Office of the Administrator (AO) VERA/VSIP Business Case

Business Case

The Office of the Administrator's (AO) rational / strategic approach to meet the challenges presented by the federal directive to Reshape the Workforce, while ensuring that we can advance the Agency / Administrator's goals and priorities now and beyond the FY 2018 targeted reductions include requesting VERA/VSIP authority. The Office of the Administrator over the course of many years has become one of the most highly graded organizations in the agency. Given federal directives and budget realities it is clear that we must change and "right grade" our workforce. As part of our strategic vision, we will continue to evaluate how well AO's organizational structure and staffing meets the Agency's needs; ensuring that AO operates efficiently and effectively. Consequently, AO requests to:

1. Offer the VERA/VSIP to a generally broad segment of the AO workforce. We believe given the potential for draconian workforce shaping initiatives based on possible FTE reductions in the FY18 budget, it is prudent to maximize this tool with in each offices' ability to cover losses for a period of time. Additionally, we believe this inclusive approach will allow the majority of AO employees to decide if this is the right time for them to accept the VERA/VSIP rather than management deciding for them by limiting the positions we targeted.
2. Restructure, reduce and rebalance the current top-heavy, non-supervisory GS-14/15 grades in order to create backfill opportunities for recruiting at lower grade levels. There has been a significant rise in nonsupervisory high-graded GS-14 and GS-15 positions in AO; these positions represent nearly half of our entire staff.
3. At a later date reshape workforce to reflect changes in programmatic direction; strengthen technical programmatic expertise with the appropriate skill mix; and maximize administrative support positions.
4. We will conduct ongoing assessments to ensure that AO's organizational structure meets current and future operational needs. Each Associate Administrator and Staff Office Director will continue to discuss their organization's priorities with the Chief of Staff and Deputy Chief of Staff. These structured meetings will specifically discuss how AO will advance the Administrator's priorities for the remainder of FY17 and begin analysis of FY18 conditions as information becomes more available. These discussions will enable refined assessment of the workforce, budget, and efficiencies across AO. As well as set priorities and develop action items AO-wide. Additionally, these discussions will aid in identifying potential savings and synergies to maximize effective utilization of AO's resources.

Information Required for VERA and VSIP Requests

The attached spreadsheet identifies specific positions to be restructured. Overall we have targeted 152 positions of 339 positions. (339 does not include political appointees) Of the targeted positions, 110 of the 152 are GS-13 or higher all non-supervisory. We intend to offer VERA/VSIP to restructure a maximum of 64 positions in AO. All positions, with the exception of one SL level position which will be eliminated that are offered VERA/VSIP will be restructured, primarily at a lower grade level. AO will continue to identify opportunities to improve the efficiency and effectiveness of the existing workforce by offering opportunity to train and develop staff through creative approaches using short-term assignments via Skills Marketplace; details through Talent Hub; and opportunities to participate in training and developmental programs. In addition, AO will continue to seek ways to streamline processes; eliminate or modify areas of redundancy, and encourage our workforce to join networks to share new methods and resources for performing the day-to-day work in support of the office mission and the Administrator's overall goals.

Finally, each office has developed a plan to maintain office functions while positions are restructured and re-staffed. Their selection of positions to be offered is predicated on their ability to restructure the position and hire employees with new skills and at lower grade levels to meet future requirements – up to their AO designated FTE ceiling.

Both the VERA and VSIP opportunities will be offered to staff in targeted series in all 12 individual offices within the Office of the Administrator. Targeting decisions were made by senior managers based on the specific mission needs required to reshape the workforce and lower the overall PC&B salary base. This proposal sets a maximum number of VSIPs to be offered for each series in each office. Decisions on who receives VSIPs will be made on the basis of seniority. Again, and we cannot emphasize this enough, these offers are based on an understanding that these offices will be allowed to restructure position and staff up to their AO authorized FTE ceiling.

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Office of the Administrator (AO) VERA/VSIP Business Case

NOTE: Given the pool of available candidates across our offices, if AO does not receive a high percentage of applicants at the GS-15 or GS-14 levels in any particular office, we request the flexibility to increase (or decrease) the offer number in one or more categories, as long as our total reduction does not exceed a total of 64.

VSIP-Specific Information

The attached spreadsheet identifies the details of the specific positions to be offered VSIP and restructured. Within AO all the positions offered VERA/VSIP are to be restructured, primarily at a lower grade level with only one exception as noted above. The maximum amount of voluntary separation incentive payments to be offered in AO is 64. In AO everyone that is early out (VERA) is VSIP eligible as well. Our organizational charts are attached – AO is not making any changes to its organizational structure at this time. However, we continue to assess potential opportunities to gain greater efficiencies.

VERA-Specific Information

The total number of position with the Office of the Administrator potentially undergoing change is the 64 offers will be accepted. The attached spreadsheet identifies the details of the specific positions to be offered VERA and restructured. Within AO all the positions offered VERA/VSIP are to be restructured, primarily at a lower grade level expect one. AO does not have any employees in the program who will be involuntarily separated, downgraded, transferred, or reassigned as a result of these actions. AO has a total number of 75 employees eligible for early retirement. The estimated total number of employees in the Office of the Administrator who are "likely" to take early retirement is approximately 30, which is about 40% of the total eligible employees.

The Office of the Administrator plans to offer opportunities for temporary assignments with possible reassignments; using Talent Hub to post opportunities for lateral reassignments; and allow offices to recruit, where needed at the lowest grade level possible, for specific skillsets that are not available within the Agency. These recruitments will include the restructured position to decrease in total of the overall non-supervisory GS-14/15 positions.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x $25,000	$ Amount $ 1,625,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool $64.09 x 240 x 64 of Targeted Positions}	$ Amount $ 999,804
Total Maximum Direct Costs	$ Sum $ 2,624,804

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	$70,252,000	$ 70,252,000
B. VERA/ VSIP Payout Cost	$ 1,600,000	
C. Leave Payout Cost	$ 984,422	
D. Post VERA/VSIP Annual Payroll Cost	$ 61, 720,339	$65,438,323
E. Payroll for # New Hires **(GS 7,9,11) $28.35 x 240 x 64 of Targeted Positions**	$ 3,773,952	
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	**$ 2,173,287**	
G. Pre-VERA/VSIP Annual WCF Cost	$ 5,375,245	
H. Post VERA/VSIP Annual WCF Cost	$ 5,051,998	
I. WCF for # New Hires	$ 317,923	
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	$ 5,323	$ 5,323
Projected Savings with VERA/VSIP (F + J)	**$ 2,178,610**	**$4,819,000 (A-D+J)**

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Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x $25,000	$1,625,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool $64.09 x 240 x 65 of Targeted Positions}	$999,804
Total Maximum Direct Costs	$2,624,804

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	$70,252,000	$70,252,000
B. VERA/ VSIP Payout Cost	$1,600,000	
C. Leave Payout Cost	$984,422	
D. Post VERA/VSIP Annual Payroll Cost	$61,720,339	$65,438,323
E. Payroll for # New Hires **(GS 7,9,11) $28.35 x 2080 x 64 of Targeted Positions**	$3,773,952	
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	**$2,173,287**	
G. Pre-VERA/VSIP Annual WCF Cost	$5,375,245	
H. Post VERA/VSIP Annual WCF Cost	$5,051,998	
I. WCF for # New Hires	$317,923	
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	$5,323	$5,323
Projected Savings with VERA/VSIP (F + J)	**$2,178,610**	**$4,819,000 (A-D+J)**

AO	Series	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade: 1-4	5-8	9-11	12	13	14	15	SES	SL	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
COMBINED		344	75	80	311														
AO COUNT		*339*	*74*	*75*	*298*										0				
	0301 - Staff Assistant					0	0	2	2	4	0	0	0	0	8	3	3	0	Backfill with lower grades and potentially use detail staff rather than permanent staff
		20	5	2	14	0	0	2	2	4	0	0	0	0	8				
OAES	0343 - Program/Management Analyst					0	0	0	1	4	1	1	0	0	7	2	2	0	Reduce non-supersivory GS-13/14/15
	0560 - Budget Analyst					0	0	0	0	0	1	0	0	0	1	1	1	0	Restructure position
		19	5	6	15	0	0	0	1	4	2	1	0	0	8				
OCHP	0343 - Program/Management Analyst					0	0	0	0	1	1	0	0	0	2	1	1	0	Restructure position
	1301- Environmental Scientist					0	0	0	0	0	0	1	0	0	1	1	1	0	Restructure position
	0401- Biologist					0	0	0	0	0	2	0	0	0	2	1	1	0	Restructure position
	1001- Public Liaison Specialist					0	0	0	0	2	0	0	0	0	2	0	0	0	Restructure position
		14	3	1	11	0	0	0	0	3	3	1	0	0	7				
OCIR	0301 - Information Management Specialist					0	0	0	4	0	0	0	0	0	4	1	1	0	Restructure position
	0343 - Program/Management Analyst					0	0	0	2	6	0	2	0	0	10	3	3	0	Restructure positions
	0905 - Attorney - Adviser					0	0	0	0	0	0	1	0	0	1	1	1	0	Restructure position to lower grade
	0301 - Congressional Liaison Specialist					0	0	0	0	1	7	0	0	0	8	1	1	0	Restructure positions
		39	5	14	34	0	0	0	6	7	7	3	0	0	23				
OCR	0260 - Equal Employment Specialist/Manager					0	0	0	1	3	5	0	0	0	9	1	1	0	Restructure positions and centralize functions including positions from RTP (2) and LV (1)
Durham, NC	0260 - Equal Employment Specialist/Manager - Durham, NC					0	0	0	1	0	1	0	0	0	2	2	2	0	Restructure to move positions to HQ
Las Vegas, NV	0260 - Equal Employment Specialist/Manager - Las Vegas, NV					0	0	0	0	0	1	0	0	0	1	1	1	0	Restructure to move position to HQ
Cincinnati, OH	0260 - Equal Employment Specialist/Manager - Cincinnati, OH					0	0	0	0	0	1	0	0	0	1	1	1	0	Restructure to move position to HQ
		21	5	4	13	0	0	0	2	3	8	0	0	0	13				
OEX	0326 - Office Automation Assistant/Clerk					1	2	0	0	0	0	0	0	0	3	2	2	0	Restructure positions
	0303 - Information Management Assistant					0	1	0	0	0	0	0	0	0	1	1	1	0	Restructure position
	0301 - Information Management Specialist					0	0	0	0	0	2	0	0	0	2	1	1	0	Restructure position
		16	4	2	14	1	3	0	0	0	2	0	0	0	6				
OHS	0028 - Environmental Protection Specialist					0	0	0	0	0	0	1	0	0	1	1	1	0	Restructure position
	0132 - Intelligence Operations Specialist					0	0	0	0	0	0	1	0	0	1	1	1	0	Restructure position
	0343 - Program/Management Analyst					0	0	0	0	1	0	0	0	0	1	1	1	0	Restructure position
	0819 - Environmental Engineer					0	0	0	0	0	0	1	0	0	1	1	1	0	Restructure position
		10	2	3	5	0	0	0	0	1	0	3	0	1	4				
OP	0028 - Environmental Protection Specialist					0	0	0	0	0	0	2	0	0	2	2	2	0	Restructure positions
	0110 - Economist					0	0	0	0	1	0	1	0	0	2	2	2	0	Restructure positions
	0301 - Staff Assistant					0	0	0	1	0	0	0	0	0	1	1	1	0	Restructure position
	0301 - Program Specialist					0	0	0	1	0	0	0	0	0	1	1	1	0	Restructure position
	0301 - Information Management Specialist					0	0	0	1	0	0	0	0	0	1	1	1	0	Restructure position
	0301 - Regulatory Impact Analyst					0	0	0	0	0	1	0	0	0	1	1	1	0	Restructure position
	0343 - Program/Management Analyst					0	0	0	2	4	4	3	0	0	13	8	8	0	Restructure positions
	1301 - Senior Advisor Climate Adaptation					0	0	0	0	0	0	0	0	1	1	1	0	1	Position deleted
		130	25	28	115	0	0	0	5	5	5	6	0	1	22				
OPEEE	0301 - Public Liaison Specialist					0	0	0	0	0	2	1	0	0	3	2	2	0	Restructure positions
	1001 - Environmental Education Specialist					0	0	0	0	2	2	0	0	0	4	1	1	0	Restructure positions
	1035 - Public Affairs Specialist					0	0	0	0	1	0	0	0	0	1	1	1	0	Restructure position
		11	4	2	11	0	0	0	0	3	4	1	0	0	8				
OSDBU	0301- Information Management Specialist					0	0	0	0	1	0	0	0	0	1	1	1	0	Restructure position
	0301 - Staff Assistant					0	0	1	0	0	0	0	0	0	1	1	1	0	Realign Functions
	0343 - Program/Management Analyst					0	0	1	0	1	1	2	0	0	5	1	1	0	Restructure positions
Los Angeles, CA	0343 - Program/Management Analyst					0	0	0	0	0	1	0	0	0	1	1	1	0	Restructure to move position to HQ
		12	3	4	12	0	0	2	0	2	2	2	0	0	8				
SAB	1301 - Environmental Scientist					0	0	0	0	0	0	1	0	0	1	1	1	0	Restructure position
	1301 - Ethics Official					0	0	0	0	0	1	0	0	0	1	1	1	0	Restructure position
	0343- Management Analyst					0	0	0	0	3	0	0	0	0	3	1	1	0	Restructure position
	0401- Biologist					0	0	0	0	0	2	1	0	0	3	1	1	0	Restructure position
	0110- Economist					0	0	0	0	0	0	1	0	0	1	1	1	0	Restructure position
		14	5	4	14	0	0	0	0	3	3	3	0	0	9				
OPA	0343 - Program/Management Analyst					0	0	0	3	1	2	0	0	0	6	1	1	0	Restructure positions
	1001 - Web/Communications Specialist					0	0	0	0	3	1	1	0	0	5	1	1	0	Restructure positions
	1035 - Public Affairs Specialist					0	0	0	0	5	2	1	0	0	8	1	1	0	Restructure positions
	0301 - Communications Specialist					0	0	0	0	0	0	1	0	0	1	1	1	0	Restructure position
	1084 - Visual Information Specialist					0	0	0	0	1	0	0	0	0	1	1	1	0	Restructure position
	1060 - Photographer					0	0	0	0	1	0	0	0	0	1	1	1	0	Restructure position
	2210 - Information Technology Specialist					0	0	0	0	1	0	0	0	0	1	1	1	0	Restructure position
		33	10	5	32	0	0	0	3	12	5	3	0	0	23				
		339	74	75	298	1	3	4	19	47	41	23	0	1	139	65	64	1	

	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP
OARM	702	121	164	643
OAR	1155	184	271	1002
OCFO	315	51	83	283
OECA	730	176	164	686
OIG	276	44	58	251
OITA	74	12	19	70
AO	730	76	80	311
OEI	348	71	81	312
OGC	234	37	51	183
OLEM	495	113	134	451
ORD	1794	427	324	1463
OCSPP	1147	203	225	876
OW	602	103	94	502
REGION 1	568	137	201	521
REGION 2	785	205	238	726
REGION 3	828	199	217	722
REGION 4	914	166	297	823
REGION 5	1086	258	309	978
REGION 6	748	227	166	669
REGION 7	522	75	112	444
REGION 8	529	98	127	491
REGION 9	741	145	208	677
REGION 10	548	108	124	501
EPA	**15871**	**3236**	**3747**	**13585**

VSIP

When an agency has received approval from OPM to offer VSIPs, any employee (as defined in 5 U.S.C. 2105) who meets these general eligibility requirements may receive an offer. The employee must:

1. Be serving in an appointment without time limit;
2. Be currently employed by the Executive Branch of the Federal Government for a continuous period of at least 3 years;
3. Be serving in a position covered by an agency VSIP plan (i.e., in the specific geographic area, organization, series and grade);
4. Apply for and receive approval for a VSIP from the agency making the VSIP offer; and
5. Not be included in any of the ineligibility categories listed below.

Employees in the following categories are not eligible for a VSIP:

1. Are reemployed annuitants;
2. Have a disability such that the individual is or would be eligible for disability retirement;
3. Have received a decision notice of involuntary separation for misconduct or poor performance;
4. Previously received any VSIP from the Federal Government;
5. During the 36-month period preceding the date of separation, performed service for which a student loan repayment benefit was paid, or is to be paid;
6. During the 24-month period preceding the date of separation, performed service for which a recruitment or relocation incentive was paid, or is to be paid; and
7. During the 12-month period preceding the date of separation, performed service for which a retention incentive was paid, or is to be paid.

VERA

To be eligible to retire under VERA, an employee must:

(1) Meet the VERA minimum age and service requirements (i.e., the employee has completed at least 20 years of creditable service and is at least age 50, or has completed at least 25 years of creditable service regardless of age);

The minimum age and service requirements are set by statute in 5 U.S.C. 8336(d)(2) for CSRS employees, and in 5 U.S.C. 8414(b)(1) for FERS employees. OPM has no authority to waive either the minimum age or service requirement for VERA eligibility.

(2) Have been continuously employed by the agency for at least 31 days before the date that the agency initially requested OPM approval of VERA;

(3) Hold a position that is not a time-limited appointment;

(4) Have not received a final removal decision based upon misconduct, or unacceptable performance;

(5) Hold a position covered by the agency's VERA; and

(6) Retire under the VERA option during the agency's VERA window.

OARM	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comments
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
ATLANTA,GEORGIA	**2**	**2**		**2**														
1801-General Inspection, Investigation, and Compliance	1	1		1														
905-General Attorney	1	1		1														
BOSTON,MASSACHUSETTS	**1**			**1**														
343-Management and Program Analysis	1			1														
CHICAGO,ILLINOIS	**1**			**1**														
905-General Attorney	1			1														
CINCINNATI,OHIO	**68**	**9**	**21**	**65**														
1102-Contracting	2			1														
1301-General Physical Science	1		1	1														
1410-Librarian	1			1														
1654-Printing Services	1	1		1														
18-Safety and Occupational Health Management	2		2	2														
2010-Inventory Management	1			1														
201-Human Resources Management	29	4	10	28														
203-Human Resources Assistance	2			2														
2210-Information Technology Management	6		2	5														
318-Secretary	2	1		2														
340-Program Management	1			1														
343-Management and Program Analysis	12	3	3	12														
391-Telecommunications	2		1	2														
801-General Engineering	4		1	4														
80-Security Administration	1			1														
830-Mechanical Engineering	1		1	1														
DURHAM,NORTH CAROLINA	**131**	**11**	**19**	**111**														
1102-Contracting	33	4	8	31														
1301-General Physical Science	1																	
1640-Facility Operations Services	6		1	5														
18-Safety and Occupational Health Management	1			1														
2010-Inventory Management	1																	

201-Human Resources Management	55	3	6	44
203-Human Resources Assistance	5			4
2210-Information Technology Management	10	1	3	8
2299-Information Technology Student Trainee	1			
301-Miscellaneous Administration and Program	2			2
340-Program Management	3			3
341-Administrative Officer	1			1
343-Management and Program Analysis	2	1	1	2
511-Auditing	1	1		1
801-General Engineering	1	1		1
80-Security Administration	1			1
830-Mechanical Engineering	4			4
850-Electrical Engineering	2			2
899-Engineering and Architecture Student Trainee	1			1
LAS VEGAS,NEVADA	**21**	**2**	**5**	**18**
201-Human Resources Management	18	2	5	15
203-Human Resources Assistance	2			2
318-Secretary	1			1
MOREHEAD CITY,NORTH CARO	**1**		**1**	**1**
201-Human Resources Management	1		1	1
NEW BERN,NORTH CAROLINA	**1**			**1**
201-Human Resources Management	1			1
NORWOOD,OHIO	**37**	**4**	**6**	**34**
1102-Contracting	36	3	6	33
301-Miscellaneous Administration and Program	1	1		1
PHILADELPHIA,PENNSYLVANI	**1**			**1**
905-General Attorney	1			1
SAN FRANCISCO,CALIFORNIA	**1**			**1**
343-Management and Program Analysis	1			1
WASHINGTON,DC	**433**	**93**	**112**	**407**
1001-General Arts and Information	1		1	1
1102-Contracting	96	19	24	90
1103-Industrial Property Management	1			1
1106-Procurement Clerical and Technician	1	1		1
1109-Grants Management	22	6	5	22

1170-Realty	1			1											
1640-Facility Operations Services	2		2	2											
1654-Printing Services	1			1											
1712-Training Instruction	1			1											
1750-Instructional Systems	2			1											
1801-General Inspection, Investigation, and Compliance	2		1	2											
18-Safety and Occupational Health Management	3		1	3											
201-Human Resources Management	37	11	8	34											
203-Human Resources Assistance	2	1	1	2											
2101-Transportation Specialist	1														
2210-Information Technology Management	25	1	9	25											
28-Environmental Protection Specialist	1			1											
301-Miscellaneous Administration and Program	21	7	7	20											
303-Miscellaneous Clerk and Assistant	2	2		2											
306-Government Information Specialist	3	2	1	3											
318-Secretary	2	1	1	2											
326-Office Automation Clerical and Assistance	2	1		2											
340-Program Management	7	2	2	7											
341-Administrative Officer	2		1	2											
342-Support Services Administration	11	6	3	11											
343-Management and Program Analysis	106	21	24	99											
344-Management and Program Clerical and Assistance	1			1											
351-Printing Clerical	1		1	1											
391-Telecommunications	1	1		1											
510-Accounting	4	1	1	4											
511-Auditing	5	2	2	5											
690-Industrial Hygiene	1	1		1											
801-General Engineering	1			1											
804-Fire Protection Engineering	2		1	1											
808-Architecture	5	2		4											
80-Security Administration	18	2	4	17											
810-Civil Engineering	1	1		1											
819-Environmental Engineering	1			1											
830-Mechanical Engineering	4		1	3											
850-Electrical Engineering	1			1											

905-General Attorney	26	2	7	23														
935-Adminstrative Law Judge	3		2	3														
950-Paralegal Specialist	1		1	1														
#N/A	2		1	2														
Grand Total	**698**	**121**	**164**	**643**														

OAR	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comments
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
ANN ARBOR,MICHIGAN	**282**	**46**	**73**	**248**														
1102-Contracting	1			1														
110-Economist	3			1														
1301-General Physical Science	21	1	8	16														
1320-Chemistry	7	3		5														
1399-Physical Science Student Trainee	1																	
1550-Computer Science	4	2		4														
1640-Facility Operations Services	4			2														
1801-General Inspection, Investigation, and Compliance	14	2	3	14														
1910-Quality Assurance	1			1														
201-Human Resources Management	2			2														
2210-Information Technology Management	8	1	2	8														
28-Environmental Protection Specialist	51	11	16	50														
301-Miscellaneous Administration and Program	13	2	3	11														
318-Secretary	1		1	1														
343-Management and Program Analysis	11		1	11														
4714-Model Making	1			1														
801-General Engineering	21	2	4	21														
802-Engineering Technical	12	2	4	8														
803-Safety Engineering	1	1		1														
819-Environmental Engineering	14	2	5	13														
830-Mechanical Engineering	62	12	19	57														
850-Electrical Engineering	4	2		4														
854-Computer Engineering	2		1	2														
893-Chemical Engineering	12	3	6	12														
899-Engineering and Architecture Student Trainee	4																	
905-General Attorney	3			2														
99-General Student Trainee	4																	
ANNAPOLIS,MARYLAND	**1**			**1**														
343-Management and Program Analysis	1			1														
AUTAUGA,ALABAMA	**1**																	
1320-Chemistry	1																	
DALLAS,TEXAS	**1**			**1**														

1301-General Physical Science	1			1
DURHAM,NORTH CAROLINA	**345**	**54**	**78**	**294**
1035-Public Affairs	1			1
1101-General Business and Industry	7	1		7
110-Economist	9	1		7
1301-General Physical Science	66	13	4	49
1530-Statistics	6		1	4
2210-Information Technology Management	9	1		8
28-Environmental Protection Specialist	112	15	32	98
301-Miscellaneous Administration and Program	27	8	7	25
306-Government Information Specialist	1			1
340-Program Management	7	2	3	7
343-Management and Program Analysis	14	3	3	14
401-General Natural Resources Management and Biological Sciences	3			3
408-Ecology	1			1
501-Financial Administration and Program	1		1	1
560-Budget Analysis	2		1	2
601-General Health Science	12	1	1	7
819-Environmental Engineering	64	9	25	56
893-Chemical Engineering	3			3
LAS VEGAS,NEVADA	**23**	**8**	**3**	**22**
1102-Contracting	1			
1301-General Physical Science	10	4	1	10
1306-Health Physics	1			1
2210-Information Technology Management	1			1
28-Environmental Protection Specialist	5	2	1	5
303-Miscellaneous Clerk and Assistant	1	1		1
343-Management and Program Analysis	2	1	1	2
690-Industrial Hygiene	1			1
819-Environmental Engineering	1			1
MONTGOMERY,ALABAMA	**39**	**9**	**10**	**32**
1102-Contracting	1			1
1301-General Physical Science	25	7	7	23
1306-Health Physics	1			1
1320-Chemistry	6	1	2	3
1529-Mathematical Statistics	1		1	1
1640-Facility Operations Services	1			1
2210-Information Technology Management	2			

318-Secretary	1	1		1
690-Industrial Hygiene	1			1
SAN DIEGO,CALIFORNIA	**1**	**1**		**1**
301-Miscellaneous Administration and Program	1	1		1
WASHINGTON NAVY YARD,DC	**1**			
1301-General Physical Science	1			
WASHINGTON,DC	**450**	**66**	**107**	**403**
1035-Public Affairs	21		2	17
1102-Contracting	4			4
110-Economist	18	3	2	17
1301-General Physical Science	43	9	4	36
1306-Health Physics	5	1	2	5
1320-Chemistry	3		2	3
1350-Geology	2			
1515-Operations Research	1	1		1
1530-Statistics	2	1		2
1550-Computer Science	1			
1801-General Inspection, Investigation, and Compliance	1			1
2210-Information Technology Management	9	2	3	9
28-Environmental Protection Specialist	160	8	36	137
301-Miscellaneous Administration and Program	18	5	7	18
303-Miscellaneous Clerk and Assistant	1	1		1
318-Secretary	6	1	3	6
340-Program Management	6	2	1	5
341-Administrative Officer	1	1		1
343-Management and Program Analysis	89	20	28	86
344-Management and Program Clerical and Assistance	3	2	1	3
399-Administration and Office Support Student Trainee	1			
401-General Natural Resources Management and Biological Sciences	6	2		6
408-Ecology	1			1
801-General Engineering	3		1	3
819-Environmental Engineering	33	5	11	31
830-Mechanical Engineering	2		1	2
861-Aerospace Engineering	1			1
893-Chemical Engineering	2	1		2
905-General Attorney	4	1	2	4
99-General Student Trainee	2			
#N/A	1		1	1

Grand Total	**1144**	**184**	**271**	**1002**														

OCFO	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comments
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
CHAMPAIGN,ILLINOIS	**1**			**1**														
1160-Financial Analysis	1			1														
CINCINNATI,OHIO	**6**		**1**	**6**														
2210-Information Technology Management	1			1														
501-Financial Administration and Program	3			3														
510-Accounting	2		1	2														
DURHAM,NORTH CAROLINA	**57**	**8**	**16**	**51**														
2210-Information Technology Management	12	1	7	12														
2299-Information Technology Student Trainee	1																	
301-Miscellaneous Administration and Program	1			1														
343-Management and Program Analysis	2		1	2														
399-Administration and Office Support Student Trainee	3																	
501-Financial Administration and Program	22	4	6	21														
510-Accounting	16	3	2	15														
LAS VEGAS,NEVADA	**19**	**3**	**7**	**15**														
2210-Information Technology Management	1																	
318-Secretary	1			1														
501-Financial Administration and Program	12	2	5	9														
503-Financial Clerical and Assistance	1			1														
510-Accounting	4	1	2	4														
NORWOOD,OHIO	**44**	**5**	**6**	**43**														
343-Management and Program Analysis	2		1	2														
501-Financial Administration and Program	20	3	1	19														
510-Accounting	21	2	4	21														
599-Financial Management Student Trainee	1			1														
WASHINGTON,DC	**186**	**35**	**53**	**167**														
1035-Public Affairs	1			1														
1160-Financial Analysis	1			1														
2210-Information Technology Management	31	2	8	28														
301-Miscellaneous Administration and Program	3	2	1	3														

303-Miscellaneous Clerk and Assistant	1	1		1
318-Secretary	3	3		2
340-Program Management	1	1		1
341-Administrative Officer	2		2	2
343-Management and Program Analysis	81	13	18	73
399-Administration and Office Support Student Trainee	1			
501-Financial Administration and Program	18	2	9	18
503-Financial Clerical and Assistance	1	1		1
510-Accounting	33	8	12	29
560-Budget Analysis	4	2		4
599-Financial Management Student Trainee	2			
905-General Attorney	1		1	1
#N/A	2		2	2
Grand Total	**313**	**51**	**83**	**283**

OECA	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comments
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
ALBUQUERQUE,NEW MEXICO	**1**			**1**														
819-Environmental Engineering	1			1														
ANCHORAGE,ALASKA	**3**			**2**														
1811-Criminal Investigating	3			2														
ARLINGTON,VIRGINIA	**3**			**3**														
1811-Criminal Investigating	3			3														
ATLANTA,GEORGIA	**8**	**2**		**8**														
1301-General Physical Science	1			1														
1811-Criminal Investigating	7	2		7														
BALTIMORE,MARYLAND	**2**			**2**														
1811-Criminal Investigating	2			2														
BATON ROUGE,LOUISIANA	**2**			**2**														
1811-Criminal Investigating	2			2														
BISMARCK,NORTH DAKOTA	**2**			**2**														
1811-Criminal Investigating	2			2														
BOISE,IDAHO	**2**	**1**		**2**														
1811-Criminal Investigating	2	1		2														
BOSTON,MASSACHUSETTS	**8**	**4**		**8**														
1811-Criminal Investigating	6	3		6														
301-Miscellaneous Administration and Program	1	1		1														
905-General Attorney	1			1														
BRUNSWICK,GEORGIA	**3**		**1**	**3**														
1811-Criminal Investigating	2			2														
343-Management and Program Analysis	1		1	1														
BUFFALO,NEW YORK	**2**			**2**														
1811-Criminal Investigating	2			2														
CHARLESTON,WEST VIRGINIA	**1**	**1**		**1**														
1811-Criminal Investigating	1	1		1														
CHARLOTTE,NORTH CAROLINA	**2**			**2**														
1811-Criminal Investigating	2			2														
CHICAGO,ILLINOIS	**7**	**1**		**7**														
1301-General Physical Science	1			1														
1811-Criminal Investigating	5	1		5														

893-Chemical Engineering	1			1
CLEVELAND,OHIO	**6**	**1**	**1**	**6**
1811-Criminal Investigating	5	1		5
301-Miscellaneous Administration and Program	1		1	1
DALLAS,TEXAS	**8**	**1**	**1**	**8**
1301-General Physical Science	1			1
1811-Criminal Investigating	6	1		6
301-Miscellaneous Administration and Program	1		1	1
DENVER,COLORADO	**15**	**2**	**2**	**15**
1811-Criminal Investigating	6	1		6
28-Environmental Protection Specialist	1		1	1
341-Administrative Officer	1			1
819-Environmental Engineering	2		1	2
893-Chemical Engineering	1			1
905-General Attorney	3			3
986-Legal Assistance	1	1		1
DETROIT,MICHIGAN	**2**			**2**
1811-Criminal Investigating	2			2
DURHAM,NORTH CAROLINA	**1**			**1**
1811-Criminal Investigating	1			1
EDISON,NEW JERSEY	**6**	**3**		**6**
1301-General Physical Science	1	1		1
1801-General Inspection, Investigation, and Compliance	1			1
1811-Criminal Investigating	4	2		4
GLYNCO,GEORGIA	**3**	**2**		**3**
1811-Criminal Investigating	2	1		2
301-Miscellaneous Administration and Program	1	1		1
GREENSBORO,NORTH CAROLIN	**1**			**1**
343-Management and Program Analysis	1			1
GULF BREEZE,FLORIDA	**3**			**3**
1811-Criminal Investigating	3			3
HELENA,MONTANA	**2**	**1**		**2**
1811-Criminal Investigating	2	1		2
HONOLULU,HAWAII	**2**	**1**		**2**
1811-Criminal Investigating	2	1		2
HOUSTON,TEXAS	**6**	**2**		**5**
1811-Criminal Investigating	5	1		4
301-Miscellaneous Administration and Program	1	1		1

INDIANAPOLIS,INDIANA	**1**			**1**
1811-Criminal Investigating	1			1
JACKSONVILLE,FLORIDA	**8**	**2**		**8**
1811-Criminal Investigating	7	2		7
301-Miscellaneous Administration and Program	1			1
KANSAS CITY,KANSAS	**1**			**1**
1811-Criminal Investigating	1			1
KNOXVILLE,TENNESSEE	**2**	**1**		**2**
1811-Criminal Investigating	2	1		2
LAKEWOOD,COLORADO	**79**	**23**	**23**	**77**
1083-Technical Writing and Editing	1	1		1
1301-General Physical Science	5	1		5
1311-Physical Science Technician	1	1		1
1320-Chemistry	27	11	7	26
1530-Statistics	1			1
1601-Equipment, Facilities, and Services	1			1
1801-General Inspection, Investigation, and Compliance	1			1
1811-Criminal Investigating	2	1		2
2210-Information Technology Management	7	1	3	7
28-Environmental Protection Specialist	2	1		2
301-Miscellaneous Administration and Program	3	2	1	3
340-Program Management	4		2	3
343-Management and Program Analysis	3	2		3
344-Management and Program Clerical and Assistance	1		1	1
415-Toxicology	1			1
819-Environmental Engineering	11	1	8	11
830-Mechanical Engineering	1			1
893-Chemical Engineering	2			2
905-General Attorney	5	1	1	5
LENEXA,KANSAS	**9**	**3**		**9**
1811-Criminal Investigating	6	1		6
301-Miscellaneous Administration and Program	1			1
343-Management and Program Analysis	1	1		1
905-General Attorney	1	1		1
LOS ANGELES,CALIFORNIA	**5**	**1**	**1**	**5**
1811-Criminal Investigating	4	1		4
301-Miscellaneous Administration and Program	1		1	1
LOUISVILLE,KENTUCKY	**1**			**1**

1811-Criminal Investigating	1			1
MIAMI,FLORIDA	**3**	**1**		**3**
1811-Criminal Investigating	2	1		2
905-General Attorney	1			1
MIAMI-DADE,FLORIDA	**1**	**1**		**1**
1811-Criminal Investigating	1	1		1
MINNEAPOLIS,MINNESOTA	**2**			**2**
1811-Criminal Investigating	2			2
MISSOULA,MONTANA	**1**			**1**
1811-Criminal Investigating	1			1
NASHVILLE,TENNESSEE	**2**			**2**
1811-Criminal Investigating	2			2
NEW HAVEN,CONNECTICUT	**2**	**1**		**2**
1811-Criminal Investigating	2	1		2
NEW YORK, NEW YORK	**6**	**2**		**6**
1811-Criminal Investigating	5	2		5
301-Miscellaneous Administration and Program	1			1
PHILADELPHIA,PENNSYLVANI	**6**	**3**		**6**
1811-Criminal Investigating	5	3		5
301-Miscellaneous Administration and Program	1			1
PHOENIX,ARIZONA	**2**	**1**	**1**	**2**
1811-Criminal Investigating	1	1		1
301-Miscellaneous Administration and Program	1		1	1
PORTLAND,OREGON	**2**			**2**
1811-Criminal Investigating	2			2
SACRAMENTO,CALIFORNIA	**1**			**1**
1811-Criminal Investigating	1			1
SALT LAKE CITY,UTAH	**2**			**2**
1811-Criminal Investigating	2			2
SAN DIEGO,CALIFORNIA	**1**			**1**
1811-Criminal Investigating	1			1
SAN FRANCISCO,CALIFORNIA	**8**	**4**		**8**
1301-General Physical Science	1	1		1
1811-Criminal Investigating	6	2		6
301-Miscellaneous Administration and Program	1	1		1
SAN JUAN,PUERTO RICO	**2**			**2**
1811-Criminal Investigating	2			2
SEATTLE,WASHINGTON	**7**	**2**		**7**

1801-General Inspection, Investigation, and Compliance	1	1		1
1811-Criminal Investigating	5	1		5
301-Miscellaneous Administration and Program	1			1
ST LOUIS,MISSOURI	**2**			**2**
1811-Criminal Investigating	2			2
SYRACUSE,NEW YORK	**3**	**1**		**3**
1811-Criminal Investigating	3	1		3
TAMPA,FLORIDA	**2**	**1**		**2**
1811-Criminal Investigating	2	1		2
WASHINGTON,DC	**466**	**107**	**134**	**426**
1001-General Arts and Information	2			2
1035-Public Affairs	1	1		1
110-Economist	1			
1160-Financial Analysis	1			1
1301-General Physical Science	25	6	4	19
1350-Geology	1	1		1
1412-Technical Information Services	1			1
1529-Mathematical Statistics	1		1	1
1801-General Inspection, Investigation, and Compliance	2	1		2
1811-Criminal Investigating	16	2		16
2210-Information Technology Management	26	9	6	26
28-Environmental Protection Specialist	66	14	24	66
301-Miscellaneous Administration and Program	14	5	7	14
306-Government Information Specialist	1			1
308-Records Management	3		1	3
318-Secretary	2		1	2
340-Program Management	7	2	3	6
341-Administrative Officer	5		1	4
343-Management and Program Analysis	96	24	33	88
401-General Natural Resources Management and Biological Sciences	5	1	1	2
560-Budget Analysis	1			1
819-Environmental Engineering	18	4	8	17
893-Chemical Engineering	6	1	4	6
905-General Attorney	164	36	39	145
950-Paralegal Specialist	1		1	1
WHEELING,WEST VIRGINIA	**2**			**2**
1811-Criminal Investigating	2			2
Grand Total	**730**	**176**	**164**	**686**

OIG	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comments
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
ARLINGTON,VIRGINIA	**7**	**1**	**1**	**7**														
1811-Criminal Investigating	5	1		5														
2210-Information Technology Management	2		1	2														
ATLANTA,GEORGIA	**14**	**3**	**1**	**13**														
1811-Criminal Investigating	4			4														
343-Management and Program Analysis	4	2		3														
511-Auditing	6	1	1	6														
BOSTON,MASSACHUSETTS	**9**	**2**	**4**	**9**														
1811-Criminal Investigating	1			1														
2210-Information Technology Management	1		1	1														
303-Miscellaneous Clerk and Assistant	1		1	1														
343-Management and Program Analysis	3	1	1	3														
511-Auditing	3	1	1	3														
CHICAGO,ILLINOIS	**23**	**1**	**5**	**22**														
101-Social Science	2	1		2														
1811-Criminal Investigating	3			3														
201-Human Resources Management	1		1	1														
2210-Information Technology Management	1		1	1														
343-Management and Program Analysis	6		2	6														
511-Auditing	7		1	6														
601-General Health Science	3			3														
CINCINNATI,OHIO	**8**	**1**	**1**	**6**														
343-Management and Program Analysis	2			2														
511-Auditing	4	1	1	4														
599-Financial Management Student Trainee	2																	
DALLAS,TEXAS	**8**	**1**	**2**	**8**														
1811-Criminal Investigating	3	1		3														
343-Management and Program Analysis	1			1														
511-Auditing	4		2	4														

DENVER,COLORADO	**11**	**3**	**1**	**10**
1811-Criminal Investigating	3	1		2
343-Management and Program Analysis	4		1	4
511-Auditing	3	1		3
801-General Engineering	1	1		1
DURHAM,NORTH CAROLINA	**17**	**3**	**3**	**15**
101-Social Science	1			1
1811-Criminal Investigating	2	1		2
303-Miscellaneous Clerk and Assistant	1		1	1
343-Management and Program Analysis	4	1		4
511-Auditing	9	1	2	7
KANSAS CITY,KANSAS	**2**		**1**	**2**
343-Management and Program Analysis	1			1
511-Auditing	1		1	1
LENEXA,KANSAS	**5**	**1**	**2**	**5**
343-Management and Program Analysis	4	1	2	4
511-Auditing	1			1
NEW YORK, NEW YORK	**8**	**3**	**1**	**8**
1301-General Physical Science	1			1
1811-Criminal Investigating	3	2		3
343-Management and Program Analysis	2	1		2
511-Auditing	1		1	1
601-General Health Science	1			1
NORWOOD,OHIO	**2**		**1**	**2**
343-Management and Program Analysis	1			1
511-Auditing	1		1	1
PHILADELPHIA,PENNSYLVANI	**16**	**1**	**3**	**16**
101-Social Science	1			1
1035-Public Affairs	1	1		1
1811-Criminal Investigating	1			1
2210-Information Technology Management	1		1	1
343-Management and Program Analysis	6			6
511-Auditing	5		2	5
601-General Health Science	1			1

SAN FRANCISCO,CALIFORNIA	**12**	**2**	**2**	**11**
1301-General Physical Science	1			1
1811-Criminal Investigating	3			2
343-Management and Program Analysis	2	1		2
511-Auditing	5	1	2	5
601-General Health Science	1			1
SEATTLE,WASHINGTON	**9**	**2**	**3**	**9**
101-Social Science	1			1
1320-Chemistry	1	1		1
1811-Criminal Investigating	2			2
343-Management and Program Analysis	2	1		2
511-Auditing	3		3	3
WASHINGTON,DC	**121**	**19**	**27**	**107**
1035-Public Affairs	4			4
1082-Writing and Editing	2			2
1102-Contracting	1	1		1
1811-Criminal Investigating	18	2	1	17
201-Human Resources Management	4		1	4
2210-Information Technology Management	16	1	2	13
301-Miscellaneous Administration and Program	4	1		4
340-Program Management	4	1	2	4
341-Administrative Officer	2	1	1	2
343-Management and Program Analysis	15	1	4	11
415-Toxicology	1		1	1
511-Auditing	37	8	13	34
560-Budget Analysis	2		1	1
819-Environmental Engineering	1			1
905-General Attorney	10	3	1	8
WINCHESTER,TENNESSEE	**1**	**1**		**1**
1811-Criminal Investigating	1	1		1
Grand Total	**273**	**44**	**58**	**251**

OITA	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comments
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
ARLINGTON,VIRGINIA	**1**			**1**														
301-Miscellaneous Administration and Program	1			1														
WASHINGTON,DC	**73**	**12**	**19**	**69**														
2210-Information Technology Management	1			1														
28-Environmental Protection Specialist	5	1		5														
301-Miscellaneous Administration and Program	45	6	12	41														
303-Miscellaneous Clerk and Assistant	2	2		2														
340-Program Management	5	2	3	5														
343-Management and Program Analysis	15	1	4	15														
Grand Total	**74**	**12**	**19**	**70**														

AO	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade: 1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
BOSTON,MASSACHUSETTS	**1**	**1**		**1**														
301-Miscellaneous Administration and Program	1	1		1														
CINCINNATI,OHIO	**1**	**1**		**1**														
260-Equal Employment Opportunity	1	1		1														
DURHAM,NORTH CAROLINA	**3**	**1**	**1**	**3**														
260-Equal Employment Opportunity	2	1		2														
28-Environmental Protection Specialist	1		1	1														
LAS VEGAS,NEVADA	**1**			**1**														
260-Equal Employment Opportunity	1			1														
LOS ANGELES,CALIFORNIA	**1**			**1**														
343-Management and Program Analysis	1			1														
PRINCETON,NEW JERSEY	**1**			**1**														
893-Chemical Engineering	1			1														
SAN FRANCISCO,CALIFORNIA	**1**			**1**														
28-Environmental Protection Specialist	1			1														
WASHINGTON,DC	**335**	**72**	**79**	**302**														
1001-General Arts and Information	13	3		13														
101-Social Science	1			1														
1035-Public Affairs	13	1	3	12														
1060-Photography	1	1		1														
1071-Audiovisual Production	2			2														
1082-Writing and Editing	1			1														
1084-Visual Information	1			1														
1101-General Business and Industry	3		2	3														
110-Economist	28	3	4	28														
1301-General Physical Science	11	5	3	11														
132-Intelligence	2		1	2														
1811-Criminal Investigating	1			1														
2210-Information Technology Management	5		1	5														
260-Equal Employment Opportunity	11	3	2	10														
28-Environmental Protection Specialist	42	7	11	40														
301-Miscellaneous Administration and Program	67	19	16	56														
303-Miscellaneous Clerk and Assistant	5	2		5														

308-Records Management	1		1	1														
326-Office Automation Clerical and Assistance	3	1		3														
340-Program Management	16	2	5	9														
343-Management and Program Analysis	83	19	26	79														
401-General Natural Resources Management and Biological Sciences	5	2	1	5														
415-Toxicology	1	1		1														
560-Budget Analysis	1	1		1														
601-General Health Science	4			2														
819-Environmental Engineering	4		2	3														
905-General Attorney	8	1	1	5														
#N/A	2	1		1														
Grand Total	**344**	**75**	**80**	**311**														

OEI	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comments
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
ATLANTA,GEORGIA	**1**			**1**														
2210-Information Technology Management	1			1														
BOSTON,MASSACHUSETTS	**1**			**1**														
2210-Information Technology Management	1			1														
CINCINNATI,OHIO	**1**	**1**		**1**														
343-Management and Program Analysis	1	1		1														
DENVER,COLORADO	**1**		**1**	**1**														
2210-Information Technology Management	1		1	1														
DURHAM,NORTH CAROLINA	**63**	**16**	**14**	**57**														
1101-General Business and Industry	1			1														
1301-General Physical Science	1	1		1														
2210-Information Technology Management	47	10	11	41														
301-Miscellaneous Administration and Program	2			2														
340-Program Management	1	1		1														
343-Management and Program Analysis	8	2	3	8														
501-Financial Administration and Program	1	1		1														
510-Accounting	1	1		1														
#N/A	1			1														
LAS VEGAS,NEVADA	**1**	**1**		**1**														
2210-Information Technology Management	1	1		1														
NEW YORK, NEW YORK	**1**			**1**														
2210-Information Technology Management	1			1														
PHILADELPHIA,PENNSYLVANI	**1**																	
2210-Information Technology Management	1																	
SEATTLE,WASHINGTON	**2**			**2**														
2210-Information Technology Management	2			2														
WASHINGTON,DC	**270**	**53**	**66**	**247**														
1035-Public Affairs	1																	
1101-General Business and Industry	3			3														
1301-General Physical Science	1	1		1														

1529-Mathematical Statistics	1	1		1
2210-Information Technology Management	92	17	15	82
28-Environmental Protection Specialist	14	3	2	14
301-Miscellaneous Administration and Program	20	2	5	18
306-Government Information Specialist	7	4	2	7
308-Records Management	4	1	1	4
318-Secretary	2		1	1
335-Computer Clerk and Assistant	1			
340-Program Management	5	2	1	5
341-Administrative Officer	1			1
343-Management and Program Analysis	104	20	35	98
399-Administration and Office Support Student Trainee	1			1
501-Financial Administration and Program	1	1		1
510-Accounting	3	1	1	3
560-Budget Analysis	6		3	6
905-General Attorney	1			1
#N/A	2			
Grand Total	**342**	**71**	**81**	**312**

OGC	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comments
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
CINCINNATI,OHIO	**2**		**1**	**2**														
905-General Attorney	2		1	2														
DURHAM,NORTH CAROLINA	**2**	**2**		**2**														
905-General Attorney	2	2		2														
SAN DIEGO,CALIFORNIA	**1**		**1**	**1**														
905-General Attorney	1		1	1														
WASHINGTON,DC	**223**	**35**	**49**	**178**														
1222-Patent Attorney	1		1	1														
1860-Equal Opportunity Investigation	1	1		1														
2210-Information Technology Management	4		1	4														
28-Environmental Protection Specialist	3	1		2														
301-Miscellaneous Administration and Program	13	4	3	13														
306-Government Information Specialist	1			1														
340-Program Management	2	1	1	2														
341-Administrative Officer	1			1														
343-Management and Program Analysis	8	1		7														
344-Management and Program Clerical and Assistance	9	1	2	4														
360-Equal Opportunity Compliance	2	1	1	2														
560-Budget Analysis	1			1														
905-General Attorney	173	25	37	136														
950-Paralegal Specialist	2		1	1														
#N/A	2		2	2														
Grand Total	**228**	**37**	**51**	**183**														

OLEM	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comments
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
ARLINGTON,VIRGINIA	**269**	**65**	**71**	**234**														
1035-Public Affairs	4			4														
110-Economist	9		1	3														
1301-General Physical Science	35	11	7	32														
1320-Chemistry	5	1	2	4														
1350-Geology	2	1		2														
2210-Information Technology Management	13	1	3	12														
28-Environmental Protection Specialist	74	19	25	71														
301-Miscellaneous Administration and Program	3	2	1	3														
303-Miscellaneous Clerk and Assistant	2	2		2														
318-Secretary	1			1														
340-Program Management	9	3	5	8														
343-Management and Program Analysis	64	17	16	59														
344-Management and Program Clerical and Assistance	2		1	2														
401-General Natural Resources Management and Biological Sciences	7			1														
415-Toxicology	1																	
601-General Health Science	5	1	1	4														
819-Environmental Engineering	22	4	6	18														
881-Petroleum Engineering	1	1		1														
893-Chemical Engineering	10	2	3	7														
ATHENS,GEORGIA	**1**	**1**		**1**														
1301-General Physical Science	1	1		1														
BOSTON,MASSACHUSETTS	**3**	**1**		**3**														
28-Environmental Protection Specialist	2	1		2														
819-Environmental Engineering	1			1														
CINCINNATI,OHIO	**7**	**3**	**2**	**7**														
1301-General Physical Science	2	1		2														
1306-Health Physics	2	1	1	2														
28-Environmental Protection Specialist	1		1	1														
401-General Natural Resources Management and Biological Sciences	1	1		1														
819-Environmental Engineering	1			1														
DENVER,COLORADO	**1**			**1**														
819-Environmental Engineering	1			1														

DURHAM,NORTH CAROLINA	**4**	**1**		**4**
1320-Chemistry	1	1		1
343-Management and Program Analysis	1			1
830-Mechanical Engineering	1			1
893-Chemical Engineering	1			1
EDISON,NEW JERSEY	**20**	**7**	**2**	**17**
1301-General Physical Science	12	4	1	10
1320-Chemistry	4	2		3
343-Management and Program Analysis	2	1		2
401-General Natural Resources Management and Biological Sciences	1		1	1
819-Environmental Engineering	1			1
ERLANGER,KENTUCKY	**1**			**1**
343-Management and Program Analysis	1			1
KANSAS CITY,KANSAS	**1**			**1**
1320-Chemistry	1			1
LAS VEGAS,NEVADA	**11**	**2**	**2**	**9**
1301-General Physical Science	7	1	1	5
1320-Chemistry	1			1
343-Management and Program Analysis	1	1		1
690-Industrial Hygiene	1			1
819-Environmental Engineering	1		1	1
LENEXA,KANSAS	**2**	**1**	**1**	**2**
1301-General Physical Science	1		1	1
801-General Engineering	1	1		1
NORFOLK,VIRGINIA	**1**			**1**
1301-General Physical Science	1			1
WASHINGTON,DC	**173**	**32**	**56**	**170**
1035-Public Affairs	1			1
110-Economist	1			
1301-General Physical Science	13	1	3	13
1320-Chemistry	1	1		1
2210-Information Technology Management	4		4	4
28-Environmental Protection Specialist	46	3	15	46
301-Miscellaneous Administration and Program	6	2	3	6
318-Secretary	2		1	2
340-Program Management	4		2	4
343-Management and Program Analysis	76	20	23	75
401-General Natural Resources Management and Biological Sciences	3			2

415-Toxicology	2		1	2														
560-Budget Analysis	1	1		1														
601-General Health Science	1		1	1														
819-Environmental Engineering	3	1	1	3														
893-Chemical Engineering	6	1	1	6														
#N/A	3	2	1	3														
Grand Total	**494**	**113**	**134**	**451**														

ORD	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade: 1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
ADA,OKLAHOMA	**44**	**12**	**9**	**42**														
1102-Contracting	2		2	2														
1301-General Physical Science	14	3	1	13														
1311-Physical Science Technician	2			2														
1315-Hydrology	7	2	3	7														
1316-Hydrologic Technician	2			2														
1320-Chemistry	1			1														
1350-Geology	1			1														
301-Miscellaneous Administration and Program	2	1		2														
343-Management and Program Analysis	1	1		1														
401-General Natural Resources Management and Biological Sciences	3	2	1	3														
408-Ecology	3	1	1	3														
470-Soil Science	2	1		2														
819-Environmental Engineering	2	1		2														
893-Chemical Engineering	1		1	1														
899-Engineering and Architecture Student Trainee	1																	
ANN ARBOR,MICHIGAN	**1**		**1**	**1**														
1301-General Physical Science	1		1	1														
ARLINGTON,VIRGINIA	**104**	**26**	**14**	**97**														
1035-Public Affairs	1			1														
110-Economist	1	1		1														
1301-General Physical Science	21	5	3	21														
1315-Hydrology	1	1		1														
150-Geography	1			1														
1529-Mathematical Statistics	5	1	1	5														
1530-Statistics	5	2		5														
2210-Information Technology Management	1			1														
28-Environmental Protection Specialist	2	1		2														
301-Miscellaneous Administration and Program	9	3	2	9														
340-Program Management	3	2	1	3														
341-Administrative Officer	2	1	1	2														
343-Management and Program Analysis	12	4	4	10														
401-General Natural Resources Management and Biological Sciences	16	2		14														

408-Ecology	5		1	5
415-Toxicology	7	2		7
601-General Health Science	9	1		6
819-Environmental Engineering	3		1	3
ATHENS,GEORGIA	**38**	**12**	**2**	**37**
1301-General Physical Science	3	2	1	3
1315-Hydrology	1			1
1320-Chemistry	11	4		11
1550-Computer Science	2	1		2
1640-Facility Operations Services	1	1		1
18-Safety and Occupational Health Management	1			1
2210-Information Technology Management	1			1
340-Program Management	1			
343-Management and Program Analysis	2			2
401-General Natural Resources Management and Biological Sciences	4	2		4
403-Microbiology	1		1	1
408-Ecology	3	1		3
415-Toxicology	1			1
560-Budget Analysis	1			1
819-Environmental Engineering	4	1		4
854-Computer Engineering	1			1
ATLANTA,GEORGIA	**2**		**2**	**2**
301-Miscellaneous Administration and Program	1		1	1
819-Environmental Engineering	1		1	1
BOSTON,MASSACHUSETTS	**4**	**1**		**3**
1301-General Physical Science	1			1
28-Environmental Protection Specialist	1	1		1
401-General Natural Resources Management and Biological Sciences	1			
819-Environmental Engineering	1			1
CHAPEL HILL,NORTH CAROLI	**33**	**12**	**3**	**27**
1301-General Physical Science	2	1		1
1320-Chemistry	1		1	1
1530-Statistics	1			1
2210-Information Technology Management	1	1		1
318-Secretary	1	1		1
341-Administrative Officer	1			
401-General Natural Resources Management and Biological Sciences	11	3	2	9
403-Microbiology	1	1		1

404-Biological Science Technician	1	1		1
601-General Health Science	9	2		7
602-Medical Officer	2	2		2
610-Nurse	2			2
CHICAGO,ILLINOIS	**1**		**1**	**1**
1301-General Physical Science	1		1	1
CINCINNATI,OHIO	**313**	**83**	**56**	**294**
1035-Public Affairs	4		2	4
110-Economist	4	1		4
1301-General Physical Science	38	10	6	36
1306-Health Physics	2		1	2
1311-Physical Science Technician	5	2	1	5
1315-Hydrology	2			2
1320-Chemistry	23	2	3	23
1515-Operations Research	1			1
1529-Mathematical Statistics	2	2		2
1530-Statistics	2	2		2
18-Safety and Occupational Health Management	1			1
2210-Information Technology Management	4	4		4
28-Environmental Protection Specialist	4			4
301-Miscellaneous Administration and Program	7	2	3	6
308-Records Management	1			1
318-Secretary	4	2	1	3
340-Program Management	2		2	2
341-Administrative Officer	3	1		3
343-Management and Program Analysis	24	6	9	24
401-General Natural Resources Management and Biological Sciences	51	13	3	49
403-Microbiology	23	7	2	22
404-Biological Science Technician	5	1		3
408-Ecology	10	2		9
415-Toxicology	8	2	1	7
440-Genetics	1			1
470-Soil Science	2		1	1
499-Biological Science Student Trainee	1			
560-Budget Analysis	6	4		5
601-General Health Science	5	3	1	5
690-Industrial Hygiene	2			2
801-General Engineering	4		2	4

802-Engineering Technical	5		1	5
80-Security Administration	1	1		1
819-Environmental Engineering	34	12	6	31
830-Mechanical Engineering	3	2	1	3
854-Computer Engineering	1		1	1
893-Chemical Engineering	17	2	9	16
899-Engineering and Architecture Student Trainee	1			
CORVALLIS,OREGON	**46**	**19**	**2**	**43**
110-Economist	1			1
1301-General Physical Science	3	3		3
1320-Chemistry	1	1		1
1530-Statistics	3	2		3
1550-Computer Science	1			1
1640-Facility Operations Services	1			1
18-Safety and Occupational Health Management	1			
2210-Information Technology Management	1			1
28-Environmental Protection Specialist	1	1		1
301-Miscellaneous Administration and Program	2	1		2
343-Management and Program Analysis	2			1
401-General Natural Resources Management and Biological Sciences	10	3		9
408-Ecology	13	7	1	13
435-Plant Physiology	2		1	2
470-Soil Science	1			1
482-Fish Biology	1			1
499-Biological Science Student Trainee	1			1
501-Financial Administration and Program	1	1		1
DALLAS,TEXAS	**1**			**1**
1301-General Physical Science	1			1
DENVER,COLORADO	**5**	**1**		**5**
1301-General Physical Science	1			1
301-Miscellaneous Administration and Program	1			1
343-Management and Program Analysis	2			2
601-General Health Science	1	1		1
DULUTH,MINNESOTA	**58**	**17**	**21**	**58**
1301-General Physical Science	2	1		2
1320-Chemistry	13	5	5	13
1640-Facility Operations Services	1		1	1
2210-Information Technology Management	1			1

341-Administrative Officer	1			1
343-Management and Program Analysis	2		1	2
401-General Natural Resources Management and Biological Sciences	23	5	11	23
404-Biological Science Technician	1	1		1
408-Ecology	7	3	1	7
415-Toxicology	6	2	1	6
690-Industrial Hygiene	1		1	1
DURHAM,NORTH CAROLINA	**530**	**138**	**110**	**494**
101-Social Science	1			1
1035-Public Affairs	4	1	1	3
1101-General Business and Industry	1			1
1102-Contracting	1			
1301-General Physical Science	130	24	19	119
1306-Health Physics	3	1		3
1311-Physical Science Technician	1			1
1315-Hydrology	1			1
1320-Chemistry	28	8	7	27
1350-Geology	1	1		1
1399-Physical Science Student Trainee	1			
1412-Technical Information Services	2			1
150-Geography	1			
1529-Mathematical Statistics	4	3		4
1530-Statistics	3		1	2
1550-Computer Science	4		1	2
1640-Facility Operations Services	1	1		1
180-Psychology	2			2
184-Sociology	1			
2210-Information Technology Management	14	5	2	13
28-Environmental Protection Specialist	6	1	1	4
301-Miscellaneous Administration and Program	12	3	2	12
303-Miscellaneous Clerk and Assistant	1	1		1
318-Secretary	1	1		1
340-Program Management	6	2	3	6
341-Administrative Officer	8	4	2	7
343-Management and Program Analysis	55	8	27	55
399-Administration and Office Support Student Trainee	1			1
401-General Natural Resources Management and Biological Sciences	117	34	33	115
403-Microbiology	3	1		3

404-Biological Science Technician	1	1		1
408-Ecology	7	2	1	7
413-Physiology	2	1		2
415-Toxicology	30	9	3	24
560-Budget Analysis	13	2		13
601-General Health Science	16	2		15
602-Medical Officer	1	1		1
690-Industrial Hygiene	2			2
801-General Engineering	4	1	2	4
802-Engineering Technical	10	5		9
819-Environmental Engineering	22	9	4	21
830-Mechanical Engineering	2	1		2
856-Electronics Technical	1	1		1
858-Bioengineering and Biomedical Engineering	1		1	1
893-Chemical Engineering	3	3		3
#N/A	1	1		1
EDISON,NEW JERSEY	**8**	**5**	**2**	**8**
1301-General Physical Science	1	1		1
28-Environmental Protection Specialist	1	1		1
343-Management and Program Analysis	1		1	1
401-General Natural Resources Management and Biological Sciences	1	1		1
601-General Health Science	1	1		1
819-Environmental Engineering	2		1	2
893-Chemical Engineering	1	1		1
GROSSE ILE,MICHIGAN	**2**			**2**
819-Environmental Engineering	2			2
GULF BREEZE,FLORIDA	**58**	**12**	**13**	**50**
101-Social Science	1			
1102-Contracting	2	1		
1301-General Physical Science	1			1
1320-Chemistry	2	1	1	2
150-Geography	1			
1601-Equipment, Facilities, and Services	1		1	1
1640-Facility Operations Services	1		1	1
2001-General Supply	1		1	1
2210-Information Technology Management	2		1	2
301-Miscellaneous Administration and Program	1		1	1
341-Administrative Officer	1			1

343-Management and Program Analysis	2	1	1	2
401-General Natural Resources Management and Biological Sciences	23	5	3	19
403-Microbiology	5	2	2	5
404-Biological Science Technician	1		1	1
408-Ecology	10	2		10
415-Toxicology	1			1
560-Budget Analysis	1			1
690-Industrial Hygiene	1			1
GULF,FLORIDA	**1**	**1**		**1**
401-General Natural Resources Management and Biological Sciences	1	1		1
HAMPTON,VIRGINIA	**1**		**1**	**1**
819-Environmental Engineering	1		1	1
LAKEWOOD,COLORADO	**1**			**1**
343-Management and Program Analysis	1			1
LAS VEGAS,NEVADA	**41**	**15**	**12**	**37**
1102-Contracting	1			
1301-General Physical Science	13	6	3	13
1311-Physical Science Technician	1			1
1320-Chemistry	7	2	2	7
1530-Statistics	1	1		1
1550-Computer Science	1		1	1
1640-Facility Operations Services	1			1
2210-Information Technology Management	2	1		2
28-Environmental Protection Specialist	1		1	1
301-Miscellaneous Administration and Program	3	1	2	2
343-Management and Program Analysis	4	2	2	4
401-General Natural Resources Management and Biological Sciences	1	1		1
408-Ecology	3	1	1	3
560-Budget Analysis	1			
690-Industrial Hygiene	1			
LENEXA,KANSAS	**1**			**1**
1301-General Physical Science	1			1
LOS ANGELES,CALIFORNIA	**3**		**2**	**3**
1301-General Physical Science	1			1
1315-Hydrology	1		1	1
819-Environmental Engineering	1		1	1
NARRAGANSETT,RHODE ISLAN	**66**	**27**	**17**	**61**
1087-Editorial Assistance	1	1		1

1102-Contracting	1	1		1
110-Economist	2			1
1301-General Physical Science	15	7	8	15
1311-Physical Science Technician	2			1
1320-Chemistry	3	3		3
1360-Oceanography	2	2		2
1550-Computer Science	1	1		1
1640-Facility Operations Services	2		1	1
2210-Information Technology Management	1	1		1
301-Miscellaneous Administration and Program	1			1
341-Administrative Officer	1		1	1
343-Management and Program Analysis	2			
401-General Natural Resources Management and Biological Sciences	19	8	5	19
404-Biological Science Technician	1			1
408-Ecology	10	2	2	10
560-Budget Analysis	1	1		1
690-Industrial Hygiene	1			1
NEW YORK, NEW YORK	**1**			**1**
1301-General Physical Science	1			1
NEWPORT,OREGON	**10**	**4**		**10**
1301-General Physical Science	1			1
1360-Oceanography	1			1
150-Geography	1	1		1
401-General Natural Resources Management and Biological Sciences	4	2		4
408-Ecology	2			2
482-Fish Biology	1	1		1
NORWOOD,OHIO	**1**			**1**
301-Miscellaneous Administration and Program	1			1
OAKLAND,CALIFORNIA	**1**			**1**
#N/A	1			1
PHILADELPHIA,PENNSYLVANI	**1**			**1**
819-Environmental Engineering	1			1
SAN FRANCISCO,CALIFORNIA	**1**		**1**	**1**
819-Environmental Engineering	1		1	1
SEATTLE,WASHINGTON	**3**		**1**	**3**
343-Management and Program Analysis	1			1
401-General Natural Resources Management and Biological Sciences	1		1	1
415-Toxicology	1			1

SILVER SPRING,MARYLAND	**1**			**1**
414-Entomology	1			1
ST PAUL,MINNESOTA	**1**			**1**
1301-General Physical Science	1			1
ST PETERSBURG,FLORIDA	**1**			**1**
408-Ecology	1			1
WASHINGTON,DC	**196**	**32**	**53**	**171**
1035-Public Affairs	2			2
1082-Writing and Editing	1		1	1
1101-General Business and Industry	2		1	2
1301-General Physical Science	31	4	11	29
1399-Physical Science Student Trainee	1			
190-General Anthropology	1			
2210-Information Technology Management	8		5	7
28-Environmental Protection Specialist	4	1		4
301-Miscellaneous Administration and Program	18	4	6	17
318-Secretary	1	1		1
340-Program Management	3	1	2	3
341-Administrative Officer	2			2
343-Management and Program Analysis	56	6	13	49
344-Management and Program Clerical and Assistance	1			1
399-Administration and Office Support Student Trainee	7			
401-General Natural Resources Management and Biological Sciences	28	9	4	25
403-Microbiology	1			1
408-Ecology	1			1
415-Toxicology	1			1
501-Financial Administration and Program	2		1	2
560-Budget Analysis	12	1	6	12
601-General Health Science	3		1	3
602-Medical Officer	1			
801-General Engineering	1	1		1
819-Environmental Engineering	6	3	1	5
#N/A	2	1	1	2
WILMINGTON,NORTH CAROLIN	**1**		**1**	**1**
2210-Information Technology Management	1		1	1
Grand Total	**1580**	**417**	**324**	**1463**

OCSPP	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comments
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
ANN ARBOR,MICHIGAN	**1**			**1**														
401-General Natural Resources Management and Biological Sciences	1			1														
ARLINGTON,VIRGINIA	**588**	**113**	**133**	**527**														
1001-General Arts and Information	1	1		1														
110-Economist	12	3	1	10														
1301-General Physical Science	21	3	4	17														
1320-Chemistry	62	17	12	55														
150-Geography	1			1														
1529-Mathematical Statistics	1			1														
1530-Statistics	3		2	3														
2210-Information Technology Management	20	3	8	19														
28-Environmental Protection Specialist	142	25	33	130														
301-Miscellaneous Administration and Program	20	3	7	20														
303-Miscellaneous Clerk and Assistant	2	1		2														
306-Government Information Specialist	8	1	1	8														
326-Office Automation Clerical and Assistance	1		1	1														
340-Program Management	8	2	4	8														
343-Management and Program Analysis	42	12	21	42														
399-Administration and Office Support Student Trainee	1			1														
401-General Natural Resources Management and Biological Sciences	156	26	32	142														
403-Microbiology	5	2	1	5														
405-Pharmacology	2			2														
408-Ecology	3			3														
414-Entomology	7			5														
415-Toxicology	19	5		15														
430-Botany	1	1		1														
434-Plant Pathology	3	2		3														
440-Genetics	1	1		1														
471-Agronomy	2	1	1	2														
482-Fish Biology	1			1														
486-Wildlife Biology	4		2	4														
499-Biological Science Student Trainee	2			2														
560-Budget Analysis	1			1														

601-General Health Science	5	1		3
690-Industrial Hygiene	5		2	5
701-Veterinary Medical Science	1			1
819-Environmental Engineering	8	3	1	8
905-General Attorney	1			
99-General Student Trainee	15			3
#N/A	1			1
ATHENS,GEORGIA	**2**		**1**	**2**
28-Environmental Protection Specialist	1		1	1
401-General Natural Resources Management and Biological Sciences	1			1
CANADA	**1**			**1**
408-Ecology	1			1
CHICAGO,ILLINOIS	**1**	**1**		**1**
28-Environmental Protection Specialist	1	1		1
DALLAS,TEXAS	**4**	**1**		**4**
28-Environmental Protection Specialist	4	1		4
DRAKESVILLE,IOWA	**1**		**1**	**1**
1320-Chemistry	1		1	1
DURHAM,NORTH CAROLINA	**2**			**2**
1320-Chemistry	1			1
560-Budget Analysis	1			1
FORT MEADE,MARYLAND	**18**	**5**	**4**	**17**
1320-Chemistry	8	2	1	7
28-Environmental Protection Specialist	2	1	1	2
343-Management and Program Analysis	1	1		1
401-General Natural Resources Management and Biological Sciences	2		1	2
403-Microbiology	5	1	1	5
GAINESVILLE,FLORIDA	**1**		**1**	**1**
28-Environmental Protection Specialist	1		1	1
GULF BREEZE,FLORIDA	**1**			**1**
1529-Mathematical Statistics	1			1
NEW YORK, NEW YORK	**1**			**1**
1320-Chemistry	1			1
SAN FRANCISCO,CALIFORNIA	**2**	**1**		**2**
28-Environmental Protection Specialist	1			1
401-General Natural Resources Management and Biological Sciences	1	1		1
SANTURCE,PUERTO RICO	**1**		**1**	**1**
1320-Chemistry	1		1	1

WASHINGTON,DC	**370**	**82**	**84**	**314**
1035-Public Affairs	2		1	2
1082-Writing and Editing	2	2		2
110-Economist	9		2	6
1301-General Physical Science	18	4		14
1320-Chemistry	22	6	5	18
1412-Technical Information Services	1	1		1
1530-Statistics	1	1		1
2210-Information Technology Management	18	5	2	15
28-Environmental Protection Specialist	114	24	22	99
301-Miscellaneous Administration and Program	26	9	10	26
303-Miscellaneous Clerk and Assistant	1	1		1
306-Government Information Specialist	1		1	1
318-Secretary	1	1		1
340-Program Management	9	1	8	9
341-Administrative Officer	2	1		2
343-Management and Program Analysis	43	8	15	42
401-General Natural Resources Management and Biological Sciences	38	4	3	21
403-Microbiology	3	3		3
408-Ecology	1	1		1
415-Toxicology	20	3	1	17
482-Fish Biology	1			1
501-Financial Administration and Program	1		1	1
560-Budget Analysis	2		2	2
601-General Health Science	2		1	1
690-Industrial Hygiene	2	1		2
819-Environmental Engineering	4		2	4
893-Chemical Engineering	14	3	5	12
905-General Attorney	9	1	3	6
#N/A	3	2		3
Grand Total	**994**	**203**	**225**	**876**

OW	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comment
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
ARLINGTON,VIRGINIA	**1**			**1**														
28-Environmental Protection Specialist	1			1														
CINCINNATI,OHIO	**31**	**2**	**4**	**30**														
1301-General Physical Science	3			3														
1320-Chemistry	8		1	7														
1350-Geology	1			1														
28-Environmental Protection Specialist	4	1	1	4														
318-Secretary	1			1														
341-Administrative Officer	1		1	1														
343-Management and Program Analysis	1			1														
401-General Natural Resources Management and Biological Sciences	1			1														
403-Microbiology	2	1		2														
601-General Health Science	1			1														
819-Environmental Engineering	8		1	8														
MONTCLAIR,NEW JERSEY	**1**			**1**														
28-Environmental Protection Specialist	1			1														
WASHINGTON,DC	**547**	**101**	**90**	**470**														
1035-Public Affairs	8		1	8														
1109-Grants Management	1	1		1														
110-Economist	10	1	1	9														
1160-Financial Analysis	12			6														
1301-General Physical Science	73	9	4	51														
1315-Hydrology	1	1		1														
1320-Chemistry	4	1	1	3														
1350-Geology	2	1		2														
1515-Operations Research	1		1	1														
1529-Mathematical Statistics	2	1		1														
2210-Information Technology Management	28	6	3	25														
28-Environmental Protection Specialist	167	27	33	164														
301-Miscellaneous Administration and Program	22	9	3	21														
303-Miscellaneous Clerk and Assistant	1	1		1														
340-Program Management	16	7	5	16														
343-Management and Program Analysis	78	21	24	74														

344-Management and Program Clerical and Assistance	1	1		1														
401-General Natural Resources Management and Biological Sciences	39	4	3	24														
403-Microbiology	6	1	1	6														
408-Ecology	8			1														
415-Toxicology	3	1		1														
560-Budget Analysis	3		2	3														
601-General Health Science	3	1	1	2														
801-General Engineering	1	1		1														
819-Environmental Engineering	44	3	6	34														
893-Chemical Engineering	5	1	1	5														
905-General Attorney	8	2		8														
Grand Total	**580**	**103**	**94**	**502**														

Region 1	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comments
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
BOSTON,MASSACHUSETTS	**511**	**120**	**185**	**473**														
1035-Public Affairs	11	1	5	11														
1101-General Business and Industry	2			2														
1102-Contracting	7			5														
1109-Grants Management	8	4	2	7														
1160-Financial Analysis	2		1	2														
1301-General Physical Science	72	18	22	70														
1306-Health Physics	1			1														
1315-Hydrology	2		1	2														
1350-Geology	1	1		1														
1399-Physical Science Student Trainee	1																	
1810-General Investigating	1	1		1														
18-Safety and Occupational Health Management	2			1														
201-Human Resources Management	5	2	2	5														
2210-Information Technology Management	19	4	6	19														
260-Equal Employment Opportunity	1			1														
28-Environmental Protection Specialist	85	22	39	84														
29-Environmental Protection Assistant	8	2	5	8														
301-Miscellaneous Administration and Program	9	2	3	9														
303-Miscellaneous Clerk and Assistant	2	1		2														
304-Information Receptionist	1	1		1														
306-Government Information Specialist	1		1	1														
318-Secretary	4	1	1	4														
326-Office Automation Clerical and Assistance	2	1		2														
340-Program Management	8	3	5	8														
342-Support Services Administration	3	1		3														
343-Management and Program Analysis	13	3	5	13														
344-Management and Program Clerical and Assistance	1		1	1														
399-Administration and Office Support Student Trainee	1																	
401-General Natural Resources Management and Biological Sciences	29	4	6	18														
499-Biological Science Student Trainee	9			2														
501-Financial Administration and Program	9		3	8														
510-Accounting	3		1	3														

525-Accounting Technician	1		1	1
560-Budget Analysis	4	2	2	4
80-Security Administration	1			1
819-Environmental Engineering	121	29	56	116
899-Engineering and Architecture Student Trainee	2			
905-General Attorney	54	17	17	53
950-Paralegal Specialist	3			3
99-General Student Trainee	2			
CHELMSFORD,MASSACHUSETTS	**4**			**2**
1301-General Physical Science	2			1
819-Environmental Engineering	2			1
LEXINGTON,MASSACHUSETTS	**1**		**1**	**1**
819-Environmental Engineering	1		1	1
NORTH CHELMSFORD,MASSACH	**51**	**17**	**15**	**45**
1301-General Physical Science	11	6	1	10
1320-Chemistry	16	5	6	14
1399-Physical Science Student Trainee	1			
18-Safety and Occupational Health Management	1			1
2210-Information Technology Management	1		1	1
28-Environmental Protection Specialist	2		2	2
318-Secretary	1	1		1
340-Program Management	1	1		1
342-Support Services Administration	2			2
343-Management and Program Analysis	1		1	1
401-General Natural Resources Management and Biological Sciences	5	3		5
819-Environmental Engineering	8	1	4	7
899-Engineering and Architecture Student Trainee	1			
Grand Total	**567**	**137**	**201**	**521**

Region 2	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comments
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
ALBANY,NEW YORK	**5**	**1**		**4**														
1035-Public Affairs	1			1														
1301-General Physical Science	2	1		2														
819-Environmental Engineering	2			1														
BUFFALO,NEW YORK	**1**																	
1301-General Physical Science	1																	
EDISON,NEW JERSEY	**143**	**34**	**45**	**130**														
1301-General Physical Science	66	15	29	63														
1320-Chemistry	19	6	3	16														
1350-Geology	1		1	1														
28-Environmental Protection Specialist	4	1		4														
303-Miscellaneous Clerk and Assistant	2	2		2														
318-Secretary	4		2	4														
401-General Natural Resources Management and Biological Sciences	20	3	3	14														
403-Microbiology	4			4														
690-Industrial Hygiene	1			1														
801-General Engineering	2	1		2														
819-Environmental Engineering	19	6	6	18														
830-Mechanical Engineering	1		1	1														
GUAYNABO,PUERTO RICO	**19**	**2**	**3**	**16**														
1035-Public Affairs	1			1														
1301-General Physical Science	6	1		6														
318-Secretary	2		2	2														
819-Environmental Engineering	7	1	1	6														
905-General Attorney	2			1														
#N/A	1																	
NEW YORK, NEW YORK	**582**	**159**	**181**	**542**														
1035-Public Affairs	14	3	4	13														
1102-Contracting	9	4	2	9														
1109-Grants Management	11	2	3	11														
1160-Financial Analysis	1	1		1														
1301-General Physical Science	107	20	41	97														
1306-Health Physics	2	1		2														

1315-Hydrology	4	3		4
1320-Chemistry	1	1		1
1350-Geology	15	9	2	14
1550-Computer Science	2			2
1810-General Investigating	1			
201-Human Resources Management	7	2	2	7
2210-Information Technology Management	12	3	2	12
260-Equal Employment Opportunity	1		1	1
28-Environmental Protection Specialist	41	9	11	41
301-Miscellaneous Administration and Program	4	3		4
303-Miscellaneous Clerk and Assistant	12	2	8	12
306-Government Information Specialist	3		2	2
308-Records Management	2		1	1
318-Secretary	26	3	14	26
326-Office Automation Clerical and Assistance	1	1		1
340-Program Management	8	3	2	7
341-Administrative Officer	1	1		1
342-Support Services Administration	1			
343-Management and Program Analysis	8	2	1	8
401-General Natural Resources Management and Biological Sciences	33	6	2	23
415-Toxicology	1	1		1
501-Financial Administration and Program	4		1	4
505-Financial Management	1			1
510-Accounting	9		5	9
525-Accounting Technician	3		2	3
560-Budget Analysis	5		4	5
801-General Engineering	1	1		1
808-Architecture	1			1
819-Environmental Engineering	147	45	51	139
901-General Legal and Kindred Administration	1			1
905-General Attorney	76	30	17	71
950-Paralegal Specialist	5	3	2	5
963-Legal Instruments Examining	1		1	1
NEW YORK,NEW YORK	**2**		**1**	**2**
1035-Public Affairs	1		1	1
401-General Natural Resources Management and Biological Sciences	1			1
NIAGARA FALLS,NEW YORK	**1**	**1**		**1**
1035-Public Affairs	1	1		1

SAN JUAN,PUERTO RICO	**3**	**1**		**3**
510-Accounting	1			1
819-Environmental Engineering	1	1		1
905-General Attorney	1			1
SANTURCE,PUERTO RICO	**24**	**6**	**6**	**24**
1301-General Physical Science	6	1	1	6
1350-Geology	1			1
318-Secretary	1	1		1
401-General Natural Resources Management and Biological Sciences	1		1	1
819-Environmental Engineering	14	4	4	14
905-General Attorney	1			1
ST THOMAS,VIRGIN ISLANDS	**2**		**1**	**2**
401-General Natural Resources Management and Biological Sciences	1			1
819-Environmental Engineering	1		1	1
STAMFORD,CONNECTICUT	**1**	**1**		**1**
1301-General Physical Science	1	1		1
VIEQUES, VIEQUES,PUERTO	**1**		**1**	**1**
819-Environmental Engineering	1		1	1
Grand Total	**784**	**205**	**238**	**726**

Region 3	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comments
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
ANNAPOLIS JUNC,MARYLAND	**1**			**1**														
28-Environmental Protection Specialist	1			1										0	0	0	0	
ANNAPOLIS,MARYLAND	**21**	**6**	**6**	**20**														
1035-Public Affairs	1													0	0	0	0	
1301-General Physical Science	5	1	3	5					1	2	1			4	2	2	0	
28-Environmental Protection Specialist	9	1	3	9					1	2	2			5	2	2	0	
318-Secretary	1	1		1		1								1	1	1	0	
340-Program Management	2	2		2							1			1	1	1	0	
341-Administrative Officer	1			1										0	0	0	0	
343-Management and Program Analysis	1	1		1										0	0	0	0	
819-Environmental Engineering	1			1										0	0	0	0	
BLUEMONT,VIRGINIA	**1**			**1**														
819-Environmental Engineering	1			1										0	0	0	0	
CHARLESTON,WEST VIRGINIA	**2**			**2**														
301-Miscellaneous Administration and Program	1			1										0	0	0	0	
905-General Attorney	1			1										0	0	0	0	
FORT MEADE,MARYLAND	**45**	**11**	**9**	**38**														
1301-General Physical Science	16	5	4	16				1	5	2	1			9	2	2	0	
1320-Chemistry	15	3	3	11					4	1				5	2	2	0	
1399-Physical Science Student Trainee	1			1										0	0	0	0	
18-Safety and Occupational Health Management	1													0	0	0	0	
2210-Information Technology Management	1			1					1					1	1	1	0	
301-Miscellaneous Administration and Program	2		1	1						1				1	1	1	0	
342-Support Services Administration	1			1										0	0		0	
401-General Natural Resources Management and Biological Sciences	4	1		3					1					1	1	1	0	
819-Environmental Engineering	3	2		3				1		1				2	1	1	0	
905-General Attorney	1		1	1							1			1	1	1	0	
HERNDON,VIRGINIA	**1**		**1**	**1**														
905-General Attorney	1		1	1						1				1	1	1	0	
PHILADELPHIA,PENNSYLVANI	**739**	**180**	**197**	**643**														
1035-Public Affairs	19	6	3	19				1	7	2				10	4	3	1	
1101-General Business and Industry	1			1										0	0	0	0	
1102-Contracting	12	5	2	12										0	0	0	0	

1109-Grants Management	11	4	3	9				4	3					7	2	1	1	
1160-Financial Analysis	5	2		5					2					2	1	1	0	
1301-General Physical Science	154	26	28	130				1	41	10	4			56	18	15	3	
1306-Health Physics	1		1	1						1				1	1	1	0	
1315-Hydrology	1	1		1						1				1	1	1	0	
1340-Meteorology	1			1										0	0	0	0	
1350-Geology	5	1	2	5					2	1				3	1	1	0	
1399-Physical Science Student Trainee	4													0	0	0	0	
1810-General Investigating	4	3		4				1	2					3	3	0	3	
18-Safety and Occupational Health Management	1			1										0	0	0	0	
201-Human Resources Management	12	3	1	10				1	2	1				4	2	1	1	
2210-Information Technology Management	19	7	5	19				3	6	1				10	3	2	1	
2299-Information Technology Student Trainee	2													0	0	0	0	
260-Equal Employment Opportunity	1		1	1						1				1	1	1	0	
28-Environmental Protection Specialist	89	29	43	88			9	14	37	8	6			74	21	16	5	
299-Human Resources Management Student Trainee	1			1										0	0	0	0	
29-Environmental Protection Assistant	1		1	1		1								1	1	0	1	
301-Miscellaneous Administration and Program	13	2	6	13			1			3	4			8	3	2	1	
303-Miscellaneous Clerk and Assistant	9	1		9		1								1	1	1	0	
306-Government Information Specialist	1		1	1				1						1	1	1	0	
308-Records Management	1			1										0	0	0	0	
318-Secretary	18	3	9	18		7	6							13	8	5	3	
326-Office Automation Clerical and Assistance	2	2		2		1								1	1	0	1	
340-Program Management	10	4	5	10						0	4			4	4	4	0	
342-Support Services Administration	4	1	3	4			3	1						4	2	1	1	
343-Management and Program Analysis	19	4	3	16			2	2	2	1				7	3	2	1	
350-Equipment Operator	1	1		1		1								1	1	1	0	
401-General Natural Resources Management and Biological Sciences	75	5	4	42					5	3	1			9	3	3	0	
408-Ecology	3	1	1	3					1	1				2	1	0	1	
414-Entomology	1			1										0	0	0	0	
415-Toxicology	9	3	5	9					6	3				9	2	1	1	
457-Soil Conservation	1	1		1					1					1	1	1	0	
499-Biological Science Student Trainee	4													0	0	0	0	
501-Financial Administration and Program	6	4	2	6			1	5						6	2	1	1	
505-Financial Management	1	1		1							1			1	1	1	0	
510-Accounting	8	1	4	7					4	1				5	2	1	1	
525-Accounting Technician	1			1										0	0	0	0	
560-Budget Analysis	1	1		1						1				1	1	1	0	

819-Environmental Engineering	128	33	35	111					49	11	11			71	20	17	3	
893-Chemical Engineering	1		1	1					1					1	1	1	0	
899-Engineering and Architecture Student Trainee	2													0	0	0	0	
905-General Attorney	70	23	27	70						23	27			50	17	13	4	
950-Paralegal Specialist	4	1	1	4				2	1					3	2	1	1	
#N/A	2	1		1										0	0	0	0	
RICHMOND,VIRGINIA	**1**		**1**	**1**														
1301-General Physical Science	1		1	1						1				1	1	1	0	
TITUSVILLE,PENNSYLVANIA	**1**		**1**	**1**														
1301-General Physical Science	1		1	1					1					1	1	1	0	
WASHINGTON,DC	**1**			**1**														
28-Environmental Protection Specialist	1			1						1				1	1	1	0	
WHEELING,WEST VIRGINIA	**13**	**2**	**2**	**13**														
1301-General Physical Science	2	1		2					1					1	1	1	0	
1315-Hydrology	1	1		1					1					1	1	1	0	
28-Environmental Protection Specialist	2		1	2					1					1	1	1	0	
401-General Natural Resources Management and Biological Sciences	7			7										0	0	0	0	
819-Environmental Engineering	1		1	1					1					1	1	1	0	
Grand Total	**826**	**199**	**217**	**722**										411	159	124	35	

Region 4	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comments
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
ATHENS,GEORGIA	**85**	**14**	**15**	**71**														
1301-General Physical Science	20	4	5	15														
1311-Physical Science Technician	1	1		1														
1320-Chemistry	20	4	2	17														
18-Safety and Occupational Health Management	1			1														
2210-Information Technology Management	2			1														
28-Environmental Protection Specialist	1			1														
301-Miscellaneous Administration and Program	1	1		1														
318-Secretary	2			1														
341-Administrative Officer	1																	
343-Management and Program Analysis	2			2														
401-General Natural Resources Management and Biological Sciences	18	2	4	16														
415-Toxicology	1			1														
819-Environmental Engineering	15	2	4	14														
ATLANTA,GEORGIA	**806**	**148**	**275**	**730**														
1001-General Arts and Information	1	1		1														
1035-Public Affairs	13		4	10														
1071-Audiovisual Production	2		1	2														
1084-Visual Information	1		1	1														
1101-General Business and Industry	2		2	2														
1102-Contracting	9	1	1	9														
1106-Procurement Clerical and Technician	1	1		1														
1109-Grants Management	10	3	3	9														
1160-Financial Analysis	3	1		3														
1301-General Physical Science	158	27	61	147														
1315-Hydrology	5	1		3														
1320-Chemistry	1			1														
1350-Geology	2	2		2														
150-Geography	1																	
1810-General Investigating	5	1	3	5														
201-Human Resources Management	6	2	2	6														
2210-Information Technology Management	12	2	5	12														
260-Equal Employment Opportunity	2		1	2														

28-Environmental Protection Specialist	58	12	25	52												
29-Environmental Protection Assistant	1		1	1												
301-Miscellaneous Administration and Program	23	4	8	20												
303-Miscellaneous Clerk and Assistant	15	6	2	14												
306-Government Information Specialist	11	3	7	9												
308-Records Management	2			1												
318-Secretary	11	3	6	10												
326-Office Automation Clerical and Assistance	1			1												
335-Computer Clerk and Assistant	1		1	1												
340-Program Management	12	4	6	11												
341-Administrative Officer	3		2	3												
342-Support Services Administration	3			3												
343-Management and Program Analysis	24	2	15	22												
3502-Laboring	1			1												
401-General Natural Resources Management and Biological Sciences	91	14	15	77												
408-Ecology	2			2												
415-Toxicology	4		3	4												
499-Biological Science Student Trainee	1															
501-Financial Administration and Program	7	3	4	7												
505-Financial Management	1		1	1												
510-Accounting	2		1	2												
560-Budget Analysis	11	4	3	8												
5703-Motor Vehicle Operating	2			2												
601-General Health Science	1		1	1												
690-Industrial Hygiene	1			1												
801-General Engineering	1	1		1												
80-Security Administration	2			1												
819-Environmental Engineering	212	39	70	195												
840-Nuclear Engineering	1		1	1												
905-General Attorney	65	10	18	60												
950-Paralegal Specialist	1	1		1												
986-Legal Assistance	1		1	1												
BAY ST LOUIS,MISSISSIPPI	**11**	**1**	**3**	**11**												
1301-General Physical Science	2		1	2												
28-Environmental Protection Specialist	1			1												
340-Program Management	2		2	2												
343-Management and Program Analysis	3	1		3												
401-General Natural Resources Management and Biological Sciences	2			2												

819-Environmental Engineering	1			1
CHARLOTTE,NORTH CAROLINA	**1**			**1**
819-Environmental Engineering	1			1
CRAWFORDVILLE,FLORIDA	**1**			**1**
401-General Natural Resources Management and Biological Sciences	1			1
DURHAM,NORTH CAROLINA	**1**	**1**		**1**
28-Environmental Protection Specialist	1	1		1
GULFPORT,MISSISSIPPI	**3**			**2**
1301-General Physical Science	1			
819-Environmental Engineering	2			2
JACKSON,MISSISSIPPI	**1**		**1**	**1**
819-Environmental Engineering	1		1	1
JACKSON,TENNESSEE	**1**		**1**	**1**
819-Environmental Engineering	1		1	1
JACKSONVILLE,FLORIDA	**1**		**1**	**1**
1301-General Physical Science	1		1	1
LOUISVILLE,KENTUCKY	**1**	**1**		**1**
819-Environmental Engineering	1	1		1
MOBILE,ALABAMA	**1**		**1**	**1**
401-General Natural Resources Management and Biological Sciences	1		1	1
WEST PALM BEACH,FLORIDA	**1**	**1**		**1**
401-General Natural Resources Management and Biological Sciences	1	1		1
Grand Total	**914**	**166**	**297**	**823**

Region 5	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comments
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
CARTERVILLE,ILLINOIS	**1**		**1**	**1**														
1301-General Physical Science	1		1	1														
CHICAGO HTS,ILLINOIS	**1**																	
401-General Natural Resources Management and Biological Sciences	1																	
CHICAGO,ILLINOIS	**1036**	**255**	**296**	**939**														
1035-Public Affairs	18	5	5	18														
1060-Photography	1			1														
1082-Writing and Editing	2	1		2														
1084-Visual Information	2		1	2														
1101-General Business and Industry	2	1		2														
1102-Contracting	20	2	6	18														
1106-Procurement Clerical and Technician	1		1	1														
1109-Grants Management	12	1	3	12														
1160-Financial Analysis	5	2		5														
1301-General Physical Science	201	43	50	180														
1306-Health Physics	2	1	1	2														
1315-Hydrology	3			1														
1320-Chemistry	25	8	1	22														
1340-Meteorology	1		1	1														
1350-Geology	11	5	2	9														
1399-Physical Science Student Trainee	3																	
1530-Statistics	1	1		1														
1702-Education and Training Technician	2	1	1	2														
1750-Instructional Systems	1			1														
1810-General Investigating	5	3	1	4														
18-Safety and Occupational Health Management	3			2														
2001-General Supply	2			1														
201-Human Resources Management	10	3	2	8														
20-Community Planning	4			3														
2210-Information Technology Management	31	6	5	30														
260-Equal Employment Opportunity	4	1	2	4														
28-Environmental Protection Specialist	160	46	73	155														
301-Miscellaneous Administration and Program	24	5	13	24														

303-Miscellaneous Clerk and Assistant	25	9	9	25
305-Mail and File	1			1
306-Government Information Specialist	12	3	5	11
308-Records Management	9	1	4	9
318-Secretary	4		1	3
326-Office Automation Clerical and Assistance	1			1
335-Computer Clerk and Assistant	1	1		1
340-Program Management	22	10	6	22
341-Administrative Officer	5	1	3	5
343-Management and Program Analysis	34	13	8	34
344-Management and Program Clerical and Assistance	3	1	1	3
399-Administration and Office Support Student Trainee	11	1		2
401-General Natural Resources Management and Biological Sciences	42	7	5	36
403-Microbiology	1			1
408-Ecology	3	1		3
415-Toxicology	3	2		3
471-Agronomy	1			1
501-Financial Administration and Program	4	3	1	4
505-Financial Management	1		1	1
510-Accounting	15	5	5	15
560-Budget Analysis	7	1	1	7
599-Financial Management Student Trainee	2			2
601-General Health Science	4	2	1	4
80-Security Administration	2		2	2
819-Environmental Engineering	159	23	43	134
890-Agricultural Engineering	1			1
893-Chemical Engineering	1		1	1
899-Engineering and Architecture Student Trainee	3			
905-General Attorney	94	32	29	89
950-Paralegal Specialist	3	3		3
986-Legal Assistance	1		1	1
999-Legal Occupations Student Trainee	3			1
#N/A	2	1	1	2
CINCINNATI,OHIO	**1**		**1**	**1**
1301-General Physical Science	1		1	1
CLEVELAND,OHIO	**1**			**1**
28-Environmental Protection Specialist	1			1
DETROIT,MICHIGAN	**2**		**1**	**2**

1301-General Physical Science	1		1	1
415-Toxicology	1			1
ELMHURST,ILLINOIS	**1**			**1**
1301-General Physical Science	1			1
FLINT,MICHIGAN	**1**			**1**
1035-Public Affairs	1			1
GREEN BAY,WISCONSIN	**1**			**1**
1301-General Physical Science	1			1
GROSSE ILE,MICHIGAN	**13**		**3**	**11**
1301-General Physical Science	9		1	7
1670-Equipment Services	1			1
303-Miscellaneous Clerk and Assistant	1		1	1
401-General Natural Resources Management and Biological Sciences	2		1	2
INDIANAPOLIS,INDIANA	**2**			**2**
1301-General Physical Science	1			1
401-General Natural Resources Management and Biological Sciences	1			1
MADISON,WISCONSIN	**1**		**1**	**1**
401-General Natural Resources Management and Biological Sciences	1		1	1
MINNEAPOLIS,MINNESOTA	**1**	**1**		**1**
1301-General Physical Science	1	1		1
ST PAUL,MINNESOTA	**1**			
1301-General Physical Science	1			
TRAVERSE CITY,MICHIGAN	**2**	**1**	**1**	**2**
28-Environmental Protection Specialist	1		1	1
819-Environmental Engineering	1	1		1
WESTLAKE,OHIO	**17**	**1**	**5**	**14**
1301-General Physical Science	6	1	2	4
1350-Geology	2		1	2
301-Miscellaneous Administration and Program	1		1	1
401-General Natural Resources Management and Biological Sciences	2			2
819-Environmental Engineering	6		1	5
Grand Total	**1082**	**258**	**309**	**978**

Region 6	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comments
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
ADA,OKLAHOMA	**1**			**1**														
28-Environmental Protection Specialist	1			1														
DALLAS,TEXAS	**687**	**204**	**158**	**619**														
1001-General Arts and Information	1	1		1														
1035-Public Affairs	11	3	4	9														
1102-Contracting	7	1	1	5														
1109-Grants Management	10		5	9														
1160-Financial Analysis	1			1														
1301-General Physical Science	148	44	22	136														
1306-Health Physics	1	1		1														
1350-Geology	3	1	1	3														
18-Safety and Occupational Health Management	1	1		1														
201-Human Resources Management	6		1	6														
2210-Information Technology Management	9	2	2	8														
260-Equal Employment Opportunity	2	1		2														
28-Environmental Protection Specialist	139	49	41	134														
29-Environmental Protection Assistant	1	1		1														
301-Miscellaneous Administration and Program	19	7	3	18														
306-Government Information Specialist	3	1	2	3														
308-Records Management	1	1		1														
318-Secretary	14	6	5	13														
326-Office Automation Clerical and Assistance	1			1														
340-Program Management	8	6	1	8														
341-Administrative Officer	3	2	1	3														
342-Support Services Administration	7	1	3	6														
343-Management and Program Analysis	21	7	3	20														
344-Management and Program Clerical and Assistance	1	1		1														
391-Telecommunications	2		1	2														
401-General Natural Resources Management and Biological Sciences	49	4	4	23														
415-Toxicology	3	1	1	3														
501-Financial Administration and Program	8	3	2	8														
505-Financial Management	1																	
510-Accounting	3	1	1	3														

560-Budget Analysis	1		1	1
80-Security Administration	1			
819-Environmental Engineering	132	43	39	127
905-General Attorney	63	13	10	55
950-Paralegal Specialist	5	2	3	5
986-Legal Assistance	1		1	1
EL PASO,TEXAS	**6**	**2**	**2**	**6**
1301-General Physical Science	1			1
28-Environmental Protection Specialist	1	1		1
318-Secretary	1	1		1
819-Environmental Engineering	3		2	3
HOUSTON,TEXAS	**41**	**19**	**6**	**40**
1035-Public Affairs	1	1		1
1301-General Physical Science	8	3	4	8
1320-Chemistry	19	10	1	19
1399-Physical Science Student Trainee	2			1
28-Environmental Protection Specialist	1			1
343-Management and Program Analysis	1	1		1
344-Management and Program Clerical and Assistance	1	1		1
401-General Natural Resources Management and Biological Sciences	3	1	1	3
819-Environmental Engineering	4	1		4
905-General Attorney	1	1		1
NEW ORLEANS,LOUISIANA	**1**			**1**
1301-General Physical Science	1			1
PAWHUSKA,OKLAHOMA	**2**	**2**		**2**
819-Environmental Engineering	2	2		2
Grand Total	**738**	**227**	**166**	**669**

Region 7	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comments
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
COLUMBUS,KANSAS	**1**			**1**														
401-General Natural Resources Management and Biological Sciences	1			1														
DES MOINES,IOWA	**1**	**1**		**1**														
819-Environmental Engineering	1	1		1														
FENTON,MISSOURI	**3**			**3**														
1301-General Physical Science	2			2														
28-Environmental Protection Specialist	1			1														
KANSAS CITY,KANSAS	**53**	**12**	**9**	**46**														
1301-General Physical Science	14	3	3	12														
1320-Chemistry	17	4	2	16														
1399-Physical Science Student Trainee	1																	
2210-Information Technology Management	1		1	1														
28-Environmental Protection Specialist	4	1	1	4														
318-Secretary	1																	
343-Management and Program Analysis	1	1		1														
401-General Natural Resources Management and Biological Sciences	7	1		6														
690-Industrial Hygiene	1	1		1														
819-Environmental Engineering	6	1	2	5														
KANSAS CITY,MISSOURI	**6**	**1**		**6**														
1301-General Physical Science	4			4														
343-Management and Program Analysis	1	1		1														
819-Environmental Engineering	1			1														
LENEXA,KANSAS	**442**	**61**	**101**	**384**														
1035-Public Affairs	11	2	2	10														
1084-Visual Information	2		1	2														
1101-General Business and Industry	2	1		2														
1102-Contracting	10	1	1	10														
1109-Grants Management	6	3		6														
1160-Financial Analysis	1		1	1														
1301-General Physical Science	102	10	21	89														
1340-Meteorology	1																	
1350-Geology	3			2														
1410-Librarian	1	1		1														

2001-General Supply	1			1
2005-Supply Clerical and Technician	1	1		1
201-Human Resources Management	4		3	4
20-Community Planning	2			1
2210-Information Technology Management	9	2		6
260-Equal Employment Opportunity	1			1
28-Environmental Protection Specialist	43	5	13	39
301-Miscellaneous Administration and Program	6	2		6
306-Government Information Specialist	3	2		3
308-Records Management	2		1	2
318-Secretary	15	1	2	15
326-Office Automation Clerical and Assistance	1			1
340-Program Management	11	2	6	11
342-Support Services Administration	2		2	2
343-Management and Program Analysis	29	3	4	27
399-Administration and Office Support Student Trainee	2			1
401-General Natural Resources Management and Biological Sciences	33	2	1	23
408-Ecology	3		1	3
415-Toxicology	1			1
501-Financial Administration and Program	3			2
503-Financial Clerical and Assistance	2		1	2
505-Financial Management	1		1	1
510-Accounting	4		1	4
511-Auditing	1		1	1
560-Budget Analysis	1			1
690-Industrial Hygiene	1			1
801-General Engineering	1		1	1
808-Architecture	1	1		1
80-Security Administration	1			1
819-Environmental Engineering	63	14	25	53
840-Nuclear Engineering	2			2
899-Engineering and Architecture Student Trainee	2			
905-General Attorney	42	8	10	37
950-Paralegal Specialist	5		1	5
99-General Student Trainee	3			
#N/A	1		1	1
NORWOOD,OHIO	**1**		**1**	**1**
560-Budget Analysis	1		1	1

SHALIMAR,FLORIDA	**1**			**1**														
510-Accounting	1			1														
WEBB CITY,MISSOURI	**1**		**1**	**1**														
1301-General Physical Science	1		1	1														
Grand Total	**509**	**75**	**112**	**444**														

Region 8	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comments
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
BUTTE,MONTANA	**1**	**1**		**1**														
1301-General Physical Science	1	1		1														
DENVER,COLORADO	**486**	**92**	**110**	**451**														
1035-Public Affairs	11	1	1	11														
1101-General Business and Industry	1			1														
1102-Contracting	6		3	5														
1109-Grants Management	7	1	1	7														
1160-Financial Analysis	2		1	2														
1301-General Physical Science	102	21	19	94														
1320-Chemistry	2	1		2														
1350-Geology	1			1														
1530-Statistics	1		1	1														
1640-Facility Operations Services	1			1														
2005-Supply Clerical and Technician	1			1														
201-Human Resources Management	3		1	3														
2210-Information Technology Management	11	2	3	11														
260-Equal Employment Opportunity	1			1														
28-Environmental Protection Specialist	117	20	32	115														
29-Environmental Protection Assistant	1	1		1														
301-Miscellaneous Administration and Program	16	3	4	14														
306-Government Information Specialist	3	1	1	3														
308-Records Management	1			1														
318-Secretary	2			1														
326-Office Automation Clerical and Assistance	1	1		1														
340-Program Management	4		3	4														
343-Management and Program Analysis	19	3	8	19														
401-General Natural Resources Management and Biological Sciences	9		1	6														
403-Microbiology	1			1														
415-Toxicology	9	3		8														
501-Financial Administration and Program	7	2	3	7														
503-Financial Clerical and Assistance	2		1	2														
510-Accounting	6	1	1	5														
601-General Health Science	1			1														

690-Industrial Hygiene	1			1
80-Security Administration	2		1	2
819-Environmental Engineering	86	17	21	79
905-General Attorney	43	12	3	35
950-Paralegal Specialist	2	1		2
986-Legal Assistance	1			
#N/A	2	1	1	2
GOLDEN,COLORADO	**14**	**3**	**4**	**13**
1301-General Physical Science	2	1	1	2
1320-Chemistry	7	2	1	6
2210-Information Technology Management	1			1
301-Miscellaneous Administration and Program	1			1
401-General Natural Resources Management and Biological Sciences	3		2	3
HELENA,MONTANA	**25**	**2**	**12**	**24**
1035-Public Affairs	1			1
1301-General Physical Science	7		4	7
1315-Hydrology	1			1
2210-Information Technology Management	1		1	1
28-Environmental Protection Specialist	5		4	5
301-Miscellaneous Administration and Program	1		1	1
341-Administrative Officer	2	1		2
401-General Natural Resources Management and Biological Sciences	1			1
501-Financial Administration and Program	1		1	1
819-Environmental Engineering	4		1	3
905-General Attorney	1	1		1
LIBBY,MONTANA	**1**		**1**	**1**
819-Environmental Engineering	1		1	1
PIERRE,SOUTH DAKOTA	**1**			**1**
819-Environmental Engineering	1			1
Grand Total	**528**	**98**	**127**	**491**

Region 9	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comments
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
CARSON CITY,NEVADA	**3**	**1**	**2**	**3**														
1301-General Physical Science	2	1	1	2														
819-Environmental Engineering	1		1	1														
HONOLULU,HAWAII	**7**	**1**	**3**	**7**														
1035-Public Affairs	1		1	1														
1301-General Physical Science	3	1	1	3														
28-Environmental Protection Specialist	2		1	2														
401-General Natural Resources Management and Biological Sciences	1			1														
LONG BEACH,CALIFORNIA	**2**			**2**														
1301-General Physical Science	1			1														
819-Environmental Engineering	1			1														
LOS ANGELES,CALIFORNIA	**19**	**2**	**3**	**19**														
1035-Public Affairs	1			1														
1301-General Physical Science	1			1														
1810-General Investigating	1			1														
2210-Information Technology Management	1		1	1														
28-Environmental Protection Specialist	8	1	1	8														
318-Secretary	1			1														
343-Management and Program Analysis	1		1	1														
401-General Natural Resources Management and Biological Sciences	2			2														
819-Environmental Engineering	3	1		3														
PACIFICA,CALIFORNIA	**1**			**1**														
343-Management and Program Analysis	1			1														
RICHMOND,CALIFORNIA	**11**	**5**	**2**	**11**														
1301-General Physical Science	3	1	1	3														
1320-Chemistry	4	2		4														
2210-Information Technology Management	1	1		1														
401-General Natural Resources Management and Biological Sciences	3	1	1	3														
SACRAMENTO,CALIFORNIA	**3**		**1**	**3**														
1301-General Physical Science	2		1	2														
401-General Natural Resources Management and Biological Sciences	1			1														
SAN DIEGO,CALIFORNIA	**8**		**4**	**7**														
28-Environmental Protection Specialist	6		2	5														

819-Environmental Engineering	2		2	2
SAN FRANCISCO,CALIFORNIA	**677**	**134**	**193**	**619**
1035-Public Affairs	5		1	4
1071-Audiovisual Production	1			1
1082-Writing and Editing	2	1	1	2
1101-General Business and Industry	7	1	5	7
1102-Contracting	12	3	1	12
1109-Grants Management	13	1	8	12
1301-General Physical Science	99	19	25	84
1320-Chemistry	1		1	1
1370-Cartography	2		1	2
1410-Librarian	1	1		1
150-Geography	1		1	1
1810-General Investigating	1		1	1
18-Safety and Occupational Health Management	1		1	1
201-Human Resources Management	4	3	1	4
2210-Information Technology Management	21	7	11	20
260-Equal Employment Opportunity	1		1	1
28-Environmental Protection Specialist	201	37	59	192
29-Environmental Protection Assistant	3	1	2	3
301-Miscellaneous Administration and Program	6	1	3	6
303-Miscellaneous Clerk and Assistant	8	3	2	8
306-Government Information Specialist	1			1
308-Records Management	1		1	1
318-Secretary	6	3	1	6
340-Program Management	7	4	2	7
341-Administrative Officer	6	3	2	6
342-Support Services Administration	1		1	1
343-Management and Program Analysis	11	3	3	11
391-Telecommunications	3	1	1	3
401-General Natural Resources Management and Biological Sciences	42	3	6	33
415-Toxicology	3	1	2	3
501-Financial Administration and Program	2	1	1	2
505-Financial Management	1		1	1
510-Accounting	3	1	1	3
560-Budget Analysis	14	4	2	14
561-Budget Clerical and Assistance	1			1
690-Industrial Hygiene	1	1		1

80-Security Administration	2		1	2
819-Environmental Engineering	112	16	28	99
893-Chemical Engineering	1			
905-General Attorney	68	15	15	61
#N/A	1			
SHIPROCK,NEW MEXICO	**1**			**1**
401-General Natural Resources Management and Biological Sciences	1			1
STATELINE,NEVADA	**1**	**1**		**1**
819-Environmental Engineering	1	1		1
TUCSON,ARIZONA	**2**	**1**		**2**
28-Environmental Protection Specialist	2	1		2
YREKA,CALIFORNIA	**1**			**1**
28-Environmental Protection Specialist	1			1
Grand Total	**736**	**145**	**208**	**677**

Region 10	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade: 1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
ANCHORAGE,ALASKA	**27**	**3**	**3**	**27**														
1301-General Physical Science	5			5														
28-Environmental Protection Specialist	14	2	1	14														
340-Program Management	1		1	1														
343-Management and Program Analysis	1	1		1														
401-General Natural Resources Management and Biological Sciences	4		1	4														
819-Environmental Engineering	1			1														
89-Emergency Management Specialist	1			1														
BOISE,IDAHO	**20**	**6**	**3**	**19**														
1301-General Physical Science	10	4	1	10														
28-Environmental Protection Specialist	6	1	1	6														
340-Program Management	1	1		1														
343-Management and Program Analysis	1			1														
401-General Natural Resources Management and Biological Sciences	1																	
819-Environmental Engineering	1		1	1														
COEUR D ALENE,IDAHO	**1**		**1**	**1**														
28-Environmental Protection Specialist	1		1	1														
EUGENE,OREGON	**1**	**1**		**1**														
28-Environmental Protection Specialist	1	1		1														
JUNEAU,ALASKA	**2**		**1**	**2**														
1301-General Physical Science	1		1	1														
28-Environmental Protection Specialist	1			1														
KING,WASHINGTON	**1**			**1**														
306-Government Information Specialist	1			1														
LACEY,WASHINGTON	**9**	**1**	**4**	**7**														
1035-Public Affairs	1			1														
28-Environmental Protection Specialist	6	1	2	4														
343-Management and Program Analysis	1		1	1														
401-General Natural Resources Management and Biological Sciences	1		1	1														
MANCHESTER,WASHINGTON	**1**			**1**														
403-Microbiology	1			1														
PORT ORCHARD,WASHINGTON	**19**	**1**	**3**	**18**														
1301-General Physical Science	1			1														
1311-Physical Science Technician	1			1														

1320-Chemistry	10	1	1	10
1640-Facility Operations Services	1			
28-Environmental Protection Specialist	3		2	3
318-Secretary	1			1
343-Management and Program Analysis	1			1
401-General Natural Resources Management and Biological Sciences	1			1
PORTLAND,OREGON	**22**	**6**	**4**	**22**
1035-Public Affairs	1	1		1
1301-General Physical Science	4	1		4
201-Human Resources Management	1			1
28-Environmental Protection Specialist	6	3	1	6
318-Secretary	1			1
340-Program Management	2		2	2
343-Management and Program Analysis	1			1
401-General Natural Resources Management and Biological Sciences	2		1	2
408-Ecology	1			1
819-Environmental Engineering	2	1		2
905-General Attorney	1			1
RICHLAND,WASHINGTON	**7**		**3**	**7**
1301-General Physical Science	4		2	4
819-Environmental Engineering	3		1	3
SEATTLE HEIGHTS,WASHINGT	**1**			**1**
819-Environmental Engineering	1			1
SEATTLE,WASHINGTON	**435**	**90**	**102**	**394**
1035-Public Affairs	8	2	1	8
1109-Grants Management	20	5	5	13
1301-General Physical Science	67	12	13	58
1306-Health Physics	1			1
1315-Hydrology	1	1		1
1320-Chemistry	4		1	3
1340-Meteorology	1			1
201-Human Resources Management	2		1	2
2210-Information Technology Management	9	2	2	9
260-Equal Employment Opportunity	1	1		1
28-Environmental Protection Specialist	146	27	38	134
29-Environmental Protection Assistant	1	1		1
301-Miscellaneous Administration and Program	19	5	1	18
303-Miscellaneous Clerk and Assistant	2	1		2
306-Government Information Specialist	4		2	4

308-Records Management	2		2	2
318-Secretary	7	4	1	7
340-Program Management	6	2	3	6
342-Support Services Administration	1			
343-Management and Program Analysis	11	3	2	11
401-General Natural Resources Management and Biological Sciences	17	4	3	16
408-Ecology	5	1	4	5
415-Toxicology	6	2		6
482-Fish Biology	1			1
501-Financial Administration and Program	2	1		2
503-Financial Clerical and Assistance	1	1		1
510-Accounting	3			3
560-Budget Analysis	7	3		6
690-Industrial Hygiene	1			1
80-Security Administration	2			2
819-Environmental Engineering	38	6	14	35
89-Emergency Management Specialist	2			2
905-General Attorney	35	6	8	30
950-Paralegal Specialist	1			1
#N/A	1		1	1
Grand Total	**546**	**108**	**124**	**501**

VERA/VSIP Business Case: Region 9

Business Case

For specific organizations and designated positions located in San Francisco, CA, Region 9 will use the VERA/VSIP authorities to decrease the number of supervisory positions, reduce highly-graded non-supervisory positions, and streamline administrative support, STEM and other administrative and program operations by consolidating, reducing and restructuring positions to achieve workforce reductions in the following areas.

