

Investing in Our People II

EPA's Strategy
for Human Capital

2004 and Beyond



Contents



Preface.....	iii
Introduction	1
Vision, Values and Strategic Goals	3
Strategies by Goal.....	5
Goal 1.....	5
Goal 2.....	9
Goal 3.....	12
Goal 4.....	15
Goal 5.....	19
Appendix A - Human Capital Action Plan.....	21
Appendix B - Relationship of Various Planning Efforts.....	35
Appendix C - Human Capital Roles and Responsibilities	37
Appendix D - Summary View of EPA's Strategy for Human Capital.....	41
Appendix E - Human Resources Council Members.....	43
Appendix F - End Notes.....	45







Preface

Memorandum from the Administrator

December 23, 2003

President Bush recognized the importance of people throughout federal government by placing human capital at the top of his management agenda. In one of my first acts as Administrator, I proudly endorse EPA's Strategy for Human Capital, helping to define clearly our plans and priorities for investing in our people.

Well before the President asked me to serve as Administrator, I began hearing that the men and women of EPA – the Agency's "human capital" – were exceptionally talented and dedicated public servants. I now know it is true, and I am honored to be working alongside you.

In the face of increasingly complex and demanding challenges, it is more important than ever for EPA to have people with the right skills, in the right place, at the right time, to protect human health and the environment. This document serves as our road map for the next several years in helping to achieve our human capital vision. To help EPA realize this vision, please join me in pursuing the following goals:

- Make sure our systems and organizational structures work together to help each one of us do our part in fulfilling EPA's mission;

- Continue to attract and keep great people;
- Help everyone develop to his or her potential;
- Nurture an environment that encourages innovation, creativity, smart risk-taking, and the highest ethical standards; and
- Work in partnership with each other and with our stakeholders from outside the Agency.

This is serious work that will demand leadership from all levels of the Agency. I thank the members of the EPA Human Resources Council for their visionary work, and now I expect all of us to do our part. In particular, I look to our senior leadership team to work with each other and within their own organizations to champion the Strategy's goals. I urge all EPA employees to support the Strategy and to help ensure that we continue to get the job done for the people of America.

Michael O. Leavitt
Administrator





Introduction

Human Capital Planning – Our History

In 2000, EPA published its first strategy for human capital¹— one of the first Federal agencies to do so. This plan set the vision, goals and strategies that have guided EPA human capital activities over the past few years. Many of the initiatives envisioned by that document are now a reality while others are under development.

This first strategy had six goals, which are similar to the five being introduced in this document. The original six goals were:

1. EPA attracts and retains a diverse and highly skilled workforce.
2. EPA's people perform to their highest potential.
3. Innovation, creativity, and risk-taking are demonstrated by all EPA people at all levels of the organization.
4. EPA's people have a sense of community, where differences are recognized as contributing to the whole, all employees' contributions are appreciated, and all views are solicited and welcomed.
5. Teamwork and collaboration are routinely practiced with internal and external partners.
6. EPA's human resources systems are integrated with planning, budgeting, and accountability processes.

The soundness of the original strategy is affirmed by the fact that many of the same themes have carried over into the current Strategy for Human Capital.

In the spring of 2003, members of EPA's Human Resources Council took on the responsibility for updating the Strategy. There were several reasons for doing so: (1) The President's Management Agenda² placed an unprecedented emphasis on the management of human capital; (2) The events of 9/11 brought an increased emphasis on human capital as reflected in the human capital provisions of the Homeland Security Act³; (3) Having lived with the original

plan for a few years, we have learned how we can improve it; and (4) EPA significantly revised its Strategic Plan⁴. Each of these forces on their own provide sufficient reason to revisit our human capital plan— altogether they provide compelling motivation to make sure our plan reflects today's realities.

Linking Human Capital Planning to EPA's Mission

EPA's human capital strategy must be aligned to support our mission and strategic goals as set out in EPA's Strategic Plan. The EPA Strategic Plan incorporates human capital considerations with specific references in each of the five goals and with a “cross-goal strategy” devoted to human capital. One of the key strategies in this document is to “effectively plan for our future workforce.” The main premise behind this strategy is that we must have a systematic process for identifying the human capital requirements to meet our strategic and organizational goals. To develop a better understanding of how this Strategy relates to other Agency planning activities, see Appendix B.

People – Our Most Important Asset

An effective workforce is critical to EPA's success. For EPA to attain the highest level of performance and accountability, we depend on three enablers: people, processes, and technology. The most important of these is people, because an agency's people define its character and its capacity to perform. “Human capital” has been defined as the “knowledge, skills, abilities, attitudes, and interpersonal competencies needed to ensure successful accomplishment of the organization's mission and strategic goals.” As we develop and invest in our people, the value of people's contributions increase; so does the performance capacity of the organization, its ability to achieve its mission and strategic goals, and therefore its value to the public and other stakeholders.



Purpose of this Strategy

This Strategy represents our “game plan” for ensuring the people of EPA are able to carry out the Agency’s mission and strategic goals to the very best of their abilities. It outlines EPA’s strategies for making sure all employees: are assigned to important, value-added work; are recruited in such a way as to provide a rich and diverse mix of skills and backgrounds; are developed to build on their strengths matched to the critical work that needs to get accomplished; work in a supportive environment that helps them perform at their highest levels and encourages them to stay; and are encouraged to demonstrate behaviors and working styles that promote mission accomplishment, high ethical standards, and employee satisfaction.

Being “strategic” in nature, this document does not include detailed project-specific work plans, milestones, or metrics for measuring success. It does, however, include higher level desired outcomes and an action plan that sets out major milestones and measures of success for fiscal year 2004 (see Appendix A). Other documents serve as companion pieces and provide more detail on specific human capital initiatives and how we will monitor our progress in implementing them:

- The “Human Capital Accountability Plan”⁵ sets out the methodologies and responsible people for monitoring progress in implementing our human capital initiatives.
- Most human capital initiatives have detailed work plans that set out specific time-frames, deliverables, resource requirements, measurement metrics, etc. These plans are maintained by the individual offices responsible for the initiatives.

Individual Offices and Regions may choose to develop “local” human capital strategies that build on this document by adding goals, strategies, and initiatives specific to their organization. To provide a link to other organization’s human capital planning efforts and to avoid duplication of effort, development of local

plans should involve the organization’s Human Resources Council⁶ representative. This document can serve as a model for those local strategies.

Experience with this Strategy will determine its utility and whether it needs refinement. The EPA Human Resources Council will conduct a general review of this document in 2005 to determine its effectiveness and will take whatever actions it deems necessary to insure its relevance in guiding EPA’s human capital agenda.

We All Have a Role

Many of the strategies set out in this document are national in scope and as such, require the active leadership and material support of all Headquarters and Regional offices. The Office of Administration and Resources Management, working in partnership with the EPA Human Resources Council, will coordinate the implementation of this Strategy with Agency offices.

In a more general sense, every EPA employee has a role to play in our human capital efforts —we are all in this together:

- Presidential appointees champion EPA’s Strategy for Human Capital, communicate its importance and relationship to mission priorities, and visibly support human capital initiatives in their own organizations;
- Senior managers cascade communication about human capital matters “down the line” and provide resources for implementation of human capital initiatives within their own organizations;
- Line managers help employees understand the link between human capital and mission priorities, use human capital plans and tools to guide local planning efforts, and identify and raise human capital issues and needs; and
- Non-managerial employees actively learn about and participate in human capital initiatives and raise human capital issues and needs.

Vision, Values and Strategic Goals



To achieve EPA's mission, we establish the following vision, values, and goals:

Vision

EPA has people with the right skills, in the right place, at the right time to protect human health and the environment.

Values

EPA respects and values integrity, the trust and confidence of the public, diversity of cultures and thinking, competence, innovation, continuous learning, and sound science. We treat our people fairly and with respect, and encourage a spirit of teamwork and the consistent practice of these values.

Goals

Goal 1

- Agency systems and organizational structures are well designed and work together to position and support EPA employees in accomplishing the Agency's strategic goals.

Goal 2

- EPA attracts and retains a diverse and talented workforce.

Goal 3

- EPA's employees are highly capable and perform to their highest potential to support the Agency mission.

Goal 4

- EPA employees at all levels are results-focused, act with integrity, and help to improve environmental programs through innovation, creativity and reasonable risk-taking.

Goal 5

- Teamwork and collaboration are routinely practiced with internal and external partners.



Strategies by Goal

Goal 1

Agency systems and organizational structures are well designed and work together to position and support EPA employees in accomplishing the Agency's strategic goals.



To be successful in accomplishing its mission, EPA must ensure that it has adequate numbers of staff and managers, with critical skills and abilities, to carry out the mission. Distribution of staff across Headquarters, Regions, and labs must support the Strategic Plan. This will be accomplished through aligning Agencywide planning, budgeting and management systems both at the strategic and tactical levels. Agency human resources professionals need to be skilled in their critical role as creators and drivers of our human capital initiatives. In addition, EPA will employ a workforce planning system and methodologies that provide the statistical and analytical framework for making smart human capital decisions for today and tomorrow.

Desired Outcomes

EPA has an explicit workforce planning strategy, linked to its strategic and program planning efforts, to identify its current and future human capital needs. Managers, supervisors, and leaders understand their role in implementing human capital plans/actions and see management of human capital as a key strategy for achieving EPA's mission.

Strategy 1.1:

■ Integrate Human Capital with Strategic Planning, Budgeting and Accountability Systems

Description

EPA expresses its priorities and plans for achieving them in a number of key documents and systems. The EPA Strategic Plan establishes goals and objectives and defines the work we will carry out over a five-year period and provides the foundation for all other planning efforts. Near-term and long-term budget plans allocate the resources to support the strategic direction of the Agency. Strategic *management* plans take a broad look at all management and administrative systems and processes to ensure they support our mission work. Annual business plans establish the action items and allocate the resources that guide and support day-to-day decisions and activities. Finally, various accountability systems and programs track our progress in reaching both Agencywide and programmatic objectives. Each of these mechanisms must recognize the critical role people play in realizing EPA's goals. This strategy is designed to integrate human capital planning into all appropriate planning systems.

Implementation Approach

As a first step, human capital is prominently addressed in the new EPA Strategic Plan as a cross-cutting strategy and in each of the five programmatic goals. In addition, Regional offices have been asked to address human capital in their strategic plans. A comprehensive communications strategy will ensure that employees at all levels of the organization will be aware of human capital initiatives and will in particular, publicize this document. Steps will be taken to better integrate human capital management into the Agency's budget process.

Regional and Headquarters offices are not required to develop their own human capital plans. However, the Human Capital Accountability Plan will provide a mechanism for monitoring Regional and Headquarters implementation of the Agencywide initiatives presented in the Action Plan (Appendix A) for this Strategy. Guidance will be provided for those choosing to develop a human capital



plan for their organization. Over time, progress in implementing this strategy will be closely monitored and steps will be taken as needed to address problem areas.

(Leads: Office of Administration and Resources Management Immediate Office, Office of Chief Financial Officer, Regions, Office of Human Resources and Organizational Services & EPA Human Resources Council)

Strategy 1.2:

■ Effectively Plan for Our Future Workforce

Description

EPA's success rests on our ability to translate our mission priorities into sound human capital plans and programs. This will occur through the implementation of a Strategic Workforce Planning System (SWPS)⁷. This system will allow us to:

- Inventory the skills and competencies that reside in the workforce;
- Identify the numbers of people and the skills that will be needed to effectively implement our strategic and tactical plans;
- Identify skills/competencies gaps and surpluses; and
- Develop recruiting strategies, employee development programs and other approaches to address those gaps and surpluses.

Over time, the SWPS will play a key role in enabling EPA to link program outcomes to human capital and budget decisions.

