

## **Embracing EPA as a High-Performing Organization**

### **Fiscal Year 2016 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**

Maintain and attract EPA's diverse and engaged workforce of the future with a more collaborative work environment. Ensure all employees and supervisors are supported and have access to training and development opportunities to improve performance in their current job and to prepare them for future opportunities.

**A. EPA University (EPA-U) - (OARM)** Improve the management, design, and evaluation process of EPA's learning and development catalog, building a "one-stop-shop" centralized learning management system and enhancing employee access to "best-in-training" professional development coursework.

1. FY 2016 Agencywide Mandatory Training – By December 15, 2015, announce and publish EPA's FY 2016 Agencywide mandatory training courses.
2. EPA-U Design and Governance – Reinforce the foundation of EPA-U, in partnership with Region 5, to ensure successful migration to new Learning Management System.
  - a. By March 31, 2016, develop a process to identify and endorse "best in training" options.
  - b. By September 30, 2016, enhance EPA-U governance and business processes.
  - c. By September 30, 2016, design and build interactive EPA-U Web site.

**B. Support for First Line Supervisors - (OARM)** Increase support for our first line supervisors through greater access to labor and employee relations support, operational training, and a forum to share information and ideas.

1. First-line Supervisors Strategy
  - a. First-Line Supervisor (FLS) Advisory Group – Establish National First-Line Supervisor Advisory Group.
    - i. By November 30, 2015, convene first FLS Advisory Group.
  - b. Supervisory Continuing Education Program – Establish a Continuing Education Program for EPA supervisors.
    - i. By March 31, 2016, OARM, OCFO, and OEI, working with the FLS Advisory Group, will develop and publish an FY 2016 curriculum designed to help supervisors successfully perform operational aspects of their jobs, with training offered locally and in-person where possible.
    - ii. By November 1, 2015, initiate anti-harassment training, and by January 15, 2016, initiate telework training.
2. Labor/Employee Relations (LER) Program
  - a. LER Process Improvement – By December 31, 2015, OARM and OGC will enter into a Memorandum of Understanding (MOU) to clarify roles and responsibilities and improve the employee relations program in HQ.

- b. LER Action Templates – By January 31, 2016, publish at least five Action Template Letters that can be used to address adverse and/or disciplinary actions.
- c. National LER Meeting – By June 30, 2016, convene a National LER Meeting.

**C. Diversity and Inclusion - (OARM)** Develop a strategic approach to outreach, workforce planning, professional development, employee engagement, and retention.

- 1. By September 30, 2016, OARM, working with OCR, will develop a consolidated workforce data report to facilitate workforce planning for Agency leadership through data-driven analysis of trends and strategic approaches to outreach, professional development, employee engagement, and retention.

**D. Succession Management - (OARM)** Continue to develop EPA's future leaders through the Senior Executive Service (SES) Candidate Development Program, while broadening and improving succession planning and management expertise across EPA.

- 1. By December 1, 2015, launch a succession management initiative for all first line supervisors in Region 9 and OARM, with a competency assessment gap analysis expected by June 30, 2016.
- 2. By June 30, 2016, provide training to Regional Human Resources Officers (HROs) and Program Management Officers (PMOs) on the administrative process for succession management.
- 3. By September 30, 2016, complete the selection process for the planned second SES candidate development program.

**E. Expand Opportunities for Staff Mobility - (OA)** Continue to improve employee engagement, support employee development, and advance a One EPA way of working by designing a suite of programs for employees to expand their professional development and put their skills to use in different parts of the Agency.

- 1. Develop (by March 31, 2016) and implement (by September 30, 2016) incentives/policies to encourage supervisors to support participation in Skills Marketplace projects, details, and other staff mobility opportunities.
- 2. By March 1, 2016, consult with employee and supervisory stakeholders to scope the key elements of expanded mobility, and to identify "end user" needs to guide development of tools.
- 3. By March 1, 2016, target completion of consultation with union partners (or the Pre-Decisional Involvement Process [PDI], as appropriate) to develop draft operational frameworks for expanded opportunities for staff mobility (e.g. details, or temporary "job swaps"), which would build on the Skills Marketplace platform.
- 4. By September 30, 2016, pilot (within at least one HQ and Regional Office) new modules for expanded opportunities for staff mobility, using the SharePoint-based Skills Marketplace project portal as a template.