VERA & VSIP Categories and Specific Positions

For positions located in **San Francisco, CA**, the following categories and specific positions are included in Region 9's VERA/VSIP request.

Delayering (decreasing supervisor-to-staff ratio): Pending the completion of a regional review of all supervisory positions, we will achieve workforce reductions in the following organizations.

Commented [SM1]: Should be "increases" not 'decreases" the ratio. (It's the number of supervisors that is being cecreased.)

- **Office of the Regional Administrator:** Reduce and reshape the Public Affairs Office by one Supervisory Public Affairs Specialist, GS-1035-14 position and reassign staff to rebalance and improve the organization's supervisor-to-staff ratio.

- **Environmental Management Division:** Reduce and reshape the Infrastructure Services Branch by one Supervisory Information Technology Specialist, GS-2210-14 position and reassign staff to rebalance and improve the organization's supervisor-to-staff ratio.

Consolidate or reduce administrative or support functions: To improve administrative support functions through consolidation, we will reduce and reshape positions in the following organizations.

- **Office of the Regional Administrator:** Reduce and reshape administrative support positions within the Immediate Office by one Administrative Specialist, GS-301-11 position.

- **Air Division:** Reduce and reshape the administrative support team by one Secretary, GS-318-8 position.

- **Water Division:** Reduce and reshape the administrative support team by three Environmental Protection Assistant, GS-029 positions including one position at the GS-7 level and two positions at GS-8 level.

Restructure or reduce highly-graded supervisory and non-supervisory positions: Reduce and reshape highly-graded non-supervisory positions in the following organizations.

Commented [SM2]: There are no supervisory positions referenced in the bullets under this heading

- **Enforcement Division.** Reduce and reshape two non-supervisory Environmental Protection Specialist, GS-028 positions including one GS-14 position and one GS-15 position. These positions will be restructured to lower-graded positions aligned to the Agency's program priorities.

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- **Superfund Division.** Reduce and reshape one non-supervisory Environmental Scientist (On-Scene Coordinator), GS-1301-14 position in the Emergency Response Section to be backfilled with promotion potential limited to the GS-13 level.

Restructure to focus on STEM/programmatic priorities. Reduce and reshape STEM and program specialist positions to align with new environmental program priorities in the following organizations.

- **Enforcement Division.** Reduce and reshape positions to establish a more efficient and effective Federal enforcement and compliance program aligned with the Agency's strategic direction across all program job series including:

    - Environmental Protection Specialist, GS-028 positions including one GS-12 and four GS-13 graded positions. The reductions will be used to reassign staff to new program priorities.

    - STEM positions including two Environmental Engineer, GS-819-13 positions and two Environmental Scientist, GS-1301-13 positions. The reductions will be used to reassign staff to new program priorities.

- **Superfund Division.** Reduce and reshape positions to establish a more efficient and effective emergency and remedial response programs to meet new program directions including:

    - Restructuring one On-Scene Coordinator, GS-13 position from any of the interdisciplinary occupations including Life Scientist, GS-401, Environmental/Physical Scientists, GS-1301, or Environmental Engineer, GS-819. The reduction will allow us to reassign staff to align with program activities.

    - Restructuring one Remedial Project Manager, GS-13 position from any of the interdisciplinary occupations including Life Scientist, GS-401, Environmental/Physical Scientists, GS-1301, or Environmental Engineer, GS-819. The reductions will be used to reassign staff to align with program activities.

- **Environmental Management Division.** Reduce and reshape the environmental management system program within the Infrastructure Branch by one Environmental Scientist, GS-1301-13 position. The reduction will be used to reshape and realign program activities within the region.

Consolidate and streamline functions/activities/reduce number of programs

Commented [SM3]: unclear how reducing 2 *positions* reduces number of *programs*

- **Office of Regional Counsel:** Reduce two non-supervisory Attorney-Advisor, GS-905 positions including one position at the GS-14 level and one position at the GS-15 level to realign staffing with program activities.

Post-VERA/VSIP Operations

The VERA/VSIP plan includes a plan to reorganize the Public Affairs Office located within the Immediate Office of the Regional Administrator and the Infrastructure Services Branch within the Environmental Management Division. Using VERA/VSIP, we have identified two supervisory positions

and twenty-two non-supervisory positions across the region. The number of positions scheduled for voluntary separation represents a 3% reduction of the region's workforce. The VERA/VSIP plan identifies the minimum number of positions needed to achieve near term workforce reductions without compromising program commitments.

Following the conclusion of the VERA/VSIP separations, a reorganization plan to restructure the Public Affairs Office located within the Immediate Office of the Regional Administrator and the Infrastructure Services Branch within the Environmental Management Division will be finalized for implementation. Additionally, the region will assess the workforce separations and implement streamlining plans to consolidate administrative support services, reduce work in non-priority areas, and reassign personnel, as necessary, to perform agency program objectives.

We anticipate processing the following personnel actions to implement restructuring plans

- Directed Reassignments to balance supervisor-to-staff ratios among remaining supervisors
- Directed Reassignments to realign position assignments to program priorities
- Details
- Abolish no longer needed supervisory or higher-graded positions

Commented [SM4]: Does the Region really plan on conducting a RIF post V/V as this suggests...OR do we mean that some positions vacated thru V/V will not be backfilled?

Use of VERA and VSIP

The two programs will be used to gain voluntary separations from positions that have been identified for reshaping to gain program efficiencies in the following workforce areas:

- Improving the supervisor-to-staff ratio in designated organizations;
- Consolidating and restructuring of administrative support positions; and
- Restructuring STEM and non-STEM administrative and program positions to align with the Agency's program priorities.

VERA Information

Region 9 employs 736 permanent employees of whom 208 are eligible for VERA.

The FY17 Region 9 workforce reduction plan targets 24 positions, which includes 166 permanent employees of whom 47 are eligible for VERA.

The total number of employees in the agency/organization who are expected to take early retirement is estimated to be 6.

Region 9 currently has one temporary Pathways Intern on-board.

Attachments:

- Reorganization Charts
- Targeted Positions Spreadsheet

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) are captured in footnotes.

Table A – Direct Costs for VERA/VSIP	
24 Targeted Positions for VSIP x $25,000	$600,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x **24** Targeted Positions} note: (A)	$313,326
Total Maximum Direct Costs	$913,326

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost note: (B)	$114,278,730	$115,135,821
B. VERA/ VSIP Payout Cost	$600,000	$0
C. Leave Payout Cost	$313,326	$0
D. Post VERA/VSIP Annual Payroll Cost note: (C), (D)	$110,242,607	$111,069,431
E. Payroll for # New Hires	none	none
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	$3,122,797	$4,066,390
G. Pre-VERA/VSIP Annual WCF Cost note: (E)	$4,420,981	$4,487,295
H. Post VERA/VSIP Annual WCF Cost	$4,302,835	$4,367,377
I. WCF for # New Hires	none	none
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	$118,146	$119,918
Projected Savings with VERA/VSIP (F + J)	$3,240,943	$4,186,308

Notes;

(A) Based on [HYPERLINK "https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/pdf/2017/SF.pdf"], all grades at step 10.
(B) Using PPE 4/29/17, based on same pre-VERA/VSIP FTE level, assume 1.5% COLA increase in FY18, 1% COLA increase in FY19.
(C) Based on all grades at step 10, assume 30% benefits and 1.5% COLA increase for ¾ of FY18.
(D) Based on all grades at step 10, assume 30% benefits and 1% COLA increase for ¾ of FY19.
(E) Using FY17 WCF level, assume 1.5% increase in WCF in FY18 and FY19.

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Reductions In Force and Competitive Level Codes

When preparing for RIF, the agency must:

- Define the competitive area
- Define the local commuting area
- **Establish competitive levels**
- Establish retention registers

The Code of Federal Regulations requires that:

> *Each* [HYPERLINK "https://www.law.cornell.edu/definitions/index.php?width=840&height=800&iframe=true&def_id=80f309e94c5a312867c531505723e03d&term_occur=1&term_src=Title:5:Chapter:I:Subchapter:B:Part:351:Subpart:D:351.403"] *shall establish competitive levels consisting of all positions in a competitive area which are in the same* [HYPERLINK "https://www.law.cornell.edu/definitions/index.php?width=840&height=800&iframe=true&def_id=277dac018c050a46dd4dc6fff55f98e8&term_occur=1&term_src=Title:5:Chapter:I:Subchapter:B:Part:351:Subpart:D:351.403"] *(or occupational level) and classification series, and which are similar enough in duties, qualification requirements,* [HYPERLINK "https://www.law.cornell.edu/definitions/index.php?width=840&height=800&iframe=true&def_id=55f531a10e06cac9d503cd77101e6f4e&term_occur=1&term_src=Title:5:Chapter:I:Subchapter:B:Part:351:Subpart:D:351.403"] *schedules, and working conditions so that an* [HYPERLINK "https://www.law.cornell.edu/definitions/index.php?width=840&height=800&iframe=true&def_id=80f309e94c5a312867c531505723e03d&term_occur=2&term_src=Title:5:Chapter:I:Subchapter:B:Part:351:Subpart:D:351.403"] *may reassign the incumbent of one position to any of the other positions in the level without* [HYPERLINK "https://www.law.cornell.edu/definitions/index.php?width=840&height=800&iframe=true&def_id=4c66fcc206a3302b891e7f43c1abef93&term_occur=1&term_src=Title:5:Chapter:I:Subchapter:B:Part:351:Subpart:D:351.403"] *["Competitive Levels" 5 CFR § 351.403(a)(1)]*
>
> The agency currently has no real competitive level system, and the data we have is unreliable. Everyone is coded as "0011" or "099" and there are no descriptions associated with those codes.

There are two primary sets of actions which need to occur in order to develop a comprehensive competitive level system –

- Development of a competitive level database, and
- Data with which to populate the database.

Features to include in a competitive level database:

- Accessible by all three HR Shared Service Centers
- Edit-ability – so that the HRSSCs can add additional CLCs and text descriptions as they are developed.
- Search-ability – so that someone using the system can search for CLCs based on the series and grade level
- Report-ability – so that reports for various audiences, including those which may be union-specific (e.g., all NTEU positions at headquarters) or management-specific (e.g., all employees in headquarters, irrespective of union coverage.)

Considerations to include in developing the data for the database:

- Would include a review of all incumbered position descriptions
- Common labeling criteria so that staff in the HRSSCs are coding like positions the same, for example:
    - *001* for the first nonsupervisory full time position at a given series and grade level;
    - *01P* for the first nonsupervisory part time position at a given series and grade level;
    - *01S* for the first supervisory full time position at a given series and grade level
- Accessible by all three HR Shared Service Centers – so that a Program Analyst, GS-13 in ORD doing budget development work would be assigned the same competitive level code by RTP as would a Program Analyst, GS-13 doing budget development work in OECA, but serviced by Cincinnati.
- QA/QC – may want to develop an internal review process for new CLCs both as a quality review to avoid duplicate entries and to ensure that codes are not developed too narrowly.

Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered
OARM-Cincinnati	1654-Printing Services	13	1	1
	318-Secretary	9	1	1
	343-Management and Program Analysis (Records Management)	13	1	1
Total			**3**	**3**

Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered
OARM-RTP	201-Human Resources Management	12	1	1
	801-General Engineering	14	1	1
Total			**2**	**2**

Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered
OROM	1001-General Arts and Information	15	1	1
Total			**1**	**1**
OROM/AOSD	301-Miscellaneous Administration and Program	13	1	1
Total			**1**	**1**
OROM/RAPD	301-Miscellaneous Administration and Program	9	1	1
Total			**1**	**1**
OROM/FACMD	343-Management and Program Analysis	12	1	3
		14	4	
		15	1	
OROM/RAPD	343-Management and Program Analysis	13	1	1
OROM/AOSD	343-Management and Program Analysis	15	3	2
OROM/FACMD	905-General Attorney	14	1	1
Total			**11**	**7**

Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered
Office of Acquisition Management	1102-Procurement Analyst	13	4	16
		14	14	
		15	7	
Total			**25**	**16**
OAM/Management Support Service Center	1106-Procurement Clerical and Technician	7	1	1
Total			**1**	**1**
OAM	2210-Information Technology Management	13	5	8
		14	2	
		15	1	
Total			**8**	**8**
OAM/Management Support Service Center	301-Miscellaneous Administration and Program	9	1	1
Total			**1**	**1**
OAM/Management Support Service Center	306-Government Information Specialist	12	3	3
Total			**3**	**3**
OAM/Policy Training and Oversight Division	318-Secretary	9	1	1
OAM/Superfund/RCRA/Regional Proc Ops Division	318-Secretary	9	1	1
Total			**2**	**2**
OAM/Management Support Service Center	326-Office Automation Clerical and Assistance	7	1	1
Total			**1**	**1**
OAM/IO	341-Administrative Officer	12	1	1
Total			**1**	**1**
OAM/IO/Acquisition Policy and Training	343-Management and Program Analysis	13	1	3
		14	2	
Total			**3**	**3**
OAMFinancial Analysis	510-Accounting	13	1	2

and Oversight Service	510-Accounting	14	3	2
Total			**4**	**2**
OAM/RTP Procurement Operations Division/Financial Analysis and Oversight	511-Auditing	12	1	4
		13	3	
		14	1	
		15	1	
Total			**6**	**4**

Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered
Office of Human Resources/ITD	2210-Information Technology Management	13	2	2
		14	1	
		15	1	
Total			**4**	**2**
OHR/ITD/Employee Services Branch/IO	301-Miscellaneous Administration and Program	13	2	2
		14	2	
		15	1	
Total			**5**	**2**
OHR/IO	303-Miscellaneous Clerk and Assistant	6	1	1
Total			**1**	**1**
OHR/Policy, Planning and Training Division	326-Office Automation Clerical and Assistance	4	1	1
Total			**1**	**1**
OHR	343-Management and Program Analysis	14	14	5
		15	2	
Total			**16**	**5**

Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered
OGD/Fellowships, IAGs and SEEs Branch	1109-Grants Management	12	3	2
		13	1	
		14	1	

OGD/National Policy, Training and Compliance	1109-Grants Management	13	1	2
		14	1	
OGD/Suspension and Debarment	1109-Grants Management	14	1	1
OGD/Grants Management Branch	1109-Grants Management	15	1	1
Total			**9**	**6**
OGD/National Policy, Training and Compliance Division	303-Miscellaneous Clerk and Assistant	8	1	1
Total			**1**	**1**
OGD/Resource Management Staff	343-Management and Program Analysis	14	1	1
Total			**1**	**1**
OGD/Suspension and Debarment	1801 - Compliance Specialist	13	1	1
Total			**1**	**1**

Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered
Office of Administrative Law Judges	301-Miscellaneous Administration and Program	12	1	1
Total			**1**	**1**

Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered
Office of Administration/Headquarters Service Branch/Headquarters	342-Support Services Administration	12	1	10
		13	8	
		14	1	
		15	1	
Total			**11**	**10**

OA	343-Management and Program Analysis	7	1	10
		12	2	
		13	14	
		14	6	
		15	6	
Total			**29**	**10**

OARM	OARM Office/Division	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade: 1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
ATLANTA,GEORGIA		**2**	**2**		**2**														
1801-General Inspection, Investigation, and Compliance		1	1		1														
905-General Attorney		1	1		1														
BOSTON,MASSACHUSETTS		**1**			**1**														
343-Management and Program Analysis		1			1														
CHICAGO,ILLINOIS		**1**			**1**														
905-General Attorney		1			1														
CINCINNATI,OHIO		**68**	**9**	**21**	**65**														
1102-Contracting		2			1														
1301-General Physical Science		1		1	1														
1410-Librarian		1			1														
1654-Printing Services		1	1		1														
	OARM-Cincinnati									1									
18-Safety and Occupational Health Management		2		2	2														
2010-Inventory Management		1			1														
201-Human Resources Management		29	4	10	28														
203-Human Resources Assistance		2			2														
2210-Information Technology Management		6		2	5														
318-Secretary		2	1		2														
	OARM-Cincinnati							1											
340-Program Management		1			1														
343-Management and Program Analysis		12	3	3	12														
	OARM-Cincinnati (Records Management)									1									
391-Telecommunications		2		1	2														
801-General Engineering		4		1	4														
80-Security Administration		1			1														
830-Mechanical Engineering		1		1	1														
DURHAM,NORTH CAROLINA		**131**	**11**	**19**	**111**														
1102-Contracting		33	4	8	31														
1301-General Physical Science		1																	
1640-Facility Operations Services		6		1	5														
18-Safety and Occupational Health Management		1			1														
2010-Inventory Management		1																	
201-Human Resources Management		55	3	6	44														
	OARM-RTP								1										
203-Human Resources Assistance		5			4														
2210-Information Technology Management		10	1	3	8														
2299-Information Technology Student Trainee		1																	
301-Miscellaneous Administration and Program		2			2														
340-Program Management		3			3														
341-Administrative Officer		1			1														
343-Management and Program Analysis		2	1	1	2														
511-Auditing		1	1		1														
801-General Engineering		1	1		1														
	OARM-RTP										1								
80-Security Administration		1			1														
830-Mechanical Engineering		4			4														
850-Electrical Engineering		2			2														
899-Engineering and Architecture Student Trainee		1			1														

LAS VEGAS,NEVADA		**21**	**2**	**5**	**18**														
201-Human Resources Management		18	2	5	15														
203-Human Resources Assistance		2			2														
318-Secretary		1			1														
MOREHEAD CITY,NORTH CARO		**1**		**1**	**1**														
201-Human Resources Management		1		1	1														
NEW BERN,NORTH CAROLINA		**1**			**1**														
201-Human Resources Management		1			1														
NORWOOD,OHIO		**37**	**4**	**6**	**34**														
1102-Contracting		36	3	6	33														
301-Miscellaneous Administration and Program		1	1		1														
PHILADELPHIA,PENNSYLVANI		**1**			**1**														
905-General Attorney		1			1														
SAN FRANCISCO,CALIFORNIA		**1**			**1**														
343-Management and Program Analysis		1			1														
WASHINGTON,DC		**433**	**93**	**112**	**407**														
1001-General Arts and Information		1		1	1														
	OROM/IO											1							
1102-Contracting (Procurement Analyst)		96	19	24	90														
	OAM									4	13	8							
1103-Industrial Property Management		1			1														
1106-Procurement Clerical and Technician		1	1		1		1												
	OAM																		
1109-Grants Management		22	6	5	22														
	OGD								1		2	1							
1170-Realty		1			1														
1640-Facility Operations Services		2		2	2														
1654-Printing Services		1			1														
1712-Training Instruction		1			1														
	OGD									1									
1750-Instructional Systems		2			1														
1801-General Inspection, Investigation, and Compliance		2		1	2														
18-Safety and Occupational Health Management		3		1	3														
201-Human Resources Management		37	11	8	34														
203-Human Resources Assistance		2	1	1	2														
2101-Transportation Specialist		1																	
2210-Information Technology Management		25	1	9	25														
	OAM									6	2	1							
	OHR									2	1	1							
28-Environmental Protection Specialist		1			1														
301-Miscellaneous Administration and Program		21	7	7	20														
	OROM/AOSD							1											
	OROM/IO								1										
	OROM/RAPD									1									
	OAM							1	1										
	OGD						1		1										
	OHR (Conflict Management)									2	2	1							
303-Miscellaneous Clerk and Assistant		2	2		2														
	OHR						1												
306-Government Information Specialist		3	2	1	3														
	OAM								3										
318-Secretary		2	1	1	2														
	OAM							2											
326-Office Automation Clerical and Assistance		2	1		2														

	OAM						1												
	OHR					1													
340-Program Management		7	2	2	7														
341-Administrative Officer		2		1	2														
	OAM								1										
342-Support Services Administration		11	6	3	11														
	OA								1	8	1								
343-Management and Program Analysis		106	21	24	99														
	OROM/FACMD								1		1								
	OROM/RAPD									1									
	OROM/AOSD											3							
	OAM									1	2								
	OGD											1							
	OHR										13	3							
	OA*								2	2	3	3							
344-Management and Program Clerical and Assistance		1			1														
351-Printing Clerical		1		1	1														
391-Telecommunications		1	1		1														
510-Accounting		4	1	1	4														
	OAM									1	3								
511-Auditing		5	2	2	5														
	OAM								1	3	1	1							
690-Industrial Hygiene		1	1		1														
801-General Engineering		1			1														
804-Fire Protection Engineering		2		1	1														
808-Architecture		5	2		4														
80-Security Administration		18	2	4	17														
810-Civil Engineering		1	1		1														
819-Environmental Engineering		1			1														
830-Mechanical Engineering		4		1	3														
850-Electrical Engineering		1			1														
905-General Attorney		26	2	7	23														
	OROM/FACMD										1								
935-Adminstrative Law Judge		3		2	3														
950-Paralegal Specialist		1		1	1														
#N/A		2		1	2														
Grand Total		**698**	**121**	**164**	**643**														

5/9/2017

OARM	OARM Office/Division	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade: 1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
CINCINNATI,OHIO	Total # All Series:	68	9	21	65			1		2					3	3	3	0	
1654-Printing Services	OARM-Cincinnati	1	1		1					1					1	1	1		
318-Secretary	OARM-Cincinnati	2	1		2			1							1	1	1		
343-Management and Program Analysis	OARM-Cincinnati (Records Management)	12	3	3	12					1					1	1	1		
DURHAM,NORTH CAROLINA	Total # All Series:	131	11	19	111				1		1				2	2	0	2	
201-Human Resources Management	OARM-RTP	55	3	6	44				1						1	1		1	
801-General Engineering	OARM-RTP	1	1		1						1				1	1		1	
WASHINGTON,DC	Total # All Series:	433	93	112	407	1	5	4	13	46	54	26	0	0	149	93	81	12	
1001-General Arts and Information	OROM/IO	1		1	1							1			1	1	1		Restructure, web content development and lower grade
1102-Procurement Analyst	OAM	96	19	24	90					4	13	7			24	16	16		
1106-Procurement Clerical and Technician	OAM	1	1		1		1								1	1	1		
1109-Grants Management	OGD	22	6	5	22														
	OGD/Fellowships, IAGs and SEEs Branch								3	2	1				6	2	2		
	OGD/National Policy, Training and Compliance									1	1				2	2	2		
	OGD/Suspension and Debarment										1				1	1	1		
	OGD/Grants Management Branch											1			1	1	1		
				Total 1109 Proposed:		0	0	0	3	3	3	1	0	0	10	6	6		
2210-Information Technology Management		25	1	9	25														
	OAM									5	2	1			8	8	5	3	
	OHR		1	2	4					2	1	1			4	2	2		
				Total 2210 Proposed:		0	0	0	0	7	3	2	0	0	12	10	7	3	
301-Miscellaneous Administration and Program		21	7	7	20														
	OROM/AOSD									1					1	1	1		Analytical skills
	OROM/RAPD							1							1	1	1		Restructure
	OAM							1							1	1	1		
	OHR (Conflict and Info. Management Specialist)		1	4	5					2	2	1			5	2	2		
	OALJ								1						1	1		1	
				Total 301 Proposed:		0	0	2	1	3	2	1	0	0	9	6	5	1	
303-Miscellaneous Clerk and Assistant	OHR	2	2		2		1								1	1		1	
	OGD						1								1	1	1		
306-Government Information Specialist	OAM	3	2	1	3				3						3	3	3		
318-Secretary	OAM	2	1	1	2			2							2	2	2		
326-Office Automation Clerical and Assistance		2	1		2														
	OAM						1								1	1	1		
	OHR		1		1	1									1	1		1	
				Total 326 Proposed:		1	1	0	0	0	0	0	0	0	2	2	1	1	
341-Administrative Officer	OAM	2		1	2				1						1	1	1		
342-Support Services Administration	OA	11	6	3	11				1	8	1	1			11	10	10		Plus 1 for restructuring since one is not part of the V/V
343-Management and Program Analysis		106	21	24	99														
	OROM/FACMD								1		4	1			6	3	2	1	
	OROM/RAPD									1					1	1	1		Analytical skills
	OROM/AOSD											3			3	2	2		Restructure to lower grade
	OAM									1	2				3	3	3		
	OGD										1				1	1	1		
	OHR		4	5	16						14	2			16	5	5		
	OA	32	2	15	27		1		2	14	6	6			29	10	10		No Supervisory Positions Offered
				Total 343 Proposed:			1		3	16	27	12			59	25	24	1	
510-Accounting	OAM	4	1	1	4					1	3				4	2	0	2	
511-Auditing	OAM	5	2	2	5				1	3	1	1			6	4	2	2	
905-General Attorney	OROM/FACMD	26	2	7	23						1				1	1	0	1	Attorney position not needed, legal support provided by OGC
1801 - Compliance Specialist	OGD									1					1	1	1		
Grand Total		698	121	164	643	1	5	5	14	48	55	26	0	0	154	98	84	14	

OARM	OARM Office/Division	Grade	Employee Name	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate
CINCINNATI,OHIO	**Total # All Series:**			**3**	**3**		
1654-Printing Services	OARM-Cincinnati/Facilities Management and Services Division	13	(b)(6)	1	1		
318-Secretary	OARM-Cincinnati/Facilities Management and Services Division	9		1	1		
343-Management and Program Analysis	OARM-Cincinnati (Records Management)/Information Resources Management Division	13		1	1		
DURHAM,NORTH CAROLINA	**Total # All Series:**			**2**	**2**		
201-Human Resources Management	OARM-RTP/Human Resources Management Division/Employee Services Section	12		1	1		
801-General Engineering	OARM-RTP/Facilities Operations Branch	14		1	1		
WASHINGTON,DC	**Total # All Series:**			**127**			
1001-General Arts and Information	OROM/IO	15		1	1	1	1
1102-Contracting (Procurement Analyst)	OAM/Acquisition Policy and Training Service Center	13		24	16		
	OAM/Acquisition Policy and Training Service Center	13					
	OAM/Management and Support Service Center	13					
	OAM/RTP Procurement Operations Division	13					
	OAM/IO	14					
	OAM/Acquisition Policy and Training Service Center	14					
	OAM/Acquisition Policy and Training Service Center	14					
	OAM/Acquisition Policy and Training Service Center	14					
	OAM/Management Support Service Center	14					
	OAM/RTP Procurement Operations Division	14					
	OAM/Acquisition Policy and Training Service Center	14					
	OAM/Acquisition Policy and Training Service Center	14					
	OAM/Acquisition Policy and Training Service Center	14					
	OAM/Headquarters Procurement Ops Division	14					
	OAM/Headquarters Procurement Ops Division	14					
	OAM/Headquarters Procurement Ops Division	14					
	OAM/Acquisition Policy and Training Service Center	14					
	OAM/Acquisition Policy and Training Service Center	14					
	OAM/IO	15					
	OAM/IO	15					
	OAM/IO	15					
	OAM/IO	15					
	OAM/Policy Training and Oversight Division	15					
	OAM/Policy Training and Oversight Division	15					
1106-Procurement Clerical and Technician	OAM/Management Support Service Center	7		1	1		
1109-Grants Management	OGD/Fellowships, IAGs and SEEs Branch	12		6	2		
	OGD/Fellowships, IAGs and SEEs Branch	12					
	OGD/Fellowships, IAGs and SEEs Branch	12					
	OGD/Fellowships, IAGs and SEEs Branch	13					
	OGD/Fellowships, IAGs and SEEs Branch	14					
	OGD/National Policy, Training and Compliance Division OK	13		2	2		
	OGD/National Policy, Training and Compliance Division OK	14					
	OGD/Suspension and Debarment OK	14		1	1		
	OGD/Grants Management Branch??	15		1	1		
2210-Information Technology Management	OAM/IO	13					

	OAM/IO	13	(b)(6)	8	8		
	OAM/IO	13					
	OAM/IO	13					
	OAM/IO	13					
	OAM/IO	14					
	OAM/IO	14					
	OAM/IO	15					
	OHR/ITD	13		4	2		
	OHR/ITD	13					
	OHR/ITD	14					
	OHR/ITD	15					
	Total 2210 Proposed:			**22**	**10**		
301-Miscellaneous Administration and Program	OROM/AOSD	13		1	1	1	0
	OROM/RAPD	9		1	1	1	1
	OAM/Management Support Service Center	9		1	1	1	
	OHR/ITD (Information Management Specialist	13		5	2		
	OHR/ITD (Information Management Specialist	13					
	OHR/ITD (Information Management Specialist	14					
	OHR/Employee Services Branch (Conflict Management)	14					
	OHR/IO (Executive Assistant)	15					
	OALJ	12		1	1		1
	Total 301 Proposed:			**9**	6	3	2
303-Miscellaneous Clerk and Assistant	OHR/IO	6		1	1		
	OGD/National Policy, Training and Compliance Division	8		1	1		
306-Government Information Specialist	OAM/Managemetn Support Service Center	12		3	3		
		12					
		12					
318-Secretary	OAM/Policy Training and Oversight Division	9		2	2		
	OAM/Superfund/RCRA/Regional Proc Ops Division	9					
0326-Office Automation Clerical and Assistance	OAM/Management Support Service Center	7		1	1		
	OHR/Policy, Planning and Training Division	4		1	1		
	Total 326 Proposed:			**2**	**2**		
341-Administrative Officer	OAM/IO	12		1	1		
342-Support Services Administration	OA/Headquarters Service Branch	12		11	10	11	
	OA/Headquarters Operations Branch	13					
	OA/Headquarters Operations Branch	13					
	OA/Headquarters Operations Branch	13					
	OA/Headquarters Operations Branch	13					
	OA/Headquarters Operations Branch	13					
	OA/Real Property Services Staff	13					
	OA/Headquarters Service Branch	14					
	OA/Headquarters Service Branch	14					
	OA/Headquarters Operations Branch	14					
	OROM/FACMD	12		6	3	1	2
		14					
		14					
		14					
		14					
		15					
	OROM/RAPD	13		1	1	1	

343-Program and Management Analyst	OROM/AOSD	15	(b)(6)	3	2	2	
		15					
		15					
	OAM/Acquisition Policy and Training Service Center	13		3	3		
	OAM/IO	14					
	OAM/Headquarters Procurement Ops Division	14					
	OGD	14		1	1		
	OHR/Diversity and Recruitment Branch	14		16	5		
	OHR/IO	14					
	OHR/Diversity and Recruitment Branch	14					
	OHR/Program Management Staff	14					
	OHR/Diversity and Recruitment Branch	14					
	OHR/Training Branch	14					
	OHR/Training Branch	14					
	OHR/Training Branch	14					
	OHR/Diversity and Recruitment Branch	14					
	OHR/Policy and Accountability Branch	14					
	OHR/Employee Services Branch	14					
	OHR/Training Branch	14					
	OHR/Executive Resources Division	14					
	OHR/Diversity and Recruitment Branch	15					
	OHR/Training Branch	15					
	OHR/IO	15					
	OA/Sustainable and Transportation Solutions	7					
	OA/Headquarters Operations Branch	12		29	10	10	
	OA/Personnel Security Branch	12					
	OA/Resource Management Staff	13					
	OA/Security Management Division	13					
	OA/Physical Security and Preparedness Branch	13					
	OA/IO	13					
	OA/Resource Management Staff	13					
	OA/Facilities Management and Services Branch	13					
	OA/Headquarters Service Branch	13					
	OA/Headquarters Service Branch	13					
	OA/Physical Security and Preparedness Branch	13					
	OA/Personnel Security Branch	13					
	OA/Safety and Sustainability Division	13					
	OA/Environ, Safety, and Health Prog Branch	13					
	OA/Sustainable and Transportation Solutions	13					
	OA/Real Property Services Staff	13					
	OA/Headquarters Service Branch	14					
	OA/Headquarters Service Branch	14					
	OA/Environ, Safety, and Health Prog Branch	14					
	OA/Environ, Safety, and Health Prog Branch	14					
	OA/Resource Management Staff	14					
	OA/Real Property Services Staff	14					
	OA/Resource Management Staff	15					
	OA/Real Property Services Staff	15					
	OA/IO	15					
	OA/IO	15					
	OA/Security Management Division	15					

	OA/Safety and Sustainability Division	15	Sherell Sterling				
	Total 343 Proposed:			**59**	**25**	**14**	
510-Accounting	OAM/Financial Analysis and Oversight Service Center	13	(b)(6)	4	**2**		
		14					
		14					
		14					
511-Auditing	OAM/RTP Procurement Operations Division	12		6	**4**		
	OAM/Financial Analysis and Oversight Service Center	13					
	OAM/Financial Analysis and Oversight Service Center	13					
	OAM/Financial Analysis and Oversight Service Center	13					
	OAM/Financial Analysis and Oversight Service Center	14					
	OAM/Financial Analysis and Oversight Service Center	15					
905-General Attorney	OROM/FACMD	14		1	**1**	**0**	**1**
1801 - Compliance Specialist	OGD/Suspension and Debarment	13		1	1		
Grand Total				**154**	**98**	**29**	**4**

VERA/VSIP Master Email List

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U.S. Environmental Protection Agency
Request for
Voluntary Early Retirement Authority
and
Voluntary Separation Incentive Payments
for the
Office of Administration and Resources Management

I. Introduction

II. Background

III. Reshaping the Workforce

IV. Budget Neutrality

V. Combined Request for Voluntary Separation Incentive Payments (VSIP) and Voluntary Early Retirement Authority (VERA)

Attachments:

1 – Current Organization Chart
2 – New Organization Chart
3 – Targeted Positions and Maximum Offers by Series, Grade, Organization and Function (Support, Programmatic and Supervisory)
4 – Offered Positions and New Hires by Office, Series, and Grade

U.S. Environmental Protection Agency
Request for
Voluntary Early Retirement Authority
and
Voluntary Separation Incentive Payments
for the
Office of Administration and Resources Management

I. Introduction

In accordance with Section 1313(b) of the Chief Human Capital Officer's Act of 2002, the U.S. Environmental Protection Agency (EPA) is requesting approval authority through January 31, 2015, for the use of Voluntary Early Retirement Authority (VERA/Early-Out) and Voluntary Separation Incentive Payments (VSIP/Buy-Out). The Office of Administration and Resources Management (OARM) will use these authorities to accomplish the following results:

- **Reshape the administrative workforce to reflect changes in programmatic direction, strengthen technical expertise, and reduce administrative support positions.**
- **Reshape the grants management workforce to handle the continual changes in grants regulations.**
- **Reshape the financial auditing section of the Office of Acquisitions Management to assist with the development of Centers of Expertise.**
- **Reshape the human resources workforce to support HR LoB, streamlining of policy development, and increase workload in labor and employee relations.**
- **Reshape the facilities management workforce across OARM to align with a need for more specialty technical skills rather than generalist.**

OARM has 743 permanent employees. The VERA/VSIP plan targets 208 positions: 112 positions in support job series and 96 positions in programmatic series. As noted in section III, targeting decisions were made by senior managers based on the specific mission needs required to reshape and reposition the organization by correcting competency gaps necessary to meet federal and agency mandates. The maximum number of VERA/VSIPs to be offered is **107** as shown in attachment 3. Decisions on which employees may be authorized VERA and VSIP will be based on the employee's permanent official division, position of record, occupational series, and grade level. Decisions about who receives VERA and VSIP will be prioritized based upon the employee's official Service Computation Date-LEAVE; with precedence given to those with the highest years of combined service at the EPA should two or more applicants within a VERA and VSIP eligible category have the same Service Computation Date-LEAVE.

II. Background

The EPA was established in 1970 to protect human health and the environment. The agency's mission was initially delineated in thirteen different environmental statutes which addressed air, water and waste media. Administrative support for all agency programs, employees, and facilities is centralized in a single non-media based organization led by an appointed Assistant

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Administrator. This organization is known as the Office of Administration and Resources Management.

The OARM is made up of offices that include, the Office of Administration (OA), Office of Acquisition Management (OAM), OARM-Cincinnati, OARM-RTP, Office of Diversity, Advisory Committee Management and Outreach (ODACMO), Office of Grants and Debarment (OGD), Office of Human Resources (OHR), and the Office of Policy and Resources Management (OPRM). The OARM's functional responsibilities include management policy, strategic direction, and administrative support for procurement operations, grants operations, facilities management, and human resources management, including diversity inclusion and outreach. OARM's 743 positions are located in Washington, D.C., Cincinnati, Ohio, and Durham, North Carolina.

Over time, the work required of OARM has become less transaction-based and more strategic in partnership with agency-wide goals and priorities. This proposal is intended to transform OARM into a modern, high performing organization through new focus, skills, tools, and technologies. OARM must ensure that its workforce has the right skills and capabilities, efficient and responsive business processes, technical tools and information, and a supportive physical infrastructure to respond effectively to increasingly complex environment problems and solutions. The need to address these disparate challenges in combination with reduced resources has forced OARM to look at its internal processes for improvements and efficiencies. OARM plans to use this VERA/VSIP request as a catalyst to ensure success and to better serve the agency.

The Office of Administration (OA) took part in the agency's first round of VERA/VSIP and was able to achieve **twelve (12)** employee separations. While this provided a good start to the OA's plans of reshaping its workforce, the OA would like to use this opportunity to continue and expand its offers increasing the likelihood of success long term.

There are **three (3)** elements that comprise the need for change within OARM. These include:

<u>Transitioning to a More Programmatic Focus</u>

The OARM's current organizational structure was designed to optimize the performance of our traditional operational activities. However, a recent change in focus, emanating from the EPA's FY 2014 – 2018 Strategic Plan, which provides a blueprint for accomplishing the agency's priorities, requires the OARM to realign, reshape, restructure and rebalance. Implementation of this VERA/VSIP request will allow OARM to realign organizational and personnel activities from general support services to essential programmatic functions required for meeting agency strategic goals, as well as new and expanded agency priorities and federal environmental and programmatic mandates.

The agency Strategic Plan includes the following high-level goals:

1. Addressing Climate Change and Improving Air Quality,
2. Protecting America's Waters,
3. Cleaning Up Communities and Advancing Sustainable Development,

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4. Ensuring the Safety of Chemicals and Preventing Pollution,
5. Protecting Human Health and the Environment by Enforcing Laws and Assuring Compliance.

Complementing these goals are four supporting cross-agency strategies which require the OARM to shift emphasis from conducting basic administrative activities to managing agency-level priorities directly related to a more strategic focus on programmatic work. The cross-agency strategies are:

1. Working Toward a Sustainable Future
2. Working to Make a Visible Difference in Communities
3. Launching a New Era of State, Tribal, Local, and International Partnerships
4. Embracing EPA as a High-Performing Organization

OARM must play a central role in establishing EPA as a high performing organization. As such, "Embracing EPA as a High-Performing Organization" is a particularly strong driver of change in OARM. Its dual focus is to 1) develop employees and a supportive work environment and 2) streamline and modernize business processes. In response, OARM is striving to cultivate a highly skilled and diverse workforce and a flexible work environment with tools that enable employees to do their best work. We are developing smarter policies and streamlining the agency's internal business processes through the application of cutting edge business techniques in areas such as grants management, acquisition, and hiring to enhance collaboration, improve efficiency and effectiveness, reduce costs, and provide better customer service to agency partners and the American public.

Other cross-agency strategies focused on healthy communities and sustainability also compel OARM to lead the agency in additional new areas. To support and make a visible difference in healthy communities, OGD is working with agency partners to develop policies and programs that will enhance the delivery of EPA grant resources to communities, OAM is helping the agency work toward a sustainable future by improving EPA's ability to make sustainable purchasing decisions while OA is developing sustainable workplace choices that can be routinely practiced by agency employees. OA is also responding to requirements for further reductions in EPA's environmental footprint by increasing energy efficiency, reducing greenhouse gas emissions, advancing water conservation, and reducing waste. To support these changes in program focus, the OARM must alter its personnel competencies which have not kept pace. There are too many obsolete and high graded support positions and not enough essential analytical and technical skills within the OARM workforce.

A notable example of how EPA's skill mix has not kept pace with evolving requirements and program priorities is found in the necessity for the EPA and OARM's Office of Administration to advance sustainable development, prevent pollution and internally comply with environmental laws in its portfolio of facilities and laboratories. This change in focus is also directed by a multitude of recent federal legislation, executive orders and directives which place stringent demands on the agency for reduced emissions of greenhouse gases, greater conservation, improved resource stewardship and sustainability in its operational activities. While the OARM is responsible for much of the work included in the agency Strategic Sustainability Performance

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Plan, it does not currently have the necessary technical and professional capabilities and skill mix for full and effective implementation.

Other changes in program focus emanate from the agency-wide effort to take advantage of new technologies and streamline internal business processes, many of which are managed by offices across OARM. Specifically, as part of our effort to become a high performing organization, OARM is designing and has begun rolling out new systems and business processes to increase efficiency and improve effectiveness in many of our core operational areas. A key example of this work is the integration of EPA's human resources and payroll processing systems to the Interior Business Center. Under its "Centers of Expertise" initiative, the Office of Acquisitions Management (OAM) is evaluating, refining and reengineering EPA's contracting processes and systems to be more efficient and effective, and better aligned with the agency's mission and goals. The Office of Grants and Debarment (OGD) will be developing a new, technologically superior grants management system as the agency works to replace the outdated Lotus Notes-based Integrated Grants Management System. The Office of Administration (OA) will be deploying a new property management system to more effectively manage the agency's assets, and is undertaking the long-term roll out of a new space standard across the country which will yield substantial savings in rent as well as reductions in energy use and greenhouse gas emissions.

OARM currently has a collection of obsolete and senior level administrative positions such as management and program specialist (0301) secretary (0318), administrative clerk (0326), program manager (0340), and program and management analyst (0343) positions. These positions need to be transitioned to administrative positions with more analytical skill and technical positions including electrical engineers (0850), environmental engineers (0819), environmental protection specialists (0028), civil engineers (0810), human resources specialists (0201), contract specialists (1102), and grants specialists (1109). The absence of positions with expertise and experience in technical disciplines will make it difficult for the OARM to accomplish the many daunting task that were highlighted above.

The OARM's skill mix deficiencies are severe and can be addressed by the OARM VERA/VSIP proposal to enable EPA to reshape the delivery of its essential services.

<u>The Evolution of Grants Management</u>

The past ten years have seen dramatic changes in the expectations and responsibilities of grants management specialists. This is illustrated by major new requirements issued by OMB related to transparency, improved reporting of spending, and government-wide grant rules, as well as OPM's conversion of grants specialists from the "General Business and Management" 1101 series to a new grants management specialist 1109 occupational series.

The increased complexity of work in the 1109 series demands a new skill set for specialists carrying out policy, training and compliance functions. This includes demonstrated expertise in the following key areas: financial management, auditing and accounting; dispute resolution; statistical sampling; internal controls; interpreting/applying detailed government-wide policies; and the technical ability to navigate sophisticated IT tools for compliance, reporting and training

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purposes. OGD will use the attrition gained by VERA and VSIP to obtain the skills necessary to manage EPA's multi-billion grants investment in accordance with the highest fiduciary standards.

With the issuance of OMB Memo 12-02 on Suspension and Debarment, agencies are expected to have dedicated staff with the right skills to aggressively pursue suspension and debarment cases (S&D) cases. One of the major functions of a successful S&D program is to conduct compliance monitoring of administrative agreements with large companies. These agreements contain legally binding terms and conditions requiring companies to follow responsible business practices when receiving federal contracts or grants.

The skills needed by GS-1109 staff to properly oversee these agreements have markedly increased in complexity over the past ten years, with a newfound emphasis on leveraging technology and sophisticated databases to detect fraud and non-compliance. OGD will use the attrition gained by VERA and VSIP to obtain the skills necessary for a vigorous S&D compliance program.

The Development and Implementation of the OAM's *Center of Expertise* and *Strategic Sourcing*

The Office of Acquisition Management is in the process of developing a new service delivery model known as Centers of Expertise (COE). This model will improve service delivery throughout the agency and standardize operating procedures across the agency's thirteen (13) contracting offices. The COE effort is designed to help the OARM deal with decreased federal resources while the rest of the agency increasingly turns to contract vehicles to meet its core mission.

The Centers of Expertise in Contracting study found significant opportunities to save money while increasing the efficiency and effectiveness of the acquisition function at EPA. Chief among the cost reduction strategies is the implementation of a robust strategic sourcing capability. Developing expertise through alignment of the acquisition staff by commodity or customer will ultimately provide additional cost savings while improving the level of service provided. Additional cost savings as well as cost avoidance will be obtained by ensuring only the appropriate and necessary numbers of personnel are certified as Contracting Officer Representatives. With nearly 5,000 EPA employees currently identified as CORs, it is anticipated that the future number of CORs will be significantly less. Through these means, the Agency's cost can be reduced by $30 to $60 million per year.

In addition to establishing the COE, the OAM will be shifting its focus to strategic sourcing. Strategic sourcing involves consolidating agency purchasing around commodities and leveraging the buying power of the agency as a whole rather than by program or region. Based on a preliminary opportunity assessment, there is currently an opportunity to save $30M-$60M1 every year if we work collaboratively to implement strategic sourcing initiatives, e.g., cellular service, lab supplies, lab equipment, remediation services, printers, etc. The OAM hopes these tools will prepare the EPA for the procurement challenges of the future and better utilize existing resources.

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III. Reshaping the Workforce

The OARM VERA/VSIP proposal will be used to: realign the workforce from general support services to essential programmatic activities necessary for meeting the agency's strategic goals and expanded federal requirements; correct significant competency gaps by creating a limited number of new positions in some current and some new job series to recruit for necessary skill sets; acquire the skills necessary to respond to new security requirements; restructure, reorganize, and eliminate layering in the organization while reducing the personnel staffing number and needed supervisory requirements; and reduce and rebalance the current skewed high-level grade structure by general targeting for separation the GS-13 and above levels, while recruiting at generally lower grade and career ladder levels. These actions to incorporate new and enhance available competencies and to concentrate and redistribute duties in fewer staff according to complexity and grade requirements will reshape the workforce, right-size the OARM, save significant personnel costs, and improve overall organizational productivity and performance. The tables in Attachment 3 compare the targeted positions with the positions that will be recruited to address the skill gaps described below. The tables reflect the full performance level (FPL) of each position and the OARM will look to hire at the entry level where possible.

- **Realign organizational and personnel activities from general support services to essential programmatic functions required for meeting agency strategic goals, as well as new and expanded agency priorities and federal environmental and programmatic mandates.**

The OARM is realigning its organizational structure to place greater programmatic focus on priority areas and achieve a better distribution of budgetary and staffing resources, thereby resulting in enhanced operational efficiencies. Attachment 1 shows the current organization chart and attachment 2 shows the new organization chart.

The OARM's plan is to reshape its workforce competencies by transitioning from obsolete administrative positions to more analytical administrative positions and acquiring much-needed technical skills in programmatic positions. The targeted positions and resulting separations will create a limited number of new position vacancies.

- 4 positions in the 0301 General Administrative series at the GS-13, GS-12, and GS-11 level with a maximum of 4 offers
- 1 position in the 0318 Secretarial series at the GS-09 with a maximum of 1 offer
- 1 position in the 0341 Administrative Officer series at the GS-12 with a maximum of 1 offer
- 5 positions in the 0343 Program Analyst series at the GS-15 and GS-12 with a maximum of 5 offers
- 1 position in the 2210 IT Specialist series at the GS-13 with a maximum of 1 offer

The OARM will transition these obsolete series to more general analytical and technical series to assist in the development of much needed policies for the organization. These will also assist in general support of the organization's more technical functions. The majority of these positions are located in the organizations front office and staff offices. There will also be four (4)

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positions hired in the IT series to address much needed skill gaps in IT security. The IT positions will be filled by applicants with IT security experience rather than the software and hardware support experience of the OARM's current staff. The OARM will plan to rehire the following positions to meet these needs.

- 1 position in the 0303 Administrative Analyst series with an FPL of GS-07
- 10 positions in the 0343 Analyst series with an FPL of GS-12, 13, and 14
- 4 positions in the 2210 IT Specialist series with an FPL of GS-12 and 13

- **The Office of Grants and Debarment (OGD) is reshaping its workforce to face the changing landscape of federal grants administration**

As stated above, the OGD is facing an evolution in grants management driven by changes in OMB guidelines as well as federal statutes. This change has challenged the OGD to look internally in how it delivers service and address skill gaps. This VERA/VSIP package provides the OGD with the tool it needs to address some of these skill gaps. The OGD will target the following positions:

- 1 position within the 303 general support series with a maximum of 1 offer
- 26 positions with the 1109 technical series with a maximum of 7 offers

The eight (8) targeted positions will be restructured and five (5) of the positions will be eliminated altogether. The OGD will look to fill eight (8) positions at a lower grade since the work no longer requires the higher level 1109 work. They will also repurpose positions to handle grants compliance issues and management of its IT systems.

- 2 positions within the 0343 series to perform compliance functions with an FPL of GS-12
- 4 positions within the 1801 grants specialist series with an FPL of GS-12
- 1 positions within the 0510 accountant series with an FPL of GS-12
- 1 position within the 2210 IT specialist series with an FPL of GS-12

- **The Office of Acquisition Management (OAM) is reshaping its workforce to prepare for a move *Center of Expertise* and more fully leverage strategic sourcing.**

The Office of Acquisition Management will be utilizing VERA/VSIP to reshape the acquisition workforce in support of the organization's reorganization efforts. Under the reorganization, OAM will be increasing emphasis on strategic sourcing, strategic planning, and workload and workforce planning. In addition, OAM will be realigning its operational components around the supplies and services being acquired or the mission for which those supplies or services are being acquired in order to enhance the skills of OAM's acquisition workforce through more specialized knowledge and experience. In order to achieve the desired end state, OAM will be eliminating the designated 1102 positions vacated via the VERA/VSIP and any positions that are filled must have the following core competencies:

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- Knowledge of commodity management, spend analytics, federal acquisition regulations/policies/procedures
- Skill in analyzing market trends, performing spend analyses, establishing baseline spending levels
- Ability to facilitate integrated project teams, establish and monitor performance metrics related to items which have been strategically sourced, and conduct extensive change management activities.

  - 25 positions within 6 general support series with a maximum of 8 offers
  - 28 positions within 3 technical series with a maximum of 13 offers

The OAM hopes to use the VERA/VSIP as a means to reduce the number of positions and refocus from *Procurement Analyst* to more technical *Contract Specialist* as well as the more business focused 1101 series.

  - 6 *1102 Contracts Specialist with* an FPL of GS-12
  - 3 *1101 General Business Analyst* with an FPL of GS-13

- **The Office of Human Resources (OHR) and the Human Resources Shared Service Centers located in Cincinnati, OH and Durham, NC are reshaping their workforces as result of our migration to IBC Human Resources Line of Business (HR LoB) and ever changing Office of Personnel Management (OPM) and federal regulations.**

In 2008, the agency transitioned to a Shared Service Center model, standing up three geographically separate SSCs that were located outside of the EPA's Washington, DC, headquarters offices. At that time, VERA/VSIP authority was obtained and offered to the many HR specialists physically located in our Washington, DC headquarters offices. Unfortunately, few employees were in a position to accept a VERA or VSIP offer and only one headquarters employee agreed to relocate to one of the SSCs. The preponderance of employees remaining at headquarters were absorbed across multiple OHR divisions and through the organization's best efforts were assigned duties encompassing HR advisory services including classification/compensation, training, information systems and policy development. As OHR continues its transition towards a human capital/strategic partner model, even greater demand for analytic skills and strategic consultative abilities are required so that the organization may successfully advise and guide its senior management as well as program and regional office customers on more complex human capital focus areas including skills optimization, workforce planning, performance culture development and labor/employee relations advisory services.

To facilitate the foregoing maturation process, OHR is in the process of completing a comprehensive reorganization that will consolidate related functions within specific divisions, accelerating collaboration and connectivity of human capital areas. OHR's reorganization will combine HR policy, training/talent management, recruitment and workforce planning under one large division. Other divisions will absorb and combine remaining functions. This effort will promote stronger partnerships and build greater strategic capacity as the organization fully realizes the synergies and connections of its related functions. OHR will also require the use of

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VERA/VSIP authorities as we mature and restructure existing positions to obtain the skills and competencies required to be a high performing, strategic partner for all areas of human capital. Some of the desired skills and competencies, not always present in the current OHR headquarters workforce, include strong oral and written communications skills, strategic consulting ability, and strategic thinking.

In the Washington, DC headquarters HR organization, the model for employee performance is that of a consultant and strategic partner for EPA program and regional offices. This model is consistent with OPM's maturation model and reflects EPA's vision for achieving the agency's cross-cutting strategic plan objective of becoming a high performing organization. OHR is identifying 26 headquarters positions viewed as transaction focused to ensure the organization can develop staff performing in an HR advisory role. The proposed change will allow OHR to meet agency expectations for a more advisory-oriented human resources organization. The proposal will target 21 general support positions with 12 offers to address this deficiency.

Washington, DC

- 21 positions within 6 general support series with a maximum of 12 offers
- 1 position with the 201 technical series with a maximum of 1 offer

The OHR will repurpose these positions to more programmatic policy and labor and employee relations (LER) focused in order to address the current skills gaps. This will allow OHR to better act as the Agency's national program manager for HR policy, LER, and chief advisor on HR issues. The OHR plans to address these needs with the following hires:

- 8 positions in the 0201 HR Specialist series with an FPL of GS-12 and 14
- 2 positions in the 0905 Attorney Advisor series with an FPL of GS-14
- 3 positions in the 1750 Instructional System Specialist Series with an FPL of GS-14

In Cincinnati, the position provides training support to local EPA-Cincinnati employees/managers and position classification support to the HRSSC. Upon removal of the Training Officer role, which has evolved from hands on training and development to one of review and approval of training requests, other duties in the position description do not support a full time workload or the classification of a GS-14. Human Resource Specialists in the HRSSC performing classification duties have a full performance level of GS-12 unless they have Team Lead responsibilities.

Cincinnati, OH

- 1 position within the 0201 series with a maximum of 1 offer

A senior level specialist is no longer needed and the HRSSC will look to recruit up to two (2) HR Specialist 0201 with an FPL of GS-12

The human resources shared service center (HR SSC) in RTP, NC has seen a shift in workload as the agency's head count has shrunk since 2011. While there has been a decrease in hiring a steady dose of internal actions such as details and reassignments have shifted staffing

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requirements. The RTP HR SSC would offer positions in Employee Development and Benefits in order to free up positions for classification.

Durham, NC

- 5 positions within the 0201 series with a maximum of 2 offers

The VERA/VSIP would afford the RTP SSC the opportunity to realign resources by reducing the number of supervisors and realigning positions to meet needs in classification thus filling skill gaps and achieve efficiencies. The RTP HR SSC will recruit up to two (2) HR Specialist with an FPL GS-201-12 to meet needs in classifications.

- **The Office of Administration (OA) and OARM offices located in in Cincinnati, OH and Durham, NC are refining the way they manage EPA owned facilities and ever more complex building systems require technical expertise outside the current workforce.**

The OARM is responsible for the management and operations of EPA's facilities, both owned and leased. There are OARM operations in Washington, DC, Cincinnati, OH, and Durham, NC. Each of these operations faces unique challenges and responsibilities. With the increased emphasis on both physical and personnel security OA in headquarters is in the process of realigning staff to meet this need. The OA is also tasked with a comprehensive space reduction across the EPA's portfolio that requires new technical skills not already in house. The EPA owns the facilities operated by OARM in Cincinnati and Durham. These facilities have highly technical building automation systems with over 100,000 control points which require highly technical engineers to direct on site building maintenance staff as well as trouble shoot complex building issues. System engineers with greater IT backgrounds are needed to help EPA operate the facilities of the future. The VERA/VSIP plan laid out below provides the OARM with a better opportunity to align skill sets and ensure the agency meets its sustainability and energy mandates.

Headquarters

- 44 positions within 8 general support series with a maximum of 27 offers
- 25 positions with the 5 technical series with a maximum of 8 offers

Cincinnati, OH

- 7 positions within 4 general support series with a maximum of 5 offers
- 4 positions with the 2 technical series with a maximum of 2 offers

Durham, NC

- 7 positions within 4 general support series with a maximum of 7 offers
- 2 positions within the 0801 technical series with a maximum of 2 offers

Each location will look to upgrade the skills of their facilities workforce with a more technical and engineering focus. The OARM is faced with addressing emerging environmental changes to infrastructure and operations (green building, climate change, Energy policy, reducing our

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footprint). The OARM will address these emerging skill gaps by recruiting the following positions:

Headquarters

- 1 positions within the 0018 Safety and Occupational Health series with an FPL of GS-09
- 4 positions within the 0028 Environmental Protection Specialist series with an FPL of GS-09, 11, and 12
- 1 positions within the 0080 Security Specialist series with an FPL of GS-09
- 1 positions within the 0110 Economist series with an FPL of GS-09
- 9 positions within the 0343 Program Analyst series with an FPL of GS-09, 11, and 12
- 2 positions within the 0690 Industrial Hygienist series with an FPL of GS-11 and 13
- 1 positions within the 0803 Safety Engineer series with an FPL of GS-09
- 3 positions within the 0819 Environmental Engineer series with an FPL of GS-12
- 2 positions within the 0830 Mechanical Engineering series with an FPL of GS-11and 12
- 2 positions within the 0850 Electrical Engineering series with an FPL of GS-11
- 1 position within the 1082 writer/editor series with an FPL of GS-11
- 1 positions within the 1103 Industrial Property Management series with an FPL of GS-09
- 1 positions within the 1170 Realty Specialist series with an FPL of GS-09
- 3 positions within the 1176 Building Manager series with an FPL of GS-09, 11, and 12
- 1 position within the 1640 technical series with an FPL of GS-09
- 2 positions within the 2000 technical series with an FPL of GS-09

Cincinnati, OH

- 2 positions within the 2000 technical series with an FPL of GS-12

Durham, NC

- 1 position within the 0028 Environmental Protection Specialist series with an FPL of GS-12
- 2 positions within the 0830 Mechanical Engineering series with an FPL of 12 and 14
- 1 position within the 0850 Electrical Engineering series with an FPL of GS-12
- 5 positions within the 1640 technical series with an FPL of GS-12

IV. Budget Neutrality

This request for VERA and VSIP authority, if approved, will be conducted so that no funds or resources other than those appropriated for use in FY 15 will be used or required.

As mandated by the Office of Management and Budget for early-out/buy-out requests, the OARM's request certifies that the early-out/buy-out will be budget neutral. This means the early-out/buy-out authority will not result in any increased costs above the current or future FY appropriations to pay for the costs incurred for buy-out cash payment, annual leave cash payouts, or any other costs, including those associated with refilling the resulting vacancies.

The following tables detail calculations showing how the OARM has assured budget neutrality in the proposal for FY 15. The direct maximum costs associated with VERA and VSIP is

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$4,623,645.14. Table A provides details of the direct costs associated with VERA and VSIP, while Table B illustrates how the OARM will maintain budget neutrality.

The following table shows how the OARM will maintain budget neutrality by implementing a date of January 10, 2015 by which all VERA/VSIP applicants must be seperated.

Table A - Direct Costs for VERA/VSIP	
Targeted Employees (See details in Attachment 4)	
107 Targeted Positions for VSIP x $25,000	$2,675,000.00
107 Targeted Positions for VERA, Optional Retirement or Resignation ($61.53* per hr. x 296**) 45 - Leave Payout	$1,948,645.14
Total Maximum Direct Cost	**$4,623,645.14**

**Payroll estimated on a GS 13 Step 5 with 26% included for loaded cost in Washington, DC*
***Maximum Leave Hours Possible*

Table B - VERA/VSIP Savings	
Targeted Employees (See details in Attachment 4)	
FY 15 Estimated Payroll* for Targeted Positions (107)	**$13,740,045.48**
FY 15 Estimated Payroll for Targeted Positions through January 10, 2015** (107)	$3,435,011.37
Maximum Direct Cost of OARM VERA/VSIP	$4,623,645.14
Anticipated Savings	***$5,681,388.97***

**Payroll estimated on a GS 13 Step 5 with 26% included for loaded cost in Washington, DC*
***All VERA/VSIP Applicants must be seperated by January 10, 2015*

If the organization is under a Continuing Spending Resolution (CR), the OARM will comply with all applicable funding restrictions to pay for VSIP and annual leave payouts, if the VSIP is approved. If necessary, our rehiring plans may be adjusted to insure we expend only those resources allocated for use in FY 15.

The final table shows a projection of anticipated savings over the next three fiscal years. The OARM will offer a max of **107** VERA/VSIP slots to reshape its workforce. As a part of the organizational reshaping, The OARM anticipates hiring a **max** of **95** new positions. The number of new hires will be directly affected by the number of VERA/VSIP's accepted.

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Table C - Projected Savings for FY 15 through FY 17			
	Estimated FY 14 Savings	Estimated FY 15 Savings	Estimated FY 16 Savings
A. Payroll Cost for 107 VERA/VSIP Positions*	$13,740,045.48	$0.00	$0.00
A. VSIP Cost (107 Offers)	$2,675,000.00	$0.00	$0.00
B. Leave Payout (107 Offers)	$1,948,645.14	$0.00	$0.00
C. Anticipated Payroll Savings from VERA/VSIP**	$5,681,388.97	$14,014,846.39	$14,295,143.32
*D. Payroll for 95 New Hires****	*$4,406,589.18*	*$8,989,441.93*	*$9,169,230.77*
Anticipated Savings	***$1,274,799.79***	***$5,025,404.46***	***$5,125,912.55***

**Payroll estimated on a GS 14 Step 5 with 26% included for loaded cost in Washington, DC*
***All VERA/VSIP Applicants must be seperated by January 10, 2015*
***The 95 New Hires will not start before April 1, 2015 and are made up of 12 GS-14, 9 GS-13, 40 GS-12, 12 GS-11 20 GS-9, 2 GS-7

The table clearly shows that the OARM will realize significant savings even if the max of **95** positions is filled. This is due to an overall reduction in staff as well as a mix of entry level hiring to satisfy the new organization's needs.

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V. Combined Request for Voluntary Separation Incentive Payments (VSIP) and Voluntary Early Retirement Authority (VERA)

1. Explain the workforce situation the organization needs to address through VSIP and VERA <u>that would otherwise require</u> involuntary personnel actions, e.g., delayering, reorganization, reduction in force, transfer of function, or other workforce restructuring or reshaping

This VERA/VSIP request is intended to allow the OARM to:

- Realign organizational and personnel activities from general support services to essential programmatic functions required for meeting agency strategic goals, as well as new and expanded agency priorities and federal environmental and programmatic mandates.

- Address the changing regulatory and technical requirements of the grants managment field by opening up a few vacancies to attract new talent with these skills.

- Optimize the OAM by moving resources from the auditing and accounting staff to assist in the formation of the Center of Expertise and strategic sourcing.

- Prepare the Agency's human resources workforce for the move to the Department of the Interior's Nation Business Center and handle an increased workload in policy and labor and employee relations.

- Reshape its facility support staffs to include new skills sets such as engineers with the skills necessary to meet many of the agency's federal energy and space requirements.

The OARM programmatic responsibilities have evolved and expanded significantly over the past few years in response to a significant number of new and revised federal statutes, directives and executive orders. Additionally, the OARM needs to leverage and optimize new and improved technological advancements to address the challenges and complexities of the federal government in the 21st Century. These requirements, together with agency budgetary reductions, are necessitating the organization to restructure to enable better focusing on agency priorities and to become more efficient and effective. The loss of significant extramural funding has impeded the OARM's ability to obtain contractor expertise and placed a greater emphasis on federal staff having the requisite technological skills, such as using computer-aided design and drafting software. The current workforce demographics reflect an imbalance in necessary competencies and capabilities, and reduced agency payroll and FTE ceilings have also prevented the OA from being able to recruit additional staff in needed programmatic job series.

The VERA and VSIP will be offered to employees at the GS-05 through GS-15 levels. Through attrition gained by VERA and VSIP, the OARM will have the opportunity to reassign the most complex work to existing higher graded positions in order to concentrate this work into fewer positions. The less complex work will be restructured into lower-graded positions to enable the OARM to begin its workforce succession planning by hiring staff with key skills. Reshaping will occur, in part, through consolidation or reduction of some, but not all, non-supervisory positions

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at higher grade levels. This shift will allow the OARM to recruit entry-level candidates with stronger skills that have been outlined in the "Reshaping the Workforce" section. While some non-supervisory higher graded positions will remain, this process will create a more grade-level balanced workforce in OARM.

2. Identify the end date for separations under VSIP and VERA.

The end date for the authorities is January 31, 2015 with the expectation that most employees will separate on or before January 9, 2015.

3. Identify the specific positions and functions to be reduced or eliminated by organizational unit, geographical location, occupational category, grade level, and any other factors <u>related to the position</u>, such as skills and knowledge gaps.

See Attachment 3

4. **Describe the categories of employees who will be offered VSIP by organizational unit, geographical location, occupational category, grade level, and any other factors <u>related to the position</u> such as skills or knowledge gaps, or retirement eligibility.**

See Attachment 3

5. Identify the number of VSIPs to be paid and the maximum amount of each VSIP (up to $25,000).

The maximum number of VSIP to be offered is 107.
The maximum amount that will be paid is $25,000 each.

The separation incentive payment will be based upon the standard severance pay calculation. Therefore, the amount of the separation incentive (buyout) will be an amount equal to the lesser of the employee's calculated severance pay entitlement or $25,000.

6. Describe how the organization will operate without the eliminated positions and functions identified in number 1.

The OARM will not be reducing the size of its staff greatly through VERA/VSIP, rather it hopes to use this tool as an opportunity to shift resources to crucial programmatic areas such as grants, contracts, and human resources. The administrative functions that are being shed will be consolidated internally and some work will be outsourced, such as printing. In turn, the OARM will be able to shift its focus to its core mission and provide a greater level of service to the agency. This will be accomplished through the OAM's Center of Expertise, strategic sourcing, the OHR's HR line of business, and the roll out of new space standards throughout the agency from the OA. The net effect of these actions will result in a higher-performing organization without the current significant competency gaps, and that is better able to meet all its environmental and programmatic mandates with a smaller number of positions and at a lower payroll cost.

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Following the VERA and VSIP separations, a significant number of experienced employees with adequate institutional knowledge will remain and be able to assume additional work in all of the necessary program areas. Upon approval of this proposal, the OARM will immediately begin to plan for the new position recruitments by preparing the necessary paperwork. In some cases, the duties of the vacated positions will be reassigned to other employees with the qualifications to perform the work, and the OARM will complete the necessary internal reassignments and temporary details. Remaining senior staff will be able to continue providing guidance so that the agency's critical work activities are maintained. Agency stakeholders will be informed of the ongoing restructuring and provided information for continued services during the transition. The OARM's senior managers will ensure that the highest priority work will continue with minimal disruption to its mission so that much of the reshaping will be transparent to most of the agency.

7. Provide a proposed organization chart showing the expected changes to the organization's structure after completing the VSIP plan.

See Attachment 1

8. If requesting, or will request, VERA, describe how that authority will be used in conjunction with VSIP.

The OARM has **175** employees eligible for regular retirement and **174** eligible for early retirement through VERA. The VSIP authority presents an attractive enticement to those employees who will realize a reduced annuity from retiring early through VERA. Therefore, the combination of optional and early retirement eligible employees will result in the maximum number of departures, which is important to the OARM to reshape its organization as has been laid out within this package. The VSIP can further increase the potential departure group by providing a separation incentive to employees who have more than three years of status and hence could elect to depart to pursue other career opportunities.

Hence, the combination of VERA and VSIP provides the greatest likelihood of the OARM achieving the necessary reshaping and restructuring of its workforce.

9. If offering VSIPs under another statutory authority, describe how VSIPs are being used under that authority.

Not applicable.

10. Provide the anticipated effective date of the substantial delayering, reorganization, reduction in force, transfer of function, or other workforce restructuring or reshaping described in number 1.

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11. Provide the total number of permanent employees in the agency or covered component(s).

The number is 743.

12. Provide the total number of permanent employees in the agency or covered component(s) who are expected to be involuntarily separated, downgraded, transferred, or reassigned as a result of the reason(s) in number 1.

Fifteen (15)

13. Provide the total number of employees in the agency or covered component(s) who are eligible for voluntary early retirement. (Do not include employees eligible for optional retirement.)

The number is 174

14. Provide an estimate of the number of employees in the agency or covered component(s) who are expected to take voluntary early retirement.

The number is 30.

15. Describe the types of personnel actions anticipated as a result of the reason(s) in number 1 (e.g., reassignments, downgrades, separations) that would occur without VERA.

The types of personnel actions include:

- Directed reassignments
- Competitive details
- Voluntary separations and retirements
- Abolishment of some positions
- Reclassification and restructuring of some positions
- Internal and external competitive recruitments

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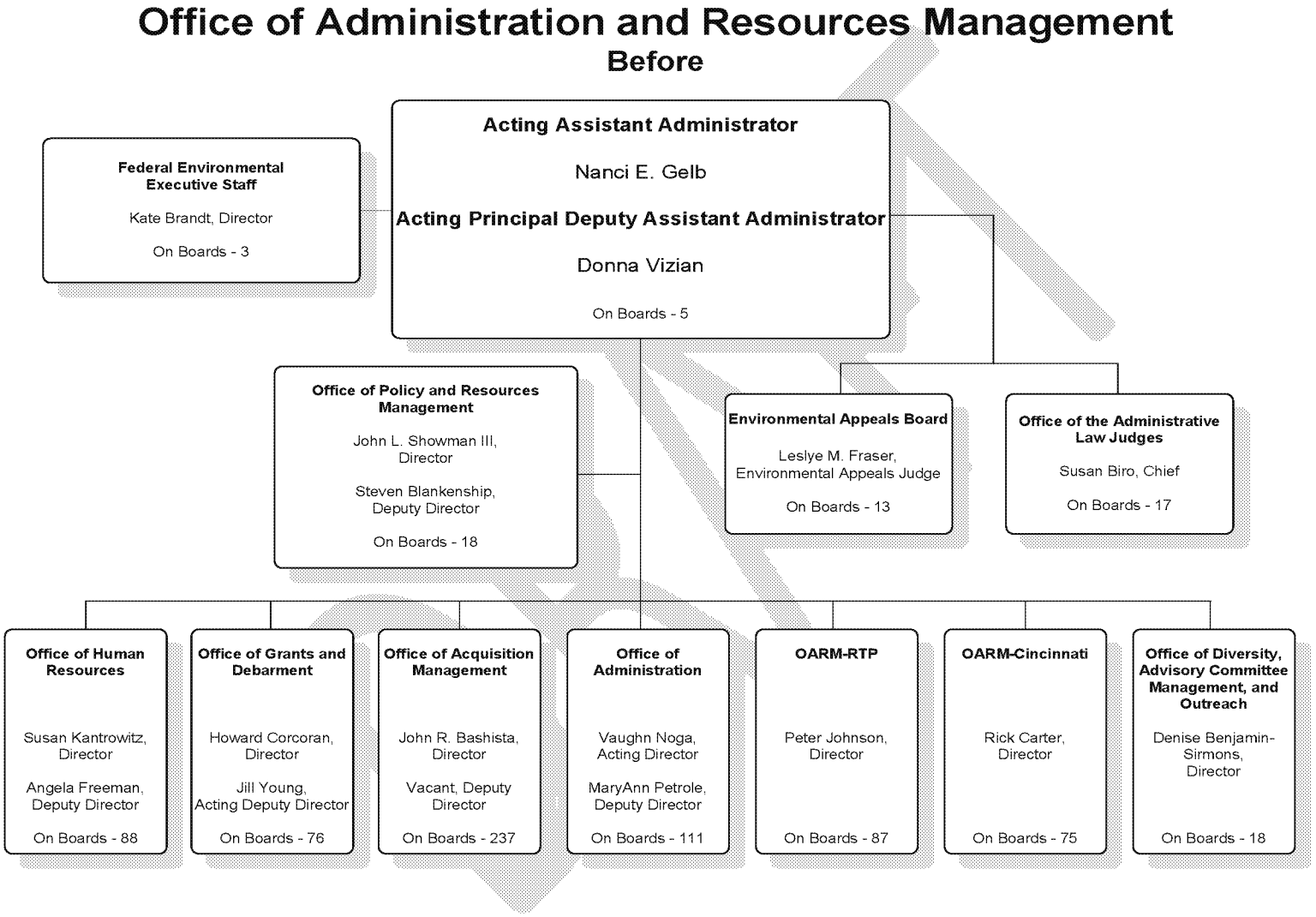
Attachment 1: Current Organizational Chart



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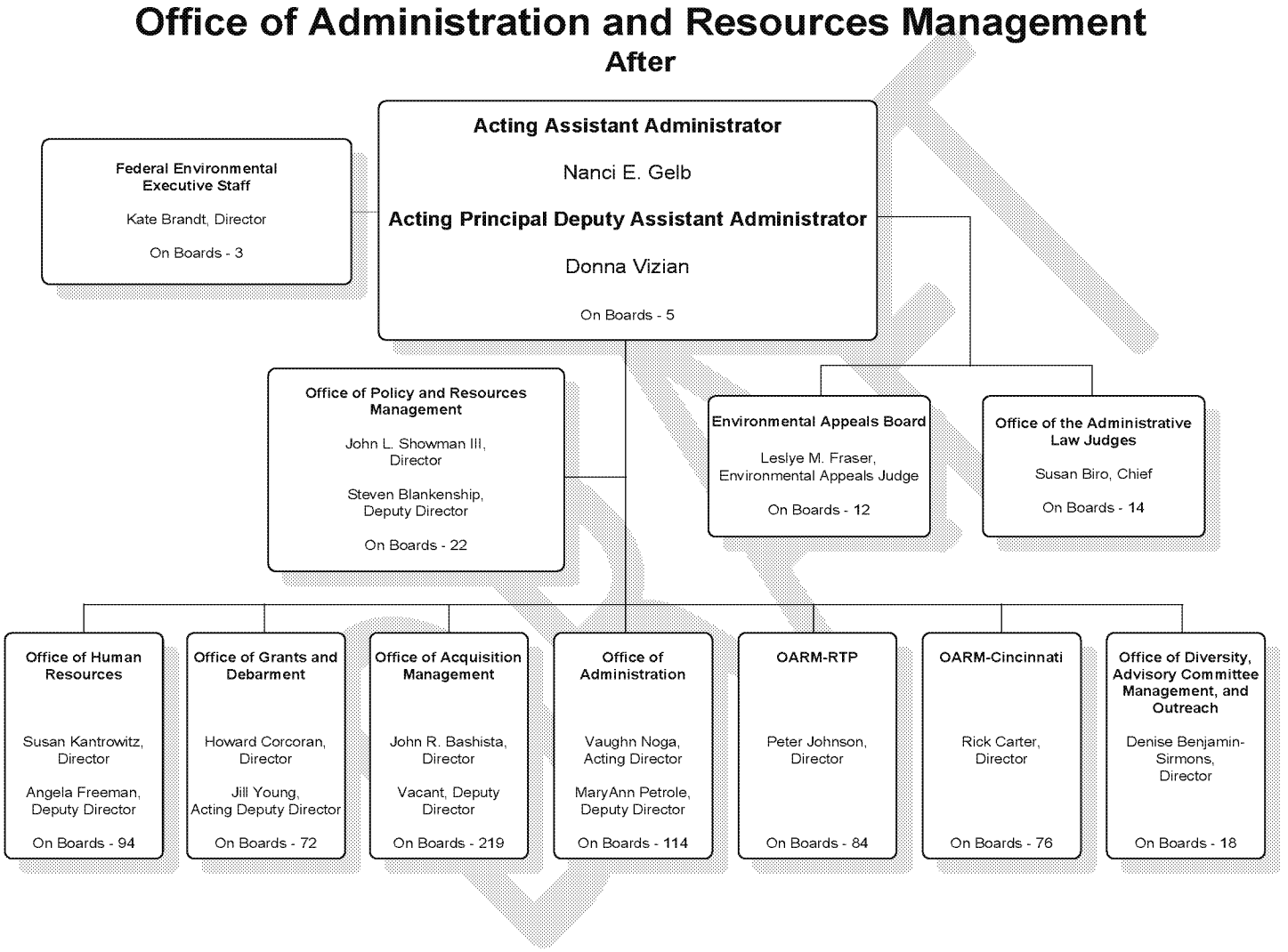
Attachment 2: New Organizational Chart



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Attachment 3: Targeted Positions, Offered Positions, and Rehires by Office, Series, and Grade (All positions located in Washington, DC but positions in OARM-Cin and OARM-RTP. All rehires represent the FPL of that position, but the OARM will hire at the entry level where possible)

Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered	Rehires
Office of Administration and Resources Management IO/Office of Policy and Resources Management	0301	GS-13	1		
	Miscellaneous Admin & Program	GS-12	2		
	0341				
	Administrative Officer	GS-12	1		
	Total		**4**	**4**	
	0343	GS-15	4		
	Management	GS-13			4
	and Program	GS-12			4
	Total		**4**	**4**	**8**
	Total (OPRM/IO)		**8**	**8**	**8**

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Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered	Rehires
Office of Administration (OA)	0018	GS-15	2	1	
	Safety & Occupational Health Manager	GS-14	1		
		GS-13	1	1	
		GS-09			1
	Total		**4**	**2**	**1**
	0028 Evironmental Protection Specialist	GS-12			1
		GS-11			1
		GS-09			2
	Total				**4**
	0080 Security Specialist	GS-15	2	1	
		GS-14	3		
		GS-13	8	2	
		GS-09			1
	Total		**13**	**3**	**1**
	0110 Economist	GS-09			1
	Total				**1**
	0301 Miscellaneous Admin & Program	GS-15	1		
		GS-13	1		
		GS-12	1		
	Total		**3**	**2**	
	0340 Program Manager	GS-15	4		
	Total		**4**	**2**	
	0341 Administrative Officer	GS-11	1		
	Total		**1**	**1**	
	0342 Support Services Specialist	GS-14	3		
		GS-13	6		
		GS-12	1		
	Total		**10**	**9**	

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	0343	GS-15	6		
		GS-14	5		
		GS-13	10		
	Management and Program Analyst	GS-12	2		1
		GS-11			2
		GS-09			6
	Total		**23**	**10**	**9**
	0350 Copy Equipment Operator	GS-04	1		
	Total		**1**	**1**	
	0351 Printing Clerk	GS-05	1		
	Total		**1**	**1**	
	0690 Industrial Hygienist	GS-13			1
		GS-11			1
	Total				**2**
	0803 Safety Engineer	GS-09			1
	Total				**1**
	0819 Environmental Engineer	GS-12			3
	Total				**3**
	0808 Architect	GS-14	2		
	Total		**2**	**1**	
	0830 Mechanical Engineer	GS-14			
		GS-12	4		1
		GS-11			1
	Total		**4**	**1**	**2**
	0850 Electrical Engineer	GS-11			2
	Total				**2**
	1082 Writer/Editor	GS-11			1
	Total				**1**

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	1103 Industrial Property Management	GS-09			1
	Total				**1**
	1170 Realty Specialist	GS-14	2		
		GS-09			1
	Total		**2**	**1**	**1**
	1176 Building Manager	GS-12			1
		GS-11			1
		GS-09			1
	Total				**3**
	1654 Printing Officer	GS-14	1		
	Total		**1**	**1**	
	1640 Facility Management Specialist	GS-09			1
	Total				**1**
	2000 Supply Inventory Management	GS-9			2
	Total				**2**
	Total (OA)		**69**	**35**	**35**

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Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered	Rehires
Office of Acquisition Management (OAM)	0301	GS-12	2		
	Miscellaneous Admin & Program	GS-09	1		
	0306	GS-12	2		
	FOIA Specialist				
	0318	GS-09	2		
	Secretary (Office Automation)	GS-07	2		
	0341	GS-12	1		
	Administrative Officer	GS-11	1		
	0343	GS-15	2		
	Management and Program Analyst	GS-14	6		
		GS-13	1		
	Total		**20**	**5**	
	0511	GS-13	4		
	Auditor	GS-12	1		
	Total		**5**	**2**	
	1101				
	General Business Analyst	GS-12			3
	Total				**3**
	1102				
	Contract Specialist	GS-13			6
	Total				**6**
	1102	GS-15	6		
	Procurement	GS-14	14		
	Analyst	GS-13	2		
	Total		**22**	**10**	
	1106				
	Procurement Technician	GS-07	1		
	Total		**1**	**1**	
	2210				
	IT Specialist (Non Info Sec)	GS-13	5		
	Total		**5**	**3**	
	Total (OAM)		**53**	**21**	**9**

Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered	Rehires
Office of Diversity, Advisory Committee Management and Outreach (ODACMO)	0301				
	Miscellaneous Admin & Program	GS-11	1		
	Total		**1**	**1**	
	0343				
	Management and Program	GS-12	1		2
	Total		**1**	**1**	**2**
	Total (ODACMO)		**2**	**2**	**2**

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Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered	Rehires
Office of Grants and Debarment (OGD)	0303 Miscellaneous Clerk and Assistant	GS-08	1		
	Total		**1**	**1**	
	0343 Management and Program Analyst	GS-11			2
	Total				**2**
	0510 Accountant	GS-09			1
	Total				**1**
	1109 Grants Management Specialist	GS-14	8		
		GS-13	8		
		GS-12	10		
	Total		**26**	**7**	
	1801 Suspension and Debarment Program Investigator	GS-09			2
		GS-07			2
	Total				**4**
	2210 IT Specialist	GS-09			1
	Total				**1**
	Total (OGD)		**27**	**8**	**8**

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Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered	Rehires
Office of Human Resources (OHR)	0201	GS-15	1	1	
	Human	GS-14			6
	Resources	GS-12			2
	Total		**1**	**1**	**8**
	0301	GS-15			
	Miscellaneous Admin & Program		1	1	
	Total		**1**	**1**	
	0303 Miscellaneous Clerk and	GS-06	1	1	
	0318 Secretary (Office Automation)	GS-06	1	1	
	0326 Office Automation	GS-04	1	1	
	0344 Management and Program Assistant	GS-07	1	1	
	Total		**4**	**4**	
	0343	GS-15	5	2	
	Management	GS-14	6	3	
	and Program Analyst	GS-13	5	2	
	Total		**16**	**7**	
	0905 Attorney Advisor	GS-14			2
	Total				**2**
	1750 Instructional Systems Specialist	GS-14			3
	Total				**3**
	Total (OHR)		**22**	**13**	**13**

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Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered	Rehires
Office of Administration and Resources Management - Cincinnati (OARM-Cin)	0201	GS-14	1		
	Human Resources Specialist	GS-12			2
	Total		**1**	**1**	**2**
	0303 Administrative Assistant	GS-07			1
	Total				**1**
	0318 Secretary (Office Automation)	GS-09	1		
	Total		**1**	**1**	
	0343 Management and Program Analyst	GS-13	3	2	
		GS-12	2	1	
	Total		**5**	**3**	
	0801 General Engineer	GS-13	1		
		GS-12	2		
	Total		**3**	**1**	
	0830 Mechanical Engineer	GS-13	1		
	Total		**1**	**1**	
	1654 Printing Specialist	GS-13	1		
	Total		**1**	**1**	
	2000 Supply Inventory Management	GS-12			1
		GS-9			1
	Total				**2**
	2210 IT Specialist (Non Info Sec)	GS-12			3
	Total				**3**
	Total (OARM-Cin)		**12**	**8**	**8**

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Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered	Rehires
Office of Administration and Resources Management - RTP (OARM-RTP)	0028 Evironmental Protection Specialist	GS-12			1
	Total				**1**
	0201 Human Resources Specialist	GS-12	5	2	2
	Total		**5**	**2**	**2**
	0301 Miscellaneous Admin & Program	GS-14	1		
		GS-13	1		
	Total		**2**	**2**	
	303 Miscellaneous Clerk and	GS-04	1		
	Total		**1**	**1**	
	0343 Management and Program Analyst	GS-15	1	1	
		GS-13	1	1	
	Total		**2**	**2**	
	0801 General Engineer	GS-14	1		
		GS-13	1		
	Total		**2**	**2**	
	0830 Mechanical Engineer	GS-14			1
		GS-12			1
	Total				**2**
	0850 Electrical Engineer	GS-12			1
	Total				**1**
	1640 Facility Management Specialist	GS-12			5
	Total				**5**
	2010 Inventory Management Specialist	GS-13	1		
		GS-09	1		
	Total		**2**	**2**	
	2210 IT Specialist (Non Info Sec)	GS-13	1		1
	Total		**1**	**1**	**1**
	Total (OARM-RTP)		**15**	**12**	**12**

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Restructuring the OARM Workforce
Draft – 4/20/2017

The Office of Administration and Resources Management (OARM) is engaged in a multi-year process to transform its nationwide workforce into a modern, high performing organization through new focus, skills, tools, and technologies. OARM must ensure that its workforce has the right skills and capabilities, efficient and responsive business processes, technical tools and information, and a supportive physical infrastructure to support environmental programs of the future. Over time, the work required of OARM has become less transaction-based and more strategic in nature, requiring us to work in partnership with the agency's programs to support agency-wide goals and priorities.

In 2014, OARM offered VERA/VSIP opportunities to its workforce that were targeted to specific obsolete and senior level administrative positions such as management and program specialist (0301), secretary (0318), and administrative clerk (0326) in order to transition to administrative positions with more analytical skill and technical positions including electrical engineers (0850), environmental engineers (0819), environmental protection specialists (0028), civil engineers (0810), human resources specialists (0201), contract specialists (1102), and grants specialists (1109). This VERA/VSIP initiative would continue the process of workforce restructuring by focusing on achieving efficiencies in work processes through centralization of certain business processes that are common to organizational units throughout OARM, such as the delivery of IT services and systems, budget execution functions, and provision of HR support services to OARM managers and supervisors. Additionally, this effort would support transition to new models for supplying contracts and grants management services to EPA nationwide, including to the 10 EPA regional offices and Headquarters field components.

SUBJECT: Voluntary Separation Incentive Payment (VSIP) and Voluntary Early Retirement Authority (VERA) Opportunities

TO: OARM-All

I am pleased to announce that the Office of Personnel Management (OPM) has approved our request to offer VSIP (also known as buy-out) and VERA (also known as early-out) opportunities. As our organization implements various workforce planning efforts, we want to take advantage of these and other flexibilities and tools to help ensure that our workforce possesses the mix of skills most appropriate for carrying out our mission.

In accordance with statute and regulations, we identified for OPM the specific grades, occupational series, and geographic locations designated for VERA and VSIP, and we have received approval from OPM for the categories identified in Attachment A. The total number of VSIPs offered will be 107. If the number of applications received exceeds the total number of VSIPs we can offer under one of the categories identified in Attachment A, approvals will be based first on service computation date (SCD) for leave, then on entry on duty (EOD) date - EPA years of service. If the SCD and EOD dates are the same for two eligible employees, then the offer will be granted to the employee who submitted his or her application first. Attachment A also shows the maximum number of applications that will be approved by organization, grade, occupational series, and geographic location, as applicable.

You can find basic eligibility criteria for VSIPs and VERAs in Attachment B. The Cincinnati (CIN) Human Resources Shared Service Center (HR SSC) can provide you with more information about VSIPs and VERAs, as well as benefits and retirements, and can assist you with retirement annuity estimates. Attachment C provides a list of your CIN HR SSC contacts. In addition, you are encouraged to review your electronic Official Personnel File (OPF) prior to submitting an application to ensure that all information is accurate.

If you decide to apply, you should do so early in the application period, which opens on October 28, 2014 and closes at 11:59 p.m. Eastern time on November 18, 2014. Applications will be accepted during this period using the **[HYPERLINK "http://intranet.epa.gov/rtp/2015buyout/"]**. Specific instructions on how and when to apply are in Attachment D. If your application is approved and you decide to proceed with VERA or VSIP, you must depart during the separation window which ends on January 9, 2015. If you decide to withdraw your application, you must do so by January 8, 2015.

If you do proceed with VERA or VSIP, before leaving the Agency you are required to ensure that records for which you are responsible are identified and stored in a record keeping system or transferred to your supervisor or successor. If you have any questions about your records management responsibilities, please contact your **[HYPERLINK "http://www.epa.gov/records/contact.htm"]**.

The decision to take advantage of a VERA or VSIP is **entirely voluntary**. This is a very personal decision. No one will be pressured to submit an application, and no one is required to accept an offer. You are urged to carefully consider the information provided and your personal situation prior to making a decision.

We will continue to provide anyone considering this decision with useful information and expert contacts. We plan to use all flexibilities and tools available to help OARM most effectively support both individual employees as well as the agency's strategic mission.

Thank you.

Attachments

Attachment A

APPROVED EMPLOYEE CATEGORIES FOR VERA AND VSIP

Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered
Office of Administration and Resources Management IO/Office of Policy and Resources Management	0301 Miscellaneous Admin & Program	GS-13	1	
		GS-12	2	
	0341 Administrative Officer	GS-12	1	
	Total		4	4
	0343 Management and Program Analyst	GS-15	4	
	Total		4	4
	Total (OPRM/IO)		8	8

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Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered
Office of Administration (OA)	0018 Safety & Occupational Health Manager	GS-15	2	1
		GS-14	1	
		GS-13	1	1
	Total		4	2
	0080 Security Specialist	GS-15	2	1
		GS-14	3	
		GS-13	8	2
	Total		13	3
	0301 Miscellaneous Admin & Program	GS-15	1	
		GS-13	1	
		GS-12	1	
	Total		3	2
	0340 Program Manager	GS-15	4	
	Total		4	2
	0341 Administrative Officer	GS-11	1	
	Total		1	1
	0342 Support Services Specialist	GS-14	3	
		GS-13	6	
		GS-12	1	
	Total		10	9
	343 Management and Program Analyst	GS-15	6	
		GS-14	5	
		GS-13	10	
		GS-12	2	
	Total		23	10
	0350	GS-04	1	

	Copy Equipment Operator			
	Total		1	1
	0351 Printing Clerk	GS-05	1	
	Total		1	1
	0808 Architect	GS-14	2	
	Total		2	1
	0830 Mechanical Engineer	GS-14	4	
	Total		4	1
	1170 Realty Specialist	GS-14	2	
	Total		2	1
	1654 Printing Officer	GS-14	1	
	Total		1	1
	Total (OA)		69	35

Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered
Office of Acquisition Management (OAM)	0301 Miscellaneous Admin & Program	GS-12	2	
		GS-09	1	
	0306 FOIA Specialist	GS-12	2	
	0318 Secretary (Office Automation)	GS-09	2	
		GS-07	2	

	0341 Administrative Officer	GS-12	1	
		GS-11	1	
	0343 Management and Program Analyst	GS-15	2	
		GS-14	6	
		GS-13	1	
	Total		20	5
	0511 Auditor	GS-13	4	
		GS-12	1	
	Total		5	2
	1102 Procurement Analyst	GS-15	6	
		GS-14	14	
		GS-13	2	
	Total		22	10
	1106 Procurement Technician	GS-07	1	
	Total		1	1
	2210 IT Specialist (Non Info Sec)	GS-13	5	
	Total		5	3

Total (OAM)	53	21

Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered
Office of Diversity, Advisory Committee Management and Outreach (ODACMO)	0301 Miscellaneous Admin & Program	GS-11	1	
	Total		1	1
	0343 Management and Program Analyst	GS-12	1	
	Total		1	1
	Total (ODACMO)		2	2

Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered
Office of Grants and Debarment (OGD)	0303 Miscellaneous Clerk and Assistant	GS-08	1	
	Total		1	1
	1109 Grants Management Specialist	GS-14	8	
		GS-13	8	
		GS-12	10	
	Total		26	7

	Total (OGD)		27	8

Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered
Office of Human Resources (OHR)	0201 Human Resources Specialist	GS-15	1	1
	Total		1	1
	0301 Miscellaneous Admin & Program	GS-15	1	1
	Total		1	1
	0303 Miscellaneous Clerk and Assistant	GS-06	1	1
	0318 Secretary (Office Automation)	GS-06	1	1
	0326 Office Automation	GS-04	1	1
	0344 Management and Program Assistant	GS-07	1	1
	Total		4	4
	0343 Management and Program Analyst	GS-15	5	2
		GS-14	6	3
		GS-13	5	2
	Total		16	7

	Total (OHR)	22	13

Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered
Office of Administration and Resources Management - Cincinnati (OARM-Cin)	0201 Human Resources Specialist	GS-14	1	
	Total		1	1
	0318 Secretary (Office Automation)	GS-09	1	
	Total		1	1
	0343 Management and Program Analyst	GS-13	3	2
		GS-12	2	1
	Total		5	3
	0801 General Engineer	GS-13	1	
		GS-12	2	
	Total		3	1
	0830 Mechanical Engineer	GS-13	1	
	Total		1	1
	1654 Printing Specialist	GS-13	1	
	Total		1	1
	Total (OARM-Cin)		12	8

Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of

				VERA/VSIPs to be Offered
Office of Administration and Resources Management - RTP (OARM-RTP)	0201 Human Resources Specialist	GS-12	5	2
	Total		5	2
	0301 Miscellaneous Admin & Program	GS-14	1	
		GS-13	1	
	Total		2	2
	303 Miscellaneous Clerk and Assistant	GS-04	1	
	Total		1	1
	0343 Management and Program Analyst	GS-15	1	1
		GS-13	1	1
	Total		2	2
	0801 General Engineer	GS-14	1	
		GS-13	1	
	Total		2	2
	2010 Inventory Management Specialist	GS-13	1	
		GS-09	1	
	Total		2	2
	2210 IT Specialist (Non Info Sec)	GS-13	1	
	Total		1	1
	Total (OARM-RTP)		15	12

Attachment B

VOLUNTARY SEPARATION INCENTIVE PAYMENT (VSIP) AND VOLUNTARY EARLY RETIREMENT AUTHORITY (VERA) ELIGIBILITY

NOTE: This chart is intended to provide information about general eligibility. If you have any questions about whether or not you meet any of the criteria, you should apply, so the Human Resources Shared Service Center can make an official determination.

You ARE eligible for a VSIP if you:	You ARE eligible for VERA if you:	You are NOT eligible for VSIP if you:
are serving under an appointment without time limitation	meet the minimum age and service requirements: - at least age 50 with at least 20 years of credible federal service OR - any age with at least 25 years of creditable federal service	are a reemployed annuitant
have been currently employed by the federal government for a continuous period of at least three years	have been continuously employed by the Agency for at least 31 days before the date your region or program office initially requested OPM approval for VERA	have a disability such that you are or would be eligible for disability retirement
are serving in a position covered by your region or program office's VSIP offer	are serving under an appointment without time limitation	have received a decision notice of involuntary separation for misconduct or unacceptable performance
apply for and receive approval for a VSIP from the Agency	have not received a final removal decision based on misconduct or unacceptable performance	have previously received a VSIP from the federal government
separate by January 9, 2015	are serving in a position covered by your region or program office's VERA offer	performed service during the 36-month period preceding the date of separation for which a student loan repayment benefit was paid or is to be paid
	retire under the VERA option during your program or region's VERA window	performed service during the 24-month period preceding the date of separation for which a recruitment or relocation bonus was paid or is to be paid
		performed service during the 12-month period preceding the date of separation for which a retention bonus was paid or is to be paid

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Attachment C

POINTS OF CONTACT

If you have questions about retirement and benefits or general questions about VERA and VSIP, please contact the Cincinnati Human Resources Shared Service Center (CIN) Human Resources Shared Service Center (HR SSC) as shown below. You may also contact the CIN HR SSC if you have questions about FHR Navigator (the on-line retirement annuity tool) or wish to have a retirement estimate prepared.

Email: CIN_HRSSC_Benefits_Central
Please include VERA/VSIP Request in the Subject Line

Or

Telephone: 513-569-7699

If you have specific questions about OARMVERA or VSIP package, please contact Jan Jablonski at (202) 564-9922 or jablonski.janice@epa.gov.

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HOW AND WHEN TO APPLY FOR VERA AND VSIP

Before You Apply

Read the memorandum from your region or program office announcing the VERA and VSIP. You should ensure that you are in an approved employee category by reviewing Attachment A. **If you are interested in the VERA or VSIP but are unsure about your eligibility, you should apply during the application window, so the Human Resources Shared Service Center (HR SSC) can make an official determination.**

Where to Find Additional Information

The Office of Personnel Management has information on its website regarding **[HYPERLINK "http://www.opm.gov/policy-data-oversight/workforce-restructuring/voluntary-early-retirement-authority/"]** and **[HYPERLINK "http://www.opm.gov/policy-data-oversight/workforce-restructuring/voluntary-separation-incentive-payments/"]**. You may also view frequently asked questions at **[HYPERLINK "http://intranet.epa.gov/policy/buyouts/index.htm"].**
If you need additional information, please call or email the CIN HR SSC points of contact identified in Attachment C.

Estimating Retirement Pay

The **[HYPERLINK "https://fhrnavigator.com/frbweb/logon.do?operation=index&client=EPA"]** allows you to estimate your basic annuity. Instructions on how to use the FHR Navigator can be found at **[HYPERLINK "http://intranet.epa.gov/policy/buyouts/index.htm"].**
If you would like to discuss your estimated annuity or other benefits or if you would like to have the CIN HR SSC run an estimate for you, please call or email the points of contact identified in Attachment C.

Application Window

The application window (the time during which you must apply for a VERA or VSIP) opens October 28, 2014 and closes at 11:59 pm Eastern Time on November 18, 2014. -Applications submitted after 11:59 p.m. EST, November 18, 2014, will not be considered.

Application Process

Step 1: Go to the electronic application form at: **[HYPERLINK "http://intranet.epa.gov/rtp/2015buyout/"]**

Step 2: Complete your application form and press submit when you have fully completed all of the blocks. If you need assistance completing the form or if you require an alternative text format, please contact the CIN HR SSC as identified in Attachment C.

You should apply early in the application window in case you experience any problems or issues in applying.

Step 3: You will receive an email notification when your application has been received by the HR SSC and your region or program office.

Step 4: If you haven't already run your retirement estimate or haven't had the HR SSC complete an estimate for you, please follow the instructions in the box above on Estimating Retirement Pay to obtain an estimate.

After You Apply

The CIN HR SSC will review your application and notify you of your eligibility. You should receive a notification NLT December 17, 2014. If you are eligible and your application is approved, the CIN HR SSC will ask you to complete the necessary paperwork to process your separation.

Attachment E

This attachment includes specific, approved language about the targeted positions sent to OPM and OMB in OARM's VERA/VSIP submission. The entire submission will be available on the intranet site in the near future.