Several years ago, EPA conducted a Workforce Assessment⁸ to identify the critical, cross-cutting skills all employees need today and out to the year 2020. This Assessment laid the foundation for many of the developmental programs implemented over the past few years.

Implementation Approach

The Strategic Workforce Planning System will be refined as a result of the beta testing process and Agencywide implementation will commence. On an office-by-office basis, the full planning cycle will be employed with various human capital action plans (e.g., hiring plans, employee development strategies, etc.) being implemented. Over time, the Agency will be able to do Agencywide workforce planning linked to Agency strategic goals and environmental outcomes. In addition to impacting how EPA employees are hired, trained and deployed, this will help Agency decision-makers determine when it might be more appropriate to look to contractors or grantees to meet new and evolving program requirements. Using a phased implementation approach, all Headquarters and Regional offices will adopt the SWPS as their workforce planning tool. EPA will also review other competency measurement approaches (e.g., OPM's Competency Management Center⁹) to insure the SWPS includes appropriate linkages. In combination with the SWPS, EPA will also make judicious use of early-out and buy-out authorities to help reshape the workforce to meet current and future needs.

(Leads: Office of Human Resources and Organizational Services, Pilot Offices & Competitive Sourcing Office)



Strategy 1.3:

■ Ensure Accountability for Human Capital at All Levels of the Agency

Description

To ensure that our human capital plans are effectively implemented, EPA will develop and implement a Human Capital Accountability Plan. This Plan will guide EPA in how it assesses, plans for, and proactively responds to current and future human capital challenges and needs. Key goals will be supported by action strategies, time-lines and performance measures to help EPA employees at all levels understand their role in implementing, monitoring and reporting results from the Agency's human capital activities. EPA will also critically review existing human capital programs to make sure they are performing as intended.

Implementation Approach

As noted above, EPA will develop and implement an Accountability Plan in conjunction with this document. To ensure that human capital programs are operating as intended, individual programs will be reviewed using a version of a recently tested program assessment methodology. The results of these reviews will be used to determine the future of these programs—i.e., abolish, continue, modify, expand, etc.

(Lead: Office of Human Resources and Organizational Services)

Strategy 1.4:

■ Integrate Human Capital Initiative with Other PMA Initiatives

Description

In 2002, the President issued his Management Agenda (PMA) which highlights five areas for improvement:

- Strategic Management of Human Capital

- Competitive Sourcing
- Improved Financial Performance
- Expanded Electronic Government
- Budget and Performance Integration

The PMA is designed to facilitate a holistic, integrated approach to improving the management and performance of the Federal government. This strategy will help EPA implement its human capital initiatives so that they complement and support initiatives in the other four PMA areas.

Implementation Approach

Senior level representatives from the EPA offices responsible for managing the PMA initiatives meet regularly to coordinate activities and to look for opportunities to integrate initiatives. We will also seek guidance from OMB and OPM representatives to learn of other approaches for implementing the PMA in a holistic fashion. Expand on the use of e-Gov initiatives like OPM's Gov Online Learning Center. Conduct an analysis to identify additional opportunities to pursue initiatives that satisfy human capital and other PMA objectives.

(Leads: Office of the Chief Financial Officer, Office of Administration and Resources Management, Office of Environmental Information, Office of Human Resources and Organizational Services, Human Resources Officers & Competitive Sourcing Office)

EPA is actively participating in a number of PMA cross-agency initiatives. For example, we are transferring most of our e-learning activity to the Gov On Line Learning Center¹⁰ managed by the Office of Personnel Management.



Strategy 1.5:

- **Insure that Agency Organizational Structures Support Mission Accomplishment and Staff are Effectively Distributed Across Regions and Headquarters**

Description

EPA's organizational structures need to bring our people together in such a way that collectively, we are positioned to effectively and efficiently carry out our mission. Flexible organizational approaches to addressing dynamic issues should be developed and deployed. Where appropriate, e-government and competitive sourcing solutions should be considered to ensure we perform at an optimal level.

Implementation Approach

EPA will conduct a comprehensive review of past organizational studies, review the current structure, and explore a variety of options for ensuring that EPA's structure is supportive of its mission. While significant restructuring is a possible option, it is more likely that EPA organizations will continue to evolve through more limited and targeted organizational changes. In addition, a flexible approach for addressing organizational issues will be developed and options and tools for using it will be provided to leaders across the Agency. Significant restructuring may be required if the Congress were to pass and the President sign legislation elevating EPA to cabinet-level.

(Leads: Office of Human Resources and Organizational Services & Senior Leaders)

Strategy 1.6:

- **EPA Human Resources Professionals Work in Collaboration and Partnership with Managers to Plan and Manage Human Capital Concerns**

Description

The work of the human resources professional is evolving to one that moves beyond the traditional role of functional specialist. To manage the ever-increasing transition to automated systems, HR staff must possess excellent analytical skills and in-depth technical knowledge. HR professionals must develop excellent customer service and consulting skills to assume the role of "change agents" to assist program officials to understand and address the human capital implications of their programmatic work. This role is critical because making good "people decisions" up front greatly enhances the probability of program success.

Implementation Approach

EPA will conduct an assessment of the HQ human resources specialist competencies and based on that assessment, implement a professional certification program for its HR staff. Learnings from these efforts will be shared with field HR offices so that they can apply them as appropriate. The HR community will strive to develop tangible and quantifiable customer satisfaction measures that will identify strengths and opportunities for improvement.

(Lead: Office of Human Resources and Organizational Services and Human Resources Officers)



Goal 2

EPA attracts and retains a diverse and talented workforce.

Throughout EPA's history, the Agency has been able to attract and keep a highly skilled and relatively diverse workforce. One of the key reasons for this admirable record is that EPA's mission inspires enthusiasm and loyalty. We cannot assume that this will continue into the future and need to implement approaches that will insure EPA continues to employ the most talented people who are representative of one of America's greatest strengths, its diversity. Like other organizations, EPA's workforce is aging and we face the possibility of significant losses due to retirement in the years to come. The statistics are telling, by 2008:

- About 30% of all EPA employees will be fully eligible to retire (20% more eligible with early-out)
- Nearly 40% of all 14s and 15s fully eligible (26% more with early-out)
- Almost 60% of the SES fully eligible (23% more with early-out)

Clearly EPA needs to prepare now for these potential losses of talent and knowledge.

Desired Outcomes

EPA attracts talented, motivated, and diverse job applicants. Employees have a high degree of job satisfaction, as shown by results of employee surveys; EPA recognizes and demonstrates that a diverse workforce is critical to achieve results; differences are recognized as being beneficial to the organization in the inclusiveness of its decision-making processes and in the creativity of its solutions to environmental problems.

Strategy 2.1:

Develop and Implement a Holistic Recruitment Strategy

Description

Build on past successes and lessons learned to create a national recruitment strategy that minimizes duplication of effort and meets a broad range of hiring needs. Use the Strategic Workforce Planning System to shape national and local recruitment plans. To maintain a competitive advantage in the marketplace for new employees, expand the use of interns (EPA interns, school/profession-based interns, fellowships, etc.), make full use of available hiring authorities and use modern communication mediums (e.g., Internet) to reach prospective employees. Continue and expand targeted recruitment efforts to reach under-represented groups. Use EPA's mission, culture and quality of work-life programs to establish an EPA identity (sometimes referred to as "brand") that will set EPA apart as an employer of choice. Where appropriate, consider contractors or grantees to supplement the need for employees.

EPA makes significant use of student and intern programs to develop employment pathways for future permanent employees. Some of those programs include college co-op programs, the Summer Temporary Employment Program, the National Network of Environmental Management Studies program, and the Environmental Careers Organization program.

Implementation Approach

Build on successful recruitment approaches like the EPA Intern Program¹¹ and apply lessons learned from it to other recruitment efforts. Fully use the various hiring authorities and pay flexibilities available and integrate them into hiring plans. Develop a comprehensive recruitment strategy that capitalizes on EPA's



The EPA Intern Program has been extremely successful in attracting and retaining talented, committed and diverse employees to the Agency. Over the six years of the program, nearly 200 new employees have come to EPA through this program. Likewise, some regions are using creative marketing techniques, targeted outreach efforts, and the Federal Career Intern Program¹² hiring authority to reach new employees.

attractive mission and blends centralized and local recruitment at an optimal level. Use targeted outreach to recruit at colleges and professional associations that traditionally have relatively large numbers of people from under-represented groups. Link recruitment strategies to outcomes from the Workforce Planning System (see Strategy 1.2) and to Agency diversity objectives.

(Leads: Office of Human Resources and Organizational Services & Human Resources Officers)

Strategy 2.2:

■ Ensure a Diverse Workforce that Reflects a Wide Spectrum of Viewpoints

Diversity is the variety of human characteristics, behaviors, and backgrounds that make each of us unique and provides the basis for our contributions to accomplishing EPA's mission. EPA will continue to demonstrate a strong commitment to creating and maintaining a diverse workforce.

Description

It is clear that a diverse workforce—in the broadest sense of the term—makes EPA a more effective and healthy organization. A diverse EPA is better able to relate to the American People and develops more creative and workable solutions to the issues we face. Much has been accomplished to enhance the diversity of the Agency, but more needs to be done. This strategy focuses primarily on collecting reliable diversity data, education, accountability and incentives.

Implementation Approach

Continue to monitor diversity statistics, Diversity Action Reports¹³ and other related plans and documents to ensure that objectives are met. Re-institute senior leader site visits to Headquarters and Regional offices to discuss diversity issues with local managers and employees. Explore options for encouraging senior management action on diversity concerns. Continue educating workforce about EEO and diversity issues.

(Leads: Office of the Administrator, Office of Civil Rights, Office of Human Resources and Organizational Services, EPA Human Resources Council and HQ & Regional Offices)

One region uses a creative approach to promote the success of employees who have specific language challenges. They implemented an English coaching program to help employees refine and master the English language. They have a similar Spanish coaching program for employees who work with the Latino community.

Strategy 2.3:

■ Retain our Diverse and Talented Workforce

Description

To be competitive in the employee marketplace and to keep high performing employees at all levels in the Agency, we need to offer quality of work-life programs that meet employee needs. While EPA has been a leader in this arena, other employers are continually providing more and more incentives in this area and we dare not be complacent and lose our competitive advantage. We will continue to maximize our flexibility in using workplace programs that contribute to EPA's attractiveness as an employer and help employees achieve a balance between work and non-work life. In addition, EPA must provide the full suite of technological tools that enable our employees to be more productive in performing their duties. Another key factor impacting employee satisfaction and loyalty is the extent to which managers display good leadership skills and make employees feel valued.

Implementation Approach

Assess current quality of work-life programs to determine level of participation and satisfaction and educate employees about them. Benchmark internal and external organizations to identify other programs that might be implemented or expanded within EPA. Consider making changes to or expanding the following to enhance retention of employees: new employee orientation, mentoring, and rotational/mobility opportunities. Develop an "exit interview" process to identify the causes of turnover. Coordinate with OEI on providing needed technological tools to employees. Continue to emphasize leadership and interpersonal skills development in EPA management development programs.

(Leads: Office of Environmental Information, Office of Human Resources and Organizational Services & Human Resources Officers)

Some of the programs EPA has offered to promote a worker-friendly environment include: flexible work schedules, compressed work-weeks, alternate work locations ("Flexi-Place"), fitness centers, child care centers, college tuition reimbursement, and transit subsidies.





Goal 3

EPA's employees are highly capable and perform to their highest potential to support the Agency mission.

Continual learning is fundamental to effective organizations and satisfied employees. This is as true for senior level managers as it is for entry-level employees. Every day brings new, unanticipated challenges that require a nimble workforce capable of quickly learning and adapting to a dynamic work environment. Learning happens in many forms—from traditional class-room training to hands-on experience with stretch assignment. If EPA is to be successful with its mission, investing in learning is an essential and wise use of resources. In addition to providing appropriate learning opportunities, EPA must establish performance feedback systems that provide accurate and timely feedback. Managers should recognize good performance and notable contributions using the full array of award and recognition tools available.

