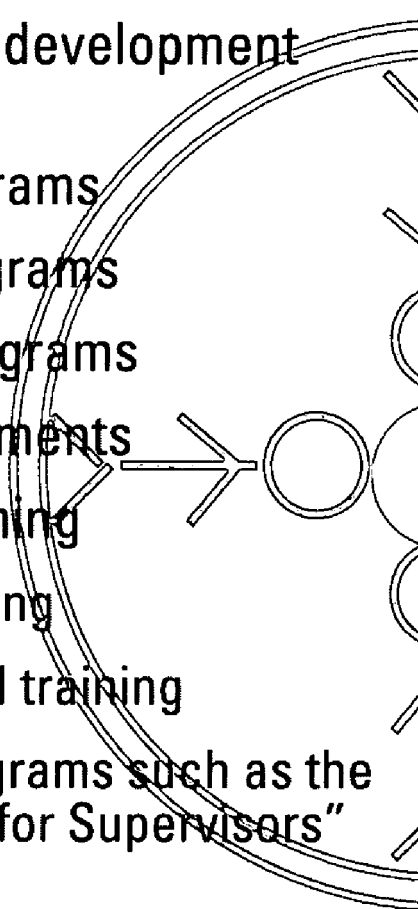
Special Challenges

Although effective leadership, in the broadest sense of the word, is expected of all EPA employees, EPA's management corps requires unique leadership competencies. As we evolve during the next 20 years, EPA will become more diverse and our organizational and environmental challenges more complex. It will be vital that our Agency's management corps provide visionary and value-based leadership; inspire their staff; create partnerships; and build the coalitions to help us achieve our mission.

EPA's supervisors, managers, and executives must become continuous learners; they will need to be competent in a multitude of knowledges, skills and abilities. These include leadership, management, team skills, and task or technical skills.

We're exploring a variety of to support leadership learn

- ➡ ways of learning your leadership style and how you're doing -- feedback instruments and processes (360°, 1-on-1, etc.)
- ➡ developmental assignment systems (rotations, details, and special assignments)
- ➡ SES candidate development process
- ➡ coaching programs
- ➡ mentoring programs
- ➡ shadowing programs
- ➡ reading assignments
- ➡ classroom training
- ➡ on-the-job training
- ➡ computer-based training
- ➡ web-based programs such as the new "HR Guide for Supervisors"



developmental opportunities ing:

- ⇒ workshops and retreats
- ⇒ conferences
- ⇒ dialogue groups
- ⇒ interagency programs such as the Federal Executive Institute
- ⇒ academic programs



Questions

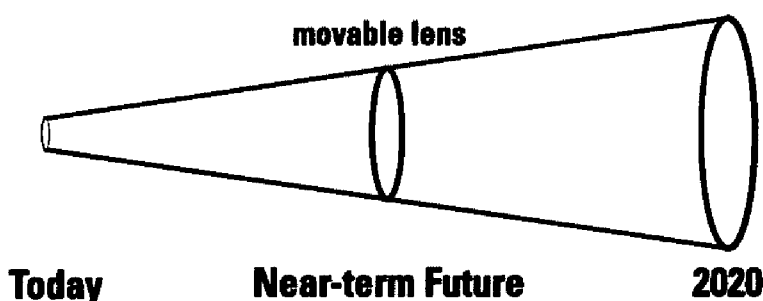
- Check our website at <http://intranet.epa.gov/institute>
- Call the EPA Institute at 202-260-6678

Workforce Assessment Project

The project's purpose was to help the Agency:

- ➡ collect information on who we are today
- ➡ understand our future

We typically plan our future work assuming that EPA will look and be like it is today, and that our people will be like they are today. In fact, we know the Agency will be different in the future, and our workforce will need to have very different skills. Instead of being surprised by and reacting to that future, this project allows us to reflect about the future. The figure below illustrates looking ahead:



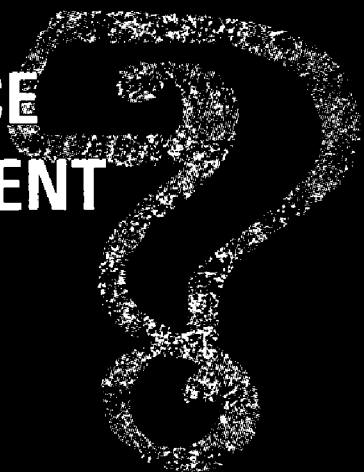
When planning is beyond incremental timeframes, actions can be adjusted anywhere along the spectrum.

This project has provided a legacy that the environmental managers of today leave to the leaders of tomorrow.

The Workforce Assessment Project involves:

- ➡ understanding current workforce skills
- ➡ identifying near-term skill gaps
- ➡ envisioning alternate EPA futures
- ➡ identifying new skills these alternate futures may require

WHAT WILL THE
WORKFORCE
DEVELOPMENT
STRATEGY
DO FOR
YOU ?



Focus your attention on the future
now

Prepare you to play your part in
that future

Provide you with good leadership

Give you the **opportunity** to lead, or
grow in other ways

Give you a sense of what you should
do to **progress**

Help you align your **development**
with EPA's strategic direction

HOW CAN YOU HELP THE STRATEGY SUCCEED?

1. UNDERSTAND

**Study this booklet. Surf the website.
Ask questions.**

2. TELL OTHERS

**Tell others you know about the
strategy. Get them involved.**

3. GET INVOLVED

**Look for opportunities to participate
in one of our newly created
developmental programs. Help us
make this work.**

4. MAKE THE STRATEGY WORK FOR YOU

**Use the programs to chart your
future. Develop and advance.**