Reshaping the Workforce

The OARM VERA/VSIP proposal will be used to: realign the workforce from general support services to essential programmatic activities necessary for meeting the agency's strategic goals and expanded federal requirements; correct significant competency gaps by creating a limited number of new positions in some current and some new job series to recruit for necessary skill sets; acquire the skills necessary to respond to new security requirements; restructure, reorganize, and eliminate layering in the organization while reducing the personnel staffing number and needed supervisory requirements; and reduce and rebalance the currently skewed, high-level grade structure by general targeting for separation the GS-13 and above levels, while recruiting at generally lower grade and career ladder levels. These actions will allow us to incorporate new and enhance available competencies and concentrate and redistribute duties in fewer staff according to complexity and grade requirements, ultimately reshaping the workforce, right-sizing the OARM, saving significant personnel costs, and improving overall organizational productivity and performance. The tables in Attachment 3 compare the targeted positions with the positions that will be recruited to address the skill gaps described below. The tables reflect the full performance level (FPL) of each position and the OARM will look to hire at the entry level where possible.

- **Realign organizational and personnel activities from general support services to essential programmatic functions required for meeting agency strategic goals, as well as new and expanded agency priorities and federal environmental and programmatic mandates.**

The OARM Immediate Office and Office of Policy and Resources Management is realigning its organizational structure to place greater programmatic focus on priority areas and achieve a better distribution of budgetary and staffing resources, thereby resulting in enhanced operational efficiencies. Attachment 1 shows the current organization chart and attachment 2 shows the new organization chart.

The OARM's plan is to reshape its workforce competencies by transitioning from obsolete administrative positions to more analytical administrative positions and acquiring much-needed technical skills in programmatic positions. The targeted positions and resulting separations will create a limited number of new position vacancies.

- 4 positions in the 0301 General Administrative series at the GS-13, GS-12, and GS-11 levels with a maximum of 4 offers
- 1 position in the 0318 Secretarial series at the GS-09 level with a maximum of 1 offer
- 1 position in the 0341 Administrative Officer series at the GS-12 level with a maximum of 1 offer
- 5 positions in the 0343 Program Analyst series at the GS-15 and GS-12 levels with a maximum of 5 offers
- 1 position (located in RTP) in the 2210 IT Specialist series at the GS-13 level with a maximum of 1 offer

The OARM will transition these obsolete series to more general analytical and technical series to assist in the development of much needed policies for the organization support the organization's more technical functions. The majority of these positions are located in the organization's front office and staff offices. There will also be four (4) positions hired in the IT series to address much needed skill gaps in IT security. The IT positions will

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be filled by applicants with IT security experience rather than the software and hardware support experience of the OARM's current staff. The OARM will plan to rehire the following positions to meet these needs.

- 1 position in the 0303 Administrative Analyst series with an FPL of GS-07
- 10 positions in the 0343 Analyst series with an FPL of GS-12, 13, and 14
- 4 positions in the 2210 IT Specialist series with an FPL of GS-12 and 13

- **The Office of Grants and Debarment (OGD) is reshaping its workforce to face the changing landscape of federal grants administration**

As stated above, the OGD is facing an evolution in grants management driven by changes in OMB guidelines as well as federal statutes. This change has challenged the OGD to look internally in how it delivers service and address skill gaps. This VERA/VSIP package provides the OGD with the tool it needs to address some of these skill gaps. The OGD will target the following positions:

- 1 position within the 303 general support series with a maximum of 1 offer
- 26 positions with the 1109 technical series with a maximum of 7 offers

The eight (8) offered positions will be restructured. Specifically, the OGD will seek to fill the eight positions at a lower grade since the work no longer requires the higher level 1109 work. They will also repurpose positions to handle grants compliance issues and management of their IT systems.

- 2 positions within the 0343 series to perform compliance functions with an FPL of GS-12
- 4 positions within the 1801 enforcement and compliance series with an FPL of GS-12
- 1 position within the 0510 accountant series with an FPL of GS-12
- 1 position within the 2210 IT specialist series with an FPL of GS-12

- **The Office of Acquisition Management (OAM) is reshaping its workforce to prepare for a move to *Centers of Expertise* and more fully leverage strategic sourcing.**

The Office of Acquisition Management will be utilizing VERA/VSIP to reshape the acquisition workforce in support of the organization's reorganization efforts. Under the reorganization, OAM will be increasing emphasis on strategic sourcing, strategic planning, and workload and workforce planning. In addition, OAM will be realigning its operational components around the supplies and services being acquired or the mission for which those supplies or services are being acquired in order to enhance the skills of OAM's acquisition workforce through more specialized knowledge and experience. In order to achieve the desired end state, OAM will be eliminating the designated 1102 positions vacated via the VERA/VSIP and any positions that are filled must have the following core competencies:

- Knowledge of commodity management, spend analytics, federal acquisition regulations/policies/procedures
- Skill in analyzing market trends, performing spend analyses, establishing baseline spending levels
- Ability to facilitate integrated project teams, establish and monitor performance metrics related to items which have been strategically sourced, and conduct extensive change management activities.

- 25 positions within 6 general support series with a maximum of 8 offers
- 28 positions within 3 technical series with a maximum of 13 offers

The OAM hopes to use the VERA/VSIP as a means to reduce the number of positions and refocus from *Procurement Analyst* to more technical *Contract Specialist* as well as the more business focused 1101 series.

- 6 *1102 Contracts Specialist with* an FPL of GS-12
- 3 *1101 General Business Analyst* with an FPL of GS-13

- **The Office of Human Resources (OHR) and the Human Resources Shared Service Centers located in Cincinnati, OH and Durham, NC are reshaping their workforces as result of our migration to the Shared Service Center model and the objective of becoming and supporting a high performing organization.**

In 2008, the agency transitioned to a Shared Service Center model, standing up three geographically separate SSCs that were located outside of the EPA's Washington, DC, headquarters offices. At that time, VERA/VSIP authority was obtained and offered to the many HR specialists physically located in our Washington, DC headquarters offices. Unfortunately, few employees were in a position to accept a VERA or VSIP offer and only one headquarters employee agreed to relocate to one of the SSCs. The preponderance of employees remaining at headquarters were absorbed across multiple OHR divisions and through the organization's best efforts were assigned duties encompassing HR advisory services including classification/compensation, training, information systems and policy development. As OHR continues its transition towards a human capital/strategic partner model, even greater demand for analytic skills and strategic consultative abilities are required so that the organization may successfully advise and guide its senior management as well as program and regional office customers on more complex human capital focus areas including skills optimization, workforce planning, performance culture development and labor/employee relations advisory services.

To facilitate the foregoing maturation process, OHR is in the process of completing a comprehensive reorganization that will consolidate related functions within specific divisions, accelerating collaboration and connectivity of human capital areas. OHR's reorganization will combine HR policy, training/talent management, recruitment and workforce planning under one large division. Other divisions will absorb and combine remaining functions. This effort will promote stronger partnerships and build greater strategic capacity as the organization fully realizes the synergies and connections of its related functions. OHR will also require the use of VERA/VSIP authorities as we mature and restructure existing positions to obtain the skills and competencies required to be a high performing, strategic partner for all areas of human capital. Some of the desired skills and competencies, not always present in the current OHR headquarters workforce, include strong oral and written communications skills, strategic consulting ability, and strategic thinking.

In the Washington, DC headquarters HR organization, the model for employee performance is that of a consultant and strategic partner for EPA program and regional offices. This model is consistent with OPM's maturation model and reflects EPA's vision for achieving the agency's cross-cutting strategic plan objective of becoming a high performing organization. OHR is identifying 26 headquarters positions viewed as transaction focused to ensure the organization can develop staff performing in an HR advisory role. The proposed change will allow OHR to meet agency expectations for a more advisory-oriented human resources organization. The proposal will target 21 general support positions with 12 offers to address this deficiency.

Washington, DC

- 21 positions within 6 general support series with a maximum of 12 offers
- 1 position with the 201 technical series with a maximum of 1 offer

The OHR will repurpose these positions to more programmatic policy and labor and employee relations (LER) focused in order to address the current skills gaps. This will allow OHR to better act as the Agency's national program manager for HR policy, LER, and chief advisor on HR issues. The OHR plans to address these needs with the following hires:

- 8 positions in the 0201 HR Specialist series with an FPL of GS-12 and 14
- 2 positions in the 0905 Attorney Advisor series with an FPL of GS-14
- 3 positions in the 1750 Instructional System Specialist Series with an FPL of GS-14

Cincinnati, OH

- 1 position within the 0201 series with a maximum of 1 offer

In Cincinnati, the position provides training support to local EPA-Cincinnati employees/managers and position classification support to the HRSSC. Upon removal of the Training Officer role, which has evolved from hands on training and development to one of review and approval of training requests, other duties in the position description do not support a full time workload or the classification of a GS-14. Human Resource Specialists in the HRSSC performing classification duties have a full performance level of GS-12 unless they have Team Lead responsibilities. A senior level specialist is no longer needed and the HRSSC will look to recruit up to two (2) HR Specialist 0201s with an FPL of GS-12.

The human resources shared service center (HR SSC) in RTP, NC has seen a shift in workload as the agency's head count has shrunk since 2011. While there has been a decrease in hiring, a steady dose of internal actions such as details and reassignments have shifted staffing requirements. The RTP HR SSC would offer positions in employee development and benefits in order to free up positions for classification.

Durham, NC (Research Triangle Park)

- 5 positions within the 0201 series with a maximum of 2 offers

The VERA/VSIP would afford the RTP SSC the opportunity to realign resources by reducing the number of supervisors and realigning positions to meet needs in classification thus filling skill gaps and achieve efficiencies. The RTP HR SSC will recruit up to two (2) HR Specialist with an FPL GS-201-12 to meet needs in classification.

- The Office of Administration (OA) and OARM offices located in in Cincinnati, OH and Durham, NC, are refining the way they manage EPA owned facilities and ever more complex building systems requiring technical expertise outside the current workforce.

The OARM is responsible for the management and operations of EPA's facilities, both owned and leased. There are OARM operations in Washington, DC, Cincinnati, OH, and Durham, NC. Each of these operations faces unique challenges and responsibilities. With the increased emphasis on both physical and personnel security, OA headquarters is in the process of realigning staff to meet this need. The OA is also tasked with a comprehensive space reduction across the EPA's portfolio that requires new technical skills not already in-house. The EPA owns the facilities operated by OARM in Cincinnati and Durham. These facilities have highly technical building automation systems with over 100,000 control points which require highly technical engineers to direct on-site building maintenance staff as well as trouble shoot complex building issues. System engineers with greater IT backgrounds are needed to help EPA operate the facilities of the future. The

VERA/VSIP plan laid out below provides the OARM with a better opportunity to align skill sets and ensure the agency meets its sustainability and energy mandates.

Headquarters

- 44 positions within 8 general support series with a maximum of 27 offers
- 25 positions with the 5 technical series with a maximum of 8 offers

Cincinnati, OH

- 7 positions within 4 general support series with a maximum of 5 offers
- 4 positions with the 2 technical series with a maximum of 2 offers

Durham, NC

- 7 positions within 4 general support series with a maximum of 7 offers
- 2 positions within the 0801 technical series with a maximum of 2 offers

Each location will look to upgrade the skills of their facilities workforce with a more technical and engineering focus. The OARM is faced with addressing emerging environmental changes to infrastructure and operations (green building, climate change, energy policy, reducing our footprint). The OARM will address these emerging skill gaps by recruiting the following positions:

Headquarters

- 1 positions within the 0018 Safety and Occupational Health series with an FPL of GS-09
- 4 positions within the 0028 Environmental Protection Specialist series with an FPL of GS-09, 11, and 12
- 1 positions within the 0080 Security Specialist series with an FPL of GS-09
- 1 positions within the 0110 Economist series with an FPL of GS-09
- 9 positions within the 0343 Program Analyst series with an FPL of GS-09, 11, and 12
- 2 positions within the 0690 Industrial Hygienist series with an FPL of GS-11 and 13
- 1 positions within the 0803 Safety Engineer series with an FPL of GS-09
- 3 positions within the 0819 Environmental Engineer series with an FPL of GS-12
- 2 positions within the 0830 Mechanical Engineering series with an FPL of GS-11and 12
- 2 positions within the 0850 Electrical Engineering series with an FPL of GS-11
- 1 position within the 1082 writer/editor series with an FPL of GS-11
- 1 positions within the 1103 Industrial Property Management series with an FPL of GS-09
- 1 positions within the 1170 Realty Specialist series with an FPL of GS-09
- 3 positions within the 1176 Building Manager series with an FPL of GS-09, 11, and 12
- 1 position within the 1640 technical series with an FPL of GS-09
- 2 positions within the 2000 technical series with an FPL of GS-09

Cincinnati, OH

- 2 positions within the 2000 technical series with an FPL of GS-12

Durham, NC

- 1 position within the 0028 Environmental Protection Specialist series with an FPL of GS-12

- 2 positions within the 0830 Mechanical Engineering series with an FPL of 12 and 14
- 1 position within the 0850 Electrical Engineering series with an FPL of GS-12
- 5 positions within the 1640 technical series with an FPL of GS-12

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Agency Reform Plan: Key Components of the Guidance (April 12, 2017)
Comprehensive Plan for Reforming the Federal Government and Reducing the Federal Civilian Workforce

I. Purpose

The purpose of the Agency Reform Plan is for the head of each agency to **identify how she/he proposes to improve the efficiency, effectiveness, and accountability of her/his respective agencies.**

II. Timeline

Due Date	Deliverable	Action
June 30, 2017	High-Level Draft of the Agency Reform Plan • High-level draft of Reform Plan that includes areas developing for reform • Progress on near-term workforce reduction actions • A plan to maximize employee performance • High-level draft strategic plan (i.e. draft strategic goals and objectives – July)	Submit to OMB
September 2017	Agency Reform Plan (Including Workforce Reduction Plan)	Submit to OMB as part of the agency's FY 2019 Budget

III. Required Analysis

The guidance instructs agencies to develop an analytical framework that looks at the alignment of agency activities with the mission and role of the agency and the performance of individual functions.
Agencies should consider a number of factors when conducting the analysis, including:

1. **Duplicative**. Some of all of the mission functions or administrative capabilities of an agency, component, or program are redundant.
2. **Non-essential**. The service, activity or function is not core to the agency's mission or is obsolete.
3. **Federalism** (Appropriate Federal role). Some or all of the services, activities or functions could be better performed by another entity.
4. **Cost-Benefit**. The costs are not justified by the unique public benefits.
5. **Efficiency and Effectiveness.** The agency, component, or program is ineffective or inefficient.
6. **Customer Service**. The agency, component, or program can be redesigned to better meet the needs of the public and partners in service delivery.

IV. Proposals

The analysis should result in proposals in the following four categories:

1. **Eliminate an agency, program, or activity through legislative changes or executive action.**
   - Leverage the FY 2018 President's Budget and other areas beyond those included in the budget.
   - Consider activities that are no longer necessary in today's society or where there is another entity that more appropriately fulfills part or all of the role.
   - Reporting Burden Reduction: In accordance with the Government Performance and Results Act of 2010, agencies should also include with their FY 2019 Budget submission a list of statutorily required reports they believe should be eliminated or modified by Congress.

2. **Restructure and merge agencies, components, programs or activities through legislative changes or executive action.**
   - Align organizational structure with mission and strategic plans.
   - Improve the efficiency, timeliness, and quality of services.
   - Improve organizational decision making.
   - Improve coordination and information sharing across silos.
   - Reduce duplication of activities or functions.

- Eliminate unnecessarily redundant levels of management or administrative support.
- Provide managers greater freedom to manage administrative tasks efficiently.

3. **Improve organizational efficiency and effectiveness.**
   - Better leverage technology and improve underlying business process.
   - Streamline and eliminate processes.
   - Shift to alternative service delivery models, including delegating responsibilities, implementing requirements in a less burdensome way, providing online service delivery, aligning complementary processes and functions, co-locating offices.
   - Streamline mission-support functions in areas such as IT, acquisition, financial management and human resources.
   - Leverage existing solutions for common requirements, including government-wide contracts for common goods and services to free-up acquisition staff.
   - Build and use a portfolio of evidence to improve effectiveness including strategies that use limited resources as smartly as possible. These may include results from program monitoring and evaluations and performance measures.

4. **Workforce management: Improve performance, increase accountability, and reduce costs.**
   a. Plan to implement FY 18 President's Budget Proposal
   b. Develop a long-term workforce reduction plan (As part of Agency Reform Plan)
      - Use agency data to determine appropriate FTE baselines.
      - Examine the total personnel cost.
      - Review and revise (as needed) organizational design and position structures.
      - Streamline policy creation.
      - Review positions as they become vacant.
      - Keep positions current.
   c. Plan to maximize employee performance (By June 30, 2017)
      - Timeline and implementation actions to:
        - Review and update formal agency policy.
        - Provide transparency around the Performance Improvement Plan process.
        - Ensure managers and supporting HR staff are appropriately trained.
        - Ensure accountability in manager performance plans.
        - Establish real-time manager support mechanisms.

V. Required Elements

Agency Reform Plan must include the following information:

- Proposal justification that includes how the Agency conducted their analysis and relevant evidence.
- Data sources (i.e. GAO annual report on Government Efficiency and Effectiveness, IG reports, and evaluations).
- When developing the Agency Reform Plan in coordination with OMB, agencies should consult with key stakeholders including their workforce, customers and partners.
- Long term workforce reduction plan.

VI. Additional Information

- Each proposal can include changes to current law, regulations, Executive Orders, Presidential Memoranda, government-wide guidance, agency Secretarial Orders, or other agency guidance or directives.
- More detail and examples of proposals are available on the MAX site at [HYPERLINK "https://go.max.gov/omb/govreform"].

OARM TALKING POINTS – TOWN HALL MEETINGS ON VERA/VSIP PLANS
June 2017

- I want to thank everyone for coming today so we can give you an update on the agency's approach and status of early outs and buyouts (VERA/VSIPs).

- As the Acting Deputy Administrator shared with all of you, the agency is seeking approval from the Office of Personnel Management and the Office of Management and Budget to be granted Voluntary Early Retirement Authority and offer Voluntary Separation Incentive Payments to employees.

- The Acting Deputy Administrator had asked all program and regional offices to review their resources and all 22 regions and program offices submitted plans to the office of Human Resources in the Office of Administration and Resources Management. In developing the VERA/VSIP business case, the agency considered multiple factors including:

    - increasing staff to supervisor ratio;
    - consolidating and streamlining programs and functions;
    - restructuring or reducing highly graded supervisory and non-supervisory positions;
    - focusing on core business functions, programmatic and STEM priorities

- The OHR analyzed these plans and prepared one consolidated agency plan.

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- On June 16th, the agency submitted its draft plan to OPM and OMB. We are now awaiting formal plan approval which we hope to receive by late June.

- Before I review OARM's request for VERA/VSIP authority, I need to caution you that the numbers we have now constitute our request to OPM and OMB. They are preliminary in the sense that OPM and OMB have not approved the EPA requests as of today. Any of the numbers in our request could change upon approval by OPM and OMB.

- That said, OARM is offering a total of 98 VERA/VSIP opportunities to an eligible pool of 154 positions that span a total of 20 different job series. Numbers and series vary by office and by division, within offices. Decisions about which series and positions to include in the offering were made by the OARM senior leadership team and were based on specific mission needs required to reshape and reposition the organization based on competency gaps related to federal and agency mandates.

- To give you a quick overview, the total OARM package includes:

    - 93 opportunities at OARM Headquarters,
    - 3 opportunities in OARM Cincinnati, and
    - 2 opportunities in OARM in RTP.

- At OARM Headquarters, the larger categories include:
    - 16 positions for series 1102 Procurement Analysts at the GS 13, 14 and 15 levels;
    - 6 positions for series 1109 Grants Management at the GS 12, 13, 14 and 15 levels;
    - 10 positions for series 2210 Information Technology Management at the GS 13, 14 and 15 levels;

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- 6 positions for the series 0301 Miscellaneous Administration and Program Series at the GS 9/11, 12, 13, 14 and 15 levels;
- 10 positions for the series 0342 Support Services Administration at the GS 12, 13, 14 and 15 levels;
- 25 positions for the series 0343 Management and Program Analysis at the GS 5/8, 12, 13, 14 and 15 levels; and
- 4 positions for the series 0511 Auditing at the GS 12, 13, 14 and 15 levels.

- Other series at Headquarters for which small offerings (one, two, or three positions) will be made include:
  - 1001-General Arts and Information,
  - 1106-Procurement Clerical and Technician,
  - 303-Miscellaneous Clerk and Assistant,
  - 306-Government Information Specialist,
  - 318-Secretary,
  - 326-Office Automation Clerical and Assistance,
  - 341-Administrative Officer,
  - 510-Accounting,
  - 905-General Attorney, and
  - 1801 - Compliance Specialist.

- The availability of these VERA/VSIP opportunities are specific to individual offices, division and, in some cases, branches.

- Covered series in OARM Cincinnati include: 1654-Printing Services, 318-Secretary, and 343-Management and Program Analysis.

- In RTP, covered series include: 201-Human Resources Management and 801-General Engineering.

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- If you have specific questions about whether your series and grade are included in the offerings, please contact your Office Director/Deputy Office Director.

- Again, please understand that these are the numbers that were included in our **proposal** to OPM and OMB. They may change if and when the approvals are received.

- For employees in the pool, the process will be similar to how the past VERA/VSIP processes were managed.
- Each employee in the pool will receive a letter outlining the VERA/VSIP application process.

- Remember that applying for a VERA/VSIP is strictly voluntary.

- Interested employees will apply on line for a VERA/VSIP. Their application will be sent to their HR Shared Service Center and they will receive an e-mail confirming their application.

- The HR SSC will evaluate the eligibility of applicants and notify regional and program offices as each application is received.

  - The agency used the following selection criteria in the 2014 and 2015 VERA/VSIPs in the event of more applications were received than positions being offered. <u>However, note that these criteria are subject to bargaining with the unions</u>:

    - If the number of applications received exceeds the total number of VSIPs the agency can offer, approvals will be based first on the service computation date used to calculate an employee's leave, then on the entry on duty date for the EPA years of service.

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- If these dates are the same for two EPA eligible employees, then the offer will be granted to the employee who submitted his or her application first.

- We will share other process details with employees as they become available.

- All employees who are taking a VERA/VSIP must be separated from the agency by September 2, 2017. It is critical that separations occur in September, since the Agency has funds set aside this fiscal year.

- If you are considering applying for, or choose to apply for a VERA/VSIP, there are retirement classes and webinars that will be available.

- Representatives from the Cincinnati and Las Vegas HR Shared Service Centers are here at Headquarters this week and are offering a number of classes on VERA/VSIP. You should have received a schedule earlier this week via email. In addition, there will be a series of Webinars for employees announced soon.

- Individual retirement counseling is also available through the HR Shared Service Centers.

  - OARM employees in all locations except RTP should contact the Cincinnati Benefits/Retirements staff at 513-569-7699 or send an email to [HYPERLINK "mailto:CIN_HRSSC_Benefits_Central@epa.gov"].
  - Employees in RTP should contact the RTP Benefits Staff at [HYPERLINK "mailto:ESB-SSC-RTP@epa.gov"] or call one of the RTP Benefits Specialists directly (Penny Thompson, Caterina Gillikin, or Cynthia Burt.)

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- If you have any questions about the VERA/VSIP process or want to see the list of retirement trainings that are available, you may also visit the VERA/VSIP intranet site at [HYPERLINK "http://intranet.epa.gov/policy/buyouts/index.htm"].

- The Agency's decision to apply for and offer VERA/VSIPs was not made lightly. Senior management and others throughout the agency have spent a considerable amount of time looking strategically at ways to better align the agency's workforce with agency goals not only for today, but most importantly, for the future.

- Offering VERA/VSIPs is just one component of a much larger effort to improve the way we work and hopefully improve the workplace experience for our employees.

- I am going to open the floor for your questions, but assure you that most of the details concerning the VERA/VSIP process will be in the letters that will be sent out.

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U.S. Environmental Protection Agency Voluntary Early Retirement and Voluntary Separation Incentive Payments Authorities Business Cases and Budget Projections

OARM Excerpt

IV. Office of Administration and Resources Management

Business Case

The Office of Administration and Resources Management is requesting approval authority for the use of VSIP and VERA to transform its workforce by placing a renewed focus on core business services, eliminating business services with low demand, centralizing internal support in select administrative areas, and reshaping the workforce to optimize support to the agency.

OARM has 698 permanent employees. The VERA/VSIP plan targets 154 positions: 34 positions in support job series and 120 positions in programmatic series. Targeting decisions were made by senior managers based on the specific mission needs required to reshape and reposition the organization by correcting competency gaps necessary to meet federal and agency mandates. The maximum number of VERA/VSIPs to be offered is 98 as shown in the targeted position spreadsheet. These offers span 20 different job series. Decisions on which employees may be authorized VERA and VSIP will be based on the employee's permanent official division, position of record, occupational series, and grade level. The estimate of the total number of employees in OARM who are expected to take early retirement is five.
OARM will focus on the following themes:

- Restructure or reduce highly graded, supervisory and non-supervisory staff positions (GS 14 and 15) into lower graded positions that support the skills and competencies needed to meet current and emerging mission and program requirements and rebalance the current structure and recruit at lower grade and career ladder levels. (Note that in one of OARM's divisions (OROM/FACMD) the pool for 0343 positions does not include one GS-14. This position acts as the Committee Management Officer and is excluded because it is required by GSA and the FAC Act.)

- Restructure positions to focus on core business functions where needs can be met more economically, by leveraging technology, or utilizing other resources. Includes the printing function, printing officers, and elimination of embedded attorney services in favor of OGC expertise. These positions will be restructured at lower grade levels and into positions that support core business functions.

- Consolidate or reduce administrative or support functions to increase emphasis on positions and series directly supporting our core business functions – facility, engineering, contract, grant and human resources management.

    - Reduce the number of employees in specific occupational series (e.g., automation clerks, secretaries, procurement analysts, grants assistants, program and management analyst positions).
    - Realign current administrative specialists and program analysts to consolidate internal HR support and budget execution in OARM to achieve efficiency.
    - Restructure positions to recruit candidates having skills required to close current competency gaps.

The specific positions, grade, series and locations targeted can be found in the targeted position spreadsheet.

How VSIP will be used in conjunction with VERA

OARM has 121 employees eligible for regular retirement and 164 eligible for early retirement through VERA in the above identified series. The VSIP authority presents an attractive enticement to those employees who will realize a reduced annuity from retiring early through VERA. Therefore, the combination of optional and early retirement eligible employees will result in the maximum number of departures, which is important to OARM to reshape its organization. The VSIP can further increase the potential departure group by providing a separation incentive to employees who have more than three years of status and hence could elect to depart to pursue other career opportunities. Thus, the combination of VERA and VSIP provides the greatest likelihood for OARM achieving the necessary reshaping and restructuring of its workforce.

The types of personnel actions anticipated as a result of the above proposed restructuring and elimination of positions include:

- Directed reassignments
- Competitive details
- Voluntary separations and retirements
- Abolishment of some positions
- Reclassification and restructuring of some positions
- Internal and possible external competitive recruitments.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x $25,000	$ 2,450,000
Annual Leave Pay Out for 98 Targeted Positions for VERA, Optional Retirement or Resignation {$64.86* per hour x 240 x 98 Targeted Positions}	$ 1,525,507.20
Total Maximum Direct Costs	$ 3,975,507.20

*Payroll estimated on a GS-13, step 5 ($51.48) with 26% included for loaded cost in Washington, D.C.

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	$110,695,000	$110,695,000
B. VERA/ VSIP Payout Cost	$2,450,000	$2,450,000
C. Leave Payout Cost	$1,525,507.20	$1,525,507.20
D. Post VERA/VSIP Annual Payroll Cost	$96,485,000	$96,485,000
E. Payroll for 84 New Hires	$4,617,900	$4,617,900
F. Payroll Savings for 98 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	$5,616,592.80	$5,616,592.80
G. Pre-VERA/VSIP Annual WCF Cost	$6,280,000	$6,280,000
H. Post VERA/VSIP Annual WCF Cost	$5,473,852	$5,473,852

I. WCF for 84 New Hires	$690,984	$690,984
J. WCF Savings for 98 VERA/VSIP Targeted Positions (J = G – H – I)	$115,164	$115,164
Projected Savings with VERA/VSIP (F + J)	$5,501,428.80	$5,501,428.80

Draft 6/01/2017

MEMORANDUM

SUBJECT: Agency's Workforce Shaping through Voluntary Retirement and Separation Authorities (VERA/VSIP)

FROM: Mike Flynn
Acting Deputy Administrator

TO: All EPA Employees

Dear Colleagues,

In my April 17, 2017 memo to EPA senior management, I announced that we were beginning steps to initiate an early out/buy out program with a goal to complete the program by the end of September 2017. I wanted to give you an update on the current status and upcoming steps on the program.

Voluntary Early Retirement Authority (VERA) and Voluntary Separation Incentive Payment (VSIP), often referred to as early outs and buy outs, can help us realign our workforce to meet changing mission requirements and move toward new models of work. The authority encourages voluntary separations and helps the agency complete workforce restructuring with minimal disruption to the workforce.

Current Status

The Agency has begun a workforce reshaping effort in which headquarters and regional offices are reviewing their current organizations and analyzing where they can achieve efficiencies. As a result of these analyses, the Agency is planning to use voluntary early retirement and separation incentive payment authorities (VERA/VSIP) where it makes sense and where it is aligned with these efficiencies. We will be working with the Agency's labor unions as we go through the VERA/VSIP process.

Headquarters and regional offices currently are working on VERA/VISIP business cases for their respective organizations. Our Office of Human Resources staff will review and consolidate these business cases into one agency-wide business case which will be submitted to the Office of Personnel Management (OPM) for approval.

In developing our VERA/VSIP business case, we are considering multiple factors including increasing supervisor to staff ratio; consolidating support functions; restructuring or reducing highly graded supervisory and non-supervisory positions; focusing on core business functions,

programmatic and STEM priorities, and consolidating and streamlining programs and functions. Details on the selection criteria for employees in the pool are still being worked out.

Next Steps

We plan to submit our agency-wide VERA/VSIP business case to OPM for approval later in June, and will work closely with OPM to help expedite the review process. We will provide you information on what positions will be included in the VERA/VSIP program as soon as possible, likely sometime in July. We expect a limited number of employees will be offered VERA/VSIP, and those who accept a VERA/VSIP offer must leave the Agency by early September 2017.

Please look for additional VERA/VSIP information from your organization's senior leadership soon. In the interim, I have provided you with some helpful links below.

Many thanks for your continued commitment to EPA's mission and public service. I am very proud to work alongside you.

OPM' S VERA/VSIP links:
[HYPERLINK "http://www.opm.gov/policy-data-oversight/workforce-restructuring/voluntary-early-retirement-authority/"]

[HYPERLINK "http://www.opm.gov/policy-data-oversight/workforce-restructuring/voluntary-separation-incentive-payments/"]

EPA's VERA/VSIP link: [HYPERLINK "http://intranet.epa.gov/policy/buyouts/index.htm"]

MEMORANDUM

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Acting Deputy Administrator

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In developing our VERA/VSIP business case, we are considering multiple factors including increasing supervisor to staff ratio; consolidating support functions; restructuring or reducing highly graded supervisory and non-supervisory positions; focusing on core business functions, programmatic and STEM priorities, and consolidating and streamlining programs and functions. Details on the criteria for the positions in the pool are still being worked out.

Next Steps

We plan to submit our agency-wide VERA/VSIP business case to OPM for approval later in June, and will work closely with them to help expedite the review process. We will provide you information on what positions will be included in the VERA/VSIP program as soon as possible, likely sometime in July. We expect a limited number of employees will be offered VERA/VSIP, and those who accept a VERA/VSIP offer, must leave the Agency by early September 2017.

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[HYPERLINK "http://www.opm.gov/policy-data-oversight/workforce-restructuring/voluntary-early-retirement-authority/"]

[HYPERLINK "http://www.opm.gov/policy-data-oversight/workforce-restructuring/voluntary-separation-incentive-payments/"]

EPA's VERA/VSIP link:

[HYPERLINK "http://intranet.epa.gov/policy/buyouts/index.htm"]

Workforce Reshaping: REDUCTION IN FORCE

ACTION REQUIRED AND ESTIMATED TIMELINE

To be prepared to run a Reduction in Force (RIF) the Agency will need to take the following actions (note many of these may be worked concurrently):

1. **Review, validate and update the last 4 years of Performance Ratings to ensure all ratings are accounted for in the Personnel System. Track down and enter all missing summary ratings. This is required to ensure proper allocation of service credit under OPM RIF Regulations for performance. (OARM)**

   This process is nearly complete. Anticipate finalization - dependent on receipt of missing ratings from Regions and AA-ships.

2. **Establish and code appropriate Competitive Levels for all EPA employees. This is a complicated task that is required in order to run a RIF. All positions will need to be reviewed and HR staff will have to determine the proper codes to apply to each – based on series, grade and similarity of job qualification requirements. (OARM)**

   RTP has finalized the plan for application and assignment of Competitive Level codes. Ready to begin PD review and assignment of codes. Pending instruction to proceed as this would necessitate involvement of program Subject Matter Experts and HR staff.

3. **Review and Validate Service Computation Dates (SCDs) and E-OPF accuracy. This is necessary to ensure SCDs are accurate and all military buy backs or prior service has been properly credited. (OARM)**

   Routine reviews conducted as part of normal operations.

4. **Review and Validate Veteran's Preference codes for all employees to ensure proper credit for veteran status is applied. (OARM)**

5. **Determine employee's adjusted RIF SCD and Review all essential data for each employee. (OARM)**

   HR Shared Service Centers have conducted review and update of RIF SCDs as part of normal operations to ensure data validity. Adjusted RIF SCDs to be determined and entered when a Competitive Area and Competitive Levels targeted for RIF are identified. This involves applying credit for military service and performance ratings.

6. **Identify competitive areas and positions to be abolished in RIF. (Agency Senior Leadership)**

Union notice required

7. **Establish, review and validate retention registers. (OARM and Interior Business Center/DOI – EPA's HR Service Provider)**

8. **Proceed with RIF procedures, including notices to employees, bumping and retreating, determine final disposition. (OARM)**

9. **Calculate Severance, Benefits and Separation of employees. (OARM)**

Based on OPM's guidance and the work to be completed once a decision to proceed is made, we estimate that at least 6 months lead time would be needed to complete Reduction in Force. The actual timeline will depend upon the size and scope of the RIF.

Agency Reform (OMB Memo M-17-22)		
Factors for Analysis	Brainstorming Ideas	Possible Solutions
Duplicative	**Thought**: Don't limit ideas to EPA only. We should also consider areas/programs from EPA & non-EPA. This includes areas that may be duplicative but only more appropriately applicable to another agency. There are 2 categories identified: 1. Mission Support [EPA only] ○ Science/Labs (overlapping work with other EPA programs and other agencies) ○ Payroll/HR ○ Responses to FOIA requests ○ Budget ○ Legal counsel (some offices have their own counsel) ○ Information technology – development, procurement, etc. 2. Environmental [cross-agency] Programs ○ Diesel Emissions Reduction Act (DERA) - DOT ○ Corporate Average Fuel Economy (CAFE) - DOT ○ Energy Star - DOE ○ CWA 404	1. More interagency agreements to channel the expertise in a centralized location. 2.
Non-Essential	**Thought**: How are we defining this? "Not all items excluded from the proposed budget are actually non-essential." Eliminated does not mean non-essential. For purposes of this effort, "essential" is defined as those activities that: 1. help the agency "meet the strategic plan" 2. have a legal requirement: authorized program (statutory) VERSUS non-authorized (administration priority)	1. Focus on the survey suggestions for items that are non-essential and meet the strategic plan 2.

Federalism	**Thought**: What programs, activities, functions, etc. should de-federalized? 1. De-federalizing would potential redistribute responsibility to States/Local Govt./Tribes or even private companies (contractors) 2. Idea of transferring responsibility vs. oversight (instead of EPA doing the work we oversee a contractor)	1. Privatize some core functions such as: a. Support functions (payroll, etc.) b. Direct mission support (Superfund, energy star). Provide resources and technical assistance as needed 2. Delegation to states/local govt. (enforcement, oversight, etc.) 3. Shared services between EPA & States 4. Process Mapping 5. Cross state
Cost-Benefit	Areas to consider are: 1. Programs – affect the changes would have on a. Staff levels b. Space (especially labs and regional offices) c. Travel Costs d. Other EPA services (IT, SSCs) 2. Reporting – Consideration given to reports without an immediate purpose a. Internal Customers (ICRs, etc.) b. External Customers (compliance reports, etc.)	1. Consolidation effort for regional offices. a. Do we have too many offices? (compared to other agencies [ie. homeland, DOI, etc.]) b. Will a potential closure accomplish the overall purpose of the effort? How does it affect EPA overall mission? c. What affect will the closure have locally and on other state programs? d. What is the cost of a closure (staff, space, relocation, early lease termination, etc.)? How long will it take to recoup the costs? 2. Reducing arbitrary reports could reduce overall processing time, resulting in refocusing FTEs on other duties.
Efficiency and Effectiveness	Thought: This category overlaps with many of the other categories and while it appears to be an overall theme to the exercise it can still be a standalone category. Areas to consider are: 1. SSCs - The EPA has already begun its effort for efficiency in the establishment of the HR shared service centers. However, are there more areas in which that concept also makes sense?	1. Focus on the EPA staff survey suggestions for items that fit this category. The individuals who carryout EPA's function day-to-day are going to have process flow improvement ideas to consider. 2. The IT governance group has been formed to help the agency make efficient and cost-effective decisions and actions for all IT needs and work.

	2. IT modernization (functions, management and procurement). Are offices duplicating work objectives and IT initiatives without knowing it? 3. Apply LEAN tactics to the strategic plan. 4. Reduce volume of incoming paper (e-enterprise)	
Customer Service	Thoughts: Is the focus here to save money or increase customer satisfaction? Also, the memo indicates the analysis should focus on "needs of the public and partners" not internal customers. Who is the customers? What are they saying? 1. States 2. Public 3. Internal – who are we ultimately serving? Is it the public or our own edification? (ie. science/research) 4. Regulated Community Internal customers 1. Improve support functions 2. Technical expertise 3. Training	1. Stakeholders information gathering being conducted (Public survey, staff questionnaire, interviews with state environmental leaders) 2. E-Enterprise – Already addressing information sharing, resources, and tools for regulatory implementation. Can this be done better?
OTHER Implementation Notes	1. Eliminate stovepipe processes; this will make communication flow more fluidly. 2. Use the sample DOH approach to analysis (impact vs. ease to implement [which is basically a cost/benefit analysis]). a. Let the workgroup ideas drive the analysis and then filter the questionnaire/interview results. Place the results into the categories above and see how they line up the group's ideas. b. Ask ourselves: i. Do these meet our strategic objectives? ii. Do these align with the administrator's focus/priority? c. Run narrowed list through the DOH analysis 3. The key/priority factors to analyze are: a. Office Closure and what that'd look like b. Federalism c. Customer Service	

Additional Meeting Notes:

There are 4 pieces to the reform plan development:

1. What is the proposal?
2. Describe the action.
3. Timing of the proposed reform.
4. Identifying the category based on the OMB criteria (elimination, restructure, improvement)
   - Another possible element is workforce reshaping

Going Forward

- A "core group" should be identified who will lead the collaboration and "staffing" effort for those areas the workgroup decides to move forward.
  - This "core group" would likely need to do this on a full-time basis (detail opportunity)

- OMB to provide a template for the July presentation.

Draft Proposed Reform Outline

I. Introductory Statements of Purpose and Goals
II. Background
III. Analytical Framework – How we developed our framework and filter ideas
IV. Data Sources
V. Stakeholder Input
VI. Reform Proposals
   a. Proposals to eliminate activities
      i. Proposal Description
         1. Project Outcome
         2. Implementation timeline and capacity
         3. Cost & Savings
         4. Statutory, Regulatory & Administrative Analysis
         5. Performance Goals
         6. Office(s) Affected
         7. Legislative Impact
         8. Workforce Impact

b. Proposals to restructure or merge activities
    i. Proposal Description
        1. Project Outcome
        2. Implementation timeline and capacity
        3. Cost & Savings
        4. Statutory, Regulatory & Administrative Analysis
        5. Performance Goals
        6. Office(s) Affected
        7. Legislative Impact
        8. Workforce Impact
c. Proposals to improve organizational efficiency and effectiveness
    i. Proposal Description
        1. Project Outcome
        2. Implementation timeline and capacity
        3. Cost & Savings
        4. Statutory, Regulatory & Administrative Analysis
        5. Performance Goals
        6. Office(s) Affected
        7. Legislative Impact
        8. Workforce Impact
d. Workforce Management
    i. Long-term workforce reduction plan

Workforce Reshaping: REDUCTION IN FORCE

ACTION REQUIRED AND ESTIMATED TIMELINE

To be prepared to run a Reduction in Force (RIF) the Agency will need to take the following Preliminary actions. Determining the business case (step 6) would/could happen concurrently with steps 1-5. Note – these are projected estimates only and some steps will run concurrently.

1. **Review, validate and update the last 4 years of Performance Ratings to ensure all ratings are accounted for in the Personnel System. Track down and enter all missing summary ratings. This is required to ensure proper allocation of service credit under OPM RIF Regulations for performance. (OARM)**

   This process is nearly complete. Anticipate finalization within next 30 days dependent on receipt of missing ratings from Regions and AA-ships.

   Estimated time to complete – 30 days

2. **Establish and code appropriate Competitive Levels for all EPA employees. This is a complicated task that is required in order to run a RIF. All positions will need to be reviewed and HR staff will have to determine the proper codes to apply to each – based on series, grade and similarity of job qualification requirements. (OARM)**

   RTP has finalized the plan for application and assignment of Competitive Level codes. Ready to begin PD review and assignment of codes. Pending instruction to proceed as this would necessitate involvement of program Subject Matter Experts and HR staff.

   Estimated time to complete – 90-120 days – can run concurrent with validation of PARS documents and other steps below.

3. **Review and Validate Service Computation Dates (SCDs) and E-OPF accuracy. This is necessary to ensure SCDs are accurate and all military buy backs or prior service has been properly credited. (OARM)**

   Ongoing – can run concurrent with the above steps.

4. **Review and Validate Veteran's Preference codes for all employees to ensure proper credit for veteran status is applied. (OARM)**

   Ongoing - can run concurrent with SCD review.

5. **Determine employee's adjusted RIF SCD and Review all essential data for each employee. (OARM)**

HR Shared Service Centers conducted review and update of RIF SCDs. Adjusted RIF SCDs to be determined when a Competitive Area and Levels for RIF are identified. This involves adding time for Veteran status and Performance Ratings.

Estimate Time to complete- 45-60 days

6. **Identify competitive areas and positions to be abolished in RIF. (Agency Senior Leadership)**

   Union notice required – this can overlap other ongoing work above and below with the exception of # 8 and 9.

7. **Establish, review and validate retention registers. (OARM and Interior Business Center/DOI – EPA's HR Service Provider)**

   Estimated time to complete: 45-60 days

8. **Proceed with RIF procedures, including notices to employees, bumping and retreating, determine final disposition. (OARM)**

   Estimated Time to Complete – 90-180 days. (per OPM this may take up to 6 months depending on scope of covered RIF areas).

9. **Calculate Severance, Benefits and Separation of employees. (OARM)**

   Estimated time to complete – 45 days.

MEMORANDUM

SUBJECT: Reforming the Federal Government and Reducing the Workforce

FROM: Michael P. Flynn,
Acting Deputy Administrator

TO: General Counsel
Assistant Administrators
Inspector General
Chief Financial Officer
Associate Administrators
Regional Administrators

On April 12, 2017, the Office of Management and Budget issued a memorandum that provides guidance on implementing a comprehensive plan for reforming the Federal Government and reducing the workforce. The guidance requires the following four deliverables by June 30, 2017. Final Plans for the first three are due in September with the OMB Budget Submission.

1. Draft Agency Reform Plan
2. Agency Draft FY 2018 – 2022 Strategic Plan
3. Draft Workforce Reduction Plan
4. Plan to Maximize Employee Performance

The guidance outlines a number of different requirements and speaks to the interrelationships between the different plans.

A workgroup recently was formed to begin scoping out an approach to developing an Agency Reform Plan. The April 12 OMB memorandum also addresses the requirement issued earlier to reduce the size of the Federal Workforce. While this memorandum ends the Government-wide hiring freeze, each agency must determine based on its situation if a hiring freeze should continue.

Given our resource situation, we will continue a freeze on external hiring. Very limited exceptions to this external hiring freeze may be permitted on a case by case basis with approval by the Acting Deputy Administrator. Internal reassignments may proceed where appropriate but Senior Resource Official approval will be required if the reassignment is across NPMs or regions.

The OMB guidance also requires all agencies to begin taking immediate actions on near term workforce reductions. In light of this guidance, we will begin the steps necessary to initiate an Early Out/Buy Out (VERA/VSIP) program. Our goal is to complete this program by the end of FY 2017.

I appreciate your patience as we work through the details of the guidance and will work with you as we move forward.

cc. Chief of Staff
Deputy Assistant Administrators
Deputy Regional Administrators
Assistant Regional Administrators

TALKING POINTS – TOWN HALL MEETINGS ON
VERA/VSIP PLANS
June 2017

- I want to thank everyone for coming today so we can give you an update on the agency's approach and status of early outs and buyouts (VERA/VSIPs).

- As the Acting Deputy Administrator shared with all of you, the agency is seeking approval from the Office of Personnel Management and the Office of Management and Budget to be granted Voluntary Early Retirement Authority and offer Voluntary Separation Incentive Payments to employees.

- The Acting Deputy Administrator had asked all program and regional offices to review their resources and all 22 regions and program offices submitted plans to the office of Human Resources in the Office of Administration and Resources Management. In developing the VERA/VSIP business case, the agency considered multiple factors including:

    - increasing supervisor to staff ratio;
    - consolidating and streamlining programs and functions;
    - restructuring or reducing highly graded supervisory and non-supervisory positions;
    - focusing on core business functions, programmatic and STEM priorities

- The OHR analyzed these plans and prepared one consolidated agency plan.

- On June 16th, the agency submitted its draft plan to OPM and OMB. We are now awaiting formal plan approval which we hope to receive by late June.

- **Insert the focus of your office. If having individual or small group conversations you can say here that "your position is included in our request to OPM. We will be able to confirm this once our plan is approved by OPM and OMB." Please remember you need to invite the union if bargaining unit employees are involved.**

- For employees in the pool, the process will be similar to how the past VERA/VSIP processes were managed.

- Each employee in the pool will receive a letter outlining the VERA/VSIP application process.

- Remember that applying for a VERA/VSIP is strictly voluntary.

- Interested employees will apply on line for a VERA/VSIP. Their application will be sent to their HR Shared Service Center and they will receive an e-mail confirming their application.

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- The HR SSC will evaluate the eligibility of applicants and notify regional and program offices as each application is received.

- The agency has ~~established~~ used the selection criteria below in the 2014 and 2015 VERA/VSIPs ~~for the process~~ in the event of more applicants than positions being offered. However, note that these criteria are subject to bargaining with the unions:

  - If the number of applications received exceeds the total number of VSIPs the agency can offer, approvals will be based first on the service computation date used to calculate an employee's leave, then on the entry on duty date for the EPA years of service. If these dates are the same for two EPA eligible employees, then the offer will be granted to the employee who submitted his or her application first.

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- We will share other process details with employees as they become available.

- All employees who are taking a VERA/VSIP must be separated from the agency by the end of August. ~~There will be no exceptions or extensions to this date~~.

- If you are considering applying for, or choose to apply for a VERA/VSIP, there are retirement classes and webinars. Retirement counseling is being offered through the HR shared Service Centers.

- If you have any questions about the VERA/VSIP process or want to see the list of retirement trainings that are available, I encourage you to visit the VERA/VSIP intranet site at [HYPERLINK "http://intranet.epa.gov/policy/buyouts/index.htm"] or contact the HRSSC.

- ~~We have been asked about any other VERA/VSIP offerings next year for employees not included in this initial effort. It is possible, but we are not sure.~~

- The decision to apply for and offer VERA/VSIPs was not made lightly. Senior management and others throughout the agency have spent a considerable amount of time looking strategically at ways to better align the agency's workforce with agency goals not only for today, bust most importantly, for the future.

- Offering VERA/VSIPs is just one component of a much larger effort to improve the way we work and hopefully improve the workplace experience for our employees.

- I am going to open the floor for your questions, but assure you that most of the details concerning the VERA/VSIP process will be in the letters that will be sent out.

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MEMORANDUM

SUBJECT: Update on Voluntary Separation Incentive Payment (VSIP) and Voluntary Early Retirement Authority (VERA) Opportunities

FROM: Mike Flynn
Acting Deputy Administrator

TO: All EPA Employees

On June 1, 2017, I announced that the agency had begun a workforce reshaping effort in which headquarters and regional offices were reviewing their current organizations and analyzing where they can achieve efficiencies. On June 16, 2017, the agency submitted its draft request to the Office of Personnel Management and the Office of Management and Budget to use VERA (also known as early-out) and VSIP (also known as buy-out) where it makes sense and where it is aligned with these efficiencies.

The agency-wide business case reflects multiple factors including increasing the staff to supervisor ratio; consolidating and streamlining ~~support~~ functions; restructuring or reducing highly graded supervisory and non-supervisory positions; and, focusing on core business functions, programmatic and STEM priorities~~, and consolidating and streamlining programs and functions.~~

We expect to hear from OPM and OMB on our request by late June. In the interim, agency management will share with their employees information on the grades, occupational series, and geographic locations designated for VERA and VSIP within their organization. We expect a limited number of employees will be offered VERA/VSIP, and those who accept a VERA/VSIP offer must leave the agency by late August 2017. The decision to take advantage of a VERA or VSIP is entirely voluntary.

Throughout this process, we ~~have been~~ are working with our union partners. We will provide more details as they become available. Thank you again for your support as we work through this ~~process~~together.

Draft memo from Acting Deputy Administrator to AA's/RA's:

On April 12, 2017, the Office of Management and Budget issued a memorandum that provides guidance on implementing a comprehensive plan for reforming the Federal Government and reducing the workforce. The guidance requires the following four deliverables by June 30, 2017. Final Plans for the first three are due in September with the OMB Budget Submission.

1. Draft Agency Reform Plan
2. Agency Draft FY 2018 – 2022 Strategic Plan
3. Draft Workforce Reduction Plan
4. Plan to Maximize Employee Performance

The guidance outlines a number of different requirements and speaks to the interrelationships between the different plans. OARM and OCFO are currently leading work on developing an Agency Reform Plan and FY 2018 – 2022 Agency Strategic Plan.

This memorandum also addresses the requirement issued earlier to reduce the size of the Federal Workforce. While the April 12 memorandum ends the Government-wide hiring freeze, each agency must determine based on their situation if a hiring freeze should continue.

Given our resource situation, EPA has decided to continue a freeze on external hiring. Very limited exceptions to this freeze on external hires may be permitted on a case by case basis with approval by the Acting Deputy Administrator. Internal reassignments may proceed where appropriate but Senior Resource Official approval will be required if the reassignment is across NPMs or Regions.

The OMB guidance also requires all agencies to begin taking immediate actions on near term workforce reductions. In light of this guidance, we will begin the steps necessary to initiate an Early Out/Buy Out (VERA/VSIP) program. The goal would be to complete this program by the end of fiscal year 2017.

I appreciate your patience as we work through the details of the guidance and will work with you as we move forward.

Donna J. Vizian
Talking Points – OARM Awards Ceremony

U.S. EPA-LV SSC
May 15, 2017

- Good afternoon everyone! It is so good to see everyone here today and I want to personally thank everyone for the wonderful hospitality. I also want to thank you for your continued support of OARM. When I think back on my time as the Acting Assistant Administrator for OARM—I cannot think of a better experience and a more important time to be in this position as we prepare for the challenges ahead. Over my career, I've seen many administration changes but none as up close as I've seen this time in this position. I'm excited by the challenges ahead. I know that John and I both take comfort in knowing we have such a talented workforce in OARM capable of handling the most challenging issues together.

- During my last visit here with John, it was encouraging to see and hear of your many successes. It's a privilege to visit with you again to thank you for the many great things you do each day in protecting human health and the environment and in making OARM a high performing organization.

- It's certainly easy to see that a lot has been going on in the agency since that visit. I know many of us are aware of the near constant media spotlight on our agency since the election and I simply want to encourage everyone to continue doing the best job they possibly can and focus on providing great service to our customers. Like you, I hear many things in the media regarding our budget and programs--please know that when facts become available I will communicate them to the entire OARM family.

- However, John and I are not here to talk about the happenings in EPA HQs or Washington D.C. as much as we are to recognize our top OARM performers. We are proud of the work you do each and every day to support the agency in accomplishing its mission. The agency depends upon each of us to carry out its mission—from contracts, grants, facilities, information management, safety, and health, to human resources.

- When I think back on OARM's 2016 contributions to the Agency, there are a few items I'd like to mention from the OARM portfolio. OARM served as the champion for the agency's cross-cutting goal for becoming a High Performing Organization (HPO). In that capacity, we looked for opportunities to improve programs, processes, and realize efficiencies where possible. We also revitalized the first line supervisors group and are working to increase training opportunities where possible. We also led the effort to reduce leased space across the agency and become better stewards of our financial resources as a result of those savings. We led the efforts to provide training agency-wide in a multitude of areas—from active shooter awareness training to telework, and have listened intently to requests for additional OARM sponsored training. We also advanced the discussion on strategic sourcing with our stakeholders and solicited input on areas where we could become more efficient. There are so many other things OARM's doing on a national level but John and I also want to take the time to thank you for your contributions on helping us become a better organization.

- On the HR front, the pace never seems to slow. Last fall, staff here and in the other two Human Resources Shared Service Centers were actively engaged in a hiring surge for the agency. As we've seen many times before, even though we've slowed down hiring, the work seems to peak in other areas. However, the work that you do is needed more than ever as we prepare for the future of our workforce needs. This office in particular fulfills a key role in our HR mission—Regions 9, 10, OITA, OW, OAR, and OIG depend on you.

- I want to thank each of you for the wonderful work you do for our agency. John and I hear feedback each day about your work and Rick always keeps us up to speed on things here in Vegas—today's recognition is certainly an indicator of your dedication and the value you each bring to our agency. I challenge each of you to continue to work hard to provide great service and look for ways to build on the successes of our past.

- In closing, I want to say what a privilege it is to work with such a dedicated, professional staff in OARM. I hope you are proud of the work you do each and every day to make a difference in the lives of others.

OARM Cincinnati/LV Possible Questions during the Q&A session:

1) Do you anticipate a shutdown or another continuing resolution later this year?
   Response: There is always a possibility but I can't predict what our Congress may or may not do.

2) When do you believe a new OARM AA would likely be appointed?
   Response: It largely depends on how quickly the new administration begins filling presidentially appointed positions. The new AA for OARM will also require senate confirmation. There is no pre-established prioritization of filling these positions and varies from administration to administration. I'll continue to serve in this role as long as they need me to do so.

3) We hear that VERA/VSIP is likely—can you tell us how large it will be?
   Response: Good question. We're still in the early stages of working with agency leaders in the development of an agency strategy. I don't have numbers at this point but can share my personal opinion that it may not be as robust as some may believe based on media speculation.

4) How long will our agency imposed hiring freeze or 'slow down' last?
   Response: I can't predict the future administration's plans regarding 'end strength' or HR plans. I believe we need to be prudent in our approach and go slowly with our plan. We have no formal targets and we're focusing entirely on efficiencies—not budget neutrality.

5) We've had a rash of crime in the local area and we have only one roving security guard for the entire La Plaza campus. Will more guards be added specifically to our building?
   Response: I have been made aware of the recent events and have asked our agency security office to look into the circumstances. One component that we take seriously is our employee safety. We also take into consideration the location of our facilities and have found that even facilities with armed guards still have incidents involving crime of various sorts. I believe the latest incident involved a break-in at 1:30 a.m. in the finance building which happens to be where the EPA guard is based.

6) What do you think our future budgets will look like? Response: I can't really predict what Congress will or won't do.

The U.S. Office of Personnel Management and the U.S. Office of Management and Budget approved EPA's request to offer Voluntary Separation Incentive Payment (buy-out) and Voluntary Early Retirement Authority (early-out).

The largely mirrors a similar VERA/VSIP EPA administered 4 years ago to reach new efficiencies and to comply with fiscal sequestration demands required by Congress when EPA _____.

Acting assistant administrators of the program offices and acting regional administrators have all contributed to identify positions and the amount of positions which can be consolidated to better streamline positions within EPA throughout the country.

Positions targeted include _____.

Applications open July 13, 2017 and close at 11:59 p.m. Eastern standard time on July 26, 2017. Applications submitted between that time will be accepted on a first come, first served basis.

Applications will only be accepted during this period using the online application system. Specific instructions on how and when to apply are in Attachment D. If your application is approved and you decide to proceed with VERA and/or VSIP, you must depart during the separation window which ends on September 2, 2017.

The decision to take advantage of a VERA/VSIP is entirely voluntary. EPA respects that this is a very personal decision, and no one will be pressured to submit an application nor to accept an offer.

However, for those taking a VERA/VSIP, those personnel will leave the EPA by Friday September 1, 2017.

As of July 16, 2017, EPA has received 350 applications with an expectation of receiving approximately 500 applications.

For FY17, EPA has a workforce of 15,031. Under this reduction which estimates a 450 position elimination and a continued hiring freeze with resulting attrition, EPA may drop to 13,300 positions. The EPA employed 13,442 positions in FY 1987.

TALKING POINTS – TOWN HALL MEETINGS ON
VERA/VSIP PLANS
June 2017

- I want to thank everyone for coming today so we can give you an update on the agency's approach and status of early outs and buyouts (VERA/VSIPs).

- As the Acting Deputy Administrator shared with all of you, the agency is seeking approval from the Office of Personnel Management and the Office of Management and Budget to be granted Voluntary Early Retirement Authority and offer Voluntary Separation Incentive Payments to employees.

- The Acting Deputy Administrator had asked all program and regional offices to review their resources and all 22 regions and program offices submitted plans to the office of Human Resources in the Office of Administration and Resources Management. In developing the VERA/VSIP business case, the agency considered multiple factors including:

    - increasing staff to supervisor ratio;
    - consolidating and streamlining programs and functions;
    - restructuring or reducing highly graded supervisory and non-supervisory positions;
    - focusing on core business functions, programmatic and STEM priorities

- The OHR analyzed these plans and prepared one consolidated agency plan.

- On June 16th, the agency submitted its draft plan to OPM and OMB. We are now awaiting formal plan approval which we hope to receive by late June.

- **Insert the focus of your office. If having individual or small group conversations, you can say here that "your position is included in our request to OPM. We will be able to confirm this once our plan is approved by OPM and OMB." Please remember you need to invite the union if bargaining unit employees are involved.**

- For employees in the pool, the process will be similar to how the past VERA/VSIP processes were managed.

- Each employee in the pool will receive a letter outlining the VERA/VSIP application process.

- Remember that applying for a VERA/VSIP is strictly voluntary.

- Interested employees will apply on line for a VERA/VSIP. Their application will be sent to their HR Shared Service Center and they will receive an e-mail confirming their application.

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- The HR SSC will evaluate the eligibility of applicants and notify regional and program offices as each application is received.

- The agency used the selection criteria below in the 2014 and 2015 VERA/VSIPs

    - In the event of more applicants than positions being offered. However, note that these criteria are subject to bargaining with the unions: If the number of applications received exceeds the total number of VSIPs the agency can offer, approvals will be based first on the service computation date used to calculate an employee's leave, then on the entry on duty date for the EPA years of service. If these dates are the same for two EPA eligible employees, then the offer will be granted to the employee who submitted his or her application first.

- We will share other process details with employees as they become available.

- All employees who are taking a VERA/VSIP must be separated from the agency by early September. ~~the end of August.~~

- If you are considering applying for, or choose to apply for a VERA/VSIP, there are retirement classes and webinars. Retirement counseling is being offered through the HR shared Service Centers.

- If you have any questions about the VERA/VSIP process or want to see the list of retirement trainings that are available, I encourage you to visit the VERA/VSIP intranet site at [HYPERLINK "http://intranet.epa.gov/policy/buyouts/index.htm"] or contact the HRSSC.

- The Agency's decision to apply for and offer VERA/VSIPs was not made lightly. Senior management and others throughout the agency have spent a considerable amount of time looking strategically at ways to better align the agency's workforce with agency goals not only for today, bust most importantly, for the future.

- Offering VERA/VSIPs is just one component of a much larger effort to improve the way we work and hopefully improve the workplace experience for our employees.

- I am going to open the floor for your questions, but assure you that most of the details concerning the VERA/VSIP process will be in the letters that will be sent out.

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MEMORANDUM

SUBJECT: Update on Voluntary Separation Incentive Payment (VSIP) and Voluntary Early Retirement Authority (VERA) Opportunities

FROM: Mike Flynn
Acting Deputy Administrator

TO: All EPA Employees

On June 1, 2017, I announced that the agency had begun a workforce reshaping effort in which headquarters and regional offices were reviewing their current organizations and analyzing where they can achieve efficiencies. On June 16, 2017, the agency submitted its draft request to the Office of Personnel Management and the Office of Management and Budget to use VERA (also known as early-out) and VSIP (also known as buy-out) where it makes sense and where it is aligned with these efficiencies.

Our~~The~~ agency-wide business case for VERA/VISIP reflects multiple factors including increasing the staff to supervisor ratio; consolidating and streamlining functions; restructuring or reducing highly graded supervisory and non-supervisory positions; and, focusing on core business functions, programmatic and STEM (science, technology, engineering and mathematics) priorities.

We expect to hear from OPM and OMB on our request by late June. In the interim, agency management will share with ~~their~~ employees information on the grades, occupational series, and geographic locations designated for VERA and VSIP within their organization. We expect a limited number of employees will be offered VERA/VSIP, and those who accept a VERA/VSIP offer must leave the agency by early September. The decision to take advantage of a VERA or VSIP is entirely voluntary.

Throughout this process, we are working with our union partners. We will provide more details as they become available. Thank you again for your support as we work through this together.

MEMORANDUM

SUBJECT: Agency's Workforce Shaping through Voluntary Retirement and Separation Authorities (VERA/VSIP)

FROM: Mike Flynn
Acting Deputy Administrator

TO: All EPA Employees

In my April 17, 2017 memo to EPA senior management, I announced that we were beginning steps to initiate an early out/buy out program with a goal to complete the program by the end of September 2017. I wanted to give you an update on the current status and upcoming steps on the program.

Voluntary Early Retirement Authority (VERA) and Voluntary Separation Incentive Payment (VSIP), often referred to as early outs and buy outs, can help us realign our workforce to meet changing mission requirements and move toward new models of work. The authority encourages voluntary separations and helps the agency complete workforce restructuring with minimal disruption to the workforce.

Current Status

The Agency has begun a workforce reshaping effort in which headquarters ~~program~~ offices and regional offices are reviewing their current organizations and analyzing where they can achieve efficiencies. As a result of these analyses, the Agency is planning to use voluntary early retirement and separation incentive payment authorities (VERA/VSIP) where it makes sense and where it is aligned with these efficiencies.

Program and regional offices currently are working on VERA/VISIP business cases for their respective organizations. Our Office of Human Resources staff will review and consolidate these business cases into one consolidated agency-wide business case which will be submitted to the Office of Personnel Management (OPM) for approval. We will be working with the Agency's labor unions throughout this process.

In developing our VERA/VSIP business case, we are considering multiple factors including increasing supervisor to staff ratio; consolidating support functions; restructuring or reducing highly graded supervisory and non-supervisory positions; focusing on core business functions, programmatic and STEM priorities, and consolidating and streamlining programs and functions. Details on the criteria for the positions in the pool are still being worked out.

Next Steps

We plan to submit our agency-wide VERA/VSIP business case to OPM for approval later in June, and will work closely with them to help expedite the review process. We will provide you information on what positions will be included in the VERA/VSIP program as soon as possible, likely sometime in July. We expect a limited number of employees will be offered VERA/VSIP, and those who accept a VERA/VSIP offer, must leave the Agency by early September 2017.

Please look for additional VERA/VSIP information from your organization's senior leadership soon. In the interim, I have provided you with some helpful links below.

Many thanks for your continued commitment to EPA's mission and public service. I am very proud to work alongside you.

OPM' S VERA/VSIP links:

[HYPERLINK "http://www.opm.gov/policy-data-oversight/workforce-restructuring/voluntary-early-retirement-authority/"]

[HYPERLINK "http://www.opm.gov/policy-data-oversight/workforce-restructuring/voluntary-separation-incentive-payments/"]

EPA's VERA/VSIP link:

[HYPERLINK "http://intranet.epa.gov/policy/buyouts/index.htm"]

TALKING POINTS – TOWN HALL MEETINGS ON
VERA/VSIP PLANS
June 2017

- I want to thank everyone for coming today so we can give you an update on the agency's approach and status of early outs and buyouts (VERA/VSIPs).

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- Each employee in the pool will receive a letter outlining the VERA/VSIP application process.

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- Interested employees will apply on line for a VERA/VSIP. Their application will be sent to their HR Shared Service Center and they will receive an e-mail confirming their application.

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- The agency used the selection criteria below in the 2014 and 2015 VERA/VSIPs

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- We will share other process details with employees as they become available.

- All employees who are taking a VERA/VSIP must be separated from the agency by the end of August.

- If you are considering applying for, or choose to apply for a VERA/VSIP, there are retirement classes and webinars. Retirement counseling is being offered through the HR shared Service Centers.

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- The decision to apply for and offer VERA/VSIPs was not made lightly. Senior management and others throughout the agency have spent a considerable amount of time looking strategically at ways to better align the agency's workforce with agency goals not only for today, bust most importantly, for the future.

- Offering VERA/VSIPs is just one component of a much larger effort to improve the way we work and hopefully improve the workplace experience for our employees.

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MEMORANDUM

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Acting Deputy Administrator

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The agency-wide business case reflects multiple factors including increasing the staff to supervisor ratio; consolidating and streamlining functions; restructuring or reducing highly graded supervisory and non-supervisory positions; and, focusing on core business functions, programmatic and STEM priorities.

We expect to hear from OPM and OMB on our request by late June. In the interim, agency management will share with their employees information on the grades, occupational series, and geographic locations designated for VERA and VSIP within their organization. We expect a limited number of employees will be offered VERA/VSIP, and those who accept a VERA/VSIP offer must leave the agency by early September. The decision to take advantage of a VERA or VSIP is entirely voluntary.

Throughout this process, we are working with our union partners. We will provide more details as they become available. Thank you again for your support as we work through this together.

Workforce Reshaping: Early-Outs/Buy-Outs

BACKGROUND

Voluntary Early Retirement Authority (VERA) provides agencies that are undergoing substantial restructuring, reshaping, downsizing, transfer of function, or reorganization the option to offer voluntary early retirement. It is an option for increasing voluntary attrition – provides an incentive for employees to voluntarily retire or resign and could provide placement opportunities for employees occupying surplus positions.

Buy-Out or Voluntary Separation Incentive Payment (VSIP) Authority allows agencies that are downsizing or restructuring to offer employees lump-sum payments up to $25,000 as an incentive to voluntarily separate. An agency may offer VSIP to employees who are in surplus positions or have skills that are no longer needed in the workforce who volunteer to separate by resignation, optional retirement, or by voluntary early retirement.

CURRENT RETIREMENT ELIGIBILITY OF EPA EMPLOYEES

Of 15,053 permanent employees:

3,186 are currently eligible to retire now;
3,788 are VERA eligible; and
13,618 are VSIP eligible.

REQUIREMENTS

- Business Case - justification for request (cannot be based on a proposed budget) – base on efficiencies that could be obtained or identification of skill no longer needed
- Data on the targeted population (targeted positions will be eliminated or restructured; positions critical to the agency should not be included in the targeted population)
- Before and after organizational charts, as applicable
- Time period the incentives are available
- Anticipated budget impact
- Anticipated employee interest
- The maximum number of buy-outs to be offered
- Information about how the organization will operate without the eliminated or restructured positions and functions.

OPM and OMB approval is required and approval generally takes 4-6 weeks and will stipulate a period of time during which the agency can offer the two incentives.

TIMELINE

A minimum of four months is required to complete the VERA/VSIP process. Limiting the number of business cases could help expedite the process. Tentative plan of submitting business case to OPM/OMB in May 2017 could result in employee departures from agency rolls by the end of September 2017.

1. Develop Business Case (45-60 days)
    - Obtain retirement data and estimate costs
    - Develop business case in collaboration with OPM and OMB (i.e., identify positions targeted and explain how agency will meet its mission needs)
    - Notify unions

2. OPM/OMB Review/Approval (30-45 days)

3. Implementation/Separations (60-90 days)
    - Notify unions of OPM approved plan
    - Issue employee notifications
    - Separations

RESULTS FROM 2014/2015 V/V EFFORTS

In 2014 we targeted 5,828 positions and the maximum number to be approved was 1,365. Total departures were 456 employees which is 7.82% of what was targeted and 33.4% of what we agreed to approve.

In 2015 we targeted 2,095 positions and the maximum number for approval was 587. Total departures were 196 (9.36% of the targeted number and 33.4% of what we agreed to approve.)

Total departures for both years was 652 employees.

Possible Scenarios

Current (FY16) Budget Levels Are Generally Maintained – assume there may be some difficult spots by we could generally achieve the reduction through attrition and alignment through reassignments. Organizations could develop a business case that is based on reshaping to gain efficiency and cost savings. This could provide the Agency with flexibility to invest in future priorities.

Reductions Above a level that can be achieved through Attritions but not as significant as the PB - initiate a V/V by developing a business case that is based on change of agency priorities. The final level would be achieved through a V/V and attrition.

Reductions are at the PB Level – final level would need to be achieved through attrition, V/V and conducting a RIF.

Key Points:

- Timing – a V/V takes at least 4 months. Any V/V planning that reduces staff by 9/30 would need to be started in May. Waiting for congressional direction is likely to mean staff off payroll by 12/31.
- Waiting would likely mean we would need to find payroll for the first quarter. For scenario 2 this would likely be through reducing funds available for program implementation. In scenario 3, this could prove difficult through redirection of program funds and would likely require a furlough.
- A V/V generally attracts higher graded, longer tenured employees with higher pay. V/V would likely provide a lower future payroll. A RIF would eliminate lower graded less-seasoned employees. A RIF alone would leave the higher cost employees. It would also likely eliminate the more junior staff that we have invested in training for succession management purposes.

The U.S. Office of Personnel Management and the U.S. Office of Management and Budget approved EPA's request to offer Voluntary Separation Incentive Payments (buy-outs) and Voluntary Early Retirement Authority (early-outs).

~~The~~ This effort largely mirrors a similar VERA/VSIP EPA administered 4 years ago to reach new efficiencies and to comply with fiscal sequestration demands required by Congress when EPA reduced its FTE ceiling to approximately 15,000.

Commented [HD1]: Not sure what you want here?

Acting assistant administrators of the program offices and acting regional administrators have all contributed to identify positions and the ~~amount~~ number of positions which can restructured to gain efficiencies or abolished if the skillset is no longer needed. ~~be consolidated to better streamline positions within EPA throughout the country.~~ The themes in the Agency's business case include: delayering to increase staff to supervisor ratio; consolidation or reduction of administrative or support functions; restructuring or reducing highly graded supervisory and non-supervisory positions; restructuring to focus on core business functions (administrative support); restructuring to focus on STEM/programmatic priorities; and consolidating and streamlining functions/activities~~/~~ and/or reducing the ~~e~~ number of programs.

Positions targeted include Management and Program Analysts, Environmental Protection Specialists, Attorneys, Physical Scientists and Environmental Engineers.

The a~~A~~pplication periods opened on July 13, 2017 and closes at 11:59 p.m. Eastern standard time on July 26, 2017. ~~Applications submitted between that time will be accepted on a first come, first served basis.~~ Approvals of applications submitted during this window will be accepted on a first come, first served basis. Should the number of applications exceed the maximum number of offers designated by an office, approvals will be based first on service computation date for leave, then on entry on duty date (total EPA years of service.) If the SCD and EOD dates are the same for two eligible employees, then the offer will be granted to the employee who submitted his or her application first.

~~Applications will only be accepted during this period using the online application system. Specific instructions on how and when to apply are in Attachment D. If your application is approved and you decide to proceed with VERA and/or VSIP, you must depart during the separation window which ends on September 2, 2017.~~

The decision to take advantage of a VERA/VSIP is entirely voluntary. ~~EPA respects that this is a very personal decision, and no one will be pressured to submit an application nor to accept an offer.~~

~~However, for~~ ~~those~~ Personnel taking a VERA/VSIP, ~~those personnel will~~must leave the EPA by September 2, 2017.

As of July 17, 2017, EPA ~~has~~ received ~~350~~ 377 applications. In ~~the~~ past programs, the Agency ~~received~~ acceptance rate was approximately 33~~0~~% of the maximum number of ~~officer~~offers allowed. We have already exceeded this percentage. ~~Or, the agency is close to meeting that rate at the end of the third day of the application period. Under this program, that would be with an expectation of receiving approximately 500 applications~~.

Commented [HD2]: See my text and pick your path.

For FY17, EPA has a workforce of 15,031. Under this reduction which estimates a ~~450~~ 400 position elimination and a continued hiring freeze with resulting attrition, EPA may drop to 13,300 positions. The EPA employed 13,442 positions in FY 1987.

Commented [HD3]: Not sure how you got to this. Am checking attrition

Office: AO

Current On-board FTE Level: 370

FY18 Interim FTE Level: 340

Number FTE over/under FY 18 interim level: 30

Strategy to meet the new level by end of FY18:

The goal the Administrator's Office (AO) is to ensure that we strategically manage and reduce our FTE level. To date AO is in the red by 30 FTE. To that end, AO will immediately begin putting the following steps in place to reduce FTE levels by the end of FY 18 and to only put forth critical Agency hiring priorities. With this strategy and the predicted attrition level of 5%, we believe that we can successfully endure the changes required to meet the needs of our operations throughout the FY2018. The four steps in the strategy are:

INITIATE EXTERNAL EPA HIRING PAUSE:

- Pause all EPA external hires for non-critical positions. We will continue to work with our managers to identify other options to perform tasks and project oriented work.
- Pause all hiring actions (reassignments, recruits, conversions, details, etc.) that will increase AO's current FTE number. This will be revisited once an appropriation is passed. At that time, hiring will be based on office-wide and agency priorities and approved by the Acting Deputy Chief of Staff (AO's SRO). Additionally, all current and future actions will be evaluated to determine critical need.
- Evaluate all external details to determine whether the detailee is taking on critical agency/office work; if not the detailee should return to their home office at the end of their term or before the end of FY. Additionally, detailees that are in positions that have pending external hiring actions must be closely evaluated as to long term needs.

ATRRITION

- Based upon the data provided to AO from OARM we expect a 5% attrition rate. Therefore, AO could potentially attrite **19** personnel.
- AO also expects that once political appointee's are confirmed they will be reassigned to their respective NPM or Region.

VERA/VISP:

- Participate in the VERA/VSIP to include all job series, grades, and SES positions.
- Establish a communication strategy that will allow for us to give an early notice and offer appropriate training, as needed. This strategy will be dependent on the direction and guidance of the Agency as it relates to offering another early out/buyout. Key to this is getting the word out that there will be no 40K buyout option at EPA, and that this will be the last round of VERA/VSIP for the foreseeable future.
- Consider offering a phase out approach as applicable. By doing so, it is intended to develop a healthy level of knowledge retention and tap in to the talent and interest of remain staff. This approach will aide to ease the predicted budget impacts.
- Incorporate a greater use of human capital management tools and practices to help manage commitments at both AO-wide and program office levels. Thereby allowing AO to continue to restructure the Office through the concept of "talent management." AO will continue to review of key

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functions; critical functions; and support functions to consider which if any can be handled in other ways with little to no negative impacts on our work.

- IF AO is able to hire we will incorporate the following parameters:
    - Incorporate a 2-for-1 hiring (2 loses = 1 new hire).
    - Support opportunities for personnel to be reassigned to other offices in AO and other AA'ships that have a need and are under ceiling. The person's work would be distributed amongst remaining staff.
    - Use Talent Hub and Skills Market Place to make up for specific skill set shortages.

OTHER

- Potentially (as funds available) use contract dollars to support key functions or shortages.
- Transfer tasks and /or mission sets to other offices or Regions as appropriate.

IMPACTS OF REDUCED FTE LEVELS

Losses will impact all operations across AO to varying degrees from slowing processing times for actions, to reducing available time to conduct needed analysis due to no decrease in volume and less available staff; to delays in meeting higher level deadlines. For details see below.

SPECIAL AO HIRING NEEDS

- See chart below for special AO hiring needs to meet near term critical needs. These requests are limited to needs that are critical to meeting the Agency priorities, are near term and cannot be met from within the office/region.

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OFFICE	RECRUITS and JUSTIFICATION
OAES:	Program Analyst, GS-14 (Recruit open to AO only) **Justification:** This position creates coordination and a systematic process to managing AO's contracts, grants, and IPAs at the AO level. In the short-term of using a detailee to implement and perform using this approach, most offices have recognized the value. This is a great example of consolidating work being performed by multiple personnel into one primary function. **Impact:** Processes related to contracts, grants, and IPA's will continue to be inefficient.
OCR:	Director, SES (Management and Recruit open to external to EPA) **Justification:** Establish long-term leadership within the Office of Civil Rights (OCR). OCR is currently managed by an Acting Director and an Acting Deputy Director. **Impact**: Liability and inefficiencies in OCR's operations.
OCIR:	Program Analyst, GS-12/13 (Recruit open to AO only) **Justification:** The agency has a clear and explicit focus on strengthening partnerships with state and local governments and NEPPS is essential in achieving this priority. To carry out the Administrator's strategic goals for cooperative federalism with states, tribes, and local governments, the State and Regional Partnerships Staff will be relied on as a trusted resource for policy and program support and this position will contribute key analyses and complete critical projects in the areas such as PPG policy, flexibility, and utilization, state program delegation and oversight, alternative joint governance approaches, performance measures and accountability, and national guidance development for NEPPS. Note: Hiring Freeze waiver has been provided to Acting Deputy Administrator. **Impact**: Not meet deadlines for oversight requests from Congress
	Program Analyst, GS-12 (PMF) (Recruit open to AO-wide) **Justification:** Air and climate issues will continue to be an area of focus for Congress. OAR has an active regulatory program and the team must be fully staffed to handle the associated workload. Currently there are only 2 permanent FTE on the team. Bringing the staff to at least three members will allow for better management of the workload. Note: Hiring Freeze wavier has been provided to Acting Deputy Administrator. **Impact**: Not meet deadlines for oversight requests from Congress
OPA:	Principal Deputy AA, SES (Management and Recruit open to external to EPA) **Justification:** Establish long-term leadership within the Office of Public Affairs (OPA). OPA, at the Principle Deputy position is currently managed by an Acting SES manager. Impact: Inefficiencies related to OPA resource management and operations.
Awaiting pending external hiring report from OP	

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VERA/VISP:

- Participate in the VERA/VSIP to include all job series, grades, and SES positions.
- Establish a communication strategy that will allow for us to give an early notice and offer appropriate training, as needed. This strategy will be dependent on the direction and guidance of the Agency as it relates to offering another early out/buyout. Key to this is getting the word out that there will be no 40K buyout option at EPA, and that this will be the last round of VERA/VSIP for the foreseeable future.
- Consider offering a phase out approach as applicable. By doing so, it is intended to develop a healthy level of knowledge retention and tap in to the talent and interest of remain staff. This approach will aide to ease the predicted budget impacts.
- Incorporate a greater use of human capital management tools and practices to help manage commitments at both AO-wide and program office levels. Thereby allowing AO to continue to restructure the Office through the concept of "talent management." AO will continue to review of key

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functions; critical functions; and support functions to consider which if any can be handled in other ways with little to no negative impacts on our work.

- IF AO is able to hire we will incorporate the following parameters:
    - Incorporate a 2-for-1 hiring (2 loses = 1 new hire).
    - Support opportunities for personnel to be reassigned to other offices in AO and other AA'ships that have a need and are under ceiling. The person's work would be distributed amongst remaining staff.
    - Use Talent Hub and Skills Market Place to make up for specific skill set shortages.

OTHER

- Potentially (as funds available) use contract dollars to support key functions or shortages.
- Transfer tasks and /or mission sets to other offices or Regions as appropriate.

IMPACTS OF REDUCED FTE LEVELS

Losses will impact all operations across AO to varying degrees from slowing processing times for actions, to reducing available time to conduct needed analysis due to no decrease in volume and less available staff; to delays in meeting higher level deadlines. For details see attached page.

SPECIAL AO HIRING NEEDS

- See updated attached Spreadsheet for authority to hire to meet near term critical needs. These requests should be limited to needs that are critical to meeting Agency priorities, are near term and cannot be met from within the office/region.

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OFFICE	RECRUITS and JUSTIFICATION
OAES:	Program Analyst, GS-14 (Recruit open to AO only) **Justification:** This position creates coordination and a systematic process to managing AO's contracts, grants, and IPAs at the AO level. In the short-term of using a detailee to implement and perform using this approach, most offices have recognized the value. This is a great example of consolidating work being performed by multiple personnel into one primary function. **Impact:** Processes related to contracts, grants, and IPA's will continue to be inefficient.
OCR:	Director, SES (Management and Recruit open to external to EPA) **Justification:** Establish long-term leadership within the Office of Civil Rights (OCR). OCR is currently managed by an Acting Director and an Acting Deputy Director. **Impact**: Liability and inefficiencies in OCR's operations.
OCIR:	Program Analyst, GS-12/13 (Recruit open to AO only) **Justification:** The agency has a clear and explicit focus on strengthening partnerships with state and local governments and NEPPS is essential in achieving this priority. To carry out the Administrator's strategic goals for cooperative federalism with states, tribes, and local governments, the State and Regional Partnerships Staff will be relied on as a trusted resource for policy and program support and this position will contribute key analyses and complete critical projects in the areas such as PPG policy, flexibility, and utilization, state program delegation and oversight, alternative joint governance approaches, performance measures and accountability, and national guidance development for NEPPS. Note: Hiring Freeze waiver has been provided to Acting Deputy Administrator. **Impact**: Not meet deadlines for oversight requests from Congress
	Program Analyst, GS-12 (PMF) (Recruit open to AO-wide) **Justification:** Air and climate issues will continue to be an area of focus for Congress. OAR has an active regulatory program and the team must be fully staffed to handle the associated workload. Currently there are only 2 permanent FTE on the team. Bringing the staff to at least three members will allow for better management of the workload. Note: Hiring Freeze wavier has been provided to Acting Deputy Administrator. **Impact**: Not meet deadlines for oversight requests from Congress
OPA:	Principal Deputy AA, SES (Management and Recruit open to external to EPA) **Justification:** Establish long-term leadership within the Office of Public Affairs (OPA). OPA, at the Principle Deputy position is currently managed by an Acting SES manager. Impact: Inefficiencies related to OPA resource management and operations.
Awaiting pending external hiring report from OP	

Strategy for Managing Interim FTE Levels[1]

Office: AO

Current On-board FTE Level: 370

FY18 Interim FTE Level: 340

Number FTE over/under FY 18 interim level: 30

Strategy to meet the new level by end of FY18:

AO will implement a glide strategy that includes a three- phased approach. The strategy is set up designed to initially achieve significant FTE reductionsto address the most immediate impact and outline steps continue to find ways to meet and sustain the overall interim target. As such, AO will implement a hiring pause of all immediate personnel requests to allow time to review the top needs of the office; next, AO will incorporate a 2-for-1 hiring approach; and finally, we will explore a VERA/VISP. With this strategy and the predicted estimated attrition level of 5%, we believe that we AO can successfully endure the changes required to meet the needs of our operations throughout the FY2018. The three phase in the strategy are:

INITIATE HIRING PAUSE:

- Immediately AO will pause all external hires to AO, both outside the Agency and AO, for non-critical positions. We will continue to work with our managers to identify other options to perform tasks and project oriented work.
- Pause all hiring actions (reassignments, recruits, conversions, details, etc.) that will increase AO's current FTE number. This will be revisited once an appropriation is passed. At that time, hiring will be based on office-wide and agency priorities and approved by the Acting Deputy Chief of Staff (AO's SRO). Additionally, all current and future actions will be evaluated to determine critical need.
- Evaluate the use of all external staff on details to AO in order to determine if there are other alternatives available to the work done. These alternatives may include developmental assignments; Skill Martketplace projects; etc. Details will be limited to those whether the detailee is taking on critical agency/office work; if not applicable, t the detailee should return to their home office at the end of their term or before the end of FY. Additionally, detailees that are in positions that have pending external hiring actions must be closely evaluated as to long term needs.

INCORPORATE a 2-for-1 HIRING (2 loses = 1 new hire):

- Begin to change our culture to look very critically at all functions and positions to begin to understand that we will all be required to do more with less. And where applicable, will target the most common positions by series to see where the knowledge, skills, and experience are transferable and can be used to offset the resource challenges. In AO, it we will start with the more generic positions like, staffing assistants; program/management analyst; etc.
- Support opportunities for personnel to be reassigned to other offices in AO and other AA'ships that have a need and are under ceiling. The person's work would be distributed amongst remaining staff.
- Use Talent Hub and Skills Market Place to make up for specific skill set shortages.

EXPLORE VERA/VISP:

- Explore the option of another VERA/VSIP to include all job series, grades, and SES positions.

Commented [RR1]: Is this meant to mean – reduction in FTE – if so, suggest rewording to…"initially achieve significant FTE reductions and outline…"

Commented [RR2]: We might want to clarify whether this is outside the agency or outside AO or both.

Commented [RR3]: We mean external staff on detail to AO, correct?

Commented [RR4]: We should probably include a bullet on whether this 2 for 1 is AO wide or by individual office. Something like…if it's AO wide - "As AO loses 2 positions, based on agreed upon AO hiring priorities 1 position will be filled." Or if office specific…"As each office loses 2 positions, based on their priorities they can fill 1 position."

I'm not sure we want to talk about 'more with less' but maybe something like…'challenge everyone to innovate to be more efficient (e.g., use of technology, talent hub etc.) as our resources become more constrained.'

Commented [RR5]: Is there a timeframe that we're thinking about making this decision? If we think this is a viable tool for AO we'd need to make this decision by the end of January or there about to get approvals and have everyone gone by April, right? Will we have enough data from the 2 prior phases to know if we're going to reach the -30 target?

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Strategy for Managing Interim FTE Levels[1]

- Initiate decision-making process to have a final decision by the end of January, or there about. As appropriate, take necessary actions to get required approvals and start the process so that all takers will be off the rolls by April.
-
- Establish ~~a~~ a communication strategy to announce as soon as possible. This ~~that~~ will allow us time ~~for us~~ to give an early notice and offer appropriate training, as needed. This strategy will be dependent on the direction and guidance of the Agency as it relates to offering another early out/buyout. Key to this is getting the word out that there will be no 40K buyout option at EPA, and that this will be the last round of VERA/VSIP for the foreseeable future.
- Consider offering a phased out approach, as applicable. By doing so, it is intended to develop a healthy level of knowledge retention and tap in to the talent and interest of remain staff. This approach will ~~aide to~~ ease the predicted budget impacts.
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- Expect a 5% attrition rate, AO could potentially attrite 19 personnel.
- Potentially (as funds available) use contract dollars to support key functions or shortages.
- Transfer tasks and /or mission sets to other offices or Regions as appropriate.

We believe that all three phases can help us reach our targets. Throughout the fiscal year, we will continue to track and monitor our FTE utilization. Decisions on how to move forward will be dependent on the trends and analysis of each phase to ensure that we are reaching our goals; maintain operations at the given level(s); and be flexible in carrying out the next phase of our strategy.

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Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- See updated attached Spreadsheet

Impacts of reduced FTE levels

Losses will ~~impact~~ affect all operations across AO to varying degrees from slowing processing times for actions, to reducing available time to conduct needed analysis due to no decrease in volume and less available staff; to delays in meeting higher level deadlines. For details see attached page.

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Strategy for Managing Interim FTE Levels[1]

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Strategy for Managing Interim FTE Levels[1]

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AO FTE COUNT

7-December-2017 8:05 AM

OFFICE	FTE ALLOCATION	CURRENT FTE COUNT	PAID DETAILEES*	PERMANENT CAREER	NON-CAREER	NDING RECRUIT ACTIO EXTERNAL	INTERNAL
IO	23.8	38	4.5	12	18	0	3
OAES	18.9	20	2	18	0	2	2
OCR	24.6	19	3	16	0	2	1
OCHP	15.4	14	0	14	0	0	0
OCIR	51.6	49	5	37	7	3	0
OEX	14.6	13	0	12	1	0	0
OHS	9.7	9	0	9	0	2	0
OPA	38.9	36	1	27	8	3	0
OPE	12	7	1	5	1	1	0
EE	6.1	5	0	5	0	0	0
OSDBU	11.3	12	0	12	0	0	0
SAB	21.6	21	0	21	0	0	0
OP	140.9	127	0	122	5	0	3
TOTALS	389.4	370	16.5	310	40	13	9

*INCLUDED IN CURRENT FTE COUNT

AO HIRING REQUESTS
AS OF
[Date]

OFFICE	PAID DETAILEES	AO DETAILEES	EXTERNAL RECRUITS
IO:	Hema Subramaniamk, OW	Carly Carol, OPA w/Temp Promo	Management Analyst/Staff Assistant* #4
	Silvina Fonseca, OECA (Paid 50/50)	Emilio Cortes, OCR w/Temp Promo #1	
	Juanita Jenkins		
	Helena Wooden-Aguilar, OECA		
OCI:	Serena McIlwain, R9	Kevin DeBell, OP	Director, SES*
		4 Program Analyst, GS-14, OP - Proposed	9 New - Program Analysts, Staff Assistant, Data Specialist, Communication Specialist - Proposed
OAES:	Michael Quarles, OAR	Scott Fraser, OPEEE #4	Program Analyst, GS-14* #1
	Connie Eng, ORD		Management Analyst, GS-11* #3
			IT Specialist, 07/09 (Specialized Hire only) #5
OCR:	Tanya Lawrence, OECA	Carmen Gray, OPA	Director, SES* #1
	Sandra Career, OW		Equal Employment Specialist, GS-12 #4
	Jeffrey Page, OECA		Deputy Director, GS-15 #2
	Deputy Director - Proposed		
OCHP:	Children's Health Outreach & Communications, GS-13	N/A	N/A
OCIR:	Kristien Knapp, OAR	Monee Gardner -Detailed out, OARM	Congressional Liaison Specialist, GS-13* #3
	Ryan Yaeger, OARM	Karen Thundiyil, OP	Congressional Liaison Specialist, GS-13* #4
	Elizabeth Skane, OW	Chad Nitsch/Melissa Saddler, OCIR #5	Program Analyst, GS-12/13* #2
	Ericka Farrell, OGC		Attorney-Advisor, GS-13/14* #6
	Laura Gomez, R6 (proposed)		James Kenney, OECA (proposed) #7

** Work is done currently via a detailee*

AO HIRING REQUESTS
AS OF
[Date]

INTERNAL RECRUITS
Lead Travel Coordinator, GS-14 #3
Lead Mangement Analyst, GS-14 #5
Staff Assistant, GS-13 #2
OPEN - Talent Management
Program Analyst, GS-13 #2
Reasonable Accommodations Coordinator, GS-13 #3
N/A
Program Analyst, GS-12 (PMF) #1

** Work is done currently via a detailee*

AO HIRING REQUESTS
AS OF
[Date]

OEX:	N/A	N/A	Writer/Editor (11/12/13)
			2 WCF not counted in FTE
OHS:	N/A	N/A	AA for OHS ES-0340 (NC)
			Environmental Scientist GS-15
OPA:	N/A	George Hull -Detailed out, OECA	Principal Deputy AA, SES* #1
			Multi-Media Production Specialist, GS-14 (Graphics Motion) #3
			Multi-Media Production Specialist, GS-14 (Photographer) #4
			FOIA Attorney/ Specialist #3
OPE:	N/A	N/A	N/A
OEE:	Lee Tanner	Theodore Coopwood, OCHP	Public Affairs Specialist, GS-13*
OSDBU:	N/A	N/A	N/A
SAB:	N/A	N/A	N/A
			Note: 5 FTE alloted for all the SGEs
OP:	N/A	Shannon Kenny - Detailed out, OW	N/A

No report from OP

** Work is done currently via a detailee*

AO HIRING REQUESTS
AS OF
[Date]

N/A
N/A
N/A
N/A
N/A
N/A
N/A
N/A

** Work is done currently via a detailee*

	PENDING ACTIONS & NEW REQUESTS	Grade	Internal	External	Impact on VERA/VSIP	CRITICAL FUNCTIONS	CRITICAL POSITION
Sample	*Assistant Director for AEAS (Team Lead)*	*15*	*X*	*X*		*Lead team through the Manage MD-715 Report*	*Yes*
IO	Recruit Staff Assistant	13	X				
	Recruit Management Analyst (Team Leader)	14			X		
	Accrete Travel Coordinator (Lead)	14			X		
	Program Analyst - Sr. Advisor to DCOS	14	X			Support Acting DCOS	Yes
	Management Analyst/Staff Assistant	13-Dec	X	X	X	Support Deputy Administrator when appointed	Yes
OCI*	Director OCI (pending reorg)	SES		X			
	Communications Specialist (pending reorg)	13/14		X			
	Data Specialist (pending reorg)	13/14		X			
	Staff Assistant (pending reorg)	09/11/12		X			
	Program Analyst (pending reorg)	14		X			
	Program Analyst (pending reorg)	12/13		X			
	Program Analyst (pending reorg)	12/13		X			
	Program Analyst (pending reorg)	12/13		X			
	Program Analyst (pending reorg)	12/13		X			
	Program Analyst (pending reorg)	12/13		X			
OAES	Recruit IT Specialist GS-2210-7/9	7		X		Supports the development of applications and systems management for AO and Agency programs lead by AO (Talent Hub, Purchase Card App).	Yes
	Reassignment Staff Assistant GS-11	11		X		Supports the OAES Director in coordinating AO-wide activities for senior level officials.	Yes

ALTERNATIVES TO MEETING OBJECTIVES	PRIORITY CATEGORY	JUSTIFICATION	PRIORITY	CURRENT STATUS	SRO APPROVAL
Short -Term Detail to ensure report is coordinated and processed to meet EEOC's requirements and due date *Long-Term - no alternative; this position is critical to OCR's management function*	*Mandated*	*Agency must submit report to EEOC by March 2018*	*3*	**OCR**	
			2	RTP	Yes
			5	OAES	
			3	RTP	Yes
	Detail		1	RTP	Yes
Detail or shift existing staff	Admin		4	IO	Yes
				PENDING	
				PENDING	
				PENDING	
				PENDING	
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				PENDING	
In the past OAES has used an ORISE hire; his appointment cannot be extended beyond January 2018. If necessary, we can move work with Agency program; and possibly use contractor/OEI support to manage AO systems.	Other	Addresses a critical need to have AO knowledgable resources to support AO's priorities which often leads to agency-wide benefits. This includes, but not limited to, the development of applications and systems management for AO and Agency programs lead by AO (Talent Hub, Purchase Card App).	3	RTP	Yes
Continue to use details to support the Director or move staff from team to perform the function.	Other	Due to complex scheduling and executive activities, this position is required to ensure executive level of support to both the OAES Director and Acting Deputy Chief of Staff. In addition, the incumbent can assist with other office functions that often involves coordination across AO.	2		Yes?

	Reassignment Public Liaison Specialist (Scott Fraser, On Hold)	15	X			Leads AO wide priority projects (Employee Engagement, mission measures). Manages Talnet Hub	Yes
	Recruit Program Analyst	13	X			Performs as an HR Liasion and coordinates organizational and operational activities for AO	Yes
	Recruit Program Analyst	14		X	X	This position is critical to AO and is supported by AO managers. The position supports all of AO's program offices contracts, grants and IA work.	Yes
OPA	Multi-Media Production Specialist (Photography)	14		X	X	State of the art multi-media	yes for 1
	Multi-Media Production Specialist (Graphics Motion)	14		X	X	State of the art multi-media	yes for 1
	SES PDAA, OPA	SES					yes
	FOIA Attorney/Specialist						yes
OPE/OEE	Reassignment Public Affairs Specialist	13		X			
OCIR	Reassignment Attorney-Adviser (Kristien Knapp, detail already counted in FTE)	13		X		Assists in the production and review of documents responsive to congressional oversight requets	yes
	Detail Attorney-Adviser (Ryan Yaeger, not to be reassigned)	14		X		Assists in the production and review of documents responsive to congressional oversight requets	Yes

This position was inhereted when Office Internal Comms redirected the office function. We could return the communications responsibility back to OIC and incorporate the remaining responsibilities to existing staff.	Admin	Leads AO wide priority projects (Employee Engagement, mission measures). Manages Talnet Hub	5	HOLD	Yes?
To minimize the impact on AO, management has decided if applicant is not selected from AO, we will not fill the position.	Other	Equity in performance level in comparison to others on staff.	4	PENDING CERT	
Identify and train staff office personnel to become CORS; Grant Managers; IPA Coordinators to manage at program levels.	Other	This position creates coordination and a systemmatic process to managing AO's contracts, grants, and IPAs at the AO level. In the short-term of using a detailee to implement and perform using this approach, most offices have recognized the value. This is a great example of consolidating work being performed by multiple personnel into one primary function.	1	PENDING CERT	Yes
contractor support/training for existing staff	Admin	Administrator's priority for multi-media	4	RTP	
contractor support/training for existing staff	Admin	Administrator's priority for multi-media	3	RTP	
overall OPA management	Supv	OPA senior career manager	1	ERD	
Coordinate increased number of OPA FOIAs	Admin	Agency must respond to FOIAS	2	no action yet	
				PSB	
detailing attorney-advisors to the legislative oversight counsel to ensure the agency continues to meet its obligation to respond to oversight reqeusts from Congress	Mandated	The legislative oversight counsel is currently understaffed, with 1 permanent FTE assigend to the group. The number and volume of responses to these requests requires a fully-staffed operation with the requisite (attorney-advisor) skillset to ensure that the agency's obligation to respond to these requests is met.	6	RTP	
Currently detailed to the legisltive oversight team	Detail	The legislative oversight counsel is currently understaffed, with 1 permanent FTE assigend to the group. The number and volume of responses to these requests requires a fully-staffed operation with the requisite (attorney-advisor) skillset to ensure that the agency's obligation to respond to these requests is met.	N/A	EOD	

	Recruit Congressional Liaison Specialist - Appropriations and Cross-Cutting Staff	13	X	X		Serves as a member of the Appropriations and Cross-Cutting team which liases with 11 program offices to include: OCFO, OARM, ORD, OP...	Yes
	Recruit Congressional Liaison Specialist - Water, Pesticides and Toxics Staff	13	X	X		Serves as a member of the Water, Pesticides and Toxcis Team which liases with OW and OCSPP	Yes
	Reassignment Non-Supervisory GS-15 (James Kenney, pending management decision)	15		X	X		
	Reassignment Cong Liaison Spec (air team, Karen Thundiyil, detail already counted in FTE)	14	X			Serves as a member of the Air Team, which works exclusively on air and climate policy, laisiign with OAR	Yes

Rotating detailees to the team, including PMFs	Mandated	This action will be cancelled pending the reassignment of Laura Gomez to the team	3	RTP	
Rotating detailees to the team, including PMFs	Mandated	The Water, Pesticides and Toxcis Team has one of the most active and high profile portfolios and as such they clearly align with the Administrator's priorities. TASCA implemention and WOTUS are two of the many major issues that this team handles.	4	RTP	
		Oil and gas issues continue to be an area of focus for the Agency. Jim stepped in to support the effort more than a year ago splitting his time between his OECA work and AO oil and gas coordination. Over time the oil and gas work has required more coordination and communication. Since much of the work is managed out of the AO, it makes sense to move Jim permanently to the AO and OCIR's Intergovernmental Relations office offers the regional and intergovernmental liaison functions to support the oil and gas portfolio.	7	OCIR	
Rotating detailees to the team, including PMFs	Mandated	Air and climate issues will continue to be an area of focus for Congeress. OAR has an active regulatory program and the team must be fully staffed to hanlde the associated workload. Currently there are only 2 permanent FTE on the team. Bringing the staff to at least three members will allow for better management of the workload.	4	OCIR	

	Detail Congressional Liaison Specialist (cross cutting team, Laura Gomez)	13		X		Serves as a member of the Appropriations and Cross-Cutting team which liases with 11 program offices to include: OCFO, OARM, ORD, OP…	Yes
	Detail Supervisory Program Analyst (planned as 2, 120-day temp. promotions)	14	X			Serves as the supervisor for the State and Regional Partnerships Staff	Yes
	Convert PMF to Permanent Program Analyst	12	X				Yes

Rotating detailees to the team, including PMFs	Mandated	The Appropriations and Cross-Cutting Staff deals with a number of high profile, interdisciplinary issues spanning multiple program offices within the agency – in fact, the Appropriations and Cross-Cutting Staff liaise with more program offices (11) than any other congressional staff within the Office of Congressional Affairs. These offices include: OCFO; ORD; OARM; and OP. Laura Gomez brings the requisite experience to this position having served as a congressional liaison on the Appropriations and Cross-Cutting Staff previously. This will allow her to hit the ground running and become an immediate asset to the staff.	3	OCIR	
Rotating detailees to the team	Supv	The portfolio of the State and Regional Partnerships Staff is broad reaching and multidisciplinary, directly supporting the Administrator's priority of advancing Cooperative Federalism. The Staff's portfolio includes overseeing the National Environmental Performance Partnership System (NEPPS), managing the EPA's relationship and engagements with the Environmental Counsel of States (ECOS), and serving as the ombudsman for the EPA's Regional Offices. Currently, the State and Regional Partnerships Staff is without dedicated leadership to manage staff workload and the day-to-day activities of the group. For this reason, selecting an acting director to serve on a detail will be essential to providing stability and direction until a permanent director can be selected.	5	OAES	
Started with a term appointment	Mandated		1	OCIR	

	Recruit Program Analyst GS-0343-12/13	12/13		X		This position will manage and administer projects to enhance the agency's collaboration with states and tribes through NEPPS.	Yes
OCR	Recruit Reasonable Accommodations Coordinator GS-0260-13	13	X			Review medical info	Yes
	Recruit Equal Employment Specialist GS-0260-12 (pending approval)	12		X	x	Conduct affirmative employment and statistical analysis	Yes
	Detail Attorney Adviser GS-905-14 (Jeffery Page)	14		X		Lead FAD backlog project	Yes
	SES Director, OCR	SES	X	X		Serve as office director and principal advisor on employment discrimination matters	Yes
	Detail Deputy Director	15	X	X		Oversee office operations and development of annual MD-715 report	Yes
OHS	Associate Administrator, ES-340 (Non-Career)	SES		X			

Rotating detailees to the staff	Mandated	The agency has a clear and explicit focus on strengthening partnerships with state and local governments and NEPPS is essential in achieving this priority. To carry out the Administrator's strategic goals for cooperative federalism with states, tribes, and local governments, the State and Regional Partnerships Staff will be relied on as a trusted resource for policy and program support and this position will contribute key analyses and complete critical projects in the areas such as PPG policy, flexibility, and utilization, state program delegation and oversight, alternative joint governance approaches, performance measures and accountability, and national guidance development for NEPPS.	2	OCIR	
Focus on processing requests and conduct limited training	Mandated	Comply with negotiated procedures	4	OCR	
Identify internal candidate w/experience analyzing statistical data	Other	Fill 1 of 4 vacancies on Affirmative Employ. Team	5	RTP	
Redistribute functions among EEO team leader and 2 OCR attorney FAD writers	Admin	Lead FAD backlog project	3	RTP	
Continue to fill through details	Supv	Establish long-term leadership	1	POSTED	
Fill through internal reassignment when interim period ends	Detail	Help oversee operations to resolve FAD backlog and develop annual MD-715 report.	2	OCR	
	NC Appt		1	WHL	

	Environmental Scientist, GS-1301-15 - Received cert on 10/16/17 - Management reviewing resumes	15		X	X	Critical support to Emergency Response, Consequence Management mission. Provides the dedicated support to address nuclear and biological issues across the agency. The ability to manage internal agency and the interagency coordination of nuclear and biological issues in the agency's capabilities to carry out its capability of the Agency and respond adequately to a terrorist incident.	Yes
OCHP	Children's Health Outreach and Communications	**13**	X			Help manage interagency children's health task force.	Yes
OEX	Writer/Editor	11/12/13	X			Compose, edit and process correspondence for the Administrator's signature	
SAB	**NONE**						
OSBDU	**NONE**						
OP	**NONE**						

The respective Deputy Office Administrator and other employees undertake much of these activities themselves.	Mandated	Environmental Engineer is critical since the office is small and has a huge portfolio of homeland security functions. This will also allow the office administrator to focus on leading and managing core operational functions without the additional burden or distractions.	2	CERT IN OHS	Yes
Consider contract support for Task Force with less frequent meetings or assign Task Force support to another staff member that will no longer work on other outreach and communication projects that may include advisory committee support, distributing newsletter or coordinting regional activities. Pursue dramatically scaled down EPA only lead strategy.	Detail	Support need to finalize and implement priority lead strategy	1	Tentative Selection in Talent Hub	Yes
Eliminate some correspondence-related functions to allow a single writer/editor to meet all writing needs		OEX is under its FY18 interim ceiling and cannot continue to meet all correspondence-related tasks without additional support	1	OEX	

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Strategy for Managing Interim FTE Levels[1]

Office: AO

Current On-board FTE Level: 370

FY18 Interim FTE Level: ~~340~~340.3

Number FTE over/under FY 18 interim level: 30

Strategy to meet the new level by end of FY18:

AO will implement a glide strategy that includes a three-phase approach. The strategy is set up to address the most immediate impact and continue to find ways to meet and sustain the overall interim target. As such, AO will implement a hiring pause, all immediate personnel request to review the top needs of the office; next, AO will incorporate a 2-for-1 hiring approach; and finally, we will explore a VERA/VISP. With this strategy and the predicted attrition level of 5%, we believe that we can successfully endure the changes required to meet the needs of our operations throughout the FY2018. The three phase in the strategy are:

INITIATE HIRING PAUSE:

- Immediately AO will pause all external hires for non-critical positions. We will continue to work with our managers to identify other options to perform tasks and project oriented work.
- Pause all hiring actions (reassignments, recruits, conversions, details, etc.) that will increase AO's current FTE number. This will be revisited once an appropriation is passed. At that time, hiring will be based on office-wide and agency priorities and approved by the Acting Deputy Chief of Staff (AO's SRO). Additionally, all current and future actions will be evaluated to determine critical need.
- Evaluate all external details to determine whether the detailee is taking on critical agency/office work; if not the detailee should return to their home office at the end of their term or before the end of ~~FY~~fiscal year. Additionally, detailees that are in positions that have pending external hiring actions must be closely evaluated as to long term needs.