Desired Outcomes

Employees are valued and treated with the respect they deserve; good work is recognized and appreciated; all employees take responsibility for their own growth and development; effective development and feedback improves the performance of individuals and the organization.

Strategy 3.1:

Invest in Our Employees to Achieve Excellence and Build Leaders at All Levels of the Agency

Description

All EPA employees deserve the opportunity to develop the skills and competencies necessary to be successful in their jobs. Not only must they have the technical abilities to do their specific jobs, but they must also possess the full range of cross-functional (e.g., communication, inter-personal, contracts management, analytic, team, leadership, change management, program planning, etc.) skills so vital to succeeding in today's workplace. Learning occurs in many ways and EPA should take full advantage of the variety of techniques available—computer based, classroom, on-the-job, rotational experiences, shadowing assignments, coaching, mentoring, to name a few. Not all employees aspire to moving into a management position so our developmental approaches should support their development as well.

Implementation Approach

Continue implementing the developmental programs geared to administrative and mid-level employees. Pursue a mix of learning methodologies including computer-based and non-classroom based options. Periodically review programs to make sure they are meeting objectives and conduct needs assessments to identify additional developmental needs. Use information from the Strategic Workforce Planning System to create learning strategies.

(Leads: Office of Human Resources and Organizational Services and Human Resources Officers)

Several HQ and Regional offices implemented rotation programs to help employees develop and to spread knowledge across the organization. Some programs move managers around and others announce special projects and workgroup opportunities as rotation opportunities and allow qualified employees to "compete" for them.



EPA implemented the New Skills/New Options Program¹⁴ to provide developmental opportunities to administrative professionals. The Program includes structured development planning, class-room training, rotations, on-line training, mentoring, and coaching. The Mid-Level Development Program¹⁵ is geared to GS-7 through non-supervisory GS-14 employees and includes five courses designed to help mid-level employees develop the cross cutting skills, including leadership skills, needed in virtually any position.

Strategy 3.2:

■ Ensure the Continuity of Leadership, Critical Expertise, and Agency Values Through Succession Planning and Management/Executive Development

Description

Over the past several years, EPA has implemented a number of leadership development programs. These programs have enhanced the management and leadership capabilities of our more senior employees and have prepared people to fill in behind managers who retire or leave for other reasons. While these programs have been very successful, they lack a coherent framework that integrates them with each other and with the strategic direction of the Agency. In addition, the Strategic Workforce Planning System will help the Agency identify those critical skills and competencies that could be lost as technical staff leave the Agency. EPA needs to develop an approach for maintaining the critical expertise these people have. This strategy will continue to build on our successful leadership programs and will lead to the development of a Succession Management Plan that addresses the Agency's leadership, management, technical, and specialized expertise needs.

Implementation Approach

Graduate candidates from the SES Candidate Development Program¹⁶ and pursue placement into SES positions. Continue to provide and expand

management development training and encourage management feedback programs (e.g., 360 degree feedback). Continue offering the Mid-level Training curriculum which focuses on building SES core competencies in mid-level employees (see Strategy 3.1). Develop a comprehensive Succession Management Plan to guide future management development programs and approaches. Identify critical technical skills and competencies and develop a plan for maintaining them within the workforce. Use the output from the SES CDP action teams (e.g., action team on succession management) in implementing the various components of this strategy.

(Leads: Office of Human Resources and Organizational Services, Executive Resources Board & Human Resources Officers)

The 2002 EPA SES Candidate Development Program is the first such program conducted in the Agency in over a decade. 51 Candidates were selected into the program (including two from other agencies) and they will graduate in the spring of 2004.

Strategy 3.3:

■ Institutional Knowledge is Retained, Retrieval, and Shared Across the Organization

Description

EPA is an organization that relies on the knowledge of individuals to get the work done. Much of this valuable knowledge is captured in Agency information systems and records; some of it resides in individual employees. We need to find ways to share knowledge within EPA and across organizational boundaries. In

Two EPA offices have implemented computer-based knowledge sharing systems—OGC's "e-library" and ORD's "ExtraORDinary Practices."¹⁷



addition, EPA must develop mechanisms to “capture” the knowledge that walks out the door when an employee retires or leaves the Agency for another job. This is particularly important in light of the pending retirements EPA faces through normal retirements and “early-outs.” (See Goal 2 for related statistics.)

Implementation Approach

Quickly develop and implement an “exit interview” process to capture information that might be lost through retirements and “early-outs.” Review information sharing processes in EPA and identify best practices (e.g., mentoring programs, automated information systems like those of OGC and ORD, etc.) that can be expanded. Develop and implement a plan for institutionalizing knowledge transfer mechanisms.

(Leads: Office of Environmental Information, Office of Human Resources and Organizational Services & Human Resources Officers)

Knowledge can also be shared through rotation programs for experienced personnel and through mentoring relationships. Two examples include the SES Mobility Program¹⁸ which has resulted in over 25% of EPA’s SES assuming new leadership positions and a Postdoctoral Program¹⁹ which provides a senior-level mentor for scientists and engineers hired into the research program.

Strategy 3.4:

■ Establish an Effective Performance Management Culture that Fosters Feedback and Recognizes the Good Work of Our People

Description

To manage for results, EPA must set managerial and individual performance expectations, hold people accountable and reward high performance that is

linked to organizational goals and mission. In addition to having clear links to mission accomplishment, managers’ performance standards should emphasize their human capital responsibilities. Feedback must be more than pro forma—employees should get a true sense of how well they are doing and have actionable steps to improve performance. EPA’s performance management system should be systematically reviewed to make sure it is yielding the desired results and remedial actions taken as needed.

Implementation Approach

Conduct a review of EPA’s current performance management system and implement improvements as indicated. Educate workforce on requirements of system and monitor effectiveness of educational effort and compliance with system requirements. Establish a review process to ensure that management performance standards link to Agency mission and to their human capital responsibilities. Review the link between performance, awards, conduct and discipline procedures, and supporting processes (e.g., awards boards) to identify areas needing improvement. Look for opportunities to reinforce accountability of employees seeking to improve performance by participating in developmental programs (training, rotations, etc.). Over time, evaluate effectiveness of system and consider other options (e.g., moving from a “pass/fail” system) as warranted.

(Leads: Assistant Administrators, Regional Administrators, EPA Human Resources Council, Office of Human Resources and Organizational Services, Program Management Officers & Human Resources Officers)



Goal 4

EPA employees at all levels are results-focused, act with integrity, and help to improve environmental programs through innovation, creativity and reasonable risk-taking.

Executing our day-to-day operations in a manner which solves environmental problems and produces environmental results poses a significant management challenge for EPA. For the Agency to fulfill its mission, all employees must exercise their creativity and take reasonable risks to develop and implement innovative approaches to environmental protection that deliver environmental results. These individual efforts must be supported by organizational systems that foster results-focused creativity and innovation. Ultimately, innovation must become an attitude, an outlook, and an integral part of EPA's daily work, management systems, and culture. It must become our new way of seeing and doing, expressed through concrete actions and environmental results. In addition, all EPA employees must display the highest ethical standards and integrity.

Desired Outcomes

Employees at all levels understand EPA's mission and are motivated to develop innovative and creative ideas, concepts, and approaches that contribute to improved environmental programs and sound Agency business practices. All employees understand their ethical responsibilities and act with integrity. Broad management support for the "culture of innovation" is evident, and interested employees at all levels are equipped with appropriate skills, competencies and tools.

Strategy 4.1:

■ Create Organizational Systems that Foster and Fully Utilize Employee Creativity and Innovation

Description

Support individual and organizational creativity and innovation by identifying and establishing mechanisms to facilitate development and implementation of new ideas and to manage change.

Implementation Approach

EPA will establish a suite of organizational systems to facilitate development and implementation of new approaches to environmental protection. These include:

- *Innovation Action Council*²⁰ - EPA senior management will meet regularly to steer Agency innovation efforts, catalyze broader application of innovative approaches to environmental protection, and to initiate organizational reforms necessary to foster greater creativity and innovation within the Agency.
- *Innovation Mission Contract* - EPA will establish an Agency-wide mission contract accessible to headquarters and regional staff to provide a range of services that are often needed to support the innovation process. These services include conducting surveys, facilitating policy discussions, and measuring and communicating innovation results.
- *Human Capital Innovation Fund* - Institutionalize the Human Capital Innovation Fund²¹ pilot program to encourage the development of creative human capital programs that promote sound human capital practices.
- *Innovation Competencies* - As part of the Strategic Workforce Planning System, EPA will manage creativity and innovation competencies to foster development and recruitment of creative and innovative employees at all organizational levels.

One Region established "thinking outside of the box" and "innovation" awards to recognize creative and innovative thinking and to encourage risk-taking.



- *Innovation Competitions* - EPA will establish competitions to identify and support new approaches to environmental problem-solving that may prove more environmentally effective than the Agency's traditional way of doing business.
- *Strategic Levers* - EPA will identify and reform key management processes (e.g., performance management, awards, etc.) to foster creativity and innovation.
- *Training* - EPA will continue to offer "High Performing Organization"²² training to help organizations constructively manage change and to offer "Getting Work Done Through Change"²³ training to help mid-level employees be effective change agents.

(Leads: Office of Policy, Economics and Innovation, Office of Acquisitions Management, Office of Human Resources and Organizational Services, Human Resources Officers & Innovation Action Council)

Strategy 4.2:

■ Equip Employees at All Levels with the Knowledge, Skills, Abilities, Competencies, and Tools Necessary for the Development and Implementation of Innovative Approaches to Environmental Problem-solving

Description

Provide individuals with the capacity and the incentives to be creative and innovative in their daily work.

Implementation Approach

EPA will use a suite of approaches to equip its employees with the capacity and incentives to be creative and innovative in their daily work. These include:

- *Forums on Environmental Policy Innovations* - EPA will establish Agency forums that will expose employees to innovative approaches to environmental protection.
- *Innovation Questions* - To encourage creative thinking when programs and rules are developed, EPA will develop a set of framing questions that will foster discussion of the full range of approaches to environmental protection. EPA will direct its managers to ask these questions as they are being briefed on issues as part of the decision-making process.
- *Recognition and Rewards* - EPA will recognize and reward its employees for developing and implementing innovative approaches to environmental protection that deliver superior environmental results.
- *Rotational Assignments* - EPA will foster rotation of employees across Agency "stove pipes" to provide individuals with a greater appreciation for the full range of tools and approaches to environmental protection. (See Strategy 3.1)
- *Training* - EPA will enhance training modules regarding innovation, so that Agency employees are familiar with the full range of available tools and approaches for environmental protection.

(Leads: Office of Policy, Economics and Innovation, Office of Human Resources and Organizational Services, Innovation Action Council & Human Resources Officers)

One Region implemented an Innovations Exchange Network²⁴ which is a cross-divisional group of people who operate with no direct management involvement. They seek and share innovations that cut across program lines and support the Agencywide innovation strategy.



Strategy 4.3:

■ Benchmark and Collaborate with Other Organizations to Learn from Their Experiences and to Pursue Common Goals

Description

Some of the challenges confronting EPA are very similar to those faced by other government and private-sector organizations. Some of them have found successful ways to address those challenges—others have learned some difficult lessons. In either case, we can learn a great deal from them as we develop solutions for EPA. In addition, we can benefit by forging partnerships with other Federal organizations and working together to understand and address common concerns.