**F. Redesigned, Sustainable Workplace - (OARM)** Set cost-effective standards, principles, and practices for sustainable EPA workspaces that support employee health and productivity.

- 1. Reduce the Footprint. Develop new space design standards and ergonomically sound design principles, in concert with Region 9 and the PDI process, to cost-effectively optimize EPA's space 1) in support of the Agency's Real Property Efficiency Plan; 2) as required under OMB's "Reduce the Footprint" policy; and 3) to help meet greenhouse gas reduction targets required by Executive Order 13693.

- a. By March 25, 2016, issue an Agency policy that specifies a design standard for the maximum useable square feet by workstation for use in the design of owned and leased office space.
  - b. By April 30, 2016, release approximately 141,000 square feet of space in Potomac Yard. This space reduction will save the Agency approximately \$5.0 million annually in rent costs.
  - c. By September 30, 2016, develop and publish Agency Design Principles to support future space build-out activities and ergonomic health benefits. The design principles will encompass modern design considerations, to include elements such as workspace configurations, flexible height desks, lighting, ventilation, shared work areas and IT considerations.
2. Paper Reduction Initiative. In coordination with regional partners and program offices, develop streamlined, Agency-wide procedures that can reduce cost, achieve overall paper reduction, and encourage sustainable business practices.
- a. By November 1, 2015, issue direction to the Agency directing the use of strategic sourcing acquisition vehicles for the procurement of printer/copier paper.
  - b. By March 31, 2016, identify the Agency's baseline printer/copier paper consumption to enable measurement of reductions in paper use.
  - c. By September 30, 2016, identify FY 2017 targets of opportunities to reduce the use of paper (*e.g.* inventory the number of IT systems that require a printout to satisfy record retention requirements and work to incorporate digital record capabilities into the application).

## 2. Streamlining Business Processes

Foster a culture of continuous improvement to make Agency operations and business processes more efficient and effective. Modernize our legacy information systems and develop innovative uses for new technology. Value and utilize customer feedback to improve the experience of the end user.

**A. Leaning Business Processes - (OA)** Continue to increase the efficiency and added value of EPA's operations and business processing by implementing Lean project teams' recommendations for process improvements, replicating Lean results where it makes sense, and identifying new areas for improvement.

1. Support the Administrator's three goals for FY 2016:
  - a. Ensure implementation of good ideas from FY 2015 events: By November 30, 2015, each AA/RA reports on Lean implementation to the Administrator after check-ins with each project sponsor/project teams to evaluate progress. OP, with input from Lean Advocates and other event participants, will complete a "rapid assessment" of Lean implementation progress and recommended action plans by October 20, 2015, with input from Lean Advocates and other event participants to help identify root causes, obstacles to, and incentives for Lean implementation from FY 2015 events. Develop and initiate an Implementation Action Plan based on the rapid assessment and the AA/RA's information by December 30, 2015.
  - b. Foster replication/scale-up of successful results: By December 15, 2015, form a Lean Action Board (LAB) comprised of a small number of SES-level EPA officials empowered with the authority and resources to facilitate replication/scale-up projects. EPA Staff representatives would be invited to participate for internal EPA areas and State representatives would be invited to participate for EPA/State areas.

- c. Encourage additional Lean events: Each AA and RA identify at least one new priority Lean event for FY 2016 for the Administrator by October 30, 2015.

**B. Invest in Technology Improvements to Enhance EPA's Work Environment - (OEI/OARM/OCFO)** Ensure that EPA employees can work efficiently and effectively, both in the office or when working remotely.