INCORPORATE a 2-for-1 HIRING (2 loses = 1 new hire):

- Begin to change our culture to look very critically at all functions and positions to begin to understand that we will all be required to do more with less. And where applicable, will target the most common positions by series to see where the knowledge, skills, and experience are transferable and can be used to offset the resource challenges. In AO, it we will start with the more generic positions like, staffing assistants; program/management analyst; etc.
- Support opportunities for personnel to be reassigned to other offices in AO and other AA'ships that have a need and are under ceiling. The person's work would be distributed amongst remaining staff.
- Use Talent Hub and Skills Market Place to make up for specific skill set shortages.

EXPLORE VERA/VISP:

- Explore the option of another VERA/VSIP to include all job series, grades, and SES positions.
- Establish a communication strategy that will allow for us to give an early notice and offer appropriate training, as needed. This strategy will be dependent on the direction and guidance of the Agency as it relates to offering another early out/buyout. Key to this is getting the word out that there will be no $40K buyout option at EPA, and that this will be the last round of VERA/VSIP for the foreseeable future.

Strategy for Managing Interim FTE Levels[1]

- Consider offering a phase out approach as applicable. By doing so, it is intended to develop a healthy level of knowledge retention and tap in to the talent and interest of remain staff. This approach will aide to ease the predicted budget impacts.
- Incorporate a greater use of human capital management tools and practices to help manage commitments at both AO-wide and program office levels. Thereby allowing AO to continue to restructure the Office through the concept of "talent management." AO will continue to review of key functions; critical functions; and support functions to consider which if any can be handled in other ways with little to no negative impacts on our work.

In addition, AO will implement the following decisions to help maximize the expected modifications resulting from our plan:

- Expect a 5% attrition rate, AO could potentially attrite 19 personnel.
- Potentially (as funds available) use contract dollars to support key functions or shortages.
- Transfer tasks and /or mission sets to other offices or Regions as appropriate.

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- See updated attached Spreadsheet

Impacts of reduced FTE levels

Losses will impact all operations across AO to varying degrees from slowing processing times for actions, to reducing available time to conduct needed analysis due to no decrease in volume and less available staff; to delays in meeting higher level deadlines. For details see attached page.

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Strategy for Managing Interim FTE Levels[1]

Office: AO

Current On-board FTE Level: 370

FY18 Interim FTE Level: 340

Number FTE over/under FY 18 interim level: 30

Strategy to meet the new level by end of FY18:

AO will implement a glide strategy that includes a three- phase approach. The strategy is set up to address the most immediate impact and continue to find ways to meet and sustain the overall interim target. As such, AO will implement a hiring pause all immediate personnel request to review the top needs of the office; next, AO will incorporate a 2-for-1 hiring approach; and finally, we will explore a VERA/VISP. With this strategy and the predicted attrition level of 5%, we believe that we can successfully endure the changes required to meet the needs of our operations throughout the FY2018. The three phase in the strategy are:

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- Pause all hiring actions (reassignments, recruits, conversions, details, etc.) that will increase AO's current FTE number. This will be revisited once an appropriation is passed. At that time, hiring will be based on office-wide and agency priorities and approved by the Acting Deputy Chief of Staff (AO's SRO). Additionally, all current and future actions will be evaluated to determine critical need.
- Evaluate all external details to determine whether the detailee is taking on critical agency/office work; if not the detailee should return to their home office at the end of their term or before the end of FY. Additionally, detailees that are in positions that have pending external hiring actions must be closely evaluated as to long term needs.

INCORPORATE a 2-for-1 HIRING (2 loses = 1 new hire):

- Begin to change our culture to look very critically at all functions and positions to begin to understand that we will all be required to do more with less. And where applicable, will target the most common positions by series to see where the knowledge, skills, and experience are transferable and can be used to offset the resource challenges. In AO, it we will start with the more generic positions like, staffing assistants; program/management analyst; etc.
- Support opportunities for personnel to be reassigned to other offices in AO and other AA'ships that have a need and are under ceiling. The person's work would be distributed amongst remaining staff.
- Use Talent Hub and Skills Market Place to make up for specific skill set shortages.

EXPLORE VERA/VISP:

- Explore the option of another VERA/VSIP to include all job series, grades, and SES positions.
- Establish a communication strategy that will allow for us to give an early notice and offer appropriate training, as needed. This strategy will be dependent on the direction and guidance of the Agency as it relates to offering another early out/buyout. Key to this is getting the word out that there will be no 40K buyout option at EPA, and that this will be the last round of VERA/VSIP for the foreseeable future.

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Strategy for Managing Interim FTE Levels[1]

- Consider offering a phase out approach as applicable. By doing so, it is intended to develop a healthy level of knowledge retention and tap in to the talent and interest of remain staff. This approach will aide to ease the predicted budget impacts.
- Incorporate a greater use of human capital management tools and practices to help manage commitments at both AO-wide and program office levels. Thereby allowing AO to continue to restructure the Office through the concept of "talent management." AO will continue to review of key functions; critical functions; and support functions to consider which if any can be handled in other ways with little to no negative impacts on our work.

In addition, AO will implement the following decisions to help maximize the expected modifications resulting from our plan:

- Expect a 5% attrition rate, AO could potentially attrite 19 personnel.
- Potentially (as funds available) use contract dollars to support key functions or shortages.
- Transfer tasks and /or mission sets to other offices or Regions as appropriate.

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- See updated attached Spreadsheet

Impacts of reduced FTE levels

Losses will impact all operations across AO to varying degrees from slowing processing times for actions, to reducing available time to conduct needed analysis due to no decrease in volume and less available staff; to delays in meeting higher level deadlines. For details see attached page.

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Strategy for Managing Interim FTE Levels[1]

Office:

Current On-board FTE Level:

FY18 Interim FTE Level:

Number FTE over/under FY 18 interim level:

Strategy to meet the new level by end of FY18:

- Describe strategy to manage FTE levels to meet FY18 interim levels by the end of FY18.
- Reduction strategy could include attrition (if different than your average annual attrition rate please explain why), targeted VERA/VSIP, and/or transfers to other agency offices. Please include expected timeframe.
- Strategy for any hiring should focus on priority areas in the near term, and first look to hiring from within the agency. External hiring should be limited to situations where the expertise and/or capacity is not available inside the agency. Plan to provide descriptions that justify determinations that capacity is not available within agency.
- Please include the numbers and function of the positions you expect to reduce/increase over the year. For example: Contracting Officers: 5. This will allow us to have a corporate look across the Agency.
- If a region is proposing a notably larger reduction to a program than identified from the materials distributed by OCFO (taking advantage of flexibility), then there should be communication between the region and NPM.

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- Please describe any near-term critical needs, identifying the technical expertise needed; why it is critical in the near-term and where across the agency this expertise may exist.

Impacts of reduced FTE levels

- Identify the impact(s) for this fiscal year to key deliverables or Administrator priorities in your program.

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[1] The FTE level identified is an interim level and represents a scenario for planning purposes only. Final FTE levels will be determined upon receiving a final appropriation and operating plan decisions.

Strategy for Managing Interim FTE Levels[1]

Office: AO

Current On-board FTE Level: 370

FY18 Interim FTE Level: 340

Number FTE over/under FY 18 interim level: 30

Strategy to meet the new level by end of FY18:

- Pause all hiring actions (reassignments, recruits, conversions, details, etc.) that will increase AO's current FTE number. This will be revisited once an appropriation is passed. At that time, hiring will be based on office-wide and agency priorities and approved by the Acting Deputy Chief of Staff (AO's SRO). Additionally, all current and future actions will be evaluated.
- Evaluate all external details to determine whether the detailee is taking on critical agency/office work; if not the detailee should return to their home office at the end of their term or before the end of FY.
- At a 5% attrition rate, AO could potentially attrite 19 personnel.
- Explore the option of another VERA/VSIP. AO had 13 personnel take the last VERA/VSIP. Key to this is getting the word out that there will be no 40K buyout option at EPA, and that this will be the last round of VERA/VSIP for the foreseeable future. VERA/VSIP would be open to all job series, grades and SES (if possible).
- AO could incorporate a 2 for 1 hiring approach. (2 loses = 1 new hire)
- Support opportunities for personnel to be reassigned to other offices in AO and other AA'ships that have a need and are under ceiling. The person's work would be distributed amongst remaining staff.
- Use Talent Hub and Skills Market Place to make up for specific skill set shortages.
- Potentially (as funds available) use contract dollars to support key functions or shortages.
- Transfer tasks and /or mission sets to other offices or Regions as appropriate.

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- See attached Spreadsheet

Impacts of reduced FTE levels

- Losses will impact all operations across AO to varying degrees from slowing processing times for actions, to reducing available time to conduct needed analysis due to no decrease in volume and less available staff; to delays in meeting higher level deadlines. For details see attached page.

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Strategy for Managing Interim FTE Levels[1]

Office: AO

Current On-board FTE Level: 370

FY18 Interim FTE Level: 340

Number FTE over/under FY 18 interim level: 30

Strategy to meet the new level by end of FY18:

- Pause all hiring actions (reassignments, recruits, conversions, details, etc.) that will increase AO's current FTE number. This will be revisited once an appropriation is passed. At that time, hiring will be based on office-wide and agency priorities and approved by the Acting Deputy Chief of Staff (AO's SRO).
- Return all external details at the end of their term or before end of FY.
- At a 5% attrition rate, AO could potentially attrite 19 personnel.
- Explore the option of another VERA/VSIP. AO 13 personnel take the last VERA/VSIP. Key to this is getting the word out that there will be no 40K buyout option at EPA, and that this will be the last round of VERA/VSIP for the foreseeable future.
- AO could incorporate a 2 for 1 hiring approach. (2 loses = 1 new hire)
- Support opportunities for personnel to be reassigned to other offices in AO and other AA'ships that have a need and are under ceiling. The person's work would be distributed amongst remaining staff.
- Use Talent Hub and Skills Market Place to make up for specific skill set shortages.
- Potentially (as funds available) use contract dollars to support key functions or shortages.
- Transfer tasks and /or mission sets to other offices or Regions as appropriate.

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- See attached Spreadsheet

Impacts of reduced FTE levels

- Losses will impact all operations across AO to varying degrees from slowing processing times for actions, to reducing available time to conduct needed analysis due to no decrease in volume and less available staff; to delays in meeting higher level deadlines. For details see attached page.

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Strategy for Managing Interim FTE Levels[1]

Office: OAES

Current On-board FTE Level: 20

FY18 Interim FTE Level:

Number FTE over/under FY 18 interim level:

Strategy to meet the new level by end of FY18:

- Pause all hiring actions (reassignments, recruits, conversion, details, etc.) that will increase OA's current onboards. This will be revisited once an appropriation is passed. At that time, hiring will be based on office-wide and agency priorities and approved by the Deputy Chief of Staff (OA's SRO).
- Return all external details at the end of term.
- At a 5% attrition rate, OAES could potentially attrite one personnel.
- Explore the option of another VERA/VSIP. OAES had one person to take the last VERA/VSIP.
- OAES would incorporate a 2 for 1 hiring approach.
- Support opportunities for personnel to be reassigned to other offices in AO and other AA'ships that have a need and is under ceiling. The person's work would be distributed amongst existing staff.

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- GS-14 Program Analyst: This position is critical to AO and is supported by AO managers. The position supports all of AO's program offices contracts, grants and IA work.
- GS-11 Staff Assistant: Supports the OAES Director and Acting Deputy Chief of Staff.
- GS-7 IT Specialist: Supports the development of applications and systems management for AO and Agency programs lead by AO (Talent Hub, Purchase Card App).

Impacts of reduced FTE levels

- Identify the impact(s) for this fiscal year to key deliverables or Administrator priorities in your program.

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Strategy for Managing Interim FTE Levels[1]

Office: AO/OCHP

Current On-board FTE Level: 14

FY18 Interim FTE Level: 12

Number FTE over/under FY 18 interim level: -2

Strategy to meet the new level by end of FY18:

- OCHP currently has 14 FTE on board due to a recent detail of a GS-14 Biologist to OPEEE. We would like to backfill that critical position with a detailee ASAP.
- In order to meet the FY18 interim FTE level, OCHP assumes two FTE to be lost due to attrition before the end of FY18. An attrition rate higher than 5% is assumed because we are aware that several staff are looking for professional development and promotion opportunities outside of OCHP.
- One additional FTE could be reduced with a targeted VERA/VSIP package offered at the beginning of the summer. Health Scientist and Environmental Scientist (GS 13, 14, and 15) would be targeted.

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- OCHP requests approval to backfill the position left vacant by a detail now and requests approval to fill the position permanently if detailee is reassigned to OPEEE. We would like to announce the position at the GS-14 level. This FTE will be required to lead interagency efforts including the Federal Strategy to Reduce Lead Exposures.

Impacts of reduced FTE levels

- Will one less health scientist, OCHP will only be able to offer children's health consultation and review on the highest priority regulatory actions – Many actions under statutes that reference the need to pay special attention to children (CAA, CERCLA, SDWA, TSCA, FQPA) will not be covered by OCHP.
- Only one meeting of the Children's Health Protection Advisory Committee (CHPAC) with reduced membership will be convened in FY19.

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Strategy for Managing Interim FTE Levels[1]

Office:

Current On-board FTE Level: 51

FY18 Interim FTE Level: 48.6

Number FTE over/under FY 18 interim level: under 3

Strategy to meet the new level by end of FY18:

- Not extending current detailees not targeted for reassignment (2)
- Attrition – approximately 2% per year
- Transfer of specific skillsets (FTE) to other offices in need – develop concerted effort to match talent gaps/needs with other offices/regions throughout the agency
    - This includes allowing staff to pursue detail opportunities where the potential for a permanent reassignment is possible

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- Request the option to detail, as necessary, FTE to the legislative oversight counsel to ensure

Impacts of reduced FTE levels

- The potential to no meet deadlines for oversight requests from Congress

[1] The FTE level identified is an interim level and represents a scenario for planning purposes only. Final FTE levels will be determined upon receiving a final appropriation and operating plan decisions.

Strategy for Managing Interim FTE Levels[1]

Office: Office of Civil Rights (OCR)

Current On-board FTE Level: 21 (16 permanent employees and 5 employees on detail)

FY18 Interim FTE Level:

Number FTE over/under FY 18 interim level:

Strategy to meet the new level by end of FY18:

- OCR has been bolstering its staff with employees on detail and volunteer employees to write and review final agency decisions (FADs) for employment discrimination (EEO) complaints. Currently, employees on detail are serving as Acting Director, Acting Deputy Director, FAD Project Leader (attorney), Program Assistant, and Program Analyst. OCR has not been able to obtain assistance through Talent Hub details for two vacancies in the Affirmative Employment Program, a vacant GS-14 team leader position or a GS-9 developmental position, due to lack of internal expertise or interest.
- In FY16, OCR reduced its staff by three through VERA/VSIP. One of the remaining four encumbered EEO case manager positions could become vacant in the third quarter of FY18 due to an employee's relocation and separation from EPA.
- OCR plans to fill two positions with internal candidates in the second quarter of FY18. The GS-15 Deputy Director position will be filled through a Talent Hub reassignment and a newly classified GS-13 National Reasonable Accommodation Coordinator position will be filled through a Talent Hub competitive promotion. OCR will continue to identify internal candidates for the Affirmative Employment Program's GS-12 Equal Employment Specialist.
- OCR plans to increase its staff with internal candidates by four in FY18: Director 1; Deputy Director 1; National Reasonable Accommodation Coordinator 1; Equal Employment Specialist for Affirmative Employment 1. OCR has no plan for any further reductions.

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- OCR has near-term critical needs in all of its programs.
- A Deputy Director with strong operational leadership skills is the most critical need. Since the reorganization in December 2016, the Deputy Director position has been vacant for six months. A candidate from the Senior Executive Service Candidate Development Program ends his 120-day rotation in the position in December 2017. Expertise for this position is available in EPA.
- The Reasonable Accommodation Program has a critical need for a second National Reasonable Accommodation Coordinator because the AFGE reasonable accommodation procedures allow only a National Reasonable Accommodation Coordinator to have access to medical

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documentation. Most of the Agency's 355 reasonable accommodation requests in FY17 were processed under the AFGE procedures and only one OCR employee was authorized to handle those requests. Expertise for this position is available in EPA.

- The Affirmative Employment Program is responsible for analyzing workforce demographic data to identify any potential barriers to equal employment opportunity (EEO) for the annual Management Directive 715 Report to the Equal Employment Opportunity Commission. Filling a vacant GS-12 Equal Employment Specialist position is the most critical short-term need in this program. This position requires specific expertise in data analysis and statistics. While there may be expertise in the Agency, it appears that there is limited interest. OCR advertised Talent Hub detail opportunities for several positions in this program, and received no more than three applications for each position.
- The Employment (EEO) Complaints Resolution Program has a critical need for a third attorney to draft final agency decisions and for two EEO case managers (1 position unfilled in hiring freeze and 1 position possibly vacant in FY18 due to employee relocation). Expertise for these positions could be available in the Agency, but retraining might be necessary.

Impacts of reduced FTE levels

- Reduced FTE levels will impact all OCR programs.
- Limitations on filling leadership positions will impact all aspects of OCR's operations.
- The ongoing continuous improvement of the EEO complaint program, including improving the timeliness of investigations and final agency decisions (FADs), will be hindered if OCR cannot obtain additional EEO case managers and an attorney FAD writer.
- Without a second National Reasonable Accommodation Coordinator who is authorized to access medical information, one OCR employee will be responsible for processing more than 50% of the reasonable accommodation requests. There were approximately 355 requests in FY17 and 296 requests in FY16. OCR expects an increase in reasonable accommodation requests in FY18. The Reasonable Accommodation Program's ability to respond to requests for training for local reasonable accommodation coordinators in the Regions and more awareness training for managers will be limited.
- The Affirmative Employment Program currently has 4 unfilled vacancies and maintaining the current FTE level will require minimizing the level of analysis in the annual Management Directive 715 Report.

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Strategy for Managing Interim FTE Levels[1]

Office: Office of the Executive Secretariat

Current On-board FTE Level: 13

FY18 Interim FTE Level: 13.9

Number FTE over/under FY 18 interim level: -0.9

Strategy to meet the new level by end of FY18:

- OEX is already below the FY18 interim level, and the office will look to fill its one vacancy (writer/editor) during the fiscal year. While filling the position technically puts us 0.1 FTE over ceiling, the net reduction of 0.5 FTE is commensurate with OEX's small size.
- We will recruit from within the agency and do not anticipate the need for an external recruit action.
- OEX does not anticipate reducing any positions during FY18, and areas where we need additional personnel (i.e. FOIA staff), we plan to use a mix of contract labor and Skills Marketplace opportunities to meet as much of our need as possible without impacting FTE.

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- OEX has a critical need for additional FOIA request processing capacity, but our strategy seeks to meet those needs without raising the number of on-board FTE.

Impacts of reduced FTE levels

- If OEX is unable to fill its one vacancy, then our ability to process, compose and edit correspondence for the Administrator's signature will be significantly curtailed. Not only will tasks take longer to complete (something we are already experiencing), but we would not be able to sustain the current workload long-term. Without additional writer/editor capacity, we will need to identify and discontinue some aspect(s) of our correspondence-related functions. Possibilities for elimination include Eagle Scout/Gold Award congratulatory letters, standard letter mass mailings and issue-specific response letters.

[1] The FTE level identified is an interim level and represents a scenario for planning purposes only. Final FTE levels will be determined upon receiving a final appropriation and operating plan decisions.

Strategy for Managing Interim FTE Levels[1]

Office: Office of Homeland Security

Current On-board FTE Level: 9.7

FY18 Interim FTE Level:

Number FTE over/under FY 18 interim level:

Strategy to meet the new level by end of FY18:

- Describe strategy to manage FTE levels to meet FY18 interim levels by the end of FY18.
- Reduction strategy could include attrition (for AO use 5% per year) (if different than your average annual attrition rate please explain why), targeted VERA/VSIP, and/or transfers to other agency offices. Please include expected timeframe.
- Strategy for any hiring should focus on priority areas in the near term, and first look to hiring from within the agency. External hiring should be limited to situations where the expertise and/or capacity is not available inside the agency. Plan to provide descriptions that justify determinations that capacity is not available within agency.
- Please include the numbers and function of the positions you expect to reduce/increase over the year. For example: Contracting Officers: 5. This will allow us to have a corporate look across the Agency.
- If a region is proposing a notably larger reduction to a program than identified from the materials distributed by OCFO (taking advantage of flexibility), then there should be communication between the region and NPM.

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- Please describe any near-term critical needs, identifying the technical expertise needed; why it is critical in the near-term and where across the agency this expertise may exist.
    - The EPA's Office of Homeland Security requires one Environmental Engineer, (GS-1301-15), to handle functions as the EPA's responsible lead for coordinating agency homeland security policy for Nuclear Incident Response activities managing EPA's effort to fulfill our statutory responsibilities and serves as the EPA's liaison between technical and scientific staff and program management staff on matters related to homeland security with focus on Radiological Emergency Preparedness and Response with the Department of Energy, the Department of Homeland Security and numerous elements within the Department of Defense. The incumbent uses his/her expertise to advise the Associate Administrator (AA/OHS) and Deputy Associate Administrator (DAA/OHS) and other agency senior leaders on policy and

[1] The FTE level identified is an interim level and represents a scenario for planning purposes only. Final FTE levels will be determined upon receiving a final appropriation and operating plan decisions.

programmatic matters related to the execution of EPA's homeland security mandates regarding Nuclear Incident Response.

Impacts of reduced FTE levels

- Identify the impact(s) for this fiscal year to key deliverables or Administrator priorities in your program.
    - The urgency to hire this position within 90 days is critical to the agency's national security mission. The ability to manage internal agency intelligence and national security program functions as well and the interagency coordination of nuclear and biological issues present challenges in the agency's capabilities to carry out its responsibilities. The work contributes to the improvement of office productivity, effectiveness, and efficiency. The work affects the development of major aspects of the Agency's homeland security programs and policies and is essential to the Agency's homeland security mission and responsibilities. The work may influence official positions, the obligation of substantial resources, or impact large numbers of people and long-term basis (capability of the Agency to respond adequately to a terrorist incident).

Strategy for Managing Interim FTE Levels[1]

Office: OPA

Current On-board FTE Level:

FY18 Interim FTE Level:

Number FTE over/under FY 18 interim level:

Strategy to meet the new level by end of FY18:

By the end of December 2017, OPA may have6 vacancies which we do not intend to fill:

- Associate Director of Web Communications (vice Orquina) (currently filled by OLEM detailee) through 12/31/17.
- Press Officer (vice St Clair)
- Public Affairs Specialist (vice Milbourn, who was reassigned to OPEEE in AO
- Web Writer (vice Ortiz)
- Director of Media Relations (vice Hull) (although FTE is encumbered as he is on detail to OLEM and soon OECA; assumption is that he will not return to OPA)
- Program Analyst (vice Gray) is currently on detail to OCR/OA (assumption is she will not return to OPA)

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- For the 3 OPA positions currently on the pending hiring/actions chart: we are evaluating the need for hiring 2, rather than just 1, Multi-media production specialists. These are external hires currently at the SSC. For the SES PDAA, this is a critical position as it is a management position
- We are adding 1 critical need for OPA: a FOIA attorney or specialist to manage the sharp increase in OPA FOIAs in 2017, a trend that is expected to continue. This would be an internal (within the Agency) hire.

Impacts of reduced FTE levels

- As FOIA is prominent in the agency strategic plan and is a priority for this Administration, OPA's ability to effectively and efficiently manage the increased volume and complexity makes this hire important.
- For the multi-media production specialist hire, this is important given the high priority the Administrator's office places on digital communications.

[1] The FTE level identified is an interim level and represents a scenario for planning purposes only. Final FTE levels will be determined upon receiving a final appropriation and operating plan decisions.

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Strategy for Managing FTE Levels

Office: Office of Public Engagement and Environmental Education

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Current On-board FTE Level:

FY18 Interim FTE Level:

Number FTE over/under FY 18 interim level:

Strategy to meet the new level by end of FY18:

- Describe strategy to manage FTE levels to meet FY18 interim levels by the end of FY18. OPEEE is currently under our FTE allotment and does not plan on making any additional career hires at this point. We do have some staff that are potentially retirement ready and if they do retire, we will likely ask for replacement FTEs as we are operating with a small staff right now.
- Reduction strategy could include attrition (if different than your average annual attrition rate please explain why), targeted VERA/VSIP, and/or transfers to other agency offices. Please include expected timeframe. We do have some staff that are retirement ready, so we expect the possibility of attrition via retirement or possible VERA/VSIP if the Agency goes that route.
- Strategy for any hiring should focus on priority areas in the near term, and first look to hiring from within the agency. External hiring should be limited to situations where the expertise and/or capacity is not available inside the agency. Plan to provide descriptions that justify determinations that capacity is not available within agency. We have no plans for external hiring of career staff. Further, we have no plans to hire any career staff internally, unless we lose key staff via attrition. For example, if our lone Environmental grants managers retired, that is a critical position that I don't think we could leave vacant.
- Please include the numbers and function of the positions you expect to reduce/increase over the year. For example: Contracting Officers: 5. This will allow us to have a corporate look across the Agency. OPEEE is currently under our FTE limit and I expect OPEEE to remain at our current FTE levels for FY18.

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Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- Please describe any near-term critical needs, identifying the technical expertise needed; why it is critical in the near-term and where across the agency this expertise may exist. None.

For any new hires requested in your strategy, provide program/project and appropriation information

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Strategy for Managing Interim FTE Levels[1]

Office: Office of Small and Disadvantaged Business Utilization

Current On-board FTE Level: 12

FY18 Interim FTE Level: 11

Number FTE over/under FY 18 interim level: 1

Strategy to meet the new level by end of FY18:

- Describe strategy to manage FTE levels to meet FY18 interim levels by the end of FY18
  - OSDBU does not plan to hire. The FTE interim level would be achieved *via* retirement or VERA/VSIP. The position functions would be realigned for performance among current OSDBU staff. The new division of labor would allow the staff the opportunity to expand their skill-sets and take full advantage of advanced developmental goals. OSDBU would also increase reliance on regional partners to carry out our mission on the local level.

- Reduction strategy could include attrition (for AO use 5% per year) (if different than your average annual attrition rate please explain why), targeted VERA/VSIP, and/or transfers to other agency offices. Please include expected timeframe.

- Strategy for any hiring should focus on priority areas in the near term, and first look to hiring from within the agency. External hiring should be limited to situations where the expertise and/or capacity is not available inside the agency. Plan to provide descriptions that justify determinations that capacity is not available within agency.

- Please include the numbers and function of the positions you expect to reduce/increase over the year. For example: Contracting Officers: 5. This will allow us to have a corporate look across the Agency.
  - OSDBU anticipates one employee will retire in 2018. The position function serves as the Direct Procurement National Program Manager, who develops, implements and monitors programs to stimulate and improve the involvement of small business, minority business, and women-owned business enterprises in the overall EPA procurement process.
  - OSDBU anticipates that an additional employee may take advantage of VERA/VSIP, if offered. This function provides general program analysis, reporting and financial management responsibilities.

- If a region is proposing a notably larger reduction to a program than identified from the materials distributed by OCFO (taking advantage of flexibility), then there should be communication between the region and NPM.

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[1] The FTE level identified is an interim level and represents a scenario for planning purposes only. Final FTE levels will be determined upon receiving a final appropriation and operating plan decisions.

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- Please describe any near-term critical needs, identifying the technical expertise needed; why it is critical in the near-term and where across the agency this expertise may exist.
  - OSDBU does not have any special requests at this time.

Impacts of reduced FTE levels

- Identify the impact(s) for this fiscal year to key deliverables or Administrator priorities in your program.
  - The impacts of reduced FTE levels for OSDBU may jeopardize OSDBU's ability to maintain the track-record of success with small business utilization that the Agency has come to expect, with respect to contracting with small and socioeconomic businesses, pursuant to applicable laws regulations and policies.

  - *FY 2018 Planned Activity:* In FY 2018, OSDBU plans to execute the following activities in support of our mission to increase the Agency's utilization of small businesses:
    - Conduct of outreach and training to small businesses;
    - Evaluate and process 1900-37 requests for procurement reviews, which are required under the Federal Acquisition Regulation (FAR);
    - Evaluate and process of the review of sub-contracting plans, which are required under the FAR; and
    - Analyze EPA contract data to assess and promote small business goal achievements.

  - *Anticipated Consequences of FTE Reduction:* In FY 2018, if OSDBU's Direct Procurement Program, which is national in scope, loses an FTE, the following may result:
    - Participation in outreach events will be curtailed;
    - Our standard of processing 1900-37 requests for procurement reviews in 15 days will not be met;
    - Our standard of processing subcontracting plan reviews in 15 days will not be met; and
    - Weekly tracking of the Agency's small business performance will be reduced.

  - *Impact of Reduction to Annual or Long-term Performance Targets:* FTE reductions will greatly impair OSDBU's ability to perform the outreach, training and analysis needed to achieve the Agency's small business goals in FY 2018 and beyond. The Agency currently has the following SBA-negotiated small business goals:
    - Small Business: 39%
    - Small Disadvantaged Business: 5%
    - Women-owned Small Business: 5%
    - Service-Disabled Veteran-owned Small Business: 3%
    - HUBZone Small Business: 3%

Impacts of reduced FTE levels

IO

- The IO absorbs all non-career employees until they are permanently placed in their appropriate program office.

OAES

- None

OPA

- As FOIA is prominent in the agency strategic plan and is a priority for this Administration, OPA's ability to effectively and efficiently manage the increased volume and complexity makes this hire important.
- For the multi-media production specialist hire, this is important given the high priority the Administrator's office places on digital communications.

OPEEE

- None

OCIR

- The potential to no meet deadlines for oversight requests from Congress

OCR

- Reduced FTE levels will impact all OCR programs.
- Limitations on filling leadership positions will impact all aspects of OCR's operations.
- The ongoing continuous improvement of the EEO complaint program, including improving the timeliness of investigations and final agency decisions (FADs), will be hindered if OCR cannot obtain additional EEO case managers and an attorney FAD writer.
- Without a second National Reasonable Accommodation Coordinator who is authorized to access medical information, one OCR employee will be responsible for processing more than 50% of the reasonable accommodation requests. There were approximately 355 requests in FY17 and 296 requests in FY16. OCR expects an increase in reasonable accommodation requests in FY18. The Reasonable Accommodation Program's ability to respond to requests for training for local reasonable accommodation coordinators in the Regions and more awareness training for managers will be limited.
- The Affirmative Employment Program currently has 4 unfilled vacancies and maintaining the current FTE level will require minimizing the level of analysis in the annual Management Directive 715 Report.

OHS

- The urgency to hire this position within 90 days is critical to the agency's national security mission. The ability to manage internal agency intelligence and national security program functions as well and the interagency coordination of nuclear and biological issues present

challenges in the agency's capabilities to carry out its responsibilities. The work contributes to the improvement of office productivity, effectiveness, and efficiency. The work affects the development of major aspects of the Agency's homeland security programs and policies and is essential to the Agency's homeland security mission and responsibilities. The work may influence official positions, the obligation of substantial resources, or impact large numbers of people and long-term basis (capability of the Agency to respond adequately to a terrorist incident).

OCHP

- Will one less health scientist, OCHP will only be able to offer children's health consultation and review on the highest priority regulatory actions – Many actions under statutes that reference the need to pay special attention to children (CAA, CERCLA, SDWA, TSCA, FQPA) will not be covered by OCHP.
- Only one meeting of the Children's Health Protection Advisory Committee (CHPAC) with reduced membership will be convened in FY19.

OEX

- If OEX is unable to fill its one vacancy, then our ability to process, compose and edit correspondence for the Administrator's signature will be significantly curtailed. Not only will tasks take longer to complete (something we are already experiencing), but we would not be able to sustain the current workload long-term. Without additional writer/editor capacity, we will need to identify and discontinue some aspect(s) of our correspondence-related functions. Possibilities for elimination include Eagle Scout/Gold Award congratulatory letters, standard letter mass mailings and issue-specific response letters.

SAB

- None

OSDBU

- The impacts of reduced FTE levels for OSDBU may jeopardize OSDBU's ability to maintain the track-record of success with small business utilization that the Agency has come to expect, with respect to contracting with small and socioeconomic businesses, pursuant to applicable laws regulations and policies.
- *FY 2018 Planned Activity:* In FY 2018, OSDBU plans to execute the following activities in support of our mission to increase the Agency's utilization of small businesses:
    - Conduct of outreach and training to small businesses;
    - Evaluate and process 1900-37 requests for procurement reviews, which are required under the Federal Acquisition Regulation (FAR);
    - Evaluate and process of the review of sub-contracting plans, which are required under the FAR; and
    - Analyze EPA contract data to assess and promote small business goal achievements.

- *Anticipated Consequences of FTE Reduction:* In FY 2018, if OSDBU's Direct Procurement Program, which is national in scope, loses an FTE, the following may result:

- Participation in outreach events will be curtailed;
- Our standard of processing 1900-37 requests for procurement reviews in 15 days will not be met;
- Our standard of processing subcontracting plan reviews in 15 days will not be met; and
- Weekly tracking of the Agency's small business performance will be reduced.

- *Impact of Reduction to Annual or Long-term Performance Targets:* FTE reductions will greatly impair OSDBU's ability to perform the outreach, training and analysis needed to achieve the Agency's small business goals in FY 2018 and beyond. The Agency currently has the following SBA-negotiated small business goals:
  - Small Business: 39%
  - Small Disadvantaged Business: 5%
  - Women-owned Small Business: 5%
  - Service-Disabled Veteran-owned Small Business: 3%
  - HUBZone Small Business: 3%

OP

- None

Strategy for Managing Interim FTE Levels[1]

Office: AO

Current On-board FTE Level: 370

FY18 Interim FTE Level: 340

Number FTE over/under FY 18 interim level: 30

Strategy to meet the new level by end of FY18:

- Begin to change our culture to look very critically at all functions and positions to begin to understand that we will all be required to do more with less.
- Pause all hiring actions (reassignments, recruits, conversions, details, etc.) that will increase AO's current FTE number. This will be revisited once an appropriation is passed. At that time, hiring will be based on office-wide and agency priorities and approved by the Acting Deputy Chief of Staff (AO's SRO). Additionally, all current and future actions will be evaluated to determine critical need.
- Evaluate all external details to determine whether the detailee is taking on critical agency/office work; if not the detailee should return to their home office at the end of their term or before the end of FY. Additionally, detailees that are in positions that have pending external hiring actions must be closely evaluated as to long term needs.
- At a 5% attrition rate, AO could potentially attrite 19 personnel.
- Explore the option of another VERA/VSIP. AO had 13 personnel take the last VERA/VSIP. Key to this is getting the word out that there will be no 40K buyout option at EPA, and that this will be the last round of VERA/VSIP for the foreseeable future. VERA/VSIP for AO should be open to all job series, grades and SES (if possible).
- AO could incorporate a 2 for 1 hiring approach. (2 loses = 1 new hire)
- Support opportunities for personnel to be reassigned to other offices in AO and other AA'ships that have a need and are under ceiling. The person's work would be distributed amongst remaining staff.
- Use Talent Hub and Skills Market Place to make up for specific skill set shortages.
- Potentially (as funds available) use contract dollars to support key functions or shortages.
- Transfer tasks and /or mission sets to other offices or Regions as appropriate.

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- See attached Spreadsheet

Impacts of reduced FTE levels

Losses will impact all operations across AO to varying degrees from slowing processing times for actions, to reducing available time to conduct needed analysis due to no decrease in volume and less available staff; to delays in meeting higher level deadlines. For details see attached page.

DRAFT

Strategy for Managing Interim FTE Levels[1]

Office: OAES

Current On-board FTE Level: 20

FY18 Interim FTE Level: ~ 17

Number FTE over/under FY 18 interim level: ~3

Strategy to meet the new level by end of FY18:

- Pause all hiring actions (reassignments, recruits, conversion, details, etc.) that will increase OA's current onboards. This will be revisited once an appropriation is passed. At that time, hiring will be based on office-wide and agency priorities and approved by the Acting Deputy Chief of Staff (OA's SRO).
- Return all external details at the end of term or before end of FY.
- At a 5% attrition rate, OAES could potentially attrite one or two personnel.
- Explore the option of another VERA/VSIP. OAES had one person to take the last VERA/VSIP.
- OAES would incorporate a 2 for 1 hiring approach.
- Support opportunities for personnel to be reassigned to other offices in AO and other AA'ships that have a need and are under ceiling. The person's work would be distributed amongst existing staff.

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- GS-14 Program Analyst: This position is critical to AO and is supported by AO managers. The position supports all of AO's program offices contracts, grants and IA work.
- GS-11 Staff Assistant: Supports the OAES Director and Acting Deputy Chief of Staff.
- GS-7 IT Specialist: Supports the development of applications and systems management for AO and Agency programs lead by AO (Talent Hub, Purchase Card App).

Impacts of reduced FTE levels

- Identify the impact(s) for this fiscal year to key deliverables or Administrator priorities in your program. None given critical needs approval.

[1] The FTE level identified is an interim level and represents a scenario for planning purposes only. Final FTE levels will be determined upon receiving a final appropriation and operating plan decisions.

Impacts of reduced FTE levels - AO

IO

- The IO absorbs all non-career employees until they are permanently placed in their appropriate program office.

OAES

- None

OPA

- As FOIA is prominent in the agency strategic plan and is a priority for this Administration, OPA's ability to effectively and efficiently manage the increased volume and complexity makes this hire important.
- For the multi-media production specialist hire, this is important given the high priority the Administrator's office places on digital communications.

OPEEE

- None

OCIR

- The potential to no meet deadlines for oversight requests from Congress

OCR

- Reduced FTE levels will impact all OCR programs.
- Limitations on filling leadership positions will impact all aspects of OCR's operations.
- The ongoing continuous improvement of the EEO complaint program, including improving the timeliness of investigations and final agency decisions (FADs), will be hindered if OCR cannot obtain additional EEO case managers and an attorney FAD writer.
- Without a second National Reasonable Accommodation Coordinator who is authorized to access medical information, one OCR employee will be responsible for processing more than 50% of the reasonable accommodation requests. There were approximately 355 requests in FY17 and 296 requests in FY16. OCR expects an increase in reasonable accommodation requests in FY18. The Reasonable Accommodation Program's ability to respond to requests for training for local reasonable accommodation coordinators in the Regions and more awareness training for managers will be limited.
- The Affirmative Employment Program currently has 4 unfilled vacancies and maintaining the current FTE level will require minimizing the level of analysis in the annual Management Directive 715 Report.

OHS

- The urgency to hire this position within 90 days is critical to the agency's national security mission. The ability to manage internal agency intelligence and national security program functions as well and the interagency coordination of nuclear and biological issues present

challenges in the agency's capabilities to carry out its responsibilities. The work contributes to the improvement of office productivity, effectiveness, and efficiency. The work affects the development of major aspects of the Agency's homeland security programs and policies and is essential to the Agency's homeland security mission and responsibilities. The work may influence official positions, the obligation of substantial resources, or impact large numbers of people and long-term basis (capability of the Agency to respond adequately to a terrorist incident).

OCHP

- Will one less health scientist, OCHP will only be able to offer children's health consultation and review on the highest priority regulatory actions – Many actions under statutes that reference the need to pay special attention to children (CAA, CERCLA, SDWA, TSCA, FQPA) will not be covered by OCHP.
- Only one meeting of the Children's Health Protection Advisory Committee (CHPAC) with reduced membership will be convened in FY19.

OEX

- If OEX is unable to fill its one vacancy, then our ability to process, compose and edit correspondence for the Administrator's signature will be significantly curtailed. Not only will tasks take longer to complete (something we are already experiencing), but we would not be able to sustain the current workload long-term. Without additional writer/editor capacity, we will need to identify and discontinue some aspect(s) of our correspondence-related functions. Possibilities for elimination include Eagle Scout/Gold Award congratulatory letters, standard letter mass mailings and issue-specific response letters.

SAB

- None

OSDBU

- The impacts of reduced FTE levels for OSDBU may jeopardize OSDBU's ability to maintain the track-record of success with small business utilization that the Agency has come to expect, with respect to contracting with small and socioeconomic businesses, pursuant to applicable laws regulations and policies.
- *FY 2018 Planned Activity:* In FY 2018, OSDBU plans to execute the following activities in support of our mission to increase the Agency's utilization of small businesses:
    - Conduct of outreach and training to small businesses;
    - Evaluate and process 1900-37 requests for procurement reviews, which are required under the Federal Acquisition Regulation (FAR);
    - Evaluate and process of the review of sub-contracting plans, which are required under the FAR; and
    - Analyze EPA contract data to assess and promote small business goal achievements.

- *Anticipated Consequences of FTE Reduction:* In FY 2018, if OSDBU's Direct Procurement Program, which is national in scope, loses an FTE, the following may result:

- Participation in outreach events will be curtailed;
- Our standard of processing 1900-37 requests for procurement reviews in 15 days will not be met;
- Our standard of processing subcontracting plan reviews in 15 days will not be met; and
- Weekly tracking of the Agency's small business performance will be reduced.

- *Impact of Reduction to Annual or Long-term Performance Targets:* FTE reductions will greatly impair OSDBU's ability to perform the outreach, training and analysis needed to achieve the Agency's small business goals in FY 2018 and beyond. The Agency currently has the following SBA-negotiated small business goals:
  - Small Business: 39%
  - Small Disadvantaged Business: 5%
  - Women-owned Small Business: 5%
  - Service-Disabled Veteran-owned Small Business: 3%
  - HUBZone Small Business: 3%

OP

- None

Strategy for Managing Interim FTE Levels[1]

Office: AO/OCHP

Current On-board FTE Level: 14

FY18 Interim FTE Level: 12

Number FTE over/under FY 18 interim level: -2

Strategy to meet the new level by end of FY18:

- OCHP currently has 14 FTE on board due to a recent detail of a GS-14 Biologist to OPEEE. We would like to backfill that critical position with a detailee ASAP.
- In order to meet the FY18 interim FTE level, OCHP assumes two FTE to be lost due to attrition before the end of FY18. An attrition rate higher than 5% is assumed because we are aware that several staff are looking for professional development and promotion opportunities outside of OCHP.
- One additional FTE could be reduced with a targeted VERA/VSIP package offered at the beginning of the summer. Health Scientist and Environmental Scientist (GS 13, 14, and 15) would be targeted.

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- OCHP requests approval to backfill the position left vacant by a detail now and requests approval to fill the position permanently if detailee is reassigned to OPEEE. We would like to announce the position at the GS-14 level. This FTE will be required to lead interagency efforts including the Federal Strategy to Reduce Lead Exposures.

Impacts of reduced FTE levels

- Will one less health scientist, OCHP will only be able to offer children's health consultation and review on the highest priority regulatory actions – Many actions under statutes that reference the need to pay special attention to children (CAA, CERCLA, SDWA, TSCA, FQPA) will not be covered by OCHP.
- Only one meeting of the Children's Health Protection Advisory Committee (CHPAC) with reduced membership will be convened in FY19.

[1] The FTE level identified is an interim level and represents a scenario for planning purposes only. Final FTE levels will be determined upon receiving a final appropriation and operating plan decisions.

Strategy for Managing Interim FTE Levels[1]

Office: Office of Small and Disadvantaged Business Utilization

Current On-board FTE Level: 12

FY18 Interim FTE Level: 11

Number FTE over/under FY 18 interim level: 1

Strategy to meet the new level by end of FY18:

- Describe strategy to manage FTE levels to meet FY18 interim levels by the end of FY18
  - OSDBU does not plan to hire. The FTE interim level would be achieved *via* retirement or VERA/VSIP. The position functions would be realigned for performance among current OSDBU staff. The new division of labor would allow the staff the opportunity to expand their skill-sets and take full advantage of advanced developmental goals. OSDBU would also increase reliance on regional partners to carry out our mission on the local level.

- Reduction strategy could include attrition (for AO use 5% per year) (if different than your average annual attrition rate please explain why), targeted VERA/VSIP, and/or transfers to other agency offices. Please include expected timeframe.

- Strategy for any hiring should focus on priority areas in the near term, and first look to hiring from within the agency. External hiring should be limited to situations where the expertise and/or capacity is not available inside the agency. Plan to provide descriptions that justify determinations that capacity is not available within agency.

- Please include the numbers and function of the positions you expect to reduce/increase over the year. For example: Contracting Officers: 5. This will allow us to have a corporate look across the Agency.
  - OSDBU anticipates one employee will retire in 2018. The position function serves as the Direct Procurement National Program Manager, who develops, implements and monitors programs to stimulate and improve the involvement of small business, minority business, and women-owned business enterprises in the overall EPA procurement process.
  - OSDBU anticipates that an additional employee may take advantage of VERA/VSIP, if offered. This function provides general program analysis, reporting and financial management responsibilities.

- If a region is proposing a notably larger reduction to a program than identified from the materials distributed by OCFO (taking advantage of flexibility), then there should be communication between the region and NPM.

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[1] The FTE level identified is an interim level and represents a scenario for planning purposes only. Final FTE levels will be determined upon receiving a final appropriation and operating plan decisions.

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- Please describe any near-term critical needs, identifying the technical expertise needed; why it is critical in the near-term and where across the agency this expertise may exist.
  - OSDBU does not have any special requests at this time.

Impacts of reduced FTE levels

- Identify the impact(s) for this fiscal year to key deliverables or Administrator priorities in your program.
  - The impacts of reduced FTE levels for OSDBU may jeopardize OSDBU's ability to maintain the track-record of success with small business utilization that the Agency has come to expect, with respect to contracting with small and socioeconomic businesses, pursuant to applicable laws regulations and policies.

  - *FY 2018 Planned Activity:* In FY 2018, OSDBU plans to execute the following activities in support of our mission to increase the Agency's utilization of small businesses:
    - Conduct of outreach and training to small businesses;
    - Evaluate and process 1900-37 requests for procurement reviews, which are required under the Federal Acquisition Regulation (FAR);
    - Evaluate and process of the review of sub-contracting plans, which are required under the FAR; and
    - Analyze EPA contract data to assess and promote small business goal achievements.

  - *Anticipated Consequences of FTE Reduction:* In FY 2018, if OSDBU's Direct Procurement Program, which is national in scope, loses an FTE, the following may result:
    - Participation in outreach events will be curtailed;
    - Our standard of processing 1900-37 requests for procurement reviews in 15 days will not be met;
    - Our standard of processing subcontracting plan reviews in 15 days will not be met; and
    - Weekly tracking of the Agency's small business performance will be reduced.

  - *Impact of Reduction to Annual or Long-term Performance Targets:* FTE reductions will greatly impair OSDBU's ability to perform the outreach, training and analysis needed to achieve the Agency's small business goals in FY 2018 and beyond. The Agency currently has the following SBA-negotiated small business goals:
    - Small Business: 39%
    - Small Disadvantaged Business: 5%
    - Women-owned Small Business: 5%
    - Service-Disabled Veteran-owned Small Business: 3%
    - HUBZone Small Business: 3%

Strategy for Managing Interim FTE Levels[1]

Office: Office of Civil Rights (OCR)

Current On-board FTE Level: 21 (16 permanent employees and 5 employees on detail)

FY18 Interim FTE Level:

Number FTE over/under FY 18 interim level:

Strategy to meet the new level by end of FY18:

- OCR has been bolstering its staff with employees on detail and volunteer employees to write and review final agency decisions (FADs) for employment discrimination (EEO) complaints. Currently, employees on detail are serving as Acting Director, Acting Deputy Director, FAD Project Leader (attorney), Program Assistant, and Program Analyst. OCR has not been able to obtain assistance through Talent Hub details for two vacancies in the Affirmative Employment Program, a vacant GS-14 team leader position or a GS-9 developmental position, due to lack of internal expertise or interest.
- In FY16, OCR reduced its staff by three through VERA/VSIP. One of the remaining four encumbered EEO case manager positions could become vacant in the third quarter of FY18 due to an employee's relocation and separation from EPA.
- OCR plans to fill two positions with internal candidates in the second quarter of FY18. The GS-15 Deputy Director position will be filled through a Talent Hub reassignment and a newly classified GS-13 National Reasonable Accommodation Coordinator position will be filled through a Talent Hub competitive promotion. OCR will continue to identify internal candidates for the Affirmative Employment Program's GS-12 Equal Employment Specialist.
- OCR plans to increase its staff with internal candidates by four in FY18: Director 1; Deputy Director 1; National Reasonable Accommodation Coordinator 1; Equal Employment Specialist for Affirmative Employment 1. OCR has no plan for any further reductions.

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- OCR has near-term critical needs in all of its programs.
- A Deputy Director with strong operational leadership skills is the most critical need. Since the reorganization in December 2016, the Deputy Director position has been vacant for six months. A candidate from the Senior Executive Service Candidate Development Program ends his 120-day rotation in the position in December 2017. Expertise for this position is available in EPA.
- The Reasonable Accommodation Program has a critical need for a second National Reasonable Accommodation Coordinator because the AFGE reasonable accommodation procedures allow only a National Reasonable Accommodation Coordinator to have access to medical

[1] The FTE level identified is an interim level and represents a scenario for planning purposes only. Final FTE levels will be determined upon receiving a final appropriation and operating plan decisions.

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documentation. Most of the Agency's 355 reasonable accommodation requests in FY17 were processed under the AFGE procedures and only one OCR employee was authorized to handle those requests. Expertise for this position is available in EPA.

- The Affirmative Employment Program is responsible for analyzing workforce demographic data to identify any potential barriers to equal employment opportunity (EEO) for the annual Management Directive 715 Report to the Equal Employment Opportunity Commission. Filling a vacant GS-12 Equal Employment Specialist position is the most critical short-term need in this program. This position requires specific expertise in data analysis and statistics. While there may be expertise in the Agency, it appears that there is limited interest. OCR advertised Talent Hub detail opportunities for several positions in this program, and received no more than three applications for each position.
- The Employment (EEO) Complaints Resolution Program has a critical need for a third attorney to draft final agency decisions and for two EEO case managers (1 position unfilled in hiring freeze and 1 position possibly vacant in FY18 due to employee relocation). Expertise for these positions could be available in the Agency, but retraining might be necessary.

Impacts of reduced FTE levels

- Reduced FTE levels will impact all OCR programs.
- Limitations on filling leadership positions will impact all aspects of OCR's operations.
- The ongoing continuous improvement of the EEO complaint program, including improving the timeliness of investigations and final agency decisions (FADs), will be hindered if OCR cannot obtain additional EEO case managers and an attorney FAD writer.
- Without a second National Reasonable Accommodation Coordinator who is authorized to access medical information, one OCR employee will be responsible for processing more than 50% of the reasonable accommodation requests. There were approximately 355 requests in FY17 and 296 requests in FY16. OCR expects an increase in reasonable accommodation requests in FY18. The Reasonable Accommodation Program's ability to respond to requests for training for local reasonable accommodation coordinators in the Regions and more awareness training for managers will be limited.
- The Affirmative Employment Program currently has 4 unfilled vacancies and maintaining the current FTE level will require minimizing the level of analysis in the annual Management Directive 715 Report.

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Strategy for Managing Interim FTE Levels[1]

Office: OAES

Current On-board FTE Level: 20

FY18 Interim FTE Level:

Number FTE over/under FY 18 interim level:

Strategy to meet the new level by end of FY18:

- Pause all hiring actions (reassignments, recruits, conversion, details, etc.) that will increase OA's current onboards. This will be revisited once an appropriation is passed. At that time, hiring will be based on office-wide and agency priorities and approved by the Deputy Chief of Staff (OA's SRO).
- Return all external details at the end of term.
- At a 5% attrition rate, OAES could potentially attrite one personnel.
- Explore the option of another VERA/VSIP. OAES had one person to take the last VERA/VSIP.
- OAES would incorporate a 2 for 1 hiring approach.
- Support opportunities for personnel to be reassigned to other offices in AO and other AA'ships that have a need and is under ceiling. The person's work would be distributed amongst existing staff.

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- GS-14 Program Analyst: This position is critical to AO and is supported by AO managers. The position supports all of AO's program offices contracts, grants and IA work.
- GS-11 Staff Assistant: Supports the OAES Director and Acting Deputy Chief of Staff.
- GS-7 IT Specialist: Supports the development of applications and systems management for AO and Agency programs lead by AO (Talent Hub, Purchase Card App).

Impacts of reduced FTE levels

- Identify the impact(s) for this fiscal year to key deliverables or Administrator priorities in your program.

[1] The FTE level identified is an interim level and represents a scenario for planning purposes only. Final FTE levels will be determined upon receiving a final appropriation and operating plan decisions.

Strategy for Managing Interim FTE Levels[1]

Office:

Current On-board FTE Level:

FY18 Interim FTE Level:

Number FTE over/under FY 18 interim level:

Strategy to meet the new level by end of FY18:

- Describe strategy to manage FTE levels to meet FY18 interim levels by the end of FY18.
- Reduction strategy could include attrition (for AO use 5% per year) (if different than your average annual attrition rate please explain why), targeted VERA/VSIP, and/or transfers to other agency offices. Please include expected timeframe.
- Strategy for any hiring should focus on priority areas in the near term, and first look to hiring from within the agency. External hiring should be limited to situations where the expertise and/or capacity is not available inside the agency. Plan to provide descriptions that justify determinations that capacity is not available within agency.
- Please include the numbers and function of the positions you expect to reduce/increase over the year. For example: Contracting Officers: 5. This will allow us to have a corporate look across the Agency.
- If a region is proposing a notably larger reduction to a program than identified from the materials distributed by OCFO (taking advantage of flexibility), then there should be communication between the region and NPM.

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- Please describe any near-term critical needs, identifying the technical expertise needed; why it is critical in the near-term and where across the agency this expertise may exist.
    - The EPA's Office of Homeland Security requires one Environmental Engineer, (GS-1301-15), to handle functions as the EPA's responsible lead for coordinating agency homeland security policy for Nuclear Incident Response activities managing EPA's effort to fulfill our statutory responsibilities and serves as the EPA's liaison between technical and scientific staff and program management staff on matters related to homeland security with focus on Radiological Emergency Preparedness and Response with the Department of Energy, the Department of Homeland Security and numerous elements within the Department of Defense. The incumbent uses his/her expertise to advise the Associate Administrator (AA/OHS) and Deputy Associate Administrator (DAA/OHS) and other agency senior leaders on policy and

[1] The FTE level identified is an interim level and represents a scenario for planning purposes only. Final FTE levels will be determined upon receiving a final appropriation and operating plan decisions.

programmatic matters related to the execution of EPA's homeland security mandates regarding Nuclear Incident Response.

Impacts of reduced FTE levels

- Identify the impact(s) for this fiscal year to key deliverables or Administrator priorities in your program.
    - The urgency to hire this position within 90 days is critical to the agency's national security mission. The ability to manage internal agency intelligence and national security program functions as well and the interagency coordination of nuclear and biological issues present challenges in the agency's capabilities to carry out its responsibilities. The work contributes to the improvement of office productivity, effectiveness, and efficiency. The work affects the development of major aspects of the Agency's homeland security programs and policies and is essential to the Agency's homeland security mission and responsibilities. The work may influence official positions, the obligation of substantial resources, or impact large numbers of people and long-term basis (capability of the Agency to respond adequately to a terrorist incident).

VERA/VSIP BACKFILL JUSTIFICATION

Program/Region:	AO, OP
FPPS #:	17 0865861, Alex Marten Temp Promotion
Title/Series/Grade of Position Submitted:	Economist, GS-0110-15

Title/Series/Grade of Incumbent who vacated a position under VERA/VSIP (If applicable):None. Was on list.

The SSCs have been asked to question and elevate anything that could impact the agency keeping the VERA/VSIP commitments. In order for us to keep this mandate, please provide the following information. In your VERA/VSIP business plan, you wanted to ***restructure, reduce and rebalance the current top-heavy, non-supervisory GS-14/15 grades in order to create opportunities for recruiting at lower grade levels.***

Provide below a brief justification to show how the position submitted above is in keeping with the business plan. Thank you.

The Office of Personnel Mgmt and the Office of the Inspector General define restructuring of a position as:

- Supervisory to non-supervisory
- Different series
- Same series, lower grade and FPL
- Same series, same grade (or FPL) but position has been restructured (i.e., significant change in duties). Significant change in duties to be described as a combination of new duties (25% or more) and new quals/specialized experience.

This action is being cancelled and will reduce the number of requests that AO has submitted for GS-14/15 actions.

VERA/VSIP BACKFILL JUSTIFICATION

Program/Region:	AO, OP
FPPS #:	17 1134247
Title/Series/Grade of Position Submitted:	Economist (Leader) GS-0110-15
	Selectee: Elizabeth Kopits

Title/Series/Grade of Incumbent who vacated a position under VERA/VSIP (If applicable): None. Targeted on list, no one took it.

The SSCs have been asked to question and elevate anything that could impact the agency keeping the VERA/VSIP commitments. In order for us to keep this mandate, please provide the following information. In your VERA/VSIP business plan, you wanted to ***restructure, reduce and rebalance the current top-heavy, non-supervisory GS-14/15 grades in order to create opportunities for recruiting at lower grade levels.***

Provide below a brief justification to show how the position submitted above is in keeping with the business plan. Thank you.

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- Same series, same grade (or FPL) but position has been restructured (i.e., significant change in duties). Significant change in duties to be described as a combination of new duties (25% or more) and new quals/specialized experience.

The critical need for this positon was identified before the VERA/VSIP commitment and this action was sent to RTP in September 2016, but was delayed by the hiring freeze and VERA/VSIP.

VERA/VSIP BACKFILL JUSTIFICATION

Program/Region: AO, OAES

FPPS #: 17 1262547

Title/Series/Grade of Position Submitted: Program Analyst, GS-0343-14

Title/Series/Grade of Incumbent who vacated a position under VERA/VSIP (If applicable): None.

The SSCs have been asked to question and elevate anything that could impact the agency keeping the VERA/VSIP commitments. In order for us to keep this mandate, please provide the following information. In your VERA/VSIP business plan, you wanted to ***restructure, reduce and rebalance the current top-heavy, non-supervisory GS-14/15 grades in order to create opportunities for recruiting at lower grade levels.***

Provide below a brief justification to show how the position submitted above is in keeping with the business plan. Thank you.

The Office of Personnel Mgmt and the Office of the Inspector General define restructuring of a position as:

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- Different series
- Same series, lower grade and FPL
- Same series, same grade (or FPL) but position has been restructured (i.e., significant change in duties). Significant change in duties to be described as a combination of new duties (25% or more) and new quals/specialized experience.

OAES is seeking to continue with the Program Analyst GS-14 recruit action (FPPS 17 1262547) for the Resource Management Staff. This new position is critical to fulfilling grants and contracts responsibilities in the Office of the Administrator (AO) and this need was identified in early 2017. This recruit action was submitted to RTP on 7/17/17 and preparations to fill this position began prior to VERA/VSIP commitments.

The incumbent of this position will serve as the expert analyst of grants and contracts for AO and provide support, leadership, guidance and oversight to the project officers and CORs in AO. Prior to a grant or contract being submitted, the incumbent will review the package, identify any missing elements, if applicable, to ensure the package is ready for submittal. As necessary, the incumbent will provide training to AO's project officers and CORs. Additionally, the incumbent will interpret guidance from the Office of Acquisition Management and the Office of Grants and Debarment and provide the interpretation to the project officers and CORs.

VERA/VSIP BACKFILL JUSTIFICATION

Program/Region: AO, OPA

FPPS #: 17 1421395, William Dalebout Temp Promotion

Title/Series/Grade of Position Submitted: Web Communications Specialist, GS-1001-14/15

Title/Series/Grade of Incumbent who vacated a position under VERA/VSIP (If applicable): None, was on list.

The SSCs have been asked to question and elevate anything that could impact the agency keeping the VERA/VSIP commitments. In order for us to keep this mandate, please provide the following information. In your VERA/VSIP business plan, you wanted to ***restructure, reduce and rebalance the current top-heavy, non-supervisory GS-14/15 grades in order to create opportunities for recruiting at lower grade levels***

Provide below a brief justification to show how the position submitted above is in keeping with the business plan. Thank you.

The Office of Personnel Mgmt and the Office of the Inspector General define restructuring of a position as:

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- Different series
- Same series, lower grade and FPL
- Same series, same grade (or FPL) but position has been restructured (i.e., significant change in duties). Significant change in duties to be described as a combination of new duties (25% or more) and new quals/specialized experience.

This is a temporary action that will not impact AO's FTE count once the promotion ends in December 2017. Therefore, this action is still in accordance with AO's VERA/VSIP plan to *restructure, reduce and rebalance the current top-heavy, non-supervisory GS-14/15 grades in order to create opportunities for recruiting at lower grade levels.*

VERA/VSIP BACKFILL JUSTIFICATION

Program/Region:	AO, OPA
FPPS #:	17 1486920
Title/Series/Grade of Position Submitted:	Multimedia Production Specialist (Graphics), GS-1001-14

Title/Series/Grade of Incumbent who vacated a position under VERA/VSIP (If applicable): None

The SSCs have been asked to question and elevate anything that could impact the agency keeping the VERA/VSIP commitments. In order for us to keep this mandate, please provide the following information. In your VERA/VSIP business plan, you wanted to ***restructure, reduce and rebalance the current top-heavy, non-supervisory GS-14/15 grades in order to create opportunities for recruiting at lower grade levels.***

Provide below a brief justification to show how the position submitted above is in keeping with the business plan. Thank you.

The Office of Personnel Mgmt and the Office of the Inspector General define restructuring of a position as:

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- Different series
- Same series, lower grade and FPL
- Same series, same grade (or FPL) but position has been restructured (i.e., significant change in duties). Significant change in duties to be described as a combination of new duties (25% or more) and new quals/specialized experience.

It is imperative and critical for the Office of Multimedia to ensure continuous operations and support to the Office of the Administrator. This position will guarantee coverage of existing and future demands. The critical need for this position was identified before the VERA/VSIP commitment and this action was sent to RTP in January 2017, but was delayed by the hiring freeze.

VERA/VSIP BACKFILL JUSTIFICATION

Program/Region:	AO, OCIR
FPPS #:	17 1639274
Title/Series/Grade of Position Submitted:	Congressional Liaison Specialist GS-0301-13.14
	Ericka Farrell Detail

Title/Series/Grade of Incumbent who vacated a position under VERA/VSIP (If applicable): None

The SSCs have been asked to question and elevate anything that could impact the agency keeping the VERA/VSIP commitments. In order for us to keep this mandate, please provide the following information. In your VERA/VSIP business plan, you wanted to ***restructure, reduce and rebalance the current top-heavy, non-supervisory GS-14/15 grades in order to create opportunities for recruiting at lower grade levels.***

Provide below a brief justification to show how the position submitted above is in keeping with the business plan. Thank you.

The Office of Personnel Mgmt and the Office of the Inspector General define restructuring of a position as:

- Supervisory to non-supervisory
- Different series
- Same series, lower grade and FPL
- Same series, same grade (or FPL) but position has been restructured (i.e., significant change in duties). Significant change in duties to be described as a combination of new duties (25% or more) and new quals/specialized experience.

This is a temporary action that will not impact AO's FTE count once the promotion ends in December 2017. Therefore, this action is still in accordance with AO's VERA/VSIP plan to restructure, reduce and rebalance the current top-heavy, non-supervisory GS-14/15 grades in order to create opportunities for recruiting at lower grade levels.

VERA/VSIP BACKFILL JUSTIFICATION

Program/Region:	AO, OP
FPPS #:	17 1682789
Title/Series/Grade of Position Submitted:	Economist (Leader) GS-0110-15
	Selectee: Alex Marten

Title/Series/Grade of Incumbent who vacated a position under VERA/VSIP (If applicable): None. Targeted on list, no one took it.

The SSCs have been asked to question and elevate anything that could impact the agency keeping the VERA/VSIP commitments. In order for us to keep this mandate, please provide the following information. In your VERA/VSIP business plan, you wanted to ***restructure, reduce and rebalance the current top-heavy, non-supervisory GS-14/15 grades in order to create opportunities for recruiting at lower grade levels.***

Provide below a brief justification to show how the position submitted above is in keeping with the business plan. Thank you.

The Office of Personnel Mgmt and the Office of the Inspector General define restructuring of a position as:

- Supervisory to non-supervisory
- Different series
- Same series, lower grade and FPL
- Same series, same grade (or FPL) but position has been restructured (i.e., significant change in duties). Significant change in duties to be described as a combination of new duties (25% or more) and new quals/specialized experience.

The critical need for this positon was identified before the VERA/VSIP commitment and this action was sent to RTP in September 2016, but was delayed by the hiring freeze and VERA/VSIP.

VERA/VSIP BACKFILL JUSTIFICATION

Program/Region: AO, OCIR

FPPS #: 17 1700078

Title/Series/Grade of Position Submitted: Congressional Liaison Specialist, GS-0301-13.14

Title/Series/Grade of Incumbent who vacated a position under VERA/VSIP (If applicable): None

The SSCs have been asked to question and elevate anything that could impact the agency keeping the VERA/VSIP commitments. In order for us to keep this mandate, please provide the following information. In your VERA/VSIP business plan, you wanted to ***restructure, reduce and rebalance the current top-heavy, non-supervisory GS-14/15 grades in order to create opportunities for recruiting at lower grade levels.***

Provide below a brief justification to show how the position submitted above is in keeping with the business plan. Thank you.

The Office of Personnel Mgmt and the Office of the Inspector General define restructuring of a position as:

- Supervisory to non-supervisory
- Different series
- Same series, lower grade and FPL
- Same series, same grade (or FPL) but position has been restructured (i.e., significant change in duties). Significant change in duties to be described as a combination of new duties (25% or more) and new quals/specialized experience.

OCIR had two employees that left as a result of the VERA/VSIP (Program Analyst GS-15 and Attorney Advisor GS-15). This position is being restructured as a Congressional Liaison Specialist GS-13/14. As such, this action is still in accordance with AO's VERA/VSIP plan to restructure, reduce and rebalance the current top-heavy, non-supervisory GS-14/15 grades in order to create opportunities for recruiting at lower grade levels.

VERA/VSIP BACKFILL JUSTIFICATION

Program/Region:	AO, OP
FPPS #:	17 1706673
Title/Series/Grade of Position Submitted:	Multimedia Production Specialist (Photography) GS-1001-14

Title/Series/Grade of Incumbent who vacated a position under VERA/VSIP (If applicable): None

The SSCs have been asked to question and elevate anything that could impact the agency keeping the VERA/VSIP commitments. In order for us to keep this mandate, please provide the following information. In your VERA/VSIP business plan, you wanted to ***restructure, reduce and rebalance the current top-heavy, non-supervisory GS-14/15 grades in order to create opportunities for recruiting at lower grade levels.***

Provide below a brief justification to show how the position submitted above is in keeping with the business plan. Thank you.

The Office of Personnel Mgmt and the Office of the Inspector General define restructuring of a position as:

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It is imperative and critical for the Office of Multimedia to ensure continuous operations and support to the Office of the Administrator. This position will guarantee coverage of existing and future demands. The critical need for this position was identified before the VERA/VSIP commitment and this action was sent to RTP in January 2017, but was delayed by the hiring freeze.

Welcome!

Dial-in #: (202) 564-1700
Conference extension code: 1107762
Participant code: 234567

Deputy Chief of Staff

John Reeder

Transition Matters

Workforce Reshaping Initiative

EPA Workforce Reform / Reduction Timeline of Events

- April 12, 2017, Guidance issued to all Federal Agencies on implementing a comprehensive plan for reforming the Federal Government and reducing the workforce.

- April 2017, Agency Workgroup formed to begin scouting out approach to developing an Agency Reform Plan.

- April 2017, Workgroup made decision to extend Agency freeze on external hiring. Very limited exceptions may be permitted on case by case, with approval by Acting Deputy Administrator. Internal re-assignments may continue where appropriate, however, SRO approval will be required if the reassignment is across NPMs or regions.

- April 2017, OARM issued supplemental guidance to assist NPMs and regions to assist in plan development.

- June 30, 2017, Four deliverables due to OPM:
  - 1. Draft Agency Reform Plan
  - 2. Draft Agency FY 2018 – 2022 Strategic Plan
  - 3. Draft Workforce Reduction Plan; and
  - 4. Plan to Maximize Employee Performance
  - ❖ Final plans for 1,2, & 3 above due to OMB in September along with Budget submission

- September 30, 2017, Early out/buyout (VERA/VSIP) program complete.

AA's Workforce Reform/Reduction Specific Tasks

- Each NPM to provide a one page draft workforce reshaping proposal for their programs **NLT May 5, 2017**. Focus is on current organization structure and achieving efficiencies. Be prepared to meet with OARM to discuss draft.
- Prepare a brief, no more than 2 pages office-specific business case using VERA/VSIP instructions and checklist.
- Populate the Targeted Positions Template Excel file for your office.
- Each Offices' submittal will be compiled into one, agency-level VERA/VSIP proposal that will ultimately be submitted to OPM and OMB for review and approval **NLT May 24, 2017**.

To Meet New Priorities and Reform, we must…

- Reduce Higher grades; specifically non-supervisory GS 13,14 & 15's.
- Minimize duplication amongst offices, e.g., admin support.
- Consolidate like functions.
- Discontinue selected functions.
- Reshape or redesign positions.
- Establish new career development tracks for employees.

AO Time Line for Due Outs

DUE OUTS FOR DRAFT AO REFORM PLAN		
DATE	ACTION	OWNER
25-Apr-17	Prepare draft proposal for John Reeder	OAES
27-Apr-17	Send to offices and R8 for comments	PDAAs, SODs, & R8
2-May-17	Comments due to OAES	PDAAs & SODs
3-May-17	Prepare AO final Plan	OAES
4-May-17	Send final Plan to OARM	OAES
8-May-17	Send final Plan to OA for FYI	OAES

DUE OUTS FOR AO VERA VISP PLAN		
DATE	ACTION	OWNER
25-Apr-17	Share information package with offices	OAES
27-Apr-17	Schedule meeting with individual offices to discuss proposal	OAES
2-May-17	Meeting with offices to discuss AO general process	OAES
2-May-17 thru 10-May-17	Follow up with program offices to discuss individual office options/proposal	PDAAs & SODs
15-May-17	Analayze proposals and populate AO template - share for comments	OAES
18-May-17	Provide feedback to OAES	PDAAs & SODs
23-May-17	Incorporate changes and meet with John Reeder to finalize AO Proposal. Send final Plan to OARM	OAES
24-May-17	Submit AO final plan to OARM	OAES

Operating Plan /Closeout / End-of-Year Funding

Talking Points for Senior Leaders
FY 2017 Budget

FY 2017 Budget

The current Continuing Resolution (CR) expires this Friday, April 28.

Congress is working to pass a funding bill that would provide EPA and many other agencies with a budget for the remainder of the fiscal year.

No details on the level of funding for EPA has been shared with the Agency.

Congress may not be able to complete work on a FY 2017 funding bill by this Friday, and so there is a chance that they could pass another CR that provides funding for an additional short period of time (e.g. one additional week to May 6).

In the event that the current CR expires and Congress is unable to pass a funding bill in time, then the Agency would need to proceed to shut down. We would follow our Contingency Plan for Shutdown, which is posted on EPA's website. (https://www.epa.gov/aboutepa/us-environmental-protection-agency-contingency-plan-shutdown)

We will keep you posted as we have more information.

Talking Points for Senior Leaders

Reforming the Gov't and Reducing the Workforce

Reforming the Federal Government and Reducing the Workforce

We will cover the details of these initiatives later in the SOD and provide you written talking points. But a couple of points:

Last week, our Acting Deputy Administrator shared recent guidance from OMB on implementing a comprehensive plan for reforming the Federal Government and reducing the workforce.

Given our resource situation, EPA will continue a freeze on external hiring. Very limited exceptions to this external hiring freeze may be permitted on a case by case basis with approval by the Acting Deputy Administrator.
However, internal reassignments may proceed where appropriate with SRO approval.

The OMB guidance also requires all agencies to begin taking immediate actions on near term workforce reductions.

In light of this guidance, EPA will begin the steps necessary to initiate an Early Out/Buy Out [Voluntary Early Retirement Authority (VERA)/Voluntary Separation Incentive Payment (VSIP) to be completed by the end of FY 2017.

We are also moving forward with developing an Agency Reform Plan, and an EPA workgroup comprised of headquarters and regional representatives has been formed to begin scoping out an approach to this plan.

We will be looking at ways we might restructure our organizations or streamline our operations so we can better deliver environmental and public health protection, and we will be seeking your ideas and input. Look for an invitation shortly to share your ideas and thoughts – we encourage your participation!

We will keep you informed as we move forward with all of these efforts.

OAES Standing Report Outs and Updates

HR and Budget News

OAES STANDING REPORT OUTS

HR News

- **Update - Maxiflex Pilot is Underway**
- **May 3 - June 13 – 2017 Federal Employee Viewpoint Survey**
  - *(Brief Discussion of Response Rates and Recent Problems with Access to the Survey)*
- **June 26 & 27 – HQ Inspection program conducted throughout AO**
- **Follow-Up - Proposed AO Career Development** *Initiative (aka: AO's Talent Management Plan for Emerging Leaders)*
  - *(previously discussed in an earlier SOD meeting)*

OAES STANDING REPORT OUTS
RMS - FY 2017 Closeout Schedule

Key Dates:

- **May 19 –** *For headquarters only*, recommended deadline to submit grant applications selected for funding in the Grants and Interagency Agreement Management Division (GIAMD).
- **May 31 –** *For headquarters only*, Last day to submit to OAM procurement packages/requests that must be processed by September 30, 2017. Package submitted after this date are not guaranteed to be processed by September 30.
- **June 1 - 15 –** Window for offices to adjust actions that have to be awarded by year-end due to timing of the 2017 Appropriations Bill and the development of the operating plan.

At the November EMC meeting there was some discussion on the future needs of the Agency in terms of managing our resources.

With the CR now extending through next April, the likelihood of continuing constrained budgets for the Agency, and the changes inherent in the transition to a new Administration, we are being asked by senior leadership to think cooperatively and as a corporate body in formulating our future resource needs and operating plans.

Accordingly, at the behest of the Deputy Administrator, OCFO is conducting a 10% Hold Back exercise affecting remaining available carryover (FY 16/17) extramural balances across the Agency. AO will be impacted and no AO program will be exempt.

OAES STANDING REPORT OUTS
RMS - FY 2017 Closeout Schedule

Key Dates:

- **June 23 –** Last day for new commitments against FY 2016/2017 funds. For OGD, this is also the deadline to receive funding recommendations with expiring and no-year funds.
- **June 23 –** Last day for NPMs to reprogram BFY 2017/2018 funds and BFY 2017 no-year funds to the Regions. *(The last day for NPMs to reprogram expiring funds to the Regions was March 10, 2017)*
- **August 24 –** Begin weekly sweeps of available expiring funds balances over $5,000 at the RPIO level in Compass.

At the November EMC meeting there was some discussion on the future needs of the Agency in terms of managing our resources.

With the CR now extending through next April, the likelihood of continuing constrained budgets for the Agency, and the changes inherent in the transition to a new Administration, we are being asked by senior leadership to think cooperatively and as a corporate body in formulating our future resource needs and operating plans.

Accordingly, at the behest of the Deputy Administrator, OCFO is conducting a 10% Hold Back exercise affecting remaining available carryover (FY 16/17) extramural balances across the Agency. AO will be impacted and no AO program will be exempt.

OAES STANDING REPORT OUTS
Travel Card Training

- ***REMINDER:*** All agency travel cardholders are required to successfully complete the General Services Administration travel card training prior to use of the travel card.

- In addition, each travel cardholder must successfully complete the travel card refresher training every three years.

- As a result, all employees who hold a travel card issued on or before July 2014 are required to take the mandated travel card training located at GSA Travel Cardholder Training. This training should be completed by July 21, 2017.

In addition, recognizing the reality that we in AO also need to prepare for the challenges of this new fiscal environment as well, AO is also conducting a 10% tap of its own as part of the same hold back exercise.
The following slide will detail some of the identified AO corporate needs we currently are tracking.

OAES STANDING REPORT OUTS

AO FY17 Fiscal Awards

AO Awards Pool for FY 2017

Office	FY 17 Calculated Maximum	FY 17 Time Off Hours Maximum
IO	$32,907	238
OHS	$13,412	97
OCHP	$21,293	154
OEX	$20,187	146
OAES	$26,132	189
OSBP	$15,624	113
OCR*	$50,605	366
SAB	$29,865	216
OPA	$53,786	389
OEE-OPEE	$25,026	181
OCIR	$71,345	516
OP	$194,817	1409
TOTAL	$555,000	4014
** Includes approximately $16,548 for OGC section*		

All funding for monetary award requests must be submitted to your assigned program analyst no later than June 1st.

In addition, recognizing the reality that we in AO also need to prepare for the challenges of this new fiscal environment as well, AO is also conducting a 10% tap of its own as part of the same hold back exercise.
The following slide will detail some of the identified AO corporate needs we currently are tracking.

Continued Business

Voluntary Early Retirement and Voluntary Separation Incentive Authorities

What is Voluntary Early Retirement Authority ?

VERA (or Early-Out) allows agencies that are undergoing substantial restructuring, reshaping, downsizing, transfer of function or reorganization to temporarily lower the age and service requirements in order to increase the number of employees who are eligible for retirement.

- Encourages voluntary separations and helps the agency complete the needed organizational change with minimal disruption to the work force.
- Eligible employees receive an immediate annuity years before they would be otherwise eligible.
- Use of the authority requires OPM approval.

VERA Eligibility

The employee must:

- Meet the minimum age and service requirements and be:
  - At least age 50 with at least 20 years of creditable federal service, or
  - Any age with at least 25 years of creditable federal service;
- Have served in a position covered by the OPM authorization for the minimum time specified by OPM (usually 30 days prior to the date of the agency request);
- Serve in a position targeted by the agency's VERA plan; and
- Separate by the close of the early-out period.

What is Voluntary Separation Incentive Payment?

VSIP (or Buy-Out) allows agencies that are downsizing or restructuring to offer employees lump-sum payments up to $25,000 as an incentive to voluntarily separate.

- May be offered to employees who are in surplus positions or have skills that are no longer needed in the workforce and who volunteer to separate by resignation, optional retirement or by voluntary early retirement.
- Some employees may be eligible for VERA and VSIP and can take both (i.e., retire early with a lump-sum incentive).
- Use of the authority requires OPM approval.

VSIP Eligibility

The employee must:

- Be serving in an appointment without time limit;
- Be currently employed by the executive branch of the federal government for a continuous period of at least 3 years;
- Be serving in a position covered by the agency VSIP plan (i.e., in the specific geographic area, organization, series and grade); and
- Apply for and receive VSIP approval.

VSIP Ineligible

- Reemployed annuitants;
- Eligible for disability retirement;
- Have received a decision notice of involuntary separation for misconduct or poor performance;
- Previously received any VSIP from the federal government;
- Recipient of a student loan repayment during the 36-month period preceding the date of separation;
- Recipient of a recruitment or relocation incentive during the 24-month period preceding the date of separation; and
- Recipient of a retention incentive during the 12-month period preceding the date of separation.

VERA and VSIP ARE NOT…

- A short-term solution for budget cuts; the focus of your business case should be on addressing shifts in agency priorities.
- For positions that have direct hire authority or are paying recruitment incentives, e.g. IT Specialist (Information Security).
- To be used to deal with employees with performance or conduct issues.

Open Discussion

Deputy Chief of Staff

John Reeder

AO Acquisition Management

Acquisition Management

- Your help is needed in identifying a Contracts POC for each office.
- This individual will receive contracts information from Grants/Contracts Coordinator and Contracts Champion. Aim is to eliminate knowledge gaps and miscommunication with OAM.
- POC will be responsible for providing updates on contract actions to GCC and CC
- Prefer POC be a current COR or have some basic knowledge of the offices contracting actions.
- Please provide name of POC to Michael Quarles NLT April 28.

New Purchase Card System

Justification For Change

- Currently managing purchase card process in Lotus Notes.
- Lotus Notes scheduled to go away end of CY 2017, therefore, now is the time to migrate all AAShip's to a new purchase card application.
- New application being developed as a SharePoint Add-in.
- Redistributable throughout EPA's SharePoint
  - Every AAShip could have their own instance of the application
- Responsive, web-based user interface with configurable request types and approval processes

New Application Status

EPA Purchase Card Requests

My Requests
All Requests
New Request
Read Me
Admin

Home / My Requests

My Requests

Show 10 entries Search:

Title	Requestor	Submitted	Total	Status
Test Request	Parris, Scott	4/24/2017	$500.00	

Showing 1 to 1 of 1 entries Previous 1 Next

- Application nearing completion.
- Next steps:
  - User testing – Completed by 5/5
  - Submit to OEI for review – typically takes a week to review and deploy
  - Install & Configure and train AO purchase card holders

EPA Purchase Card Requests

My Requests
All Requests
New Request
Read Me
Admin

Home / All Requests / View Request

View Request

Request | Funding Info | Current Task

Title: Management Approval
Status:
Assigned To: Parris, Scott
Next Task: Purchase Card Approval
Next Assignee: Enter a name or email address...
Comment:

Approved | Denied | Reset

Timeline

Add a Comment

Comment
A Comment

Apr 24, 2017

Items

Show 10 entries | Search:

Title	Quantity	Unit Cost	Subtotal	Actions
asdf	1	$500.00	$500.00	
		Total	$500.00	

Showing 1 to 1 of 1 entries | Previous | 1 | Next

VERA/VSIP Business Case Checklist

Region or Program Office: _____

Business Case

A brief, two-page summary that describes the circumstances leading to the request (e.g. efficiency/restructuring/reshaping,). Your business case must include a detailed summary of the program/region personnel and/or budgetary situation that will result in an excess of personnel due to workforce restructuring or reshaping. Review "Guiding Questions for Workforce Planning" for suggestions; example themes and justifications from past VERA/VSIP efforts are included in a separate file.

Information Required for VERA and VSIP Requests

- Identification of specific positions and functions to be reduced or eliminated (identified by organizational unit, geographic location, occupational category, grade level and any other factors related to the position). *
- A one paragraph description of how the program/region will operate without the eliminated/restructured positions.
- A one paragraph explanation of how VSIP will be used in conjunction with VERA.

VSIP-Specific Information

- A description of the categories of employees who will be offered VSIP (identified by organizational unit, geographic location, occupational category, grade level and any other factors such as skills and knowledge, or retirement eligibility). *
- The number and maximum amounts of voluntary separation incentive payments to be offered (i.e., approved). *
- A proposed organizational chart displaying the expected changes in the agency's organizational structure after the agency has completed the incentive payments.

VERA-Specific Information

- Provide the total number of non-temporary employees in the agency or component of the agency undergoing change. *
- Provide the total number of non-temporary employees in the program/region who may be involuntarily separated, downgraded, transferred, or reassigned as a result of the situation.
- Verify the total number of employees in the agency/organization who are eligible for early retirement. Exclude all employees who are eligible for optional retirement. *
- Include this statement: "The estimate of the total number of employees in the agency/organization who are expected to take early retirement is_____.
- Provide a description of the types of personnel actions anticipated as a result of the program/region's need for VERA (e.g., details, reassignments, etc.). This information need not be comprehensive. It should, however, be detailed enough to show how VERA will assist you in accomplishing your restructuring, reshaping, and/or downsizing plans—and the personnel actions you expect to take in concert with VERA to accomplish your goals.

* Data must also be captured in the Targeted Positions Template Excel spreadsheet sent to programs/regions

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
64 of Targeted Positions for VSIP x $25,000	$ Amount $1,600,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool $64.09 x 240 x 64 of Targeted Positions}	$ Amount $ 984,422
Total Maximum Direct Costs	**$ Sum $2,584,422**

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	$70,252,000	$70,252,000
B. VERA/ VSIP Payout Cost	$ 1,600,000	$ 1,600,000
C. Leave Payout Cost	$ 984,422	$ 984,422
D. Post VERA/VSIP Annual Payroll Cost	$61,720,339	$61,720,339
E. Payroll for # New Hires	$ 3,714,984	$3,714,984
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	**$2,232,255**	**$2,232,255**
G. Pre-VERA/VSIP Annual WCF Cost	$5,375,245	$5,375,245
H. Post VERA/VSIP Annual WCF Cost	$5,056,966	$5,056,966
I. WCF for # New Hires	$ 312,956	$ 312,956
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	**$ 5,324**	**$ 5,324**
Projected Savings with VERA/VSIP (F + J)	**$2,237,579**	**$2,237,579**

* Data must also be captured in the Targeted Positions Template Excel spreadsheet sent to programs/regions

AO	Series	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade: 1-4	5-8	9-11	12	13	14	15	SES	SL	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
COMBINED		344	75	80	311														
MY COUNT		*339*	*74*	*75*	*298*										0				
IO	0301 - Travel Coordinator					0	0	0	0	1	0	0	0	0	1	1	1	0	Restructure positions
	0301 - Staff Assistant					0	0	2	2	4	0	0	0	0	8	4	4	0	Positions will be restructed for term appointments
		20	4	2	11	0	0	2	2	5	0	0	0	0	9				
OAES	0343 - Program/Management Analyst					0	0	0	1	4	1	1	0	0	7	2	2	0	Reduce non-supersivory GS-13/14/15
	2210 - Information Technology Specialist					0	0	0	0	1	1	0	0	0	2	1	1	0	Restructure positions
	0560 - Budget Analyst					0	0	0	0	0	1	0	0	0	1	1	1	1	Restructure position
		19	3	6	15	0	0	0	1	5	3	1	0	0	10				
OCHP	0343 - Program/Management Analyst					0	0	0	0	1	1	0	0	0	2	1	1	0	Restructure position
	1301- Environmental Scientist					0	0	0	0	0	0	1	0	0	1	1	1	0	Restructure position
	0401- Biologist					0	0	0	0	0	2	0	0	0	2	1	1	0	Restructure position
	1001- Public Liaison Specialist					0	0	0	0	2	0	0	0	0	2	0	0	0	Restructure position
		14	3	3	11	0	0	0	0	3	3	1	0	0	7				
OCIR	0301 - Information Management Specialist					0	0	0	4	0	0	0	0	0	4	1	1	0	Restructure position
	0343 - Program/Management Analyst					0	0	0	2	6	0	2	0	0	10	3	3	0	Restructure positions
	0905 - Attorney - Adviser					0	0	0	0	0	0	1	0	0	1	1	1	0	Restructure position to lower grade
	0301 - Congressional Liaison Specialist					0	0	0	0	1	7	0	0	0	8	1	1	0	Restructure positions
		39	5	14	36	0	0	0	6	7	7	3	0	0	23				
OCR	0260 - Equal Employment Specialist/Manager					0	0	0	1	3	5	0	0	0	9	4	4	0	Restructure positions and centralize functions including positions from RTP (2) and LV (1)
Durham, NC	0260 - Equal Employment Specialist/Manager - Durham, NC					0	0	0	1	0	1	0	0	0	2	2	2	0	Restructure to move positions to HQ
Las Vegas, NV	0260 - Equal Employment Specialist/Manager - Las Vegas, NV					0	0	0	0	0	1	0	0	0	1	1	1	0	Restructure to move position to HQ
Cincinnati, OH	0260 - Equal Employment Specialist/Manager - Cincinnati, OH					0	0	0	0	0	1	0	0	0	1	1	1	0	Restructure to move position to HQ
	0340 - Director					0	0	0	0	0	0	0	1	0	1	1	1	0	Restructue for current organization
		21	3	4	16	0	0	0	1	3	5	0	1	0	14				
OEX	0326 - Office Automation Assistant/Clerk					1	2	0	0	0	0	0	0	0	3	2	2	0	Restructure positions
	0303 - Information Management Assistant					0	1	0	0	0	0	0	0	0	1	1	1	0	Restructure position
	0301 - Information Management Specialist					0	0	0	0	0	2	0	0	0	2	1	1	0	Restructure position
		16	2	2	14	1	3	0	0	0	2	0	0	0	6				
OHS	0028 - Environmental Protection Specialist					0	0	0	0	0	0	1	0	0	1	1	1	0	Restructure position
	0132 - Intelligence Operations Specialist					0	0	0	0	0	0	1	0	0	1	1	1	0	Restructure position
	0343 - Program/Management Analyst					0	0	0	0	1	0	0	0	0	1	1	1	0	Restructure position
	0819 - Environmental Engineer					0	0	0	0	0	0	1	0	0	1	1	1	0	Restructure position
		10	2	3	5	0	0	0	0	1	0	3	0	0	4				
OP	0028 - Environmental Protection Specialist					0	0	0	0	0	0	2	0	0	2	2	2	0	Restructure positions
	0110 - Economist					0	0	0	0	1	0	1	0	0	2	2	2	0	Restructure positions
	0301 - Staff Assistant					0	0	0	1	0	0	0	0	0	1	1	1	0	Restructure position
	0301 - Program Specialist					0	0	0	1	0	0	0	0	0	1	1	1	0	Restructure position
	0301 - Information Management Specialist					0	0	0	1	0	0	0	0	0	1	1	1	0	Restructure position
	0301 - Regulatory Impact Analyst					0	0	0	0	0	1	0	0	0	1	1	1	0	Restructure position
	0343 - Program/Management Analyst					0	0	0	2	4	4	3	0	0	13	8	8	0	Restructure positions
	1301 - Senior Advisor Climate Adaptation					0	0	0	0	0	0	0	0	1	1	1	1	0	Restructure position
		136	21	28	115	0	0	0	5	7	5	6	0	1	22				
OPEEE	0301- Program Specialist					0	0	0	1	0	0	0	0	0	1	1	1	0	Restructure position
	0301 - Public Liaison Specialist					0	0	0	0	0	2	1	0	0	3	2	2	0	Restructure positions
	1001 - Environmental Education Specialist					0	0	0	0	3	1	0	0	0	4	2	2	0	Restructure positions
	1035 - Public Affairs Specialist					0	0	0	0	1	0	0	0	0	1	1	1	0	Restructure position
		11	4	2	11	0	0	0	1	4	3	1	0	0	9				
OSDBU	0301 - Staff Assistant					0	0	1	0	0	0	0	0	0	1	1	1	0	Restructure position
	0301- Information Management Specialist					0	0	0	0	1	0	0	0	0	1	1	1	0	Restructure position
	0343 - Program/Management Analyst					0	0	1	0	1	1	2	0	0	5	1	1	0	Restructure positions
Los Angeles, CA	0343 - Program/Management Analyst					0	0	1	0	1	1	2	0	0	1	1	1	0	Restructure to move position to HQ
		12	3	4	12	0	0	3	0	3	2	4	0	0	8				
SAB	1301 - Environmental Scientist					0	0	0	0	0	0	1	0	0	1	1	1	0	Restructure position
	1301 - Ethics Official					0	0	0	0	0	1	0	0	0	1	1	1	0	Restructure position
	0343- Management Analyst					0	0	0	0	3	0	0	0	0	3	1	1	0	Restructure position
	0401- Biologist					0	0	0	0	0	2	1	0	0	3	1	1	0	Restructure position
	0110- Economist					0	0	0	0	0	0	1	0	0	1	1	1	0	Restructure position
		14	3	4	14	0	0	0	0	3	3	3	0	0	10				
OPA	0343 - Program/Management Analyst					0	0	0	3	1	2	0	0	0	6	1	1	0	Restructure positions
	1001 - Web/Communications Specialist					0	0	0	0	3	1	1	0	0	5	1	1	0	Restructure positions
	1035 - Public Affairs Specialist					0	0	0	0	5	2	1	0	0	8	1	1	0	Restructure positions
	0301 - Communications Specialist					0	0	0	0	0	0	1	0	0	1	1	1	0	Restructure position
	1084 - Visual Information Specialist					0	0	0	0	1	0	0	0	0	1	1	1	0	Restructure position
	1071 - Audiovisual Production Specialist					0	0	0	0	1	1	0	0	0	2	1	1	0	Restructure positions
	0301 - Senior Advisor for ERC					0	0	0	0	0	0	0	0	1	1	1	1	0	Restructure position
	1060 - Photographer					0	0	0	0	1	0	0	0	0	1	1	1	0	Restructure position
	2210 - Information Technology Specialist					0	0	0	0	1	0	0	0	0	1	1	1	0	Restructure position
		39	10	9	32	0	0	0	3	13	6	3	0	1	26				
		339	74	75	298	1	3	4	20	51	36	23	1	2	152	76	76	0	

VERA/VSIP Business Case Checklist

Region or Program Office: _____

Business Case

A brief, two-page summary that describes the circumstances leading to the request (e.g. efficiency/restructuring/reshaping,). Your business case must include a detailed summary of the program/region personnel and/or budgetary situation that will result in an excess of personnel due to workforce restructuring or reshaping. Review "Guiding Questions for Workforce Planning" for suggestions; example themes and justifications from past VERA/VSIP efforts are included in a separate file.

Information Required for VERA and VSIP Requests

- Identification of specific positions and functions to be reduced or eliminated (identified by organizational unit, geographic location, occupational category, grade level and any other factors related to the position). *
- A one paragraph description of how the program/region will operate without the eliminated/restructured positions.

AO will continue to identify opportunities to improve the efficiency and effectiveness of the existing workforce by offering opportunity to train and develop staff through creative approaches via short-term assignments via Skills Marketplace; details by way of TalentHub; and opportunities to participate in training and developmental program. In addition, AO will continue to seek ways to streamline processes; eliminate or modify areas of redundancy internal; and encourage our workforce to join networks to share new methods and resources for performing the day-to-day work in support of the office mission and the Administrator's overall goals.

- A one paragraph explanation of how VSIP will be used in conjunction with VERA.

Both the VERA and VSIP opportunities will be offered to staff in targeted series in all 12 individual offices within the Office of the Administrator. Targeting decisions were made by senior managers based on the specific mission needs required to reshape the workforce and lower the overall PC&B salary base. This proposal sets a maximum number of VSIPs to be offered for each series in each office. Decisions on who receives VSIPs will be made on the basis of seniority.

VSIP-Specific Information

- A description of the categories of employees who will be offered VSIP (identified by organizational unit, geographic location, occupational category, grade level and any other factors such as skills and knowledge, or retirement eligibility). *
- The number and maximum amounts of voluntary separation incentive payments to be offered (i.e., approved). *
- A proposed organizational chart displaying the expected changes in the agency's organizational structure after the agency has completed the incentive payments.

The Office is not making any changes to its organizational structure at this time. However, we are prepared to look into the possibilities at a later time based on the overall impact of the final approved process.

VERA-Specific Information

- Provide the total number of non-temporary employees in the agency or component of the agency undergoing change. *
- Provide the total number of non-temporary employees in the program/region who may be involuntarily separated, downgraded, transferred, or reassigned as a result of the situation.

AO does not any employees in the program who will be involuntarily separated, downgraded, transferred, or reassigned as a result of the situation.

- Verify the total number of employees in the agency/organization who are eligible for early retirement. Exclude all employees who are eligible for optional retirement. *

AO has a total number of 80 (75) employees eligible for early retirement.

- Include this statement: "The estimate of the total number of employees in the agency/organization who are expected to take early retirement is_____.

"The estimate of the total number of employees in the Office of the Administrator who are expected to take early retirement is close to 20, that is nearly 25% of the total eligible employees.

- Provide a description of the types of personnel actions anticipated as a result of the program/region's need for VERA (e.g., details, reassignments, etc.). This information need not be comprehensive. It should, however, be detailed enough to show how VERA will assist you in accomplishing your restructuring, reshaping, and/or downsizing plans—and the personnel actions you expect to take in concert with VERA to accomplish your goals.

The Office of the Administrator plans to offer opportunities for temporary assignments with possible reassignments; use the Talent Hub to post opportunities for lateral reassignments; and allow offices to recruit, where needed at the lowest level possible, for specific skillsets that are not available within the Agency. These recruitments will include the restructured position to decrease in total of the overall non-supervisory GS-14/15 positions.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x $25,000	$ Amount ($3,800,000.)
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	$ Amount
Total Maximum Direct Costs	$ Sum

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost		
B. VERA/ VSIP Payout Cost		
C. Leave Payout Cost		
D. Post VERA/VSIP Annual Payroll Cost		
E. Payroll for # New Hires		
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)		
G. Pre-VERA/VSIP Annual WCF Cost		
H. Post VERA/VSIP Annual WCF Cost		
I. WCF for # New Hires		
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)		
Projected Savings with VERA/VSIP (F + J)		

U.. Environmental Protection Agency
Request for
Voluntary Separation Incentive Payments
and
Voluntary Early Retirement Authority
for
Office of the Administrator

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U.S. Environmental Protection Agency
Office of the Administrator Voluntary
Separation Incentive Payments and
Voluntary Early Retirement Authority

I. Introduction

In accordance with Section 1313(b) of the Chief Human Capital Officer's Act of2002, the U.S. Environmental Protection Agency (EPA) is requesting approval authority through May 1, 2014, for the use ofVoluntary Separation Incentive Payments (VSIP/Buy-Out) and Voluntary Early Retirement Authority (VERA/Early-Out) for the Office of the Administrator (AO). The AO will use these authorities to:

- Reshape its workforce to reflect changes in programmatic direction, strengthen technical programmatic expertise with the appropriate skill mix and reduce administrative support positions through efficiencies and technology;
- Reshape AO's workforce, recognizing the need for new skills in key areas of AO as well as the need to accelerate Next Generation communications and technology, collaboration and community outreach skills and abilities;
- Create hiring opportunities to correct significant competency gaps by creating a limited number of vacancies to recruit new staff with critical knowledge, skills and abilities to create a higher-performing organization;
- Reduce and rebalance the current top-heavy GS-14/15 grade structure to create backfill opportunities for recruiting at lower grade levels;
- Implement a strategic workforce succession plan to ensure mission critical positions are filled; and
- Assist in reaching lower FTE ceilings and controlling escalating payroll costs.

<u>Restructuring the Administrative Support Workforce</u>

Evolving technology, business processes and efficiencies have changed the way the offices within AO accomplish their administrative workload. Word processing technology has diminished the need for traditional typing skills and the implementation of automated travel and timekeeping has reduced the resources needed to perform these duties. The agency has moved to performing tasks electronically rather than by circulating paper documents, thus also cutting down the need for copying and faxing services. Despite having undertaken only minimal external administrative support hiring over the past decade, AO's 50-person administrative support staff remains a disproportionately large share of our 407 on-board workforce-12.3%. Moreover, declining travel resources as well as the ability to hold virtual meetings has reduced the ability and need to travel, resulting in a commensurate reduction in the travel support workload. Consolidation of the staff providing support to arrange, book and prepare appropriate documentation for travel will bring greater efficiencies within AO. The centralization effort will yield economies of scale and improved controls by ensuring consistent application of federal and agency travel policies and protocols across the offices. We seek to target 48 positions in occupational series 301, 303, 318, and 326 ranging in grade from GS-3 to GS-13 for a maximum of 38 VERA!VSIP offers. As part of our efforts to reshape the workforce, seven of the positions that are vacated would be used to hire, at the entry level with a full performance level of GS-12, staff responsible for records management and eDiscovery as well as staff with stronger technology and writing skills with a citizen/constituent

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background. Two vacated positions will be used to hire Designated Federal Officials in the Science Advisory Board to support the Administrator's theme of Strong Science.

Restructuring the Nonsupervisorr GS 14/15 Workforce

Over time, there has been a proliferation of nonsupervisory high-graded (i.e., GS-14 and GS-15s primarily in the GS-343 series) positions in AO. Currently, 54% of AO's GS workforce is at the GS-14 and GS-15 levels. With the exception of the Office of General Counsel which has higher-graded attorney positions, this percentage is significantly higher than the other headquarters' support offices. Only 4.3% of AO's GS-14s are in supervisory or team leader positions (95.7% of AO's GS-14s are non-supervisory) and 44% of AO's GS-15s are supervisory (56% are non-supervisory). For some ofthese positions, the work has become less of an agency priority or is no longer cutting edge and, as such, no longer fully supports a highly-graded stand-alone position. Other vacated positions could be filled at a lower grade level (lower promotion potential) thus saving payroll dollars.

Both the VSIP and VERA opportunities will be offered to staff in targeted series in the ten staff offices within the AO. As noted in section III, targeting decisions were made by senior managers based on the specific mission needs required to reshape their offices. This proposal sets a maximum number of VSIPNERAs to be offered for each series in each office. The AO will target 282 positions and up to 217 offers will be authorized. Decisions on which employees may be authorized VERA and VSIP will be based on the employee's permanent position of record, occupational series and grade level. Should decisions need to be made about who receives VERANSIPs, they will be based upon the employee's official Service Computation Date-LEAVE, with preference given to those with the highest number of years of combined service at the EPA should two or more applicants within a VERA and VSIP eligible category have the same Service Computation Date-LEAVE.

II. Background

The AO provides overall leadership and direction to the agency. The Administrator is responsible to the President, and is assisted by the Deputy Administrator and staff offices including: Civil Rights, Small Business Programs, Children's Health Protection, Science Advisory Board, Executive Services, and the Executive Secretariat. In addition, the Administrator is assisted by Associate Administrators for Congressional and Intergovernmental Relations, External Affairs and Environmental Education, Policy, and Homeland Security. The AO has approximately 400 employees and a budget of$100M. The ten offices that comprise AO each address critical functions and provide valuable services to the agency; they also vary significantly in size, reflecting decisions made and priorities set in the past. As AO moves to realign itself to meet the mission needs and priorities of this Administration, including climate change, partnerships, communities, and high performing organizations, while managing to reduced FY 2015 FTE ceilings, it is critical that offices create hiring opportunities to meet the changing skill needs oftheir organization. AO's attrition rate has dropped from 14.55% in FY 2011 to 7.19% in FY 2013. VERANSIP authorities will be targeted to all of the offices within AO to assist AO in achieving sufficient flexibility so that, in concert with training opportunities, AO will be in a position to strategically conduct workforce planning to ensure its workforce has the necessary skills to meet changing workload priorities and shifts in mission-critical functions while successfully reshaping its workforce with Next Generation, collaboration and community outreach, and technological skills.

The Immediate Office of the Administrator provides leadership and direction to the agency in implementing the Administrator's goals and priorities. The Administrator has established the following themes to guide the agency in moving forward to protect public health and the environment: climate

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change, working toward a sustainable future, placing an emphasis on partnerships and workplace collaboration, making a visible difference in communities, leading across organizational boundaries, and leading a high-performing organization through the power of data and by engaging employees. Implementing these goals will require a workforce with strong collaboration, technological and community-outreach skills. A VERAIVSIP will create vacant positions, thereby enabling AO to consolidate its administrative functions and reshape its workforce by strategically hiring staff to fill the skill gaps while also reducing its average grade.

EPA's Office of Civil Rights (OCR) in the Office ofthe Administrator (AO) provides leadership, direction, and guidance in carrying out the agency's equal employment programs. OCR provides policy and technical assistance to EPA's headquarters offices, regional offices and laboratories located throughout the country in carrying out their responsibilities related to civil rights and in complying with equal employment opportunity laws and regulations. OCR is in the process of reinventing itself into a model civil rights office. The office was recently reorganized to transfer the Special Emphasis Program Management functions to the Outreach, Diversity and Collaboration Staff in the Office of Administration and Resources Management to enable OCR to concentrate more strategically on the barrier analysis and action plans of the MD-715 Report. The VERA/VSIP will create vacancies whereby the office can hire staff with stronger analytical and legal skills, thereby strengthening its Title VI and Title VII programs and the agency's MD-715 process. The VERAIVSIP also will be an additional tool OCR can use as part of AO's ongoing efforts to consolidate its administrative functions and lower its grade structure.

The Office of Small Business Programs supports the protection of human health and the environment by advocating and advancing the business, regulatory, and environmental compliance concerns of small and socio-economically disadvantaged businesses and minority academic institutions. It establishes policies, guidance and assistance to small and disadvantaged businesses, including small businesses in rural areas, minority businesses, women-owned businesses and other socio-economically disadvantaged businesses and minority academic institutions. The VERAIVSIP will be an additional tool OSBP can use as part of AO's ongoing efforts to consolidate its administrative functions and lower its grade structure.

The Office of Children's Health Protection works to ensure that all EPA actions and programs address the unique vulnerabilities of children. The goals of the office are to reduce negative environmental health impacts on children through rulemaking, policy, enforcement actions, research, and application of science that focuses on prenatal and childhood vulnerabilities, protects children through safe chemicals management, coordinates national and international community-based programs to eliminate threats to children's health and measures and communicates progress on children's environmental health. The VERAIVSIP will enable the office to lower its grade level while enabling it to staff program management vacancies with environmental protection specialists or general scientists to strengthen its scientific/technical workforce.