Implementation Approach

EPA will pursue this strategy by:

- Identifying Agency initiatives that could benefit from benchmarking and/or partnering relationships and followup as appropriate.
- Reviewing other organizations' experiences and assessing its own efforts to foster creativity and innovation, in order to learn from these experiences and integrate these findings into Agency practices.
- Analyzing and evaluating innovative projects, programs, and policies to determine their potential for broader Agency use. Agency and third-party studies may include assessment of local, state, and national programs, as well as projects, programs, and policies employed by foreign countries.
- Using contacts established through interagency groups (e.g., President's Management Council²⁵, Chief Human Capital Officer Council²⁶, etc.) and with other agencies to identify potential partnering opportunities and possible benchmarks.

(Leads: Office of Policy, Economics and Innovation & Innovation Action Council)

Strategy 4.4:

■ Promote a Broad Understanding of EPA's Mission with a Focus on Results, and Ensure that Employees Understand their Ethical Responsibilities and Act with Integrity

Description

If EPA is to be successful in its mission, all employees must understand and support that mission and be focused on the results they are expected to provide to help achieve it. The Agency must also earn the trust and confidence of the American public. To accomplish this, the Agency must promote ethical behavior in the workforce and generate high levels of motivation and communication through modeling of the Agency core values (see page 3), reinforcement of priorities, effective accountability and disclosure systems, and clear expectations and communications. Employees and managers must understand their ethical responsibilities and demonstrate integrity in all of their actions.

Implementation Approach

EPA will be diligent in its efforts to train and mentor managers and employees on applicable standards and expectations, and to ensure that systems are in place to monitor and report on adherence to requirements. Agency leaders must model desired behaviors and practice the core values (see page 3) in daily operations, and create a work environment that inspires integrity and trust. The Agency must also communicate and reinforce the Mission, Goals, and Objectives in its new Strategic Plan and foster accountability for achieving them. Some specific activities include:

- General Orientation and Training Program - EPA's Office of General Counsel offers annual ethics training²⁷ for selected employees. This should be continued and expanded as appropriate to reach more employees.
- Communication Strategy for New EPA Strategic Plan - The Office of Chief Financial Officer will develop and implement a communications strategy to bring about familiarity with the Agency's 2003 Strategic Plan.

-
- Training Module on Scientific Integrity - EPA scientists and engineers will be trained using EPA Principles of Scientific Integrity²⁸.
 - Reinforce Link in the Performance Standards to Mission and Results - OHROS will implement additional guidance and monitoring processes to insure that employee performance standards at all levels link to the mission and organizational goals. (See Strategy 3.4)

(Leads: Office of General Counsel, Office of the Chief Financial Officer, Office of Research and Development & Office of Human Resources and Organizational Services)





Goal 5

Teamwork and collaboration are routinely practiced with internal and external partners.

EPA's Strategic Plan includes a cross-goal strategy highlighting the importance of our partnerships with states and tribes. We can not accomplish our mission without their cooperation. Likewise, EPA employees need to work cooperatively with each other across the organizational "stove pipes" if we are to deliver the quality of services the American people deserve. Increasingly the Agency is learning to forge productive labor/management partnerships that yield better agreements and relationships and fewer disputes. EPA is also learning to develop and nurture work teams that produce excellent products and services.

Desired Outcomes

Management and Labor work together to seek out and analyze workplace problems and develop innovative solutions to improve the organization and ability to achieve the mission. Employees are involved in decision-making and communication flows up, down and across the organization. Teamwork and collaboration with internal and external stakeholders improve organizational performance, focus resources on the most significant environmental problems, and reduce duplication of effort.

Strategy 5.1:

■ Build Effective Labor/Management Relationships that Facilitate the Mission Work of the Agency

Description

EPA is striving to build consensus and constructive labor/management relations through improved communication and information sharing. In addition, there is a continued emphasis on pre-decisional involvement of the unions in areas impacting employees covered by bargaining units. All managers must have a basic understanding of the rules and contracts that govern how managers and their employees work together.

Implementation Approach

Continue to encourage active participation of union leaders in groups such as the EPA Human Resources Council and the National Partnership Council²⁹. Implement the Labor/Management Strategic Plan³⁰. Expand management training courses to cover labor/management issues and labor contract requirements.

(Leads: Office of Human Resources and Organizational Services, Union Leaders & Human Resources Officers)

Labor-Management Partnership Councils have been established in many parts of EPA to collaborate on a number of local issues such as award policies, rotation programs, reasonable accommodation concerns, alternative work schedule policies, etc.

Strategy 5.2:

■ Build Partnering and Team Skills of EPA Employees to Enhance Working Relationships with All Stakeholders

Description

If EPA is to have effective teams and partnering relationships, employees must have the skills to work in teams and some level of empathy towards our partners' concerns. While some people have natural abilities to work in teams, others do not. Employees can acquire and enhance team skills through training and experience working in teams. Likewise, employees can acquire a greater appreciation for and ability to work with our partners.

One Region implemented a place-based program to allow employees to live and work within the communities served. This supports community-based environmental protection, provides continuous field presence, and enhances relationships with Federal and state partners.

Implementation Approach

Continue providing team skills as part of EPA's Mid-Level Development curriculum (see Strategy 3.1). Assess developmental needs of Agency team leaders and develop and implement an action plan for meeting those needs. In a similar fashion, assess developmental needs associated with building strong partnering skills and develop and implement an action plan for meeting them. Some potential approaches for building partnering skills include rotational experiences with partner organizations; this could mean a greater use of the intergovernmental rotation authorities provided under the Intergovernmental Personnel Act³¹.

(Leads: Office of Human Resources and Organizational Services, Office of Congressional and Intergovernmental Relations & Human Resource Officers)





Appendix A

Human Capital Action Plan Fiscal Year 2004

Introduction

This Appendix provides the major action items associated with the 19 strategies presented in “EPA’s Strategy for Human Capital.” It is not intended to serve as a work plan or a detailed action tracking document. Most of the initiatives presented in this document have very specific work plans maintained by the lead organizations. This is a “living document” and will evolve as lead offices have an opportunity to more fully analyze the implementation of the initiatives listed. This Action Plan lists all supporting initiatives to be completed in fiscal year 2004, however, the “desired outcomes” for the goals and strategies often will not be realized until later years. The actual “metrics” for determining progress in achieving the measures of success will be developed and applied at the work plan level and appear in the Human Capital Accountability Plan. Future versions of this plan will be posted on the EPA Human Resources Council intranet web site and address actions to be taken in later years.

EPA’s Mission

To protect human health and the environment.

EPA’s Human Capital Vision

EPA has people with the right skills, in the right place, at the right time to protect human health and the environment.

EPA’s Human Capital Values

EPA respects and values integrity, the trust and confidence of the public, diversity of cultures and thinking, competence, innovation, continuous learning, and sound science. We treat our people fairly and with respect, and encourage a spirit of teamwork and the consistent practice of these values.

Goals, Strategies and Desired Outcomes	Action Items (Quarter Due)	Measures of Success	Lead Offices
<p>All Five Goals: The following series of action items poses a very heavy work load on some of the lead offices. This action item reflects the need for those lead offices to carefully consider their work priorities for FY 2004.</p> <p>Goal 1: Agency systems and organizational structures are well designed and work together to position and support EPA employees in accomplishing the Agency's strategic goals.</p> <p><u>Desired Outcome</u> EPA has an explicit workforce planning strategy, linked to its strategic and program planning efforts, to identify its current and future human capital needs. Managers, supervisors, and leaders understand their role in implementing human capital plans/actions and see management of human capital as a key strategy for achieving EPA's mission.</p> <p>Strategy 1.1: Integrate Human Capital (HC) with Strategic Planning, Budgeting and Accountability Systems</p> <p><u>Desired Outcome</u> Agency managers factor HC considerations (skill/competency needs, employee development funds, etc.) into developing budget requests, initiatives and operating plans.</p>	<ul style="list-style-type: none"> - Review the action items that follow to prioritize as needed so that work loads are manageable. Some action items reflect hard commitments that may not be changed. (Q2) See the strategies that follow - Provide guidance for creating and implementing HC Strategic Plans at the local level (Q1) [NOTE: Local plans are optional] - Implement the HC Communications Plan³² (Q1) - Develop options for better integration of HC into the Agency budget process (Q2) - Include a discussion on HC issues in each Regional Strategic Plan (Q2) 	<ul style="list-style-type: none"> - Lead offices carry out their actions successfully and on time. See the strategies that follow - Degree to which local plans follow guidance - Level of understanding employees have of EPA's HC efforts - Impact of plan on incorporating HC into the budget process and documents - All Regional Strategic Plans address HC 	<ul style="list-style-type: none"> - See individual action items that follow See the strategies that follow OARM-IO OARM-IO & HRC OARM-IO, OCFO, & OHROS OCFO & Regions



Goals, Strategies and Desired Outcomes	Action Items (Quarter Due)	Measures of Success	Lead Offices
<p>Strategy 1.2: Effectively Plan for Our Future Workforce</p> <p><u>Desired Outcome</u> EPA offices and regions develop and implement strategies for workforce planning that outline roles, responsibilities, and time-frames.</p> <p>Strategy 1.3: Ensure Accountability for Human Capital at All Levels of the Agency</p> <p><u>Desired Outcome</u> Management officials at all levels are evaluated on their performance in HC management as reflected in their position descriptions and performance standards. EPA has a fully implemented HC Accountability Plan and an ongoing approach for ensuring the effectiveness of HC programs.</p>	<ul style="list-style-type: none"> - Develop a methodology for integrating use of Early-Out/Buy-Out authority with the SWPS (Q1) - Pilot test all 4 steps of the SWPS process with 5 organizations (Q2) - Develop and begin implementing the SWPS Agency deployment plan (Q2) - Complete the SWPS competency inventory of Agency employees (Q4) - Develop approach for applying the results from the Federal Human Capital Study³⁴ and for using results from future studies (Q1) - Develop HC roles and responsibilities metrics (Q1) and collect and analyze selected metrics data (Q3) - Conduct program evaluations of the Mid-Level Development Program (Q1), SES Candidate Development Program (Q2,) and identify other programs for future evaluations (Q3) - Provide accountability guidance for organizations developing local HC Strategic Plans (Q3) 	<ul style="list-style-type: none"> - Utility of SWPS in making decisions regarding the use of EO/BO authority - Level of pilot office enthusiasm about experience and usefulness of solutions developed - Ability to conduct workforce planning at the individual organization level - Ability to analyze workforce competencies at the Agency-wide level - Value of Study information in making HC decisions in EPA - Ease of providing data and usefulness of data in making HC decisions - Applicability of evaluations recommendations and positive impact on programs being reviewed - Usefulness of guidance 	<p>OHROS</p> <p>OHROS & Pilot Offices</p> <p>OHROS</p> <p>OHROS</p> <p>OHROS</p> <p>OHROS</p> <p>OHROS</p> <p>OHROS</p>



Goals, Strategies and Desired Outcomes	Action Items (Quarter Due)	Measures of Success	Lead Offices
<p>Strategy 1.4: Integrate Human Capital Initiative with Other PMA Initiatives</p> <p><u>Desired Outcome</u> EPA has a “green” status score in all five PMA initiative areas.</p> <p>Strategy 1.5: Insure that Agency Organizational Structures Support Mission Accomplishment and Staff are Effectively Distributed Across Regions and Headquarters</p> <p><u>Desired Outcome</u> EPA organizations are effectively structured to support mission accomplishment and are flexible so that they can evolve quickly to meet changing mission needs.</p>	<ul style="list-style-type: none"> - Under the e-Gov initiatives³⁵, deploy the following modules as part of the PeoplePlus³⁶ system implementation: Labor E/R (Q1), Competency Management (Q4), and Training Administration (Q4), and transfer most e-learning activities to OPM’s e-learning system (Q2) - Clearly identify the linkages between HC initiatives and Competitive Sourcing and communicate with stakeholders (Q4) - Develop HR contingency plan for supporting (e.g., career counseling, retraining, etc.) those impacted by Competitive Sourcing actions (Q4) - Services that are appropriate for competitive sourcing are identified and competitive sourcing study is completed (Q4) - Senior level representatives from lead EPA offices work together to analyze relationships among all 5 PMA areas and recommend improvements to implementation efforts as warranted (Ongoing) - Develop restructuring options for senior leader consideration (Q1) - Senior leaders decide on restructuring options (Q2) and reorganization plans are developed (Q3) [one option may be not to make any major changes] 	<ul style="list-style-type: none"> - All modules perform as expected and add efficiency and effectiveness to HR operations - EPA employees use OPM’s e-learning system and provide favorable feedback - Stakeholder level of understanding - Ability to implement plan quickly and effectively - Better customer service and improvement of OHROS employee job satisfaction - OMB and OPM feedback on EPA’s PMA implementation efforts is positive - Options are supported with thorough analysis and are well-received by senior leaders - Decisions are clearly communicated and well documented 	<p>OHROS, OEI, OCFO &HROS</p> <p>OHROS & Comp. Sourcing Office</p> <p>OHROS & Comp. Sourcing Office</p> <p>OHROS</p> <p>OARM, OCFO & OEI</p> <p>OHROS</p> <p>OHROS & Senior Leaders [Admin., Dep. Admin., etc.]</p>