1. Facilitate continuous culture of improvements on our current IT systems: modernize the Agency's IT environment to meet the needs of the EPA workforce:
  - a. By December 31, 2015, the FLS Advisory Group will establish an IT subgroup to advise OEI/OARM/OCFO and Lead Regions on both existing and new administrative systems. Specific actions from the subgroup for FY 2016 will include:
    - i. Existing Systems: By February 1, 2016, the FLS IT subgroup will select 2-3 existing systems as a priority for review. By May 1, 2016, system owners will have convened technology user groups (TUGs) and will identify feasible actions to improve the end user experience for these 2-3 priority systems. By September 30, 2016, system owners will implement the feasible near-term actions identified by the TUGs; and, if needed, develop project plans for implementing the longer-term feasible actions identified by the TUGs.
    - ii. New Systems: By March 1, 2016, OEI/OARM/OCFO and Lead Regions will, based on consultation with the FLS IT subgroup, develop and finalize a TUG protocol for building meaningful participation of supervisors and employees into the planning and release of new systems – including testing, training, and communications. By September 30, 2016, system owners will involve TUGs in the testing, training, and communications for new systems, as applicable.
  - b. By September 30, 2016, OEI will develop and present a refined business case for Virtual Desktop Infrastructure (VDI) primarily for more efficient: 1) remote access capabilities; 2) access to applications that do not work on the EPA standard desktop; and 3) access for particular user communities (i.e., trainers and interns). Our goal is to communicate the capabilities and build support from the community to promote as a service offering to the Working Capital Fund (WCF) board in FY 2017.
2. Lotus Notes Migration:
  - a. By December 31, 2015, OEI will work with the IT Operations Workgroup (ITOWG) to complete the Agency-wide Lotus Notes inventory analysis, which includes:
    - i. By November 30, 2015, provide a list of priority Lotus Notes databases that are (1) appropriate for migration to SharePoint; and (2) appropriate for migration to a new platform.
    - ii. Upon completion of the inventory analysis, databases identified for deletion or archives will begin the archive/deletion process. The inventory database will identify a retention schedule for when archived databases can be deleted.
  - b. Starting January 2016, under the oversight of the EPA Quality Technology Subcommittee (QTS), the Agency will begin migration of selected databases out of Lotus Notes, leveraging a governance structure focused on Agency-wide collaboration and reuse to avoid application proliferation and duplication of effort.
  - c. By June 30, 2016, workshops and/or conferences will be conducted for Agency application developers to orient them to the Agency's approach to Lotus Notes Database Applications migration goals, Agile Software Development processes, and provide technical training on SharePoint application development tools and other platforms as identified by OEI.

- d. By March 31, 2016, OEI in collaboration with OGC, OECA, and DOJ, will identify a viable technical approach to migrate the Lotus notes e-mail into Outlook. This migration will facilitate easier access for e-Discovery services for search and collection of emails in response to FOIA, litigation, Congressional Requests and other official responses. OEI will complete the migration of Lotus notes e-mail into Outlook by September 30, 2016.
- 3. Next Generation Tools:
  - a. By September 30, 2016, OECA will make significant progress towards completing a pilot of Version 1.0 of the Smart Mobile Tool, which will allow inspectors to better prepare for, perform, and document their inspections without old-fashioned paper processes, and give them monitoring technology to identify air and water pollution problems in the field.

**C. Benchmark Administrative Services - (OCFO/OEI/OARM) Improve internal customer satisfaction around key enterprise-supporting areas.**

- 1. Contracting
  - a. By December 31, 2015, form an Acquisition Management Council with a Customer Service Subgroup.
  - b. By March 31, 2016, develop a strategy to improve Overall Customer Satisfaction with contracting function.
- 2. Human Capital
  - a. By March 31, 2016, reinvigorate the HR Customer Advisory Group, including expanding membership to each program and regional office, to consistently obtain customer feedback on HR operations, including evaluation of 2015 hiring practices.
  - b. By March 31, 2016, develop a strategy to improve Overall Customer Satisfaction with human capital function.
- 3. Financial Management
  - a. By September 30, 2016, EPA will utilize the Department of Treasury's Invoice Processing Platform (IPP) for all EPA vendors currently using IPP with other agencies, and will implement IPP in all new contracts.
- 4. IT Management
  - a. By March 31, 2016, OEI will implement a reorganization structure that includes an office focused on customer experience, customer advocacy, and business relationship management.
  - b. By September 30, 2016, OEI will develop a draft vision and strategy to improve both OEI employee engagement and OEI services to the Agency.