The Science Advisory Board Staff Office provides management and technical support for the Science Advisory Board (SAB), the Clean Air Scientific Advisory Committee (CASAC), and the Advisory Council on Clean Air Compliance Analysis (Council) in delivering independent, high quality technical and scientific advice to the EPA Administrator through an open and transparent process. A VERA/VSIP will be an additional tool the SAB can use as part of AO's ongoing efforts to consolidate its administrative functions and lower its grade structure. The VERANSIP is being offered to SAB's GS-15 Designated Federal Officials. Should any GS-15s or administrative staff accept the VERANSIP opportunity, the vacated positions would be filled by Designated Federal Officials at the GS-14 level.

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The Office of Executive Services (OES) serves as the central administrative management component supporting the AO, and as such plans, manages, reports, advises and initiates programmatic operations associated with human resources management and organizational development; budget formulation and execution; financial management, systems development; information technology and security/Continuity of Operations Program (COOP) management, and audit management. The VERNVSIP will be an additional tool OES can use as part of AO's ongoing efforts to consolidate its administrative functions and lower its grade structure. Given the recent reorganization whereby 10% of AO's staff were transferred to the Office of Administration and Resources Management, the number of administrative support staff required to provide human resources and financial management support to AO has decreased. Therefore, two of the vacant positions achieved through VERANSIP could be eliminated. While OES would not target the information security officer position, the GS-15 database developer position would be targeted for the VERANSIP as it could be filled at a lower level with an individual with the new collaboration suite skills set.

The Office of the Executive Secretariat (OEX) serves as the correspondence, records management, and Freedom ofInformation Act hubs of the AO. OEX manages executive correspondence, oversees the AO FOIA process, maintains the Administrator's and Deputy Administrator's records, ensures the AO meets its records management responsibilities, and manages the Correspondence Management System. A VERANSIP will provide opportunities to hire a staff that is more technologically-savvy and has a citizen/constituent background and stronger writing skills.

The Office of Congressional and Intergovernmental Relations (OCIR) serves as EPA's principal point of contact for Congress, states and local governments. The office serves as liaison with these constituencies on the agency's major programs (e.g., air, pesticides, water, waste, enforcement) as well as on intergovernmental issues. The VERANSIP will be an additional tool OCIR can use as part of AO's ongoing efforts to consolidate its administrative functions and lower its grade structure. OCIR would also look at restructuring its current team makeup, consolidating and reducing the current number of supervisors. OCIR would assess its need for multiple attorneys, scientists, and environmental protection specialists, look to retain where appropriate, but replace where that skill is not essential for the duties of the position. In addition, it will create vacancies to enable the office to hire staff with stronger technological and collaboration skills.

The Office of External Affairs and Environmental Education is the primary office for all agency communications, speechwriting, media relations and public engagement activities. In addition, the office leads and coordinates with other EPA programs the promotion of environmental literacy, in accordance with the National Environmental Education Act of 1990. The Associate Administrator is the principal advisor to the Administrator on strategic communications, serves as the agency's principal spokesperson with the news media, and is the agency's principal liaison with the White House on all agency communication issues. A VERANSIP will enable the office to create vacancies so it can hire staff with crisis communications, social media, video engineering and security, website design and management, and employee communications backgrounds and experience to meet the emerging needs of the office. In addition, the office will also look to hire at lower grade levels as it strengthens the technical skills of its staff.

The Office of Policy (OP) consists of five offices: (1) the National Center for Environmental Economics (NCEE), which provides technical support to program offices when analyzing the benefits, costs, Environmental Justice, and other economic impacts of environmental regulations and policies; (2) the Office of Regulatory Policy and Management (ORPM), which provides support to EPA's program and regional offices as they develop regulations, policies, and guidance and advises agency senior decision-makers on regulatory and policy developments and EPA's upcoming priority rulemakings,

produces the Regulatory Agenda, and maintains the agency's internal management systems (ADP Tracker and Scout); (3) the Office of Strategic Environmental Management (OSEM), which helps improve the effectiveness and efficiency of EPA's current programs and makes strategic policy and governance changes necessary to meet the agency's goals through analysis of emerging issues, program evaluation, and deployment of strategic management practices; (4) the Office of Sustainable Communities (OSC), which collaborates with other EPA programs, federal agencies, regional, state, and local governments, and a broad array of non-governmental partners to help communities become stronger, healthier, and more sustainable through smarter growth and green building, and (5) the Immediate Office, which provides overall direction and administrative support for OP, as well as leading agency efforts associated with climate change adaptation planning and implementation. A VERANSIP will assist the OP in reaching its lower FTE ceiling, reducing the number of non-supervisory GS-14/ISs, and hiring staff with the necessary analytical and technological skills to meet changing priorities. For example, while the National Center for Environmental Economics in the OP relies on economists for most of its work, it currently has a need for experts in quasi-experimental econometrics and retrospective program evaluation, economy-wide modeling of regulation, employment impact analyses, and the econometrics of using "big" data to assess policy outcomes. The EPA Administrator has recently directed OSEM to strategically deploy or scale-up business process improvements (BPis), such as Lean, and develop strategies to achieve organizational excellence within the agency, which will require people with experience in the application of these tools. Additionally, OSEM's role in sustainability was recently elevated by the EPA Administrator, who has assigned OP/OSEM the responsibility for incorporating the principles of sustainability more fully than they presently are in EPA's policies, programs and regulations. Consequently, OSEM will be looking for staff with the requisite skills and expertise in applying sustainable approaches to protection of the environment. The OSC is responsible for making a visible difference in the environment at a community level and will be looking for the opportunity to fill any vacancies created by VERANSIP with individuals who are skilled in application of community-based approaches to environmental protection. Finally, while VERANSIP will create vacancies to enable OP to hire staff with the necessary technical skills, it will also serve as an additional tool OP can use as part of AO's ongoing efforts to consolidate and streamline its administrative functions.

The Office of Homeland Security (OHS) leads homeland security policy development and coordinates homeland security activities across the agency, including EPA's prevention, preparedness, response, and recovery for nationally-significant emergencies such as terrorist attacks, natural disasters, and large- scale accidents. A VERANSIP will be an additional tool OHS can use as part of AO's ongoing efforts to consolidate its administrative functions. We would also eliminate the attorney-advisor position.

III. Reshaping the Workforce

Although the mission of AO has not changed dramatically, the way AO successfully meets its goals has. To successfully implement the Administrator's themes using Next Generation communication and collaboration tools as part of our outreach efforts to communities and under-represented groups, AO's workforce needs the skills to collaborate and work in a team environment; to communicate effectively with diverse communities; to provide thorough analyses and quality assurance as well as strong technological skills, knowledge and awareness of multi-media environmental issues, and awareness of external interests and stakeholders as part of our One EPA approach.

Under the current hiring restrictions, as AO works to reach its reduced FTE levels and operate effectively within reduced funding levels; AO is unable to hire to acquire a workforce with the necessary mission-critical skills. AO can take steps to strengthen collaboration and technological skills in the current workforce through training, developmental assignments and detail opportunities. However, to

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acquire Next Generation and community outreach skills, we will need to create vacancies so AO will be able to recruit a workforce to meet the needs of the future. This request for VERA and VSIP authority will provide AO with increased flexibility to reshape its future workforce by providing incentives for existing staff in targeted positions to retire or resign, thereby opening up available FTE slots to be used to recruit people with stronger technology and team-oriented skills.

AO ran a process with the staff office directors and the associate administrators of each of AO's ten offices to determine which offices required the use of VERA and VSIP to achieve the goals of downsizing, restructuring, reshaping and implementing succession planning. In addition to targeting at the office level, further workforce planning resulted in decisions related to which classification series within an office should be open to these authorities. Senior management set VERANSIP maximums at the series level by office to assure sufficient incentives were made available to all who are eligible. Throughout the targeting discussions, care was given to assure that the implementation of these VERA and VSIP authorities would not have a negative impact on AO's mission-critical activities.

AO needs to take steps to reshape its workforce to implement the Administrator's mandated priorities. The work of the office has changed significantly with the onset of technology, including web technology, social media and other video/audio communications; greater media attention and need for transparency; increased interaction with external stakeholders; new requirements related to sustainability and community-based outreach; and proficiencies in working in a collaborative team environment. The working skills needed to meet the requirements of a changing AO are different than those needed 20 or 30 years ago and have changed dramatically even within the past few years.

The VERA and VSIP will be offered to both supervisory and non-supervisory employees at the GS-15 level and below. Through attrition gained by VERA and VSIP, AO will have the opportunity to reassign the most complex work (i.e., GS-13 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. The less complex work will be restructured into lower-graded positions to enable AO to begin its workforce succession planning by hiring staff with Next Generation skills. Reshaping will occur, in part, through consolidation of some management positions and a reduction of some, but not all, non-supervisory positions at higher grade levels. This will allow us additional opportunities to recruit entry-level candidates interested in working on program and technical issues that require the integration of multimedia approaches and new technology skills to more efficiently and effectively implement program objectives, rather than a sole reliance on national level experts in specific fields. While some non-supervisory higher graded positions will remain, this will create a more grade-level balanced workforce in AO.

With regard to administrative and program assistant positions, their role has changed significantly in the past decade with changing technology and the decentralization of many functions previously performed by secretaries (typing, travel, time- keeping, etc.) being performed by professional staff because of computers and related systems, such as GovTrip, PeoplePlus, etc. AO has established several workgroups to review its administrative functions, such as travel, conference planning, FOIA and records management, with a goal of achieving efficiencies through centers of excellence. Challenges remain, however, in terms of identifying sufficient grade-appropriate work to support the existing administrative workforce in AO's ten staff offices. A VERA/VSIP will allow us to more effectively structure the proper number and grades of administrative and program assistants to support continuity and the higher level support functions. Ultimately, depending on certain factors such as the future of telework, advanced IT tools, the size of our workforce, etc., AO will be in a position to pursue additional administrative support consolidation scenarios, or at the very least will continue to consolidate full time EPA employee administrative support work into fewer positions.

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Implementing AO's Succession Planning

Recognizing that workforce and succession planning are on-going efforts, AO hopes to be able to move forward with developing and implementing strategies to close the workforce gaps created by the hiring freeze of the past two years. Successfully completing this phase of AO's succession planning will depend in large part on AO's ability to take advantage of VERA and VSIP.

In addition to providing flexibility to hire staff with the skills required to meet our organization's mission in the next three to five years and redeploy expected savings towards mission critical areas, VERANSIP authorities will assist AO in hiring staff with the technological and collaborative skills needed for the workforce of the future. Furthermore, with limited turnover in higher-graded positions, employees are more likely to move out of AO for career advancement reasons. AO needs to take steps to hire and retain these individuals in order to implement a successful succession plan.

Because of reduced FTE levels and declining resources, AO has essentially been under a hiring freeze for the past two years, creating a situation where the offices are unable to hire staff with the necessary skills to meet the changing needs of its organization. In addition to offering new training opportunities to current staff, it will be critical to have flexibility to hire staff with new skills if AO is to be successful in reshaping its workforce. Each voluntary separation created through the use of the VSIP and VERA authority will be carefully evaluated, with an overall goal of ensuring that staffing levels for AO do not exceed its FY15 staffing level requirements while enabling AO to strategically plan for and design a hiring strategy to fill its Next Generation skill gaps and provide an opportunity for workforce succession planning.

IV. Budget Neutrality/Costs/Savings

Budget Neutrality

This request for VSIP and VERA, if approved, will be conducted so that no funds or resources other than those appropriated for use in FY 2014 will be used or required.

As mandated by the Office of Management and Budget (OMB) for early-out/buy-out requests, the Office of the Administrator's request certifies that the early-out/buy-out will be budget neutral. That is, the early-out/buy-out authority will not result in any increased costs above current or future fiscal year appropriations to pay for costs incurred for buy-out cash payments, annual leave cash payouts, or any other costs, including those associated with refilling the resulting vacancies.

The following tables detail the calculations supporting this certification and demonstrate that this request assures budget neutrality for the fiscal years 2014 through 2016. Table A provides the calculation of the maximum direct costs associated with the VERA and VSIP. Table B provides the calculations of the cost savings associated with VERA and VSIP for FY 2014 through FY 2016. As outlined in Table A, the total maximum cost associated with the VERA and VSIP, including the cost of the buyout incentive and maximum associated lump-sum annual leave payouts upon departure are estimated at $8,446,682. Table B outlines the savings resulting from the VERA and VSIP authority for FY 2014 through FY 2016 which are estimated at approximately $59,747,423. These savings will be used to support lower overall budget levels as well as AO's ongoing program goals and responsibilities.

If AO's available budget is impacted adversely by future spending bills and/or sequestration, the Office of the Administrator will ensure compliance with all applicable funding restrictions while meeting the

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financial requirements of this authority, if approved. If necessary, AO will adjust its hiring plans pursuant to the departure of staff under this authority to ensure that resources made available in the FY 2014 Operating Plan are sufficient to meet the overall needs of the organization including the costs associated with the VERANSIP authority.

Table A-- Direct Costs:

Table A - Direct Costs for VERA/VSIP	
Targeted Positions (See details in Attachment 3)	
217 Targeted Positions for VSIP X $25,000 (maximum cash buy-out)	$5,425,000
Annual leave Buyout for 217 Targeted Positions for VERA,Optional Retirement or Resignation* (48.35 per hr. X 288 Ahours) X 217	$3,021,682
TotalMaximum Direct Costs	$8,446,682

Table B--Estimated Savings:

Table B - Estimated Savings for FY 2014 through FY 2016				
	FY 2013 Payroll	Estimated FY 2014 Savings	Estimated FY 2015 Savings	Estimated FY 2016 Savings
A. Total Annual Payroll Costs (before VERA/VSIP)**	$66,150,000	$66,150,000	$66, 150,000	$66,150,000
B. Payroll Savings (Payroll for 217 VERA/VSIP targeted positions with April4, 2014 Buyout Date)*		-$14,560,917	-$29,121,834	-$29,121,834
C. Working Capital Fund Savings***		-$726,950	-$1,453,900	-$1,453,900
D. VSIP Buyout ($25, 000 X 217)		$5,425,000		
E. leave Payout Estimate (presumes 240 hours at average salary plus 8 hours for 6 payperiods from Jan-April 2014 = 288 hours AL)*		$3,021,681		
F. Payroll for 40 new hires****		$906,418	$3,323,240	$3,983,200
G. Working Capital Costs*** for 40 New Hires		$156,333	$268,000	$268, 000
TotalCosts (A+B+C+D+E+F+G)	$66,150,000	$60,371,565	$39,165,506	$39,165,506
TotalProjected Savings with VERA/VSIP		$5,778,435	$26,984,494	$26,984,494

Notes:

*Calculations are based on a GS-13, Step 5 in Washington, D.C. The GS-13, Step 5 salary cost was determined based upon the average cost ofthe GS-13, Step 5 pool of AO employees.

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FY 2013 annual salary for a GS-13, Step 5 is $100,904 or $48.35 per hour. A 33% increase to account for benefits and other costs brings it to $134,202.

**Total FY 2013 AO payroll includes furlough savings mandated by sequestration.

***Working Capital Fund costs are based on $6,700 per position per year for computer, telephone and internet access.

****Calculations are based on GS-9, Step 1 in Washington, D.C. Annual salary is $51,630. A 33% increase to account for benefits and other costs brings it to $68,668 annually. To maintain budget neutrality, hiring projections are based on 33% of year for FY 2014.
Hires in FY 2014 promoted to GS-11 in second half ofFY 2015 estimated to cost $83,081 annually.
Hires in FY 2014 promoted to GS-12 in second half ofFY 2016 estimated to cost $99,580 annually.

Total Estimated Hires of 40 is calculated for 1/3 year in FY 2014.

Indirect Costs

The indirect costs are difficult to gauge because most are specific to the employee. At a minimum, there might be an insignificant amount of formal training due to reassignments or realignments of duties. The indirect benefits, however, will include the more effective and efficient utilization of AO's FTEs and the elimination of redundancies in the administrative work processes.

Positions vacated as a result of this authority will not be automatically backfilled, but will be reviewed on a case-by-case basis to ensure AO's ability to meet the Agency mission. Vacancies created as a result of the VERANSIP will be used to recruit employees with new skill mixes to create a workforce for the future.

V. Combined Request for Voluntary Separation Incentive Payments (VSIP) and Voluntary Early Retirement Authority (VERA)

Agency: Environmental Protection Agency

Covered Component(s): Office of the Administrator

VSIP and VERA

1. Explain the workforce situation the organization needs to address through VSIP and VERA that would otherwise require involuntary personnel actions, e.g., delayering, reorganization, reduction in force, transfer of function, or other workforce restructuring or reshaping.

AO needs to reduce, rebalance grade levels and restructure our workforce to provide opportunities to recruit the new skills and abilities needed to support its stronger technological and community outreach/collaboration and partnership efforts as well as its Next Generation workforce succession planning strategy. Technology is changing the way EPA does business and moving it towards a more technical and smaller workforce. As we transition to using more technology to gain efficiencies and do

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our job differently, we need to look to a new skill set to be able to accomplish our mission with the right number of FTE. We also need to continuously examine our workforce to ensure that we have a Next Generation workforce at the appropriate grade levels so AO can perform its mission critical functions within its FTE and budget resources.

Reshape AO's workforce, recognizing the need for new skills in key areas of AO. AO needs to take steps to reshape its workforce. The work of the office has changed significantly with the onset of technology, including web technology, social media and other video/audio communications; greater media attention and need for transparency; increased interaction with external stakeholders; new requirements related to sustainability and community-outreach; and proficiencies in working in a collaborative team environment. The working skills needed to meet the requirements of a changing AO are different than those needed even five years ago. AO needs to reshape its administrative support workforce to meet changing needs brought on by changing technology. Word processing technology has diminished the need for traditional typing skills and the implementation of automated travel and timekeeping has reduced the resources needed to perform these duties. The agency has moved to performing tasks electronically rather than by circulating paper documents, thus cutting down the need for copying services. In addition, AO is exploring options to consolidate its administrative operations to achieve greater efficiencies. The VERANSIP will serve as a tool to help AO achieve this workforce of the future.

The VERA and VSIP will be offered to both supervisory and non-supervisory employees at the GS-15 level and below. Through attrition gained by VERA and VSIP, AO will have the opportunity to reassign the most complex work (i.e., GS-13 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. The less complex work will be restructured into lower-graded positions to enable AO to begin its workforce succession planning by hiring staff with Next Generation skills. Reshaping will occur, in part, through consolidation of some management positions and a reduction of some, but not all, non-supervisory positions at higher grade levels. This will allow us additional opportunities to recruit entry-level candidates interested in working on program and technical issues that require the integration of multimedia approaches and new technology skills to more efficiently and effectively implement program objectives, rather than a sole reliance on national level experts in specific fields. While some non-supervisory higher graded positions will remain, this will create a more grade-level balanced workforce in AO.

With regard to administrative and program assistant positions, their role has changed significantly in the past decade with changing technology and the decentralization of many functions previously performed by secretaries (typing, travel, time- keeping, etc.) being performed by professional staff because of computers and related systems, such as GovTrip, PeoplePlus, etc. AO has established several workgroups to review its administrative functions, such as travel, conference planning, and FOIA and records management, with a goal of achieving efficiencies through centers of excellence. Challenges remain, however, in terms of identifying sufficient grade-appropriate work to support the existing administrative workforce in AO's ten staff offices. A VERANSIP will allow us to more effectively structure the proper number and grades of administrative and program assistants to support continuity and the higher level support functions. Ultimately, depending on certain factors such as the future of telework, advanced IT tools, the size of our workforce, etc., AO will be in a position to pursue additional administrative support consolidation scenarios, or at the very least will continue to consolidate full time EPA employee administrative support work into fewer positions.

Implement AO's workforce succession planning. Recognizing that workforce and succession planning are on-going efforts, AO is continuing to review its strategic workforce planning process by assessing its current workforce and forecasting future workforce needs, identifying workforce gaps, and developing

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and implementing strategies to close the workforce gaps. Successfully completing this phase of AO's succession planning will depend in large part on AO's ability to take advantage of VERA and VSIP, particularly given its current low attrition rates and limitations on hiring.

Assist the Office in reaching lower FTE ceilings and lower grade levels. Because of reduced FTE and budget levels, AO has been unable to fill critically important positions for the past two years. Consequently, AO has been unable to hire staff with the necessary skills to perform its mission critical functions.

2. Identify the end date for separations under VSIP and VERA.

The time period is from the date of approval through May 1, 2014, with a separation date no later than April4, 2014.

Required information for VSIP request

3. Identify the specific positions and functions to be reduced or eliminated by organizational unit, geographical location, occupational category, grade level, and any other factors related to the position, such as skills and knowledge gaps.

See Attachment 3.

4. Describe the categories of employees who will be offered VSIP by organizational unit, geographical location, occupational category, grade level, and any other factors related to the position such as skills or knowledge gaps, or retirement eligibility.

See Attachment 3 for detailed information for organizational unit, occupational category and grade levels:

- We plan to offer VSIPs to GS-0301: Staff Assistants and Program Specialists at the GS-7 and above level throughout AO in Washington, D.C.

- We plan to offer VSIPs to GS-0303: Congressional & Intergovernmental External Liaison positions, Administrative Assistant and Information Management Clerks at the GS-6 and above level in the Immediate Office, OEX and OCIR in Washington, D.C.

- We plan to offer VSIPs to GS-0318: Secretaries at the GS-8 and above level in OP-ORPM, OES, and OEAEE in Washington, D.C.

- We plan to offer VSIPs to GS-0326: Office Automation Clerks at the GS-3 and above level in OEAEE and OEX in Washington, D.C.

- We plan to offer VSIPs to GS-0343: Program/Management Analysts at the GS-11 and above level throughout AO in Washington, D.C.

- We plan to offer VSIPs to GS-0028: Environmental Protection Specialists at the GS-9 and above level in OP, SAB and OCIR in Washington, D.C. with one employee in Region 9, San Francisco, CA; one in Region 10, Seattle, Washington and one in RTP, North Carolina.

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- We plan to offer VSIPs to GS-0110: Economists at the GS-13 and above level in OP and SABin Washington, D.C.

- We plan to offer VSIPs to GS-0101: Social Scientists at the GS-13 and above level in OP in Washington, D.C.

- We plan to offer VSIPs to GS-0401: Life Scientists at the GS-13 and above level in OP and SAB in Washington, D.C.

- We plan to offer VSIPs to GS-0415: Toxicologists at the GS-15 level in SABin Washington, D.C.

- We plan to offer VSIPs to GS-0819: Environmental Engineers at the GS-14level in OP in Washington, D.C.

- We plan to offer VSIPs to GS-1301: Environmental Scientists at the GS-14 and 15 levels in OP, SAB and OCIR in Washington, D.C.

- We plan to offer VSIPs to GS-0260: Equal Employment Opportunity Managers at the GS-14 level in OCR in Washington, D.C.

- We plan to offer VSIPs to GS-1860: Equal Opportunity Investigators at the GS-12level in OCR in Washington, D.C.

- We plan to offer VSIPs to GS-0560: Budget Analysts at the GS-14level in OES in Washington, D.C.

- We plan to offer VERA/VSIP to GS-2210: Information Technology Specialists at the GS-11 and above level in OP, OES and OEAEE in Washington, D.C. (NOTE: VERA/VSIP will not be offered to IT security positions).

- We plan to offer VSIPs to GS-1035: Public Affairs Specialists at the GS-12 and above level in OEAEE in Washington, D.C.

- We plan to offer VSIPs to GS-1001: Communications and Web Communications Specialists at the GS-11 and above level in OP and OEAEE in Washington, D.C.

- We plan to offer VSIPs to GS-1060: Photographers at the GS-13 level in OEAEE in Washington, D.C.

- We plan to offer VSIPs to GS-1071: Audiovisual Production Specialists at the GS-12 and above level in OEAEE in Washington, D.C.

- We plan to offer VSIPs to GS-1084: Visual Information Specialists at the GS-13 level in OEAEE in Washington, D.C.

- We plan to offer VSIPs to GS-0905: Attorney Advisors at the GS-14 and above level in OP, OEX, OCIR and OHS in Washington, D.C. and one in Region 3, Philadelphia, PA.

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- We plan to offer VSIPs to GS-1082: Writer-Editors at the GS-12level in OEX in Washington, D.C.

5. Identify the number ofVSIPs to be paid and the maximum amount of each VSIP (up to $25,000).

AO will approve up to 217 VSIPs, totaling a maximum of $5,425,000. AO is planning on a maximum VSIP amount of no more than $25,000 per VSIP eligible employee, or the amount of severance pay to which an employee is entitled (whichever is less).

6. Describe how the organization will operate without the eliminated positions and functions identified in number 1.

The positions targeted for VERA!VSIP require incumbents with different skill mixes or are positions with functions that could be consolidated or filled at lower grade levels. Therefore, AO's senior managers will work to reshape its workforce and restructure positions or, as able given budgetary limitations, recruit for new skill mixes on a case-by-case basis. This work will be accomplished in a transparent fashion. It is anticipated that the vacancies created by the VERAJVSIP will allow management greater flexibility to consolidate administrative functions, thus achieving greater efficiencies while maximizing the utilization of our resources. Additionally, mission-critical positions will be filled with staff who possess technological and collaboration skills required as part of the workforce for the future.

Vacancies created in the administrative series (GS-301, 303,318 and 326) will provide opportunities for greater efficiencies by streamlining and consolidating administrative functions given the increased use of computers and electronic filing, travel and database systems.

Vacancies created in the higher-graded GS-14 and GS-15 positions will provide opportunities for filling positions at lower grade levels with staff that possess stronger collaboration, technological and community outreach skills.

Vacancies created in the public affairs area will provide opportunities to hire staff at lower grade levels with social media, crisis communications, web design and management, and video engineering and security skills.

Vacancies created in the Office of Policy will provide opportunities to hire economists with expertise in quasi-experimental econometrics and retrospective program evaluation, economy-wide modeling of regulation, employment impact analyses, and the econometrics of using "big" data to assess policy outcomes as well as staff with the requisite skills and expertise in applying sustainable approaches to protection of the environment and individuals who are skilled in application of community-based approaches to environmental protection.

7. Provide a proposed organization chart showing the expected changes to the organization's structure after completing the VSIP plan.

See Attachments 1 and 2. The reshaping and restructuring changes will not require elimination of any AO offices. Organizational units will remain the same. However, adjustments to FTE ceilings across the offices are needed to meet the FY 2015 FTE targets.

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8. If requesting, or will request, VERA, describe how that authority will be used in conjunction with VSIP.

AO will make early-out and buy-out offers simultaneously to all eligible employees during the same offer period, requiring the same separation date. In offering VERA and VSIP simultaneously, EPA expects greater employee interest and that a higher number of employees will request the incentives. This will maximize the effectiveness of the separation incentives and provide AO with additional opportunities to reshape its workforce to meet its future organizational needs.

9. If offering VSIPs under another statutory authority, describe how VSIPs are being used under that authority.

Not applicable.

Required information for VERA request

10. Provide the anticipated effective date of the substantial delayering, reorganization, reduction in force, transfer of function, or other workforce restructuring or reshaping described in number 1.

Reshaping will begin after May 1, 2014.

11. Provide the total number of permanent employees in the agency or covered component(s).

There are 407 employees in the Office of the Administrator.

12. Provide the total number of permanent employees in the agency or covered component(s) who are expected to be involuntarily separated, downgraded, transferred, or reassigned as a result of the reason(s) in number 1.

We expect to process at least 250 personnel actions (voluntary separations, reassignments, details, reclassifications, and intemaVextemal recruitments to implement the reshaping of our workforce, restructure the grade levels of our workforce and reduce the overall number of positions in AO to meet FY 2015 staff levels.

13. Provide the total number of employees in the agency or covered component(s) who are eligible for voluntary early retirement. (Do not include employees eligible for optional retirement.)

A total of 99 employees in the Office of the Administrator are eligible for VERA. Within the targeted positions, 82 of the incumbents are eligible for VERA.

14. Provide an estimate of the number of employees in the agency or covered component(s) who are expected to take voluntary early retirement.

We estimate 10 employees will take early retirement under this proposal.

15. Describe the types of personnel actions anticipated as a result of the reason(s) in number 1 (e.g., reassignments, downgrades, separations) that would occur without VERA.

The types of actions the Office of the Administrator would need to take to reshape its workforce include:

- Directed reassignments
- Details
- Voluntary separations
- Abolish and/or reclassify positions
- Internal and limited external recruitment

While the above would occur without VERA and VSIP authority, AO would not be able to meet FY 2015 staff levels nor accomplish its restructuring/reshaping goals to meet its mission-critical needs outlined in this request without this authority.

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Attachments

Attachment 1 -Current Organization Chart

Attachment 2 - New Organization Chart

Attachment 3 - Targeted Positions and Maximum Number of VSIPs to be Offered to Targeted Positions by Office and Series

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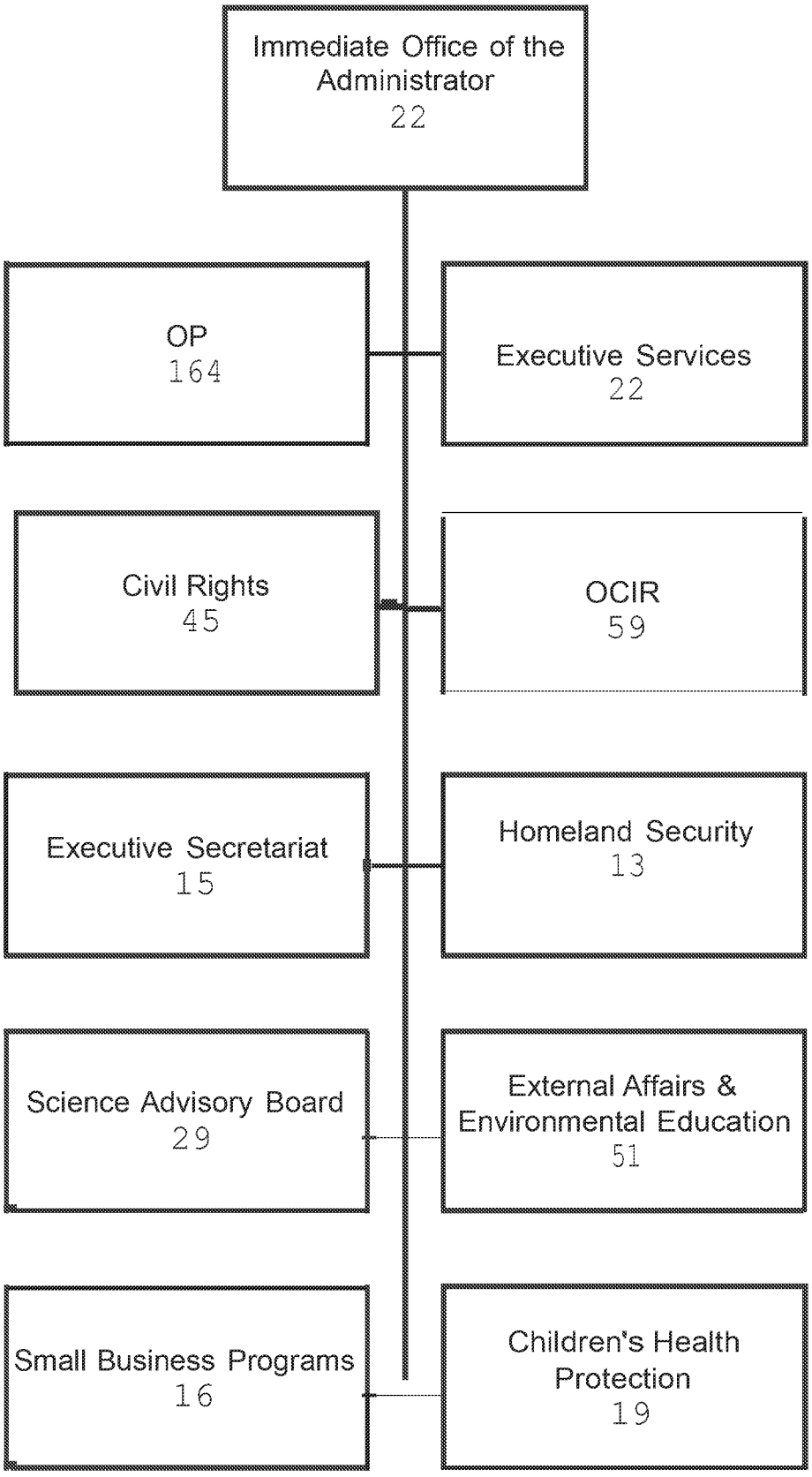
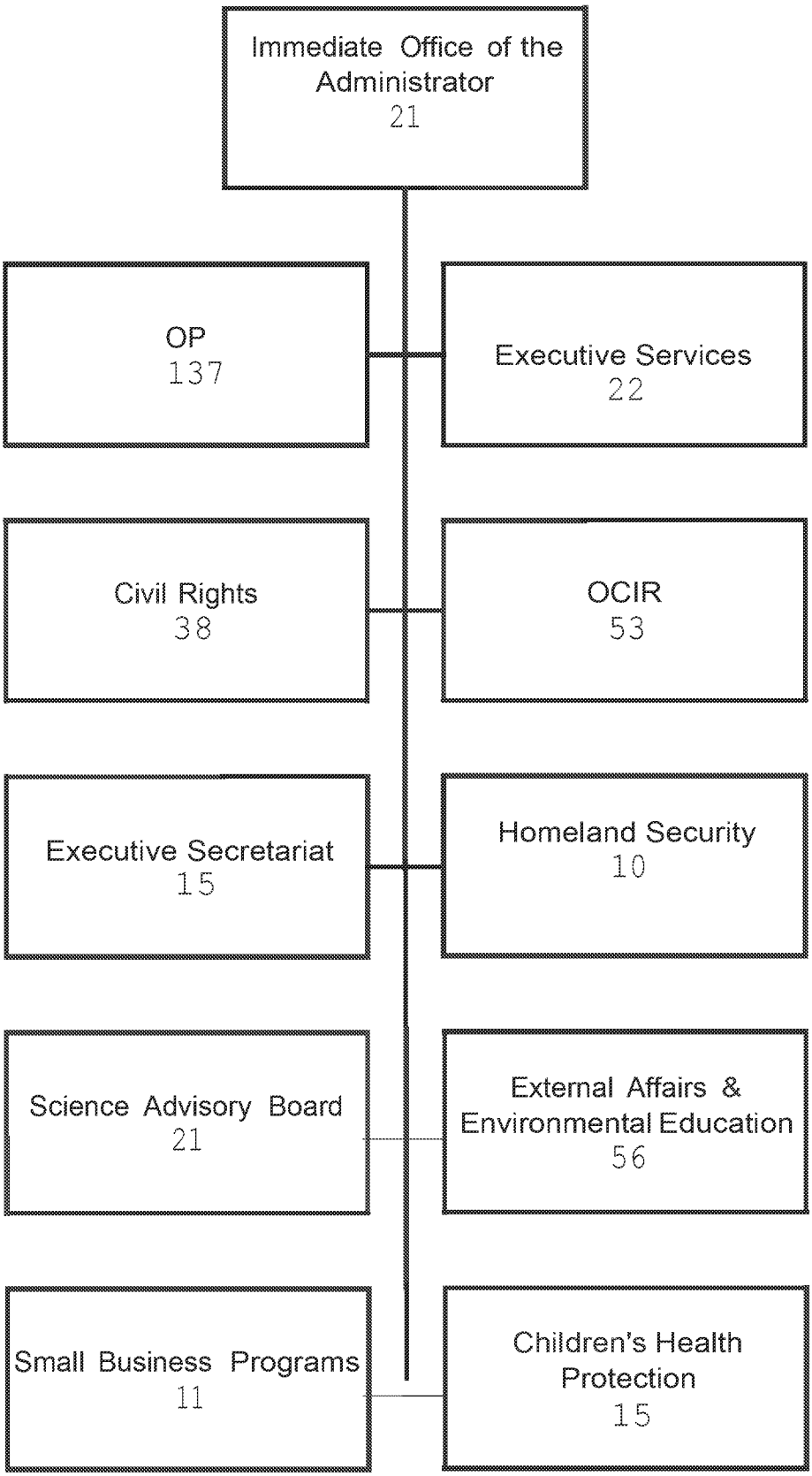
Office of the Administrator FY 2013 -Attachment 1



Office of the Administrator FY 2014 and FY 2015- Attachment 2



Attachment 3

Office of the Administrator
Positions by Organization/Series/Grade
and Maximum Number of VERANSIPs to be Offered in Each Series Within Each Office
(*All Positions Located in Washington, D.C.Excepted as Indicated Below)

OFFICE	Title/Series	Grade	Number Of Positions Targeted	Maximum Number Of VERANSIPs to be Offered in Series	Duty Station
Office of Policy-Immediate Office	0343 Program/ Management Analyst	15	2		
		14	2		
		13	1		
	Total 0343		5	5	
	0301 Staff Assistant & Program Specialist	12	2		
		11	1		
	Total 0301		3	3	
	0028 Environmental Protection Specialist	15	1		
	Total 0028		1	1	
	Subtotal		*9*	*9*	
Office of Policy-National Center for Environmental Economics	0028 Environmental Protection Specialist	13	1	1	
	Total 0028		1	1	
	0301 Regulatory Impact Analyst, Information Management Specialist, Program Specialist, & Extramural Resources Management Specialist	14	1	1	
		12	3	3	
	Total0301		4	4	

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	0110 Economist	15	8	
		14	10	
		13	5	
	Total 0110		23	**7**
	Subtotal		***28***	***12***
Office of Policy-Office of Regulatory Policy and Management	0318 Secretary	10	1	
	Total 0318		**1**	**1**
	0301 Regulatory Impact Analyst & Information Management Specialist	14	5	
		13	1	
		11	1	
	Total 0301		**7**	**6**
	0343 Program/ Management Analyst	15	4	
		14	1	
		13	1	
	Total 0343		**6**	**5**
	0110 Economist	14	1	
	Total 0110		**1**	**1**
	0028 Environmental Protection Specialist	15	8	
		14	1	
		13	2	
		12	1	
		9	1	
	Total 0028		**13**	**11**
	1301 Environmental Scientist	15	1	**1**
	Total1301		**1**	**1**
	2210 Information Technology Specialist	14	1	

	Total2210		**1**	**1**	
Office of *Policy-Office of Sustainable Communities*	***Subtotal***		***30***	***27***	
	0301 Regulatory Impact Analyst, Information Management Specialist	14	1		
		12	1		
	Total 0301		**2**	**1**	
	0343 Program/ Management Analyst	15	2		
		14	2		
		13	2		
		12	1		
		11	1		
	Total 0343		**8**	**7**	
	0028* Environmental Protection Specialist	15	6		
		14	4		
		13	8		One in Region 9 - San Francisco, CA
	Total 0028		**18**	**12**	
	0110 Economist	13	1		
	Total 0110		**1**	**1**	
	0101 Social Scientist	14	1		
	Total 0101		**1**	**1**	
	1001 Communications Specialist	13	1		
	Total1001		**1**	**1**	
Office of Policy-Office of Strategic Environmental Management	***Subtotal***		***31***	***23***	
	0028* Environmental Protection Specialist	15	5		
		14	5		*One in RTP, NC & one in Region 10- Seattle, WA*
		13	8		
	Total 0028		**18**	**12**	
	0110 Economist	15	1		
	Total 0110				

	0101 Social Scientist	13	1		
	Total 0101		**1**	**1**	
	0301 Regulatory Impact Analyst, Information Management Specialist	14	1		
		12	1		
	Total 0301		**2**	**2**	
	0343 Program/ Management Analyst	15	3		
		14	3		
		13	1		
	Total 0343		**7**	**7**	
	0401 Life Scientist	13	1		
	Total 0401		**1**	**1**	
	0819 Environmental Engineer	14	1		
	Total 0819		**1**	**1**	
	0905* Attorney Advisor	15	2		
		14	2		One in Region 3 – Philadelphia, PA
	Total 0905		**4**	**4**	
	1301 Environmental Scientist	14	1		
	Total 1301		**1**	**1**	
	Subtotal		***36***	***30***	
OP Subtotal			***134***	***100***	
Science Advisory Board	0028 Environmental Protection Specialist	15	1		
	Total 0028		**1**	**1**	
	0343	13	4		

	Program/ Management Analyst **Total 0343**		**4**	**4**
	0110 Economist **Total 0110**	15	**1** **1**	**1**
	0401 Life Scientist **Total 0401**	15	1 **1**	**1**
	0415 Toxicologist **Total 0415**	15	1 **1**	**1**
	1301 Environmental Scientist **Total1301**	15	3 **3**	**3**
SAB subtotal:			***11***	***11***
Office of Civil Rights- Immediate Office	0343 Program/ Management Analyst **Total 0343**	15 13	1 1 **2**	**2**
Office of Civil Rights- External Compliance Staff	1860 Equal Opportunity Investigator **Tota11860**	12	**1** **1**	**1**
Office of Civil Rights- Affirmative Employment Analysis & Accountability Staff	0260 Equal Employment Manager **Total 0260**	14	3 3	**3**
OCR subtotal:			***6***	***6***
Office of Small Business Programs	0343 Program/ Management Analyst	15 14 13	2 1 1	

	Total 0343		**4**	**4**	
	0301 Staff Assistant and Information Management Specialist	13	1		
		11	1		
	Total 0301		**2**	**2**	
OSBP subtotal:			***6***	***6***	
Office of Executive Services	0301 Staff Assistant	10	1		
	Total 0301		**1**	**1**	
	0318 Secretary	8	1		
	Total 0318		**1**	**1**	
	0343 Program and Management Analyst	15	1		
		14	5		
		13	4		
	Total 0343		**10**	**6**	
	0560 Budget Analyst	14	1		
	Total 0560		**1**	**1**	
	2210 Information Technology Specialist	15	1		
	Total 2210		**1**	**1**	
OES subtotal:			***14***	***10***	
Office of External Affairs and Environmental Education-Immediate Office	0301 Staff Assistant	12	1		
	Total 0301		**1**	**1**	
	0343 Program/ Management Analyst	13	1		
		12	1		
	Total 0343		**2**	**2**	
	1035	15	2		

	Public Affairs Specialist			
	Total1035		**2**	**2**
	Subtotal		***5***	***5***
Office of External Affairs and Environmental Education-Environmental Education	0301 Environmental Education Specialist	14	**1**	
	Total 0301		**1**	**1**
	1001 Environmental Education Specialist	14	1	
		13	2	
		11	2	
	Total 1001		**5**	**5**
	Subtotal		***6***	***6***
Office of External Affairs and Environmental Education – Office of Web Communications	0301 Communications Specialist	15	1	
	Total 0301		**1**	**1**
	0343 Program/ Management Analyst	15	1	
		14	2	
	Total 0343		3	**3**
	1001 Communications Specialist, Web Communications Specialist	15	1	
		14	1	
		13	3	
	Total1001		**5**	**5**
	1035	14	1	
		13	1	
	Total 1035		**2**	**2**
	2210 IT Specialist (INET)	11	**1**	
	Total 2210		**1**	**1**
	Subtotal		***12***	***12***

Office of External Affairs and Environmental Education -Office of Media Relations	0318 Secretary (Typing)	9	1	
	Total 0318		**1**	**1**
	1035 Public Affairs Specialist	14	2	
		13	2	
		12	1	
	Total 1035		**5**	**5**
	Subtotal		**6**	**6**
Office of External Affairs and Environmental Education -Office of Public Engagement	0301 Public Liaison Specialist, Program Specialist	15	1	
		14	1	
		12	1	
	Total 0301		3	**3**
	0343 Management/ Program Analyst	14	1	
		12	1	
	Total 0343		**2**	**2**
	1035 Public Affairs Specialist	13	1	
	Total1035		**1**	**1**
	Subtotal		**6**	**6**
Office of External Affairs and Environmental Education -Office of MultiMedia Services	0301 Multimedia Communications Specialist	15	1	
	Total 0301		**1**	**1**
	0326 Office Automation Clerk	3	1	
	Total 0326		**1**	**1**
	0343 Program /Management Analyst	12	1	
	Total 0343		**1**	**1**
	1060 Photographer	13	1	

	Total1060		**1**	**1**
	1071 Audiovisual Production Specialist	14	2	
		13	1	
		12	1	
	Total1071		**4**	3
	1084 Visual Information Specialist	13	1	
	Total1084		**1**	**1**
	2210 Information Technician Specialist	13	1	
	Total2210		**1**	**1**
	Subtotal		**10**	**9**
OEAEE subtotal:			***45***	***44***
Immediate Office of the Administrator	0301 Staff Assistant and Travel Coordinator	13	6	
		12	3	
		11	2	
	Total 0301		**11**	**8**
	0303 Office Automation (OA)	8	1	
	Total 0303		**1**	**1**
Immediate Office-Office of Regional Operations	0343 Program /Management Analyst	15	1	
		14	1	
		13	1	
	Total 0343		**3**	**2**
10 subtotal:			***15***	***11***
Office of Children's Health Protection	0343 Program /Management Analyst	14	1	
		13	1	
	Total 0343		**2**	**2**
OCHP subtotal			***2***	***2***

Office of Homeland Security	0343 Program /Management Analyst	13	1		
	Total 0343		**1**	**1**	
	0905 Attorney Advisor	15	1		
	Total 0905		**1**	**1**	
OHS subtotal			*2*	*2*	
Office of the Executive Secretariat	0301 Information Management Specialist	13	1		
		7	1		
	Total 0301		**2**	**2**	
	0303 Information Management Assistant	8	1		
	Total 0303		**1**	**1**	
	0326 Office Automation Clerk	6	2		
	Total 0326		**2**	**2**	
	0343 Program /Management Analyst	12	1		
	Total 0343		**1**	**1**	
	0905 Attorney Advisor	15	1		
	Total 0905		**1**	**1**	
	1082 Writer-Editor	12	1		
	Total 1082		**1**	**1**	
OEX subtotal:			*8*	*8*	

Office of Congressional and Intergovernmental Relations (OCIR) -Immediate Office	0301 Staff Assistant	12	1	
	Total 0301		**1**	**1**
	Subtotal		**1**	**1**
OCIR-Information Management Division	0301 Information Management Specialist	12	5	
	Total 0301		**5**	**2**
	Subtotal		**5**	**2**
OCIR Office of Congressional Affairs	0301 Congressional Liaison Specialist	14	8	
	Total 0301		**8**	**2**
	0303 Congrs & Intergov't External Liaison, Administrative Assistant, Information Management Clerk	9	2	
		8	1	
		6	1	
	Total 0303		**4**	**2**
	0343 Program /Management Analyst	15	5	
	Total 0343		**5**	**2**
	0905 Attorney Advisor	15	1	
		14	2	
	Total 0905		**3**	**1**
	Subtotal		**20**	**7**
OCIR-Office of Intergovernmental Relations	0028 Environmental Protection Specialist	13	1	
	Total 0028		**1**	**1**

	0301 Congressional Liaison Specialist, Information Management Specialist	14	1	
		12	1	
	Total 0301		**2**	**1**
	0303 Congrs & Intergov't External Liaison	9	1	
	Total 0303		**1**	**1**
	0343 Program !Management Analyst	15	3	
		14	2	
		12	1	
	Total 0343		**6**	**2**
	0905 Attorney Advisor	14	1	
	Total 0905		**1**	**1**
	1301 Environmental Scientist	14	1	
	Total 1301		**1**	**1**
	Subtotal		**12**	**7**
OCIR subtotal			***39***	***17***
AO total:			**282**	***217***

MEMORANDUM

SUBJECT: Workforce Analysis and Planning for the Office of the Administrator

FROM: John. E. Reeder
Deputy Chief of Staff

TO: Craig Hooks, Assistant Administrator
Office of Administration and Resources Management

This memorandum outlines the strategic actions the Office of the Administrator(AO) has been taking to address our workforce needs to ensure we can advance the Administrator's goals while operating within our FY 2015 FTE ceiling.

Over the course of the past two years, AO has had very limited hiring in an effort to reduce the number of our onboard personnel to reach our reduced FTE levels by FY 2015. This has necessitated ongoing discussions with our Associate Administrators and Staff Office Directors to ensure our critical positions are filled through internal PAVE announcements, reassignments within AO, and a few limited recruit actions to fill mission critical positions. In addition, AO participated as one of the Skills Market Place pilot organizations to provide staff with developmental assignments as well as provide offices with a vehicle to accomplish special projects.

As we looked to advance the Administrator's priorities while operating within our FY 2014 operating plan and FY 2015 President's Budget FTE levels, AO's managers decided to offer the VERA/VSIP to as broad a segment of the AO workforce as possible. As a result, we identified 294 positions as being eligible for the VERA/VSIP and agreed to offer it to 217 employees. In this way, we allowed the majority of AO employees to decide if this was the right time for them to accept the VERA/VSIP rather than management deciding for them by limiting the positions we targeted. As a result, 15 employees, 4% of those eligible, accepted the VERA/VSIP: 6 in the Office of Policy, 3 in OCIR, 1 in OES, 1 in the Immediate Office, 2 in OCR, 1 in OHS, and 1 in OEAEE. In most cases, the work performed by these individuals will be reassigned to other AO staff or will be filled by individuals at lower grade levels with next generation technological and outreach skills to meet our workforce needs of the future. By filling the positions at lower grade levels, we will open up career development opportunities for our staff.

To develop AO's strategic workforce plans, each Associate Administrator and Staff Office Director is meeting individually with the Chief of Staff over the next several weeks to discuss their organization's priorities, how they will be advancing the Administrator's priorities over the next 1-2 years, their resource plans and projected utilization, and any identified LEAN proposals. These meetings have already begun and are expected to be completed by the end of April. These discussions will enable the Chief of Staff to assess workforce and budget needs and capacities

across AO; set priorities and develop action items; plus identify potential savings to maximize the effective utilization of AO's resources.

As part of our strategic vision, we continue to reassess how AO's organizational structure meets our needs and ensures that AO operates efficiently and effectively. Consequently, AO has already completed two reorganizations this year to enhance operational effectiveness within the Office of Policy. The first reorganization, which was approved and implemented in January 2014, established a supervisory position over the administrative, contracts and grants functions within OP, thereby providing more effective oversight and direction over these fiduciary programs. The second reorganization, approved in April 2014, will serve to flatten the Office of Policy by eliminating two Divisions and consolidating the functions within existing offices. This will reduce OP's management structure by eliminating two GS-15 Division Director positions. We are currently completing a third reorganization that will serve to promote the Administrator's priority of community outreach by establishing an Associate Administrator for Public Engagement and Environmental Education, integrating the Office of Regional Operations with the Office of Intergovernmental Relations, and creating an Office of Internal Communications within the Office of Public Affairs. These realignments will promote a consistent message to our internal and external partners while educating and engaging the public we serve.

AO has actively used non-competitive actions, including filling vacant positions through internal PAVE announcements, giving first priority to current AO staff. In this way, we fill critical positions while providing AO staff with career developmental opportunities. In addition, mission critical AO vacancies have been filled by competing these positions internally within AO to provide career developmental opportunities and advancement to our staff. This practice supports the Administrator's high performing organization theme.

As you can see, AO has been and is continuing to strategically analyze and reassess its workforce needs. We have coordinated our actions with our lead region to ensure our strategic plan aligns with their efforts and the Administrator's themes and plan to continue this dialogue at the upcoming DRA/DAA meeting in Denver later this month. We will continue to keep you advised on our progress as we complete our ongoing internal discussions with the Chief of Staff and assess and implement necessary followup actions to our VERA/VSIP process.

Please feel free to contact me if you have any questions or would like additional information.

Cc: Suzanne Roberts, Director, SSC RTP
John Taylor, OHR

Strategy for Managing Interim FTE Levels[1]

Office: AO

Current On-board FTE Level: 370

FY18 Interim FTE Level: 340

Number FTE over/under FY 18 interim level: 30

Strategy to meet the new level by end of FY18:

AO will implement a glide strategy that includes a three-phased approach. The strategy is designed to initially achieve significant FTE reductions and outline steps to meet and sustain the overall interim target. As such, AO will implement a hiring pause of all immediate personnel requests to allow time to review the top needs of the office; next, AO will incorporate a 2-for-1 hiring approach; and finally, we will explore a VERA/VISP. With this strategy and the estimated attrition level of 5%, we believe that AO can successfully endure the changes required to meet the needs of our operations throughout the FY2018. The three phase in the strategy are:

Commented [RR1]: Is this meant to mean – reduction in FTE – if so, suggest rewording to…"initially achieve significant FTE reductions and outline…"

INITIATE HIRING PAUSE:

- Immediately pause all external hires to AO, both outside the Agency and AO, for non-critical positions. We will continue to work with our managers to identify other options to perform tasks and project oriented work.
- Pause all hiring actions (reassignments, recruits, conversions, details, etc.) that will increase AO's current FTE number. This will be revisited once an appropriation is passed. At that time, hiring will be based on office-wide and agency priorities and approved by the Acting Deputy Chief of Staff (AO's SRO). Additionally, all current and future actions will be evaluated to determine critical need.
- Evaluate the use of external staff on detail to AO in order to determine if there are other alternatives available to the work done. These alternatives may include developmental assignments; Skill Marketplace projects; etc. Details will be limited to those taking on critical agency/office work; if not applicable, the detailee should return to their home office at the end of their term or before the end of FY. Additionally, detailees that are in positions that have pending external hiring actions must be closely evaluated as to long term needs.

Commented [RR2]: We might want to clarify whether this is outside the agency or outside AO or both.

Commented [RR3]: We mean external staff on detail to AO, correct?

INCORPORATE a 2-for-1 HIRING (2 loses = 1 new hire):

- Begin to change our culture to look very critically at all functions and positions as we continue into this resource constrained period. We will all have to look for opportunities and innovative ways to accomplish the work and the mission. Where applicable, we will target the most common positions by series to see where the knowledge, skills, and experience are transferable and can be used to offset the resource challenges. In AO, it we will start with the more generic positions like, staffing assistants; program/management analyst; etc.
- Support opportunities for personnel to be reassigned to other offices in AO and other AA'ships that have a need and are under ceiling. The person's work would be distributed amongst remaining staff.
- Use Talent Hub and Skills Market Place to make up for specific skill set shortages.

Commented [RR4]: We should probably include a bullet on whether this 2 for 1 is AO wide or by individual office. Something like…if it's AO wide - "As AO loses 2 positions, based on agreed upon AO hiring priorities 1 position will be filled." Or if office specific…"As each office loses 2 positions, based on their priorities they can fill 1 position."

I'm not sure we want to talk about 'more with less' but maybe something like…'challenge everyone to innovate to be more efficient (e.g., use of technology, talent hub etc.) as our resources become more constrained.'

EXPLORE VERA/VSIP:

- Explore the option of another VERA/VSIP to include all job series, grades, and SES positions.

Commented [RR5]: Is there a timeframe that we're thinking about making this decision? If we think this is a viable tool for AO we'd need to make this decision by the end of January or there about to get approvals and have everyone gone by April, right? Will we have enough data from the 2 prior phases to know if we're going to reach the -30 target?

Strategy for Managing Interim FTE Levels[1]

- Initiate decision-making process to have a final decision by the end of January, or earlier if possible. As appropriate, take necessary actions to get required approvals and start the process so that all takers will be off the rolls by April.
- Establish a communication strategy to announce as soon as possible. This will allow us time to give an early notice and offer appropriate training, as needed. This strategy will be dependent on the direction and guidance of the Agency as it relates to offering another early out/buyout. Key to this is getting the word out that there will be no 40K buyout option at EPA, and that this will be the last round of VERA/VSIP for the foreseeable future.
- Consider offering a phased out approach, as applicable. By doing so, it is intended to develop a healthy level of knowledge retention and tap in to the talent and interest of remain staff. This approach will ease the predicted budget impacts.
- Incorporate a greater use of human capital management tools and practices to help manage commitments at both AO-wide and program office levels. Thereby allowing AO to continue to restructure the Office through the concept of "talent management." AO will continue to review key functions; critical functions; and support functions to consider which if any can be handled in other ways with little to no negative affect on our work.

In addition, the following provide additional assumptions or options for AO to maximize the expected results from our plan:

- Expect a 5% attrition rate, AO could potentially attrite 19 personnel.
- Potentially (as funds available) use contract dollars to support key functions or shortages.
- Transfer tasks and /or mission sets to other offices or Regions as appropriate.

We believe that all three phases can help us reach our targets. Throughout the fiscal year, we will conduct periodic Corporate AO FTE Reviews to track and monitor our FTE utilization and make adjustments to this strategy as required. Recommendations and input from AO offices on their priorities and decisions on overall AO priorities will be discussed during these reviews to be conducted at least quarterly during an AA/SOD session.

Once we are at our target number – although we expect the number will change once we have an appropriation our Corporate AO FTE Review sessions will then focus on maintaining our ceiling and priorities to going forward. We must look closely at how the work is changing, trends and analysis of emerging requirements and opportunities to adjust our strategy to ensure critical priority functions and requirements across AO are accomplished.

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- See updated attached Spreadsheet

Impacts of reduced FTE levels

Losses will affect all operations across AO to varying degrees from slowing processing times for actions, to reducing available time to conduct needed analysis due to no decrease in volume and less available staff; to delays in meeting higher level deadlines.

- For details see attached page.

DRAFT

AO FTE COUNT

5-December-2017 11:15 AM

OFFICE	FTE ALLOCATION	CURRENT FTE COUNT	PAID DETAILEES*	PERMANENT CAREER	NON-CAREER	NDING RECRUIT ACTIO EXTERNAL	INTERNAL
IO	23.8	38	4.5	12	18	0	3
OAES	18.9	20	2	18	0	2	2
OCR	24.6	19	3	16	0	2	1
OCHP	15.4	14	0	14	0	0	0
OCIR	51.6	49	5	37	7	3	0
OEX	14.6	13	0	12	1	0	0
OHS	9.7	9	0	9	0	2	0
OPA	38.9	36	1	27	8	3	0
OPE	12	7	1	5	1	1	0
EE	6.1	5	0	5	0	0	0
OSDBU	11.3	12	0	12	0	0	0
SAB	21.6	21	0	21	0	0	0
OP	140.9	127	0	122	5	0	3
TOTALS	389.4	370	16.5	310	40	13	9

*INCLUDED IN CURRENT FTE COUNT

AO HIRING REQUESTS
AS OF
[Date]

OFFICE	PAID DETAILEES	AO DETAILEES	EXTERNAL RECRUITS
IO:	Hema Subramaniamk, OW	Carly Carol, OPA w/Temp Promo	Management Analyst/Staff Assistant* #4
	Silvina Fonseca, OECA (Paid 50/50)	Emilio Cortes, OCR w/Temp Promo #1	
	Juanita Jenkins		
	Helena Wooden-Aguilar, OECA		
OCI:	Serena McIlwain, R9	Kevin DeBell, OP	Director, SES*
		4 Program Analyst, GS-14, OP - Proposed	9 New - Program Analysts, Staff Assistant, Data Specialist, Communication Specialist - Proposed
OAES:	Michael Quarles, OAR	Scott Fraser, OPEEE #4	Program Analyst, GS-14* #1
	Connie Eng, ORD		Management Analyst, GS-11* #3
			IT Specialist, 07/09 (Specialized Hire only) #5
OCR:	Tanya Lawrence, OECA	Carmen Gray, OPA	Director, SES* #1
	Sandra Career, OW		Equal Employment Specialist, GS-12 #4
	Jeffrey Page, OECA		Deputy Director, GS-15 #2
	Deputy Director - Proposed		
OCHP:	Children's Health Outreach & Communications, GS-13	N/A	N/A
OCIR:	Kristien Knapp, OAR	Monee Gardner -Detailed out, OARM	Congressional Liaison Specialist, GS-13* #3
	Ryan Yaeger, OARM	Karen Thundiyil, OP	Congressional Liaison Specialist, GS-13* #4
	Elizabeth Skane, OW	Chad Nitsch/Melissa Saddler, OCIR #5	Program Analyst, GS-12/13* #2
	Ericka Farrell, OGC		Attorney-Advisor, GS-13/14* #6
	Laura Gomez, R6 (proposed)		James Kenney, OECA (proposed) #7

** Work is done currently via a detailee*

AO HIRING REQUESTS
AS OF
[Date]

INTERNAL RECRUITS
Lead Travel Coordinator, GS-14 #3
Lead Mangement Analyst, GS-14 #5
Staff Assistant, GS-13 #2
OPEN - Talent Management
Program Analyst, GS-13 #2
Reasonable Accommodations Coordinator, GS-13 #3
N/A
Program Analyst, GS-12 (PMF) #1

** Work is done currently via a detailee*

AO HIRING REQUESTS
AS OF
[Date]

OEX:	N/A	N/A	Writer/Editor (11/12/13)
			2 WCF not counted in FTE
OHS:	N/A	N/A	AA for OHS ES-0340 (NC)
			Environmental Scientist GS-15
OPA:	N/A	George Hull -Detailed out, OECA	Principal Deputy AA, SES* #1
			Multi-Media Production Specialist, GS-14 (Graphics Motion) #3
			Multi-Media Production Specialist, GS-14 (Photographer) #4
			FOIA Attorney/ Specialist #3
OPE:	N/A	N/A	N/A
OEE:	Lee Tanner	Theodore Coopwood, OCHP	Public Affairs Specialist, GS-13*
OSDBU:	N/A	N/A	N/A
SAB:	N/A	N/A	N/A
			Note: 5 FTE alloted for all the SGEs
OP:	N/A	Shannon Kenny - Detailed out, OW	N/A

No report from OP

** Work is done currently via a detailee*

AO HIRING REQUESTS
AS OF
[Date]

N/A
N/A
N/A
N/A
N/A
N/A
N/A
N/A

** Work is done currently via a detailee*

	PENDING ACTIONS & NEW REQUESTS	Grade	Internal	External	Impact on VERA/VSIP	CRITICAL FUNCTIONS	CRITICAL POSITION
Sample	*Assistant Director for AEAS (Team Lead)*	*15*	*X*	*X*		*Lead team through the Manage MD-715 Report*	*Yes*
IO	Recruit Staff Assistant	13	X				
	Recruit Management Analyst (Team Leader)	14			X		
	Accrete Travel Coordinator (Lead)	14			X		
	Program Analyst - Sr. Advisor to DCOS	14	X			Support Acting DCOS	Yes
OCI*	Director OCI (pending reorg)	SES		X			
	Communications Specialist (pending reorg)	13/14		X			
	Data Specialist (pending reorg)	13/14		X			
	Staff Assistant (pending reorg)	09/11/12		X			
	Program Analyst (pending reorg)	14		X			
	Program Analyst (pending reorg)	12/13		X			
	Program Analyst (pending reorg)	12/13		X			
	Program Analyst (pending reorg)	12/13		X			
	Program Analyst (pending reorg)	12/13		X			
	Program Analyst (pending reorg)	12/13		X			
OAES	Recruit IT Specialist GS-2210-7/9	7		X		Supports the development of applications and systems management for AO and Agency programs lead by AO (Talent Hub, Purchase Card App).	Yes
	Reassignment Staff Assistant GS-11	11		X		Supports the OAES Director in coordinating AO-wide activities for senior level officials.	Yes
	Reassignment Public Liaison Specialist (Scott Fraser, On Hold)	15	X			Leads AO wide priority projects (Employee Engagement, mission measures). Manages Talnet Hub	Yes

ALTERNATIVES TO MEETING OBJECTIVES	PRIORITY CATEGORY	JUSTIFICATION	PRIORITY	CURRENT STATUS	SRO APPROVAL
Short -Term Detail to ensure report is coordinated and processed to meet EEOC's requirements and due date *Long-Term - no alternative; this position is critical to OCR's management function*	*Mandated*	*Agency must submit report to EEOC by March 2018*	*3*	**OCR**	
				RTP	
				OAES	
			3	RTP	Yes
	Detail		1	RTP	Yes
				PENDING	
				PENDING	
				PENDING	
				PENDING	
				PENDING	
				PENDING	
				PENDING	
				PENDING	
				PENDING	
				PENDING	
In the past OAES has used an ORISE hire; his appointment cannot be extended beyond January 2018. If necessary, we can move work with Agency program; and possibly use contractor/OEI support to manage AO systems.	Other	Addresses a critical need to have AO knowledgable resources to support AO's priorities which often leads to agency-wide benefits. This includes, but not limited to, the development of applications and systems management for AO and Agency programs lead by AO (Talent Hub, Purchase Card App).	3	RTP	Yes
Continue to use details to support the Director or move staff from team to perform the function.	Other	Due to complex scheduling and executive activities, this position is required to ensure executive level of support to both the OAES Director and Acting Deputy Chief of Staff. In addition, the incumbent can assist with other office functions that often involves coordination across AO.	2		Yes?
This position was inhereted when Office Internal Comms redirected the office function. We could return the communications responsibility back to OIC and incorporate the remaining responsibilities to existing staff.	Admin	Leads AO wide priority projects (Employee Engagement, mission measures). Manages Talnet Hub	5	HOLD	Yes?

	Recruit Program Analyst	13	X			Performs as an HR Liasion and coordinates organizational and operational activities for AO	Yes
	Recruit Program Analyst	14		X	X	This position is critical to AO and is supported by AO managers. The position supports all of AO's program offices contracts, grants and IA work.	Yes
OPA	Multi-Media Production Specialist (Photography)	14		X	X	State of the art multi-media	yes for 1
	Multi-Media Production Specialist (Graphics Motion)	14		X	X	State of the art multi-media	yes for 1
	SES PDAA, OPA	SES					yes
	FOIA Attorney/Specialist						yes
OPE/OEE	Reassignment Public Affairs Specialist	13		X			
OCIR	Reassignment Attorney-Adviser (Kristien Knapp, detail already counted in FTE)	13		X		Assists in the production and review of documents responsive to congressional oversight requets	yes
	Detail Attorney-Adviser (Ryan Yaeger, not to be reassigned)	14		X		Assists in the production and review of documents responsive to congressional oversight requets	Yes
	Recruit Congressional Liaison Specialist - Appropriations and Cross-Cutting Staff	13	X	X		Serves as a member of the Appropriations and Cross-Cutting team which liases with 11 program offices to include: OCFO, OARM, ORD, OP…	Yes

To minimize the impact on AO, management has decided if applicant is not selected from AO, we will not fill the position.	Other	Equity in performance level in comparison to others on staff.	4	PENDING CERT	
Identify and train staff office personnel to become CORS; Grant Managers; IPA Coordinators to manage at program levels.	Other	This position creates coordination and a systemmatic process to managing AO's contracts, grants, and IPAs at the AO level. In the short-term of using a detailee to implement and perform using this approach, most offices have recognized the value. This is a great example of consolidating work being performed by multiple personnel into one primary function.	1	PENDING CERT	Yes
contractor support/training for existing staff	Admin	Administrator's priority for multi-media	4	RTP	
contractor support/training for existing staff	Admin	Administrator's priority for multi-media	3	RTP	
overall OPA management	Supv	OPA senior career manager	1	ERD	
Coordinate increased number of OPA FOIAs	Admin	Agency must respond to FOIAS	2	no action yet	
				PSB	
detailing attorney-advisors to the legislative oversight counsel to ensure the agency continues to meet its obligation to respond to oversight reqeusts from Congress	Mandated	The legislative oversight counsel is currently understaffed, with 1 permanent FTE assigend to the group. The number and volume of responses to these requests requires a fully-staffed operation with the requisite (attorney-advisor) skillset to ensure that the agency's obligation to respond to these requests is met.	2	RTP	
Currently detailed to the legisltive oversight team	Detail	The legislative oversight counsel is currently understaffed, with 1 permanent FTE assigend to the group. The number and volume of responses to these requests requires a fully-staffed operation with the requisite (attorney-advisor) skillset to ensure that the agency's obligation to respond to these requests is met.	N/A	EOD	
Rotating detailees to the team, including PMFs	Mandated	This action will be cancelled pending the reassignment of Laura Gomez to the team	N/A	RTP	

	Recruit Congressional Liaison Specialist - Water, Pesticides and Toxics Staff	13	X	X		Serves as a member of the Water, Pesticides and Toxcis Team which liases with OW and OCSPP	Yes
	Reassignment Non-Supervisory GS-15 (James Kenney, pending management decision)	15		X	X		
	Reassignment Cong Liaison Spec (air team, Karen Thundiyil, detail already counted in FTE)	14	X			Serves as a member of the Air Team, which works exclusively on air and climate policy, laisiign with OAR	Yes
	Detail Congressional Liaison Specialist (cross cutting team, Laura Gomez)	13		X		Serves as a member of the Appropriations and Cross-Cutting team which liases with 11 program offices to include: OCFO, OARM, ORD, OP…	Yes

Rotating detailees to the team, including PMFs	Mandated	The Water, Pesticides and Toxcis Team has one of the most active and high profile portfolios and as such they clearly align with the Administrator's priorities. TASCA implemention and WOTUS are two of the many major issues that this team handles.	6	RTP	
		Oil and gas issues continue to be an area of focus for the Agency. Jim stepped in to support the effort more than a year ago splitting his time between his OECA work and AO oil and gas coordination. Over time the oil and gas work has required more coordination and communication. Since much of the work is managed out of the AO, it makes sense to move Jim permanently to the AO and OCIR's Intergovernmental Relations office offers the regional and intergovernmental liaison functions to support the oil and gas portfolio.	7	OCIR	
Rotating detailees to the team, including PMFs	Mandated	Air and climate issues will continue to be an area of focus for Congeress. OAR has an active regulatory program and the team must be fully staffed to hanlde the associated workload. Currently there are only 2 permanent FTE on the team. Bringing the staff to at least three members will allow for better management of the workload.	4	OCIR	
Rotating detailees to the team, including PMFs	Mandated	The Appropriations and Cross-Cutting Staff deals with a number of high profile, interdisciplinary issues spanning multiple program offices within the agency – in fact, the Appropriations and Cross-Cutting Staff liaise with more program offices (11) than any other congressional staff within the Office of Congressional Affairs. These offices include: OCFO; ORD; OARM; and OP. Laura Gomez brings the requisite experience to this position having served as a congressional liaison on the Appropriations and Cross-Cutting Staff previously. This will allow her to hit the ground running and become an immediate asset to the staff.	3	OCIR	

	Detail Supervisory Program Analyst (planned as 2, 120-day temp. promotions)	14	X			Serves as the supervisor for the State and Regional Partnerships Staff	Yes
	Recruit Program Analyst GS-0343-12/13	12/13		X		This position will manage and administer projects to enhance the agency's collaboration with states and tribes through NEPPS.	Yes
OCR	Recruit Reasonable Accommodations Coordinator GS-0260-13	13	X			Review medical info	Yes
	Recruit Equal Employment Specialist GS-0260-12 (pending approval)	12		X	x	Conduct affirmative employment and statistical analysis	Yes
	Detail Attorney Adviser GS-905-14 (Jeffery Page)	14		X		Lead FAD backlog project	Yes

Rotating detailees to the team	Supv	The portfolio of the State and Regional Partnerships Staff is broad reaching and multidisciplinary, directly supporting the Administrator's priority of advancing Cooperative Federalism. The Staff's portfolio includes overseeing the National Environmental Performance Partnership System (NEPPS), managing the EPA's relationship and engagements with the Environmental Counsel of States (ECOS), and serving as the ombudsman for the EPA's Regional Offices. Currently, the State and Regional Partnerships Staff is without dedicated leadership to manage staff workload and the day-to-day activities of the group. For this reason, selecting an acting director to serve on a detail will be essential to providing stability and direction until a permanent director can be selected.	5	OAES	
Rotating detailees to the staff	Mandated	The agency has a clear and explicit focus on strengthening partnerships with state and local governments and NEPPS is essential in achieving this priority. To carry out the Administrator's strategic goals for cooperative federalism with states, tribes, and local governments, the State and Regional Partnerships Staff will be relied on as a trusted resource for policy and program support and this position will contribute key analyses and complete critical projects in the areas such as PPG policy, flexibility, and utilization, state program delegation and oversight, alternative joint governance approaches, performance measures and accountability, and national guidance development for NEPPS.	1	OCIR	
Focus on processing requests and conduct limited training	Mandated	Comply with negotiated procedures	4	OCR	
Identify internal candidate w/experience analyzing statistical data	Other	Fill 1 of 4 vacancies on Affirmative Employ. Team	5	RTP	
Redistribute functions among EEO team leader and 2 OCR attorney FAD writers	Admin	Lead FAD backlog project	3	RTP	

	SES Director, OCR	SES	X	X		Serve as office director and principal advisor on employment discrimination matters	Yes
	Detail Deputy Director	15	X	X		Oversee office operations and development of annual MD-715 report	Yes
OHS	Associate Administrator, ES-340 (Non-Career)	SES		X			
	Environmental Scientist, GS-1301-15 - Received cert on 10/16/17 - Management reviewing resumes	15		X	X	Critical support to Emergency Response, Consequence Management mission. Provides the dedicated support to address nuclear and biological issues across the agency. The ability to manage internal agency and the interagency coordination of nuclear and biological issues in the agency's capabilities to carry out its capability of the Agency and respond adequately to a terrorist incident.	Yes
OCHP	Children's Health Outreach and Communications	**13**	X			Help manage interagency children's health task force.	Yes
OEX	Writer/Editor	11/12/13	X			Compose, edit and process correspondence for the Administrator's signature	
SAB	**NONE**						
OSBDU	**NONE**						
OP	**NONE**						

Continue to fill through details	Supv	Establish long-term leadership	1	POSTED	
Fill through internal reassignment when interim period ends	Detail	Help oversee operations to resolve FAD backlog and develop annual MD-715 report.	2	OCR	
	NC Appt		1	WHL	
The respective Deputy Office Administrator and other employees undertake much of these activities themselves.	Mandated	Environmental Engineer is critical since the office is small and has a huge portfolio of homeland security functions. This will also allow the office administrator to focus on leading and managing core operational functions without the additional burden or distractions.	2	CERT IN OHS	Yes
Pursue EPA only lead strategy. Division Director will lead internal coordination.	Detail	Support need to finalize and implement priority lead strategy		Tentative Selection in Talent Hub	Yes
Eliminate some correspondence-related functions to allow a single writer/editor to meet all writing needs		OEX is under its FY18 interim ceiling and cannot continue to meet all correspondence-related tasks without additional support	1	OEX	

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Office of the Administrator
FY 2018 Activities-Major Issues

Instructions: To assist agency senior leadership in reviewing and providing feedback on the activity templates, we are asking each NPM to provide 3-5 bullets highlighting major issues and concerns. In some cases, a meeting will be scheduled next week for NPMs to discuss their Program Templates. Templates received from OIG, OCFO, OARM and OGC will be consolidated and circulated for review and feedback, but no meetings will be scheduled.

Program Activities Summary

- **EPM G6 Office of Small and Disadvantaged Business Utilization (OSDBU)**
  - Section 15(K) of the SBAct, 15 U.S.C.§ 644 (k), mandates EPA maintain an OSDBU to administer the multiple statutory small business contracting programs at EPA. Lack of support under the Small Business program project will be in violation of this statue, thereby reducing the agencies competitive base of suppliers and best value solutions. Independent coordination of small business goal achievement and contracting liaison functions is also required by the SBAct. The lack of OSDBU independent oversight and coordination will prevent centralized, focused review and strategy development to achieve EPA's negotiated goals and the broader statutory government-wide goals for small business contracting. Achieving these goals is essential to ensuring access to government contracts to help build sustainable small businesses and support their important job creation role in the nation's economy.

- **EPM E7 Civil Rights**
  - Regulatory and mandatory reporting of MD-715 reports, No Fear Act and EEOC Form 462 slowed if funds not available. There is a potential compliance risk if funds not available for a document management system for MD-715. Regions would not be able to provide current level of EEO/Civil Rights support. Additionally, they would predict an increased number of grievances and actions relevant to workforce reshaping.

- **EPM E8 Executive Management and Operations**

  - **The Budget will severely impact the number of FTE available in this program project, which contains elements within all ten regions as well as the Office of Congressional and Intergovernmental Relations (OCIR), Office of Administrative and Executive Services (OAES), Immediate Office (IO), Office of Public Affairs (OPA), and the Office of the Executive Secretariat (OEX):**

    - OCIR engagement through the Legislative Referral Memoranda process likely not to happen with the rest of the federal community, particularly on issues related to EPA policy.
    - OAES cuts may limit the efficiency of Schedule C onboarding; additionally it will limit our ability to manage special projects for the agency. This includes work beyond its core functions, including Talent Hub, internal communications, AO contracts and grants coordination, development of new IT systems, and management and implementation potentially required workforce shaping initiatives such as VERA/VSIP and management of displaced employees.

- OAES, as manager of the Working Capital Fund agreements for AO, will be left with insufficient resources to cover Working Capital Fund needs. This disparity is usually corrected in the operating plan, and the AO would require this adjustment to be able to operate in FY18.
- Funding for FTE in the Immediate Office is insufficient to cover the number of onboard individuals and future hires as shown in the Plum book. Alternative funding sources to cover payroll will be necessary.
- OPA will have reduced capacity to staff communications positions in support of agency emergency responses. This may include both Public Information Officer and Web positions.

- **EPM H3 Children and Other Sensitive Populations (OCHP)**
  - OCHP will not provide any financial support for the Pediatric Environmental Health Specialty Units (PEHSUs). Without EPA support, the regional PEHSU specialist may not be able to offer consultative support and training to medical professionals or respond to questions from the public about the impacts of environmental factors on the health of children and reproductive-age adults; OCHP will not fund any grants to state or local organizations; will not produce a new America's Children and the Environment Report. There will be no updates to existing indicators.
  - OCHP will not participate in IRIS reviews; will no longer chair or co-chair subcommittees of the President's Task Force on Environmental Health Risks and Safety Risks to Children or initiate any new interagency strategies; will not fund regionally-selected community-based projects addressing local children's environmental health issues.

The following are also issues of significance we wish to highlight in this summary statement:

- **EPM A4/H9/43/G9 Office of Policy (OP)**
  - The Office of Policy reductions raise a few significant issues:
    - Cuts to Brownfields activity will reduce direct technical assistance to communities 87%. Anticipate serving 8 of 60 communities from previous levels of brownfield funding. No Local Foods Local Places program; No Cool and Connected program and No Greening America's Communities program
    - No coordination or prioritization of Agency assistance to communities;
    - Many missed opportunities to reduce of burden on States by applying LEAN techniques and reduce agency operating costs by applying LEAN to internal processes.

- **EPM G5 Science Advisory Board**
  - Authorizing legislation and scientific integrity mandates that each review meet certain minimum standards for a successful independent review. Reductions of this magnitude pose challenges for SAB. The number of reviews initiated in 2018 would go from typically 14-25 before proposed cuts, to 1-2 after proposed cuts.

- **EPM E9 Environmental Education**
  - Thirty plus Environmental Education Grants, in excess of $3.4 million dollars, distributed to approximately 35 school districts, non-profits, colleges and universities, and state and local government agencies eliminated in FY18.

- The elimination of the Educator and Professional Development Program will result in the withdrawal of training opportunities for approximately 6,700 formal and non-formal educators who reach approximately 910,000 youth and adults annually. People of all ages will be denied an opportunity to learn about environmental issues and what can be done about them

- **EPM G4 Regional Science and Technology**
  - No improvements to regional analytical capability, therefore no impeding response to chemical monitoring. Agency unable to respond to core program needs for analytical data, emergency response and limited response to state and tribal programs.
  - Regional laboratories will lose capability to make capital improvements of scientific instrumentation equipment. This is the only source of funding for capital equipment related to non-Superfund work distributed amongst the regions.

- **EPM 70 Homeland Security**
  - Lack of personnel and funding detrimentally inhibits OHS progress on the Insider Threat Program implementation. EO 13587 mandates the establishment of an Insider Threat & Awareness Program at full operational capability by December 31, 2016. EPA's failure to achieve even initial operational capability has significantly slowed development of this national security program.

- **EPM E8 Executive Management and Operations**
  - Management of the AO FOIA program and responses to all requests for records will be hampered. FTE reductions will reduce staff by 1/4 and result in longer processing times. OEX will be unable to consistently meet statutory deadlines, resulting in increased litigation and financial penalties. (Office of Executive Secretariat)

- **EPM H3 Children and Other Sensitive Populations Health (OCHP)—Regional Input**
  - Significant reduction in our support to training and programs in homes and schools that cost-effectively reduce multiple trigger sources e.g., lead, asbestos, PCBs, disease vectors such as Zika, pesticide, and dust.
  - Reduction in technical assistance provided to state partners and school districts on site-specific school issues, e.g. PCB in caulk.

Office of the Administrator
FY 2018 Activities

Instructions: For each program project in the below list, provide bullets for what work will be performed at the FY 2018 funding level and what activities will not be performed compared to current funding levels. For each major activity, provide a descriptive bullet of the activity. Please follow the format shown under the first program project for all program projects.

Consider the following:

1. *Statutory Requirements*
2. *Adjustments to priorities*
3. *Options for consolidations of functions if statutory requirements exist in eliminated programs*
4. *Known performance impacts*

EPM 43 Brownfields

What activities will be done at the FY 2018 level:

- OP will support direct technical assistance to approximately **5 to 8** communities. However, this would be an 85% reduction from the **50 to 60** communities served with the previous level of Brownfields funding.

What activities will not be done in FY 2018 vs FY 2017:

- No Local Foods Local Places program, which helps 20-25 communities like Corbin, KY use their local assets to diversify their economies in ways that also create better environmental outcomes each year. Following the assistance, Corbin created new businesses and reduced their downtown property vacancy rate from more than 50% to less than 10%. For every dollar the EPA spends in support of this program, we leverage roughly four dollars from our 5 partner agencies.

- No Cool and Connected program, which works with 15-20 rural communities each year that have invested in broadband internet access to maximize the impact of the IT infrastructure on small business development and downtown revitalization, resulting in cleaner air, water and land. This program also leverages significant support from other federal agencies.

- No Greening America's Communities program, which provides design assistance to communities to help them develop specific corridor redesign plans that, in turn, help them attract state and federal implementation funds as well as private investment. For example, following a design project in Little Rock, AR, the city attracted more than $150 million in private investment that cleaned up existing brownfields and built new commercial / residential real estate assets.

EPM 70 Homeland Security: Communication and Information

What activities will be done at the FY 2018 level?

- **Coordination and engagement on homeland security requirements with the White House, other federal departments and agencies:** OHS serves as the primary point of contact with the White House, Department of Homeland Security (DHS) and other USG Departments and Agencies. OHS represents all of EPA's programs and has sufficient authority to speak for the entirety of EPA and implement important policy decisions. Through these interactions, OHS coordinates and contributes to the development of national strategies and plans, presidential policy directives, and interagency guidance documents, and recommends changes to draft federal initiatives and policies that are relevant to EPA's homeland security roles and responsibilities.

  With the reduced funding, OHS will likely need to rely on the EPA program offices for additional assistance with interagency coordination and internal evaluation or abstain from these activities. Likewise, some activities such as those required of EPA under the Food Safety and Modernization Act, will be maintained but not expanded as directed under the Act.

- **EPA's intelligence and counterintelligence program responsibilities.** The Office of Homeland Security manages and executes EPA's expanding intelligence and counterintelligence program. It provides EPA senior management and others with relevant, accurate, reliable, objective, and timely intelligence bearing on matters of environmental policy and regulation, domestic and foreign terrorist threats where EPA functions to preserve or assist in the restoration of human health and the environment, and all other national security activities vital for the performance of EPA programs, personnel, and infrastructure.

- **Facilitates and coordinates EPA's homeland security program development and information-sharing.** The office is the Agency's central hub/coordinator for homeland security program development and communication. It facilitates the resolution of cross-office conflicts, advocates a coordinated approach to homeland security matters, and communicates key developments in national-level policies, plans, and activities. It also provides timely and useful information to the HQ Offices and Regions for decisions and actions that, in turn, can result in enhanced preparedness, improved security and better resource utilization.

- **Homeland Security Program evaluation and recommends strategic priorities and investments**. The Office of Homeland Security evaluates and tracks progress toward fulfilling EPA's many homeland security requirements, as defined in Statutes, Presidential Directives, Executive Orders, and National Frameworks and Plans. This critical accountability function, ensures a comprehensive assessment of EPA's homeland security programs with HQs and Regions.

- **EPAs Insider Threat Program Development (ITP).** The EPAs ITP resides in the Office of Homeland Security and continues its *phased* implementation of Executive Order 13587 (*Structural Reforms to Improve the Security of Classified Networks and the Responsible Sharing and Safeguarding of Classified Information*) to meet the main pillars of classified

information protection with a focus on the implementation of an Insider Threat program to address and mitigate threats to national security.

What activities will not be done in FY 2018 versus FY 2017:

- **Direct Support to EPA Regions**. The Office of Homeland Security Intelligence Enterprise has been operating with limited resources while requirements have increased significantly over the past eight years. EPA Intelligence is a national program, currently staffed with 3 of 4 FTE. A manpower analysis when the program was created eight years ago postulated that the minimum personnel staffing level requirement was six. As the program has matured, EPA Intelligence is currently providing greater support outside of headquarters to each of the EPA Regions.

  It is widely understood that in light of the post September 2001 intelligence community reforms to improve information sharing, the national security environment remains challenging with current emerging threats often more difficult to detect, and technical innovation to execute attacks against the United States proliferating. Current projected budget decreases will end EPA Intelligence capability to maintain analytic capacity to address these threats.

- **Insider Threat Program (ITP) implementation**. Executive Order 13587 and the National Policy mandated establishment of an Insider Threat and Awareness Program at full operational capability by 31 December 2016. Achieving this milestone was a process estimated to require 3-4 years of effort to attain. EPA's failure to achieve even initial operational capability to date due to limited personnel resources, and constrained budget has already significantly retarded development of this vital national security program. The CIO will need additional equipment to enhance its network monitoring capability. Ultimately, the resources necessary to staff the program need to be addressed and currently the ITP leverages existing EPA resources as a way to continue program implementation.

EPM E7 Civil Rights Program

What activities will be done at the FY 2018 level:

The following activities are part of EPA's statutory and regulatory responsibility to maintain a continuing affirmative program to promote equal employment opportunity and to identify and eliminate discriminatory practices and policies. These activities are authorized by Title VII of the Civil Rights Act of 1964, the Rehabilitation Act of 1974, the Equal Employment Opportunity Commission's (EEOC) implementing regulations and policy guidance, and EPA's procedures for reasonable accommodation requests.

The EEOC's regulatory process provides an avenue of redress for statutorily prohibited employment discrimination. OCR administers that process for all EPA employees and applicants. In FY 2016, OCR processed 86 discrimination complaints, a 24% increase from FY 2015. In FY 2016, OCR's National Reasonable Accommodation Coordinator and regional Local Reasonable Accommodation Coordinators processed 294 reasonable accommodation requests, which often require medical documentation.

With the funding allocation, OCR will continue to:

- For all program and regional offices, OCR conducts activities related to EEO counseling, jurisdictional determinations, investigations, mediation, and final agency decisions for **complaints alleging discrimination** based on race; color; religion; sex, including pregnancy, sex stereotyping, gender identity or gender expression; national origin; sexual orientation; physical or mental disability; age; protected genetic information; status as a parent; marital status; political affiliation; or retaliation based on previous EEO activity.

- Consistent with an executive recommendation, OCR uses external experts to conduct investigations. A single IAG provides support for EEO counseling, investigations, and drafting final agency decisions. Full use of this IAG is uncertain based on the FY 2018 level of funding.

- OCR facilitates communication between employees and their supervisors to timely process **requests for reasonable accommodations** consistent with EPA procedures.

- As far as regional impacts, if the cuts are taken, the regions would not be able to provide the same level of EEO/Civil Right support as we currently provide. Also, we'd like to highlight that in the context of workforce reshaping (as related specifically to OARM cuts as well as others), we expect to see an increased number of grievances and actions which will further limit our ability to provide EEO/Civil Rights support in the regions.

What activities will not be done in FY 2018 versus FY 2017:

- OCR would dedicate most of the financial resources to the processing of **discrimination complaints**, including EEO counseling, investigations, and drafting final agency decisions. Even so, the number of complaints might increase during any future organizational realignment and the number of complaints that warrant investigation could exceed the available funding. OCR would evaluate which of the other activities could be delayed. As a result, EPA could be out of compliance with EEOC regulations because of untimely processing or failure to process complaints. In the latter case, OGC and LER could advise on any litigation risk for not making the regulatory process for addressing allegations of employment discrimination available to employees, including bargaining unit employees.

- Regulatory processing timeframes and mandatory reporting (*i.e.*, **No FEAR Act, EEOC Form 462, and MD-715 reports**) would be adversely impacted if funds were not available for the contractor-supported case management systems for discrimination complaints and reasonable accommodation requests. OCR would not have readily available statistics on the complaint activity or reasonable accommodation requests at the program and regional office levels. OCR employed the case management tool for discrimination complaints in response to an executive recommendation.

- Reduced funding could impact OCR's ability to mail voluminous investigative records to EEO complainants who are entitled to those records under EEOC regulations.

- Funding would not be available for a document management system for **MD-715**, national **Special Emphasis Program Managers'** support, and other affirmative employment activities.

As a result, EPA would need to scale back its workforce analysis and to submit an abbreviated MD-715 report to the EEOC, which could find EPA to be out of compliance. Both EPA and EEOC make that report publicly available. A senior executive committee recommended the use of a document management tool for MD-715.

- Funding would not be available for a license from a former contractor to access archived EPA workforce demographics data that OCR would use to conduct trend analysis for the annual MD-715 EEO report.

- Funding would not be available for training and travel for the Special Emphasis Program Managers in the program and regional offices.

- OCR would not retain a contractor employee as an EEO case manager for discrimination complaints.

EPM E8 Executive Management and Operations

There are several offices funded under this program project: Office of Congressional and Intergovernmental Relations (OCIR); OPA (Office of Public Affairs); Office of Administrative and Executive Services (OAES); Office of the Executive Secretariat (OEX); and The Immediate Office of the Administrator.

OCIR:

What activities will be done at the FY 2018 level:

- OCIR's core functions to support the Administrator and his staff regarding relations with Congress would continue, but limited to high priority topics and issues. Other congressional inquiry responses, technical assistance requests, and congressional and gubernatorial correspondence replies will be delayed.

- The Office will have limited ability to fulfill its coordinated support role for state and local governments (including the major associations that represent these constituencies), and its general ability to effectively communicate EPA policies to these important stakeholders.

- Negotiating and entering into new Performance Partnership Agreements under the National Environmental Performance Partnership System (NEPPS) would be reduced, as a result of FTE reductions, affecting the agency's ability to support the states and thus, federalism

What activities will not be done in FY 2018 versus FY 2017:

- Functions of the Resources Management and Operations Division would likely be absorbed within other parts of the Administrator's Office (personnel, FOIA, correspondence, etc.)
- The Local Government Advisory Committee (to include the Small Community Advisory Subcommittee) funding would be reduced affecting their travel and meetings.

- The work of the State and Regional Partnership Staff in support of the EPA's regional offices would likely be merged with other parts of the Administrator's Office.
- Engagement with the rest of the federal community through the Legislative Referral Memoranda process, particularly on issues requiring interagency review are likely not to happen, resulting in missed opportunities to support better governance and decision making, particularly on issues related to EPA policy

OPA:

What activities will be done at the FY 2018 level:

- For OPA the potential budget and FTE reductions will not prevent us from performing our core internal and external communication functions, but they will potentially reduce our abilities in the following areas

What activities will not be done in FY 2018 vs FY 2017:

- OPA will have reduced capacity to staff communications positions in support of agency emergency responses. This may include both Public Information Officer and Web positions.

- OPA will have reduced capacity to manage internal communications needs for senior managers.

- OPA will have reduced capacity for production of multimedia and events in support of the Administrator and other EPA offices.

OAES:

What activities will be done at the FY 2018 level:

- OAES core budgetary, HR, and IT support functions would continue, but be limited in scope. OAES will continue to provide basic services regarding hiring, IT security and budgetary processes in accordance with its mission, though there may be greater wait times for certain services. This could impact the rate of Schedule C hiring.

What activities will not be done in FY 2018 vs FY 2017:

- OAES may not be able to fully implement or manage special projects, or any work going beyond its core functions, including Talent Hub, internal communications, liaison work across AO with contracts and grants, development of new IT systems and management and implementation of processes that may be planned due to reorganization of Agency functions such as VERA/VSIP.

- The ability to manage or implement any centralized training will also be adversely impacted.

OEX:

What activities will be done at the FY 2018 level:

- AO Records Management Program – Manages the AO records management program and serves as custodian for Administrator, Deputy Administrator and AO senior official records.

- Correspondence Management System – WCF-funded activity managing the EPA's correspondence tracking, workflow and records management software application.

What activities will not be done in FY 2018 versus FY 2017:

- AO FOIA Program (partial) – Manages the AO FOIA program and responds to all requests for records under OEX's custodianship, including the Administrator and AO senior officials. FTE reductions will reduce staff by 1/3 and result in longer processing times. OEX will be unable to consistently meet statutory deadlines, resulting in increased litigation and financial penalties.

- Executive Correspondence Operations (partial) – Manages executive correspondence to and from the Administrator and Deputy Administrator. FTE reductions would force OEX to eliminate most individual citizen correspondence processing and focus solely on high-level communications from stakeholders, government officials, international partners, business and academia. Special letters (e.g. Eagle Scouts, students) would be eliminated entirely. Likely performance impacts include increased processing and response times.

EPM G5 Science Advisory Board

- Reductions of this magnitude pose unique challenges for the Science Advisory Board (SAB). Authorizing legislation and scientific integrity mandates that each review meet certain minimum standards for a successful independent review. As a result, conducting reviews that have been modified to ensure meaningful cost savings (e.g. faster, smaller panels, truncated reviews, virtual reviews) are not feasible. In recent years, significant efforts to ensure efficiency have yielded significant savings. However, additional opportunities for efficiencies are very limited.

- The SAB would accommodate proposed reductions primarily by reducing the number of reviews. As a result, the number of new reviews initiated in FY 2018 would go from typically 14 – 25 before proposed cuts, to 1 – 2 after proposed cuts; a 92% reduction. In FY 2018 much of the proposed budget would be focused on the ongoing database transition out of Lotus Notes.

EPM G9 Small Business Ombudsman

What activities will be done at the FY 2018 level:

- The regulatory, policy, and economic analysis done by OP pursuant to SBREFA is required by statute and will continue
- OP staff will be able to carry out EPA's implementation of the RFA, including Small Business Advocacy Panels for regulations that might have a significant and potentially adverse economic impact on a substantial number of small entities. The Office Director of OP/ORPM is the Agency's Small Business Advocacy Chair, and has the responsibility of convening, managing, and concluding statutorily required SBREFA panels with OMB and SBA.

- OP would also continue to support EPA's efforts to limit potential adverse impacts on small entities by assisting program offices in characterizing the possible impacts of regulations and considering alternative requirements.

- Less proactive identification of regulatory impacts on small businesses or analysis of policy options to reduce burden on small businesses.

What activities will not be done in FY 2018 vs FY 2017:

EPM H3 Children and Other Sensitive Populations: Agency Coordination

What activities will be done at the FY 2018 level:

- OCHP will provide support to only a fraction of EPA actions with impact on children's environmental health as members of regulatory workgroups and by reviewing pesticide decisions and guidance documents. In FY 2016 OCHP provided support for 45 actions. With FY 2018 FTE limitations, it is anticipated that less than 10 agency actions will be supported by OCHP. Children are referenced in the Clean Air Act, TSCA, CERCLA, FIFRA, SDWA and the Federal Food, Drug and Cosmetic Act.

- OCHP will support the Administrator by co-chairing the Senior Steering Committee meetings of the President's Task Force on Environmental Health Risks and Safety Risks to Children. Meetings will serve to coordinate and integrate high-level interagency activities.

- OCHP will maintain one website in support of agency children's environmental health activities and information.

- OCHP will have limited engagement with stakeholders. This includes efforts to coordinate activities of regional staff and responding to public inquiries.

- OCHP will hold one in-person plenary meeting of the Children's Health Protection Advisory Committee (CHPAC) in FY 2018. There were three plenary CHPAC meetings in FY 2017.

What activities will not be done in FY 2018 versus FY 2017:

- OCHP will not provide any financial support for the Pediatric Environmental Health Specialty Units (PEHSUs). Without EPA support, the regional PEHSU specialists may not be able to offer consultative support and training to medical professionals or respond to questions from the public about the impacts of environmental factors on the health of children and reproductive-age adults. Currently, a Pediatric Environmental Health Specialty Unit is located in each of the 10 EPA Regions.

- OCHP will not fund any grants to state or local organizations.

- OCHP will not produce a new *America's Children and the Environment* Report. There will be

no updates to existing indicators.

- OCHP will no longer participate in the Federal Interagency Forum on Child and Family Statistics. OCHP will not participate in IRIS reviews.

- OCHP will not participate in the Agency's Science and Technology Policy Committee or any subcommittee activities.

- OCHP will no longer chair or co-chair subcommittees of the President's Task Force on Environmental Health Risks and Safety Risks to Children or initiate any new interagency strategies.

- OCHP will not fund regionally-selected community-based projects addressing local children's environmental health issues.

- OCHP will not support international research or outreach activities. This includes birth cohort study, tribal or border programs.

- OCHP will not represent the EPA on the Federal Interagency Autism Coordinating Committee.

- OCHP will not participate in intra- and interagency initiatives related to promotion of healthy homes or healthy schools or asthma prevention.

- OCHP will no longer maintain the Healthy Schools or Healthy Child Care websites.

EPM H9 Regulatory/Economic-Management and Analysis

What activities will be done at the FY 2018 level:

- OP will meet all statutory responsibilities under the Small Business Regulatory Enforcement Fairness Act and Congressional Review Act and legal responsibilities under many longstanding Executive Orders on rulemaking and economics, as well as several new Executive Orders on regulatory reform issued by the current Administration.
- OP will provide basic services, such as submitting items to the Federal Register and OMB and managing the regulatory development process.
- OP will be able to track expanded universe of regulatory actions.
- The budget guidance cites a "decrease in new regulatory actions" as the justification for the cut; however, OP's responsibilities will significantly increase due to the new EO requirements. For example, OP now serves as the Regulatory Reform Officer for the Agency and leads the required re-examination of the costs and benefits of all recent rulemakings, a significant new responsibility. OP will be able to meet responsibilities.
- OP is now obligated under the Murray Coal litigation to begin complying with Section 321 of the Clean Air Act by "undertaking a continuous assessment of the employment impacts of the CAA" on individual facilities – a new and very resource-intensive endeavor on which OP will play a co-lead role with OAR.
- OP will help make big improvements in our regulatory analysis requirements to better reflect job changes, competitiveness impacts, and economic impacts of regulations.

What activities will not be done in FY 2018 vs FY 2017:

- OP will not do additional analysis and identification of regulatory burden opportunities on top of basic requirements of EOs.
- There is similar language to CAA 321 in 3 other statutes (CWA, CERCLA, new TSCA) that we will also need to comply with. OP will not be able to provide in-depth assistance to these programs in this endeavor.

EPM A4 – Integrated Environmental Strategies

What activities will be done at the FY 2018 level:

- We will build expertise in and relationships with a limited number of manufacturing sectors in order to identify and execute on opportunities to streamline permitting processes and reduce regulatory burden that could prevent job creation and economic growth. We will visit manufacturing sites to learn how industrial processes work and develop relationships at facility level.
- We will work with a small number of EPA mission support process owners to streamline internal processes using LEAN.
- We will work with States to apply LEAN to a few types of transactions with them.
- We will provide on-the-ground assistance to 5-10 communities to create jobs while cleaning up air/water/land.

What activities will not be done in FY 2018 vs FY2017:

- No on-the-ground assistance to additional 20-30 communities to create jobs while cleaning up air/water/land.
- No coordination or prioritization of Agency assistance to communities;
- Many missed opportunities to reduce of burden on States by applying LEAN techniques and reduce agency operating costs by applying LEAN to internal processes.

Office of the Administrator
FY 2018 Activities-Major Issues

Instructions: To assist agency senior leadership in reviewing and providing feedback on the activity templates, we are asking each NPM to provide 3-5 bullets highlighting major issues and concerns. In some cases, a meeting will be scheduled next week for NPMs to discuss their Program Templates. Templates received from OIG, OCFO, OARM and OGC will be consolidated and circulated for review and feedback, but no meetings will be scheduled.

Program Activities Summary

- **EPM G6 Office of Small and Disadvantaged Business Utilization (OSDBU)**
  - Section 15(K) of the SBAct, 15 U.S.C.§ 644 (k), mandates EPA maintain an OSDBU to administer the multiple statutory small business contracting programs at EPA. Lack of support under the Small Business program project will be in violation of this statue, thereby reducing the agencies competitive base of suppliers and best value solutions. Independent coordination of small business goal achievement and contracting liaison functions is also required by the SBAct. The lack of OSDBU independent oversight and coordination will prevent centralized, focused review and strategy development to achieve EPA's negotiated goals and the broader statutory government-wide goals for small business contracting. Achieving these goals is essential to ensuring access to government contracts to help build sustainable small businesses and support their important job creation role in the nation's economy.

- **EPM A4/H9/43/G9 Office of Policy (OP)**
  - The Office of Policy reductions raise several significant issues:
    - No on-the-ground assistance to communities to create jobs while cleaning up air/water/land; No coordination or prioritization of Agency assistance to communities; No support to EPA mission support programs to streamline internal processes.
    - Cuts to Brownfields activity will reduce direct technical assistance to communities 87%. Anticipate serving 8 of 60 communities from previous levels of brownfield funding. No Local Foods Local Places program; No Cool and Connected program and No Greening America's Communities program
    - OP unable to perform both statutory and legal responsibilities under the Small Business Regulatory Enforcement Fairness Act, Congressional Review Act Regulatory/Economic Management as well as several new Executive Orders on regulatory reform issued by the current Administration.
    - Although obligated under the Murray Coal litigation to comply with Section 321 of the Clean Air Act, OP will be incapable of "undertaking a continuous assessment of the employment impacts of the CAA" on individual facilities.

- **EPM E7 Civil Rights**
  - Regulatory and mandatory reporting of MD-715 reports, No Fear Act and EEOC Form 462 slowed if funds not available. There is a potential compliance risk if funds not available for a document management system for MD-715. Regions would not be able to

provide current level of EEO/Civil Rights support. Additionally, they would predict an increased number of grievances and actions relevant to workforce reshaping.

- **EPM E8 Executive Management and Operations**
  - **The Budget will severely impact the number of FTE available in this program project, which contains elements within all ten regions as well as the Office of Congressional and Intergovernmental Relations (OCIR), Office of Administrative and Executive Services (OAES), Immediate Office (IO), Office of Public Affairs (OPA), and the Office of the Executive Secretariat (OEX):**
    - OCIR engagement through the Legislative Referral Memoranda process likely not to happen with the rest of the federal community, particularly on issues related to EPA policy.
    - OAES cuts may limit the efficiency of Schedule C onboarding additionally it will limit our ability to manage special projects for the agency. This includes work beyond its core functions, including Talent Hub, internal communications, AO contracts and grants coordination, development of new IT systems, and management and implementation potentially required workforce shaping initiatives such as VERA/VSIP and management of displaced employees.
    - OAES, as manager of the Working Capital Fund agreements for AO, will be left with insufficient resources to cover Working Capital Fund needs. This disparity is usually corrected in the operating plan, and the AO would require this adjustment to be able to operate in FY18.
    - Funding for FTE in the Immediate Office is insufficient to cover the number of onboard individuals and future hires as shown in the Plum book. Alternative funding sources to cover payroll will be necessary.
    - OPA will have reduced capacity to staff communications positions in support of agency emergency responses. This may include both Public Information Officer and Web positions.

- **EPM H3 Children and Other Sensitive Populations (OCHP)**
  - OCHP will not provide any financial support for the Pediatric Environmental Health Specialty Units (PEHSUs). Without EPA support, the regional PEHSU specialist may not be able to offer consultative support and training to medical professionals or respond to questions from the public about the impacts of environmental factors on the health of children and reproductive-age adults; OCHP will not fund any grants to state or local organizations; will not produce a new America's Children and the Environment Report. There will be no updates to existing indicators.
  - OCHP will not participate in IRIS reviews; will no longer chair or co-chair subcommittees of the President's Task Force on Environmental Health Risks and Safety Risks to Children or initiate any new interagency strategies; will not fund regionally-selected community-based projects addressing local children's environmental health issues.

The following are also issues of significance we wish to highlight in this summary statement:

- **EPM G5 Science Advisory Board**
  - Authorizing legislation and scientific integrity mandates that each review meet certain minimum standards for a successful independent review. Reductions of this magnitude

pose challenges for SAB. The number of reviews initiated in 2018 would go from typically 14-25 before proposed cuts, to 1-2 after proposed cuts.

- **EPM E9 Environmental Education**
  - Thirty plus Environmental Education Grants, in excess of $3.4 million dollars, distributed to approximately 35 school districts, non-profits, colleges and universities, and state and local government agencies eliminated in FY18.
  - The elimination of the Educator and Professional Development Program will result in the withdrawal of training opportunities for approximately 6,700 formal and non-formal educators who reach approximately 910,000 youth and adults annually. People of all ages will be denied an opportunity to learn about environmental issues and what can be done about them

- **EPM G4 Regional Science and Technology**
  - No improvements to regional analytical capability, therefore no impeding response to chemical monitoring. Agency unable to respond to core program needs for analytical data, emergency response and limited response to state and tribal programs.
  - Regional laboratories will lose capability to make capital improvements of scientific instrumentation equipment. This is the only source of funding for capital equipment related to non-Superfund work distributed amongst the regions.

- **EPM 70 Homeland Security**
  - Lack of personnel and funding detrimentally inhibits OHS progress on the Insider Threat Program implementation. EO 13587 mandates the establishment of an Insider Threat & Awareness Program at full operational capability by December 31, 2016. EPA's failure to achieve even initial operational capability has significantly slowed development of this national security program.