Goals, Strategies and Desired Outcomes	Action Items (Quarter Due)	Measures of Success	Lead Offices
<p>Strategy 1.6: EPA Human Resources Professionals Work in Collaboration and Partnership with Managers to Plan and Manage Human Capital Concerns</p> <p><u>Desired Outcomes</u> Customers at all levels express a high degree of satisfaction with the services of human resources professionals and involve them as strategic partners in mission planning activities.</p> <p>Goal 2: EPA attracts and retains a diverse and talented workforce.</p> <p><u>Desired Outcome</u> EPA attracts talented, motivated, and diverse job applicants. Employees have a high degree of job satisfaction, as shown by results of employee surveys; EPA recognizes and demonstrates that a diverse workforce is critical to achieve results; differences are recognized as being beneficial to the organization in the inclusiveness of its decision-making processes and in the creativity of its solutions to environmental problems.</p>	<ul style="list-style-type: none"> - Conduct an assessment of HR specialist competencies (Q2) - consult with HROs about applicability to field (Q3) - Professional certification program is implemented for OHROS employees (Q3) - consult with HROs about applying in field (Q4) - Continue to solicit customer satisfaction data (Ongoing) <p>See the strategies that follow</p>	<ul style="list-style-type: none"> - Assessment is thorough, involves and is supported by key stakeholders, and provides actionable recommendations - Number of people involved in program and measurable improvements in capabilities - The data is reliable and helps inform decision-making <p>See the strategies that follow</p>	<p>OHROS & HROs</p> <p>OHROS & HROs</p> <p>OHROS</p> <p>See the strategies that follow</p>



Goals, Strategies and Desired Outcomes	Action Items (Quarter Due)	Measures of Success	Lead Offices
<p>Strategy 2.1: Develop and Implement a Holistic Recruitment Strategy</p> <p><u>Desired Outcome</u> The Agency's recruitment strategy is linked to hiring needs identified by the SWPS, is comprehensive, blends centralized and local recruitment needs and approaches, and attracts employees who are talented, diverse, and committed to EPA's mission.</p> <p>Strategy 2.2: Ensure a Diverse Workforce that Reflects a Wide Spectrum of Viewpoints</p> <p><u>Desired Outcome</u> The Agency has current and accurate information concerning employee diversity demographics and uses that information to develop and implement effective plans that enhance EPA's diversity.</p>	<ul style="list-style-type: none"> - Develop a comprehensive recruitment strategy that incorporates lessons learned and an EPA "brand," targets outreach to attract under-represented groups, links to the SWPS, and takes full advantage of various hiring authorities and pay flexibilities (Q3) - Determine whether and how to expand the EPA Intern Program (EIP) and EPA's use of the Career Intern Program (Q4) - EIP Class of 2002 graduates and Class of 2004 is hired (Q4) - Diversity Action Reports (DARs) updated by all HQ and Regional Offices (Q1) - Develop and announce strategy for conducting diversity site visits by Dep. Chief of Staff, Director OCR and Director OHROS (Q1) - Provide civil rights training to EPA Team Leaders (Q2) 	<ul style="list-style-type: none"> - Strategy is accepted by HQ and Regional Offices and yields new employees who meet Agency hiring objectives - Decisions are well-received by HQ and Regional Offices and they actively participate in revised program - Graduates are readily placed in home offices and managers provide positive feedback about Class of 2004 - DARs indicate real, measurable progress - Site visits encourage HQ and Regional Offices in pursuing a wider range of HC efforts - Training enhances Team Leaders skills in dealing with diversity issues 	<p>OHROS & HROs</p> <p>OHROS & HROs</p> <p>OHROS</p> <p>OHROS, HQ & Regional Offices</p> <p>OA, OCR & OHROS</p> <p>OCR</p>

Goals, Strategies and Desired Outcomes	Action Items (Quarter Due)	Measures of Success	Lead Offices
<p>Strategy 2.2 (continued)</p> <p>Strategy 2.3: Retain our Diverse and Talented Workforce</p> <p><u>Desired Outcome</u> EPA employees consider the Agency a great place to work and remain with the Agency.</p> <p>Goal 3: EPA's employees are highly capable and perform to their highest potential to support the Agency mission.</p> <p><u>Desired Outcome</u> Employees are valued and treated with the respect they deserve; good work is recognized and appreciated; all employees take responsibility for their own growth and development; effective development and feedback improves the performance of individuals and the organization.</p>	<ul style="list-style-type: none"> - Submit completed Affirmative Employment Program Plans³⁷ and Federal Equal Opportunity Recruitment Plan³⁸ to EEOC and/or OPM (Q3) - Continue to publish workforce demographic data on intranet web site (Ongoing) - Develop and implement an exit interview protocol for identifying the causes of turnover and integrate with exit interview described in Strategy 3.3 (Q3) <p>See the strategies that follow</p>	<ul style="list-style-type: none"> - Reports are accurate and timely - Data is useful to managers and employees - Data from interviews accurately pinpoints main causes for turnover and leads to actionable corrective actions <p>See the strategies that follow</p>	<p>OCR & OHROS</p> <p>OHROS</p> <p>OHROS & HROs</p> <p>See the strategies that follow</p>

Goals, Strategies and Desired Outcomes	Action Items (Quarter Due)	Measures of Success	Lead Offices
<p>Strategy 3.1: Invest in Our Employees to Achieve Excellence and Build Leaders at All Levels of the Agency</p> <p><u>Desired Outcome</u> EPA employs a wide array of learning approaches that help employees develop the skills and competencies needed to be successful in supporting the mission and in developing their careers.</p> <p>Strategy 3.2: Ensure the Continuity of Leadership, Critical Expertise, and Agency Values Through Succession Planning and Management/Executive Development</p> <p><u>Desired Outcome</u> EPA is recognized for having excellent leaders and managers and has a seamless process for maintaining critical leadership, management and technical competencies.</p>	<ul style="list-style-type: none"> - Begin to implement recommendations from program evaluation of the Mid-Level Development Program (Q1) - Expand access to e-learning (via OPM'S e-learning system) to Agency employees (Q2) - Develop a proposal for expanding rotational opportunities for EPA employees (Q4) - Continue offering the Mid-Level Development courses to mid-level employees (Ongoing) - Develop (Q1) and deploy (Q2) additional management training modules - SES Candidate Development Program Candidates graduate (Q3) - Develop (Q3) and begin implementing (Q4) a comprehensive succession management plan - Conduct an All-SES conference (Q4) - Establish a process to track development of supervisors and managers (Q4) 	<ul style="list-style-type: none"> - Program enhancements receive positive feedback from target audience - Those using e-learning provide positive feedback and training dollar savings can be demonstrated - Proposal is well thought-out, actionable, and supported by senior management - Participant and manager feedback is positive - Course participants provide positive feedback - Candidates are placed in vacant SES positions within a reasonable amount of time - Plan is well-received by senior management and is actionable - Participants provide positive feedback on conference - System is easy to administer and accurate 	<p>OHROS</p> <p>OHROS</p> <p>OHROS & HROs</p> <p>OHROS</p> <p>OHROS</p> <p>OHROS & ERB</p> <p>OHROS</p> <p>OHROS</p> <p>OHROS & HROs</p>



Goals, Strategies and Desired Outcomes	Action Items (Quarter Due)	Measures of Success	Lead Offices
<p>Strategy 3.2 (continued)</p> <p>Strategy 3.3: Institutional Knowledge is Retained, Retrievable, and Shared Across the Organization</p> <p><u>Desired Outcome</u> EPA retains critical institutional knowledge and has easy-to-use processes for systematically sharing knowledge within the Agency.</p> <p>Strategy 3.4: Establish an Effective Performance Management Culture that Fosters Feedback and Recognizes the Good Work of Our People</p> <p><u>Desired Outcome</u> Employees at all levels receive frequent, current, and accurate performance feedback related to the critical work of the Agency. Recognition encourages and results in higher performance.</p>	<ul style="list-style-type: none"> - Assess success of 360 Degree Management Feedback process³⁹ and make recommendations regarding whether it should be required (Q4) - Develop and deploy an “exit interview” process to capture knowledge that might be lost through retirements and potential “early-outs” (Q2) - Conduct an assessment of internal and external knowledge sharing processes and make recommendations to senior management (Q3); begin implementing recommendations (Q4) - Develop options for an Agencywide mentoring program; and options for including senior-level staff and those near retirement (Q4) - Update perf. mgmt. system guidance⁴⁰ and training module to emphasize managers linking standards to mission and HC responsibilities and employees linking standards to mission - make sure PDs align (Q1) - Implement recommendations from review conducted in FY 2003 (Q1) - Develop (Q1) and implement (Q2) “spot-checking” mechanism to confirm that perf. standards link to mission and HC - AAs/RAs certify manager perf. stds. link to mission and HC responsibilities(Q2) 	<ul style="list-style-type: none"> - Recommendations are well-received by senior management and are actionable - Process is easy to administer, captures important information, and is available when needed - Assessment is thorough and recommendations are actionable - Process is implemented in a timely fashion and employees use it - Options are well thought-out and actionable - Expectations are clearly communicated and managers and employees comply by adjusting 2004 standards - Changes are implemented smoothly and in a timely fashion - Process yields needed information with minimal effort - Certification process works smoothly and compliance is confirmed 	<p>OHROS & HROs</p> <p>OHROS & HROs</p> <p>OHROS & OEI</p> <p>OHROS & HROs</p> <p>OHROS</p> <p>OHROS</p> <p>OHROS & HROs</p> <p>OHROS, HROs, PMOs, AAs & RAs</p>

Goals, Strategies and Desired Outcomes	Action Items (Quarter Due)	Measures of Success	Lead Offices
<p>Strategy 3.4 (continued)</p> <p>Goal 4: EPA employees at all levels are results-focused, act with integrity, and help to improve environmental programs through innovation, creativity and reasonable risk-taking.</p> <p><u>Desired Outcome</u> Employees at all levels understand EPA's mission and are motivated to develop innovative and creative ideas, concepts, and approaches that contribute to improved environmental programs and sound Agency business practices. All employees understand their ethical responsibilities and act with integrity. Broad management support for the "culture of innovation" is evident, and interested employees at all levels are equipped with appropriate skills, competencies and tools.</p>	<ul style="list-style-type: none"> - Evaluate effectiveness of perf. mgmt. guidance and training module and recommend changes as needed (Q2) - Provide refresher training on the Agency's performance management system (Q3) - SES corps certify that employee perf. stds. are linked to Agency mission (Q3) - At upcoming HRC meeting, discuss topic of how to handle poor performance and determine next steps (Q3) <p>See the strategies that follow</p>	<ul style="list-style-type: none"> - Evaluation is thorough and yields actionable recommendations - Training objectives are accomplished - Certification process works smoothly and compliance is confirmed - Meeting outcome leads to actionable next steps <p>See the strategies that follow</p>	<p>OHROS</p> <p>OHROS & HROs</p> <p>OHROS, HROs, AAs & RAs</p> <p>HRC</p> <p>See the strategies that follow</p>



