Embracing EPA as a High-Performing Organization
Fiscal Year 2015 Annual Action Plan

Maintain and attract EPA's diverse and engaged workforce of the future with a more collaborative work environment. Modernize our business practices, including through E-Enterprise, and take advantage of new tools and technologies. Improve the way we work as a high performing Agency by ensuring we add value in every transaction with our workforce, our co-regulators, our partners, industry, and the people we serve.

1. **Developing Employees and a Supportive Work Environment**

    A. **Developing Employees:** Focus on developing and energizing employees by providing opportunities to learn, develop skills, and work collaboratively.

    1) **EPA University:**

        a) By May 31, 2015, develop and establish an annual process to analyze strengths and weaknesses of the existing EPA training catalog and identify gaps and upcoming training needs.

        b) EPA-U Mandatory Training Catalog: By August 15, 2015 obtain submission of all proposed mandatory training courses for FY 2016.

        c) EPA-U Training Catalog: By September 30, 2015, plan, develop, and publish EPA's FY 2016 training catalog, with enhanced supervisory development opportunities for EPA's existing, new, and aspiring supervisors in areas such as performance management, "back to basics," SES 101, labor and employee relations, and enhancing employee diversity, inclusion, and engagement.

    2) **Succession Planning:**

        a) By November 30, 2014, share EPA's succession management process with the HR community for their review and comment. The succession management process focuses on building voluntary talent pools for critical positions, considers diversity, and emphasizes transparency.

        b) Beginning January 2015, working with lead regions, expand implementation of the succession management process by launching two succession management initiatives in the regions, with anticipated completion and evaluation by December, 2015.

            i. From January through August 2015, launch a succession management initiative for all grants management officers (10 GS-14/15 positions) in EPA's ten regional offices.

            ii. From February through September 2015, work with the ARAs to identify one SES position with common duties across all regional offices. Launch a succession management initiative for that position in one region that eventually can be replicated across all regions.

        c) By March, 31, 2015, develop a position management policy. The policy will provide supervisors and managers with guidance on determining how best to structure and design position requirements so that their respective organizations most effectively meet EPA's mission.

d) By September 30, 2015, implement an SES Candidate Development Program.

3) **Diversity and Inclusion:**

a) By June 30, 2015, issue guidance identifying best practices and establish a process for assessing the effectiveness of efforts to enhance employee inclusion and engagement.

b) By September 30, 2015, develop and launch the second phase of the diversity and inclusion training curriculum to improve cultural competency and foster a supportive environment, including agency-wide training on cultural sensitivity, and diversity, inclusion, and equal employment opportunity training for the EPA's Special Emphasis Program Managers.

4) **Skills Marketplace:**

a) In FY 15, the AO, in collaboration with the Skills Marketplace Steering Committee and in consultation with union partners, will develop and implement an evaluation plan for the Skills Marketplace program to track the levels of participation across the Agency (Skills Marketplace Dashboard), obtain feedback from managers and staff on the barriers to participation, and identify successes as a result of participation, lessons to be shared and successful practices to be promoted. Results and analysis of this evaluation will be shared with the Skills Marketplace Champions, the HPO Facilitation Team and the EPA unions.

5) **Supporting Employee Performance and Accountability Practices:** Provide first line supervisors with enhanced tools, resources, and capabilities to lead and manage staff:

a) By September 30, 2015, plan, develop, and publish the EPA University's FY 2016 catalog for supervisory development opportunities for EPA's new and aspiring cadre of supervisors to impart a broad understanding of agency business processes and administrative requirements including processes for rewarding, assessing, communicating with, and supporting staff, e.g., performance management, "back to basics," SES 101, and enhancing employee diversity, inclusion, and engagement.

b) By September 30, 2015, review, redesign, and communicate to supervisors and managers restructured and enhanced support provided by Labor/Employee Relations to ensure adequate support to managers and supervisors, including proactive training in areas such as time and attendance practices, overtime, travel authorization, disciplinary procedures, and proper uses of Agency resources.

6) **Cybersecurity:**

a) By September 30, 2015, OEI will develop an updated training plan, which will be published in EPA's FY 16 catalog, and develop and implement credentialing criteria for two critical information security roles to enhance the Agency's cybersecurity operations.

B. **Developing a Supportive Work Environment:** Modernize the workplace and implement new agency collaboration tools to enhance cross-program collaboration, communication, and access to and increased transparency of information, resulting in increased employee engagement in shaping agency decisions.

1) **Redesigned, Sustainable Workplace:** In June 2010, the President directed federal civilian agencies to achieve savings through more effective use of existing real property, including by consolidating existing space, expanding telework, and other space realignment efforts.

In FY 2015, EPA will continue space redesign efforts in several regions by incorporating more mobile, collaborative and technologically sophisticated features so as to reduce the agency's physical and environmental footprint.

    a) Regions 1, 2, and 4: By January 31, 2015, finalize design plans for new space and begin to move personnel no later than September 30, 2015.

    b) Regions 6 and 8: Expect GSA will award new leases by January 31, 2015 and OARM will conduct space planning through FY 2015.

2. Streamlining and Modernizing Business Processes

  A. **Leaning Business Processes:**

    1) Develop and/or continue to implement Lean projects agency-wide with each with each NPM, in coordination with their Lead Region (and States as appropriate), identifying three Lean projects of high strategic value by October 30, 2014 to be delivered in Fiscal Year (FY) 2015. These projects would target core efforts that would be expected to deliver significant efficiency improvements and may include projects identified by EPA's managers and staff through GreenSpark.

    2) By June 30, 2015, develop and implement a strategy to make funds available for replication or scaleup of the results of previously completed Lean projects. Depending on the replication or transfer needed, the funding could provide contractor support for guidance development, publication of "how to" documents, convening stakeholder workshops, and other efforts.

  B. **Next Gen:**

    1) By September 2015, EPA inspectors in at least one program area have smart mobile tools to help them prepare for, conduct and document inspections, including checklists to guide the inspections and automated data flows to minimize manual data entry.

    2) By September 2015, all EPA inspectors who conduct inspections in which VOCs emissions are likely have appropriate advanced monitoring equipment (such as infrared cameras).

    3) By September 2015, 50% of all new rules and 75% of proposed rules that involve record keeping or reporting use electronic reporting as the requirement.

  C. **Invest in Technology Improvements to Enhance EPA's Work Environment:** Building upon recent IT improvements, including implementation of the Office365, which included deployment of SharePoint as a collaboration toolset, OEI will continue to modernize the Agency's IT environment to ensure that the technologies are efficient and compatible and are meeting the needs of the EPA workforce with a focus in FY 2015 on the following actions:

    1) The IT Operations Workgroup (ITOWG) will develop a draft strategy, framework, and associated governance structure to consolidate, retire, and/or migrate Lotus Notes/Domino and Oracle collaboration workspaces and applications for approval by the EPA Quality Technology Subcommittee (QTS) by March 31, 2015.

    2) NPMs/Regions will prepare to begin the Lotus Notes/Domino Application migration process under the oversight of the QTS by June 30, 2015.