- **EPM E8 Executive Management and Operations**
  - Management of the AO FOIA program and responses to all requests for records will be hampered. FTE reductions will reduce staff by 1/4 and result in longer processing times. OEX will be unable to consistently meet statutory deadlines, resulting in increased litigation and financial penalties. (Office of Executive Secretariat)

- **EPM H3 Children and Other Sensitive Populations Health (OCHP)—Regional Input**
  - Significant reduction in our support to training and programs in homes and schools that cost-effectively reduce multiple trigger sources e.g., lead, asbestos, PCBs, disease vectors such as Zika, pesticide, and dust.
  - Reduction in technical assistance provided to state partners and school districts on site-specific school issues, e.g. PCB in caulk.

United States Environmental Protection Agency
Organizational Assessment of Performance - ESP

1. Organization: Office of the Administrator 2. Fiscal Year: 2017

3. Key Events/Issues/Challenges and Management Actions:

- AO utilized 95% of FY 2017/2018 appropriated funds and AO stayed within its mandated FTE ceiling.
- AO/OP/NCEE conducted original economic and policy analyses, and performed technical reviews for over 40 significant proposed or finalized EPA regulations. Prepared technical reviews of analyses supporting economically significant regulations proposed by other federal agencies regulating the US energy sector and GHG emissions. Completed EPA's "Technical Guidance for Assessing Environmental Justice in Regulatory Analysis.
- AO/OPEEE/OPE staff assisted the OW and the Office of Public Affairs on stakeholder engagement on issues surrounding WOTUS.
- AO/OSDBU Partnered with Region 3 to coordinate and host the National HUBZone Summit in Philadelphia, providing small business training and matchmaking opportunities with EPA, prime contractors and other federal agency officials.
- AO/OCIR managed scores of congressional and intergovernmental interactions including briefings, meetings, rollouts, and notifications and federalism consultations on key national issues such as: WOTUS, regulatory reform, TSCA-21 implementation, 2018 RFS volumes, small refinery hardship waivers, oil and gas industry regulations and guidance, Ozone NAAQS implementation rules, reginal haze actions, RFS point of obligation proposal, and a number of high profile environmental incidents.
- AO/OHS coordinated the Agency's partnering with the White House National Security Council and the Office of Science and Technology Policy, DHS, and other federal agencies and the US intelligence community in order to facilitate a wide variety of HS information sharing and joint planning, research, exercise and training efforts.
- AO/OAES developed a comprehensive business operations suite in SharePoint that continuously tracks data, monitors requests and produces reports to increase overall effectiveness of HR management, budget utilization, and other operational activities.
- AO/OP/NCEE implemented regulatory budget requirements of EO 13771 and reviewed over 30 regulatory and deregulatory actions to ensure documented and defensible estimates of costs and cost savings. Led development of methods to address the unique challenges of conducting economic analysis for deregulatory actions and performed technical reviews for EO 12866 of over 35 significant actions.
- AO/OEX promoted proper management of electronic records, resulting in a 41% increase in the number of records stored in ECMS, bringing the total to 2,179,149.
- AO/OPA, in collaboration with the Office of Emergency Management, updated the 10-year old agency crisis communications plan (an Agency Order) to reflect lessons learned across many crises. The document was updated as an 'always on" plan.

4. Performance Reporting

Measure area/topic	Overall status: Will meet/exceed not meet FY2017 targets?	Explanation of performance results: 4th Quarter accomplishment
Small Business Goal (EPA Goal = 40.00%)	Will Exceed	40.12%; (AO = 46.00%)
SDB (EPA Goal = 5.0%)	Will Exceed	15.28%; (AO = 18.09%)
WOSB (EPA Goal =5.0%)	Will Exceed	6.40%; (AO = 12.99%)
SDVOSB (EPA Goal =3%)	Will Exceed	3.75%; (AO = 1.69%)
HUBZone (EPA Goal = 3%)	Will not meet - achievement increased (from 0.6 level in previous year)	1.57 %; (AO = 0.03%)
Local Environmental Education Grants	Target Met	In 2017, HQ AO/OPEEE/OEE and the 10 regions awarded 34 grants for a total of $3,186,680.
Communities CAS	No Target Established	AO/OCHP staff provided financial ($75K for asthma and lead projects in Regions 1,4, and 10)
EEO Complaints	Did Not consistently meet EEOC timeframes	AO/OCR completed 69 EEO investigations & 32 final agency decisions; both were the highest in the last 5 yrs.
Reasonable Accommodation Requests	Will Exceed	AO/OCR processed a high volume of 355 RA requests.

5. Other Efficiencies, Cost-Savings, and Administrative Accomplishments:

- AO/OSDBU reported that EPA received an "A" on the FY 2016 SBA Small Business Procurement Score Card.
- AO/OAES introduced the Electronic Business Operations and Staffing System (e-Boss) to AO in Aug 17; the e-Boss system is an end to end HR+ solution that has the potential to become the AA Ship standard for internal management of personnel and related ops.
- AO/OSDBU provided training to agency stakeholders and 11 virtual small business training sessions in conjunction with SBA.
- AO/OPA and AO/OCIR held a three-day national meeting with the Regional Congressional Liaisons. This meeting was held simultaneously with the Public Affairs Directors' meeting and allowed OPA & OCIR to achieve efficiencies in planning and facilitating the meeting. as many of the RCLs work out of Public Affairs Offices in the regions.
- AO/OHS, for the first time in years and in conjunction with the HSCN, has begun a new annual process to evaluate the Agency's 170+ FTE/$90 million homeland security program, in light of increasing HS program demands and in coordination with ORD's FY 14-19 HS strategic research action plan. The new process will access EPA's progress in meeting statutory, executive and interagency HS requirements, as well as the Agency's level of preparedness for HS incidents.
- AO/SAB closed out a three-year effort to award a joint venture contract to secure logistical, transparent and high quality contract support for EPA advisory committee meetings for the next 5 years. The new 8(a) Award totals approximately $4M, securing services until 2022, for the advisory committee community. This revised approach saves each AO office an FTE or work hours of one FTE COR, by utilizing one individual with the expertise across AO.
- AO/OAES led Talent Hub, the Agency-wide one-stop-shop for professional development opportunities. The Hub has posted 600 opportunities with over 2,000 applications.
- AO/OAES/IO partnered with OARM/ERD to facilitate SES "Meet & Greet" meetings to foster stronger networks among the senior leaders across the Agency.

United States Environmental Protection Agency
Organizational Assessment of Performance - NPM

1. Organization: Office of the Administrator 2. Fiscal Year: 2017

3. Key Events/Issues/Challenges and Management Actions:

- AO/OCHP co-chaired the Task Force on Environmental Health Risks and Safety Risks to Children. OCHP's leadership ensured strong communication and coordination of efforts to protect children among 17 Federal Departments/Agencies. AO/OCHP is leading the effort to draft a Federal Strategy for reducing childhood lead exposure. 93% of the Task Force's short term action items were addressed.
- AO/OCHP provided expertise on 25 regulatory workgroups to ensure key children's health priorities were addressed.
- AO/OSDBU Asbestos and Small Business Ombudsman (ASBO) led two public outreach meetings as part of the Agency's implementation of Executive Order (EO) 13777 *Enforcing the Regulatory Reform Agenda*. Also prepared and submitted to the EO 13777 Task Force a timely report synthesizing 136 public comments and providing 13 additional recommendations for next steps toward reducing small business regulatory burdens.
- AO/OSDBU/ASBO coordinated and hosted a small entity public outreach meeting to receive pre-proposal input on the forthcoming proposal to revise the definition of "waters of the U.S." ASBO received 16 oral comments.
- AO/OSDBU/ASBO reported that EPA received an "A" on the FY 2016 SBA National Ombudsman Report for Compliance Assistance to Congress.
- AO/OHS (despite the wide distribution of EPA's HS responsibilities across HQ and the Regions) effectively coordinated across the Agency on HS challenges to ensure a unified effort towards mutually agreed-upon priorities, and advocated for the alignment of limited HS resources to address the Agency's most pressing program needs.
- AO/OP brought together over 100 local leaders who had received technical assistance from the Local Foods Local Places program led by EPA and supported by 5 federal agency partners. The Administrator and other key agency leaders shared current EPA priorities.
- AO/OP/Immediate Office led EPA's preparations and process for the transition in Administrations and managed all briefings for the new administration's arrivals in the agency.

4. Performance Reporting Accomplishments that support the Cross-Agency Strategies and Action Plans:

Strategy	Accomplishments
Partnerships	• AO/OCHP staff provided financial ($75K) for asthma and lead projects in Regions 1, 4, and 10) and provided technical support to projects (e.g., Making a Visible Difference in Communities) involving children. • AO/OSDBU/ASBO developed partnerships and increased collaboration on small business outreach and education efforts with EPA offices, state and federal constituencies. *(Working to Make a Visible Difference in Communities and Launching a New Era of State, Tribal, Local and International Partnerships)* AO/OSDBU/ASBO prepared and submitted to the EO 13777 Task Force a timely report synthesizing 136 public comments and providing 13 additional recommendations for next steps toward reducing small business regulatory burdens. • AO/OCIR partnered with the NEPPS Coordinators, OGC and OCFO to produce the FY18/19 NEPPS NPM Guidance • AO/OCIR completed the FY2016 NEPPS Implementation Survey of States (shared with ECOS and made available to the public).
HPO	• AO/OHS effort to effectively coordinate across the Agency is facilitated through the Agency's Homeland Security Collaborative Network (HSCN), which enhances communication and promotes efficiency, cooperative problem-solving and transparency and has been proposed for increased activity in FY18. • AO/OEX initiated or processed 2,497 packages for the Administrator's and Acting DA signature, including 1,039 letters of congratulations to eagle and girl scouts.
Sustainability and Communities	AO/OHS and AO/OP's Office of Sustainable Communities and FEMA incorporated sustainable design into community recovery plans after natural disasters of Harvey, Irma, and Maria in 2017. OHS continued to work with EPA regions and Sustainability Advisors to assist FEMA in its recovery functions to help communities across the US and its territories.

5. Other Efficiencies, Cost-Savings, and Administrative Accomplishments:

- AO/OP/OSC leveraged over $1.3 million in funding from other agencies to support cost effective technical assistance to communities to develop local led, community driven solutions to revitalization strategies that help improve environmental outcomes.
- AO/OP/OSC led the interagency assistance programs and provided direct technical assistance to 49 communities and are expected to provide assistance to an additional 50 communities in FY 2018. The projects also helped communities identify state and private sector resources that can support economic revitalization through strategies that also create more environmentally sound places.
- AO/OP ensured that all transition materials were submitted, reviewed and finalized electronically using a newly-created SharePoint system which hosed over 100 documents for the upcoming transition team to review.
- AO/OAES managed the process to ensure a smooth transition between administrations. During FY 2017, AO off boarded 32 and onboarded 71 non-career employees. Most actions were processed in a very tight timeframe and all were handled with utmost level of confidentiality.

United States Environmental Protection Agency
Organization Assessment of Performance

1. Organization: OAR **2. Fiscal Year: 2017**

3. Key Events/Issues/Challenges and Management Actions

- Issued more than 4,800 certificates of conformity to vehicle and engine manufacturers (required before manufacturers may enter products into commerce in the U.S.) and registered 600 new fuels and fuel additives. In addition, registered over 250 companies and facilities for participation in fuel programs for gasoline, diesel, and Renewable Fuel Standards (RFS).
- Issued 2017 RFS Volume Standards on time and released proposal for 2018 RFS.
- Completed VW settlement agreement, resulting in recall of approximately half a million VW diesel vehicles, funding for environmental mitigation efforts, investments in clean vehicle technology, and controls to prevent future violations. That relief will cost VW approximately $15.9B. In addition, VW will pay $4.25B in criminal and civil penalties.
- Provided technical foundation to support Notice of Violation alleging Fiat Chrysler Automobiles used defeat devices in certain 2014-2016 models resulting in filing of a Federal complaint.
- Began re-evaluation of January 2017 Final Determination on Mid-term Evaluation of GHG Emission Standards for Light-Duty Vehicles.
- Granted $50 million in DERA funding to assist states and tribes in delivering emission reductions from legacy diesel fleet.
- Undertook multiple actions to minimize regulatory burdens and costs in support of Executive Orders 13777 (Enforcing Regulatory Reform Agenda) and 13783 (Promoting Energy Independence and Economic Growth), while maintaining protections as required by the Clean Air Act, including: issued notices related to staying and announcing pending re-consideration of certain requirements of Oil and Natural Gas NSPS; proposed and/or finalized re-consideration of certain requirements in rules affecting petroleum refining, offsite waste and recovery operations, and polymers and resins and ferroalloys manufacturing sectors; and, proposed and/or finalized alternative compliance options and alternative means of emission limitations for rules affecting the Portland cement industry and flaring activity at chemical production plants, respectively.
- Issued 17 proposed or final rules to control emissions of hazardous air pollutants, including multiple toxic metals, polycyclic aromatic hydrocarbons, and volatile organic compounds, while successfully meeting short court-ordered deadlines.
- Streamlined Title V petition process for clarity and transparency and completed 10 Title V permit petitions.
- Trained over 5,600 state, local, and tribal staff on air issues through classroom and self-instructional courses through Air Pollution Training Institute's Learning Management System.
- Issued annual allocations for hydrochlorofluorocarbons (HCFCs) production and import with a gradual reduction to meet phaseout goals and completed an annual report under Article 7 of the Montreal Protocol on U.S. consumption and production of ozone-depleting substances (ODS).
- Finalized rule incorporating industry best practices for leak repair to reduce emissions of ODS and substitute refrigerants from air conditioning and refrigeration appliances and refreshed out-of-date provisions.
- Completed the annual Inventory of U.S. GHG Emissions and Sinks.
- Finalized updated performance requirements for four ENERGY STAR product categories and added performance requirements for five new product categories, including electric vehicle chargers and smart thermostats, for a total of over 75 residential and commercial product categories.
- Certified more than 92,000 ENERGY STAR new homes, 7,500 ENERGY STAR buildings, and 87 ENERGY STAR industrial plants.
- Issued Protective Action Guides and Planning Guidance for Radiological Incidents (PAG Manual) used by emergency planners, responders, and decision-makers at all levels of government that trigger public safety measures such as evacuation or staying indoors, to minimize or prevent radiation exposure during a radiological emergency.
- Staffed eight positions in the EPA Emergency Operations Center and FEMA National Response Coordination Center and provided technical support for fuel waivers and air quality issues to meet response needs for hurricanes Harvey, Irma, and Maria.
- Reduced radon and lung cancer risks in approximately 345,000 homes through partnerships with states, industry, and environmental health and housing organizations for current total of more than four million homes in U.S., resulting in approximately 1,100 lives saved annually from radon-related lung cancer deaths.
- Re-certified DOE Waste Isolation Pilot Plant compliance with disposal regulations in the Environmental Standards for Management and Disposal of Spent Nuclear Fuel and High-Level Transuranic Radioactive Waste.
- Bolstered radiation science expertise of 45 EPA employees through targeted trainings designed to increase knowledge base and application of expertise to emergency response, Superfund, and NESHAPS.

4. Performance Reporting

Measure	Status	Explanation of performance results
Total SIP Actions	Met	Continued improvements in timeliness of SIP reviews and minimizing the backlog. Took final action on approximately 385 SIPs including both backlogged and non-backlogged SIPs and state withdrawals of outdated SIPs.
Ambient PM2.5 and Ozone Concentrations	Met	Between 2010 and 2016 (most recent data) PM2.5 concentrations decreased by 22% and Ozone concentrations by 5%, respectively.
Reduce GHG emissions from vehicles and trucks	Met	Met all milestones for the FY 2016-2017 Agency Priority Goal (APG): Reduce GHG Emissions from Cars and Trucks. EPA ensured manufacturer compliance with standards, issued certificates, and performed confirmatory testing.

5. Efficiencies, Cost-Savings, and Administrative Accomplishments

Held five Lean events resulting in 9-month reduction in time required to develop National Air Toxics Assessment and a 50% targeted reduction in ENERGY STAR plant certification process, among other efficiencies. Gained efficiencies through implementation of centralized OAR FOIA process resulting in a 68% decrease in number of days to respond to FOIA requests. Maintained active involvement in E-Enterprise for the Environment, advancing Combined Air Emissions Reporting project to reduce cost to industry and government for providing/managing environmental data. Maintained external accreditations for EPA's National Vehicle and Fuel Emissions Laboratory as an ISO14001 and ISO17025 Facility. Implemented VERA/VSIP and managed staffing within FTE ceiling and consistent with hiring freeze. Performed 15 overarching program and six administrative reviews, and associated detailed activity reviews to ensure management and financial integrity under FMFIA. Completed A-123/FMFIA review of processes by 8/18/2017 with no deficiencies. Reviewed 100% of open obligations and initiated de-obligation of all un-utilized funding; obligated 100% of available FY 2016/2017 EPM, S&T, and STAG funds; and ensured 100% of travel approvals adhered to EPA policy and OAR Executive Approval Framework. Continued highly effective first line supervisor forum. Participated on EMC Champions Group for Acquisition and now Co-Chair Acquisition Management Council to improve acquisition process.

United States Environmental Protection Agency
Organization Assessment of Performance

1. Organization: OARM **2. Fiscal Year: 2017**

3. Key Events/Issues/Challenges and Management Actions

VERA/VSIP: Managed the VERA/VSIP process for EPA that resulted in 376 employees departing by end of fiscal year.
HR Policies/Programs: Developed and implemented critical policies, including the Pathways Program, HQs Flexitour and Maxiflex Schedules, Religious Compensation Time, Domestic Violence, Remote Reporting and Supervisory Positions Over Professional Staff. Worked with senior officials and the unions to reinstitute the Drug Free Workplace Program.
Off-boarding/On-boarding Political Appointees: Managed the off-boarding of the previous political team and on-boarding of the incoming team, ensuring a smooth transition and completion of personnel requirements. Played a key role in briefing the landing team. Provided significant advice and counsel to the incoming team and assisted in the management of communications throughout the agency.
Diversity & Inclusion: Established *EPA's Diversity and Inclusion Strategic Plan* for agency leaders to strengthen diversity and inclusion across the EPA. Issued new operating guidelines for the Diversity and Inclusion Advisory Committee which defines its responsibilities, structure, composition and operation. Developed unconscious bias strategy.
Strategic Sourcing: Saved $3.5M by close of 3rd quarter of FY17 from pricing/contracts efficiencies and commodity management, $.5M above the 4th quarter goal. Notable savings included $954K in Microsoft and $1.1M in cell services.
Grant Review Process: Implemented an OPA process for the preliminary review of grants and solicitations to achieve environmental priorities of the Administration and ensure effective and efficient use of taxpayer funds.
Agency Footprint: Oversaw space consolidations efforts in Region 5 & 6 resulted in EPA releasing 107,096 RSF and saved $2,353,797 in rent costs. Additional efforts began to release 2,700 GSF of space in research station.

4a. Programmatic Performance

Measure area/topic	Explanation of Performance Results
People & Culture	EVS: Managed EVS; response rate was 66.9%, government-wide average was 45.5%; *Employee Engagement Index* score increased 2% (67% to 69%) and *New Inclusion Quotient Index* increased 5% (60% to 65%). SES: Continued implementation of the Executive Order on strengthening the program including SES rotations, training, on-boarding and pay provisions. Selected and managed third SES CDP Program—25 were selected from 1,200 candidates across the federal government. Achieved certification of the SES pay and performance program.
Enterprise Risk Management	Human Resources: Updated 40 standardized hiring packages and developed 18 new standardized PDs. Created dashboard and webpage to monitor progress and provide human capital related tools. Procurement: Established both the Acquisition Management Council, to foster communication and partnership between with the regional and NPM senior leadership and the Policy Acquisition Council to vet current and upcoming acquisition policies with stakeholders. Launched the "Spend Visualization Tool", "Strategic Sourcing Savings Tool", and "OAM Dashboard," three customer-focused information and reporting tools to show how the EPA uses contract, benefits of strategic sourcing, and status of actions.

4b. Accomplishments that support the FY 2014-2018 Cross-Agency Strategies and Action Plans

Strategy	Accomplishment (Under the FY 2017 Action Plans or in your organization more broadly)
Sustainability	Renewable Energy: Under an energy savings performance contract, implemented at no cost to the EPA, a 1.5 megawatt solar field facility in Edison, NJ, resulting in $100K/year energy savings.
Communities	Small Business Socio-Economic Goals: OARM achieved all small business socio-economic goals.
Partnerships	Federal Advisory Committee: Worked with FACA Designated Federal Officials from across the agency to update handbook, improving reporting and information sharing agency-wide.
HPO	First Line Supervisors/FLAG: Advanced the Leadership Action Plan by championing task plans for each of its seven priority activities. Reviewed performance management plan and supervisor documents for inclusion in a new on-line toolkit for supervisors which will be available to supervisors by mid-October. Workforce Development: Strengthened contract management through 1) a joint training initiative with ORD of all agency CORs, 2) creation of a competencies/training checklist, 3) update of acquisition training for accuracy and consistency, and 4) creation of a pre-approved repository of trainings. HR Process Efficiencies: Collaborated with LER and OGC to develop and share 18 templates for each of the major bargaining units (AFGE, NTEU and non-BUEs) to propose an employee action (i.e. removal and suspension) and the decision. These templates will streamline the process for development of disciplinary actions and also assist with efficient reviews when actions are subject to review by advising attorneys.

5. Other Efficiencies, Cost-Savings, and Administrative Accomplishments

LEAN Projects: Completed 3 process improvement events to improve working capital fund purchase requests, the correspondence management system, and mapping interagency agreements in collaboration with OCFO. Launched the OARM Process Improvement Management System, trained over 125 Lean Yellow Belts and 50 Green Belts.
Security Enhancements: Established support services by external federal agencies for efficiencies in adjudication and mandated continuous evaluation. Partnered with OLEM to implement an agency wide Mass Alert Notification System.
Competition Advocate: As of September 21, approximately 94.5% of grants and 99% of dollars subject to the Assistance Agreement Competition Policy have been competed, exceeding the competition performance measure.
Suspension and Debarment: 527 total case actions, including 99 suspensions, 186 discretionary debarment actions, 17 administrative agreements and 62 statutory (Clean Water Act/Clean Air Act) debarments.

United States Environmental Protection Agency
Organization Assessment of Performance

1. Organization: OCFO **2. Fiscal Year: 2017**

3. Key Events/Issues/Challenges and Management Actions

- Managed core team development of streamlined draft FY 2018-2022 EPA Strategic Plan as blueprint for advancing Administrator's priorities through 3 strategic goals, 11 objectives, 5 Agency Priority Goals, and 27 strategic measures.
- Provided leadership and strategy to develop the Agency's FY 2018 President's Budget and FY 2019 OMB Budget; responding to reduced resource levels, complex workforce impacts as well as new authorities and fees analyses.
- Delivered the Agency's implementation of the new Digital Accountability and Transparency Act requirements on time and within budget through a comprehensive Agency-wide collaborative effort to facilitate submission review and approval.
- Designed/issued new Administrator's Quarterly Performance Report as basis for monitoring agency progress towards long-term priorities in draft Strategic Plan and framing quarterly performance reviews with senior leadership.
- Shifted focus of strategic reviews through forward-looking EPA FY 2017 Enterprise Risk Management approach of risk assessments on new strategic objectives, increasing relevance to agency and reducing reporting burden for agency.
- Developed the Agency's first Shared Services Strategy which resulted in OCFO assuming the responsibility for financial business reporting intelligence and analytics solutions along with taking the first steps to streamline business processes and integrate multiple agency administrative systems across OCFO and OARM.
- Co-sponsored the first E-Enterprise Engagement Forum featuring streamlined EPA/State/Tribal environmental program processes for over 200 attendees from the regulated community which was well received by involved stakeholders.
- Developed FY 2017 Operating Plan budget to accommodate critical shortfalls and priority needs (i.e., OECA and OGC payroll and VERA/VSIP payments) receiving final Agency and OMB approvals in 30 days.
- For the 17th consecutive year, in FY 2016 the EPA received a "clean" opinion on its consolidated financial statements.

4. Performance Reporting

Measure area/topic (Regions may structure by NPM)	Overall status: Will meet/exceed/not meet FY 2017 targets?	Explanation of performance results - one line is NOT required for each measure. *→ NOTE: If no target is available discuss significant progress, etc.*
E-Enterprise	Not Met	Exceeded goal by adding 7 new shared services to the E-Enterprise Portal, met target to initiate two new streamlining projects, and fell short of the 1M burden hours reduced target (saving ~889K hours).
HPO	Exceeded	Exceeded Agency goal by conducting quarterly Technology User Groups (TUGs) and monthly stakeholder sessions to gather timely feedback from subject matter experts across the Agency on technology implementation plans/operations for 5 administrative systems.
Partnerships	Met	Streamlined FY 2018/2019 NPM guidance to align with EPA's FY 2018 President's Budget, reduce reporting burden and integrate E-Enterprise in the NPM Guidance. Established full Tribal membership in the updated E-Enterprise governance framework and established the Agency E-Enterprise Regional Coordinator network.

5. Other Efficiencies, Cost-Savings, and Administrative Accomplishments

- The enhancement of the Agency's time and attendance and implementation of the payroll cost allocation systems were completed on schedule with customer engagement through the TUGs and stakeholder sessions.
- Worked with OCSPP on FIFRA fee spending plan, OW on WIFIA fee, and OLEM on e-manifest fee rule to ensure adequate support for agency program needs.
- Implemented new EPA guidance on FY 2017 Risk-Based decision making, seamlessly integrating risk assessments and internal control requirements.
- Provided agency training on budget execution, IT investments/resources, risk, and travel policy.
- Completed 3 Lean projects with a combined reductions of lead time (46%), processing time (60%) and process steps (9%) and increased customer satisfaction (6%). Also completed a business process review of the Interagency Agreements process with a 77% projected reduction of steps.
- As of the FY 2017 3rd quarter, OCFO's workforce consisted of 48.7% minorities. Includes 14.29% veterans and 6.2% disabled veterans.
- Successfully conducted a devolution readiness exercise with the Region 8 Devolution Team. The exercise was designed to build preparedness to ensure that essential operations would continue with minimal disruption during an emergency.

United States Environmental Protection Agency
Organization Assessment of Performance
1. Organization: OCSPP 2. Fiscal Year: 2017

3. Key Events/Issues/Challenges and Management Actions

OPPT: EPA continued to implement amended TSCA law on statutory schedule: finalized three "framework" rules on chemical risk evaluation process, prioritization process, and industry reporting for active/inactive chemicals; released scope documents for initial 10 chemicals under risk evaluation; released guidance for external parties on submitting draft evaluations; issued statutory interpretation on upfront substantiation of CBI claims. Challenges: Large number of new requirements with technical complexity and high scientific standards leading to increased demands. **OPP**: Worked cooperatively with states, scientists, other federal agencies, and registrants to identify causes of crop damage from dicamba and negotiated mitigative amendments with the registrants for use in 2018 season; registered four products containing innovative plant-incorporated protectant, SMARTSTAX PRO, to help farmers control Corn Rootworm; approved Sec 18 Emergency Exemptions to control citrus greening and mosquitoes carrying Zika virus in FL; responded to petition to cancel the registrations and revoke the tolerances for chlorpyrifos; released final biological evaluations for effects of chlorpyrifos, diazinon, and malathion on threatened and endangered species; initiated process for ensuring consistency in exposure and risk assessment between TSCA and FIFRA; reached an agreement with registrants on label changes to deal with Dicamba drift issues. **OSCP:** Continued implementation of high throughput screening (HTS) and computational toxicology (CompTox) approaches that resulted in EDSP's ability to screen 2,000 chemicals for the androgen pathway and 3,000 chemicals for the estrogen pathway. Established new "Science Advisory Committee on Chemicals" (SACC) to provide scientific peer review on TSCA-related chemical risk assessments.

4. Performance Reporting

Measure area/topic	Overall status:	Explanation of performance results
Quarterly: Percent of Existing Chemical Risk Evaluations on Track for Completion by 3-Year Deadline	Met	EPA staying on course to complete risk evaluations on schedule, making use of Project Management Tool to enable rapid and accurate progress assessment.
Quarterly: Percent of Final TSCA New Chemical Determinations on PMNs, SNUNs, and MCANs Made Within 180 days of EPA's Receipt of Submission	TBD (FY 17 data not yet developed)	EPA will fall short of aspirational target of 100% due to the need retool program and re-review 334 submissions after TSCA was amended, and increased complexity of new chemical review process under TSCA.
Annual: Cumulative Number of Active Certified Renovation, Repair and Painting (RRP) Firms	Not Met	Lead RRP Program reaching end of first 5-year cycle of initial certifications; only ~25% of firms have sought recertification to date.
Annual: Annual Number of Additional (a) Products Recognized by Safer Choice Program; (b) Chemicals Added to Safer Chemical Ingredients List	(a) Exceeded (b) Met	Result for safer products can be attributed to continued strong interest in the program among corporate partners and the value they place in the Safer Choice label.
KPI: # Pesticide Registration Review dockets opened	Met	Opened 25, target 25 (100% of goal), on track for completing registration review for all pesticide cases by October 1, 2022.
APG: Pesticide Registration Review assessments completed	Exceed	Completed 67, target 53 (126% of goal), efficiently and effectively managed resources and transparently employed rigorous scientific and policy approaches, consistent with statutory mandates, to exceed our goals.
KPI: % of PRIA decisions completed on time	Exceed	99%, target 97% (102% of goal), exceeded goal, utilization of new preliminary technical screen under PRIA 3 contributed to efficiently exceeding goal.

5. Other Efficiencies, Cost-Savings, and Administrative Accomplishments

OPPT: EPA provided regulatory relief on formaldehyde labeling; improved efficiency of TSCA submission process by deploying several new applications using the Central Data Exchange (CDX); modernized internal OPPT IT workflow for new chemical review, TSCA Section 12(b) notice processing, and TSCA CBI substantiation claim review. EPA continued to expand access to chemical health and safety information via the publicly accessible ChemView database. **OPP**: Completed 22 Interim Decisions for SU (Sulfonylurea) herbicides, streamlining the risk mitigation approach, thus leading to efficiency and consistency in label implementation for >400 products. Implemented policy for deciding when a proposed new use of a currently registered active ingredient requires a new eco risk assessment and/or a new drinking water exposure assessment to support the pending regulatory decision. Deployed phase 3 of the Pesticide Submission Portal. Launched new process to track PRIA/FIFRA expenditures, accurately capturing direct and indirect cost paid for by fees. Through data bridging, prevented lab testing of 400 animals and saved regulated community >$500,000 in test costs. **OSCP:** Supported implementation of amended TSCA through training of OPPT systematic review teams, incorporation of modern cheminformatics tools into OPPT workflows.

United States Environmental Protection Agency
Organization Assessment of Performance

1. Organization: OECA 2. Fiscal Year: 2017

3. Key Events/Issues/Challenges and Management Actions

Challenge: Maintain strong national compliance assurance program despite continuing reductions in resources.
Actions: To make every dollar count:
(1) OECA focused case work on the most significant violations, highlights include:

- Our National Enforcement Initiatives produced 65M lbs of air and water pollutants reduced or treated, and obtained record-setting injunctive relief valued >$18B to compel compliance with the law.
- Punished criminals: >150 years of incarceration, >$2.8B in fines, $3M in court-ordered environmental projects, $143M in restitution. E.g.: >13M for offshore explosion leading to death of 3 workers (Wood Group PSN/Black Elk Energy).
- Record Relief from pollution from VW emissions cheating: $17.6B in projects, $1.5B civil and $2.8B criminal penalties.
- Leveled playing field and ensured Renewable Fuels Program integrity: $27M penalty to Chemoil for not retiring renewable fuels credit, largest in history of EPA's fuel program.
- Achieved record $600M settlement for cleanup of 94 uranium mines on Navajo Nation.

(2) In addition to enforcement cases, OECA used our other tools:

- Hurricane response: >40 criminal investigators deployed to assess regulated facilities (e.g., Superfund and chemical facilities) and provide public safety support. Provided CAA fuel waivers, "no action assurances," and response guidance to address fuel shortages, electrical power, and drinking water supplies.
- Played major role in reinvigorating Superfund cleanups by helping develop (and now implementing) 42 EPA Task Force recommendations to accelerate the cleanup and reuse of Superfund sites.
- Our 15 virtual compliance assistance web sites, including *FedCenter*, had more than 2 million visits.
- Published guidance improving EPA's approach to federal NEPA Environmental Impact Statement reviews by focusing comments on critical deficiencies and offering remedies in a concise, constructive manner.

(3) OECA enhanced State + Tribal partnerships in furtherance of cooperative federalism, and leveraged resources, e.g.:

- Initiated a senior ECOS/State workgroup to establish principles + best practices for enhancing state partnerships.
- Worked with ECOS to identify and disseminate EJ best practices such as *Green Report on Community Engagement and Equity Considerations in State Permitting Programs*.
- Co-leading an E-Enterprise Leadership Council Steering committee with five projects to prepare states and EPA for the future of advanced monitoring, including publishing an article on this important work.
- Continued *DOE/EPA/ECOS Dialogue*, and conducted outreach with DOD and other federal agencies to improve collaboration, compliance + cleanup; e.g., webinar on fed facility compliance with engine req's drew 500 participants.
- Split penalties w/co-plaintiff states for RCRA and CWA, and CAA violations: e.g., LA (Innophos: $1.4M), WV (Pikewood: $1.8M), TX (City of Tyler: $563,000, and Vopak: $2.5M).[3]

4. Performance Reporting: FY 2017 annual budget measures.

Measure area/topic (Regions may structure by NPM)	Status: meet/exceed FY17 targets?	Explanation of performance results
% SF sites w/viable responsible parties where EPA reaches settlement or takes enforcement before remedial action start.	*Exceeded*	Result: 100%. Target: 99%
% of criminal cases with individual defendants.	*Exceeded*	Result: 92% Target: 75%
Estimated volume of contaminated media addressed.	*Exceeded*	Result: 9.5M yds^3. Target: 2.3M yds^3
Est'd lbs of toxics + pesticides reduced, treated, or elimin'd.	Exceeded	Result: 340M lbs. Target: 200M lbs

5. Other Efficiencies, Cost-Savings, and Administrative Accomplishments

- Leadership Development Program (LDP): Sponsored 7-mo. LDP program for 27 OECA managers to build leadership.
- Training: Provided 152 webinars reaching >40,000 HQ, regional and state compliance and enforcement staff.
- NPDES e-reporting rule: 45,000 trained; shared facility and permit data for 37,000 (87%) individually permitted facilities. Improved reporting tool to reduce reporting burden for 20,000 CWA NPDES regulated entities.
- EJSCREEN: updated data sets, mapping capabilities, and provided new map layers for schools, and public housing.

United States Environmental Protection Agency
Organization Assessment of Performance

1. Organization: OEI **2. Fiscal Year: 2017**

3. Key Events/Issues/Challenges and Management Actions

- Led the development and approval of the first Agency-wide Information Technology and Information Management (IT/IM) Strategic Plan and established EPA's first annual agenda for IT/IM policymaking.
- EPA's Capstone project for managing Federal record emails electronically was approved by NARA and implementation steps are underway for adoption across the Agency
- Leveraged CDX and registry services to implement virtual exchange/eReporting for more than 40 state and tribal environmental agencies; reduce industry burden 16% for the annual TRI electronic reporting; and complete five new program data exchanges.
- Led 4 cross-agency and 4 interagency (state, tribal, EPA) workgroups to produce the largest state/tribal/EPA Exchange Network Conference ever; new draft policies/guidance on Shared Services, Electronic Signature, Access to Scientific Data, and Controlled Unclassified Information; joint-governance for the new E Enterprise Portal; and 7 updated web procedures and 20 standards this year.
- Successfully achieved an Initial Operating Capability (IOC) implementing the Department of Homeland Security (DHS) Cybersecurity Continuous Diagnostic and Mitigation (CDM) Phase 1 program; evaluating, installing, testing, training and achieving operational status to defend agency IT networks from cybersecurity threats.
- Triaged and analyzed 789 cyber events and resolved 114 cyber incidents and launched a Computer Security Incident Response Intranet Site to facilitate improved customer service and awareness, Agency-wide communications and incident response.
- Supported Agency cloud transition through migration of applications (e.g., CDX), established a test environment for data analytics, tested a direct connection for cloud access, and created a development cloud application platform
- Developed EPA's Business Automation Platform (BAP) to support development and hosting of applications for business processes, data collection, reporting and workflow automation.
- Created a Customer Experience (CX) program that included 15 "IT Town Halls" across EPA; established an Agency CX Council; and chartered a Federal Internal CX group with 8 partner agencies/departments.
- The Agency's "Evaluation of Existing Regulations" Docket (EPA-HQ-OA-2017-0190), which sought input on regulations to repeal, replace or modify as directed by EO 13777, received 468,496 comments and represents the largest number of documents ever posted to an EPA docket on www.regulations.gov.
- OEI, in collaboration with programs and regions, developed the Agency's first draft Citizen Science Quality Assurance Project Plan (QAPP) template and handbook to help citizen science groups document the quality of their data and assist EPA in making a determination about whether/how to use data from citizen science projects.
- Hosted over 50 racks of IT equipment for GSA at the NCC data center - now a Federal Data Center for gov't hosting.
- Established the EPA-OEI Innovation Fellowship Program and recruited four experienced technologists with cutting edge skills to transform and modernize Agency information technology delivery.
- Developed the first-ever, searchable, comprehensive directory of all OEI services and projects.
- Realized over 2,000 Qlik Sense applications and finalized the Agency's data visualization service as well as initiated the redesign of Envirofacts.
- Led agency efforts to refresh network switches past end-of-service and older iPhones

4. Performance Reporting

	FY 2017 Cross Agency Strategy Action Plan Accomplishments
HPO	• Established a Virtual Desktop Infrastructure (VDI) to provide an easy and more efficient way to support and customize desktops without configuring physical machines. • Led and provided oversight on Agency-wide update (87% to date) of computers to Windows 10 to leverage stronger security controls and faster performance. • Led Agency-wide effort to save resources through minimizing investment in the Lotus Notes/Domino application platform. Coordinated the elimination, physical consolidation, and re-platforming of applications and reduction of infrastructure footprint with 75% of migrations completed.

Other Efficiencies, Cost-Savings, and Administrative Accomplishments

- Streamlined OEI's administrative processes by leveraging technology to develop workflow tracking tools, process request forms, and accessible standard operating procedures to support OEI managers.
- Implemented quarterly audits of OEI SharePoint sites to ensure that all are compliant with Agency SharePoint Governance and actively utilized, ensuring effective use of resources and avoiding waste.
- Created toolkit to aid all OEI CORs with reminders about the acquisitions process and to improve the quality assurance of OEI acquisition packages.
- Drove IT/IM savings, architecture alignment, and enhanced oversight through the CPIC and FITARA programs.

United States Environmental Protection Agency
Organization Assessment of Performance

1. Organization: Office of General Counsel **2. Fiscal Year: 2017**

3. Key Events/Issues/Challenges and Management Actions

Key events, issues, and challenges that impacted your organization and what actions senior management took.

-OGC provided high-quality counselling and legal advice throughout this very challenging transition year. Senior management created a work environment that made this possible by maintaining the greatest amount of normalcy possible in work routines and work environments and by looking to and promoting our recently-adopted core values for guidance and support.

-OGC's Ethics Team faced an incredible increase in workload as they provided exit counseling to nearly 80 appointees at the end of the last Administration, completed initial ethics counselling for over 50 new appointees in 2017, and responded to multiple Congressional inquiries related to Administrator Pruitt's confirmation process. The Senior Leader of the team tracked the multiple obligations and enlisted additional resources from offices across the agency to deliver key results.

-OGC delivered crucial legal support to the effort to refocus the agency on its core statutory obligations. Senior managers led their people by example, committing themselves to zealously advocate on behalf of our new clients. Their visible and demonstrable approach to their role resulted in employees following their lead.

-OGC defended the agency against a barrage of new litigation. Faced with more than 25 Freedom of Information Act lawsuits filed in 2017 alone, senior leaders shifted resources between their offices to respond to the demand, developed and launched an initiative to improve FOIA compliance in an office that saw a 477% increase in requests in 2017, and led a national FOIA conference attended by nearly 200 agency employees to share their expertise across the agency.

-OGC provided facilitation and mediation services in 138 cases to overcome impasses and promote dialogue

-OGC held several successful town hall meetings and follow-up Q&A sessions that provided direct engagement and dialogue between OGC senior management and staff.

4. Performance Reporting

Measure area/topic (Regions may structure by NPM)	Overall status: Will meet/exceed/not meet FY 2017 targets?	Explanation of performance results - one line is NOT required for each measure. → *NOTE: If no target is available discuss significant progress, etc.*
Core Program: Clean Air	Will meet '17 targets	Legal support assisting the transition to a new administration with an emphasis on ensuring that air rules are within Clean Air Act authority.
Core Program: Clean Water	Will meet '17 targets	Provided critical legal support for drafting and implementing a Presidential Executive Order and initiating rulemaking to redefine 'Waters of the United States" under the Clean Water Act.
Core Program: Clean Land	Will meet'17 targets	Participated in and provided legal counsel on the Administrator's Superfund Task Force including the development of the Task Force Report. Provided critical legal analysis and counsel to EPA senior leadership and to DOJ in the litigation related to Gold King Mine.
Cooperative Federalism	Will meet '17 targets	Resolved 9 complaints filed under Title VI of the Civil Rights Act, providing technical assistance to states to build their own programs so that these issues may be resolved at the state level.
Rule of Law	Will meet '17 targets	Co-developed an EPA National FOIA conference-the first of its kind in more than a decade-at which more than 180 agency attendees. Launched the FOIA Centralization Pilot Project to improve performance and realize efficiencies for FOIA requests.

5. Other Efficiencies, Cost-Savings, and Administrative Accomplishments

OGC has: For the first time, fully implemented mechanisms that capture attorney applicant demographic data to be included in the Agency's MD-715 annual report to the EEOC.

-Efficiently assessed and redistributed workload through the use of an Interdivisional Assignment Database

-Been ranked the overall #1 organization in EPA -Federal Employee Viewpoint Survey (EVS) 2016 Results and had the best response rate (86.6%) in EPA for the 2017 EVS.

-Met all unliquidated obligations for FY2017.

-Implemented GAP International methodologies to develop more effective and dynamic leaders and teams

-Maximized limited resources and provided developmental opportunities and upward mobility for support staff

-Implemented the Project Fulfilling Career initiative that measured and significantly improved the daily job satisfaction for support staff

-Increased regular and 100% telework opportunities for professional and administrative staff

United States Environmental Protection Agency
Organizational Assessment of Performance

Organization: Office of International and Tribal Affairs Fiscal Year: 2017

Performance Accomplishments

OITA, as Chair of the Lead Paint Alliance, collaborated with United Nations Environment Program as well as key industry, government and NGO stakeholders to develop a model lead paint law that is being used to protect children's health around the world.

OITA coordinated the successful negotiation of 15 positions at the first Conference of the Parties of the Minamata Convention on Mercury,covering a range of issues including air emissions, artisanal and small-scale gold mining, reporting, and evaluation.

OITA, in collaboration with other NPM's and Regions, supported efforts in China to improve air and water quality, safely manage chemicals, clean-up contaminated soils, improve solid waste management, and strengthen environmental laws and regulations.

OITA supported Panama in establishing their first national wastewater reference lab to develop and effectively enforce environmental laws, regulations, and standards, which will serve as a reference guide for other national wastewater labs in the region.

OITA strengthened cooperation in the Arctic Council on establishing a Local Environment Observer Network Hub in the Fenno-Scandic region, which will support the integration of traditional ecological knowledge of indigenous peoples in the Arctic.

OITA, partnering with the Regions, led efforts to finalize 319 (cumulatively through 2017) EPA-Tribal Environmental Plans (ETEPs) which represents a major shift in how EPA partners with tribes on program development in support of cooperative federalism.

OITA, partnering with the NPM's, led efforts to assess EPA's direct implementation responsibilities in Indian Country, which includes three active assessments (RCRA Subtitle C, CWA NPDES, and CAA Title v).

OITA strengthened performance accountability of Indian General Assistance Program (GAP) by improving the GAP Online performance measurement tool and developing GAP Guiding Principles for grant submissions.

OITA successfully implemented new FOIA processes for assigning and tracking requests, resulting in the elimination of FOIA backlog in OITA.

OITA successfully trained employees on EPA responsibilities in Indian country through developing an online training "*Working Effectively with Tribal Governments*".

Key Administrative Goals / Measures

Engaged tribal governments through cross-agency meetings with senior leadership, regional and national tribal operations committees and partnership groups, and through the White House Council on Native American Affairs.

Collaborated closely with partner countries to strengthen and enhance their transparency and accountability through more robust public participation practices. EPA trained over 200 participants from governments, NGOs, academia, and media.

Consultation Activity - EPA initiated 67 tribal consultations and completed 45. EPA currently has 10 on-going consultations. Over the past six years, EPA has hosted 409 tribal consultation opportunities.

Status of Key Measures and Performance Results

Sr Mgmt Metric	Status	Explanation
Engaged with the four EPA data systems owners to develop specific recommendations for improving the accessibility and accuracy of data about Indian country in those systems.	Met	
Designed an electronic system to track USG's obligations for Minamata Convention on Mercury that will serve as a clearinghouse for the USG.	Met	
Led the development and delivery of the *Framework to Establish a Circumpolar Local Environmental Observer Network* to the Arctic Council Ministerial Meeting.	Met	
Met International Organization for Standardization (ISO) requirements in the establishment of the first Panamanian national wastewater reference lab.	Met	

Unique Challenges: An extremely small number of tribes have sought federal environmental program implementation authorities. Under-staffed tribal environmental departments have program implementation limitations, data and information are inadequate, there are unique Indian law challenges, and EPA Tribal programs lack sufficient direct implementation resources. All of these factors present challenges to protecting human health and the environment in Indian country. OITA is conducting a multi-pronged assessment of federally-regulated environmental and human health issues in order to align the agency's direct implementation to ensure that programs are as effective in Indian country as they are outside of Indian country. In addition, lead paint laws are non-existent or not protective in two-thirds of the world's countries. The challenge is to persuade countries with often different cultures, languages and legal systems to promulgate a lead paint law that is as protective as the US lead paint standard of 90 ppm.

United States Environmental Protection Agency
Organization Assessment of Performance

1. Organization: OLEM **2. Fiscal Year: 2017**

3. Key Events/Issues/Challenges and Management Actions. OLEM's programs prevent, regulate, and cleanup waste and plan for and respond to emergencies, covering 12 national programs spread over five different appropriations including three trust funds. Our work is mostly place-based. We address contamination at over 550,000 sites located within three miles of 53% of the U.S. population, preventing hundreds of thousands of releases. ***Taking Action on Toxics and Chemical Safety*** ■ The HQ Emergency Operations Center (EOC) activated on 8/28 to help support Regions 2, 4, and 6 after Hurricanes Maria, Irma and Harvey, issued over 248 Daily Management Reports and about 440 initial and updated Spot Reports transferring crucial information regarding the hurricanes. ■The 44-member National Incident Management Assistance Team was officially put into effect during the hurricanes to support the Regions affected. ■ Updated technical fact sheets on a dozen key contaminants at Federal NPL sites. ■Completed oversight of destruction of over 15M lbs. of explosives at Camp Minden. ■Assisted removal of 750 civil war cannonballs in populated areas. ■ The Airborne Spectral Photometric Environmental Collection Technology (ASPECT) and Portable High-throughput Integrated Laboratory Identification System (PHILIS) mobile assets were deployed to Texas after Hurricane Harvey. ASPECT provided over 100 hours of aerial pollution release screening over 28 missions; PHILIS completed over 600 impact analyses, processing over 2,500 samples from TX- NPL sites. ***Preserving Land & Managing Hazardous Waste*** ■ NPL listing/deletions proposed 4 sites, finalized 7, deleted 2, partially deleted 4. ■Coordinated efforts to award a cumulative total of $3.8 million to fund states, tribes and local governments incurred in response to the GKM release. ■ Federal Green Challenge participants worked on improving efficiency by saving more than $17M across natural gas, fuel oil, paper purchasing, and water and municipal solid waste categories. ■ Food Recovery Challenge participants worked on preventing and diverting over 740K tons of food from entering landfill in 2016. ■Oversaw responses to PFASs drinking water contamination at Federal Facility NPL sites impacting more than 25,000 people. ■Completed approval of first state program for 2015 UST regulations. ■Met RCRA permit goal of issuing 115 initial and updated controls. ■Implemented program that conducted 71,880 analyses on 47,860 samples from Superfund 341 sites. ■Completed final Risk Management Plan rule in January 2017 and completed options selection Spill Prevention of Hazardous Substances (SPLASHS). ***Cleaning-Up Land & Revitalizing Communities*** ■ Awarded over $125 million assessment and cleanups brownfields grants. ■Leveraged $1.7B and 8,472 jobs through assessment, cleanup and redevelopment. ■ Awarded almost $2.8M in Environmental Workforce Development and Job Training (EWDJT) to 16,602 individuals and placed 12,136 in environmental jobs.

Measure area/topic	Overall status	Explanation of performance results
# of hazardous waste facilities with new/updated controls.	Met	
# of Remedial Site Assessment Completions	Met	Final results in October 2017
# RCRA sites RAU	Met	
# of UST sites RAU	Met	
# of tribes covered by an integrated SWM plan.	Met	
# of BF sites RAU site-wide	Not Met	Limited control of # of sites made RAU
# of BF Properties Made Ready for Anticipated Reuse.	Not Met	Target: 600. FY17 Accomplishment: 531; Limited control of # of properties made RAU
# of SF removals completed.	Not Met	Fewer in number but higher cost removal actions completed as requested by states

5. Other Efficiencies, Cost-Savings, and Administrative Accomplishments. ■Developed and making progress on implementing SF-program reforms through the SF Task Force. ■Executed Site Spotlight series and first national site reuse award for Federal Facilities. ■Included ePortal in Federal Facility Docket requirements. ■Improved extramural resources resulted in over $1M savings. ■EPA and NOAA released version 5.1 of the Mapping Application for Response, Planning, and Local Operational Tasks (MARPLOT) that includes managing geographic information system layers and changes the internal database structure. ■ Completed The Underground Transport Restoration (UTR) Operational Technology Demonstration (OTD) that evaluates operational tactics and strategies to be employed by EPA's Federal On-Scene Coordinators in the event of a biological attack. ■ Worked with OCFO on establishing accounting codes, guidance, tracking, and reporting requirements for the Agency's emergency responses to Harvey, Irma, and Maria. ■Compiled economics data report highlighting jobs, tax revenues, and property values for sites in use and reuse at Superfund sites. ■Delivered 153 in-person training courses to 4,250 attendees through CERCLA Education Center and the Environmental Response Training Program. ■Issued Safe Fireworks information containing safety requirements and standard operating procedures. ■ Successfully completed 50 staffing actions under the agency's Hiring Freeze and effectively managed the departure of 15 OLEM employees due to VERA/VSIP.

United States EPA Organizational Assessment of Performance

Organization: ORD 2. Fiscal Year: 2017

Key Events/Issues/Challenges and Management Actions

Improving Air Quality:

- Developed the Healthy Heart Toolkit in support of the Million Hearts Initiative, which provides resources to clinicians and patients that explain the connection between air pollution and heart health.
- Released an updated version of the **Community Multiscale Air Quality** (CMAQ) modeling system, which uses state-of-the-science air quality modeling techniques to provide near and long-term data to support NAAQS policymaking.
- Completed **27 approvals of Federal Reference Method** and Federal Equivalent Method designations and modifications
- Released **Next Generation Emissions Measurements** (NGEM) for fence-line monitoring implementation and the expansion of new monitoring approaches to chemical facilities in an effort to reduce costs and regulatory burden.
- Leveraged government and private sector resources for innovation challenges and Citizen Science including developing affordable nutrient and air sensors and high throughput toxicity testing.

Protecting America's Waters:

- Published a comprehensive analysis of the impacts of the **Gold King Mine** release on water quality to assist monitoring activities and cleanup efforts.
- Delivered and installed EPANET-RTX hardware and software in the **City of Flint's** water system to allow utility managers and operators to more easily access system data and better manage water quality.
- Activated the **Cyanobacteria Assessment Network** (CyAN), which is satellite imagery system used by the State of Utah Department of Environmental Quality to identify harmful algal blooms in the Provo Bay, prompting public health advisories.
- Worked with Office of Water to use advanced exposure modeling techniques to inform the **Revised Lead Copper Rule.**
- Partnered with Office of Water and the Association of State Drinking Water Administrators to organize a workshop with over 400 stakeholders to address infrastructure challenges, system management, corrosion control, monitoring and more.
- Released agency-wide guidance to improve consistency and transparency on the use of evidence in ecological assessments that will better inform the use of science in policymaking.

Cleaning Up Communities and Advancing Sustainable Development:

- Released the **Risk Informed Material Management** (RIMM) System, which enables state and local decision-makers to more easily access information regarding waste and toxic material system management.
- Provided site-specific support to assist program staff with issues related to water contamination, site remediation, technological challenges, and about **250 Superfund and Brownfields sites** across all ten EPA regions.
- Advanced EPA's sampling and analysis capabilities and capacity to improve chemical, biological, radiological, and nuclear (CBRN) incident response by developing standardized analytical methods and information documents.
- Released an interim inter-agency report on the health effects of **tire crumb** use in synthetic turf to inform future research.
- Aided in **Hurricanes Harvey and Irma** responses by implementing waste cleanup (I-Waste) and analytical assessments.
- Collaborated with DOD and DHS to advance **subway system decontamination** in the event of biological attacks.

Ensuring the Safety of Chemicals and Preventing Pollution:

- Supported the implementation of the **new TSCA legislation** by developing computational toxicological tools, models, and data streams to improve chemical prioritization, alternative testing strategies, and regulatory implementation.
- Convened a Cross-Agency group to establish priorities to address Per- and Polyfluoroalkyl Substances (PFASs) risks.
- Led collaborative case studies with national and international regulators to accelerate the pace of chemical assessments.
- Released final **IRIS assessments** for Benzo[a]pyrene and Ethylene Oxide, implemented streamlined and more transparent assessment document structures, and completed **12 Provisional Peer Reviewed Toxicity Assessments** (PPRTVs).

Accomplishments that support FY 2017 Cross-Agency Strategies

- Engaged in a **cooperative federalist** approach to research planning through a series of webinars and face-to-face meetings with the Environmental Council of States (ECOS) and the Environmental Research Institute of the States (ERIS).
- Used land use, health impact, and economic development data to disseminate a prospectus laying out an interagency research strategy to confront ongoing challenges in wildfire and controlled burn strategies.
- Continued implementing the Open Data Access Plan, making **790 ORD publications and datasets** publically available.
- Completed an analysis finding ORD work is aligned with **18 different statutes** mandating or authorizing its research.
- Launched the **Regional/ORD Community of Science Networking** (ROCS-Net) Program to help scientists across the country collaborate, build expert networks, and strengthen connections with EPA regions. States will be included in FY18.

Efficiencies, Cost-Savings, and Administrative Accomplishments

- Took a more robust role in the **Agency Strategic Plan** by establishing a Strategic Objective for the first time in over 10 years, while expanding the analysis of monthly, quarterly, annual, and Strategic metrics informing program evaluations.
- **Consolidated leased facility space** by leading the effort to vacate the 16,000 sq foot Las Vegas facility and continued coordination with Region 4 on consolidating the use of federal space in the Athens, Georgia laboratory.
- Launched a **Data Analytics program** to collect and visualize complex budget, administrative, and performance data into one streamlined dashboard system in order to allow for more efficient decision making and management of resources.
- Rolled out TechTracker, a database to track unplanned scientific and technical support to programs, regions, and states.
- **ORD 2017 EVS results** saw increases in all indices including a 2% increase in the Global Satisfaction Index (68%); a 4% increase in Employee Engagement (72%); and 4% higher than the Agency on the New IQ (Inclusion Quotient (69%).

United States Environmental Protection Agency
Organization Assessment of Performance

1. Organization: Office of Water **2. Fiscal Year: 2017**

3. Key Events/Issues/Challenges and Management Actions

- Initiated reconsideration of the Steam Electric and WOTUS rules, consistent with President's Executive Orders
- Launched WIFIA program, 12 entities to apply for $2.3 billion in loans to help finance $5.1 billion in water infrastructure
- Critical actions that advance public health & water quality protection: final Analytical Methods Update Rule & Dental Mercury rule; draft criteria and implementation materials to protect beachgoers from toxic algal blooms; advice, w/FDA, on safe fish to eat for women and children.
- Held first Wetland Program Development Grant tribal set-aside competition, awarding grants to 17 tribes and one intertribal consortium to build tribal program capacity.
- Supported states on drinking water lead compliance including updated guidance/training. Worked w/R5 to disperse $100 million to Flint
-Working w/the HQ EOC to respond to recent Hurricanes and tracking impacts to water and wastewater plant operations
- Launched the Water Finance Clearinghouse which has more than $10 billion in water funding sources and over 550 resources to help communities make informed decisions
-Worked on long term viability of the Puerto Rico SRF programs dealing w/ more than $700 million in outstanding loan repayments

4. Performance Reporting

Measure area/topic	Status	Explanation of performance results
CWSs meeting drinking water standard	Will meet	Expect to meet the FY17 target of 95% of person months meeting drinking water standards
CWSs meeting drinking water standards in Indian country	Will meet	Expect to meet the FY17 target of 87% of population served by CWSs in Indian Country that meet drinking water standards
Formerly impaired waterbodies now meeting standards	Will not meet	Second quarter results were 4,038 and the FY17 commitment was 4,089. The OW developed a replacement measure for FY19 that will allow us to more consistently measure progress and more effectively track water quality outcomes.
Nontribal NPDES permits current	Will meet	FY17 mid-year results show 89% of non-tribal facilities are covered by current NPDES. A similar level of performance is expected to be maintained at EOY reporting.

Strategy	Accomplishment
Sustainability	IG recognized the WaterSense program as a sound model for voluntary programs.
Communities	Released DWMAPS 2.0 to provide real-time updates and improve interactivity with EPA's GeoPlatform Urban Waters recognized at the Samuel J. Heyman Service to America award ceremony
Partnerships	FDA-EPA updated advice about mercury in fish and established a new ESA consultation strategy. Worked with 45 states/territories to prepare for EPA's direct implementation of the UCMR 4. Finalized an MOU to establish a collaborative permitting process to reduce time require to permit offshore aquaculture operations in the Gulf of Mexico
HPO	Fostered 21st century thinking for use of technology and innovation across the water sector. State DWSRF programs had a 0.06% error rate, significantly down from a high in 2013 of 4%. EPA has instituted training and process improvements to reduce the improper payment for states, as well as improved data collection to target areas of high risk

5. Other Efficiencies, Cost-Savings, and Administrative Accomplishments

- OW exceeded the grants management performance targets for measures related to baseline monitoring, closeout, advanced monitoring, and competition.
- Successfully reorganized several program offices to better align programs, increase collaboration with partners and create efficiencies in administrative functions.
- Conducted workforce analysis to facilitate future cost-savings through implementation of VERA/VSIP.
- Efficiently used all FY17 funds so no funds were swept for Agency priorities.
- Modernized OW's IT portfolio, including the Water Quality Framework and SDWIS Prime v0.8 to advance environmental outcomes, make a difference in states and communities and strengthen stakeholder partnerships
- Completed development of the ATTAINS system that tracks water quality improvements which will improve data access and reduce state workload

United States Environmental Protection Agency
Organization Assessment of Performance

1. Organization: Region 1 - New England **2. Fiscal Year: 2017**

3. Key Events/Issues/Challenges and Management Actions

Working efficiently and collaboratively with key partners and our new leadership, R1 fostered innovation, engagement, economic opportunity, and regulatory compliance delivering a cleaner, healthier environment for all in New England.

- On arrival of a new administration, R1 demonstrated the positive impact of our work for the benefit of our new leaders and suggested potential policy options aligned with the new values (e.g. Maine Tribal WQS, MA & NH MS4 permits).
- We curbed **air pollution.** We coordinated closely with NHDES finalizing the new Schiller Station permit with tighter SO_2 controls in response to a Title V petition. We helped states develop fact sheets to improve compliance with the 2015 wood-heater NSPS and assisted regions 2 and 3 on use of our predictive *Valley* model for targeted wood-stove outreach.
- Working collaboratively to **restore waters impaired by excess nutrients**, we aided our partners in implementing the Lake Champlain TMDL and the Cape Cod 208 Plan. We issued eleven individual and three general NPDES permits in MA & NH with reasonable and affordable implementation plans. We are facilitating needed **upgrades to wastewater and stormwater infrastructure** by working closely with states and communities on the development of integrated plans prioritizing work and through agreements that will result in over $200 million in infrastructure improvements.
- In the aftermath of Flint, we've maintained vigilant watch of lead levels in public **drinking water** supplies, hosted lead & copper rule trainings, worked closely with states to ensure appropriate response to any drinking water concerns, and are national leaders in addressing the challenges posed by emerging contaminants (e.g. perfluoroalkyl substances).
- We've made huge strides **preventing contamination and revitalizing land** by accelerating or completing cleanups at the New Bedford Harbor, Fletcher's Paint, Raymark, Industriplex, SRS, and Mukluk sites; and redevelopment at Elizabeth Mine, Wells G&H, Blackburn and Union, and Mukluk sites. We incorporated efficiencies from our joint EPA/MADEP lean review of the RCRA permitting process and shared these efficiencies nationally. As a result of a new strategic cleanup approach we adopted that leverages Brownfields, Removal, and TSCA capabilities, a hotel now stands atop a former Brownfield revitalizing the underserved community of Chelsea. This project received the highest recognition by the New England Environmental Business Council.
- We **collaborated and planned compliance activities with states** through quarterly meetings of the New England States-EPA Compliance and Enforcement Committee; convened recurring media-specific meetings to plan inspection targets and to coordinate enforcement, assistance and pollution prevention activities; and provided in-person trainings to over 150 and webinar trainings reaching over 750 state personnel.
- Prioritizing **reliable data for decision making and promoting public engagement**, we led creation of a national QA guidance for citizen scientists, trained 400+ citizen scientists monitoring cyanobacteria in algal blooms, loaned NGOs our "stormwater toolbox" to track illicit discharges, and challenged industry to develop a septic system nitrogen sensor.

4. Performance Reporting

NPM	Status	Performance Result
OAR	Exceed Target	Took action on 38 SIPs. Approved all 4-yr state SIP plans & CT's RACT Certification SIP for 2008 ozone NAAQS and NOx regulations in advance of CD deadline. Sent states intended SO_2 designations.
OW	Exceed Target	As of April, 99% of community/100% of tribal systems provide safe drinking water; 72% of non-tribal/ 100% tribal NPDES permits were current. Trained 250 water and state staff on infrastructure resiliency.
OLEM	Exceed Target	Cleaned up 41 Brownfields - a third of nat'l target, 8 NPL, 314 UST sites. $40M settlement at Peterson/ Puritan. RCRA authorization lean pilot is on track. Advanced nat'l RCRA/UST priorities as lead region.
OECA		Led ~1,000 inspections, issued 19 AOs, 50 APOs, 56 admin. settlements, 13 civil judicial referrals, & 11 civil judicial CDs. Obtained $1B in IR, $4.4M in penalties and ~$823K in SEPs benefitting communities.
OCSPP & Sustainability		Helped reduce ~1M lbs. haz. material and 150M gal. water thru P2 saving > $19M. Assisted partners divert 55K tons of food waste. Held 4 internal dialogues promoting sustainability & resiliency in all work.
Partnerships		Co-chaired E-Enterprise's Assistance Gateway providing communities easy access to >250 resources. Signed US, Canadian, Tribe, and First Nation cooperation plan to restore the St. John River watershed.
Communities		Awarded $300K in Healthy Communities grants to 13 communities to build local capacity. Began new pilot providing requested assistance on diverse issues (lead, stormwater, etc.) in 11 NH communities.

5. Other Efficiencies, Cost-Savings, and Administrative Accomplishments

- Further consolidated our office footprint saving over $1.5M/yr in rent when combined with consolidations made in 2016.
- Saved overhead and cut processing time to less than a day by redirecting all travel requests thru Comptroller's office.
- Transferred an efficient time saving R1 solution managing lab and field equipment micro-purchases to regions 2 & 9.
- Exceeded grant closeout & baseline review targets; completed all ULO reviews; trained new grantees & project officers.
- We are enhancing workforce capabilities deploying 200 new laptops with Windows10 and set to close-out Lotus Notes saving licensing costs. IT staff supported > 7,000 calls for assistance and trained > 300 staff on collaboration tools.
- We believe R1 stayed on top in overall job satisfaction owing to the importance placed on supporting our human capital through management-employee chats, many opportunities for personal growth, and active special emphasis programs.

United States Environmental Protection Agency
Organization Assessment of Performance

1. Organization: Region 2 **2. Fiscal Year: 2017**

3. Key Events/Issues/Challenges and Management Actions: **Emergency response** to Hurricanes Irma and Maria in Puerto Rico (PR) `and the USVI at year-end presented a significant challenge. **Superfund:** Completed Five-Year Review of high-profile **Hudson River PCBs** site and provided extensive opportunities for public comment. **SIP Backlog:** Proposed action on 11 SIPs, took final action on 8 SIPs and 5 section 111(d) plans. **NJ CSOs:** Supported NJDEP and municipalities in implementing new combined sewer overflow control programs. **Drinking Water:** Implemented a comprehensive compliance assurance strategy, taking enforcement action where needed, to assure public drinking water supplies' compliance with the Lead and Copper rule. **Water Infrastructure:** Made significant progress in rebuilding PR Clean Water and Drinking Water SRF programs following 2016 financial collapse of PR government. **PR Landfills:** Took enforcement actions needed to address non-compliant landfills (open dumps) in Puerto Rico, obtained commitments to implement mosquito control measures to counter zika virus and other diseases. **Pesticides:** Took enforcement actions against illegal applications of methyl bromide, which presented a serious risk to public health; provided compliance assistance to PR and VI agencies to enhance oversight of restricted use pesticides. **Sound Science:** Developed a new EPA method to determine trace levels of perfluorinated compounds in water, a serious emerging threat to public health. **National Ambient Air Monitoring:** Ensured continued progress in achieving NAAQS, including 23 audits and 18 field inspections at ambient monitoring stations in NY, NJ and PR.

4. Performance Reporting

Measure Area	Overall status:	Explanation of Performance Results
• **OAR [APG]** • **OAR KPI-2**	• Measure Met • Measure Met	**APG:** Clean Diesel Rebates - processed $1,160,000 in rebates. **KPI:** Completed final action on 8 SIPs; Issued 10 proposal actions; Conducted 5 section 129 state actions; Completed 23 rulemaking actions.
• **OLEM APG** • **OLEM CA1 [KPI]**	• Measure Met • Not Met	**APG:** Completed 9 ready for anticipated use (RAU) determinations for GPRA facilities and 5 for non-GPRA facilities. **CA1 [KPI]:** Achieved 3 of 8 RCRA 2020 targets for human exposure under control; Led a national effort to assess regions' challenges in meeting the RCRA 2020 targets, including increased complexity at remaining sites, decreases in state resources
• **OCSPP Goal 4** • **OCSPP 297 [KPI]**	• No Target Set • Not Met	**Goal 4:** Cumulative number of certified Renovation Repair and Painting firms in R2 = 11,219 (17.5% of national total). **297 [KPI]:** Target=50,000 MTCO2e. Four grantees unexpectedly extended their projects into FY18.
• **OSWER APG 3.3.3**	• Measure Met	**APG:** Site-wide ready for anticipated reuse determination made on 16 NPL sites (90 site assessments conducted (pre-remedial program)).
• **OW SDW-SP2** • **OW SDW-SP3.N11** • **OW WQ-SP10.N11** • **OW QW-12a**	• Will Not Meet • Will Meet • Will Exceed • Slightly Exceed	**SDW-SP2:** NYC's uncovered Hillview Reservoir has not yet complied with the cover-or-treat requirement of Long Term 2 Enhanced Surface Water Treatment Rule. The large size of NYC population results in an overall rate of 86.7% for persons served by drinking water meeting standards (target 91%). **WQ-SP10.N11**: Able to "delist" more waters in Puerto Rico than anticipated.
• **OECA Goal 5**	• No Target Set	**Goal 5(a) Pollution & (b) Hazardous Waste:** Estimated 132 million lbs. pollution reduced (air, water and chemicals); 199 million lbs. hazardous waste reduced or treated. **Goal 5(d) Case Initiation:** Completed 259 case initiations.
• **Sustainability**	Regional program resulted in recycling of 32,952 tons waste material, exceeding target of 15,000 tons. Reduced CO2 emissions at Superfund sites by 9,604 tons. Developed solid waste management strategy to promote a more sustainable Subtitle D program and landfill capacity in PR.	
• **Communities**	Continued focused support work with original six Making a Visible Difference communities plus two additional communities, including support to Newburgh's Lead Free Coalition. Helped reconstitute Ringwood Mines Superfund Site CAG. Held 3 public forums for Hudson River PCB five-year-review	
• **Partnerships**	Negotiated new 3-year PPG with NJDEP. Collaborated with federal, state and community groups to address environmental and health concerns of vulnerable EJ communities near 2 large ports.	
• **HPO**	**Training:** Implemented a Management Development Program; Instituted 360 degree reviews for all supervisors; Stood up mandatory classroom anti-harassment training for all regional staff.	

5. Other Efficiencies, Cost-Savings, and Administrative Accomplishments: Prepared expedited VERA/VSIP program - 32 buyouts offered (7 accepted). **Contracting:** Awarded consolidated contract order for laptops for 8 offices and RTP, saving over $200K. **Energy savings:** Completed solar array project installation at the Edison Environmental Center. **LEAN**: Conducted Lean Six Sigma Green Belt Training for a cadre of 25 individuals, resulting in numerous process improvement projects. **Efficiency in Permitting:** Issued 19 permits and 15 enforcement actions containing Next Gen elements/tools.

United States Environmental Protection Agency
Organizational Assessment of Performance

1. Organization: Region 3 **2. Fiscal Year: 2017**

3. Key Events/Issues/Challenges and Management Actions

Chesapeake Bay TMDL: Practices are currently in place to achieve 33 percent of the nitrogen reductions, 81 percent of the phosphorus reductions and 57 percent of the sediment reductions necessary to attain applicable water quality standards as compared to 2009, the year before the EPA established the Chesapeake Bay TMDL.

Infrastructure Financing: Served in an instrumental role in the creation of a unique public-private partnership to plan, finance, build and maintain up to $50 million in green infrastructure in the City of Chester, PA where at least 350 acres in the city over the next 20-30 years will be dedicated to control flooding and stormwater pollution.

Drinking Water: Continued to take actions in response to PFOA/PFOS contaminants in municipal supply wells and private drinking water wells; providing alternative drinking water or treatment of contaminated wells as necessary.

Air Quality: Consent Decree entered between EPA, DOJ and Erie Coke requiring the Erie Coke facility to come in to compliance with a number of relevant national emission standards for hazardous air pollutants. Estimated emission reductions are 100 tons per year decrease in VOC, including benzene.

4. Performance Reporting

4a. Key Performance Indicators (KPIs): R3 is meeting or has exceeded all of our KPI measures

Measure area/topic	Overall status	Explanation of performance results
RCRA Facilities	Meeting	LCD continues progress towards the 2020 Agency goal for Corrective Action having achieved cleanups at 72% of its 579 sites. The goal for 2020 is remedies constructed at 95% of facilities.
SIP Backlog	Exceeded	Target to complete 4 backlog SIPs was exceeded by completing 8 due to proactive steps taken by R3 staff. Total of 30 SIP revisions completed FY17.
Superfund Removal Actions	Exceeded	Exceeded the removal action completion target of 12 by completing 13 Superfund-lead and PRP removal actions.

4b. Accomplishments that support the FY 2017 Cross-Agency Strategies and Action Plans:

Strategy	Accomplishment
Sustainability	Sustainability Team - Energy/Nutrient removal provided on-site tech assistance to 18 wastewater treatment plants in Region 3 generating over $47,000 in energy savings per year.
Communities	VA PPA Environmental Justice Project connecting VADEQ, Virginia Universities to better reach communities enhancing EPA and VADEQ compliance conversations across all media.
Partnerships	Led partnership efforts to support cost-effective, large-scale green Stormwater infrastructure finance, delivery and O&M in urban communities of the Chesapeake Bay through development of Community Based Public Private Partnership (CBP3) demonstration in Prince George's County with the following accomplishments: achieved integrated green stormwater infrastructure retrofits in less than 3 years, generating $320 million in local economic impacts while saving the County $78 million in costs compared to traditional delivery of GI retrofits, and is sustaining approximately 1,200 jobs.

5. Other Efficiencies, Cost-Savings, and Administrative Accomplishments

Tracking Databases: Developed R3 Pipeline and iCERTS, at no external cost, to track and measure the compliance assurance program. In response to R3's resultant money savings and gains in accuracy, Regions 5, 8 and 10 have adopted the Pipeline model. HQ is using iCERTS to track deliverables for the Volkswagen National settlement, and is considering its use as a national system to track Consent Order deliverables in response to an IG finding.

LCD Records: LCD expanded access to records of Agency decisions and actions for staff and the regulated community, improved record accuracy, and delivered a savings of $60,000/year through its Records Center Modernization Initiative.

AirDrupal Team: The team completed the full conversion of R3's Approved State Implementation Plans, Lotus Notes Database to the OneEPA Drupal-based website and added 3,000 individual SIP records to the new system

Improving Water Quality Standards - Approved a variance from water quality standards to allow the West Virginia DEP to redirect actions within the Muddy Run watershed in a more cost-effective way. The project is expected to restore fisheries to Cheat River and its tributaries.

Environmental Finance Action Team Report: The Chesapeake Bay Program developed ***The Path Forward*** report to identify the options for better integrating finance, private business considerations, public policy and watershed resource restoration/protection for advancing a more market-like approach to achieving Bay restoration goals.

Virginia PPA - Negotiated a 2-year Performance Partnership Agreement with VADEQ that confirms commitment to expand flexibility in administration of grant funds to target highest joint priorities, improve coordination on enforcement and compliance work, Superfund site management and interaction with the public, and provide support for DEQ's work on sustainability.

United States Environmental Protection Agency
Organizational Assessment of Performance

1. Organization: Region 4 **2. Fiscal Year: 2017**

3. Key Events/Issues/Challenges and Management Actions: Lead Region for ORD/RS&T - successfully established representation in HQ, represented all 10 regions on STPC, established and co-led a national workgroup developing enterprise-wide metrics for the labs. Completed 18,928 analyses for SF, Water, RCRD, Enforcement, Compliance Monitoring, APTMD & Brownfields. Redesignated 6 areas as meeting the NAAQS (attainment) for Ozone, PM2.5 and SO2 ensuring clean air for 6.6 million people. R4 is 100% in attainment with the Ozone and PM2.5 NAAQS. Worked with states to evaluate 78 sources (21% nationally) and work through complicated technical and policy issues for SO2 designation 120-day state consultation letters. SF OSCs provided rapid response to impacted States using the Incident Command System for Hurricanes Matthew and Irma. RA and 3 senior executives forward deployed, pre-storm, to State and County EOCs to aid in the response/recovery process for Hurricane Irma, a first for R4. SF initiated an emergency response at the Mississippi Phosphate site to prevent catastrophic release of contaminated water, continuing into FY17. SF responded to the Colonial pipeline rupture and 309,540-gallon gasoline spill in Shelby County, AL successfully protecting public health and the Cahaba River from the release. Aggressive BF outreach resulted in R4 receiving $10.7M (~20% of the National Award) for 25 assessment grants, 15 clean-up grants, to 37 communities (22% of the applicant communities). R4 communities submitted the highest number of assessment grant applications in the country (111); 36% of the R4 assessment & cleanup applications received were selected for funding (40 out of 111). ~33% of R4 selected applicants are small or rural communities with populations less than 10,000. Over half of the 40 successful applicants in the southeast are receiving an EPA Brownfields grant for the first time. Worked with 12 wastewater treatment plants under the CWA & Energy Management Initiative to save a projected $1.3M/yr and reduce nitrogen by 2.2M lbs/yr and conducted 2 trainings on low-cost optimization for 39 participants from 6 states. Southern Coal Corporation settlement (R4 lead CWA case) for comprehensive upgrades to mining/processing operations to prevent polluted wastewater discharges to WOTUS (4 state co-plaintiffs), $4.5M complying action/injunctive relief, $900K penalty, 5M lbs/yr water pollution reduction. Cemex Inc. (R4 lead CAA case) for NSR/PSD violations at 12 cement plants (local agency co-plaintiff), $10M complying action/injunctive relief, $1.7M penalty ($1.3M EPA/$400K local agency), 5.7M lbs/yr air pollutants reduced.

4. Performance Reporting

NPM	Status	Explanation of performance results
OAR	Exceed/Met all targets	Issued 114 administrative penalty orders with $4.2M in penalties, $2.9M in injunctive relief, and SEPs valued at $293,583. Direct pollutant reductions from all actions exceeded 11.2M lbs. Conducted 396 inspections. Coordinated development of/processed 212 grant funding actions worth ~$42 million. Processed 79 SIPs, including 45 from backlog.
OW	Exceed/ Met all targets	EPA provided technical assistance and tools to 3 urban communities to advance green infrastructure planning and implementation efforts to increase local climate resilience and water quality protections in Stormwater infrastructure. R4 provided tools and training for 81 operators of small water utilities to improve resilience in drinking water, wastewater, and stormwater systems.
OECA	Met all targets	261 Total Concluded actions (8 civil judicial, 7 R4 lead) resulting in $7.5M in assessed penalties and $68M of injunctive relief, $600K in SEPs, 5.7M lbs of air pollution reduced, 67K lbs of hazardous waste reduced, 5.5M lbs of toxics and pesticides reduced, 4.4M lbs of water pollutants reduced and 2.6M cu. yds soil/water remediated.
OLEM	Exceed/Met all targets	Net of 3 Human Exposure sites brought Under Control, exceeding the regional target by 200% and contributing 30% to the national target. Exceeded Construction Completion target by 100% (30% of the national goal). Exceeded target for # of LUST cleanups completed that meet state risk based standards for human exposure and groundwater migration (21% of the national goal).
OCSPP	Exceed all	Hazardous Waste Reduced: 26K lbs, Gallons of Water Saved:10M, $ Saved by Business: $5M

5. Efficiencies/Cost-Savings/Administrative Accomplishments: Achieved 5/5 small business goals (R4 is 1 of 2 Regions and offices to achieve this goal). Exceeded small business goals, R4=62% (Goal = 40%). Exceeded CPAR Goal, R4 = 95% (Goal = 90%). Exceeded Grants closeout goal for FY16, R4 = 93.1% (Goal = 90%). Exceeded Grants closeout goals for FY15 & earlier, R4=99.8% (Goal = 99%). Reduced FOIA backlog to 5% backlog (Goal = 10%). Exceeded contract invoice approvals, R4 = 97.7% (Goal = 95%). Increased proactive FOIA disclosures by 12%, which lead to decrease in overall R4 FOIA requests. Surpassed all Regions and Offices email records saved, R4 saved more than 2M email records. Reduced R4 overall IT operational costs by over $5K. Increased customer response time by 40% by separating IT Helpdesk and Application Development services into two separate contracts. Overtime Utilities cost savings of over $30K. Averted over 103K business miles & 47 MTCO2e using VTC in lieu of business travel. Averted 295 MTCO2e as a result of telework. Right-sized GOV fleet cost savings = $40k; GOV fleet FY17 utilization increased by13% from 83% in FY16 to 96% in FY17. In-house training cost savings >$200k. Interagency training partnering cost savings = $21K. Leveraged Atlanta FEB for critical leadership training and development opportunities for 15 employees; building the leadership bench for the future. Two (2) EEO complaints used Alternative Dispute Resolution/mediation; 1 settled, avoiding a formal EEO complaint. Collaborated with states and locals to conduct a LEAN event on Clean Air Act technical systems audits, resulting in reduced time to complete reports and enhanced understanding of the process by state and local organizations. GMP staff analyzed data from internal grant process and developed steps necessary to minimize time it takes to provide applicants with a notice of tentative award; the proposed recommendations will result in an estimated savings of 22 days (a 23% improvement).

United States Environmental Protection Agency
Organization Assessment of Performance

1. Organization: Region 5 **2. Fiscal Year: 2017**

3. Key Events/Issues/Challenges and Management Actions

- Led EPA responses for two of the largest public health emergencies caused by lead contamination: unprecedented Flint response focused on recovery of drinking water system for more than 90,000 residents. Analyzed over 9,000 water samples. Restored Flint water system, with water-system lead levels below action levels and chlorine residuals to protective levels. Awarded $100M to address Flint's water infrastructure needs. USS Lead Site response reduced exposure for 1,000 public housing residents in Zone 1. Met 100% of remediation goals on time in Zones 2 and 3: excavated over 35,875 tons of soil at 272 properties; cleaned interiors at 67 priority properties housing 85 children.
- Redesignated 10 areas (most of all regions) to attainment of air quality standards for lead, ozone, SO_2, and PM.
- Completed priority cleanups (most of all regions): 43 Superfund emergency removals; 24 RCRA corrective action cleanups that remediated 20K tons of sediments/soils/waste, leveraged $190M, and will create 1,200 jobs.
- Assessed 309 brownfield sites (25% of EPA total) and cleaned up 20 brownfield sites (15% of EPA total); completed cleanup/redevelopment projects totaling $329M (24% of EPA total); readied 101 new properties for reuse (20% of EPA total).
- Concluded 4 CSO/MS4/SSO cases that will prevent over 28.8M pounds of pollutants from entering the Great Lakes and Mississippi River Basin and prompt $297M community investment in clean water infrastructure and 3,800 new jobs.
- Resolved the largest-ever oil spill to a U.S. inland waterway by entering a consent decree against Enbridge that requires $62M in civil penalties and enhanced leak detection, oil spill prevention, and pipeline upgrade activities.
- Advanced Cooperative Federalism by approving Indiana's solid waste management plan for Coal Combustion Residuals (1 of only 2 in nation) and piloted national training program for states on CCR State permit program approvals.
- Completed all cleanup work required to delist 3 Great Lakes Areas of Concern and removed 8 beneficial use impairments at 5 AOCs in 4 states. Since 2010, more than 6 times as many BUIs have been removed than in the preceding 22 years.
- Led largest environmental dredging project in EPA history: dredged/capped 411K cu yds of contaminated sediment from the Fox River in Wisconsin. Region 5's FY2017 total dredged/capped volume of contaminated sediment was 621K cu yds.

4. Performance Reporting

Measure area/topic	Overall status	Explanation of performance results
OAR	Exceeded target	Published 32 SIPs (exceeded target of 22 by 45%). Reduced SIP backlog to 13 SIPs – second-lowest backlog of all Regions and about 4% of national total.
OLEM	Exceeded/met all targets	Completed 88 Superfund remedial site assessment (exceeded target of 70 by 25%). Completed 15 Superfund remedial action projects (exceeded target of 9 by 67%).
OECA	Met all targets	Injunctive relief from Region 5 cases exceeded $1B – the highest of any region. Initiated 214 civil enforcement cases; concluded 222 civil actions with expected reductions of 36M lbs of pollution; eliminated 1.3M lbs of hazardous waste; treated or disposed of 3.9M cu yds of contaminated media.
Communities		Secured $2M in direct assistance and leveraged $30M for 6 focus communities. Reduced exposure to lead and other contaminants by removing soil from 356 residential yards in 5 EJ areas. Awarded GLRI grants totaling $6.5M to 23 communities to implement green infrastructure to improve Great Lakes water quality.
Partnerships		Led first and only E-Enterprise priority project that is nearing completion (pesticide label matching application). Assisted Illinois EPA to reduce permit backlog and issue 5 of 13 long-delayed CAA Title V permits for coal-fired power plants.
Lean / Efficiency		Completed 2 Lean events: reduced time for processing lab supplies purchases by 10% and water division citizen complaints by 92%. Participated in Talent Hub/Skills Marketplace: 18 postings; 124 applicants (6% of EPA total); 32 employees selected (7% of EPA total); 100% fill rate for Region 5 details/temporary promotions/projects.

5. Other Efficiencies, Cost-Savings, and Administrative Accomplishments

- Increased scores for 68 out of 71 total EVS questions; largest decrease was only 1.4%.
- Consolidated space and released 1.5 floors (about 33,475 sq. ft.) back to GSA for a rent avoidance of about $1.2M/yr.
- Expanded anti-harassment program to include anti-bullying by releasing joint statement with union and offering 2 anti-bullying trainings (75 attendees). Completed 12 4711 anti-harassment fact-finding investigations. OIG review cited Region 5's fact-finding procedures as a best practice.
- Exceeded national goals for grants close outs (regional leader) and for targeted contracting (SB - 55%; SDB/8(a) - 22%).
- Reviewed 154 unliquidated obligations (ULOs) funding lines totaling over $113M; identified 3 ULOs for de-obligation totaling $107K. Rest of awards were expended, avoiding de-obligation of funds. Utilized 100% of expiring EPM funds totaling $405M.

United States Environmental Protection Agency
Organization Assessment of Performance

1. Organization: Region 6 **2. Fiscal Year: 2017**

3. Key Events/Issues/Challenges and Management Actions: R6 embraces cooperative federalism through collaboration and innovation with our State, Tribal and local partners for the protection of human health and the environment. Region 6 led EPA's Hurricane Harvey response for the 7.2 million people impacted. EPA activities included: assisting with fuel waivers and no action assurance to prevent fuel shortages; assisting TCEQ to restore 2,238 drinking water systems and 1,743 wastewater systems; recovering over 1,038 orphaned containers and providing safe disposal; assessing risks and safe debris removal, community liaison; inspecting and testing of 43 Superfund NPL sites; providing rapid environmental analysis through the employment of mobile analysis systems (ASPECT, TAGA, and PHILIS); and providing environmental oversight for the careful destruction of materials at the Arkema plant. Earlier in Corpus Christi, R6 restored drinking water to about 300,000 people after a chemical spill threatened the city's system and developed 2 new analytical methods to test for rare contaminants. Provided land reuse opportunities after cleanup including creating: a trout lake from a mine discharge area, a marina and town center from a SF site, a $1M health clinic from a removal action site, and an assisted living facility from a $1M asbestos cleanup. Completed destruction of 20M lbs. of unstable propellants at Camp Minden. Developed tools to help stem induced seismic events in OK and addressed underground injection problems threatening Bird Creek and Pawhuska School District. Facilitated activities to restart the New Mexico Waste Isolation Pilot Plant, the Nation's only low-level radioactive waste disposal complex. Reached agreements with TX, LA, and AR on Regional Haze clean air plans to protect visibility impacts for parks and wilderness areas. Worked collaboratively with LDEQ and Denka to speed up the reduction of chloroprene emissions in LaPlace. Partnered with Texas to allow mobile sources to generate emission reduction credits. Collaborated on construction of water treatment facility providing services to 6,500 residents of NM. Served as Lead Region for OEI and implemented effective IT/IM strategies to consolidate and migrate Lotus Notes applications. Partnered with HQ to facilitate resolution of a backlogged Title VI complaint in Beaumont, TX.

4. Performance Reporting 4a. Programmatic Performance Results: OAR: Completed 44 SIP revisions, exceeding our ACS commitment of 30. Reduced backlog by 33%. **OW:** Restored 11 waterbodies. Reissued the NPDES permit for the Western Gulf of Mexico Outer Continental Shelf which covers approximately 3,500 oil and gas extraction facilities. R6 hosted a resiliency planning workshop to assist water utilities. Approved 6 impaired waters lists across AR, LA, & NM. Approved water quality standards revisions across 3 states and four tribes. Completed a $18.1M coastal restoration project resulting in 144 acres of marsh creation. **OLEM:** Brownfields provided $30 M to States and Tribes to leverage over $500M in community development and 4,630 acres for reuse. Constructed final remedies at 14 RCRA sites, exceeding ACS commitment of 10. Issued 15 permits/approvals for PCBs storage, incinerator and land disposal facilities and two cleanup approvals. Conducted 40 UST inspections in Indian Country; results show greater than 85% compliance rate. Oversaw completion of 700 UST state clean ups, exceeding the target of 450. Completed 22 removal actions, 60 site assessments, 90 brownfield assessments/5 cleanups, and reached settlements for $188 M dollars. **OCSPP:** Filed two Complaint and Consent Agreements and Final Orders, and 14 Notice of Refusal of Admissions, preventing 457,701 lbs. of pesticide products from entering U.S. commerce. Issued 2 high profile Stop Sale orders for distributing over 400,000 bottles of unregistered insect repellent/sunscreen products. **OECA:** Conducted 890+ inspections and concluded 280+ enforcement actions resulting in $10.9M in penalties, $1.2M in stipulated penalties, $3.1M in SEPs, resulting in over 5.5M lbs of pollutants reduced, and 1.5M gal of untreated discharge eliminated. Settled 4 judicial actions with States as co-plaintiffs resulting in 3.2M lbs in air pollutants reduced, 1.3M gallons of untreated discharge eliminated, and 287M lbs of hazardous waste reduced, treated, or eliminated. **OCFO:** Implemented Agency-wide cutover PeoplePlus version 9.2. Closed 71% of expiring grants. Managed 757 active grants totaling $2.1B. Completed 29 SF site cost recovery packages totaling over $19.4M. **4b. Accomplishments that support the FY 2017 Cross-Agency Strategies and Action Plans: Sustainability:** Retained 73 Food Recovery Challenge participants and recruited 23 new participants, 2 of which together have over 450 grocery stores in our region. **Communities:** In partnerships with ADEQ and ADH, conducted passive air monitoring in and around the Georgia-Pacific Paper facility to evaluate the sources and offsite impacts of hydrogen sulfide in Crossett, AR. Conducted outreach events attended by 964 school district personnel. Processed $5.5 million in DERA grants for seven independents and school districts to destroy and replace diesel engines located in ozone non-attainment areas. **Partnerships:** Land restoration partnerships have been established with all states and tribes in R6; Sixty General Assistance Program grants awarded to Federally recognized tribes for capacity building activities. Three Regional Tribal Operations Committee (RTOC) meetings held, 75+ attendees. The RTOC meetings bring together tribal leaders, tribal environmental directors and EPA program management to discuss and plan remedies for environmental impacts to Indian country. **HPO:** Utilizing LEAN management, R6 streamlined community involvement that allowed response to 48,000 comments for the San Jacinto ROD. The Air Enforcement Mail Lean project reduced in-filing volume and coding resources by 70%. **5. Other Efficiencies, Cost-Savings, and Administrative Accomplishments.** Recognized by FEB in 3 of 10 award categories. Achieved 4 of 5 socio-economic goals with 10 outreach events to 500+ small business representatives. Reduced leased space by 26,000 square feet with an annual cost savings over $435,000. Implemented VERA/VSIP program, with an estimated cost savings over $1.75M. Convened Employee Engagement Council Lease Listening sessions to solicit input from all employees regarding the Region's new space. Created a strong labor/management partnership that seeks to resolve issues before they turn into grievances. Streamlined travel processing and internal reporting.

United States Environmental Protection Agency
Organization Assessment of Performance

1. Organization: Region 7 **2. Fiscal Year: 2017**

3. Key Events/Issues/Challenges and Management Actions: Resources. R7 is the smallest EPA region and continues to decrease in size. With 17% fewer employees than in 2013, R7 ends FY 2017 with 29 fewer employees than at the beginning of the fiscal year. Senior management promoted process improvement to gain efficiencies (33 new projects underway; up 22% from FY16), aggressively invested in leadership development and strategic placement of staff to fill critical resource gaps. **Improve Air Quality.** R7 collaboratively works with states to maintain good air quality. Worked with NE to address air releases from an energy facility displacing residents due to ongoing complaints & accidents; using appropriate authorities brought them into compliance & reduced catastrophic accident risks. Finalized 16 State Implementation Plans addressing CAA infrastructure requirements & State requests to strengthen plans for attaining & maintaining NAAQS. **Provide Clean & Safe Water.** R7 strives to protect public drinking water systems and improve water quality in small communities. Protected 6 public drinking water systems after catastrophic fire/explosion in Neodesha, KS; working with state/local partners to expedite analysis of 48 water samples (systems back online in 4 days) and worked with KS/HQ EPA on a special pilot pro-gram a for small communities with qualifying lagoon systems to be eligible for a variance from the new ammonia criteria (will provide great relief for these communities; now in public notice phase; will serve as a national model). **Revitalize Land & Prevent Contamination.** R7 is working to restore more sites to productive use and expanding economic opportunities. In FY 17, R7 made 664 homes safe by remediating 159,000 cubic yards of lead contaminated soil; completed 22 assessments & removal actions and installed 20 vapor mitigation units/vapor intrusion barriers to alleviate inhalation risks at sites with TCE & other groundwater VOCs. R7 assessed 135 Brownfields properties; cleaned 12 sites; determined 550 acres at 82 properties ready for reuse; & leveraged $38.8M for community redevelopment creating 350 jobs. R7 worked with NE & MO to complete partial deletions at Omaha Lead (NE) & Callahan (MO) sites and led a EPA/State/local effort to complete Brown-field assessments of 551 parcels on 99-acre National Geospatial-Intelligence Agency's Next NGA West Campus St. Louis site ($2B investment & preserving 3,000 jobs). R7 helped develop conceptual reuse plans for 4 business sites in Dellwood, MO destroyed in 2014 riots & the St. Louis, MO vacant structure deconstruction program. **Cooperative Federalism.** R7 is building trust and strong working relationships with our partners by promoting/actively participating in joint planning & implementation discussions with R7 states from senior leaders through staff level contacts. Developed all processes, procedures & infrastructure, conducted education/outreach, & stood up Biosolids Center of Excellence's electronic data submission capacity, received & reviewed annual reports for 2K facilities across 42 states. We provide E-Enterprise Leadership Council and Executive Committee leadership & conducted 5 events through the State/EPA Process Improvement Network including joint Lean Six Sigma (LSS) training with MDNR in MO & AR and facilitating 2 LSS events for KDHE's Tanks Program. R7 proactively collaborated with States/OECA to discuss accuracy of publicly accessible electronic compliance monitoring data & make changes needed to ensure ongoing data quality excellence. **Rule of Law.** R7 is working to bring facilities into compliance. R7/HQ EPA/DOJ prevailed in liability bench trial (8-year investigation & preparation) against facility emitting 18,000 tons of SO_2 per year without control devices (violating New Source Review requirements). We finalized a precedent-setting national settlement structure for voluntary auditing of 28 facilities nationwide for potential RMP and GDC violations, installing foam fire suppression at 8 facilities, and $950K cash settlement. EPA/DOJ prevailed in litigation on a NPL site-& was awarded $11M response costs & civil penalties. R7 completed 8 SUPR enforcement instruments collecting $186K past costs & $3.5M work performance costs; completed $12.6M bankruptcy settlement to back pay response costs at 3 removal sites (2-KS; 1-MO).

4. Performance Reporting

Measure Area/Topic	Overall Status	Explanation of performance results
OLEM	6 Targets: 1 Met; 4 Exceeded; 1 Missed	Measure CA5: # of RCRA Facilities with Final Remedies Constructed – Target was 10; Estimate 7 Complete
OW	4 Targets: 4 Exceeded	
OECA	1 Target: UNK	Data Not Reported Until End of CY
OSCPP	1 Target: UNK	Data Not Reported Until End of CY

5. Other Efficiencies, Cost-Savings, and Administrative Accomplishments: Process Improvement: R7 completed multiple Lean projects & enhanced operational efficiencies across a variety of processes. Results included using Lean tools to determine an existing database could be modified to meet FOG training tracking; reducing review times (50%) & paper consumption (58%) for PSD and Title V permits; RCRA permitting process changes reducing renewal times by 80%; and automating several concurrence, records keeping, & approval processes. **Contracting, Grants, Financial Management:** Managed 39 Superfund State contracts for $35M in State Cost-Share, 21 site-specific cooperative agreements for $33M, 4 state cooperative agreements for $2.8M, and 22 interagency agreements totaling $36M. Awarded 2 Superfund site-specific contracts valued at $13.5M while completing audits & implementing findings-based improvements. We closed out 92.6% of expired grants and currently managing total of 264 ($456M). R7 also identified $18M in 175 ULO transactions for deobligation and reuse. **State & Nat'l Support:** As Lead Region for OECA/EJ, R7 communicates regional input on activities for OECA including Strategic Plans & Measures, and development of a national EJ planning/tracking/reporting tool.

United States Environmental Protection Agency
Organization Assessment of Performance

1. Organization: Region 8 **2. Fiscal Year: 2017**

3. Key Events/Issues/Challenges and Management Actions: Goal 1: Developing notice of proposed rulemaking for the Uinta Basin to reduce wintertime ozone levels • Finalized rulemaking to revise the MT Regional Haze FIP • Reached agreement with WY and Basin Electric for early installation of two selective non-catalytic reduction units and one selective catalytic reduction unit at the Laramie River Station • Awarded six State Diesel Emission Reduction Act grants to retrofit and replace school bus and non-road diesel engines preventing 375 tons of criteria air pollutants **Goal 2**: Implemented the Office of Water Protection reorganization creating an integrated program protecting R8 water resources • Issued the EPA's first in-situ uranium recovery project draft UIC Class III and V permits in SD, including extensive public outreach and tribal consultation • Acted on WY's Use Attainability Analysis (UAA), approving 99% of WY's proposed waterbody reclassifications, concluding a multi-year collaboration between WYDEQ and EPA with a precedential GIS-based approach to UAAs • Collaborated with 3 Army Corps districts and State fish and game agencies to develop a Stream Quantification Tool for WY and CO to better mitigate permitted stream impacts • Developed and executed a spring runoff sampling plan for the Animas River using R8 resources, saving 10's of thousands of dollars in proposed contractor costs • Concluded 404 permit reviews on 2 critical water supply projects dramatically decreasing their environmental impacts. • Worked with UT to clarify the problematic aspects of the NPDES program, expected to be one of the most expeditious resolutions of a petition to withdraw (less than 2 years) **Goal 3**: Implemented an adaptive management approach at Bonita Peak Mining District by taking removal actions while remedial investigation (RI) proceeds • Prepared an interim ROD to address lead and arsenic at CO Smelter that will help ~1,900 homes and allow work to begin while RI continues • Conducted 60 Emergency Preparedness Trainings & Exercises for 1721 people • Collaborated with UT highway departments to resolve an Environmental Objections NEPA rating for West Davis Corridor reducing the impact on the Great Salt Lake wetlands • In a remote part of ND, recovered 80% of a 12,000-barrel crude pipeline spill in Ash Coulee Creek in heavy winds and -50° F weather **Goal 4**: Completed a lead place-based initiative in Denver involving outreach, inspections, compliance assistance and on-going enforcement actions • Partnered with the City of Denver to integrate the lead RRP Rule, over 5,000 building permits per year will be reviewed. • Expanded the School Integrated Pest Management Program coverage to 644,476 students in UT; 564,882 students in CO, 43,945 students in WY and piloting the program in MT • In FY17 R8 issued / renewed ~338 Federal Certification Pesticide Applicator Licenses to applicators in Indian country **Goal 5**: Drinking water program led the country in 12 timely issued Emergency Administrative Orders • Lead place-based initiative in Denver led to 52 inspections resulting in five settled enforcement actions • Settlement between the U.S. and Slawson Exploration Company, Inc. to control air emissions from the company's storage tanks in ND will save 14,000 tons of air pollutants a year • Entered into a CWA NPDES administrative order with Crestwood Equity Partners, LP for an unauthorized 26,084 barrel discharge of produced water to Lake Sakakawea on the Fort Berthold Indian Reservation • R8 entered into an administrative Complaint and Consent Agreement and Final Order with Big West Oil and Flying J. Petroleum, Inc. for alleged violations of RCRA financial assurance requirements in WY, ND and UT • Obtained court stay of litigation and of EPA's final rule to allow reconsideration of UT regional haze • Partially settled WY regional haze litigation, providing environmental benefit for the public and regulatory certainty for a key utility **Cross Agency Strategy 4**: R8 is the first EPA office in the last 10 years to eliminate FOIA backlogs • R8 is leading the implementation of a $45M IT services contract that increases consistency in contracts and reduces workload burden by using the Working Capital Fund and combining four regions' IT services • Implementation of an employee engagement 3-year plan continued, activities included management training on PARS, first line supervisory training, and increased conduct advisories • Inclusion and diversity EVS score increased by 12% due to training, a regional leadership initiative, and an updated hiring process • Leading a $9.5M GSA space consolidation project and identified $50,000 - $100,000 in design drawings savings

4. Performance Reporting: R8 will meet 98% of our ACS measures and indicators • OAR: Completed 27 SIP actions, 19 were backlogged and 5 had consent decree deadlines **OECA:** Completed 1,119 inspections, referred 14 cases to DOJ; protected drinking water for 20,913 people; reduced, treated, or eliminated 29.4M pounds of air pollutants and 5.2M pounds of water pollutants **OLEM:** R8 Brownfields team assessed 172 Brownfield properties (goal 100), cleaned up 20 properties, made 94 acres and 33 properties ready for reuse, created 318 jobs and leveraged $118M; Completed 7 remedial actions including two portions of the CO Rocky Mountain Arsenal and one at the MT Libby Asbestos site **OW:** Completed 250 on-site evaluations of public water systems; Clean Water and Drinking Water State Revolving Funds funded 75 water quality projects totaling $206M and 95 drinking water projects totaling $154M

5. Other Efficiencies, Cost-Savings, and Administrative Accomplishments: Developed and implemented management tool to improve efficiency, transparency and accountability in compliance assistance, management and pipeline system management • Instituted electronic concurrence system reducing concurrence time from 174 to 40 days • The centralized travel management team reduced unpaid vouchers over 30 days by 90% ($33k to $3k) and number of unpaid vouchers by 89% (29 to 3) • R8 led efforts to design and develop a database that replaces 78 individual databases by housing QA documents, audits, and assessments and tracks NPM metrics in one consolidated database

Region 9 FY 2017 Organizational Assessment of Performance

Improve Air Quality: ■Approved AZ regional haze (RH) SIPs and rescinded FIPs for two power plants to incorporate utilities' preferred operating strategies while achieving emission reductions to meet RH goals. Revised two RH FIPs for AZ cement plants to incorporate State's and companies' alternative strategies. ■To address 94 nonattainment areas, completed 65 SIP actions ensuring that appropriate controls are in place to reduce pollution. Took 26 actions on backlogged SIPs, a cumulative 75% reduction in historic backlog. Provided $17M to stimulate investment in cleaner technology in South Coast and San Joaquin Valley, two CA areas with the worst air quality in the nation, by providing $17M that leveraged $48M in nonfederal funds to improve 7,400 pieces of highly polluting equipment. ■Approved CA's SIP for a dry lakebed with highest PM_{10} levels in country, incorporating innovative dust control measures developed with city, air district, and State. ■Determined that 7 areas achieved air quality standards resulting in 9.5 million people breathing cleaner air.

Water: ■Achieved TMDL milestone for Lake Tahoe, reducing fine sediments by 134 tons. ■Approved 5 CA TMDL with 92 pollutant-water combinations. ■Approved CA statewide mercury criteria, an order of magnitude more protective. ■Small Drinking Water System Action Plan resulted in 13% reduction in arsenic non-compliance and 71% reduction in lead action level exceedances from small systems. ■Approved 5 aquifer exemption requests, oversaw technical review of ~6,000 class II UIC wells and the closure of 57 in CA. ■Addressed sewage flows from Mexico into the U.S. via binational protocol, infrastructure needs assessment. ■Issued 16 CWA permits, including two of our most complex, Los Angeles and San Diego.

Chemical Safety: ■Certified 350 lead-based activities professionals in 10 states; all processed within 21 days. ■Provided training to ~850 public health professionals to protect children from environmental hazards. ■Responded to > 2,000 public inquiries on lead-based paint and prevention of childhood lead poisoning. ■Processed 60 applications for federal certification to apply Restricted Use Pesticides in Indian country. ■Processed 3,500 pesticide Notices of Arrival through Region 9 ports. ■Supported Hawaii in eliminating backlog of 700 pesticide inspection files.

Revitalize Land: ■Installed 14 vapor-intrusion (VI) mitigation systems for 5 residential and 9 school buildings, investigations are ongoing at 22 other NPL sites. ■Completed 123 Brownfields assessments, cleaning up 10 properties, leveraging $217M; trained 285 underserved adults as environmental technicians. ■On Navajo Nation, began uranium legacy removals at 17 sites and replaced 3 residences. ■Completed construction at copper mine, removing mine tailings and reconstructing creek for fish passage. ■Reached agreement with developer to perform soil vapor treatment prior to constructing 26 new homes at NPL site. ■Remediated As- and Pb-contaminated soils at 34 residences. ■With state partners, completed 650 leaking underground storage tank closures, 8 in Indian country. ■Final remedies constructed at 12 RCRA corrective action facilities. ■Managed $17M in capacity building funds for 112 tribes and 3 tribal consortia; cleaned up 28 open dumps, developed 27 solid waste mgt. plans. ■Administered $882K in Mexico Border funds to 13 projects, leveraging $250K from partners. ■Conducted in-home asthma interventions for 100 children in Imperial County. ■Completed closure of two Saipan and Guam landfills, both long-term pollution sources. ■Funded two projects for sustainable power on American Samoa, replacing expensive imported diesel.