Goals, Strategies and Desired Outcomes	Action Items (Quarter Due)	Measures of Success	Lead Offices
<p>Strategy 4.1: Create Organizational Systems that Foster and Fully Utilize Employee Creativity and Innovation</p> <p><u>Desired Outcome</u> EPA's work environment fosters employee creativity and innovation. All EPA employees have change management skills.</p> <p>Strategy 4.2: Equip Employees at All Levels with the Knowledge, Skills, Abilities, Competencies, and Tools Necessary for the Development and Implementation of Innovative Approaches to Environmental Problem-solving</p> <p><u>Desired Outcome</u> Employees have the capacity and incentives to be creative and innovative in their daily work.</p>	<ul style="list-style-type: none"> - Establish an innovation master contract to provide services to support innovation projects Agencywide (Q4) - Issue report regarding innovation competitions (Q4) - Agency will identify and nurture innovation competencies as part of the SWPS (Q4) - Continue operating the Human Capital Innovations Fund (ongoing) - Innovation Action Council meetings several times each year (Ongoing) - Continue to offer relevant training such as "High Performing Organization" training and the mid-level course "Getting Work Done Through Change" to help employees manage change (Ongoing) - Develop a tool kit for regulation development course (Q4) - Conduct forums on environmental policy innovations (Ongoing) 	<ul style="list-style-type: none"> - Contract is available on schedule and is used - Competitions yield new/innovative approaches that have a positive mission impact - Supply of and demand for innovation competencies is identified - Projects receiving funding are implemented and are beneficial - Council member feedback is positive - Courses are well-received and result in demonstrable improvement of change management skills - Tool kit is available on schedule and generates positive feedback - Forums are well attended and generate positive feedback 	<p>OPEI & OAM</p> <p>OPEI</p> <p>OHROS</p> <p>OHROS</p> <p>OPEI & IAC</p> <p>OHROS & HROs</p> <p>OPEI</p> <p>OPEI</p>

Goals, Strategies and Desired Outcomes	Action Items (Quarter Due)	Measures of Success	Lead Offices
<p>Strategy 4.3: Benchmark and Collaborate with Other Organizations to Learn from Their Experiences and to Pursue Common Goals</p> <p><u>Desired Outcome</u> EPA uses benchmarking routinely as a learning tool. EPA collaboration with other agencies yields mutually beneficial outcomes. Benchmarking and collaboration activities are coordinated across the Agency.</p> <p>Strategy 4.4: Promote a Broad Understanding of EPA's Mission with a Focus on Results, and Ensure that Employees Understand their Ethical Responsibilities and Act with Integrity</p> <p><u>Desired Outcome</u> EPA is known for its high ethical standards and our employees understand EPA's mission, goals, and objectives and their contributions to achieving results.</p>	<ul style="list-style-type: none"> - Benchmark other organizations to identify approaches for encouraging creativity and innovation (Q2) - Identify other EPA initiatives that could benefit from benchmarking and/or partnering relationships (Q4) - Develop and begin implementing an internal communication strategy for the Agency's 2003 Strategic Plan (Q2) - Develop and begin to offer a training module on scientific integrity to EPA scientists and engineers (Q4) - Continue offering annual ethics training and develop proposal for expanding to reach more employees (Q4) 	<ul style="list-style-type: none"> - Approaches are identified that can be used within EPA - New Agency initiatives are implemented more quickly due to application of benchmarking and/or partnering - Higher level of understanding of EPA's Strategic Plan and how employees' day-to-day work contributes to its achievement - Course is well-attended and feedback is positive - Fewer breaches of conduct and positive participant feedback 	<p>OPEI</p> <p>OPEI</p> <p>OCFO</p> <p>ORD</p> <p>OGC</p>



Goals, Strategies and Desired Outcomes	Action Items (Quarter Due)	Measures of Success	Lead Offices
<p>Goal 5: Teamwork and collaboration are routinely practiced with internal and external partners.</p> <p><u>Desired Outcome</u> Management and Labor work together to seek out and analyze workplace problems and develop innovative solutions to improve the organization and ability to achieve the mission. Employees are involved in decision-making and communication flows up, down and across the organization. Teamwork and collaboration with internal and external stakeholders improve organizational performance, focus resources on the most significant environmental problems, and reduce duplication of effort.</p> <p>Strategy 5.1: Build Effective Labor/Management Relationships that Facilitate the Mission Work of the Agency</p> <p><u>Desired Outcome</u> Labor/Management partnerships flourish across the Agency with significantly fewer disagreements leading to formal problem-resolution processes. EPA supervisors and managers have the knowledge and tools to constructively handle employee relations issues.</p>	<p>See the strategies that follow</p> <ul style="list-style-type: none"> -Develop and deploy management training module addressing labor/management issues and labor contract requirements (Q1) - Make significant progress in implementing the Labor/Management Strategic Plan (Q3) - Union leaders continue to participate in the EPA Human Resources Council (Ongoing) 	<p>See the strategies that follow</p> <ul style="list-style-type: none"> - Module developed on time and participants provide positive feedback - Both labor and management representatives express general satisfaction with implementation progress - Unions have good awareness of HRC activities and generally support them 	<p>See the strategies that follow</p> <p>OHROS & HROs</p> <p>OHROS & Union Leaders</p> <p>HRC & Union Leaders</p>



Goals, Strategies and Desired Outcomes	Action Items (Quarter Due)	Measures of Success	Lead Offices
<p>Strategy 5.2: Build Partnering and Team Skills of EPA Employees to Enhance Working Relationships with All Stakeholders</p> <p><u>Desired Outcome</u> EPA has very effective teams and productive partnerships with external stakeholders such as state, local, and tribal governments.</p>	- Conduct an assessment to identify the developmental needs of team leaders and team members and present recommendations (Q4)	- Assessment is thorough and recommendations are well-received by management and are actionable	OHROS & HROs
	- Conduct an assessment and provide recommendations for developing possible approaches for expanding and strengthening partnerships with outside stakeholders (Q4)	- Assessment is thorough and recommendations are well-received by management and are actionable	OHROS & OCIR
	- Continue offering the mid-level courses which address team skills (Ongoing)	- Positive participant feedback	OHROS

List of Acronyms and Abbreviations

AAs = Assistant Administrators

Comp. = Competitive

DARs = Diversity Action Reports

EEOC = Equal Employment Opportunity Commission

EIP = EPA Intern Program

E/R = Employee Relations

ERB = Executive Resources Board

FMFIA = Federal Managers Financial Integrity Act

HC = Human Capital

HQ = Headquarters

HR = Human Resources

HRC = Human Resources Council

HROs = Human Resources Officers (in Regions and Major Labs)

IAC = Innovation Action Council

IO = Immediate Office

OA = Office of the Administrator

OAM = Office of Acquisition Management

OARM = Office of Administration and Resources Management

OCFO = Office of the Chief Financial Officer

OCIR = Office of Congressional and Intergovernmental Relations

OCR = Office of Civil Rights

OEI = Office of Environmental Information

OHROS = Office of Human Resources and Organizational Services

OPEI = Office of Policy, Economics and Innovation

OPM = Office of Personnel Management

ORD = Office of Research and Development

PMA = President's Management Agenda

PMOs = Program Management Officers (HQ)

Q = Quarter (fiscal year)

RAs = Regional Administrators

SES = Senior Executive Service

SWPS = Strategic Workforce Planning System



Appendix B

Relationship of Various Planning Efforts

There are several planning efforts that impact how EPA manages its people and it can be quite confusing to understand how they relate to each other. To help provide some clarity, this Appendix presents a written summary and a pictorial depiction of the main planning efforts impacting human capital.

President's Management Agenda (PMA)

Issued in 2001, the PMA focuses on improving the management and performance of the Federal government and includes five government-wide and nine agency-specific initiatives. The first of the five government-wide initiatives is Strategic Management of Human Capital—the other four are: Competitive Sourcing; Improved Financial Performance; Expanded Electronic Government; and Budget and Performance Integration. The PMA requires that human capital planning be integrated with other planning processes (e.g., Strategic and Budget) and specifies several other requirements that necessitate a revision of EPA's Human Capital Strategy.

EPA Strategic Plan, 2003 - 2008

EPA completely reformatted its Strategic Plan for the period of 2003 - 2008 and it includes five primary goals and seven cross-goal strategies. In addition to a short discussion of human capital in each of the five goals, one of the cross-goal strategies focuses exclusively on human capital and links EPA's approach to the government-wide success criteria⁴¹ provided as part of the PMA. The EPA Strategic Plan also addresses the other four PMA initiatives.

Regional Strategic Plans, 2003 - 2008

Each Region is required to develop a Strategic Plan that support the goals and strategies in the EPA Strategic Plan. They are encouraged to address human capital in those plans but probably at a more global level.

EPA's Strategy for Human Capital, Investing in Our People II, 2004 and Beyond

This document serves as the "focal point" for EPA's human capital planning effort. It relates directly to the human capital requirements under the PMA and builds on the human capital cross-goal strategy provided as part of EPA's Strategic Plan. It provides the blueprint for other Agency human capital strategic and tactical planning efforts. A more detailed discussion is provided in the Introduction.

HQ and Regional Human Capital Strategic Plans

Each Headquarters and Regional office has the option of creating a human capital Strategic Plan that reflects their unique needs and circumstances. These plans should build on the national goals and strategies provided in EPA's Strategy for Human Capital and in the organization's strategic plan. It is strongly recommended that new local plans be formatted similar to EPA's Strategy for Human Capital. Existing plans can be reformatted when they are updated.

OHROS Annual Human Capital Business Plan

This is the tactical document that provides more specific details regarding resources, time-lines, deliverables, etc. related to implementing the OHROS-lead strategies listed in EPA's Strategy for Human Capital. It is updated annually.