Compliance: ■Secured $600M agreements for PRP clean-up of Navajo Nation abandoned uranium mines. ■Completed Omega consent decree requiring PRPs to design, construct, and operate ~ $70 million groundwater cleanup systems. ■Completed $160M PRP settlement at San Gabriel NPL site, funding remedy and 7 local water agencies. ■Recommended Customs and Border Protection (CBP) seize 23 shipments of illegal engines. ■Investigated national trucking companies for compliance with CA's in-use truck and bus rule, resulting in 5 settlements. ■Closed 18 illegal large-capacity cesspools in HI through 6 enforcement actions, better protecting coastal waters. ■Reviewed 72 NEPA EIS's (25% of national total); cooperating agency for over 30 EIS's. ■**Science:** ■R9 lab performed 1,293 vapor-intrusion analyses. Provided 250 on-site analyses. ■Performed 5,965 analyses, using 35 different analytical methods, for mine remediation projects. Generated 1.3 million water quality readings at streams affected by mine discharges. ■Performed 806 same-day analyses, hand delivered samples to States/tribes/locals, enabling immediate decisions about recreational waters.

Program	Metrics
Air	SIPs: Target 75, took 90 final SIP actions, 26 of which were from the SIP backlog.
Water	Target 88, achieved 89% of community water systems meeting all applicable health-based standards.
Land	Brownfields Properties Assessed: target 100, result 123; Brownfields Properties Cleaned Up, target 10, result 10; Risk Mge. Plan Inspections, target 30, result 30; Remedial Action Plans Completed: target 10, result 10.
Chemicals	Trained 560 state, county, and tribal pesticide inspectors and reached 21,000 farmworkers through outreach.
Compliance	Over 1.2 million lbs of pollutants reduced, treated or eliminated.

Efficiencies/Cost-Savings: ■**Financial:** ■Used 100% expiring funds, 99.7% of payroll, 97.3% FTE, 87% travel. ■Completed 7 LEAN projects, initiated 7, 4 under way. ■**Contracts/Grants:** ■Awarded $56M through 925 contract award actions. ■Issued RFPs for the Regional IT Contract ($45M) for Regions 7/8/9/10. ■**Human Capital:** ■42 external hires. ■**Facilities:** ■Developed strategy to reduce leased space 66% for laboratory and emergency response. ■Saved $500K by relocating the San Diego Border Office to federal space. ■Superfund Cost Recovery: completed 91 packages totaling $93M. ■**Media/Congressional: 145** press releases issued; **697** media queries fielded; **392** Congressional/intergovernmental inquiries. ■**Web/Social Media/Newsletter: 5,237,926** Visits to Region 9 Web Content; **6 newsletters**, each reaching up to **6,200 subscribers; 600 social media** posts reaching **18,000+ followers** via Facebook and **9,000+ via Twitter; 454** web projects, **154 new pages.** ■**Library/FOIA: 5,401** reference requests and public inquiries fulfilled; **677** FOIA requests received and fulfilled via FOIAonline; **90%** delivered on time. ■**Internal Communications: 340** all-hands messages, edited and distributed.

United States Environmental Protection Agency
Organization Assessment of Performance
Organization: Region 10 Fiscal Year: 2017

Air: Launched Seattle Ports Pilot project to **reduce emissions** & impacts on EJ comms. • Met all **PM2.5 attainment** plan deadlines • Deployed 3 staff as **Air Resource Advisors** to support Forest Service in addressing wildfire impacts • Completed Tribal G2G Consultation on the **Federal Air Rules for Reservations** • 1st time approval of authority for WA State's Energy Facility Site Evaluation Council to issue Prevention of Significant Deterioration permits • **Waste, RCRA, P2 & Chem:** Advanced **Backhaul Alaska** plan to remove solid & toxic waste from rural villages • School Food Share program recovered >50K lbs of wasted food & expanded to 6 districts & 3 states • Achieved Human Exposure Under Control at **Boeing Plant 2** (Duwamish) • **Water:** Issued final major muni permit implementing Lower Boise nutrient TMDL • Committed >$133M in grants for state & tribal SRF projects • Supported ID's completion of an IPDES program application & partnered on permitting & enf. capacity building; on track for 2018 approval decision • Approved 2 add'l Wetland Program Plans, boosting nation-leading total to 20 (15 tribes & 5 states) • Approved TMDLs in 20 watersheds, covering 181 water segments listed as impaired • Partnered w/OR to secure Portland Water Bureau commitments for treatment for **lead & Cryptosporidium**, significantly improving safety of drinking water • Partnered w/WA to update NPDES **CAFO** permit to streamline & modernize regs for WA farmers • Resolved litigation related to the proposed Pebble Mine in the Bristol Bay watershed • EPA/state/local/tribal/industry **E-Enterprise** pilot in the Nooksack (WA) watershed to field test real-time water sensor network • **Puget Sound:** Established PS Federal Task Force & adopted interim Action Plan; PS cooperative agreements in place under new funding model; 1,570 acres of commercial shellfish beds reopened; Completed PS **No Discharge Zone** determination requested by WA • **Enf.**: Secured **NOx, SO2 & PM reductions** through air violations settlement with Westward Seafoods • Completed lining at 1 **Yakima dairy lagoon** & secured commitments to line 9 additional lagoons to protect groundwater • Completed joint settlement w/AK to reduce City of Palmer pollutant discharges, protecting 5 species of salmon & endangered Beluga whales • Ensured drinking water protection for Nooksack Tribal members through UAOs & extensive compliance & technical assistance • CWA 404 enf. program ranked #1 in total no. of cases initiated & concluded • **Emerg. Response & Cleanup:** Completed **Portland Harbor ROD** & decided 3 disputes • **Upper Columbia River** cleanup underway to remove lead-contaminated soil from yds • **Bunker Hill** cleanup employed 400 people & removed 43K cu yds of contamination • Completed **45 BF site assessments & 5 cleanups**, resulting in >122 acres ready-for-reuse • BF grants produced over >$45M in leveraged funding & 93 jobs • Numerous state-requested & collaborative emerg. responses to deal with oil spills, gas leaks, natural disasters & haz. substance releases, including warehouse fire which deposited ash & asbestos in downtown Portland.

OAR	1/1 Met	Completed all SIP actions for this year. 1st & only Region to eliminate its historic backlog of SIP submittals by the end of FY17.
OW	4/4 Met	Met drinking water tribal & non-tribal targets to ensure comm. water systems meet all applicable health-based standards. Exceeded target for waterbodies attaining water quality standards. Reviewed 73 Army Corps of Engineers 404 Public Notices.
OLEM	8/11 Met/Exceeded	Completed 14/15 SF removals; 2/2 SF sites ready for anticipated use. BF: Exceeded target for assessments (45/35) and met cleanup target. LUST: 222 cleanups in R10.
OCSPP	1/1 Exceeded by more than 3x FY17	380,050 lbs of hazardous materials reduced through P2 State Grant activities in alignment with EPA's P2 national emphasis on hazardous chemical reductions.
OECA	No targets	700K lbs pollution reduced, treated, eliminated, $2M penalties. $26M injunctive relief. Civil cases: initiated 156, concluded 151.

Cross-Agency Strategy Accomplishments: Led interdisciplinary team to **reduce native pediatric asthma disparities** & urgent care visits • Provided assistance & worked w/ comm. to avoid nonattainment • Hosted **Smart Growth** Comm. Technical Assistance Workshops in 10 comm. to promote economic development, food, resiliency & revitalization • Collaborated w/ FEMA & local gov'ts to incorporate **green infrastructure & low impact development** into hazard mitigation plans to reduce flood risk & drought impacts • Engaged w/ Env. Canada, R8, numerous states & tribes to address transboundary water pollution, vessel traffic, airshed & oil spill impacts • Hosted **Annual Ag Forum** w/R10 states to discuss how EPA rules, regs & policies affect states • Expanded **NW Interagency Partnership for Sustainable Comms.** across multiple federal agencies to collaboratively address regional env. challenges • Worked w/46 Tribes to complete **ETEPs**; on track to complete 235 by FY18 **HPO**: Supported development of the R10 **Veterans Group** to host events & raise awareness • Launched R10 **Mentoring** Program • Formed the **Great Place to Work Council** to implement EVS Action Plan's 3 initiatives to **improve R10 work experience** • Achieved on-time & full implementation of the QA Field Activities Procedure update • Strengthened regional process for **confidential financial disclosure** reports to aid in identifying potential conflicts • Developed new onboarding process for new hires.

Efficiencies, Cost-Savings & Administrative Accomplishments: Utilized **99% NOA** $, **96% FTE** • Processed **730 grants ($291.5M)** • IASSC West processed **867 ($370.4M) IAs** • **98% Active ULOs** (597.1M/606.8M) • Successful execution of *VERA/VISP* • Improved Puget Sound ULOs from 23% to **16%** • Reconciled 77 SF Cost Recovery Packages ($47M) • Shifted to new transit card system for $75K savings • Held 11 **civil rights, EEO, diversity** educational programs & presentations • Established **Bi-Weekly Pay Cap SOP** (adopted by other regions) to strengthen internal controls & create efficiencies; developed new national approach for lifting the bi-weekly pay cap • Initiated the **Monthly Assurance Memo** to increase Office accountability & improve accuracy of payroll projections, resource utilization • **Lean**: Utilizing Lean tools to address PCB contamination in soil at Sea-Tac Airport & Clear Air Force base (AK) • Leaned NPDES permits process to reduce stage of permitting time by 50% • Completed lean for ADEC water quality assessment program.

Welcome!

Dial-in #: (202) 564-1700
Conference extension code: 1107762
Participant code: 234567

Deputy Chief of Staff

John Reeder

Talking Points for Senior Leaders
FY 2017 Budget

FY 2017 Budget

The current Continuing Resolution (CR) expires this Friday, April 28.

Congress is working to pass a funding bill that would provide EPA and many other agencies with a budget for the remainder of the fiscal year.

No details on the level of funding for EPA has been shared with the Agency.

Congress may not be able to complete work on a FY 2017 funding bill by this Friday, and so there is a chance that they could pass another CR that provides funding for an additional short period of time (e.g. one additional week to May 6).

In the event that the current CR expires and Congress is unable to pass a funding bill in time, then the Agency would need to proceed to shut down. We would follow our Contingency Plan for Shutdown, which is posted on EPA's website. (https://www.epa.gov/aboutepa/us-environmental-protection-agency-contingency-plan-shutdown)

We will keep you posted as we have more information.

Talking Points for Senior Leaders

Reforming the Gov't and Reducing the Workforce

Reforming the Federal Government and Reducing the Workforce

We will cover the details of these initiatives later in the SOD and provide you written taking points. But a couple of points:

Last week, our Acting Deputy Administrator shared recent guidance from OMB on implementing a comprehensive plan for reforming the Federal Government and reducing the workforce.

Given our resource situation, EPA will continue a freeze on external hiring. Very limited exceptions to this external hiring freeze may be permitted on a case by case basis with approval by the Acting Deputy Administrator.
However, internal reassignments may proceed where appropriate with SRO approval.

The OMB guidance also requires all agencies to begin taking immediate actions on near term workforce reductions.

In light of this guidance, EPA will begin the steps necessary to initiate an Early Out/Buy Out [Voluntary Early Retirement Authority (VERA)/Voluntary Separation Incentive Payment (VSIP) to be completed by the end of FY 2017.

We are also moving forward with developing an Agency Reform Plan, and an EPA workgroup comprised of headquarters and regional representatives has been formed to begin scoping out an approach to this plan.

We will be looking at ways we might restructure our organizations or streamline our operations so we can better deliver environmental and public health protection, and we will be seeking your ideas and input. Look for an invitation shortly to share your ideas and thoughts – we encourage your participation!

We will keep you informed as we move forward with all of these efforts.

Transition Matters

AO Acquisition Management

Acquisition Management

- Your help is needed in identifying a Contracts POC for each office.
- This individual will receive contracts information from Grants/Contracts Coordinator and Contracts Champion. Aim is to eliminate knowledge gaps and miscommunication with OAM.
- POC will be responsible for providing updates on contract actions to GCC and CC
- Prefer POC be a current COR or have some basic knowledge of the offices contracting actions.
- Please provide name of POC to Michael Quarles NLT April 28.

New Purchase Card System

Justification For Change

- Currently managing purchase card process in Lotus Notes.
- Lotus Notes scheduled to go away end of CY 2017, therefore, now is the time to migrate all AAShip's to a new purchase card application.
- New application being developed as a SharePoint Add-in.
- Redistributable throughout EPA's SharePoint
  - Every AAShip could have their own instance of the application
- Responsive, web-based user interface with configurable request types and approval processes

New Application Status

EPA Purchase Card Requests

My Requests
All Requests
New Request
Read Me
Admin

Home / My Requests

My Requests

Show 10 entries Search:

Title	Requestor	Submitted	Total	Status
Test Request	Parris, Scott	4/24/2017	$500.00	

Showing 1 to 1 of 1 entries Previous 1 Next

- Application nearing completion.
- Next steps:
  - User testing – Completed by 5/5
  - Submit to OEI for review – typically takes a week to review and deploy
  - Install & Configure and train AO purchase card holders

EPA Purchase Card Requests

My Requests
All Requests
New Request
Read Me
Admin

Home / All Requests / View Request

View Request

Request | Funding Info | Current Task

Title: Management Approval
Status:
Assigned To: Parris, Scott
Next Task: Purchase Card Approval
Next Assignee: Enter a name or email address...
Comment:

Approved | Denied | Reset

Timeline

Add a Comment

Comment
A Comment

Apr 24, 2017

Items

Show 10 entries | Search:

Title	Quantity	Unit Cost	Subtotal	Actions
asdf	1	$500.00	$500.00	
		Total	$500.00	

Showing 1 to 1 of 1 entries | Previous | 1 | Next

OAES Standing Report Outs and Updates

HR and Budget News

OAES STANDING REPORT OUTS

HR News

- **Administrative Professionals Day:**
  - April 25 – NACE Advisory Council Special Observance Event
  - April 26 – AO's Event in the Green Room (10:00 – 11:30 a.m.)
- **April 27 – AO Take Our Daughters and Sons to Work Day**
- **April 28 – All PARS mid-year discussions are to be completed**
- **April 30 – Maxiflex Pilot Begins**
- **May 3 - June 13 – Federal Employee Viewpoint Survey**
- **June 26 & 27 – HQ Inspection program conducted throughout AO**

OAES STANDING REPORT OUTS
RMS - FY 2017 Closeout Schedule

Key Dates:

- **May 19 –** *For headquarters only*, recommended deadline to submit grant applications selected for funding in the Grants and Interagency Agreement Management Division (GIAMD).
- **May 31 –** *For headquarters only*, Last day to submit to OAM procurement packages/requests that must be processed by September 30, 2017. Package submitted after this date are not guaranteed to be processed by September 30.
- **June 1 - 15 –** Window for offices to adjust actions that have to be awarded by year-end due to timing of the 2017 Appropriations Bill and the development of the operating plan.

At the November EMC meeting there was some discussion on the future needs of the Agency in terms of managing our resources.

With the CR now extending through next April, the likelihood of continuing constrained budgets for the Agency, and the changes inherent in the transition to a new Administration, we are being asked by senior leadership to think cooperatively and as a corporate body in formulating our future resource needs and operating plans.

Accordingly, at the behest of the Deputy Administrator, OCFO is conducting a 10% Hold Back exercise affecting remaining available carryover (FY 16/17) extramural balances across the Agency. AO will be impacted and no AO program will be exempt.

OAES STANDING REPORT OUTS
RMS - FY 2017 Closeout Schedule

Key Dates:

- **June 23 –** Last day for new commitments against FY 2016/2017 funds. For OGD, this is also the deadline to receive funding recommendations with expiring and no-year funds.
- **June 23 –** Last day for NPMs to reprogram BFY 2017/2018 funds and BFY 2017 no-year funds to the Regions. *(The last day for NPMs to reprogram expiring funds to the Regions was March 10, 2017)*
- **August 24 –** Begin weekly sweeps of available expiring funds balances over $5,000 at the RPIO level in Compass.

At the November EMC meeting there was some discussion on the future needs of the Agency in terms of managing our resources.

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OAES STANDING REPORT OUTS
Travel Card Training

- ***REMINDER:*** All agency travel cardholders are required to successfully complete the General Services Administration travel card training prior to use of the travel card.

- In addition, each travel cardholder must successfully complete the travel card refresher training every three years.

- As a result, all employees who hold a travel card issued on or before July 2014 are required to take the mandated travel card training located at GSA Travel Cardholder Training. This training should be completed by July 21, 2017.

In addition, recognizing the reality that we in AO also need to prepare for the challenges of this new fiscal environment as well, AO is also conducting a 10% tap of its own as part of the same hold back exercise.
The following slide will detail some of the identified AO corporate needs we currently are tracking.

OAES STANDING REPORT OUTS

AO FY17 Fiscal Awards

AO Awards Pool for FY 2017

Office	FY 17 Calculated Maximum	FY 17 Time Off Hours Maximum
IO	$32,907	238
OHS	$13,412	97
OCHP	$21,293	154
OEX	$20,187	146
OAES	$26,132	189
OSBP	$15,624	113
OCR*	$50,605	366
SAB	$29,865	216
OPA	$53,786	389
OEE-OPEE	$25,026	181
OCIR	$71,345	516
OP	$194,817	1409
TOTAL	$555,000	4014
** Includes approximately $16,548 for OGC section*		

All funding for monetary award requests must be submitted to your assigned program analyst no later than June 1st.

In addition, recognizing the reality that we in AO also need to prepare for the challenges of this new fiscal environment as well, AO is also conducting a 10% tap of its own as part of the same hold back exercise.
The following slide will detail some of the identified AO corporate needs we currently are tracking.

New Business

Workforce Reshaping Initiative

EPA Workforce Reform / Reduction Timeline of Events

- April 12, 2017, Guidance issued to all Federal Agencies on implementing a comprehensive plan for reforming the Federal Government and reducing the workforce.

- April 2017, Agency Workgroup formed to begin scouting out approach to developing an Agency Reform Plan.

- April 2017, Workgroup made decision to extend Agency freeze on external hiring. Very limited exceptions may be permitted on case by case, with approval by Acting Deputy Administrator. Internal re-assignments may continue where appropriate, however, SRO approval will be required if the reassignment is across NPMs or regions.

- April 2017, OARM issued supplemental guidance to assist NPMs and regions to assist in plan development.

- June 30, 2017, Four deliverables due to OPM:
  - 1. Draft Agency Reform Plan
  - 2. Draft Agency FY 2018 – 2022 Strategic Plan
  - 3. Draft Workforce Reduction Plan; and
  - 4. Plan to Maximize Employee Performance
  - ❖ Final plans for 1,2, & 3 above due to OMB in September along with Budget submission

- September 30, 2017, Early out/buyout (VERA/VSIP) program complete.

AA's Workforce Reform/Reduction Specific Tasks

- Each NPM to provide a one page draft workforce reshaping proposal for their programs **NLT May 5, 2017**. Focus is on current organization structure and achieving efficiencies. Be prepared to meet with OARM to discuss draft.
- Prepare a brief, no more than 2 pages office-specific business case using VERA/VSIP instructions and checklist.
- Populate the Targeted Positions Template Excel file for your office.
- Each Offices' submittal will be compiled into one, agency-level VERA/VSIP proposal that will ultimately be submitted to OPM and OMB for review and approval **NLT May 24, 2017**.

To Meet New Priorities and Reform, we must...

- Reduce Higher grades; specifically non-supervisory GS 13,14 & 15's.
- Minimize duplication amongst offices, e.g., admin support.
- Consolidate like functions.
- Discontinue selected functions.
- Reshape or redesign positions.
- Establish new career development tracks for employees.

AO Time Line for Due Outs

DUE OUTS FOR DRAFT AO REFORM PLAN		
DATE	ACTION	OWNER
25-Apr-17	Prepare draft proposal for John Reeder	OAES
27-Apr-17	Send to offices and R8 for comments	PDAAs, SODs, & R8
2-May-17	Comments due to OAES	PDAAs & SODs
3-May-17	Prepare AO final Plan	OAES
4-May-17	Send final Plan to OARM	OAES
8-May-17	Send final Plan to OA for FYI	OAES

DUE OUTS FOR AO VERA VISP PLAN		
DATE	ACTION	OWNER
25-Apr-17	Share information package with offices	OAES
27-Apr-17	Schedule meeting with individual offices to discuss proposal	OAES
2-May-17	Meeting with offices to discuss AO general process	OAES
2-May-17 thru 10-May-17	Follow up with program offices to discuss individual office options/proposal	PDAAs & SODs
15-May-17	Analayze proposals and populate AO template - share for comments	OAES
18-May-17	Provide feedback to OAES	PDAAs & SODs
23-May-17	Incorporate changes and meet with John Reeder to finalize AO Proposal. Send final Plan to OARM	OAES
24-May-17	Submit AO final plan to OARM	OAES

Voluntary Early Retirement and Voluntary Separation Incentive Authorities

What is Voluntary Early Retirement Authority ?

VERA (or Early-Out) allows agencies that are undergoing substantial restructuring, reshaping, downsizing, transfer of function or reorganization to temporarily lower the age and service requirements in order to increase the number of employees who are eligible for retirement.

- Encourages voluntary separations and helps the agency complete the needed organizational change with minimal disruption to the work force.
- Eligible employees receive an immediate annuity years before they would be otherwise eligible.
- Use of the authority requires OPM approval.

VERA Eligibility

The employee must:

- Meet the minimum age and service requirements and be:
  - At least age 50 with at least 20 years of creditable federal service, or
  - Any age with at least 25 years of creditable federal service;
- Have served in a position covered by the OPM authorization for the minimum time specified by OPM (usually 30 days prior to the date of the agency request);
- Serve in a position targeted by the agency's VERA plan; and
- Separate by the close of the early-out period.

What is Voluntary Separation Incentive Payment?

VSIP (or Buy-Out) allows agencies that are downsizing or restructuring to offer employees lump-sum payments up to $25,000 as an incentive to voluntarily separate.

- May be offered to employees who are in surplus positions or have skills that are no longer needed in the workforce and who volunteer to separate by resignation, optional retirement or by voluntary early retirement.
- Some employees may be eligible for VERA and VSIP and can take both (i.e., retire early with a lump-sum incentive).
- Use of the authority requires OPM approval.

VSIP Eligibility

The employee must:

- Be serving in an appointment without time limit;
- Be currently employed by the executive branch of the federal government for a continuous period of at least 3 years;
- Be serving in a position covered by the agency VSIP plan (i.e., in the specific geographic area, organization, series and grade); and
- Apply for and receive VSIP approval.

VSIP Ineligible

- Reemployed annuitants;
- Eligible for disability retirement;
- Have received a decision notice of involuntary separation for misconduct or poor performance;
- Previously received any VSIP from the federal government;
- Recipient of a student loan repayment during the 36-month period preceding the date of separation;
- Recipient of a recruitment or relocation incentive during the 24-month period preceding the date of separation; and
- Recipient of a retention incentive during the 12-month period preceding the date of separation.

VERA and VSIP ARE NOT…

- A short-term solution for budget cuts; the focus of your business case should be on addressing shifts in agency priorities.
- For positions that have direct hire authority or are paying recruitment incentives, e.g. IT Specialist (Information Security).
- To be used to deal with employees with performance or conduct issues.

Open Discussion

Deputy Chief of Staff

John Reeder

Welcome!

Dial-in #: (202) 564-1700
Conference extension code: 1107762
Participant code: 234567

Deputy Chief of Staff

John Reeder

Transition Matters

AO Acquisition Management

Acquisition Management

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- This individual will receive contracts information from Grants/Contracts Coordinator and Contracts Champion. Aim is to eliminate knowledge gaps and miscommunication with OAM.
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New Application Status

EPA Purchase Card Requests

My Requests
All Requests
New Request
Read Me
Admin

Home / My Requests

My Requests

Show 10 entries Search:

Title	Requestor	Submitted	Total	Status
Test Request	Parris, Scott	4/24/2017	$500.00	

Showing 1 to 1 of 1 entries Previous 1 Next

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  - Install & Configure

EPA Purchase Card Requests

My Requests
All Requests
New Request
Read Me
Admin

Home / All Requests / View Request

View Request

Request | Funding Info | Current Task

Title: Management Approval
Status: [illegible]
Assigned To: Parris, Scott
Next Task: Purchase Card Approval
Next Assignee: Enter a name or email address...
Comment:

Approved | Denied | Reset

Timeline

Add a comment

Comment
A Comment

Apr 24, 2017

Items

Show 10 entries | Search:

Title	Quantity	Unit Cost	Subtotal	Actions
asdf	1	$500.00	$500.00	
		Total	$500.00	

Showing 1 to 1 of 1 entries | Previous | 1 | Next

OAES Standing Report Outs and Updates

HR and Budget News

OAES STANDING REPORT
OUTS & HR News

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OAES STANDING REPORT OUTS
RMS - FY 2017 Closeout Schedule

Key Dates:

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- **June 23 –** Last day for NPMs to reprogram BFY 2017/2018 funds and BFY 2017 no-year funds to the Regions. *(The last day for NPMs to reprogram expiring funds to the Regions was March 10, 2017)*
- **August 24 –** Begin weekly sweeps of available expiring funds balances over $5,000 at the RPIO level in Compass.

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OAES STANDING REPORT OUTS
Travel Card Training

- ***REMINDER:*** All agency travel cardholders are required to successfully complete the General Services Administration travel card training prior to use of the travel card.
- In addition, each travel cardholder must successfully complete the travel card refresher training every three years.
- As a result, all employees who hold a travel card issued on or before July 2014 are required to take the mandated travel card training located at GSA Travel Cardholder Training. This training should be completed by July 21, 2017.

In addition, recognizing the reality that we in AO also need to prepare for the challenges of this new fiscal environment as well, AO is also conducting a 10% tap of its own as part of the same hold back exercise.
The following slide will detail some of the identified AO corporate needs we currently are tracking.

New Business

Workforce Reshaping Initiative

EPA Workforce Reform/Reduction Timeline of Events

- April 12, 2017, Guidance issued to all Federal Agencies on implementing a comprehensive plan for reforming the Federal Government and reducing the workforce.
- April 2017, Agency Workgroup formed to begin scouting out approach to developing an Agency Reform Plan.
- April 2017, Workgroup made decision to extend Agency freeze on external hiring. Very limited exceptions may be permitted on case by case, with approval by Acting Deputy Administrator. Internal re-assignments may continue where appropriate, however, SRO approval will be required if the reassignment is across NPMs or regions.
- April 2017, OARM issued supplemental guidance to assist NPMs and regions to assist in plan development.
- June 30, 2017, Four deliverables due to OPM:
  - 1. Draft Agency Reform Plan
  - 2. Draft Agency FY 2018 – 2022 Strategic Plan
  - 3. Draft Workforce Reduction Plan; and
  - 4. Plan to Maximize Employee Performance
  - ❖ Final plans for 1,2, & 3 above due to OMB in September along with Budget submission
- September 30, 2017, Early out/buyout (VERA/VSIP) program complete.

AA's Workforce Reform/Reduction Specific Task

- Each NPM to provide a one page draft workforce reshaping proposal for their programs **NLT May 5, 2017**. Focus is on current organization structure and achieving efficiencies. Be prepared to meet with OARM to discuss draft.
- Prepare a brief, no more than 2 page office-specific business case using VERA/VSIP instructions and checklist.
- Populate the Targeted Positions Template Excel file for your office.
- Each Offices' submittal will be compiled into one, agency-level VERA/VSIP proposal that will ultimately be submitted to OPM and OMB for review and approval **NLT May 24, 2017**.

To Meet New Priorities and Reform, we must…

- Reduce Higher grades; specifically non-supervisory GS 13,14 & 15's.
- Minimize duplication amongst offices, e.g., admin support.
- Consolidate like functions.
- Discontinue functions.
- Reshape or redesign positions.
- Establish new career development track for employees.

AO Time Line for Due Outs

DUE OUTS FOR DRAFT AO REFORM PLAN		
DATE	ACTION	OWNER
25-Apr-17	Prepare draft proposal for John Reeder	OAES
27-Apr-17	Send to office and R8 for comments	PDAAs, SODs, & R8
2-May-17	Comments due to OAES	PDAAs & SODs
3-May-17	Prepare AO final Plan	OAES
4-May-17	Send final Plan to OARM	OAES
8-May-17	Send final Plan to OA for FYI	OAES

DUE OUTS FOR AO VERA VISP PLAN		
DATE	ACTION	OWNER
25-Apr-17	Share information package with offices	OAES
27-Apr-17	Schedule meeting with individual office to discuss proposal	OAES
2-May-17	Meeting with offices to discuss AO general process	OAES
2-May-17 thru 10-May-17	Follow with program offices to disccuss individual office options/proposal	PDAAs & SODs
15-May-17	Analayze proposals and populate AO template - share for comments	OAES
18-May-17	Provide feedback to OAES	PDAAs & SODs
23-May-17	Incorporate changes and meet with John Reeder to finalize AO ProposalSend final Plan to OARM	OAES
24-May-17	Submit AO final plan to OARM	OAES

Voluntary Early Retirement and Voluntary Separation Incentive Authorities

What is Voluntary Early Retirement Authority ?

VERA (or Early-Out) allows agencies that are undergoing substantial restructuring, reshaping, downsizing, transfer of function or reorganization to temporarily lower the age and service requirements in order to increase the number of employees who are eligible for retirement.

- Encourages voluntary separations and helps the agency complete the needed organizational change with minimal disruption to the work force.
- Eligible employees receive an immediate annuity years before they would be otherwise eligible.
- Use of the authority requires OPM approval.

VERA Eligibility

The employee must:

- Meet the minimum age and service requirements and be:
  - At least age 50 with at least 20 years of creditable federal service, or
  - Any age with at least 25 years of creditable federal service;
- Have served in a position covered by the OPM authorization for the minimum time specified by OPM (usually 30 days prior to the date of the agency request);
- Serve in a position targeted by the agency's VERA plan; and
- Separate by the close of the early-out period.

What is Voluntary Separation Incentive Payment?

VSIP (or Buy-Out) allows agencies that are downsizing or restructuring to offer employees lump-sum payments up to $25,000 as an incentive to voluntarily separate.

- May be offered to employees who are in surplus positions or have skills that are no longer needed in the workforce and who volunteer to separate by resignation, optional retirement or by voluntary early retirement.
- Some employees may be eligible for VERA and VSIP and can take both (i.e., retire early with a lump-sum incentive).
- Use of the authority requires OPM approval.

VSIP Eligibility

The employee must:

- Be serving in an appointment without time limit;
- Be currently employed by the executive branch of the federal government for a continuous period of at least 3 years;
- Be serving in a position covered by the agency VSIP plan (i.e., in the specific geographic area, organization, series and grade); and
- Apply for and receive VSIP approval.

VSIP Ineligible

- Reemployed annuitants;
- Eligible for disability retirement;
- Have received a decision notice of involuntary separation for misconduct or poor performance;
- Previously received any VSIP from the federal government;
- Recipient of a student loan repayment during the 36-month period preceding the date of separation;
- Recipient of a recruitment or relocation incentive during the 24-month period preceding the date of separation; and
- Recipient of a retention incentive during the 12-month period preceding the date of separation.

VERA and VSIP ARE NOT…

- A short-term solution for budget cuts; the focus of your business case should be on addressing shifts in agency priorities.
- For positions that have direct hire authority or are paying recruitment incentives, e.g. IT Specialist (Information Security).
- To be used to deal with employees with performance or conduct issues.

Open Discussion

Deputy Chief of Staff

John Reeder

SOD/AA MEETING

25 April 2017

Welcome!

Dial-in #: (202) 564-1700
Conference extension code: 1107762
Participant code: 234567

Deputy Chief of Staff

John Reeder

Chief of Staff

Ryan Jackson

Transition Discussion

AO Acquisition Management

Acquisition Management

- In an effort to create a more effective and informative contracts program we request Contracts POCs from each Office
- POC will receive contracts information from Grants/Contracts Coordinator and Contracts Champion eliminating knowledge gaps and miscommunication with OAM
- Also POC will provide updates on contract actions to GCC and CC
- POC could be a current COR or another person designated person within each Office

New Purchase Card System

Reasons

- Current application is in Lotus Notes
- Need to migrate away from Lotus Notes by end of CY 2017
- Every AAShip needs a purchase card app of some sort

- Developed as SharePoint Add-in
- Redistributable throughout EPA's SharePoint
  - Every AAShip could have their own instance of the application
- Responsive, web-based user interface
- Configurable request types and approval processes

Status

- Application is mostly complete
- Next steps:
  - User testing – Completed by 5/5
  - Submit for review – typically takes a week to review and deploy
  - Install & Configure

OAES Standing Report Outs and Updates

HR and Budget News

OAES STANDING REPORT OUTS
HR News

- **Administrative Professionals Day –**

  Events are being held today and Wednesday, April 26

  - NACE Advisory Council Special Observance Event
  - AO's Event

- **AO Take Our Daughters and Sons to Work Day is Thursday, April 27**

  Events planned from 9 a.m. – 3:30 p.m. ***See agenda (handout)***

- **2017 Federal Employee Viewpoint Survey – Available from May 3 – June 17**

  - For part and full-time career employees onboard as of October 31, 2016
  - In addition to an Agency-wide campaign, all of us will need to encourage participation.
  - *See the handout for the 2015 response rates and for the names of the offices that received second-level (and in the case of the Office of Policy), third level reports.*

AO's FY 2017 PARS Mid-Year Performance Discussions

Are to be completed by Friday, April 28, 2017

- Certifications from your office are to be sent to Charmaine McDuffie with a cc: to Twanna Lesperance by May 12, 2017.
- Use the ***AO Performance Discussion Guide*** as it provides excellent tips on how to foster and sustain effective, two-way conversation.
- These discussions are an opportunity to review position descriptions and to ensure position descriptions are current and appropriately classified.
- Managers with new concerns or existing issues regarding an employee's performance should contact Nicole Patterson, AO's LER Specialist.

For

OAES STANDING REPORT OUTS
HR News

- **Maxiflex Pilot – April 30**

More to add

- **Headquarters Inspection Program – June 26 and 27**

More to add

OAES STANDING REPORT OUTS
RMS- FY 2017 Closeout Schedule

Key Dates:

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- **Wednesday, May 31, 2017.** ***For headquarters only***, Last day to submit to OAM procurement packages/requests that must be processed by September 30, 2017. Packages submitted after this date are not guaranteed to be processed by September 30.
- **Thursday, June 1, 2017 – Thursday, June 15, 2017.** Window for offices to adjust actions that have to be awarded by year-end due to timing of the 2017 Appropriations Bill and the development of the operating plan.
- **Friday, June 23, 2017.** Last day for new commitments against **FY 2016/2017** funds. For OGD, this is also the deadline to receive funding recommendations with expiring and no-year funds.
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- **Thursday, August 24, 2017.** Begin weekly sweeps of available expiring funds balances over $5,000 at the RPIO level in Compass.

[DateTime] U.S. Environmental Protection Agency 15

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The following slide will detail some of the identified AO corporate needs we currently are tracking.

New Business

Workforce Reshaping Initiative

April 2017

NEW GUIDANCE FOR AGENCY FREEZE

- Freeze continues on external hiring
  - Very limited exceptions to external hiring
  - Case-by-case basis with approval by the Acting Deputy Approval
  - All requests must be submitted through John Reeder
- Internal reassignment may proceed
  - SRO approval is required for reassignments across NPMs and regions
  - OAES will modify the Hiring Request Form to reflect new guidance

Reforming the Federal Government and Reducing the Workforce

- OMB issued guidance on implementing a comprehensive plan (Memo dated 4/12/2017)
- Four required deliverables by **June 30, 2017** **(NEED AO DATE)**
  - Draft Agency Reform Plan
  - Draft Agency FY 2018 – 2022 Strategic Plan
  - Draft Workforce Reduction Plan;
  - Plan to Maximize Employee Performance
- Mike Flynn (Acting Deputy Administrator) notified Senior Officials in Memo dated 4/17/2017

EPA Workforce Reshaping Information

- OARM provided materials to guide the Agency through preparing the workforce reshaping submission.
- In general should:
  - focus on your current organizational structure and achieving efficiencies
  - ***work with the (lead region) to draft a proposal for their programs where appropriate***
  - Submit **one page proposal** and send it OARM by **May 5th**
- OARM will compile this information and schedule individual meetings to discuss each office-wide proposal

Voluntary Early Retirement and Voluntary Separation Incentive Authorities

April 2017

Voluntary Early Retirement Plan (VERA)
Voluntary Separation Incentive Plan (VISP)

- All office-specific information will be rolled up into one agency-level business case.
- The agency-level VERA/VSIP proposal will be sent to OPM and OMB review and approval
- Office submittal is due **no later than May 24, 2017** (NEED AO DATE)
- Submittal package includes:
  - Two-page summary of your business case – must use specific case checklist
  - Completed Targeted Positions Template for your office
  - Current and proposed post VERA/VSIP organization chart for your office

Purpose & Goals for VV

- Reshape its workforce skill mix to address programmatic directions and strengthen technical expertise;
- Reduce administrative duplication through efficiencies and technology;
- Reshape AO's workforce, recognizing the need for new skills in key areas of AO ;
- Create hiring opportunities to correct significant competency gaps;
- Reduce and rebalance the current top-heavy GS-13/14/15 non-supervisor grade structure;
- Implement a strategic workforce succession plan to ensure mission critical positions are filled; and
- Assist in reaching lower FTE ceilings and controlling escalating payroll costs.

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VERA and VSIP ARE NOT

- A short-term solution for budget cuts; the focus of your business case should be on addressing shifts in agency priorities.
- For positions that have direct hire authority or are paying recruitment incentives, e.g. IT Specialist (Information Security).
- To be used to deal with employees with performance or conduct issues.

JUSTIFICATIONS MUST INCLUDE:

- Detailed summary of how the authorities will be used and the anticipated results.
- An explanation why the requested incentive(s) are an appropriate strategy for making the required workforce adjustments.
- The total number of employees expected to be affected and expected to take advantage of the incentive(s).
- Anticipated budget impact, i.e., direct costs and estimated savings
- Detailed list of positions that will be impacted and offered the incentive(s) identified by organizational unit, geographical location, occupational category, grade level and any other relevant factors.
- An explanation of how the organization will operate without the eliminated positions.
- Current and proposed organizational charts.

THINGS TO REMEMBER

- Use the instructions in the VERA/VSIP Checklist to develop your office's business case.
- Populate the Targeted Positions Excel template provided by OHR.
- Have a plan and be specific.
- Link justification to workforce and succession plans.
- If addressing "strategic goals" explain what those are.
- Don't use phases that target age such as "maturing workforce."
- No requirement to request both VERA and VSIP.

TARGETING POSITIONS

- Target positions, not employees.
- Do not target critical positions, required positions (e.g., Budget Officer) or direct hire positions (IT Security, Contract Specialists).
  - SES positions will require additional information (e.g., does the agency plan to return the slot?)
- Targeted positions must be restructured (different grade, series, duties) or eliminated if vacated via VERA/VSIP;
  - If the targeted position must remain in the same series and FPL, OPM will request current and proposed PDs and additional information to confirm restructure.
- Can't target positions for the sole purpose of providing promotional opportunities to remaining staff.

THE PROCESS

- In contrast to 2104/15 VERA/VSIP efforts, EPA will submit only one, agency-level VERA/VSIP business case proposal.
- Program/Region completes Targeted Positions Template and abbreviated, two-page business case based on parameters delineated in V/V Checklist. Office submissions will be compiled by OHR into one OMB/OPM submission.
- Offices submit draft to OARM/OHR for review and feedback.
- Informal review of agency-level proposal by OPM and OMB.
- Submit package for Acting AA of OARM's approval and signature.
- Submit officially to OPM and OMB.
- Receive Approval.

OHR CONTACTS

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Open Discussion

Deputy Chief of Staff

John Reeder

Office of the Administrator (AO) VERA/VSIP Business Case

Business Case

The Office of the Administrator's (AO) rational / strategic approach to meet the challenges presented by the federal directive to Reshape the Workforce, while ensuring that we can advance the Agency / Administrator's goals and priorities now and beyond the FY 2018 targeted reductions include requesting VERA/VSIP authority. The Office of the Administrator over the course of many years has become one of the most highly graded organizations in the agency. Given federal directives and budget realities it is clear that we must change and "right grade" our workforce. As part of our strategic vision, we will continue to evaluate how well AO's organizational structure and staffing meets the Agency's needs; ensuring that AO operates efficiently and effectively. Consequently, AO requests to:

1. Offer the VERA/VSIP to a generally broad segment of the AO workforce. We believe given the potential for draconian workforce shaping initiatives based on possible FTE reductions in the FY18 budget, it is prudent to maximize this tool with in each offices' ability to cover losses for a period of time. Additionally, we believe this inclusive approach will allow the majority of AO employees to decide if this is the right time for them to accept the VERA/VSIP rather than management deciding for them by limiting the positions we targeted.
2. Restructure, reduce and rebalance the current top-heavy, non-supervisory GS-14/15 grades in order to create backfill opportunities for recruiting at lower grade levels. There has been a significant rise in nonsupervisory high-graded GS-14 and GS-15 positions in AO; these positions represent nearly half of our entire staff.
3. At a later date reshape workforce to reflect changes in programmatic direction; strengthen technical programmatic expertise with the appropriate skill mix; and maximize administrative support positions.
4. We will conduct ongoing assessments to ensure that AO's organizational structure meets current and future operational needs. Each Associate Administrator and Staff Office Director will continue to discuss their organization's priorities with the Chief of Staff and Deputy Chief of Staff. These structured meetings will specifically discuss how AO will advance the Administrator's priorities for the remainder of FY17 and begin analysis of FY18 conditions as information becomes more available. These discussions will enable refined assessment of the workforce, budget, and efficiencies across AO. As well as set priorities and develop action items AO-wide. Additionally, these discussions will aid in identifying potential savings and synergies to maximize effective utilization of AO's resources.

Information Required for VERA and VSIP Requests

The attached spreadsheet identifies specific positions to be restructured. Overall we have targeted 139 positions of 339 positions. (339 does not include political appointees) Of the targeted positions, 110 of the 152 are GS-13 or higher all non-supervisory. We intend to offer VERA/VSIP to restructure a maximum of 64 positions in AO. All positions, with the exception of one SL level position which will be eliminated that are offered VERA/VSIP will be restructured, primarily at a lower grade level. AO will continue to identify opportunities to improve the efficiency and effectiveness of the existing workforce by offering opportunity to train and develop staff through creative approaches using short-term assignments via Skills Marketplace; details through Talent Hub; and opportunities to participate in training and developmental programs. In addition, AO will continue to seek ways to streamline processes; eliminate or modify areas of redundancy, and encourage our workforce to join networks to share new methods and resources for performing the day-to-day work in support of the office mission and the Administrator's overall goals.

Finally, each office has developed a plan to maintain office functions while positions are restructured and re-staffed. Their selection of positions to be offered is predicated on their ability to restructure the position and hire employees with new skills and at lower grade levels to meet future requirements – up to their AO designated FTE ceiling.

Both the VERA and VSIP opportunities will be offered to staff in targeted series in all 12 individual offices within the Office of the Administrator. Targeting decisions were made by senior managers based on the specific mission needs required to reshape the workforce and lower the overall PC&B salary base. This proposal sets a maximum number of VSIPs to be offered for each series in each office. Decisions on who receives VSIPs will be made on the basis of seniority. Again, and we cannot emphasize this enough, these offers are based on an understanding that these offices will be allowed to restructure position and staff up to their AO authorized FTE ceiling.

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Office of the Administrator (AO) VERA/VSIP Business Case

NOTE: Given the pool of available candidates across our offices, if AO does not receive a high percentage of applicants at the GS-15 or GS-14 levels in any particular office, we request the flexibility to increase (or decrease) the offer number in one or more categories, as long as our total reduction does not exceed a total of 65.

VSIP-Specific Information

The attached spreadsheet identifies the details of the specific positions to be offered VSIP and restructured. Within AO all the positions offered VERA/VSIP are to be restructured, primarily at a lower grade level with only one exception as noted above. The maximum amount of voluntary separation incentive payments to be offered in AO is 65. In AO everyone that is early out (VERA) is VSIP eligible as well. Our organizational charts are attached – AO is not making any changes to its organizational structure at this time. However, we continue to assess potential opportunities to gain greater efficiencies.

VERA-Specific Information

The total number of position with the Office of the Administrator potentially undergoing change is the 65 offers will be accepted. The attached spreadsheet identifies the details of the specific positions to be offered VERA and restructured. Within AO all the positions offered VERA/VSIP are to be restructured, primarily at a lower grade level expect one. AO does not have any employees in the program who will be involuntarily separated, downgraded, transferred, or reassigned as a result of these actions. AO has a total number of 75 employees eligible for early retirement. The estimated total number of employees in the Office of the Administrator who are "likely" to take early retirement is approximately 30, which is about 40% of the total eligible employees.

The Office of the Administrator plans to offer opportunities for temporary assignments with possible reassignments; using Talent Hub to post opportunities for lateral reassignments; and allow offices to recruit, where needed at the lowest grade level possible, for specific skillsets that are not available within the Agency. These recruitments will include the restructured position to decrease in total of the overall non-supervisory GS-14/15 positions.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x $25,000	$ Amount $ 1,625,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool $64.09 x 240 x 65 of Targeted Positions}	$ Amount $ 999,804
Total Maximum Direct Costs	$ Sum $ 2,624,804

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	$70,252,000	$ 70,252,000
B. VERA/ VSIP Payout Cost	$ 1,625,000	
C. Leave Payout Cost	$ 999,804	
D. Post VERA/VSIP Annual Payroll Cost	$ 61,720,339	$65,438,323
E. Payroll for # New Hires **(GS 7,9,11) $28.35 x 240 x 65 of Targeted Positions**	$ 3,773,952	
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	**$ 2,132,905**	
G. Pre-VERA/VSIP Annual WCF Cost	$ 5,375,245	
H. Post VERA/VSIP Annual WCF Cost	$ 5,051,998	
I. WCF for # New Hires	$ 317,923	
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	$ 5,323	$ 5,323
Projected Savings with VERA/VSIP (F + J)	**$ 2,178,228**	**$4,819,000 (A-D+J)**

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SOD/AA MEETING – 16 May 2017

Welcome!

Dial-in #: (202) 564-1700
Conference extension code: 1107762
Participant code: 234567

Chief of Staff

Ryan Jackson

Deputy Chief of Staff

John Reeder

AO Acquisition and Assistance Programs

Grants and Contracts Overview
May 2017

U.S. Environmental Protection Agency

Grants

- The current Grants situation is stable with Agency Benchmarks being met.
- Grants Baseline AO 95% compliant/ Agency Target 95%
- 20 total active grants within the AA Ship
- 1 solicitation for OSDBU for $88k will be awarded by Feb 2018
- 4 Grants selected for the Post Award Monitoring Plan (PAMP) due date is June 30, 2017
- Meet and Greet training session in May

Interagency Agreements (IAs)

- **27 Total active IAs**
- **IA Baseline AO 97% compliant/ Agency target 75%**
- **IA Training to be provided in May with Grants meet and greet**

Contracts Overview

- 67 current contracts
- Over $14.9 million in total contracts obligations
- 90 current CORs
- 27 actions on the contracts pending list for over $1.8 million
- Meet and greet session later this month/early June

Meet and Greet may occur in early June

Contracts Strategic Challenges

- OAM's instability as an organization (Improving)
- Current culture not conducive to accountability
- Decentralized
- Resistant to centralized oversight / support

Contract Issues

- Need for better / accurate information
- Improvement of general contracts knowledge
- Improvement of processes, policies and procedures
- Incomplete PRs sent to OAM
- Too many PRs that require immediate action

Contract Issues

- Expired/uncertified CORs submitting packages
- Current CORs not in EAS or unable to use EAS
- CORs leaving without turning over files or notifying Grant/Contracts Coordinator (GCC)
- No true OAM reporting system
- Improvement in records keeping

Contract Recommendations

- Provide training for the entire COR group
- Create standard policies and procedures
- Create accountability standards
- Incentivize CORS

COR Training

- GCC to set up and/or provide training on a monthly then quarterly basis
- Create brownbag sessions with OAM
- Provide on the spot training for CORs
- Allow others with institutional knowledge to provide training (SBO, 5170 Coordinator)

Policies and Procedures

- Establish contracts standard operating procedures (SOP) for AO
- Create procedural guides (routing, EAS, and forms needed for funding)
- Seek OAM, JRO, and senior management input
- Ask SODs to actively support policies and procedures
- Maintain and empowered AO level Grants Contracts Coordinator

Accountability Standards

- Develop accountability standards with direction from SRO, JRO, and SODs
- Get feedback from Contracts workgroup
- Fully explain expectations to COR community
- Enforce standards as necessary via management

Incentivize CORS

- Allow COR community to voice concerns regularly
- Send COR's management recognition emails for excellent work
- Establish acquisition recognition awards similar to grants program (work with OAM to develop)
- Form COR workgroups to discuss issues and develop improved processes

Long-term Goals

- **Build an award winning and flexible program**
- **AO serves as the benchmark for EPA in Grant, IAs, and Contracts**

Conclusion / Questions

- AO is faced with many contract issues which will require singular focus and multi-person efforts.
- AO can use the Grants and IA template as a start but will need to stay fluid and modify per the needs of contracts.
- Improvement will require leader involvement and sustained effort
- Questions??

OAES Standing Report Outs and Updates

HR and Budget News

OAES STANDING REPORT OUTS

HR News

- **Update - Maxiflex Pilot is Underway**
- **May 3 - June 13 - Federal Employee Viewpoint Survey 2017**
- **June 26 & 27 – HQ Inspection program**

HQ's Maxiflex Pilot is Underway

- **Pilot was launched on April 30**
- **Provides a more flexible work schedule than those currently available at EPA Headquarters.**
- **Allows employees to vary the number of hours worked per day and complete their tour of duty in fewer than 10 workdays in a bi-weekly pay period.**
- **The Maxiflex and other new EPA Headquarters work schedules (i.e., Flexitour and Gliding work schedules) are explained further at:** http://intranet.epa.gov/ohr/policy/headquarterschedules.htm.

2017 FEVS is Now Available

Who is Getting the Survey Invitation?

- All eligible permanent, full-and part-time employee who were onboard as of October 17, 2016 are invited to take the survey.
- For anyone who did not receive the EVS survey invitation, they should request a survey link from EVEP@opm.gov.
- Please encourage your employees to take the survey. The survey takes just 20 minutes to complete.

2017 FEVS is Now Available

Merits and Value of the Survey

- As we know, this survey is a useful tool that allows employees to provide anonymous feedback about critical aspects of the job and work environment in a confidential way.
- As we have been doing the past several years, AO's senior leaders and members of AO's Workforce Engagement (WE) Workgroup will review the results and identify key solutions and improvements.
- Thanks to previous FEVS responses, AO is working together to create a more collaborative and engaged work environment.

OAES STANDING REPORT OUTS

HR News

- **Last year, AO's overall 2016 FEVS response rate jumped to 72% (up from 64% in 2015).**
  - More AO offices received second-level reports than in prior years.
  - For the first time, all five sub-organizations within the Office of Policy, received reports.

- **AO Offices that received 2016 FEVS reports:**
  - OPEEE – 100% response rate (11 respondents out of 11 eligible responded)
  - OCR – 86% response rate (25 respondents out of 29 eligible)
  - OCHP – 78.6% response rate (11 respondents out of 14 eligible)
  - OEX - 78.6% response rate (11 respondents out of 14 eligible)
  - OP – 75.6% response rate (99 respondents out of 131 eligible)
  - SAB – 66/7% response rate (10 respondents out of 15 eligible)
  - OCIR – 65/7% response rate (23 respondents out of 35 eligible)
  - OPA – 61% response rate (21 respondents out of 35 eligible)

2017 FEVS is Now Available

AO Offices that did not receive 2016 FEVS reports (needed 10 respondents!)

OHS – 71.4% response rate (5 respondents out of 7 eligible)
OSDBU – 66.7% (8 respondents out of 12 eligible)
OAES – (No report as respondents were combined with IO)

See handout for AO's Current Response Rate for 2017

June 26-27: AO Inspection Program Dates

- The purpose of this OARM led annual inspection is to ensure safe workplaces and to ensure procedures are being followed. In addition, it serves to increase awareness among employees.
- The inspections evaluate working conditions for employee safety and health considerations and compliance with applicable SHEM policies, Occupational Safety and Health Administration (OSHA) regulations, and the protection of life safety codes and standards.
- FMSD prepares a report summarizing the results of the inspection of each program office and requests action by the program office management.
- When necessary to ensure significant issues are fully addressed, follow-up inspections are conducted by FMSD and the inspection team.

See Handout for more information

OAES STANDING REPORT OUTS

Budget News - FY 2017 Closeout Schedule

Key Dates:

- **May 19 –** *For headquarters only*, recommended deadline to submit grant applications selected for funding in the Grants and Interagency Agreement Management Division (GIAMD).
- **May 31 –** *For headquarters only*, Last day to submit to OAM procurement packages/requests that must be processed by September 30, 2017. Package submitted after this date are not guaranteed to be processed by September 30.
- **June 1 - 15 –** Window for offices to adjust actions that have to be awarded by year-end due to timing of the 2017 Appropriations Bill and the development of the operating plan.

At the November EMC meeting there was some discussion on the future needs of the Agency in terms of managing our resources.

With the CR now extending through next April, the likelihood of continuing constrained budgets for the Agency, and the changes inherent in the transition to a new Administration, we are being asked by senior leadership to think cooperatively and as a corporate body in formulating our future resource needs and operating plans.

Accordingly, at the behest of the Deputy Administrator, OCFO is conducting a 10% Hold Back exercise affecting remaining available carryover (FY 16/17) extramural balances across the Agency. AO will be impacted and no AO program will be exempt.

OAES STANDING REPORT OUTS

Budget News - FY 2017 Closeout Schedule

Key Dates:

- **June 23 –** Last day for new commitments against FY 2016/2017 funds. For OGD, this is also the deadline to receive funding recommendations with expiring and no-year funds.
- **June 23 –** Last day for NPMs to reprogram BFY 2017/2018 funds and BFY 2017 no-year funds to the Regions. *(The last day for NPMs to reprogram expiring funds to the Regions was March 10, 2017)*
- **August 24 –** Begin weekly sweeps of available expiring funds balances over $5,000 at the RPIO level in Compass.

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With the CR now extending through next April, the likelihood of continuing constrained budgets for the Agency, and the changes inherent in the transition to a new Administration, we are being asked by senior leadership to think cooperatively and as a corporate body in formulating our future resource needs and operating plans.

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OAES STANDING REPORT OUTS

Budget News - AO sweeps

- **Based on OAM close out schedule AO intends to sweep any remaining FY 16/17 unobligated, uncommitted carryover funding the first week of June.**
- **Any requests for AO corporate funding prior to that date will be coordinated by myself or Reggie.**
- **This does not impact current year FY 17/18 funding**

OAES STANDING REPORT OUTS
RMS - FY 2017 and FY 2018 Budget news

- **The final FY 2017 Appropriations bill was signed May 5, 2017.**
- **The Agency has 30 days to develop an operating plan. Currently in the works and should look similar to FY 2016 for most offices.**
- **The FY 2018 President's Budget is with OMB and will be formally submitted May 23, 2017.**
- **Thanks for assistance and cooperation in working with Glen and Michael in bringing this to closure.**

[DateTime] U.S. Environmental Protection Agency 30

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OAES STANDING REPORT OUTS

AO FY17 Fiscal Awards

AO Awards Pool for FY 2017

Reminder

Office	FY 17 Calculated Maximum	FY 17 Time Off Hours Maximum
IO	$32,907	238
OHS	$13,412	97
OCHP	$21,293	154
OEX	$20,187	146
OAES	$26,132	189
OSBP	$15,624	113
OCR*	$50,605	366
SAB	$29,865	216
OPA	$53,786	389
OEE-OPEE	$25,026	181
OCIR	$71,345	516
OP	$194,817	1409
TOTAL	$555,000	4014

** Includes approximately $16,548 for OGC section*

All funding for monetary award requests must be submitted to your assigned program analyst no later than **June 1st**.

In addition, recognizing the reality that we in AO also need to prepare for the challenges of this new fiscal environment as well, AO is also conducting a 10% tap of its own as part of the same hold back exercise.
The following slide will detail some of the identified AO corporate needs we currently are tracking.

Continued Business

Workforce Reshaping Initiative

EPA Workforce Reform / Reduction Timeline of Events

- April 12, 2017, Guidance issued to all Federal Agencies on implementing a comprehensive plan for reforming the Federal Government and reducing the workforce.
- April 2017, Agency Workgroup formed to begin scouting out approach to developing an Agency Reform Plan.
- April 2017, Workgroup made decision to extend Agency freeze on external hiring. Very limited exceptions may be permitted on case by case, with approval by Acting Deputy Administrator. Internal re-assignments may continue where appropriate, however, SRO approval will be required if the reassignment is across NPMs or regions.
- April 2017, OARM issued supplemental guidance to assist NPMs and regions to assist in plan development.
- **June 30, 2017, Four deliverables due to OPM:**
  - **1. Draft Agency Reform Plan**
  - **2. Draft Agency FY 2018 – 2022 Strategic Plan**
  - **3. Draft Workforce Reduction Plan; and**
  - **4. Plan to Maximize Employee Performance**
  - ❖ **Final plans for 1,2, & 3 above due to OMB in September along with Budget submission**
- **September 30, 2017, Early out/buyout (VERA/VSIP) program complete.**

AA's Workforce Reform/Reduction Specific Tasks

- Each NPM to provide a one page draft workforce reshaping proposal for their programs **NLT May 5, 2017**. Focus is on current organization structure and achieving efficiencies. Be prepared to meet with OARM to discuss draft.

- Prepare a brief, no more than 2 pages office-specific business case using VERA/VSIP instructions and checklist.

- Populate the Targeted Positions Template Excel file for your office.

- Each Offices' submittal will be compiled into one, agency-level VERA/VSIP proposal that will ultimately be submitted to OPM and OMB for review and approval **NLT May 24, 2017**.

To Meet New Priorities and Reform, we must…

- Reduce Higher grades; specifically non-supervisory GS 13,14 & 15's.
- Minimize duplication amongst offices, e.g., admin support.
- Consolidate like functions.
- Discontinue selected functions.
- Reshape or redesign positions.
- Establish new career development tracks for employees.

AO Updated Time Line for Due Outs

DUE OUTS FOR DRAFT AO REFORM PLAN		
DATE	ACTION	OWNER
25-Apr-17	Prepare draft proposal for John Reeder	OAES
27-Apr-17	Send to offices and R8 for comments	PDAAs, SODs, & R8
2-May-17	Comments due to OAES	PDAAs & SODs
3-May-17	Prepare AO final Plan	OAES
4-May-17	Send final Plan to OARM	OAES
8-May-17	Send final Plan to OA for FYI	OAES

DUE OUTS FOR AO VERA VISP PLAN		
DATE	ACTION	OWNER
25-Apr-17	Share information package with offices	OAES
27-Apr-17	Schedule meeting with individual offices to discuss proposal	OAES
2-May-17	Meeting with offices to discuss AO general process	OAES
2-May-17 thru 10-May-17	Follow up with program offices to discuss individual office options/proposal	PDAAs & SODs
17-May-17	Analayze proposals and populate AO template - share for comments	OAES
18-May-17	Provide feedback to OAES	PDAAs & SODs
23-May-17	Incorporate changes and brief Dep Chief of Staff / Chief of Staff to finalize AO Proposal. Send final Plan to OARM	OAES
24-May-17	Submit AO final plan to OARM	OAES

Voluntary Early Retirement Authority and Voluntary Separation Incentive Payment

VERA / VSIP Update

- Completed initial discussions with all but one office
- Most AO offices plan on offering VERA/VSIP broadly throughout the occupations/series and grades within their office
- Most withheld supervisors and some limited the number of overall takers (Recommend all offices consider this but must have your information no later tomorrow by noon)
- OAES will consolidate information received and provide to OARM after review / approval by Chief of Staff and Deputy Chief of Staff.

Agency/AO Personnel Policy Discussion

EPA / AO Personnel Policy Discussion

- Currently EPA is still under a hiring freeze.
- All external hiring must be approved by the Acting Deputy Administrator.
- Internal reassignments may proceed where appropriate, but Senior Resource Official approval will be required if the reassignment is across NPMs or regions.
- Details and Details with Temporary Promotion – Discussion.
- General discussion on personnel policy / staffing during this period of budget uncertainty (Until FY18 known).
  - Pre VERA/VSIP
  - Post VERA/VSIP (Restructured positions/Orgs)

New Business / Open Discussion

Deputy Chief of Staff

John Reeder

Final Questions / Comments?

SOD/AA MEETING

25 April 2017

Welcome!

Dial-in #: (202) 564-1700
Conference extension code: 1107762
Participant code: 234567

Deputy Chief of Staff

John Reeder

Chief of Staff

Ryan Jackson

Transition Discussion

New AO Acquisition Management System for Purchase Card Processing

Acquisition Management

- In an effort to create a more effective and informative contracts program we request Contracts POCs from each Office
- POC will receive contracts information from Grants/Contracts Coordinator and Contracts Champion eliminating knowledge gaps and miscommunication with OAM
- Also POC will provide updates on contract actions to GCC and CC
- POC could be a current COR or another person designated person within each Office

Reasons

- Current application is in Lotus Notes
- Need to migrate away from Lotus Notes by end of CY 2017
- Every AAShip needs a purchase card app of some sort

OAES STANDING REPORT OUTS: Purchase card

- Developed as SharePoint Add-in
- Redistributable throughout EPA's SharePoint
  - Every AAShip could have their own instance of the application
- Responsive, web-based user interface
- Configurable request types and approval processes

Status

- Application is mostly complete
- Next steps:
  - User testing – Completed by 5/5
  - Submit for review – typically takes a week to review and deploy
  - Install & Configure

OAES Standing Report Outs and Updates

HR and Budget News

OAES STANDING REPORT OUTS
HR News

EPA Drug Free Workplace Program

- Supervisors have a key role in establishing and monitoring a drug-fee workplace
- EPA will test 15% of the Testing Designated Positions (TDP) workforce annually
- Training is strongly encouraged to assist supervisors and managers:
  - Virtual and in-person on April 4-6, 2017 and April 18-20, 2017
  - Registration and details in Skillport under *"Drug-Free Workplace Training for Supervisors and Managers"*
- Most common type of employee impacted in AO include:
  - Presidential appointees requiring Senate confirmation
  - Employees who are required to possess a national security clearance at the secret level or above

OAES STANDING REPORT OUTS
HR News

Administrative Professionals Day is Wednesday, April 26

NEEDS UPDATING

- Actions by AO
  - John/Reggie will send a memo out soon encouraging managers to highlight members of their Admin staff
  - If managers share highlights by April 21, we will include them in the follow-up memo on April 26
  - Create certificates for all Admin staff in AO
- Options for additional Office-level recognition include:
  - Group "Thank you" lunch
  - Administrative Leave (59 minutes)

OAES STANDING REPORT OUTS
HR News

AO Take Our Daughters and Sons to Work Day is Thursday, April 27

Announcement ALREADY sent to everyone in AO and is now on the AO SharePoint Site

- **We are Seeking 'Employee Volunteers' and Participation from All AO Offices!**
  - Activities will include: Walking tour of Federal Triangle grounds and rain garden, a tour of the EPA Emergency Operations Center, a featured presentation about beekeeping by Chris Zarba of the Science Advisory Board, EAB's Mock hearing/mediation event, and other educational events and activities.
- **25 Children (ages 5-16) are signed up to participate.**

Brian Twillman and Matthew Tomlin of OAES are the POCs.

OAES STANDING REPORT OUTS
HR News

The 2017 Federal Employee Viewpoint Survey will be Available Soon!!

Available to all part and full-time career employees who on board as of October 2016

- **In addition to an Agency-wide campaign, all of us will need to encourage participation.**
- **See the handout for the 2015 response rates and for the names of the offices that received second-level (and in the case of the Office of Policy), third level reports.**

OAES STANDING REPORT OUTS
FY 2018 President's Budget

OAES STANDING REPORT OUTS
RMS- FY 2017 Closeout Schedule

Key Dates:

- **Friday, May 19, 2017.** ***For headquarters only***, recommended deadline to submit grant applications selected for funding to the Grants and Interagency Agreement Management Division (GIAMD).
- **Wednesday, May 31, 2017.** ***For headquarters only***, Last day to submit to OAM procurement packages/requests that must be processed by September 30, 2017. Packages submitted after this date are not guaranteed to be processed by September 30.
- **Thursday, June 1, 2017 – Thursday, June 15, 2017.** Window for offices to adjust actions that have to be awarded by year-end due to timing of the 2017 Appropriations Bill and the development of the operating plan.
- **Friday, June 23, 2017.** Last day for new commitments against **FY 2016/2017** funds. For OGD, this is also the deadline to receive funding recommendations with expiring and no-year funds.
- **Friday, June 23, 2017.** Last day for NPMs to reprogram **BFY 2017/2018** funds and **BFY 2017** no-year funds to the Regions. (*The last day for NPMs to reprogram expiring funds to the Regions was March 10, 2017*)
- **Thursday, August 24, 2017.** Begin weekly sweeps of available expiring funds balances over $5,000 at the RPIO level in Compass.

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OAES STANDING REPORT OUTS: Travel Card Training

- ***REMINDER:*** All agency travel cardholders are required to successfully complete the General Services Administration travel card training prior to use of the travel card.
- In addition, each travel cardholder must successfully complete the travel card refresher training every three years.
- As a result, all employees who hold a travel card issued on or before July 2014 are required to take the mandated travel card training located at GSA Travel Cardholder Training. This training should be completed by July 21, 2017.

In addition, recognizing the reality that we in AO also need to prepare for the challenges of this new fiscal environment as well, AO is also conducting a 10% tap of its own as part of the same hold back exercise.
The following slide will detail some of the identified AO corporate needs we currently are tracking.

Continued Business

Is there any?

New Business

Workforce Reshaping Initiative

April 2017

NEW GUIDANCE FOR AGENCY FREEZE

- Freeze continues on external hiring
  - Very limited exceptions to external hiring
  - Case-by-case basis with approval by the Acting Deputy Approval
  - All requests must be submitted through John Reeder
- Internal reassignment may proceed
  - SRO approval is required for reassignments across NPMs and regions
  - OAES will modify the Hiring Request Form to reflect new guidance

Reforming the Federal Government and Reducing the Workforce

- OMB issued guidance on implementing a comprehensive plan (Memo dated 4/12/2017)
- Four required deliverables by **June 30, 2017 (NEED AO DATE)**
  - Draft Agency Reform Plan
  - Draft Agency FY 2018 – 2022 Strategic Plan
  - Draft Workforce Reduction Plan;
  - Plan to Maximize Employee Performance
- Mike Flynn (Acting Deputy Administrator) notified Senior Officials in Memo dated

EPA Workforce Reshaping Information

- OARM provided materials to guide the Agency through preparing the workforce reshaping submission.
- In general should:
  - focus on your current organizational structure and achieving efficiencies
  - ***work with the (lead region) to draft a proposal for their programs where appropriate***
  - Submit **one page proposal** and send it OARM by **May 5th**
- OARM will compile this information and schedule individual meetings to discuss each office-wide proposal

Voluntary Early Retirement Plan (VERA)
Voluntary Separation Incentive Plan (VISP)

- All office-specific information will be rolled up into one agency-level business case.
- The agency-level VERA/VSIP proposal will be sent to OPM and OMB review and approval
- Office submittal is due **no later than May 24, 2017** (NEED AO DATE)
- Submittal package includes:
  - Two-page summary of your business case – must use specific case checklist
  - Completed Targeted Positions Template for your office
  - Current and proposed post VERA/VSIP organization chart for your office

Purpose & Goals for VV

- Reshape its workforce skill mix to address programmatic directions and strengthen technical expertise;
- Reduce administrative duplication through efficiencies and technology;
- Reshape AO's workforce, recognizing the need for new skills in key areas of AO ;
- Create hiring opportunities to correct significant competency gaps;
- Reduce and rebalance the current top-heavy GS-13/14/15 non-supervisor grade structure;
- Implement a strategic workforce succession plan to ensure mission critical positions are filled; and
- Assist in reaching lower FTE ceilings and controlling escalating payroll costs.

Voluntary Early Retirement and Voluntary Separation Incentive Authorities

April 2017

What is Voluntary Early Retirement Authority ?

VERA (or Early-Out) allows agencies that are undergoing substantial restructuring, reshaping, downsizing, transfer of function or reorganization to temporarily lower the age and service requirements in order to increase the number of employees who are eligible for retirement.

- Encourages voluntary separations and helps the agency complete the needed organizational change with minimal disruption to the work force.
- Eligible employees receive an immediate annuity years before they would be otherwise eligible.
- Use of the authority requires OPM approval.

VERA Eligibility

The employee must:

- Meet the minimum age and service requirements and be:
  - At least age 50 with at least 20 years of creditable federal service, or
  - Any age with at least 25 years of creditable federal service;
- Have served in a position covered by the OPM authorization for the minimum time specified by OPM (usually 30 days prior to the date of the agency request);
- Serve in a position targeted by the agency's VERA plan; and
- Separate by the close of the early-out period.

What is Voluntary Separation Incentive Payment?

VSIP (or Buy-Out) allows agencies that are downsizing or restructuring to offer employees lump-sum payments up to $25,000 as an incentive to voluntarily separate.

- May be offered to employees who are in surplus positions or have skills that are no longer needed in the workforce and who volunteer to separate by resignation, optional retirement or by voluntary early retirement.
- Some employees may be eligible for VERA and VSIP and can take both (i.e., retire early with a lump-sum incentive).
- Use of the authority requires OPM approval.

VSIP Eligibility

The employee must:

- Be serving in an appointment without time limit;
- Be currently employed by the executive branch of the federal government for a continuous period of at least 3 years;
- Be serving in a position covered by the agency VSIP plan (i.e., in the specific geographic area, organization, series and grade); and
- Apply for and receive VSIP approval.

VSIP Ineligible

- Reemployed annuitants;
- Eligible for disability retirement;
- Have received a decision notice of involuntary separation for misconduct or poor performance;
- Previously received any VSIP from the federal government;
- Recipient of a student loan repayment during the 36-month period preceding the date of separation;
- Recipient of a recruitment or relocation incentive during the 24-month period preceding the date of separation; and
- Recipient of a retention incentive during the 12-month period preceding the date of separation.

VERA and VSIP ARE NOT

- A short-term solution for budget cuts; the focus of your business case should be on addressing shifts in agency priorities.
- For positions that have direct hire authority or are paying recruitment incentives, e.g. IT Specialist (Information Security).
- To be used to deal with employees with performance or conduct issues.

JUSTIFICATIONS MUST INCLUDE:

- Detailed summary of how the authorities will be used and the anticipated results.
- An explanation why the requested incentive(s) are an appropriate strategy for making the required workforce adjustments.
- The total number of employees expected to be affected and expected to take advantage of the incentive(s).
- Anticipated budget impact, i.e., direct costs and estimated savings
- Detailed list of positions that will be impacted and offered the incentive(s) identified by organizational unit, geographical location, occupational category, grade level and any other relevant factors.
- An explanation of how the organization will operate without the eliminated positions.
- Current and proposed organizational charts.

THINGS TO REMEMBER

- Use the instructions in the VERA/VSIP Checklist to develop your office's business case.
- Populate the Targeted Positions Excel template provided by OHR.
- Have a plan and be specific.
- Link justification to workforce and succession plans.
- If addressing "strategic goals" explain what those are.
- Don't use phases that target age such as "maturing workforce."
- No requirement to request both VERA and VSIP.

TARGETING POSITIONS

- Target positions, not employees.
- Do not target critical positions, required positions (e.g., Budget Officer) or direct hire positions (IT Security, Contract Specialists).
  - SES positions will require additional information (e.g., does the agency plan to return the slot?)
- Targeted positions must be restructured (different grade, series, duties) or eliminated if vacated via VERA/VSIP;
  - If the targeted position must remain in the same series and FPL, OPM will request current and proposed PDs and additional information to confirm restructure.
- Can't target positions for the sole purpose of providing promotional opportunities to remaining staff.

THE PROCESS

- In contrast to 2104/15 VERA/VSIP efforts, EPA will submit only one, agency-level VERA/VSIP business case proposal.
- Program/Region completes Targeted Positions Template and abbreviated, two-page business case based on parameters delineated in V/V Checklist. Office submissions will be compiled by OHR into one OMB/OPM submission.
- Offices submit draft to OARM/OHR for review and feedback.
- Informal review of agency-level proposal by OPM and OMB.
- Submit package for Acting AA of OARM's approval and signature.
- Submit officially to OPM and OMB.
- Receive Approval.

OHR CONTACTS

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202-564-2011

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202-564-6963

PARS Mid-Year Discussions

AO's FY 2017 PARS Mid-Year Performance Discussions

Are to be completed by Friday, April 28, 2017

- Certifications from your office are to be sent to Charmaine McDuffie with a cc: to Twanna Lesperance by May 12, 2017.
- Use the ***AO Performance Discussion Guide*** as it provides excellent tips on how to foster and sustain effective, two-way conversation.
- These discussions are an opportunity to review position descriptions and to ensure position descriptions are current and appropriately classified.
- Managers with new concerns or existing issues regarding an employee's performance should contact Nicole Patterson, AO's LER Specialist.

For more specifics, please see John Reeder's memo to AO Public Groups.

2017 Special Act Awards

NEEDS INFO

EPA
Office of the Administrator

Headquarters Inspection Program

June 26 & 27th

2017

Purpose of Inspection Program

- Ensure safe workplaces, procedures and environment.
- Increase safety awareness among employees.
- Strengthen partnerships and relationships.

Inspection Program – Common Findings

- Egress blocked or partially blocked
- General housekeeping – accumulation of materials constituting a hazard
- Extension cords being used properly. (e.g., only temporary, not “daisy chained”)
- Electrical hazard – unsafe use of power strips, etc.
- Unsafe storage - unstable storage of items, shelving not anchored and/or material stacked too high and too close to ceiling lights and/or sprinkler heads
- Tripping hazard near door, doorway or in walkway
- Heating, ventilation and air conditioning (HVAC) vents blocked or partially blocked

Inspection Program – Common Findings

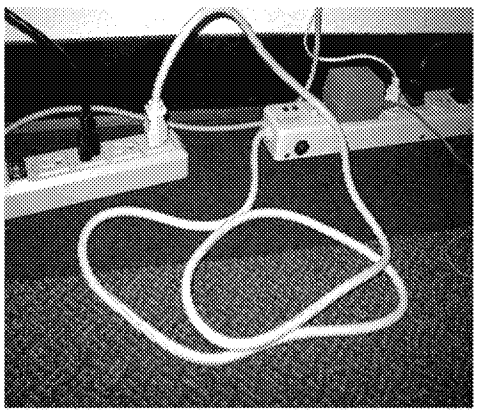
Blocked Egress – It is of the upmost importance to have clear means of egress so that people can leave their work areas unimpeded in an emergency. Often, means of egress are blocked with boxes, chairs or file cabinets. A minimum path width of 28” must be maintained leading into and out of a cubicle/office. (OSHA Reference: 29 CFR 1910.37(a)(3))

Inspection Program – Common Findings

General Housekeeping and Exposed Food – The presence of clutter such as paper, boxes, food and condiments can increase the risk of rodent/insect infestation. It also can impede the means of egress and cause slips, trips or falls for people in the affected area. (OSHA Reference: 29 CFR 1910.22(a))

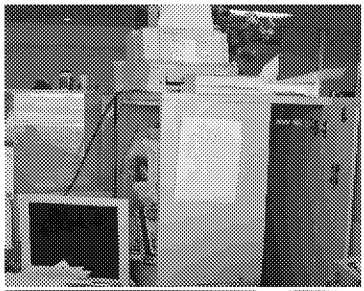
Inspection Program – Common Findings

Electrical Hazard – Power strips must be plugged into permanent outlets (not daisy-chained) and may not be placed in areas where they may be subject to environmental conditions such as water and excessive heat. Extension cords are only intended for temporary use and also must not be daisy-chained. (International Fire Code Reference: IFC Section 605.4)



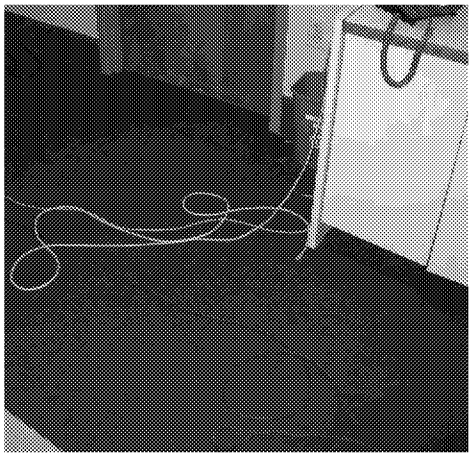
Inspection Program – Common Findings

Unsafe Storage – Heavy items may not be stored on the roll-top portions of desks, overhead on file cabinets or other office furniture. Items also must not be stored too high, near lights or sprinkler heads.
(OSHA Reference: 29 CFR 1910.176(b))



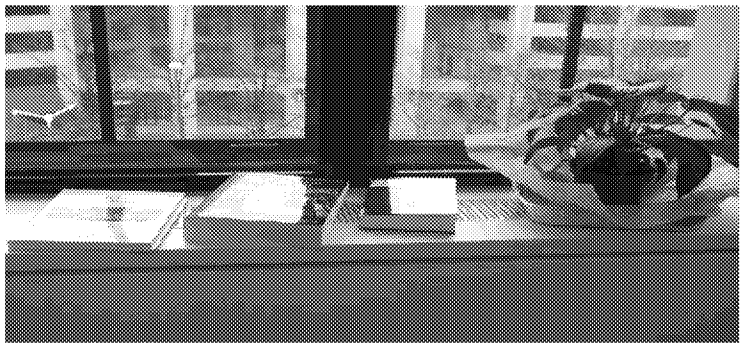
Inspection Program – Common Findings

Tripping Hazard – Tripping hazards are typically found in the form of either cords running across walkways or paper scattered on the floor in walkways or doorways. (OSHA Reference: 29 CFR 1910.22(b)(1))



Inspection Program – Common Findings

Blocked HVAC Vents – Vents should not be blocked as they play a vital role in ensuring that the building systems are functioning properly. Blocking intakes and/or vents can affect the circulation in a particular area resulting in indoor air quality concerns.



Office of the Administrator's Inspection Dates

June 26 & 27th

Open Discussion

Deputy Chief of Staff

John Reeder

NEW GUIDANCE FOR AGENCY FREEZE

- Freeze continues on external hiring
  - Very limited exceptions to external hiring
  - Case-by-case basis with approval by the Acting Deputy Approval
  - All requests must be submitted through John Reeder
- Internal reassignment may proceed
  - SRO approval is required for reassignments across NPMs and regions
  - OAES will modify the Hiring Request Form to reflect new guidance

Reforming the Federal Government and Reducing the Workforce

- OMB issued guidance on implementing a comprehensive plan (Memo dated 4/12/2017)
- Four required deliverables by **June 30, 2017** **(NEED AO DATE)**
  - Draft Agency Reform Plan
  - Draft Agency FY 2018 – 2022 Strategic Plan
  - Draft Workforce Reduction Plan;
  - Plan to Maximize Employee Performance
- Mike Flynn (Acting Deputy Administrator) notified Senior Officials in Memo dated 4/17/2017

EPA Workforce Reshaping Information

- OARM provided materials to guide the Agency through preparing the workforce reshaping submission.
- In general should:
  - focus on your current organizational structure and achieving efficiencies
  - ***work with the (lead region) to draft a proposal for their programs where appropriate***
  - Submit **one page proposal** and send it OARM by **May 5th**
- OARM will compile this information and schedule individual meetings to discuss each office-wide proposal

Voluntary Early Retirement Plan (VERA)
Voluntary Separation Incentive Plan (VISP)

- All office-specific information will be rolled up into one agency-level business case.
- The agency-level VERA/VSIP proposal will be sent to OPM and OMB review and approval
- Office submittal is due **no later than May 24, 2017** (NEED AO DATE)
- Submittal package includes:
  - Two-page summary of your business case – must use specific case checklist
  - Completed Targeted Positions Template for your office
  - Current and proposed post VERA/VSIP organization chart for your office

Purpose & Goals for VV

- Reshape its workforce skill mix to address programmatic directions and strengthen technical expertise;
- Reduce administrative duplication through efficiencies and technology;
- Reshape AO's workforce, recognizing the need for new skills in key areas of AO ;
- Create hiring opportunities to correct significant competency gaps;
- Reduce and rebalance the current top-heavy GS-13/14/15 non-supervisor grade structure;
- Implement a strategic workforce succession plan to ensure mission critical positions are filled; and
- Assist in reaching lower FTE ceilings and controlling escalating payroll costs.

SOD/AA MEETING – 16 May 2017

Welcome!

Dial-in #: (202) 564-1700
Conference extension code: 1107762
Participant code: 234567

Chief of Staff

Ryan Jackson

Deputy Chief of Staff

John Reeder

AO Acquisition and Assistance Programs

Grants and Contracts Overview
May 2017

U.S. Environmental Protection Agency

Grants

- The current Grants situation is stable with Agency Benchmarks being met.
- Grants Baseline AO 95% compliant/ Agency Target 95%
- 20 total active grants within the AA Ship
- 1 solicitation for OSDBU for $88k will be awarded by Feb 2018
- 4 Grants selected for the Post Award Monitoring Plan (PAMP) due date is June 30, 2017
- Meet and Greet training session in May

Interagency Agreements (IAs)

- **27 Total active IAs**
- **IA Baseline AO 97% compliant/ Agency target 75%**
- **IA Training to be provided in May with Grants meet and greet**

Contracts Overview

- 67 current contracts
- Over $14.9 million in total contracts obligations
- 90 current CORs
- 27 actions on the contracts pending list for over $1.8 million
- Meet and greet session later this month/early June

Meet and Greet may occur in early June

Contracts Strategic Challenges

- OAM's instability as an organization (Improving)
- Current culture not conducive to accountability
- Decentralized
- Resistant to centralized oversight / support

Contract Issues

- Need for better / accurate information
- Improvement of general contracts knowledge
- Improvement of processes, policies and procedures
- Incomplete PRs sent to OAM
- Too many PRs that require immediate action

Contract Issues

- Expired/uncertified CORs submitting packages
- Current CORs not in EAS or unable to use EAS
- CORs leaving without turning over files or notifying Grant/Contracts Coordinator (GCC)
- No true OAM reporting system
- Improvement in records keeping

Contract Recommendations

- Provide training for the entire COR group
- Create standard policies and procedures
- Create accountability standards
- Incentivize CORS

COR Training

- GCC to set up and/or provide training on a monthly then quarterly basis
- Create brownbag sessions with OAM
- Provide on the spot training for CORs
- Allow others with institutional knowledge to provide training (SBO, 5170 Coordinator)

Policies and Procedures

- Establish contracts standard operating procedures (SOP) for AO
- Create procedural guides (routing, EAS, and forms needed for funding)
- Seek OAM, JRO, and senior management input
- Ask SODs to actively support policies and procedures
- Maintain and empowered AO level Grants Contracts Coordinator

Accountability Standards

- Develop accountability standards with direction from SRO, JRO, and SODs
- Get feedback from Contracts workgroup
- Fully explain expectations to COR community
- Enforce standards as necessary via management

Incentivize CORS

- Allow COR community to voice concerns regularly
- Send COR's management recognition emails for excellent work
- Establish acquisition recognition awards similar to grants program (work with OAM to develop)
- Form COR workgroups to discuss issues and develop improved processes

Long-term Goals

- **Build an award winning and flexible program**
- **AO serves as the benchmark for EPA in Grant, IAs, and Contracts**

Conclusion / Questions

- AO is faced with many contract issues which will require singular focus and multi-person efforts.
- AO can use the Grants and IA template as a start but will need to stay fluid and modify per the needs of contracts.
- Improvement will require leader involvement and sustained effort
- Questions??

OAES Standing Report Outs and Updates

HR and Budget News

OAES STANDING REPORT OUTS

HR News

- **Update - Maxiflex Pilot is Underway**
- **May 3 - June 13 - Federal Employee Viewpoint Survey 2017**
- **June 26 & 27 – HQ Inspection program**

HQ's Maxiflex Pilot is Underway

- **Pilot was launched on April 30**
- **Provides a more flexible work schedule than those currently available at EPA Headquarters.**
- **Allows employees to vary the number of hours worked per day and complete their tour of duty in fewer than 10 workdays in a bi-weekly pay period.**
- **The Maxiflex and other new EPA Headquarters work schedules (i.e., Flexitour and Gliding work schedules) are explained further at:** http://intranet.epa.gov/ohr/policy/headquarterschedules.htm.

2017 FEVS is Now Available

Who is Getting the Survey Invitation?

- All eligible permanent, full-and part-time employee who were onboard as of October 17, 2016 are invited to take the survey.
- For anyone who did not receive the EVS survey invitation, they should request a survey link from EVEP@opm.gov.
- Please encourage your employees to take the survey. The survey takes just 20 minutes to complete.

2017 FEVS is Now Available

Merits and Value of the Survey

- As we know, this survey is a useful tool that allows employees to provide anonymous feedback about critical aspects of the job and work environment in a confidential way.
- As we have been doing the past several years, AO's senior leaders and members of AO's Workforce Engagement (WE) Workgroup will review the results and identify key solutions and improvements.
- Thanks to previous FEVS responses, AO is working together to create a more collaborative and engaged work environment.

OAES STANDING REPORT OUTS

HR News

- **Last year, AO's overall 2016 FEVS response rate jumped to 72% (up from 64% in 2015).**
  - More AO offices received second-level reports than in prior years.
  - For the first time, all five sub-organizations within the Office of Policy, received reports.

- **AO Offices that received 2016 FEVS reports:**
  - OPEEE – 100% response rate (11 respondents out of 11 eligible responded)
  - OCR – 86% response rate (25 respondents out of 29 eligible)
  - OCHP – 78.6% response rate (11 respondents out of 14 eligible)
  - OEX - 78.6% response rate (11 respondents out of 14 eligible)
  - OP – 75.6% response rate (99 respondents out of 131 eligible)
  - SAB – 66/7% response rate (10 respondents out of 15 eligible)
  - OCIR – 65/7% response rate (23 respondents out of 35 eligible)
  - OPA – 61% response rate (21 respondents out of 35 eligible)

2017 FEVS is Now Available

AO Offices that did not receive 2016 FEVS reports (needed 10 respondents!)

OHS – 71.4% response rate (5 respondents out of 7 eligible)
OSDBU – 66.7% (8 respondents out of 12 eligible)
OAES – (No report as respondents were combined with IO)

See handout for AO's Current Response Rate for 2017

June 26-27: AO Inspection Program Dates

- The purpose of this OARM led annual inspection is to ensure safe workplaces and to ensure procedures are being followed. In addition, it serves to increase awareness among employees.
- The inspections evaluate working conditions for employee safety and health considerations and compliance with applicable SHEM policies, Occupational Safety and Health Administration (OSHA) regulations, and the protection of life safety codes and standards.
- FMSD prepares a report summarizing the results of the inspection of each program office and requests action by the program office management.
- When necessary to ensure significant issues are fully addressed, follow-up inspections are conducted by FMSD and the inspection team.

See Handout for more information

OAES STANDING REPORT OUTS

Budget News - FY 2017 Closeout Schedule

Key Dates:

- **May 19 –** *For headquarters only*, recommended deadline to submit grant applications selected for funding in the Grants and Interagency Agreement Management Division (GIAMD).
- **May 31 –** *For headquarters only*, Last day to submit to OAM procurement packages/requests that must be processed by September 30, 2017. Package submitted after this date are not guaranteed to be processed by September 30.
- **June 1 - 15 –** Window for offices to adjust actions that have to be awarded by year-end due to timing of the 2017 Appropriations Bill and the development of the operating plan.

At the November EMC meeting there was some discussion on the future needs of the Agency in terms of managing our resources.

With the CR now extending through next April, the likelihood of continuing constrained budgets for the Agency, and the changes inherent in the transition to a new Administration, we are being asked by senior leadership to think cooperatively and as a corporate body in formulating our future resource needs and operating plans.

Accordingly, at the behest of the Deputy Administrator, OCFO is conducting a 10% Hold Back exercise affecting remaining available carryover (FY 16/17) extramural balances across the Agency. AO will be impacted and no AO program will be exempt.

OAES STANDING REPORT OUTS

Budget News - FY 2017 Closeout Schedule

Key Dates:

- **June 23 –** Last day for new commitments against FY 2016/2017 funds. For OGD, this is also the deadline to receive funding recommendations with expiring and no-year funds.
- **June 23 –** Last day for NPMs to reprogram BFY 2017/2018 funds and BFY 2017 no-year funds to the Regions. *(The last day for NPMs to reprogram expiring funds to the Regions was March 10, 2017)*
- **August 24 –** Begin weekly sweeps of available expiring funds balances over $5,000 at the RPIO level in Compass.

At the November EMC meeting there was some discussion on the future needs of the Agency in terms of managing our resources.

With the CR now extending through next April, the likelihood of continuing constrained budgets for the Agency, and the changes inherent in the transition to a new Administration, we are being asked by senior leadership to think cooperatively and as a corporate body in formulating our future resource needs and operating plans.

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OAES STANDING REPORT OUTS

Budget News - AO sweeps

- **Based on OAM close out schedule AO intends to sweep any remaining FY 16/17 unobligated, uncommitted carryover funding the first week of June.**
- **Any requests for AO corporate funding prior to that date will be coordinated by myself or Reggie.**
- **This does not impact current year FY 17/18 funding**

OAES STANDING REPORT OUTS
RMS - FY 2017 and FY 2018 Budget news

- **The final FY 2017 Appropriations bill was signed May 5, 2017.**
- **The Agency has 30 days to develop an operating plan. Currently in the works and should look similar to FY 2016 for most offices.**
- **The FY 2018 President's Budget is with OMB and will be formally submitted May 23, 2017.**
- **Thanks for assistance and cooperation in working with Glen and Michael in bringing this to closure.**

At the November EMC meeting there was some discussion on the future needs of the Agency in terms of managing our resources.

With the CR now extending through next April, the likelihood of continuing constrained budgets for the Agency, and the changes inherent in the transition to a new Administration, we are being asked by senior leadership to think cooperatively and as a corporate body in formulating our future resource needs and operating plans.

Accordingly, at the behest of the Deputy Administrator, OCFO is conducting a 10% Hold Back exercise affecting remaining available carryover (FY 16/17) extramural balances across the Agency. AO will be impacted and no AO program will be exempt.

OAES STANDING REPORT OUTS

AO FY17 Fiscal Awards

AO Awards Pool for FY 2017

Reminder

Office	FY 17 Calculated Maximum	FY 17 Time Off Hours Maximum
IO	$32,907	238
OHS	$13,412	97
OCHP	$21,293	154
OEX	$20,187	146
OAES	$26,132	189
OSBP	$15,624	113
OCR*	$50,605	366
SAB	$29,865	216
OPA	$53,786	389
OEE-OPEE	$25,026	181
OCIR	$71,345	516
OP	$194,817	1409
TOTAL	$555,000	4014

** Includes approximately $16,548 for OGC section*

All funding for monetary award requests must be submitted to your assigned program analyst no later than **June 1st**.

In addition, recognizing the reality that we in AO also need to prepare for the challenges of this new fiscal environment as well, AO is also conducting a 10% tap of its own as part of the same hold back exercise.
The following slide will detail some of the identified AO corporate needs we currently are tracking.

Continued Business

Workforce Reshaping Initiative

EPA Workforce Reform / Reduction Timeline of Events

- April 12, 2017, Guidance issued to all Federal Agencies on implementing a comprehensive plan for reforming the Federal Government and reducing the workforce.
- April 2017, Agency Workgroup formed to begin scouting out approach to developing an Agency Reform Plan.
- April 2017, Workgroup made decision to extend Agency freeze on external hiring. Very limited exceptions may be permitted on case by case, with approval by Acting Deputy Administrator. Internal re-assignments may continue where appropriate, however, SRO approval will be required if the reassignment is across NPMs or regions.
- April 2017, OARM issued supplemental guidance to assist NPMs and regions to assist in plan development.
- **June 30, 2017, Four deliverables due to OPM:**
  - **1. Draft Agency Reform Plan**
  - **2. Draft Agency FY 2018 – 2022 Strategic Plan**
  - **3. Draft Workforce Reduction Plan; and**
  - **4. Plan to Maximize Employee Performance**
  - ❖ **Final plans for 1,2, & 3 above due to OMB in September along with Budget submission**
- **September 30, 2017, Early out/buyout (VERA/VSIP) program complete.**

AA's Workforce Reform/Reduction Specific Tasks

- Each NPM to provide a one page draft workforce reshaping proposal for their programs **NLT May 5, 2017**. Focus is on current organization structure and achieving efficiencies. Be prepared to meet with OARM to discuss draft.

- Prepare a brief, no more than 2 pages office-specific business case using VERA/VSIP instructions and checklist.

- Populate the Targeted Positions Template Excel file for your office.

- Each Offices' submittal will be compiled into one, agency-level VERA/VSIP proposal that will ultimately be submitted to OPM and OMB for review and approval **NLT May 24, 2017**.

To Meet New Priorities and Reform, we must…

- Reduce Higher grades; specifically non-supervisory GS 13,14 & 15's.
- Minimize duplication amongst offices, e.g., admin support.
- Consolidate like functions.
- Discontinue selected functions.
- Reshape or redesign positions.
- Establish new career development tracks for employees.

AO Updated Time Line for Due Outs

DUE OUTS FOR DRAFT AO REFORM PLAN		
DATE	ACTION	OWNER
25-Apr-17	Prepare draft proposal for John Reeder	OAES
27-Apr-17	Send to offices and R8 for comments	PDAAs, SODs, & R8
2-May-17	Comments due to OAES	PDAAs & SODs
3-May-17	Prepare AO final Plan	OAES
4-May-17	Send final Plan to OARM	OAES
8-May-17	Send final Plan to OA for FYI	OAES

DUE OUTS FOR AO VERA VISP PLAN		
DATE	ACTION	OWNER
25-Apr-17	Share information package with offices	OAES
27-Apr-17	Schedule meeting with individual offices to discuss proposal	OAES
2-May-17	Meeting with offices to discuss AO general process	OAES
2-May-17 thru 10-May-17	Follow up with program offices to discuss individual office options/proposal	PDAAs & SODs
17-May-17	Analayze proposals and populate AO template - share for comments	OAES
18-May-17	Provide feedback to OAES	PDAAs & SODs
23-May-17	Incorporate changes and brief Dep Chief of Staff / Chief of Staff to finalize AO Proposal. Send final Plan to OARM	OAES
24-May-17	Submit AO final plan to OARM	OAES

Voluntary Early Retirement Authority and Voluntary Separation Incentive Payment

VERA / VSIP Update

- Completed initial discussions with all but one office
- Most AO offices plan on offering VERA/VSIP broadly throughout the occupations/series and grades within their office
- Most withheld supervisors and some limited the number of overall takers (Recommend all offices consider this but must have your information no later tomorrow by noon)
- OAES will consolidate information received and provide to OARM after review / approval by Chief of Staff and Deputy Chief of Staff.

Agency/AO Personnel Policy Discussion

EPA / AO Personnel Policy Discussion

- Currently EPA is still under a hiring freeze.
- All external hiring must be approved by the Acting Deputy Administrator.
- Internal reassignments may proceed where appropriate, but Senior Resource Official approval will be required if the reassignment is across NPMs or regions.
- Details and Details with Temporary Promotion – Discussion.
- General discussion on personnel policy / staffing during this period of budget uncertainty (Until FY18 known).
  - Pre VERA/VSIP
  - Post VERA/VSIP (Restructured positions/Orgs)

New Business / Open Discussion

Deputy Chief of Staff

John Reeder

Final Questions / Comments?

SOD/AA Huddle – 13 June 2017

Welcome!

Dial-in #: (202) 564-1700
Conference extension code: 1107762
Participant code: 234567

Deputy Chief of Staff

John Reeder

SOD/AA Huddle Overview

Reggie Allen,
Assistant Deputy Chief of Staff

Maxiflex Work Schedule

Lindsey Johnson, AO's LER Specialist

An overview of the pilot program for the Headquarters Maxiflex work schedule

Maxiflex Overview

- Pilot was launched on April 30
- Currently 229 staff enrolled across HQ
- Possible extension being considered
- Provides a more flexible work schedule than those currently available at EPA Headquarters
- Allows employees to vary the number of hours worked per day and complete their tour of duty in fewer than 10 workdays in a bi-weekly pay period

Maxiflex Overview

- Maxiflex offers more flexibility than compressed work schedules
  - Employees may work up to a maximum of 11½ non-overtime hours in a single workday
  - May include one or more regular non-work days that are similar to CDOs
  - Employees must submit a proposed work schedule on the HQ Maxiflex Pay Period Work Schedule to their supervisors in advance of each pay period

Maxiflex Overview

- Employees may select a starting and stopping time each day
  - Selected starting & stopping times must be between 5:30am-7pm, unless supervisor assigns regular night work
  - Flexible time bands for Maxiflex are: 5:30am - 10:00am and 2:30pm - 7:00pm
  - Arrival and/or departure times of the proposed work schedule may be adjusted by a maximum of 1 hour without additional documentation or prior supervisory notification
  - For example, employee with approved start time of 6:30am can arrive as early as 5:30am and as late as 7:30am without being considered tardy

Core Hours on Duty Days

- Employees must be in a work or leave status during core hours on duty days:
  - 10:00am - 2:30pm – All HQ employees
  - For example, if the employee's regular tour of duty begins at 9:30am, the latest the employee can arrive at work is 10:00am
- Eligible for credit hours (except SES ☹)

Credit Hours

- Must be earned between 5:00 a.m. – 8:00 p.m., with exception of supervisor approval
- Employees may earn up to 2 credit hours per workday and up to 10 credit hours per pay period, subject to advance supervisory approval
  - Request to earn credit hours must be made to supervisor in writing
- Manager approval needed to earn credit hours on weekends
- Must be recorded on the HQ Maxiflex Pay Period Work Schedule (HQMPPWS), and in PeoplePlus each time they are earned and/or used and must be recorded in 15-minute increments - not counted as credit hours if less than 15 minutes worked
  - Credit hours are only recognized as such in PeoplePlus after the 80-hr bi-weekly work requirement has been met
- Cannot carry over more than 24 credit hours between pay periods
- Employees are accountable for keeping track of their credit hour balances from day to day, week to week, and pay period to pay period

Standing approvals to work outside the credit hours are not permissible
Supervisors may grant a standing approval to work credit hours for known or anticipated workload needs if within the 2 credit hours per workday/10 per pay period limit. Standing approvals for more than 2 credit hours per workday/10 per pay period are not permissible. Standing approvals must be for a designated period of time, and must have an end date.
Supervisors may grant more than 2 credit hours per workday/10 per pay period, on a case-by-case basis
Request to earn credit hours must be made to supervisor in writing (preferably by email). The supervisor may request additional information regarding the nature of the request (e.g., work to be performed, anticipated duration of work, etc.)
Part time employees cannot carry over more than 25% of the biweekly work schedule
The number of credit hours earned and/or used each workday must also be recorded keeping in mind that at the end of the pay period "extra hours" will only be counted as credit hours after the 80-hour bi-weekly requirement is met
Though there is a statutory limit on the number of credit hours that an employee may carry at any one time, there is no time limit for using those credit hours. So long as the employee's credit hours balance does not exceed the statutory cap, those hours will be available for use as long as the employee is approved to participate in Maxiflex.

Example Credit Hours Schedules for Entering in PeoplePlus under Maxiflex

Example 1: Because employee input 80 regular hours, the credit hours on the earlier days are accepted:

Mon	Tue	Wed	Thurs	Fri	Mon	Tues	Wed	Thurs	Fri	Time Reporting Code
8	9	7	7	9	0	10	10	10	10	REGHR
			2			1				CRHRE

Example 2: Same EXACT schedule as above – but 3 credit hours have to be input on the second Friday (after the 80 regular hours are entered):

Mon	Tue	Wed	Thurs	Fri	Mon	Tues	Wed	Thurs	Fri	Time Reporting Code
8	9	7	9	9	0	11	10	10	7	REGHR
									3	CRHRE

For Maxiflex, Example 2 is correct. Otherwise, system will show an error message, “Credit Hours earned can only be reported on completion of Tour of Duty”.

Procedures for Using Maxiflex

- Application and Documentation
  - Employees interested in participating in the Maxiflex schedule must:
    - Read and understand the:
      - Headquarters Maxiflex Pilot Program - Bargaining Unit Employees
      - Headquarters Maxiflex Pilot Program - Non Bargaining Unit Employees
    - Submit the Headquarters Work Schedule Request Form to their supervisors for approval or disapproval
    - Submit the Maxiflex Agreement to their supervisors for approval
    - Submit a proposed work schedule on the HQMPPWS to their supervisors in advance of each pay period
  - Employees cannot begin using Maxiflex in the middle of a pay period since the Maxiflex schedule design is based on two-week intervals
  - Supervisor will document all work schedule approvals and disapprovals

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Submit a proposed work schedule on the HQMPPWS to their supervisors in advance of each pay period. Employees who fail to submit this in advance are required to work 8 hour days (either from 8:00 a.m.- 4:30 p.m. or from 9:00 a.m. – 5:30 p.m.) for the affected pay period unless their supervisor grants an exception
Employees cannot begin using Maxiflex in the middle of a pay period since the Maxiflex schedule design is based on two-week intervals
Employees are permitted to change work schedule types periodically, but not pay period by pay period, to accommodate workload demands or for personal reasons
For example, an employee may not work on a Maxiflex schedule one pay period and then the next pay period switch to the 5-4/9 Compressed Work Schedule, and then the next pay period switch back to Maxiflex. Employees may alter their Maxiflex work schedule on a pay period to pay period basis

Maxiflex Today

- Lessons learned:
  - Employees should consider setting a reminder for submitting their proposed work schedule to their supervisor
  - What supervisors should consider when evaluating/approving Maxiflex schedules:
    - if there is a documented misconduct or performance issue within the last 12 months,
    - whether or not the organization's or work unit's specific operating needs and/or mission requirements will be met,
    - the employee's suitability for a flexible work schedule (for instance, do you have concerns with the employee's time and attendance or ability to work independently? If so, are those concerns documented?), or
    - if office coverage is required

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Unions have asked for program extension due to continuation of Metro work past June 30th.
Also makes sense to extend in order to give us information for evaluation.
So, an extension is being considered, and we will communicate that extension as soon as we can!

OAES Standing Report Outs and Updates

HR and Budget News

OAES STANDING REPORT OUTS

HR News

- **June 15:** Closing Date for FY 2017 FEVS

  see handout for up-to-date response rates

- **June 23:** Call for FY 2018 Mandatory Training Courses

- **June 26 & 27:** HQ Inspection Program Conducted in AO

- **June 30:** FY 2017 PARS Performance Plans Must be in Place

2017 FEVS Closes June 15

#1 Goal: To exceed AO's FY16 response rate of 72.6%

#2 Goal: Each eligible AO sub-office gets a report

- At least 10 respondents are needed for the customized report.
- All eligible permanent, full-and part-time employee who were onboard as of October 17, 2016 are invited to take the survey. A total of 348 employees in AO. As of right now, 171 have taken it.
- Please encourage your employees to take the survey. The survey takes just 20 minutes to complete.
- Rather than asking your staff if they have completed the survey, encourage them to do so if they have not already done so and speak about the value of providing their input.