HQ and Regional Annual Human Capital Business Plans

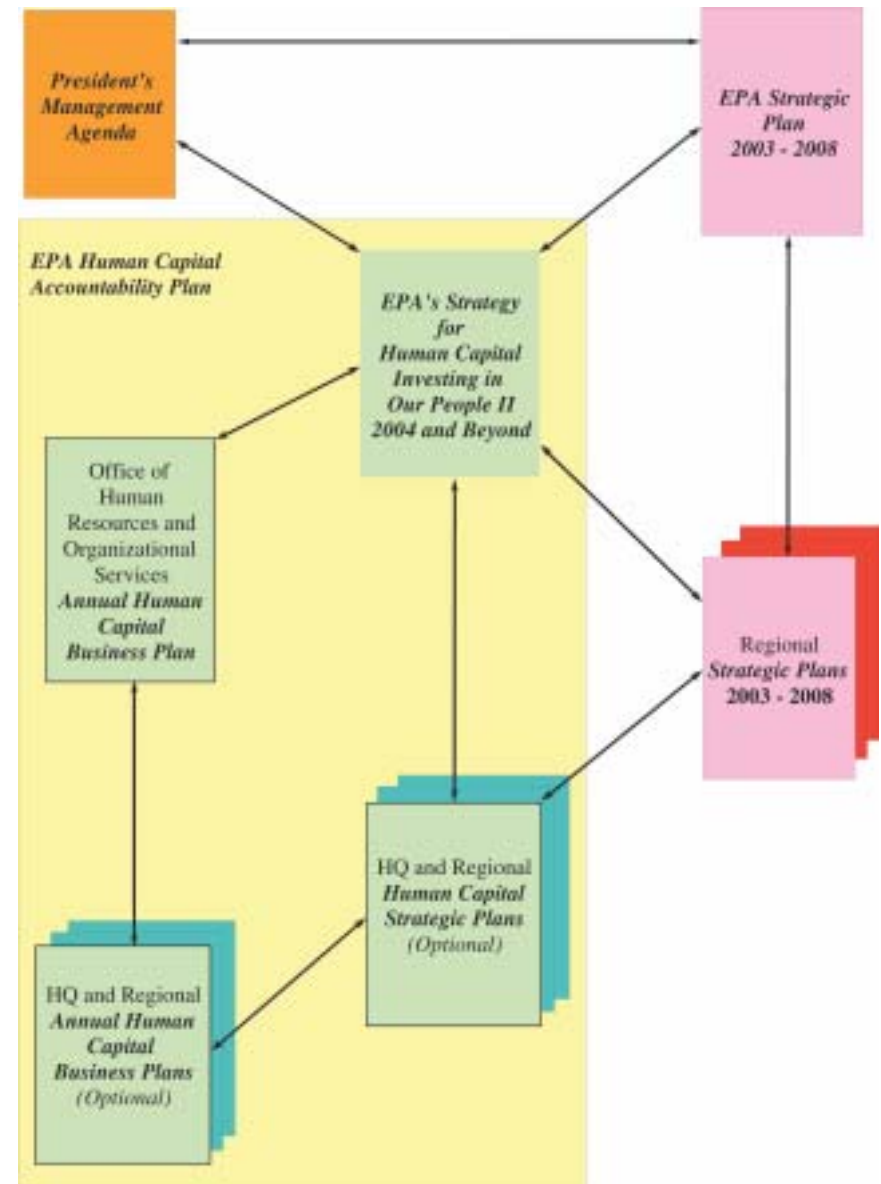
The intent of these documents is similar to the OHROS Annual Human Capital Business Plan. While optional, any office with a HC strategic plan should create a supporting HC annual business plan.

EPA Human Capital Accountability Plan

This document provides the methodology and metrics for tracking accomplishments regarding the goals, strategies and specific deliverables identified in the various EPA human capital strategic and annual business plans. This plan is being implemented, in coordination with HQ and Regional offices, by the Office of Human Resources and Organizational Services.

Other Programmatic Strategic Plans

There are other EPA programmatic strategic plans with components impacting human capital. For example, the Office of Environmental Information has published an *EPA Strategic Information Plan*⁴² which has a goal related to recruiting and retaining people with needed information management skills. These plans are not depicted in the following pictorial.





Appendix C

Human Capital Roles and Responsibilities

Every employee has a role to play in helping EPA become a model in how its people are managed and supported. This Appendix presents the human capital responsibilities for all levels of the Agency—staff-level employees to the Administrator and Deputy Administrator.

Position/Role	Responsibilities
<ul style="list-style-type: none"> • Administrator and Deputy Administrator • Key Presidential Appointees responsible for implementing the President’s Management Agenda (PMA): <ul style="list-style-type: none"> – Assistant Administrator for Administration and Resources Management/Chief Human Capital Officer (Strategic Management of Human Capital and Competitive Sourcing) – Chief Financial Officer (Improved Financial Performance and Budget & Performance Integration) – Assistant Administrator for Environmental Information/Chief Information Officer (Expanded Electronic Government) 	<ul style="list-style-type: none"> • Communicate the Administration’s environmental priorities. • Communicate the Agency’s human capital vision and how it relates to mission accomplishment. • Individually and collectively communicate the Agency’s priorities under the PMA. • Provide resources for implementing the PMA. • Monitor Agency PMA scorecard⁴³ progress and provide quarterly reports to the Administrator and Agency senior leadership team and coordinate with Office of Management and Budget and Office of Personnel Management leaders as needed. • Support the full integration of human capital planning into the Agency strategic, budget, and information planning activities. • Coordinate across PMA initiatives to ensure the Agency attains a “green” score in all five areas.

Position/Role	Responsibilities
<ul style="list-style-type: none"> • Other Presidential Appointees: <ul style="list-style-type: none"> – Assistant Administrators – Inspector General – General Counsel – Regional Administrators – Associate Administrators • Senior Career Executives and Managers: <ul style="list-style-type: none"> – Deputy Assistant Administrators – Deputy Regional Administrators – Office Directors – Division Directors – Program Directors • Senior-Level Agency Councils: <ul style="list-style-type: none"> – Senior Policy Council – Human Resources Council – Innovation Action Council 	<ul style="list-style-type: none"> • Establish environmental/functional priorities in areas of responsibilities. • Understand the five components of the PMA and communicate how the Agency is implementing them to support mission accomplishment. • Communicate the Administrator’s human capital vision down and across areas of responsibilities. • Provide resources to implement human capital planning activities that support environmental goals and objectives down and across areas of responsibilities. • Implement activities to support achievement of environmental goals and objectives across areas of responsibilities. • Communicate the Administrator’s human capital vision and provide resources for cascading human capital strategic planning activities down and across areas of responsibilities. • Provide advice to the Administrator on cross-cutting issues such as the PMA. • Communicate the President’s and Administrator’s vision for improving Government performance by aligning human capital activities to support mission accomplishment. • Serve as champions for implementing human capital priorities and activities. • Oversee the development and implementation of <i>EPA’s Strategy for Human Capital</i>.

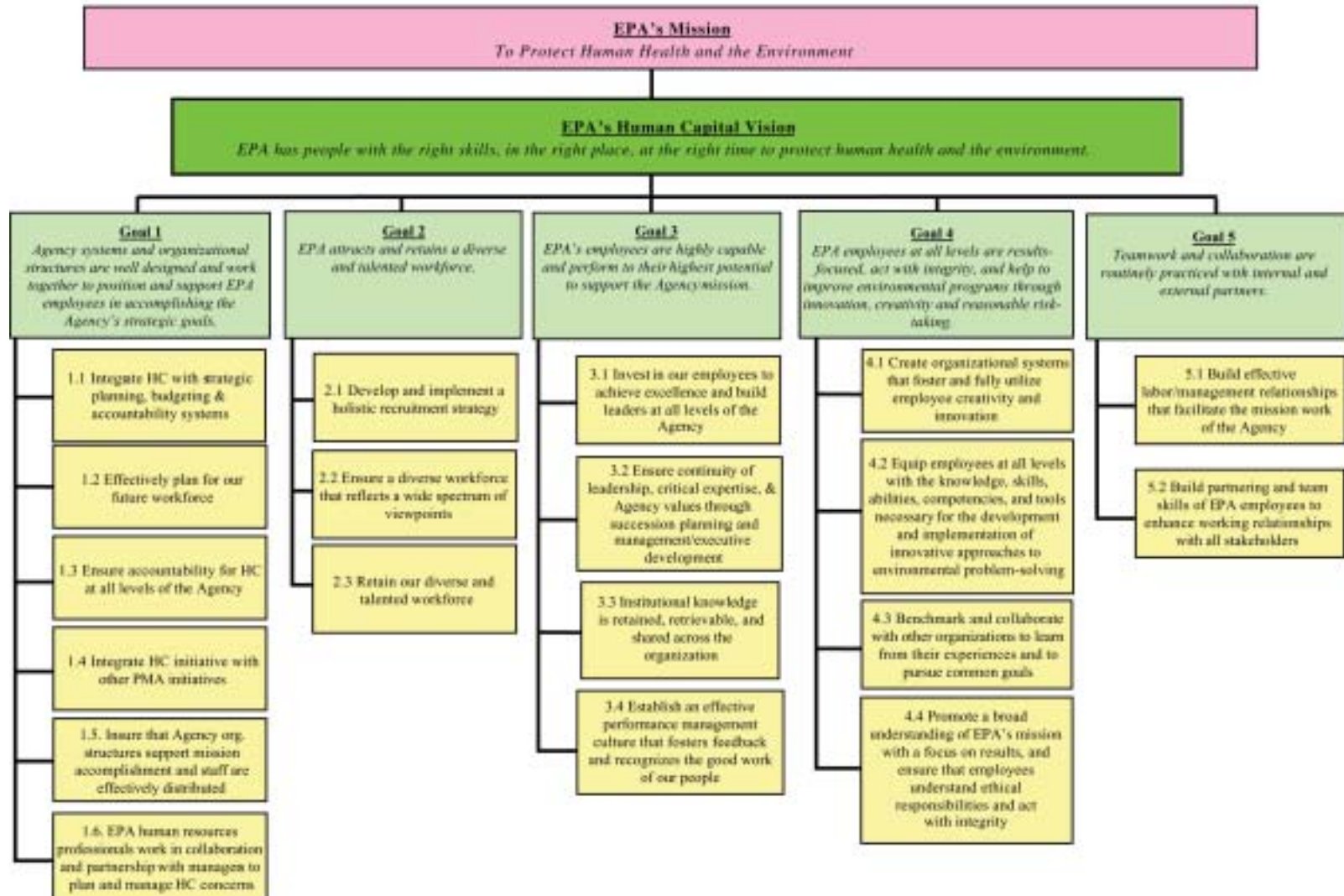


Position/Role	Responsibilities
<ul style="list-style-type: none"> • Line Managers <ul style="list-style-type: none"> – Branch Chiefs – Staff Directors – Team Leaders • Agency Employees at All Levels • Human Resources Professionals <ul style="list-style-type: none"> – Human Resources Officers – Program Management Officers – Training Officers – Special Emphasis Program Managers – Technical Specialists 	<ul style="list-style-type: none"> • Increase awareness of the Agency’s environmental priorities and understand how the Agency’s human capital priorities support programmatic goals and objectives. • Utilize Agency human capital plans and tools to guide local human capital planning activities. • Utilize human capital tools to support resource allocation decisions. • Identify and raise human capital issues and needs. • Increase awareness of the Agency’s environmental priorities and understand how the Agency’s human capital priorities and tools link with individual contribution to mission achievement. • Actively learn about and take advantage of Agency activities that support individual development. • Identify and raise human capital issues and needs. • Assist in the development and strategic alignment of local human capital plans down and across program areas. • Implement human capital activities at the local level that support achieving environmental goals and objectives.

Position/Role	Responsibilities
<ul style="list-style-type: none"> Human Capital Implementation Professionals 	<ul style="list-style-type: none"> Develop and maintain an in-depth understanding of Agency priorities and expertise in strategic planning, program evaluation, program development and implementation, and budget and information planning. Work collaboratively with all Agency levels to: <ul style="list-style-type: none"> Develop and communicate the Agency’s national human capital strategy to support the Agency’s environmental goals and objectives through integration of human capital planning into Agency strategic planning and budgeting processes; Develop and implement <i>EPA’s Strategy for Human Capital</i> at the national level; Assist in the development of Headquarters and Regional human capital plans; Coordinate across PMA initiatives at the staff level to ensure the Agency attains “Green” scores in all five management areas; and Monitor and report human capital activities and results through expansion of the Agency’s Human Capital Accountability Plan.

Appendix D

Summary View of EPA's Strategy for Human Capital







Appendix E

Human Resources Council Members

Working in concert with the Office of Administration and Resources Management, the EPA Human Resources Council (HRC) has played a key role in developing this and the original Strategy for Human Capital. At the request of the EPA Chief Human Capital Officer, the HRC commissioned a workgroup of its members to create this document. The following lists the current members of the HRC, indicates those members who served on the workgroup, and notes other individuals who made significant contributions to this Strategy.

EPA Human Resources Council Current Members

Leaders

- > William Rice, Chair (Reg. 7)
- > Russell Wright**, Deputy Chair (Reg. 4)

Permanent Members

- > Susan Bromm (OECA)
- > Lynda Carroll* (Reg. 6)
- > Jerry Clifford (OIA)
- > Beth Craig* (OAR)
- > Rafael DeLeon* (OARM-OHROS)
- > Barbara Finazzo (Reg. 2)
- > Lisa Friedman (OGC)
- > Michael Gearheard* (Reg. 10)
- > Matt Hale (OSWER)
- > Karen Higginbotham (OCR)
- > Alan Hollis* (AFGE)
- > Gary L. Johnson* (OIG)
- > Stephen Johnson (OPPTS/OA)
- > Ira Leighton (Reg. 1)
- > Henry Longest* (ORD)
- > David O'Connor (OARM)
- > Larry Penley (NPC Co-Chair)

- > Michael Peyton (Reg. 4)
- > Carol Rushin (Reg. 8)
- > Nat Scurry (Reg. 7)
- > Michael Shapiro (OW)
- > Ray Spears (OA)
- > Jo Lynn Traub* (Reg. 5)
- > Linda Travers (OEI)
- > Tom Voltaggio (Reg. 3)
- > Laura Yoshii (Reg. 9)
- > David Ziegele* (OCFO)

* = HRC Workgroup Member

** = Workgroup Chair

Adjunct Members

- > Kathleen Coleman (SEP - People with Disabilities)
- > Marcia Colvin (SEP - National Federal Women's Program)
- > Carl Etsitty (SEP - American Indian Program)
- > Cleophas Jackson (SEP - Black Employment Program)
- > Karon Johncox (NACE)
- > Juan Perez (SEP - Hispanic Employment Program)
- > Lucita Valiere (SEP - Asian Pacific Islander Program)

Other Contributors

- > Morris Winn (OARM/CHCO)
- > Meri Ames (OAR)
- > Richard Bashar (OARM)
- > Steve Delaney (OA)
- > Leticia Fish (Reg. 9)
- > Teresa Gauger (OARM)
- > Anita Hanson (OARM)
- > Joe Lentini (OA)
- > Michael Moore (ORD)
- > Kerry Weiss (OARM)
- > Gwen Whitt (OARM)

List of Acronyms

AFGE = American Federation of Government Employees

CHCO = Chief Human Capital Officer

NACE = National Administrative Council for Excellence

NPC = National Partnership Council

OA = Office of the Administrator

OAR = Office of Air and Radiation

OARM = Office of Administration and Resources Management

OCFO = Office of Chief Financial Officer

OCR = Office of Civil Rights

OECA = Office of Enforcement and Compliance Assurance

OEI = Office of Environmental Information

OGC = Office of General Counsel

OHROS = Office of Human Resources and Organizational Services

OIA = Office of International Activities

OIG = Office of Inspector General

OPPTS = Office of Prevention, Pesticides, and Toxic Substances

ORD = Office of Research and Development

OSWER = Office of Solid Waste and Emergency Response

OW = Office of Water

Reg. = Region

SEP = Special Emphasis Program





Appendix F

End Notes

- 1 U.S. Environmental Protection Agency. *Investing in Our People, EPA's Strategy for Human Capital, 2001 through 2003*. Available online at: <http://intranet.epa.gov/ohros/hrc/new.htm> EPA Human Resources Council web site. Date of access: October 8, 2003.
- 2 Office of Management and Budget. *President's Management Agenda*. Available online at: http://www.whitehouse.gov/omb/budintegration/pma_index.html OMB web site. Date of access: October 8, 2003.
- 3 *The Homeland Security Act of 2002*. Available online at: <http://www.whitehouse.gov/deptofhomeland/analysis/> White House web site. Date of access: October 8, 2003.
- 4 U.S. Environmental Protection Agency. *EPA's 2003 - 2008 Strategic Plan*. Available online at: <http://www.epa.gov/ocfopage/plan/plan.htm> OCFO web site. Date of access: October 8, 2003.
- 5 U.S. Environmental Protection Agency. Office of Administration and Resources Management. *EPA Human Capital Accountability Plan*. Version 1, December 4, 2003.
- 6 U.S. Environmental Protection Agency. *EPA Human Resources Council*. Available online at: <http://intranet.epa.gov/ohros/hrc/index.htm> HRC web site. Date of access: October 8, 2003.
- 7 U.S. Environmental Protection Agency. *Strategic Workforce Planning System*. Available online at: <http://intranet.epa.gov/institute/wds/planning.htm> OHROS web site. Date of access: October 8, 2003.
- 8 U.S. Environmental Protection Agency. *Workforce Assessment Project*. May 1999. Available online at: <http://www.epa.gov/ohros/workforce/wap.pdf> OHROS web site. Date of access: October 8, 2003.
- 9 U.S. Office of Personnel Management. *Information Technology Competency-Based Job Profile*. Available online at: <http://www.opm.gov/compconf/postconf01/it/sbarker.htm> OPM web site. Date of access: October 8, 2003.
- 10 U.S. Office of Personnel Management. *Gov Online Learning Center* home page. Available online at: <http://www.golearn.gov/> OPM web site. Date of access: October 8, 2003.
- 11 U.S. Environmental Protection Agency. *EPA Intern Program*. Available online at: <http://intranet.epa.gov/institute/wds/intern.htm> OHROS web site. Date of access: October 8, 2003.
- 12 U.S. Office of Personnel Management. *Executive Order 13162, Federal Career Intern Program*. Available online at: <http://www.opm.gov/EO/13162.htm> OPM web site. Date of access: October 8, 2003.
- 13 U.S. Environmental Protection Agency. *Diversity Programs/Initiatives*. Available online at: <http://intranet.epa.gov/ohros/diverse.htm> OHROS web site. Date of access: October 10, 2003.
- 14 U.S. Environmental Protection Agency. *New Skills/New Options Program*. Available online at: <http://intranet.epa.gov/institute/wds/newskills.htm> OHROS web site. Date of access: October 10, 2003.
- 15 U.S. Environmental Protection Agency. *Mid-Level Development Program*. Available online at: <http://intranet.epa.gov/institute/wds/mid.htm> OHROS web site. Date of access: October 10, 2003.
- 16 U.S. Environmental Protection Agency. *SES Candidate Development Program*. Available online at: <http://intranet.epa.gov/institute/wds/ses.htm> OHROS web site. Date of access: October 10, 2003.
- 17 U.S. Environmental Protection Agency. *ExtraORDinary Practices*. Available online at: <http://intranet.ord.epa.gov:9876/ORMA/HRIS/PRD/ExtraORDPractices.nsf> ORD web site. Date of access: October 10, 2003.

-
- 18 U.S. Environmental Protection Agency. *SES Mobility Program*. Available online at: <http://intranet.epa.gov/ohros/erspd/ses/sesmobility.htm> OHROS web site. Date of access: October 10, 2003.
- 19 U.S. Environmental Protection Agency. *EPA Postdoctoral Program*. Available online at: <http://www.epa.gov/ORD/NRMRL/postdocfy03.htm> ORD web site. Date of access: October 10, 2003.
- 20 U.S. Environmental Protection Agency. *Innovation Action Council*. Available online at: <http://www.epa.gov/innovation/action.htm> EPA web site. Date of access: October 10, 2003.
- 21 U.S. Environmental Protection Agency. *Human Capital Innovation Fund Pilot Selectees*. September 26, 2003. Memorandum from the Director of OHROS to Agency Senior Resources Officials.
- 22 U.S. Environmental Protection Agency. *High Performing Organization Training*. Also known as “Organizational Leadership Enterprise.” Available online at: <http://intranet.epa.gov/institute/wds/orgldrshp.htm> OHROS web site. Date of access: October 10, 2003.
- 23 U.S. Environmental Protection Agency. *Getting Work Done Through Change Training Course*. Available online at: <http://intranet.epa.gov/institute/wds/change.pdf> OHROS web site. Date of access: October 10, 2003.
- 24 U.S. Environmental Protection Agency. *Innovations Exchange Network*. Available online at: <http://r2notes3/Intranet/iOPM-ISB.nsf/e0686959b32516a185256cd900531291/d7e84cccd42366d85256db7004ec66b?OpenDocument> Region 2 web site. Date of access: October 14, 2003.
- 25 The President’s Management Agenda. *President’s Management Council*. Available online at: <http://www.results.gov/agenda/presmgmtcouncil.html> Date of access: October 10, 2003.
- 26 U.S. Office of Personnel Management. *Chief Human Capital Officer*. Available online at: <http://www.opm.gov/pressrel/2003/EB-CHCO.asp> OPM web site. Date of access: October 10, 2003.
- 27 U.S. Environmental Protection Agency. *Ethics Training*. Available online at: <http://intranet.epa.gov/ogc/ethics.htm> OGC web site. Date of access: October 10, 2003.
- 28 U.S. Environmental Protection Agency. *Principles of Scientific Integrity*. July 10, 2002. Memorandum from the Administrator to all EPA employees.
- 29 U.S. Environmental Protection Agency. *National Partnership Council*. Available online at: <http://intranet.epa.gov/ohros/lers/npc/index.htm> OHROS web site. Date of access: October 10, 2003.
- 30 U.S. Environmental Protection Agency. *Labor/Management Strategic Plan*. Available online at: http://intranet.epa.gov/ohros/lers/npc/NPC_StratPlan.pdf OHROS web site. Date of access: October 10, 2003.
- 31 U.S. Environmental Protection Agency. *Intergovernmental Personnel Act*. Available online at: <http://epawww.epa.gov/rmpolicy/ads/manuals/3141.pdf> OHROS web site. Date of access: October 10, 2003.
- 32 U.S. Environmental Protection Agency. *Human Capital Communications Plan*. September 2003. Office of Administration and Resources Management.
- 33 Office of Management and Budget. *Competitive Sourcing*. Available online at: http://www.whitehouse.gov/omb/procurement/comp_sourcing_init.html OMB web site. Date of access: October 10, 2003.
- 34 U.S. Office of Personnel Management. *Federal Human Capital Survey 2002*. Available online at: <http://www.fhcs.opm.gov/fhcsIndex.htm> OPM web site. Date of access: October 9, 2003.

- ³⁵ Office of Management and Budget. *e-gov Initiatives*. Available online at: <http://www.whitehouse.gov/omb/egov/> OMB web site. Date of access: October 10, 2003.
- ³⁶ U.S. Environmental Protection Agency. *PeoplePlus*. Available online at: <http://intranet.epa.gov/peopleplus/> OCFO web site. Date of access: October 10, 2003.
- ³⁷ U.S. Environmental Protection Agency. *Affirmative Employment Program Plans*. Available online at: <http://www.epa.gov/civilrights/> OCR web site. Date of access: October 10, 2003.
- ³⁸ U.S. Office of Personnel Management. *Federal Equal Opportunity Recruitment Plan*. Available online at: <http://www.opm.gov/feorp01/pdf/feorp01.pdf> OPM web site. Date of access: October 10, 2003.
- ³⁹ U.S. Environmental Protection Agency. *360 Degree Management Feedback Process*. Available online at: <http://intranet.epa.gov/institute/wds/360.htm> OHROS web site. Date of access: October 10, 2003.
- ⁴⁰ U.S. Environmental Protection Agency. *Performance Management System Guidance*. Available online at: <http://intranet.epa.gov/policy/recognition.htm> OHROS web site. Date of access: October 10, 2003.
- ⁴¹ U.S. Office of Personnel Management. *Human Capital Assessment and Accountability Framework*. Available online at: <http://apps.opm.gov/HumanCapital/tool/index.cfm> OPM web site. Date of access: October 10, 2003.
- ⁴² U.S. Environmental Protection Agency. *EPA Strategic Information Plan*. Available online at: http://www.epa.gov/oei/pdf/Strategic_Information_Plan_7_29_02.pdf OEI web site. Date of access: October 15, 2003.

- ⁴³ The President's Management Agenda. *PMA Scorecards*. Available online at: <http://www.results.gov/agenda/scorecard.html> Date of access: October 10, 2003.







United States
Environmental Protection Agency
1200 Pennsylvania Avenue, NW
(3101A)
Washington, DC 20460

Official Business
Penalty for Private Use \$300

Document Number: 200R04001
February 2004