AO Response Rates

- **As of right now, the following AO Offices will receive a customized Sub-Office report:**
  - **OCIR, OCR, OEX, OPA, and OP** (status of OP's sub-offices not available)

- **Offices that need to get closer to the magic number of 10 completed surveys are:**
  - **OAES** (has 8 respondents who have completed the survey out of 15 eligibles)
  - **OCHP** (have 7 respondents so far with 12 potential respondents)
  - **SAB** (has 7 respondents out of 17 eligibles)
  - **OSDBU** (has 6 respondents out of 12 eligibles)
  - **OPEEE** (has 5 respondents out of 12 eligible)
  - **Immediate Office** (has 5 respondents out of 16 eligible)

- Note: **OHS is the only AO sub-office with less than 10 people so they will not get a report.** (Currently, OHS has 3 respondents out of 9 eligible)

- **See next page**

AO Response Rates

	Column A	Column B	Column C	Column D	Column E	Column F
As of June 13, 8am, EDT *AO Offices with 10 or more responses (known as 'completes') will receive a customized office report.*	**2017 FEVS Sample Size** *(Total Invited to Take the Survey)*	*(Final 2016 #'s)*	**Current 2017 FEVS 'Completes'** *(those who have taken the survey)*	*(Final 2016 #'s)*	**Current 2017 FEVS Response Rates**	*(Final 2016 #'s)*
Governmentwide	**1,139,307**	*(889,509)*	**410,375**	*(407,789)*	**36.0%**	*(45.8%)*
Environmental Protection Agency	**14,595**	*(14,054)*	**7,914**	*(10,156)*	**54.2%**	*(72.3%)*
Office of the Administrator	**348**	*(339)*	**171**	*(246)*	**49.1%**	*(72.6%)*
Office of Children's Health Protection (OCHP)	**12**	*(14)*	**7**	*(11)*	**58.3%**	*(78.6%)*
Office of Congressional and Intergovernmental Relations (OCIR)	**37**	*(35)*	**17**	*(23)*	**45.9%**	*(65.7%)*
Office of Admin and Executive Services (OAES)	**20**	*(No info)*	**8**	*(No info)*	**40.0%**	*(No info)*
Office of Public Engagement and Environmental Education (OPEEE)	**12**	*(11)*	**5**	*(11)*	**41.7%**	*(100%)*
Office of Homeland Security (OHS)	**9**	*(7)*	**3**	*(5)*	**33.0%**	*(71.4%)*
Office of Policy (OP)	**136**	*(131)*	**69**	*(99)*	**50.7%**	*(75.6%)*
Office of the Administrator (Immediate Office)	**16**	*(No info)*	**5**	*(No info)*	**31.3%**	*(No info)*
Office of the Executive Secretariat (OEX)	**15**	*(14)*	**13**	*(11)*	**86.7%**	*(78.6%)*
Science Advisory Board (SAB)	**17**	*(15)*	**7**	*(10)*	**41.2%**	*(66.7%)*
Office of Public Affairs (OPA)	**33**	*(36)*	**15**	*(22)*	**45.5%**	*(61.2%)*
Office of Small and Disadvantaged Business Utilization (OSDBU)	**12**	*(12)*	**6**	*(8)*	**50%**	*(66.7%)*
Office of Civil Rights (OCR)	**29**	*(29)*	**16**	*(25)*	**55.2%**	*(86.2%)*

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Continued Business

Workforce Reshaping Initiative

EPA Workforce Reform / Reduction Timeline of Events - UPDATE

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Continued Business
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Continued Business Talent Hub

- Updating Talent Hub profiles is key
  - Over 2,600 employees have updated theirs
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New Business / Open Discussion

Proposed AO Career Development Initiative for FY 2017-2018

AO Proposed FY 2017-2018 Career Development Initiative For Emerging Leaders

	Program	Grade	Potential Announcement Date	Location of Training	Program Duration	FY 2017-2018 Tuition	Slots
1	OPM/FEI Leadership for a Democratic Society	15	June 28 Deadline for Application Packages to AO: August 4	Charlottesville, VA	1 Month (available as either 2 two-week sessions or 1 four-week session)	$20,869.00	1
2	Fall 2017-2018 Excellence in Government (EIG) Fellows Program	14-15	July 12 Deadline for Application Packages to AO: August 30	WDC	24 "Contact" days during the year	$11,800.00	1
3	LEGIS Fellows Or Capitol Hill Fellowship Program	GS 13 and above	June 28 Deadline for Application Packages to AO: August 4	WDC	Full-Year or Half-Year Programs starting in December or January	Not less than $4,525.00 nor more than $6,135.00	1
4	Graduate School USA Executive Leadership Program	GS 11-13	TBD	WDC	9-month program with Four 1-week residential sessions	$4,829.00	1
5	Graduate School USA New Leader Program	GS 7-11	TBD	WDC	Six-month program with Three 1-week sessions	$3,329.00	1
6	Graduate School USA Aspiring Leader Program	GS 4-6	TBD	WDC	Two weeks (one week a month for two months)	$2,175.00	1
7	EPA Leaders and Learners Mentoring Program	All	Late August/Early September (First-Come/First Accepted) We will have Open Houses and Info Sessions	WDC (and Virtual)	9 months The Program will run from September 2017 – June 2018	$370.00 per slot ($9,620.00)	26
						TOTAL: $58,757	

AO Proposed FY 2017-2018 Career Development Initiative For Emerging Leaders

NOTES

- ✓ Funding for these courses/seminars/developmental opportunities does not include travel or per diem, if required
- ✓ Residential programs—tuition includes food and lodging, but does not include travel or per diem
- ✓ Announcement timeframes may vary depending on receipt of information from the organization and/or EPA Headquarters
- ✓ All training/development opportunities are competitive within AO, and
- ✓ Training opportunities above will be advertised every year unless otherwise directed by management

Deputy Chief of Staff

John Reeder

October 23, 2013

VERA/VSIP Guidance for AAs

I. Key Concepts

An umbrella strategy, wherein the tenets of the Administrator's priorities and the FY 2015 OMB Budget Submission lay the foundation for an agencywide VERA/VSIP justification.

- Focus is on work priorities ~~identification~~ and the skills required to accomplish them~~it~~

For 2015, provide opportunity to ~~re~~invest in new initiatives by using VERA/VSIP in 2014.

- Program and regional offices would identify specific skill sets associated with changing priorities based on the Administrator's priorities and the 2015 budget submission.

- Programmatic investment areas include:
  - Climate Change
  - Communities
  - Protecting Water
  - Chemical Safety
  - Toxics
  - Sustainability
  - Building a High Performing Organization

- Business processes for streamlining ~~areas~~ include:
  - Grants Management
  - Differential State Oversight
  - Next Gen Compliance
  - Strategic Sourcing of Contracts (Centers of Excellence)
  - Misc. Business Process Improvements

II. Action Steps

Every AA in coordination with its lead region should identify the areas of focus, including those skill sets needed for investment areas as well as changing skill sets that are no longer needed and associated staff to be retrained~~, retained~~ or offered VERA/VSIP opportunities.

AA to focus on the kinds of work and people needed to manage~~ment~~ changing priorities.

Identification of key priorities~~,~~ as well as areas where work can be accomplished differently.

This is your opportunity to envision and create the ~~your~~ legacy of ~~at~~ EPA and the workforce of the future.

Step 1 – The Work – Key Priorities and Initiatives

A. What is/are the applicable Administrator's priority/ies and business processes for my organization?

B. How does this affect my program/regional office?
- What is being done to achieve efficiencies and become more effective that will result in a need for different skill sets~~and efficient~~?
- What new functions skills are needed?
  - Specifically, what work do we need ~~want~~ to do that is new/different that we can't currently do with current skill sets or that reflects a change in mission priorities or requirements? What skills are needed to accomplish this work?
  - Specifically, what skills do we no longer need (or need fewer of) given the changing agency priorities or changing business practices?~~do we need less of (GS series, grade)~~?

C. Are the current business processes and organizational structures sufficient for carrying out the key priorities?

Step 2 – Employees - Identification of Key Skill Sets

A. Which skills do we have and which do we need?
- What skill sets are needed?
  - Specifically what do we need more of (GS series, grade)?
  - What opportunities exist for retraining?

- What skill sets are no longer needed?
  - How will work be redefined to address priorities?
  - What GS series are no longer needed?

III. Anticipated Milestones

Action	Estimated Completion Date
Tiger Team to Meet with AAship	By November 8
Tiger Team Briefs Administrator/DA	By November 15
Administrator/DA Meet with OPM/OMB	By November 22
Brief Unions and Employees	By December 3
AAship Submits Justification to OHR	By December 6
Agency Formal Submission to OPM/OMB	By December 20
OPM /OMB Approval	By January 24
Notify Unions of Approval	By January 28
Prepare and Issue Employee Notices	By February 4
Applications Due	By March 6
AA Applies Selection Criteria	By March 11

AA Notifies Applicants of Acceptance	By March 14
Last Effective Date for Employee Separations	April 4

SOD/AA Huddle – 13 June 2017

Welcome!

Dial-in #: (202) 564-1700
Conference extension code: 1107762
Participant code: 234567

Deputy Chief of Staff

John Reeder

SOD/AA Huddle Overview

Reggie Allen,
Assistant Deputy Chief of Staff

Maxiflex Work Schedule

Lindsey Johnson, AO's LER Specialist

An overview of the pilot program for the Headquarters Maxiflex work schedule

Maxiflex Overview

- Pilot was launched on April 30
- Currently 229 staff enrolled across HQ
- Possible extension being considered
- Provides a more flexible work schedule than those currently available at EPA Headquarters
- Allows employees to vary the number of hours worked per day and complete their tour of duty in fewer than 10 workdays in a bi-weekly pay period

Maxiflex Overview

- Maxiflex offers more flexibility than compressed work schedules
  - Employees may work up to a maximum of 11½ non-overtime hours in a single workday
  - May include one or more regular non-work days that are similar to CDOs
  - Employees must submit a proposed work schedule on the HQ Maxiflex Pay Period Work Schedule to their supervisors in advance of each pay period

Maxiflex Overview

- Employees may select a starting and stopping time each day
  - Selected starting & stopping times must be between 5:30am-7pm, unless supervisor assigns regular night work
  - Flexible time bands for Maxiflex are: 5:30am - 10:00am and 2:30pm - 7:00pm
  - Arrival and/or departure times of the proposed work schedule may be adjusted by a maximum of 1 hour without additional documentation or prior supervisory notification
  - For example, employee with approved start time of 6:30am can arrive as early as 5:30am and as late as 7:30am without being considered tardy

Core Hours on Duty Days

- Employees must be in a work or leave status during core hours on duty days:
  - 10:00am - 2:30pm – All HQ employees
  - For example, if the employee's regular tour of duty begins at 9:30am, the latest the employee can arrive at work is 10:00am
- Eligible for credit hours (except SES ☹)

Credit Hours

- Must be earned between 5:00 a.m. – 8:00 p.m., with exception of supervisor approval
- Employees may earn up to 2 credit hours per workday and up to 10 credit hours per pay period, subject to advance supervisory approval
  - Request to earn credit hours must be made to supervisor in writing
- Manager approval needed to earn credit hours on weekends
- Must be recorded on the HQ Maxiflex Pay Period Work Schedule (HQMPPWS), and in PeoplePlus each time they are earned and/or used and must be recorded in 15-minute increments - not counted as credit hours if less than 15 minutes worked
  - Credit hours are only recognized as such in PeoplePlus after the 80-hr bi-weekly work requirement has been met
- Cannot carry over more than 24 credit hours between pay periods
- Employees are accountable for keeping track of their credit hour balances from day to day, week to week, and pay period to pay period

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Standing approvals to work outside the credit hours are not permissible
Supervisors may grant a standing approval to work credit hours for known or anticipated workload needs if within the 2 credit hours per workday/10 per pay period limit. Standing approvals for more than 2 credit hours per workday/10 per pay period are not permissible. Standing approvals must be for a designated period of time, and must have an end date.
Supervisors may grant more than 2 credit hours per workday/10 per pay period, on a case-by-case basis
Request to earn credit hours must be made to supervisor in writing (preferably by email). The supervisor may request additional information regarding the nature of the request (e.g., work to be performed, anticipated duration of work, etc.)
Part time employees cannot carry over more than 25% of the biweekly work schedule
The number of credit hours earned and/or used each workday must also be recorded keeping in mind that at the end of the pay period "extra hours" will only be counted as credit hours after the 80-hour bi-weekly requirement is met
Though there is a statutory limit on the number of credit hours that an employee may carry at any one time, there is no time limit for using those credit hours. So long as the employee's credit hours balance does not exceed the statutory cap, those hours will be available for use as long as the employee is approved to participate in Maxiflex.

Example Credit Hours Schedules for Entering in PeoplePlus under Maxiflex

Example 1: Because employee input 80 regular hours, the credit hours on the earlier days are accepted:

Mon	Tue	Wed	Thurs	Fri	Mon	Tues	Wed	Thurs	Fri	Time Reporting Code
8	9	7	7	9	0	10	10	10	10	REGHR
			2			1				CRHRE

Example 2: Same EXACT schedule as above – but 3 credit hours have to be input on the second Friday (after the 80 regular hours are entered):

Mon	Tue	Wed	Thurs	Fri	Mon	Tues	Wed	Thurs	Fri	Time Reporting Code
8	9	7	9	9	0	11	10	10	7	REGHR
									3	CRHRE

For Maxiflex, Example 2 is correct. Otherwise, system will show an error message, “Credit Hours earned can only be reported on completion of Tour of Duty”.

Procedures for Using Maxiflex

- Application and Documentation
  - Employees interested in participating in the Maxiflex schedule must:
    - Read and understand the:
      - Headquarters Maxiflex Pilot Program - Bargaining Unit Employees
      - Headquarters Maxiflex Pilot Program - Non Bargaining Unit Employees
    - Submit the Headquarters Work Schedule Request Form to their supervisors for approval or disapproval
    - Submit the Maxiflex Agreement to their supervisors for approval
    - Submit a proposed work schedule on the HQMPPWS to their supervisors in advance of each pay period
  - Employees cannot begin using Maxiflex in the middle of a pay period since the Maxiflex schedule design is based on two-week intervals
  - Supervisor will document all work schedule approvals and disapprovals

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Submit a proposed work schedule on the HQMPPWS to their supervisors in advance of each pay period. Employees who fail to submit this in advance are required to work 8 hour days (either from 8:00 a.m.- 4:30 p.m. or from 9:00 a.m. – 5:30 p.m.) for the affected pay period unless their supervisor grants an exception

Employees cannot begin using Maxiflex in the middle of a pay period since the Maxiflex schedule design is based on two-week intervals

Employees are permitted to change work schedule types periodically, but not pay period by pay period, to accommodate workload demands or for personal reasons

For example, an employee may not work on a Maxiflex schedule one pay period and then the next pay period switch to the 5-4/9 Compressed Work Schedule, and then the next pay period switch back to Maxiflex. Employees may alter their Maxiflex work schedule on a pay period to pay period basis

Maxiflex Today

- Lessons learned:
  - Employees should consider setting a reminder for submitting their proposed work schedule to their supervisor
  - What supervisors should consider when evaluating/approving Maxiflex schedules:
    - if there is a documented misconduct or performance issue within the last 12 months,
    - whether or not the organization's or work unit's specific operating needs and/or mission requirements will be met,
    - the employee's suitability for a flexible work schedule (for instance, do you have concerns with the employee's time and attendance or ability to work independently? If so, are those concerns documented?), or
    - if office coverage is required

12

Unions have asked for program extension due to continuation of Metro work past June 30th.
Also makes sense to extend in order to give us information for evaluation.
So, an extension is being considered, and we will communicate that extension as soon as we can!

OAES Standing Report Outs and Updates

HR and Budget News

OAES STANDING REPORT OUTS

HR News

- **June 15:** Closing Date for FY 2017 FEVS

  see handout for up-to-date response rates

- **June 23:** Call for FY 2018 Mandatory Training Courses

- **June 26 & 27:** HQ Inspection Program Conducted in AO

- **June 30:** FY 2017 PARS Performance Plans Must be in Place

2017 FEVS Closes June 15

#1 Goal: To exceed AO's FY16 response rate of 72.6%

#2 Goal: Each eligible AO sub-office gets a report

- At least 10 respondents are needed for the customized report.
- All eligible permanent, full-and part-time employee who were onboard as of October 17, 2016 are invited to take the survey.
- For anyone who did not receive the EVS survey invitation, they should request a survey link from EVEP@opm.gov.
- Please encourage your employees to take the survey. The survey takes just 20 minutes to complete.

AO Response Rates

- **As of right now, the following AO Offices will receive a customized Sub-Office report:**
  - **OCIR, OCR, OEX, OP (sub-offices not currently known), OPA**
- **Offices that need to get closer to the magic number of 10 completed surveys are:**
  - **OAES** (need 2 out of 15) has 8 respondents who have completed the survey)
  - **OCHP, OSDBU, and SAB** (each has 6 respondents so far)
  - **OPEEE** (has 4 respondents out of 12 eligible)
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New Business / Open Discussion

Proposed AO Career Development Initiative for FY 2017-2018

AO Proposed FY 2017-2018 Career Development Initiative For Emerging Leaders

	Program	Grade	Potential Announcement Date	Location of Training	Program Duration	FY 2017-2018 Tuition	Slots
1	OPM/FEI Leadership for a Democratic Society	15	June 28 Deadline for Application Packages to AO: August 4	Charlottesville, VA	1 Month (available as either 2 two-week sessions or 1 four-week session)	$20,869.00	1
2	Fall 2017-2018 Excellence in Government (EIG) Fellows Program	14-15	July 12 Deadline for Application Packages to AO: August 30	WDC	24 "Contact" days during the year	$11,800.00	1
3	LEGIS Fellows Or Capitol Hill Fellowship Program	GS 13 and above	June 28 Deadline for Application Packages to AO: August 4	WDC	Full-Year or Half-Year Programs starting in December or January	Not less than $4,525.00 nor more than $6,135.00	1
4	Graduate School USA Executive Leadership Program	GS 11-13	TBD	WDC	9-month program with Four 1-week residential sessions	$4,829.00	1
5	Graduate School USA New Leader Program	GS 7-11	TBD	WDC	Six-month program with Three 1-week sessions	$3,329.00	1
6	Graduate School USA Aspiring Leader Program	GS 4-6	TBD	WDC	Two weeks (one week a month for two months)	$2,175.00	1
7	EPA Leaders and Learners Mentoring Program	All	Late August/Early September (First-Come/First Accepted) We will have Open Houses and Info Sessions	WDC (and Virtual)	9 months The Program will run from September 2017 – June 2018	$370.00 per slot ($9,370.00)	26
						TOTAL: $58,507	

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NOTES

- ✓ Funding for these courses/seminars/developmental opportunities does not include travel or per diem, if required
- ✓ Residential programs—tuition includes food and lodging, but does not include travel or per diem
- ✓ Announcement timeframes may vary depending on receipt of information from the organization and/or EPA Headquarters
- ✓ All training/development opportunities are competitive within AO, and
- ✓ Training opportunities above will be advertised every year unless otherwise directed by management

Deputy Chief of Staff

John Reeder

Welcome!

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Conference extension code: 1107762
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EPA's HQ's Maxiflex Program

Update

OAES Standing Report Outs and Updates

HR and Budget News

HQ's Maxiflex Pilot is Underway

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RMS – FY 2017 and FY 2018 Budget News

- FY 2017 Operating Plan has been approved by OMB.
- As of June 8, OMB has not approved the Agency's FY 2017 apportionment.
  - This prevents OCFO from loading the FY 2017 Enacted Budget.
  - Additional 30 days of funding was loaded Friday, June 9th
- Because of this, OAM is extending the June 1st – 15th window to make adjustments to the PRs submitted by the May 31st deadline, to June 22nd.
- If there are PRs with OAM for action and require adjusting, please contact Michael Quarles for assistance. It's extremely important that what's awaiting action, get awarded and obligated.

OAES STANDING REPORT OUTS

RMS – FY 2017 and FY 2018 Budget News

- Still awaiting some program offices input on FY 2017 Awards. Request your assistance in providing this information ASAP.

- The FY 2018 President's Budget has been transmitted to Congress:
  - House Appropriations Interior Subcommittee Hearing - June 15 @ 1:00 PM
  - House Energy and Commerce Hearing - TBD
  - Senate Environment and Public Works Committee Hearing - TBD
  - Senate Appropriations Interior Subcommittee Hearing - June 27 @ 9:30 AM
  - Please be on guard for any questions and necessary responses to inquiries.

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RMS - FY 2017 Closeout Schedule

Key Dates:

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- **Any requests for AO corporate funding prior to that date will be coordinated by myself or Reggie.**
- **This does not impact current year FY 17/18 funding**

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- **The final FY 2017 Appropriations bill was signed May 5, 2017.**
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OAES STANDING REPORT OUTS

AO FY17 Fiscal Awards

AO Awards Pool for FY 2017

Reminder

Office	FY 17 Calculated Maximum	FY 17 Time Off Hours Maximum
IO	$32,907	238
OHS	$13,412	97
OCHP	$21,293	154
OEX	$20,187	146
OAES	$26,132	189
OSBP	$15,624	113
OCR*	$50,605	366
SAB	$29,865	216
OPA	$53,786	389
OEE-OPEE	$25,026	181
OCIR	$71,345	516
OP	$194,817	1409
TOTAL	$555,000	4014

** Includes approximately $16,548 for OGC section*

All funding for monetary award requests must be submitted to your assigned program analyst no later than **June 1st**.

In addition, recognizing the reality that we in AO also need to prepare for the challenges of this new fiscal environment as well, AO is also conducting a 10% tap of its own as part of the same hold back exercise.
The following slide will detail some of the identified AO corporate needs we currently are tracking.

Continued Business

Workforce Reshaping Initiative

EPA Workforce Reform / Reduction Timeline of Events - UPDATE

- **AO summary…total targeted positions – 139 / max offers accepted 64**
- **AO Impact….prevents any movement and personnel actions related to targeted positions**
- **Next step – Agency level**
  - **June 30, 2017, Four deliverables due to OPM:**
    - 1. Draft Agency Reform Plan
    - 2. Draft Agency FY 2018 – 2022 Strategic Plan
    - 3. Draft Workforce Reduction Plan; and
    - 4. Plan to Maximize Employee Performance
    - ❖ Final plans for 1,2, & 3 above due to OMB in September along with Budget submission
  - **September 30, 2017, Early out/buyout (VERA/VSIP) program complete.**

To Meet New Priorities and Reform, we must…

- Reduce Higher grades; specifically non-supervisory GS 13,14 & 15's.
- Minimize duplication amongst offices, e.g., admin support.
- Consolidate like functions.
- Discontinue selected functions.
- Reshape or redesign positions.
- Establish new career development tracks for employees.

Agency/AO Personnel Policy Discussion

HIRING GUIDELINES & APPROVING AUTHORITY

- Acting Deputy Administrator must approve
  - All new hires – DEU; External Merit Promotions, Pathway Recent Grads; and Pathway Students Indefinite
- SRO must approve:
  - All Internal Merit Promotions – EPA-Wide and AAship/RAship
- Permanent staffing requests and paid details must be within your FY17 ceiling

Workforce Reshaping Initiative

EPA Workforce Reform / Reduction Timeline of Events

- April 12, 2017, Guidance issued to all Federal Agencies on implementing a comprehensive plan for reforming the Federal Government and reducing the workforce.
- April 2017, Agency Workgroup formed to begin scouting out approach to developing an Agency Reform Plan.
- April 2017, Workgroup made decision to extend Agency freeze on external hiring. Very limited exceptions may be permitted on case by case, with approval by Acting Deputy Administrator. Internal re-assignments may continue where appropriate, however, SRO approval will be required if the reassignment is across NPMs or regions.
- April 2017, OARM issued supplemental guidance to assist NPMs and regions to assist in plan development.
- **June 30, 2017, Four deliverables due to OPM:**
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AA's Workforce Reform/Reduction Specific Tasks

- Each NPM to provide a one page draft workforce reshaping proposal for their programs **NLT May 5, 2017**. Focus is on current organization structure and achieving efficiencies. Be prepared to meet with OARM to discuss draft.

- Prepare a brief, no more than 2 pages office-specific business case using VERA/VSIP instructions and checklist.

- Populate the Targeted Positions Template Excel file for your office.

- Each Offices' submittal will be compiled into one, agency-level VERA/VSIP proposal that will ultimately be submitted to OPM and OMB for review and approval **NLT May 24, 2017**.

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AO Updated Time Line for Due Outs

DUE OUTS FOR DRAFT AO REFORM PLAN		
DATE	ACTION	OWNER
25-Apr-17	Prepare draft proposal for John Reeder	OAES
27-Apr-17	Send to offices and R8 for comments	PDAAs, SODs, & R8
2-May-17	Comments due to OAES	PDAAs & SODs
3-May-17	Prepare AO final Plan	OAES
4-May-17	Send final Plan to OARM	OAES
8-May-17	Send final Plan to OA for FYI	OAES

DUE OUTS FOR AO VERA VISP PLAN		
DATE	ACTION	OWNER
25-Apr-17	Share information package with offices	OAES
27-Apr-17	Schedule meeting with individual offices to discuss proposal	OAES
2-May-17	Meeting with offices to discuss AO general process	OAES
2-May-17 thru 10-May-17	Follow up with program offices to discuss individual office options/proposal	PDAAs & SODs
17-May-17	Analayze proposals and populate AO template - share for comments	OAES
18-May-17	Provide feedback to OAES	PDAAs & SODs
23-May-17	Incorporate changes and brief Dep Chief of Staff / Chief of Staff to finalize AO Proposal. Send final Plan to OARM	OAES
24-May-17	Submit AO final plan to OARM	OAES

Talent Hub

New Business / Open Discussion

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Final Questions / Comments?

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(What are the specific updates – NTE date?)

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- **June 15: Federal Employee Viewpoint Survey 2017** *(When does it end?) ;*
  - *see handout for up-to-date response rates*
- *June 16 – Final AO Awards are due and QSIs must be submitted no later than 9/1?*
- **June 26 & 27: HQ Inspection Program Conducted in AO**
- **June 30: FY 2017 PARS Performance Plans Must be in Place**
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(What Office has the lead this year?)

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Remove – no need to repeat slides 7 - 9.

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[DateTime] U.S. Environmental Protection Agency 13

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With the CR now extending through next April, the likelihood of continuing constrained budgets for the Agency, and the changes inherent in the transition to a new Administration, we are being asked by senior leadership to think cooperatively and as a corporate body in formulating our future resource needs and operating plans.

Accordingly, at the behest of the Deputy Administrator, OCFO is conducting a 10% Hold Back exercise affecting remaining available carryover (FY 16/17) extramural balances across the Agency. AO will be impacted and no AO program will be exempt.

OAES STANDING REPORT OUTS

AO FY17 Fiscal Awards

AO Awards Pool for FY 2017

Reminder

Office	FY 17 Calculated Maximum	FY 17 Time Off Hours Maximum
IO	$32,907	238
OHS	$13,412	97
OCHP	$21,293	154
OEX	$20,187	146
OAES	$26,132	189
OSBP	$15,624	113
OCR*	$50,605	366
SAB	$29,865	216
OPA	$53,786	389
OEE-OPEE	$25,026	181
OCIR	$71,345	516
OP	$194,817	1409
TOTAL	$555,000	4014

** Includes approximately $16,548 for OGC section*

All funding for monetary award requests must be submitted to your assigned program analyst no later than **June 1st**.

In addition, recognizing the reality that we in AO also need to prepare for the challenges of this new fiscal environment as well, AO is also conducting a 10% tap of its own as part of the same hold back exercise.
The following slide will detail some of the identified AO corporate needs we currently are tracking.

Continued Business

Workforce Reshaping Initiative

EPA Workforce Reform / Reduction Timeline of Events

- April 12, 2017, Guidance issued to all Federal Agencies on implementing a comprehensive plan for reforming the Federal Government and reducing the workforce.
- April 2017, Agency Workgroup formed to begin scouting out approach to developing an Agency Reform Plan.
- April 2017, Workgroup made decision to extend Agency freeze on external hiring. Very limited exceptions may be permitted on case by case, with approval by Acting Deputy Administrator. Internal re-assignments may continue where appropriate, however, SRO approval will be required if the reassignment is across NPMs or regions.
- April 2017, OARM issued supplemental guidance to assist NPMs and regions to assist in plan development.
- **June 30, 2017, Four deliverables due to OPM:**
  - **1. Draft Agency Reform Plan**
  - **2. Draft Agency FY 2018 – 2022 Strategic Plan**
  - **3. Draft Workforce Reduction Plan; and**
  - **4. Plan to Maximize Employee Performance**
  - ❖ **Final plans for 1,2, & 3 above due to OMB in September along with Budget submission**
- **September 30, 2017, Early out/buyout (VERA/VSIP) program complete.**

AA's Workforce Reform/Reduction Specific Tasks

- Each NPM to provide a one page draft workforce reshaping proposal for their programs **NLT May 5, 2017**. Focus is on current organization structure and achieving efficiencies. Be prepared to meet with OARM to discuss draft.

- Prepare a brief, no more than 2 pages office-specific business case using VERA/VSIP instructions and checklist.

- Populate the Targeted Positions Template Excel file for your office.

- Each Offices' submittal will be compiled into one, agency-level VERA/VSIP proposal that will ultimately be submitted to OPM and OMB for review and approval **NLT May 24, 2017**.

To Meet New Priorities and Reform, we must…

- Reduce Higher grades; specifically non-supervisory GS 13,14 & 15's.
- Minimize duplication amongst offices, e.g., admin support.
- Consolidate like functions.
- Discontinue selected functions.
- Reshape or redesign positions.
- Establish new career development tracks for employees.

AO Updated Time Line for Due Outs

DUE OUTS FOR DRAFT AO REFORM PLAN		
DATE	ACTION	OWNER
25-Apr-17	Prepare draft proposal for John Reeder	OAES
27-Apr-17	Send to offices and R8 for comments	PDAAs, SODs, & R8
2-May-17	Comments due to OAES	PDAAs & SODs
3-May-17	Prepare AO final Plan	OAES
4-May-17	Send final Plan to OARM	OAES
8-May-17	Send final Plan to OA for FYI	OAES

DUE OUTS FOR AO VERA VISP PLAN		
DATE	ACTION	OWNER
25-Apr-17	Share information package with offices	OAES
27-Apr-17	Schedule meeting with individual offices to discuss proposal	OAES
2-May-17	Meeting with offices to discuss AO general process	OAES
2-May-17 thru 10-May-17	Follow up with program offices to discuss individual office options/proposal	PDAAs & SODs
17-May-17	Analayze proposals and populate AO template - share for comments	OAES
18-May-17	Provide feedback to OAES	PDAAs & SODs
23-May-17	Incorporate changes and brief Dep Chief of Staff / Chief of Staff to finalize AO Proposal. Send final Plan to OARM	OAES
24-May-17	Submit AO final plan to OARM	OAES

Agency/AO Personnel Policy Discussion

EPA / AO Personnel Policy Discussion

- Currently EPA is still under a hiring freeze.
- All external hiring must be approved by the Acting Deputy Administrator.
- Internal reassignments may proceed where appropriate, but Senior Resource Official approval will be required if the reassignment is across NPMs or regions.
- Details and Details with Temporary Promotion – Discussion.
- General discussion on personnel policy / staffing during this period of budget uncertainty (Until FY18 known).
  - Pre VERA/VSIP
  - Post VERA/VSIP (Restructured positions/Orgs)

Talent Hub

New Business / Open Discussion

Proposed AO Career Development Initiative for FY 2017-2018

Deputy Chief of Staff

John Reeder

Final Questions / Comments?

Strategy for Managing Interim FTE Levels[1]

Office: AO

Current On-board FTE Level: 370

FY18 Interim FTE Level: 340

Number FTE over/under FY 18 interim level: 30

Strategy to meet the new level by end of FY18:

- Pause all hiring actions (reassignments, recruits, conversions, details, etc.) that will increase AO's current FTE number. This will be revisited once an appropriation is passed. At that time, hiring will be based on office-wide and agency priorities and approved by the Acting Deputy Chief of Staff (AO's SRO).
- Return all external details at the end of their term or before end of FY.
- At a 5% attrition rate, AO could potentially attrite 19 personnel.
- Explore the option of another VERA/VSIP. AO 13 personnel take the last VERA/VSIP. Key to this is getting the word out that there will be no 40K buyout option at EPA, and that this will be the last round of VERA/VSIP for the foreseeable future.
- AO could incorporate a 2 for 1 hiring approach. (2 loses = 1 new hire)
- Support opportunities for personnel to be reassigned to other offices in AO and other AA'ships that have a need and are under ceiling. The person's work would be distributed amongst remaining staff.
- Use Talent Hub and Skills Market Place to make up for specific skill set shortages.
- Potentially (as funds available) use contract dollars to support key functions or shortages.
- Transfer tasks and /or mission sets to other offices or Regions as appropriate.

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- See attached Spreadsheet

Impacts of reduced FTE levels

- Losses will impact all operations across AO to varying degrees from slowing processing times for actions, to reducing available time to conduct needed analysis due to no decrease in volume and less available staff; to delays in meeting higher level deadlines. For details see attached page.

[1] The FTE level identified is an interim level and represents a scenario for planning purposes only. Final FTE levels will be determined upon receiving a final appropriation and operating plan decisions.

DRAFT

Office of Administrative and Executive Services (OAES) and Immediate Office (IO)

Overview Discussion

October 31, 2017

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Opening Comments

Reggie Allen

OAES Director

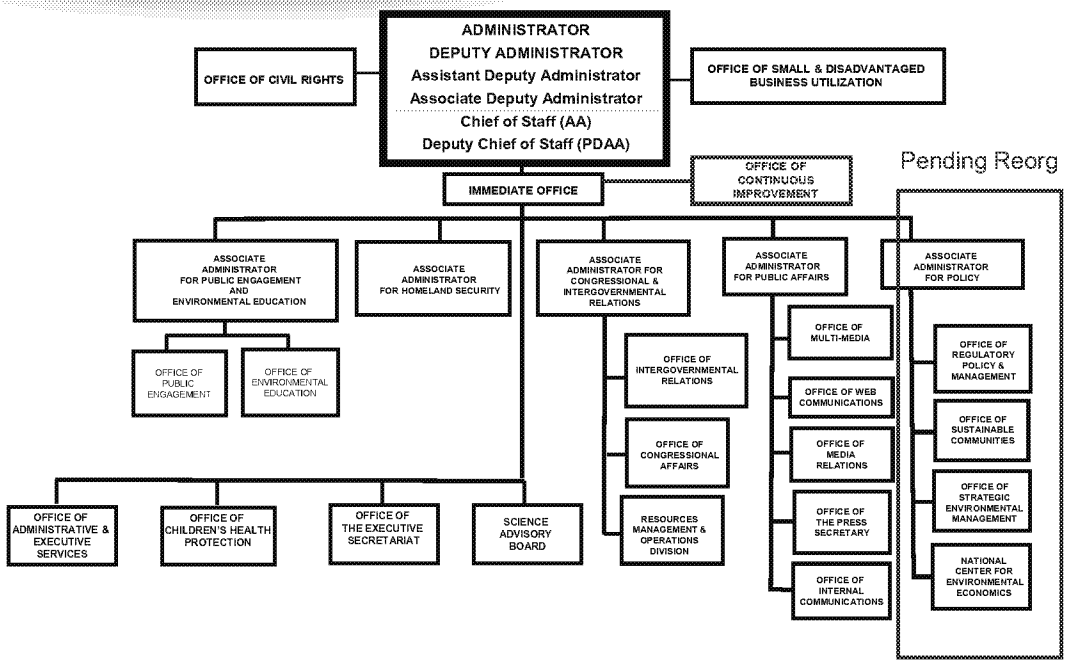
Agenda

- List of Handouts
- AO Immediate Office
  - Organization chart
  - Work functions
- OAES
  - What we do and key activities
  - Organization and work functions
- AO Budget
  - Overview
  - FY17 operating plan
  - Staffing and FTE
- Hot Issues
  - Challenges and opportunities
  - Reorganization
  - Successes
  - Upcoming events

Handouts

- AO Organization Chart
- AO Personnel Roster
  - Senior Political Executives
  - Senior Career Executives
  - Political Appointees
- OAES Staffing Chart
- OAES Functions Chart
- OAES Vision, Mission, Values and Goals

Office of the Administrator



Immediate Office

The Immediate Office provides executive and logistical support for the EPA Administrator. AO supports the leadership of EPA's programs and activities to protect human health and the environment.

Agencywide

- Supports the leadership of EPA's programs and activities to protect human health and safeguard the air, water, and land upon which life depends
- Ensures the application of Presidential and Legislative priorities, and the agency's strategic goals
- Ensures appropriate infrastructure exists for communicating the agency's mission, strategic direction, programs, and consistency
- Provides the framework and resources for execution of the Administrator's overarching goals and priorities

AO-Wide

- Directs the day-to-day operations of the AAships within the AO
- Supervises all program managers and Staff Office Directors
- Oversees the utilization of all resources, personnel, and funding
- Establishes AO policies
- Communicates the Administrator's and Deputy Administrator's priorities and philosophies; ensures that all programs are in full support of both
- Ensures all offices are conducting business in full compliance with the law, regulations, and the agency's policies and practices

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Immediate Office

Special Assistants and Staff Assistants

- Coordinate issues between program offices and Administrator's Office
- Support Administrator's Office logistics

Operations Staff

- Oversees the daily administrative operations of the Administrator's immediate office
- Coordinates with the White House, cabinet level departments, and other federal agencies
- Manages the Administrator's daily schedule, communications, and outreach
- Archives the Administrator's schedule
- Manages the Administrator's briefing packages
- Manages electronic reporting of AA, RA, and senior staff external speaking events

Scheduling Staff

- Responsible for the Administrator's schedule
- Ensures the Administrator's schedule is in line with his or her priorities and the agency's strategic plan
- Responsible for all aspects of the Administrator's travel
- Manages all internal and external invitation requests

Advance Staff

- Develops and supports the Administrator's trips, events, and logistics
- Manages the agency's visitor operations and its protocol

What We Do in OAES

OAES is the centralized management component supporting the programs and personnel within the Office of the Administrator

In support of the Agency's core mission, OAES plans, manages, and reports results associated with:

- human resources and organizational development
- budget formulation and execution
- continuity of operations
- information technology management & security
- systems and process development

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Key OAES Activities

- Preparation of budget documents, operating plans and supporting justifications for all resource decisions
- Preparation and planning of studies to assess resource requirements
- Oversight of AO's Working Capital Fund
- Internal AO communications
- Assistance in developing and implementing automated resource and tracking systems
- SharePoint development

REVIEW

Reduce # of "Key" activities to avoid duplication with OAES org & functions slide

Key OAES Activities

- Preparation of organizational, administrative and personnel materials
- Processing and tracking of payroll, travel and procurement actions
- Audit coordination and tracking
- Coordination and oversight of facilities, space, and property management services
- Management of IT security
- Continuity of Operations Program (COOP)
- Management and execution of special projects

REVIEW

Reduce # of "Key" activities to avoid duplication with OAES org & functions slide

Office of Administrative and Executive Services

REVIEW

Delete slide after checking if any of these functions should be added to OAES org & functions slide

PROGRAM DESCRIPTIONS

- Administrative Management: The administrative management staff are responsible for providing direction and advice on the HR systems & processes, human capital efforts, strategic workforce development and planning, training and career development, performance management and developing administrative policies and procedures.

- Resource Management: OAES centrally manages payroll and the Working Capital Fund (WCF) across all AO offices and provides direction and advice on sweeping and allocating unused funds within AO. The resource management staff also works closely with the Office of the Chief Financial Officer (OCFO) to ensure adequate allocation of funds and proper management of such funds. In addition, the staff works on the following mission critical activities—budget formulation and execution, budget oversight, resource planning and reporting, AO conference oversight, AO space coordination, and purchase card advice and oversight.

- Information Management: The information management staff manages computer security, COOP planning and coordination, develops information technology policies and procedures, LAN coordination, IT inventory and communications, and NSI security.

OAES Organization and Functions

Reggie Allen, Director OAES

AO Communications Director

Staff Assistant

Administrative Management Staff (AMS)

Twanna Lesperance, Assistant Director, PMO

Felicia Pippins, Team Leader

- Staffing Management
- Training and Career Development
- Administrative Policies, Procedures, Data Calls
- FAIR and Competitive Sourcing
- Awards & Recognition including Special Honors
- Personnel Security Coordination
- Telework / Flexiplace Coordination
- Performance Management Systems
- Human Capital-Workforce Strategic Development
- Occupant Emergency Plan
- Suspense / Deadline Tracking
- Office reorganizations

Resources Management Staff (RMS)

Lance McCluney, Assistant Director, SBO

Michael Benton, Team Leader

- Budget Formulation
- Budget Execution
- Budget Oversight
- Grants and Contracts Coordination
- People Plus Coordination
- Working Capital Fund and eBusiness
- Reimbursable Accounts
- Resource Planning and Reporting
- Agency Strategic Plan
- International Travel
- Management Effectiveness Reviews
- Purchase Card Advice and Oversight
- Federal Managers' Financial Integrity Act

Information Technology Staff (ITS)

James Howard, Team Leader

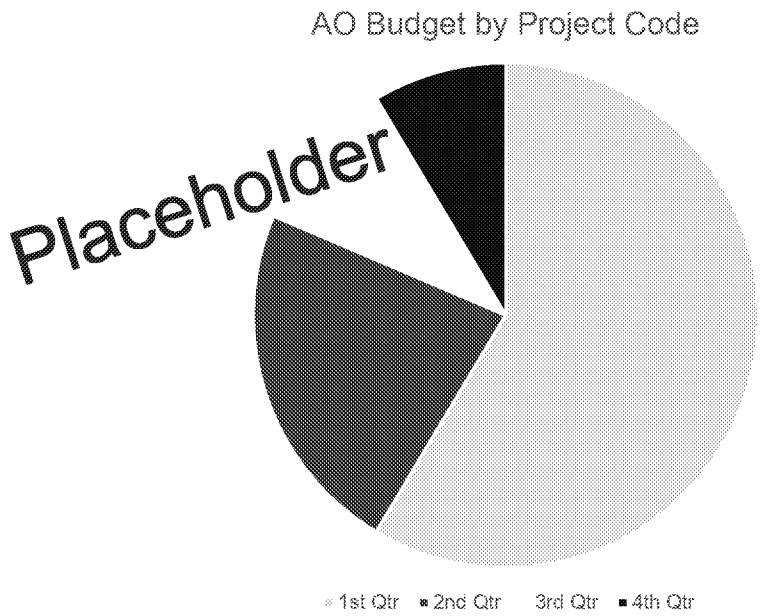
- Information Management Officer
- Computer Security
- AO Distribution List Management
- COOP Coordination
- NSI Security
- 508 Coordination
- SharePoint Development
- Lotus Notes Transition Support
- Backup Internal IT Support
- OEI Coordination / Liaison
- TSSMS Account Management

19 of 18.9 Authorized FTE

AO Budget Overview

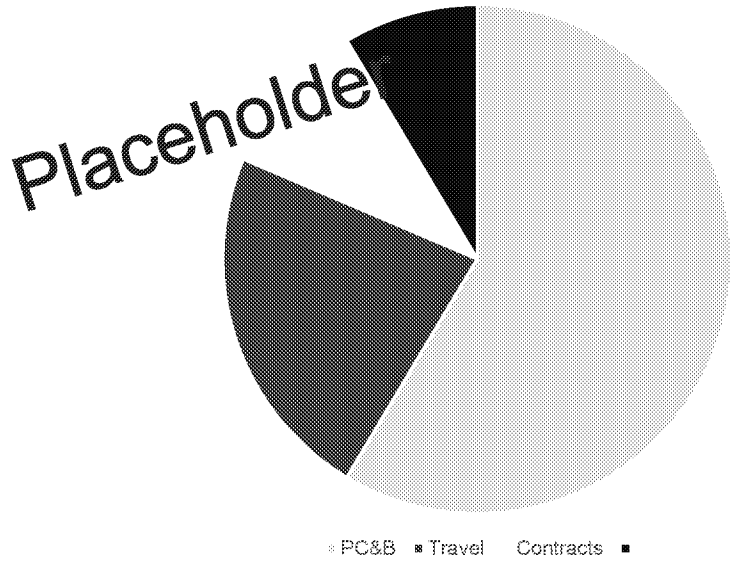
- AO has a unique budget among AA-ships
  - Budget covers 7 program project areas
  - Can't easily move funding between programs
- Travel expenses have dramatically surpassed budget projections
  - OCFO has provided additional funds
  - AO offices provided $125k
  - Executed travel projection ICW scheduling team to anticipate required funding, keeping OCFO informed of emerging funding requirements

AO Budget Overview



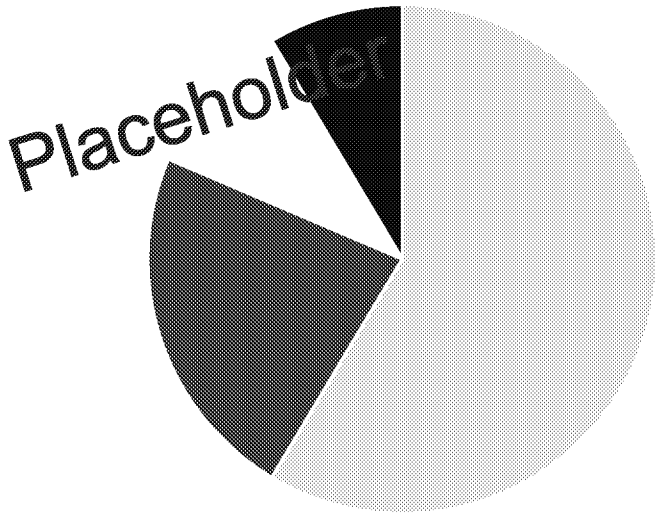
AO Budget Overview

Allocations by Spending Category for all of AO



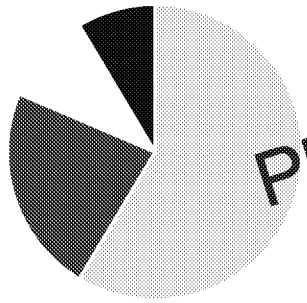
AO Budget Overview

Allocations by Spending Category for IO



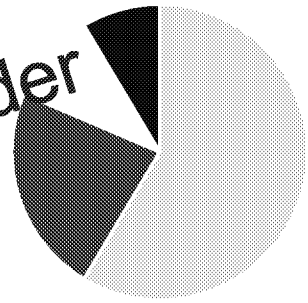
AO Budget Overview

Actual Spending for IO FY16



PC&B Travel Contracts

Actual Spending for IO FY17



PC&B Travel Contracts

Placeholder

AO's FY 2017 Operating Plan

Office	Contracts	Expenses	Grants	Travel	Office Total
Environmental Education	$409	$25	$5,305	$7	$5,746
Office of Administrative and Executive Services*	$45	$35	$0	$45	$125
Office of Administrator - Immediate Office*	$70	$62	$0	$328	$460
Office of Children's Health Protection	$892	$20	$1,110	$138	$2,160
Office of Civil Rights	$539	$45	$44	$41	$669
Office of Congressional and Intergovernmental Relations*	$39	$23	$0	$72	$134
Office of Executive Secretariat*	$17	$10	$0	$7	$34
Office of Homeland Security	$293	$10	$0	$32	$335
Office of Policy	$2,390	$151	$248	$327	$3,116
Office of Public Affairs*	$53	$43	$0	$24	$120
Office of Public Engagement*	$0	$0	$0	$5	$5
Office of Small and Disadvantaged Business Utilization	$459	$60	$209	$66	$794
Science Advisory Board	$240	$20	$10	$254	$524
Total	**$5,446**	**$504**	**$6,926**	**$1,346**	**$14,222**

Note: Dollars in Thousands

**OAES, IO, OCIR, OEX, OPA, and OPE shares the same program project.*

AO's FTE Ceiling & Utilization

Office	FY 2018 President's Budget	FY 2017 FTE Ceiling	FY 2017 Onboards	Above/Below Ceiling
Environmental Education	0.0	6.1	6.0	(0.1)
Office of Administrative and Executive Services*	14.9	18.9	19.0	0.1
Office of Administrator - Immediate Office*	17.1	23.8	31.0	7.2
Office of Children's Health Protection	4.9	15.4	15.0	(0.4)
Office of Civil Rights	18.5	24.6	20.0	(4.6)
Office of Congressional and Intergovernmental Relations*	40.3	51.6	48.0	(3.6)
Office of Executive Secretariat*	11.0	14.6	15.0	0.4
Office of Homeland Security	9.3	9.7	8.0	(1.7)
Office of Policy	124.5	140.9	128.0	(12.9)
Office of Public Affairs*	30.5	38.9	35.0	(3.9)
Office of Public Engagement*	0.0	12.0	6.0	(6.0)
Office of Small and Disadvantaged Business Utilization	2.4	11.3	12.0	0.7
Science Advisory Board	18.7	21.6	16.0	(5.6)
Totals	**292.1**	**389.4**	**359.0**	**(30.4)**

Note: Onboards as of October 16, 2017

**OAES, IO, OCIR, OEX, OPA, and OPE shares the same program project.*

Hot Issues – Critical Challenges and Opportunities

- Travel dollars for the Immediate Office
  - Tough to fund travel demands of the Administrator and remain under OCFO travel ceiling (what is that ceiling number?)
- FTE ceiling/balance
  - Influx of political appointees remaining in AO has caused an imbalance of FTE across AO
  - FY18 appropriation could lead to further FTE reduction or using non-pay to cover
  - Becoming increasing difficult to balance the legitimate FTE requirements of our offices with:
    - IO (non-career hires over ceiling in AO/IO)
    - Offices that have more non-career than in recent history
    - Requirement not to add additional non-supervisory GS14/15 positions
    - Projected/potential FTE reductions in FY18

Hot Issues – Critical Challenges and Opportunities

- VERA/VISP
  - Committed to reduce GS-14/15 non-supervisory
  - Restructure positions to address current needs
- Working Capital Fund
  - Imposed a 10% withhold from program offices to cover FY18 shortfalls
  - This withhold may not be enough to fund other changes throughout the FY
- Office of Continuous Improvement
  - Burdened finding FTE and $ to support the stand up of this new initiative – More later on this…

Hot Issues – Critical Challenges and Opportunities

- AO employee engagement (the not so good)
  - Some of the Agency's lowest reporting units for employee engagement are in AO
- e-BOSS adaptation and utilization across AO
- AO-wide data calls
- Space allocation
- Information management

Hot Issues – Reorganizations

- Office of Policy (bullets from reorg package)
  - Placeholder
  - Placeholder
  - Placeholder
- Office of Continuous Improvement
  - Challenge finding FTE and funding to support the stand up of this new initiative
  - Requested 12 FTE (five of which come from OP)
  - $__ in funding requested

Hot Issues – Successes

- Premiere customer service organization
- Employee engagement (The good)
  - Talent Hub - Launched three new modules in Talent Hub, including Details, Lateral Reassignments, and Senior Executive Service.
  - Workforce Engagement (WE) Workgroup
  - FEVS completion rate for AO is 2nd highest in HQ
  - Turnover of employees in CY17 (VERA/VSIP, retirements, etc.)
- Application development (SharePoint – agency leader)
  - e-BOSS - Introduced the Electronic Business Operations and Staffing System (e-Boss) to AO in August 2017; the e-Boss system is an end to end HR+ solution that has the potential to become the AA Ship standard for internal management of personnel and related ops.
  - Purchase Card App
  - E-business App
- AO's workforce reshaping initiative

AO/OAES introduced the Electronic Business Operations and Staffing System (e-Boss) to AO in Aug 17; the e-Boss system is an end to end HR+ solution that has the potential to become the AA Ship standard for internal management of personnel and related ops.

AO/OAES developed a comprehensive business operations suite in SharePoint that continuously tracks data, monitors requests and produces reports to increase overall effectiveness of HR management, budget utilization, and other operational activities.

Led AO's Workforce Engagement (WE) Workgroup, now recognized as a best practice throughout the agency's Engagement Community of Practice. WE Workgroup efforts have supported AO with the 2nd highest 2017 FEVS response rate in HQ and Employee Engagement scores above the agency's average.

Led Talent Hub, the Agency-wide one-stop-shop for professional development opportunities. The three new modules created have resulted in close to 600 opportunities posted with over 2,000 applications. Talent Hub underscores the Agency's ability to efficiently utilize its most important resource – it's people.

Hot Issues – Successes

- Reimaged AO's Honor Awards program to offers nine new categories of AO-specific honor awards, both individual and group, that range from peer awards to those that recognize meritorious efforts and outstanding achievement in support of AO's vision, mission, and values.
- Established SOPs to coordinate with the responsibilities and functions of the OAES staff to ensure consistency in procedures and to ensure useful information is available to customers as needed. (Ongoing)
- Coordinated and led monthly informational and decision-making meetings with AO's key senior officials. Meetings featured guest speakers and covered topics related to budget, human resources, IT, and other topics.
- Provided new oversight and training to AO's offices for contracts management to ensure AO meets OAM's requirements for processing of PRs.
- Administration transition – Led off/on boarding of non-career employees
- Mandatory training completion
- Executing the routine things routinely well

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Hot Issues – Upcoming Events

- AO Awards Ceremony – December 6
- Lotus Notes close out – December 31
- AO PARS Management & Certification
- Converting WJCE 1153 into conference space
- Talent Hub transition to OARM

Closing Comments

Strategy for Managing Interim FTE Levels[1]

Office: Office of Environmental Information (OEI)

Current On-board FTE Level: 323

FY 18 Interim FTE Level: 364.9 (based on 396.3 FY 17 Enacted FTE Ceiling and 8% reduction)

Number FTE over/under FY 18 interim level: 41.9 under

Strategy to meet the new level by end of FY 18:

OEI has previously identified 35 positions that are focused on meeting our highest priority needs. The current hiring plan focuses meeting critical needs to continue providing important services to the agency, with an emphasis on IT professionals:

- 2210 IT Specialist: **22**
- Support Functions (Program Analyst 0343, Budget Analyst 0560, IM 0301/0360): **11**
- SES: **2** (have received approval from the Deputy Administrator to fill both positions)

The Interim FTE levels primarily reduce EPM Information Security and IT/Data Management FTEs, while Working Capital Fund FTEs remain unchanged. It is important to note that in order to meet its mission, OEI will need to be able to fill positions associated with Information Security and IT/Data Management funds.

OEI will continue to consider additional hiring needs on a case-by-case basis. To fill these positions, OEI plans to explore opportunities to hire internally from within the EPA (via either Talent Hub Lateral Reassignment or USA Jobs) before proceeding to external hiring, when appropriate. However, OEI has specific skill-set needs that current Agency employees in non-IT/IM organizations may not have or for which there is no excess staffing in the agency. For instance, all programs/offices require support from an Information Security Officer and systems must have Information Systems Security Officers. If OEI hires too many people with security skills from within the agency that will leave critical gaps elsewhere in the agency. Therefore, hiring exclusively via reassignments and/or internal hires is not feasible. The following position types are examples of where external hiring will be more appropriate—these example are not an exhaustive list of the position types that may require external hires:

- **IT Information Security** – The skillset for this critical function is lacking within the EPA. All Federal Agencies have direct-hire authority for cybersecurity positions in order to recruit and appoint an experienced and qualified workforce to protect networks and information systems. As the Agency lead for IT security policy and oversight, OEI recommends that these positions be announced externally. (Program Offices and Regions may have vacancies in Information Security Officer and Information Systems Security Officer positions.) OEI also recommends that, as the Agency SME for cybersecurity, it should be able to manage a centralized recruitment process for

[1] The FTE level identified is an interim level and represents a scenario for planning purposes only. Final FTE levels will be determined upon receiving a final appropriation and operating plan decisions.

cybersecurity positions—which can result in Agency-wide external announcements from which other Program Offices or Regions can select candidates. (Preliminary target number of external hires is 7 positions—out of which one position has received approval from the Deputy Administrator to fill externally.)

- **Entry-level positions with full performance level of GS-12** – OEI is one of few headquarters offices that has reduced its grade structure by establishing entry-level positions with a full-performance level at the GS-12 level instead of the GS-13 level. Due to the limited applicant pool within EPA, OEI has been unsuccessful repeatedly in its attempts to internally recruit entry-level positions. In order to fulfill its commitment to it VERA/VSIP business case, and reduce its grade structure overall, OEI's aims to recruit externally for its entry-level positions. (Preliminary target number of external hires is 10 positions.)

- **Innovation Fellows** – The EPA Innovation Fellows Program brings highly skilled industry IT experts to the agency for a limited period to provide critical leadership on selected IT projects. For any hiring of Program positions, each Program or Regional Office should request these positions based on their critical hiring priorities, and OEI will manage the recruitment process. This Fellows Program is housed out of OEI; Fellows are hired as OEI term employees (between 2- and 4-year appointments) and once on-boarded they are detailed to and begin work in the requesting Program or Regional Office. Please note that the employees' FTEs are charged against the requesting RPIO although OEI's onboard number within EPA's HR/personnel reporting system still reflects these employees.

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- Support Functions (Program Analyst 0343, Budget Analyst 0560, IM 0301/0360): **11**
- SES: **2** (have received approval from the Deputy Administrator to fill both positions)

The Interim FTE levels primarily reduce EPM Information Security and IT/Data Management FTEs, while Working Capital Fund FTEs remain unchanged. It is important to note that in order to meet its mission, OEI will need to be able to fill positions associated with Information Security and IT/Data Management funds. We may hire additional people to fill new high priority vacancies and to address evolving priorities.

OEI will continue to consider additional hiring needs on a case-by-case basis. To fill these positions, OEI plans to explore opportunities to hire internally from within the EPA (via either Talent Hub Lateral Reassignment or USA Jobs) before proceeding to external hiring, when appropriate. However, OEI has specific skill-set needs that current Agency employees in non-IT/IM organizations may not have or for which there is no excess staffing in the agency. For instance, all programs/offices require support from an Information Security Officer and systems must have Information Systems Security Officers. If OEI hires too many people with security skills from within the agency that will leave critical gaps elsewhere in the agency. Therefore, hiring exclusively via reassignments and/or internal hires is not feasible. The following position types are examples of where external hiring will be more appropriate—these example are not an exhaustive list of the position types that may require external hires:

- **IT Information Security** – The skillset for this critical function is lacking within the EPA. All Federal Agencies have direct-hire authority for cybersecurity positions in order to recruit and appoint an experienced and qualified workforce to protect networks and information systems. As the Agency lead for IT security policy and oversight, OEI recommends that these positions be announced externally. (Program Offices and Regions may have vacancies in Information Security Officer and Information Systems Security Officer positions.) OEI also recommends that, as the

[1] The FTE level identified is an interim level and represents a scenario for planning purposes only. Final FTE levels will be determined upon receiving a final appropriation and operating plan decisions.

Agency SME for cybersecurity, it should be able to manage a centralized recruitment process for cybersecurity positions—which can result in Agency-wide external announcements from which other Program Offices or Regions can select candidates. (Preliminary target number of external hires is 7 positions—out of which one position has received approval from the Deputy Administrator to fill externally.)

- **Entry-level positions with full performance level of GS-12** – OEI is one of few headquarters offices that has reduced its grade structure by establishing entry-level positions with a full-performance level at the GS-12 level instead of the GS-13 level. Due to the limited applicant pool within EPA, OEI has been unsuccessful repeatedly in its attempts to internally recruit entry-level positions. In order to fulfill its commitment to it VERA/VSIP business case, and reduce its grade structure overall, OEI's aims to recruit externally for its entry-level positions. (Preliminary target number of external hires is 10 positions.)

- **Innovation Fellows** – The EPA Innovation Fellows Program brings highly skilled industry IT experts to the agency for a limited period to provide critical leadership on selected IT projects. For any hiring of Program positions, each Program or Regional Office should request these positions based on their critical hiring priorities, and OEI will manage the recruitment process. This Fellows Program is housed out of OEI; Fellows are hired as OEI term employees (between 2- and 4-year appointments) and once on-boarded they are detailed to and begin work in the requesting Program or Regional Office. Please note that the employees' FTEs are charged against the requesting RPIO although OEI's onboard number within EPA's HR/personnel reporting system still reflects these employees.

WORKFORCE RESHAPING

ISSUE/TOPIC: EPA's FY 2018 President's Budget proposes a 26% reduction in staffing.

BACKGROUND:

- The FY 2018 President's Budget supports 11,611 FTE, which is a reduction of 3,805 FTE from the FY 2017 level.
- EPA is currently more than 500 positions below the current FTE ceilings for FY 2017.
- To manage workforce, the agency has continued a hiring freeze and initiated voluntary early retirements and voluntary buy outs (VERA/VSIP) in the current year.
- The VERA/VSIP being offered in FY 2017 was elected to manage payroll costs that continue to rise (it is not based on the FY 2018 budget). This is a process that mirrors what the Obama administration elected to do four years ago.
- Buyout costs include an incentive payment of up to $25,000 as well as accrued leave not used.
- The agency is working toward completing the VERA/VSIP offering in September, to better match staffing patterns with new priorities and resources.
- We are assuming approximately 500 staff will accept the early out or retirement incentive in FY 2017.
- With a combination of the hiring freeze, VERA/VSIP, and expected attrition, we expect staffing levels to be approximately 1300 below the ceiling as we enter FY 2018.
- Should Congress enact the President's Budget, the agency would need to reduce the agency workforce levels by a further 2500 positions. Another VERA/VSIP could be initiated.
- A reduction-in-force is a tool of last resort. The rules are strict and create a hierarchy for departures based on organization and geographic location, then length of service and performance. There is no flexibility for management discretion. Affected retirement-eligible employees must retire; after that younger staff are disproportionately impacted. Severance is based on years of service and salary. Impacts are not predictable, due to 'bumping' rights.
- *Funding:* The FY 2018 President's Budget includes $68 million to defray costs associated with VERA/VSIP, geographic relocations should a specific location be closed, and severance costs.

TALKING POINTS:

- The FY 2018 President's Budget supports EPA's programs with 11,611 staff.

- EPA is reshaping the workforce through attrition, a continuation of the hiring freeze, and the initiation of voluntary buyouts and retirements.

- These efforts support organizational restructuring throughout the agency, in accordance with the Presidential Executive Order on the Comprehensive Plan for Reorganizing the Executive Branch, with a review of mission requirements and options to effectively align and redistribute the workforce based on priorities, technological advances and process redesign.

- Streamlining and reorganizing is good government and important to maximizing taxpayer dollars. This includes looking at developing opportunities for individuals to retire early. It's a process that mirrors what the Obama Administration EPA did about four years ago, to ensure that payroll expenses do not overtake funds used for vital programs to protect the environment.

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OECA proposes a broad VERA/VSIP in anticipation of a consolidation of functions, delayering of management, and restructuring of organizational components to achieve both near-term workforce reductions and to establish a more efficient and focused Federal enforcement and compliance program that is aligned with the Agency's strategic direction.

OECA has faced shortfalls in extramural and other non-pay accounts over the past several years, relying on reallocation from other Agency components to be able to maintain core systems and mission support activities. A reduction in personnel, in addition to meeting short-term workforce reduction needs, may also help to offset pressure on limited extramural and other non-pay resources in the longer term.

We currently have approximately 730 headquarters employees in DC and field office locations in a wide range of job series and grades, and, as an NPM, OECA has approximately 2100 FTE in the 10 regional offices. We propose to offer VERA/VSIP buyouts to eligible employees across all job series, eliminating or restructuring positions vacated by departing employees to meet future agency and organizational needs. The maximum number of positions to be eligible by series and location will be based upon current staffing levels and anticipated organizational needs, with adjustments to be made in accordance with future restructuring efforts. Overall, we are currently considering targeting a VERA/VSIP acceptance rate of as many as 15% of our on-boards.

Tentative areas of workforce reshaping and restructuring:

- Many of OECA's components include separate human resources, financial management, contracts/grants management, and other program support functions. A number of eligible staff perform these functions; elimination of some of these positions and a restructuring to centralize and consolidate remaining staff could reduce redundancies.

- OECA's current ratio of supervisors to staff is approximately 1:6. Supervisory positions vacated as part of a buyout could provide an opportunity for delayering of management and restructuring of positions to reflect changes to organizational components.

- In partnership with states and tribes, OECA may be able to more narrowly focus enforcement and compliance efforts on programs where the Agency has a core federal role and further target efforts in these programs. This may result in elimination or merging of functions to improve coordination and achievement of organizational efficiencies that would cross OECA's programs and staff and management positions. At Headquarters, for example, this may include a streamlining of support for Regional casework and work-sharing across organizational lines. While these opportunities have not yet been defined, it is anticipated that a restructuring of functions may be necessary. A broad approach to a buyout would be consistent with this effort.

- Based upon the availability of resources associated with Permanent Change of Station costs, the Criminal Enforcement program may consolidate geographic locations to centralize agents in larger Area Offices and/or offices with a larger industrial concentration. A targeted buyout would facilitate closures in some locations.

DRAFT

VERA/VSIP: OARM & OCFO Initial Proposals

April 27, 2017

Contact: Andrea Westenberger (Region 10 LRC for OCFO & OARM)

OARM

Headline: Most of the V/V areas are internally-focused within OARM and would not likely have major impacts on the regions. However, the related restructuring conversations would most likely involve more regional impacts (i.e., contracts, grants, facilities).

- Identifying support area positions that could be eliminated/used in different ways.
  - Automation clerks
  - Secretaries
  - Analysts
  - Assistants
- Contracts V/V:
  - Focus on core contract operations. Offer to 1102s that are procurement analysts, then reshape workforce to have more contract specialists.
- Centralize some administrative functions/support including OARM's internal HR, budget execution, IT.
- Restructure highly-graded non-supervisory GS-14 & GS-15 to lower grades
- Focus on core functions and improved processes through automation/electronic tools
  - Example: OHR's paper processing of training forms, could become electronic. Staff could focus more on developing training.
- Low priority areas:
  - On-site printing (in OARM)
- Acquisition, Grants, HR
  - Small internal realignments to better support customers
  - Emphasize core functions through grants specialists, contract specialists, facilities, engineer positions, 201s (HR), 1102s (contracting), 1109s (grants management)
- HR
  - Reduce training officer GS-13 to junior position
  - Note: Region 10 considering re-investing in training officer
- Grants
  - Combine policy & competition advocate groups
- Also brainstorming non-V/V restructuring options to identify how to improve/streamline operations
  - Contracts: Gain efficiencies by looking at workload, # contracting vehicles for core functions. Note: number of contracts dictates the number of 1102s at EPA.
  - LER: consistency at the national level

- Facility management: how many facility managers are needed at a macro-level for EPA, look at # facilities and # facility managers. Seek having fewer contracts that span more facilities/organizations.

OCFO

Headline: Most of the V/V areas are internally-focused within OCFO and would not likely have major impacts on the regions. In the future, as OCFO utilizes more data analytics/electronic tools/IT/automation (such as through Compass modules/SCORPIOS upgrades), these process improvements could also shift/transform similar work in the regions. However, those changes (within the regions) are not likely to be realized early on.

- OCFO offered VERA/VSIP a few years ago at a large level. Result was a significantly smaller workforce followed by turnover.
- OCFO will be implementing/utilizing improved business processes and technology, new skillset of IT-savvy and streamlined analytical workforce. Some manual processes will be replaced by automated processes.
- In 2017, intend to offer a narrowly focused V/V (within OCFO-OC and OCFO-OB) and later replace these positions/work with a more analytical workforce/data analytics/automation. Will likely reduce positions at Cincinnati Finance Center (CFC) in Ohio.
    - Financial specialists & financial technicians
    - Accountants & accounting technicians
    - Administrative support staff
    - Program analysts
    - Management analysts
- OCFO is looking to replace cuff systems with integrated systems (i.e., Compass modules) and move accounting/IT processes under one umbrella in OCFO.

Office of Environmental Information (OEI)
VERA/VSIP Business Case

OEI will offer VSIP and VERA opportunities to non-supervisory GS-15, GS-14, and GS-13 staff. Our workforce analysis shows a significant proportion of OEI's workforce (132 positions or 43%) is classified in nonsupervisory high-graded GS-14 and GS-15 positions. An additional 138 positions, or 45%, are GS-13; and only 11% are graded at or below the GS-12 level. OEI needs to have a balanced grade structure that is sustainable. Junior and mid-level staff are needed to support our IT and IM experts at the GS-14 and GS-15 levels. With the current distribution, a disproportionate number of OEI's staff is highly-graded experts, which does not allow for a career ladder growth path. Through restructuring, OEI aims to attract appropriately-skilled junior-level staff experienced in modern technology projects and programs. OEI is both an information technology and information management organization; a better distribution of these modern skills is needed to support the Agency's mission.

After reducing the number of non-supervisory higher-graded positions (GS-13 and above), OEI will consolidate the higher graded work in remaining positions. Temporary work assignments may be required for high priority projects while the hiring plan is implemented. Some non-critical projects may be delayed during the transition period. Once our non-supervisory, high-graded workforce has been restructured, we will look for opportunities to centralize work where it can be, or otherwise align the positions to the appropriate organizations. This will protect against duplication of effort, streamline reporting relationships, and improve accountability.

OEI averages less than 10 retirements per year, although OEI currently has 74 positions that are fully eligible for immediate retirement. Given our low attrition rate and the fact that many of our retirement-eligible employees have continued to work years beyond retirement, we request authority to offer VERA with VSIP to supplement our number in order to reach our goal of 30 voluntary separations. Offering VERA with VSIP is more appealing than VERA alone and will likely help us achieve the voluntary separations needed to restructure the grade levels and work of our workforce.

VSIP-Specific Information

We plan to offer VSIP/VERA to the following categories of non-supervisory employees at the GS-13 through GS-15 levels in specified organizations: GS-0028 Environmental Protection Specialist, GS-0301 Miscellaneous Administration/Program Management, GS-0306 Government Information Specialist, GS-0308 Records and Information Management Specialist, GS-0343 Program/Management Analyst, GS-0501 Financial Management Analyst, GS-0510 Accountant, GS-0560 Budget Analyst, GS-0905 Attorney Advisor, GS-1101 Contract Support Analyst, GS-1301 Physical Scientist, GS-1529 Mathematical Statistician, and GS-2210 IT Specialist. GS-2210 IT Specialist Security/INFOSEC are not included in this proposal.

With an organizational FTE ceiling of 441 positions and a vacancy rate of 70 positions, it will be critical for OEI to develop a replacement hiring plan. The goal of the plan will be to lower our grade structure and recruit new skills needed to advance current and future information management and technology requirements for the Agency given fewer resources.

OEI will prioritize VERA/VSIP offers by highest grade levels—prioritizing GS-15s first, then GS-14s, and lastly GS-13 employees. We will offer 30 VSIPs, each up to the maximum of $25,000 for a total amount of $750,000. The following table illustrates the maximum allocation of VERA/VSIPs by OEI Office and/or Division. Review OEI's Targeted Positions Template for detailed information.

Allocation of VERA/VSIPs by Office		*Allocation of VERA/VSIP by Division (OITO and OEIP)		
ODSTA	4	OEIP	IO	1
OCAPPM	3	OEIP	EQMD	1
OBOS	2	OEIP	ERMD	2
OIM	8	OEIP	FLAD	1
OISP	3		**OEIP Total**	**5**
OEIP*	5	OITO	IO	1
OITO*	5	OITO	SBMD	4
TOTAL	**[=SUM(ABOVE)]**		**OITO Total**	**5**

VERA-Specific Information

As of April 17, 2017, OEI employs 343 permanent employees. Following VERA/VSIP, OEI will look to restructure functions, positions, and/or organizational structures. Following VERA/VSIP, OEI will look to restructure functions, positions, and/or organizational structures to better meet mission needs. To gain additional cost efficiencies and improve OEI's ability to hire and retain highly qualified staff (especially in technical fields), OEI will also consider redistributing some of the restructured positions to RTP, North Carolina, where we currently have staff present. If we deem it necessary to business needs, OEI may involuntarily reassign up to 10 employees as a result of this proposal.

A total number of 79 OEI employees are eligible for early retirement. The estimate of the total number of employees in OEI who are expected to take early retirement is eight (8), or 10% of the total eligible.

We expect to complete the following types of personnel actions as a result of OEI's need for VERA: management directed reassignments, details, voluntary separations, permanent internal and external recruitments, temporary/term internal and external recruitments.

Budget Information

Table A – Direct Costs for VERA/VSIP	
Max. Buyout Amount: 30 Targeted Positions for VSIP × $25,000	$ 750,000
Annual Leave Pay Out: Hourly rate based on the average grade and step (14/5) of the targeted pool $60.83 × 240 Hours × 30 Targeted Positions	$ 437,976
Total Maximum Direct Costs	$ 1,187,976

Table B – Estimated Savings or FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost (Appropriated and WCF; assuming 2% increase each year)	$58,118,909.46	$59,281,287.65
B. VERA/ VSIP Payout Cost	$750,000	
C. Leave Payout Cost	$437,976	
D. Post VERA/VSIP Annual Payroll Cost	$54,310,169	$55,472,548
E. Payroll for 30 New Hires	$573,179.00	$650,296.00
F. Payroll Savings for 30 VERA/VSIP Targeted Positions (F = A – B – C – D – E)	$2,047,585.00	$3,158,444.00
G. Pre-VERA/VSIP Annual WCF Cost	$2,886,314.64	$2,886,314.64
H. Post VERA/VSIP Annual WCF Cost (30 departures)	$2,612,246.70	$2,612,246.70
I. WCF for 30 New Hires	$274,067.94	$274,067.94
J. WCF Savings for 30 VERA/VSIP Targeted Positions (J = G – H – I)	$0	$0

Projected Savings with VERA/VSIP (F + J)	$2,047,585.00	$3,158,444.00

Attachments

Attachment 1 – Targeted Positions Template

Attachment 2 – Current and Proposed Organization Charts

	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP
OARM	702	121	164	643
OAR	1155	184	271	1002
OCFO	315	51	83	283
OECA	730	176	164	686
OIG	276	44	58	251
OITA	74	12	19	70
AO	730	76	80	311
OEI	348	71	81	312
OGC	234	37	51	183
OLEM	495	113	134	451
ORD	1794	427	324	1463
OCSPP	1147	203	225	876
OW	602	103	94	502
REGION 1	568	137	201	521
REGION 2	785	205	238	726
REGION 3	828	199	217	722
REGION 4	914	166	297	823
REGION 5	1086	258	309	978
REGION 6	748	227	166	669
REGION 7	522	75	112	444
REGION 8	529	98	127	491
REGION 9	741	145	208	677
REGION 10	548	108	124	501
EPA	**15871**	**3236**	**3747**	**13585**

VSIP

When an agency has received approval from OPM to offer VSIPs, any employee (as defined in 5 U.S.C. 2105) who meets these general eligibility requirements may receive an offer. The employee must:

1. Be serving in an appointment without time limit;
2. Be currently employed by the Executive Branch of the Federal Government for a continuous period of at least 3 years;
3. Be serving in a position covered by an agency VSIP plan (i.e., in the specific geographic area, organization, series and grade);
4. Apply for and receive approval for a VSIP from the agency making the VSIP offer; and
5. Not be included in any of the ineligibility categories listed below.

Employees in the following categories are not eligible for a VSIP:

1. Are reemployed annuitants;
2. Have a disability such that the individual is or would be eligible for disability retirement;
3. Have received a decision notice of involuntary separation for misconduct or poor performance;
4. Previously received any VSIP from the Federal Government;
5. During the 36-month period preceding the date of separation, performed service for which a student loan repayment benefit was paid, or is to be paid;
6. During the 24-month period preceding the date of separation, performed service for which a recruitment or relocation incentive was paid, or is to be paid; and
7. During the 12-month period preceding the date of separation, performed service for which a retention incentive was paid, or is to be paid.

VERA

To be eligible to retire under VERA, an employee must:

(1) Meet the VERA minimum age and service requirements (i.e., the employee has completed at least 20 years of creditable service and is at least age 50, or has completed at least 25 years of creditable service regardless of age);

The minimum age and service requirements are set by statute in 5 U.S.C. 8336(d)(2) for CSRS employees, and in 5 U.S.C. 8414(b)(1) for FERS employees. OPM has no authority to waive either the minimum age or service requirement for VERA eligibility.

(2) Have been continuously employed by the agency for at least 31 days before the date that the agency initially requested OPM approval of VERA;

(3) Hold a position that is not a time-limited appointment;

(4) Have not received a final removal decision based upon misconduct, or unacceptable performance;

(5) Hold a position covered by the agency's VERA; and

(6) Retire under the VERA option during the agency's VERA window.

OARM	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comments
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
ATLANTA,GEORGIA	**2**	**2**		**2**														
1801-General Inspection, Investigation, and Compliance	1	1		1														
905-General Attorney	1	1		1														
BOSTON,MASSACHUSETTS	**1**			**1**														
343-Management and Program Analysis	1			1														
CHICAGO,ILLINOIS	**1**			**1**														
905-General Attorney	1			1														
CINCINNATI,OHIO	**68**	**9**	**21**	**65**														
1102-Contracting	2			1														
1301-General Physical Science	1		1	1														
1410-Librarian	1			1														
1654-Printing Services	1	1		1														
18-Safety and Occupational Health Management	2		2	2														
2010-Inventory Management	1			1														
201-Human Resources Management	29	4	10	28														
203-Human Resources Assistance	2			2														
2210-Information Technology Management	6		2	5														
318-Secretary	2	1		2														
340-Program Management	1			1														
343-Management and Program Analysis	12	3	3	12														
391-Telecommunications	2		1	2														
801-General Engineering	4		1	4														
80-Security Administration	1			1														
830-Mechanical Engineering	1		1	1														
DURHAM,NORTH CAROLINA	**131**	**11**	**19**	**111**														
1102-Contracting	33	4	8	31														
1301-General Physical Science	1																	
1640-Facility Operations Services	6		1	5														
18-Safety and Occupational Health Management	1			1														
2010-Inventory Management	1																	

201-Human Resources Management	55	3	6	44
203-Human Resources Assistance	5			4
2210-Information Technology Management	10	1	3	8
2299-Information Technology Student Trainee	1			
301-Miscellaneous Administration and Program	2			2
340-Program Management	3			3
341-Administrative Officer	1			1
343-Management and Program Analysis	2	1	1	2
511-Auditing	1	1		1
801-General Engineering	1	1		1
80-Security Administration	1			1
830-Mechanical Engineering	4			4
850-Electrical Engineering	2			2
899-Engineering and Architecture Student Trainee	1			1
LAS VEGAS,NEVADA	**21**	**2**	**5**	**18**
201-Human Resources Management	18	2	5	15
203-Human Resources Assistance	2			2
318-Secretary	1			1
MOREHEAD CITY,NORTH CARO	**1**		**1**	**1**
201-Human Resources Management	1		1	1
NEW BERN,NORTH CAROLINA	**1**			**1**
201-Human Resources Management	1			1
NORWOOD,OHIO	**37**	**4**	**6**	**34**
1102-Contracting	36	3	6	33
301-Miscellaneous Administration and Program	1	1		1
PHILADELPHIA,PENNSYLVANI	**1**			**1**
905-General Attorney	1			1
SAN FRANCISCO,CALIFORNIA	**1**			**1**
343-Management and Program Analysis	1			1
WASHINGTON,DC	**433**	**93**	**112**	**407**
1001-General Arts and Information	1		1	1
1102-Contracting	96	19	24	90
1103-Industrial Property Management	1			1
1106-Procurement Clerical and Technician	1	1		1
1109-Grants Management	22	6	5	22

1170-Realty	1			1												
1640-Facility Operations Services	2		2	2												
1654-Printing Services	1			1												
1712-Training Instruction	1			1												
1750-Instructional Systems	2			1												
1801-General Inspection, Investigation, and Compliance	2		1	2												
18-Safety and Occupational Health Management	3		1	3												
201-Human Resources Management	37	11	8	34												
203-Human Resources Assistance	2	1	1	2												
2101-Transportation Specialist	1															
2210-Information Technology Management	25	1	9	25												
28-Environmental Protection Specialist	1			1												
301-Miscellaneous Administration and Program	21	7	7	20												
303-Miscellaneous Clerk and Assistant	2	2		2												
306-Government Information Specialist	3	2	1	3												
318-Secretary	2	1	1	2												
326-Office Automation Clerical and Assistance	2	1		2												
340-Program Management	7	2	2	7												
341-Administrative Officer	2		1	2												
342-Support Services Administration	11	6	3	11												
343-Management and Program Analysis	106	21	24	99												
344-Management and Program Clerical and Assistance	1			1												
351-Printing Clerical	1		1	1												
391-Telecommunications	1	1		1												
510-Accounting	4	1	1	4												
511-Auditing	5	2	2	5												
690-Industrial Hygiene	1	1		1												
801-General Engineering	1			1												
804-Fire Protection Engineering	2		1	1												
808-Architecture	5	2		4												
80-Security Administration	18	2	4	17												
810-Civil Engineering	1	1		1												
819-Environmental Engineering	1			1												
830-Mechanical Engineering	4		1	3												
850-Electrical Engineering	1			1												

905-General Attorney	26	2	7	23														
935-Adminstrative Law Judge	3		2	3														
950-Paralegal Specialist	1		1	1														
#N/A	2		1	2														
Grand Total	**698**	**121**	**164**	**643**														

OAR	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comments
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
ANN ARBOR,MICHIGAN	**282**	**46**	**73**	**248**														
1102-Contracting	1			1														
110-Economist	3			1														
1301-General Physical Science	21	1	8	16														
1320-Chemistry	7	3		5														
1399-Physical Science Student Trainee	1																	
1550-Computer Science	4	2		4														
1640-Facility Operations Services	4			2														
1801-General Inspection, Investigation, and Compliance	14	2	3	14														
1910-Quality Assurance	1			1														
201-Human Resources Management	2			2														
2210-Information Technology Management	8	1	2	8														
28-Environmental Protection Specialist	51	11	16	50														
301-Miscellaneous Administration and Program	13	2	3	11														
318-Secretary	1		1	1														
343-Management and Program Analysis	11		1	11														
4714-Model Making	1			1														
801-General Engineering	21	2	4	21														
802-Engineering Technical	12	2	4	8														
803-Safety Engineering	1	1		1														
819-Environmental Engineering	14	2	5	13														
830-Mechanical Engineering	62	12	19	57														
850-Electrical Engineering	4	2		4														
854-Computer Engineering	2		1	2														
893-Chemical Engineering	12	3	6	12														
899-Engineering and Architecture Student Trainee	4																	
905-General Attorney	3			2														
99-General Student Trainee	4																	
ANNAPOLIS,MARYLAND	**1**			**1**														
343-Management and Program Analysis	1			1														
AUTAUGA,ALABAMA	**1**																	
1320-Chemistry	1																	
DALLAS,TEXAS	**1**			**1**														

1301-General Physical Science	1			1
DURHAM,NORTH CAROLINA	**345**	**54**	**78**	**294**
1035-Public Affairs	1			1
1101-General Business and Industry	7	1		7
110-Economist	9	1		7
1301-General Physical Science	66	13	4	49
1530-Statistics	6		1	4
2210-Information Technology Management	9	1		8
28-Environmental Protection Specialist	112	15	32	98
301-Miscellaneous Administration and Program	27	8	7	25
306-Government Information Specialist	1			1
340-Program Management	7	2	3	7
343-Management and Program Analysis	14	3	3	14
401-General Natural Resources Management and Biological Sciences	3			3
408-Ecology	1			1
501-Financial Administration and Program	1		1	1
560-Budget Analysis	2		1	2
601-General Health Science	12	1	1	7
819-Environmental Engineering	64	9	25	56
893-Chemical Engineering	3			3
LAS VEGAS,NEVADA	**23**	**8**	**3**	**22**
1102-Contracting	1			
1301-General Physical Science	10	4	1	10
1306-Health Physics	1			1
2210-Information Technology Management	1			1
28-Environmental Protection Specialist	5	2	1	5
303-Miscellaneous Clerk and Assistant	1	1		1
343-Management and Program Analysis	2	1	1	2
690-Industrial Hygiene	1			1
819-Environmental Engineering	1			1
MONTGOMERY,ALABAMA	**39**	**9**	**10**	**32**
1102-Contracting	1			1
1301-General Physical Science	25	7	7	23
1306-Health Physics	1			1
1320-Chemistry	6	1	2	3
1529-Mathematical Statistics	1		1	1
1640-Facility Operations Services	1			1
2210-Information Technology Management	2			

318-Secretary	1	1		1
690-Industrial Hygiene	1			1
SAN DIEGO,CALIFORNIA	**1**	**1**		**1**
301-Miscellaneous Administration and Program	1	1		1
WASHINGTON NAVY YARD,DC	**1**			
1301-General Physical Science	1			
WASHINGTON,DC	**450**	**66**	**107**	**403**
1035-Public Affairs	21		2	17
1102-Contracting	4			4
110-Economist	18	3	2	17
1301-General Physical Science	43	9	4	36
1306-Health Physics	5	1	2	5
1320-Chemistry	3		2	3
1350-Geology	2			
1515-Operations Research	1	1		1
1530-Statistics	2	1		2
1550-Computer Science	1			
1801-General Inspection, Investigation, and Compliance	1			1
2210-Information Technology Management	9	2	3	9
28-Environmental Protection Specialist	160	8	36	137
301-Miscellaneous Administration and Program	18	5	7	18
303-Miscellaneous Clerk and Assistant	1	1		1
318-Secretary	6	1	3	6
340-Program Management	6	2	1	5
341-Administrative Officer	1	1		1
343-Management and Program Analysis	89	20	28	86
344-Management and Program Clerical and Assistance	3	2	1	3
399-Administration and Office Support Student Trainee	1			
401-General Natural Resources Management and Biological Sciences	6	2		6
408-Ecology	1			1
801-General Engineering	3		1	3
819-Environmental Engineering	33	5	11	31
830-Mechanical Engineering	2		1	2
861-Aerospace Engineering	1			1
893-Chemical Engineering	2	1		2
905-General Attorney	4	1	2	4
99-General Student Trainee	2			
#N/A	1		1	1

Grand Total	1144	184	271	1002														

OCFO	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comments
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
CHAMPAIGN,ILLINOIS	**1**			**1**														
1160-Financial Analysis	1			1														
CINCINNATI,OHIO	**6**		**1**	**6**														
2210-Information Technology Management	1			1														
501-Financial Administration and Program	3			3														
510-Accounting	2		1	2														
DURHAM,NORTH CAROLINA	**57**	**8**	**16**	**51**														
2210-Information Technology Management	12	1	7	12														
2299-Information Technology Student Trainee	1																	
301-Miscellaneous Administration and Program	1			1														
343-Management and Program Analysis	2		1	2														
399-Administration and Office Support Student Trainee	3																	
501-Financial Administration and Program	22	4	6	21														
510-Accounting	16	3	2	15														
LAS VEGAS,NEVADA	**19**	**3**	**7**	**15**														
2210-Information Technology Management	1																	
318-Secretary	1			1														
501-Financial Administration and Program	12	2	5	9														
503-Financial Clerical and Assistance	1			1														
510-Accounting	4	1	2	4														
NORWOOD,OHIO	**44**	**5**	**6**	**43**														
343-Management and Program Analysis	2		1	2														
501-Financial Administration and Program	20	3	1	19														
510-Accounting	21	2	4	21														
599-Financial Management Student Trainee	1			1														
WASHINGTON,DC	**186**	**35**	**53**	**167**														
1035-Public Affairs	1			1														
1160-Financial Analysis	1			1														
2210-Information Technology Management	31	2	8	28														
301-Miscellaneous Administration and Program	3	2	1	3														

303-Miscellaneous Clerk and Assistant	1	1		1
318-Secretary	3	3		2
340-Program Management	1	1		1
341-Administrative Officer	2		2	2
343-Management and Program Analysis	81	13	18	73
399-Administration and Office Support Student Trainee	1			
501-Financial Administration and Program	18	2	9	18
503-Financial Clerical and Assistance	1	1		1
510-Accounting	33	8	12	29
560-Budget Analysis	4	2		4
599-Financial Management Student Trainee	2			
905-General Attorney	1		1	1
#N/A	2		2	2
Grand Total	**313**	**51**	**83**	**283**

OECA	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comments
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
ALBUQUERQUE,NEW MEXICO	**1**			**1**														
819-Environmental Engineering	1			1														
ANCHORAGE,ALASKA	**3**			**2**														
1811-Criminal Investigating	3			2														
ARLINGTON,VIRGINIA	**3**			**3**														
1811-Criminal Investigating	3			3														
ATLANTA,GEORGIA	**8**	**2**		**8**														
1301-General Physical Science	1			1														
1811-Criminal Investigating	7	2		7														
BALTIMORE,MARYLAND	**2**			**2**														
1811-Criminal Investigating	2			2														
BATON ROUGE,LOUISIANA	**2**			**2**														
1811-Criminal Investigating	2			2														
BISMARCK,NORTH DAKOTA	**2**			**2**														
1811-Criminal Investigating	2			2														
BOISE,IDAHO	**2**	**1**		**2**														
1811-Criminal Investigating	2	1		2														
BOSTON,MASSACHUSETTS	**8**	**4**		**8**														
1811-Criminal Investigating	6	3		6														
301-Miscellaneous Administration and Program	1	1		1														
905-General Attorney	1			1														
BRUNSWICK,GEORGIA	**3**		**1**	**3**														
1811-Criminal Investigating	2			2														
343-Management and Program Analysis	1		1	1														
BUFFALO,NEW YORK	**2**			**2**														
1811-Criminal Investigating	2			2														
CHARLESTON,WEST VIRGINIA	**1**	**1**		**1**														
1811-Criminal Investigating	1	1		1														
CHARLOTTE,NORTH CAROLINA	**2**			**2**														
1811-Criminal Investigating	2			2														
CHICAGO,ILLINOIS	**7**	**1**		**7**														
1301-General Physical Science	1			1														
1811-Criminal Investigating	5	1		5														

893-Chemical Engineering	1			1
CLEVELAND,OHIO	**6**	**1**	**1**	**6**
1811-Criminal Investigating	5	1		5
301-Miscellaneous Administration and Program	1		1	1
DALLAS,TEXAS	**8**	**1**	**1**	**8**
1301-General Physical Science	1			1
1811-Criminal Investigating	6	1		6
301-Miscellaneous Administration and Program	1		1	1
DENVER,COLORADO	**15**	**2**	**2**	**15**
1811-Criminal Investigating	6	1		6
28-Environmental Protection Specialist	1		1	1
341-Administrative Officer	1			1
819-Environmental Engineering	2		1	2
893-Chemical Engineering	1			1
905-General Attorney	3			3
986-Legal Assistance	1	1		1
DETROIT,MICHIGAN	**2**			**2**
1811-Criminal Investigating	2			2
DURHAM,NORTH CAROLINA	**1**			**1**
1811-Criminal Investigating	1			1
EDISON,NEW JERSEY	**6**	**3**		**6**
1301-General Physical Science	1	1		1
1801-General Inspection, Investigation, and Compliance	1			1
1811-Criminal Investigating	4	2		4
GLYNCO,GEORGIA	**3**	**2**		**3**
1811-Criminal Investigating	2	1		2
301-Miscellaneous Administration and Program	1	1		1
GREENSBORO,NORTH CAROLIN	**1**			**1**
343-Management and Program Analysis	1			1
GULF BREEZE,FLORIDA	**3**			**3**
1811-Criminal Investigating	3			3
HELENA,MONTANA	**2**	**1**		**2**
1811-Criminal Investigating	2	1		2
HONOLULU,HAWAII	**2**	**1**		**2**
1811-Criminal Investigating	2	1		2
HOUSTON,TEXAS	**6**	**2**		**5**
1811-Criminal Investigating	5	1		4
301-Miscellaneous Administration and Program	1	1		1

INDIANAPOLIS,INDIANA	**1**			**1**
1811-Criminal Investigating	1			1
JACKSONVILLE,FLORIDA	**8**	**2**		**8**
1811-Criminal Investigating	7	2		7
301-Miscellaneous Administration and Program	1			1
KANSAS CITY,KANSAS	**1**			**1**
1811-Criminal Investigating	1			1
KNOXVILLE,TENNESSEE	**2**	**1**		**2**
1811-Criminal Investigating	2	1		2
LAKEWOOD,COLORADO	**79**	**23**	**23**	**77**
1083-Technical Writing and Editing	1	1		1
1301-General Physical Science	5	1		5
1311-Physical Science Technician	1	1		1
1320-Chemistry	27	11	7	26
1530-Statistics	1			1
1601-Equipment, Facilities, and Services	1			1
1801-General Inspection, Investigation, and Compliance	1			1
1811-Criminal Investigating	2	1		2
2210-Information Technology Management	7	1	3	7
28-Environmental Protection Specialist	2	1		2
301-Miscellaneous Administration and Program	3	2	1	3
340-Program Management	4		2	3
343-Management and Program Analysis	3	2		3
344-Management and Program Clerical and Assistance	1		1	1
415-Toxicology	1			1
819-Environmental Engineering	11	1	8	11
830-Mechanical Engineering	1			1
893-Chemical Engineering	2			2
905-General Attorney	5	1	1	5
LENEXA,KANSAS	**9**	**3**		**9**
1811-Criminal Investigating	6	1		6
301-Miscellaneous Administration and Program	1			1
343-Management and Program Analysis	1	1		1
905-General Attorney	1	1		1
LOS ANGELES,CALIFORNIA	**5**	**1**	**1**	**5**
1811-Criminal Investigating	4	1		4
301-Miscellaneous Administration and Program	1		1	1
LOUISVILLE,KENTUCKY	**1**			**1**

1811-Criminal Investigating	1			1
MIAMI,FLORIDA	**3**	**1**		**3**
1811-Criminal Investigating	2	1		2
905-General Attorney	1			1
MIAMI-DADE,FLORIDA	**1**	**1**		**1**
1811-Criminal Investigating	1	1		1
MINNEAPOLIS,MINNESOTA	**2**			**2**
1811-Criminal Investigating	2			2
MISSOULA,MONTANA	**1**			**1**
1811-Criminal Investigating	1			1
NASHVILLE,TENNESSEE	**2**			**2**
1811-Criminal Investigating	2			2
NEW HAVEN,CONNECTICUT	**2**	**1**		**2**
1811-Criminal Investigating	2	1		2
NEW YORK, NEW YORK	**6**	**2**		**6**
1811-Criminal Investigating	5	2		5
301-Miscellaneous Administration and Program	1			1
PHILADELPHIA,PENNSYLVANI	**6**	**3**		**6**
1811-Criminal Investigating	5	3		5
301-Miscellaneous Administration and Program	1			1
PHOENIX,ARIZONA	**2**	**1**	**1**	**2**
1811-Criminal Investigating	1	1		1
301-Miscellaneous Administration and Program	1		1	1
PORTLAND,OREGON	**2**			**2**
1811-Criminal Investigating	2			2
SACRAMENTO,CALIFORNIA	**1**			**1**
1811-Criminal Investigating	1			1
SALT LAKE CITY,UTAH	**2**			**2**
1811-Criminal Investigating	2			2
SAN DIEGO,CALIFORNIA	**1**			**1**
1811-Criminal Investigating	1			1
SAN FRANCISCO,CALIFORNIA	**8**	**4**		**8**
1301-General Physical Science	1	1		1
1811-Criminal Investigating	6	2		6
301-Miscellaneous Administration and Program	1	1		1
SAN JUAN,PUERTO RICO	**2**			**2**
1811-Criminal Investigating	2			2
SEATTLE,WASHINGTON	**7**	**2**		**7**

1801-General Inspection, Investigation, and Compliance	1	1		1
1811-Criminal Investigating	5	1		5
301-Miscellaneous Administration and Program	1			1
ST LOUIS,MISSOURI	**2**			**2**
1811-Criminal Investigating	2			2
SYRACUSE,NEW YORK	**3**	**1**		**3**
1811-Criminal Investigating	3	1		3
TAMPA,FLORIDA	**2**	**1**		**2**
1811-Criminal Investigating	2	1		2
WASHINGTON,DC	**466**	**107**	**134**	**426**
1001-General Arts and Information	2			2
1035-Public Affairs	1	1		1
110-Economist	1			
1160-Financial Analysis	1			1
1301-General Physical Science	25	6	4	19
1350-Geology	1	1		1
1412-Technical Information Services	1			1
1529-Mathematical Statistics	1		1	1
1801-General Inspection, Investigation, and Compliance	2	1		2
1811-Criminal Investigating	16	2		16
2210-Information Technology Management	26	9	6	26
28-Environmental Protection Specialist	66	14	24	66
301-Miscellaneous Administration and Program	14	5	7	14
306-Government Information Specialist	1			1
308-Records Management	3		1	3
318-Secretary	2		1	2
340-Program Management	7	2	3	6
341-Administrative Officer	5		1	4
343-Management and Program Analysis	96	24	33	88
401-General Natural Resources Management and Biological Sciences	5	1	1	2
560-Budget Analysis	1			1
819-Environmental Engineering	18	4	8	17
893-Chemical Engineering	6	1	4	6
905-General Attorney	164	36	39	145
950-Paralegal Specialist	1		1	1
WHEELING,WEST VIRGINIA	**2**			**2**
1811-Criminal Investigating	2			2
Grand Total	**730**	**176**	**164**	**686**

OIG	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comments
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
ARLINGTON,VIRGINIA	**7**	**1**	**1**	**7**														
1811-Criminal Investigating	5	1		5														
2210-Information Technology Management	2		1	2														
ATLANTA,GEORGIA	**14**	**3**	**1**	**13**														
1811-Criminal Investigating	4			4														
343-Management and Program Analysis	4	2		3														
511-Auditing	6	1	1	6														
BOSTON,MASSACHUSETTS	**9**	**2**	**4**	**9**														
1811-Criminal Investigating	1			1														
2210-Information Technology Management	1		1	1														
303-Miscellaneous Clerk and Assistant	1		1	1														
343-Management and Program Analysis	3	1	1	3														
511-Auditing	3	1	1	3														
CHICAGO,ILLINOIS	**23**	**1**	**5**	**22**														
101-Social Science	2	1		2														
1811-Criminal Investigating	3			3														
201-Human Resources Management	1		1	1														
2210-Information Technology Management	1		1	1														
343-Management and Program Analysis	6		2	6														
511-Auditing	7		1	6														
601-General Health Science	3			3														
CINCINNATI,OHIO	**8**	**1**	**1**	**6**														
343-Management and Program Analysis	2			2														
511-Auditing	4	1	1	4														
599-Financial Management Student Trainee	2																	
DALLAS,TEXAS	**8**	**1**	**2**	**8**														
1811-Criminal Investigating	3	1		3														
343-Management and Program Analysis	1			1														
511-Auditing	4		2	4														

DENVER,COLORADO	**11**	**3**	**1**	**10**
1811-Criminal Investigating	3	1		2
343-Management and Program Analysis	4		1	4
511-Auditing	3	1		3
801-General Engineering	1	1		1
DURHAM,NORTH CAROLINA	**17**	**3**	**3**	**15**
101-Social Science	1			1
1811-Criminal Investigating	2	1		2
303-Miscellaneous Clerk and Assistant	1		1	1
343-Management and Program Analysis	4	1		4
511-Auditing	9	1	2	7
KANSAS CITY,KANSAS	**2**		**1**	**2**
343-Management and Program Analysis	1			1
511-Auditing	1		1	1
LENEXA,KANSAS	**5**	**1**	**2**	**5**
343-Management and Program Analysis	4	1	2	4
511-Auditing	1			1
NEW YORK, NEW YORK	**8**	**3**	**1**	**8**
1301-General Physical Science	1			1
1811-Criminal Investigating	3	2		3
343-Management and Program Analysis	2	1		2
511-Auditing	1		1	1
601-General Health Science	1			1
NORWOOD,OHIO	**2**		**1**	**2**
343-Management and Program Analysis	1			1
511-Auditing	1		1	1
PHILADELPHIA,PENNSYLVANI	**16**	**1**	**3**	**16**
101-Social Science	1			1
1035-Public Affairs	1	1		1
1811-Criminal Investigating	1			1
2210-Information Technology Management	1		1	1
343-Management and Program Analysis	6			6
511-Auditing	5		2	5
601-General Health Science	1			1

SAN FRANCISCO,CALIFORNIA	**12**	**2**	**2**	**11**
1301-General Physical Science	1			1
1811-Criminal Investigating	3			2
343-Management and Program Analysis	2	1		2
511-Auditing	5	1	2	5
601-General Health Science	1			1
SEATTLE,WASHINGTON	**9**	**2**	**3**	**9**
101-Social Science	1			1
1320-Chemistry	1	1		1
1811-Criminal Investigating	2			2
343-Management and Program Analysis	2	1		2
511-Auditing	3		3	3
WASHINGTON,DC	**121**	**19**	**27**	**107**
1035-Public Affairs	4			4
1082-Writing and Editing	2			2
1102-Contracting	1	1		1
1811-Criminal Investigating	18	2	1	17
201-Human Resources Management	4		1	4
2210-Information Technology Management	16	1	2	13
301-Miscellaneous Administration and Program	4	1		4
340-Program Management	4	1	2	4
341-Administrative Officer	2	1	1	2
343-Management and Program Analysis	15	1	4	11
415-Toxicology	1		1	1
511-Auditing	37	8	13	34
560-Budget Analysis	2		1	1
819-Environmental Engineering	1			1
905-General Attorney	10	3	1	8
WINCHESTER,TENNESSEE	**1**	**1**		**1**
1811-Criminal Investigating	1	1		1
Grand Total	**273**	**44**	**58**	**251**

OITA	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comments
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
ARLINGTON,VIRGINIA	**1**			**1**														
301-Miscellaneous Administration and Program	1			1														
WASHINGTON,DC	**73**	**12**	**19**	**69**														
2210-Information Technology Management	1			1														
28-Environmental Protection Specialist	5	1		5														
301-Miscellaneous Administration and Program	45	6	12	41														
303-Miscellaneous Clerk and Assistant	2	2		2														
340-Program Management	5	2	3	5														
343-Management and Program Analysis	15	1	4	15														
Grand Total	**74**	**12**	**19**	**70**														

AO	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade: 1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
BOSTON,MASSACHUSETTS	**1**	**1**		**1**														
301-Miscellaneous Administration and Program	1	1		1														
CINCINNATI,OHIO	**1**	**1**		**1**														
260-Equal Employment Opportunity	1	1		1														
DURHAM,NORTH CAROLINA	**3**	**1**	**1**	**3**														
260-Equal Employment Opportunity	2	1		2														
28-Environmental Protection Specialist	1		1	1														
LAS VEGAS,NEVADA	**1**			**1**														
260-Equal Employment Opportunity	1			1														
LOS ANGELES,CALIFORNIA	**1**			**1**														
343-Management and Program Analysis	1			1														
PRINCETON,NEW JERSEY	**1**			**1**														
893-Chemical Engineering	1			1														
SAN FRANCISCO,CALIFORNIA	**1**			**1**														
28-Environmental Protection Specialist	1			1														
WASHINGTON,DC	**335**	**72**	**79**	**302**														
1001-General Arts and Information	13	3		13														
101-Social Science	1			1														
1035-Public Affairs	13	1	3	12														
1060-Photography	1	1		1														
1071-Audiovisual Production	2			2														
1082-Writing and Editing	1			1														
1084-Visual Information	1			1														
1101-General Business and Industry	3		2	3														
110-Economist	28	3	4	28														
1301-General Physical Science	11	5	3	11														
132-Intelligence	2		1	2														
1811-Criminal Investigating	1			1														
2210-Information Technology Management	5		1	5														
260-Equal Employment Opportunity	11	3	2	10														
28-Environmental Protection Specialist	42	7	11	40														
301-Miscellaneous Administration and Program	67	19	16	56														
303-Miscellaneous Clerk and Assistant	5	2		5														

308-Records Management	1		1	1														
326-Office Automation Clerical and Assistance	3	1		3														
340-Program Management	16	2	5	9														
343-Management and Program Analysis	83	19	26	79														
401-General Natural Resources Management and Biological Sciences	5	2	1	5														
415-Toxicology	1	1		1														
560-Budget Analysis	1	1		1														
601-General Health Science	4			2														
819-Environmental Engineering	4		2	3														
905-General Attorney	8	1	1	5														
#N/A	2	1		1														
Grand Total	**344**	**75**	**80**	**311**														

OEI	Series	Office	Division	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade: 1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers**	# to Restructure	# to Eliminate	Comments
ATLANTA,GEORGIA				1			1	0	0	0	0	0	0	0	0	0	0	0	0	0	
	2210-Information Technology Management	Total		1			1	0	0	0	0	0	0	0	0	0	0	0	0	0	
BOSTON,MASSACHUSETTS				1			1	0	0	0	0	0	0	0	0	0	0	0	0	0	
	2210-Information Technology Management	Total		1			1	0	0	0	0	0	0	0	0	0	0	0	0	0	
CINCINNATI,OHIO				1	1		1	0	0	0	0	0	0	0	0	0	0	0	0	0	
	343-Management and Program Analysis	Total		1	1		1	0	0	0	0	0	0	0	0	0	0	0	0	0	
DENVER,COLORADO				1		1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	
	2210-Information Technology Management	Total		1		1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	
DURHAM,NORTH CAROLINA				63	17	13	57	0	0	0	0	7	7	7	0	0	21	0	7	0	
	1101-General Business and Industry	Total		1			1	0	0	0	0	0	1	0	0	0	1	0	0	0	
		OITO	SBMD	1			1						1				1				
	1301-General Physical Science	Total		1	1		1	0	0	0	0	1	0	0	0	0	1	0	0	0	
		OEIP	EQMD	1	1							1					1				
	2210-Information Technology Management*	Total		48	11	10	41	0	0	0	0	2	3	4	0	0	9	0	4	0	Excludes INFOSEC/Security positions
		OIM		3	1	1	3					1	1	1			3		1		Would restructure to consolidate work and/or lower grade(s)
		ODSTA		7	4	2	7					1	2	3			6		3		Would restructure to consolidate work and/or lower grade(s)
	301-Miscellaneous Administration and Program	Total		2			2	0	0	0	0	1	1	0	0	0	2	0	0	0	
		OEIP	FLAD	1			1					1					1				Safe position will not be restructured
		OIM		1			1						1				1				
	340-Program Management	Total		1	1		1	0	0	0	0	0	0	0	0	0	0	0	0	0	
	343-Management and Program Analysis*	Total		8	2	3	8	0	0	0	0	3	1	2	0	0	6	0	2	0	
		OBOS		1		1	1					1					1				Safe position will not be restructured
		OISP		1		1	1					1					1				Safe position will not be restructured
		OIM		1		1	1							1			1		1		Would restructure to a lower grade
		OEIP	FLAD	1	1		1							1			1		1		Would restructure to a lower grade
		OITO	SBMD	3	1		3					1	1				2				GS-13 is a safe position and will not be restructured
	501-Financial Administration and Program	Total		1	1		1	0	0	0	0	0	0	1	0	0	1	0	1	0	
		OITO	SBMD	1	1		1							1			1		1		Would restructure to a lower grade
	510-Accounting	Total		1	1		1	0	0	0	0	0	1	0	0	0	1	0	0	0	
		OITO	SBMD	1	1		1						1				1				
LAS VEGAS,NEVADA				1	1		1	0	0	0	0	0	0	0	0	0	0	0	0	0	
	2210-Information Technology Management	Total		1	1		1	0	0	0	0	0	0	0	0	0	0	0	0	0	
NEW YORK, NEW YORK				1			1	0	0	0	0	0	0	0	0	0	0	0	0	0	
	2210-Information Technology Management	Total		1			1	0	0	0	0	0	0	0	0	0	0	0	0	0	
PHILADELPHIA,PENNSYLVANIA				1				0	0	0	0	0	0	0	0	0	0	0	0	0	
	2210-Information Technology Management	Total		1				0	0	0	0	0	0	0	0	0	0	0	0	0	
SEATTLE,WASHINGTON				2			2	0	0	0	0	0	0	0	0	0	0	0	0	0	
	2210-Information Technology Management	Total		2			2	0	0	0	0	0	0	0	0	0	0	0	0	0	
WASHINGTON,DC				271	55	65	249	0	0	0	0	80	41	38	0	0	159	0	38	0	
	1035-Public Affairs	Total		1				0	0	0	0	0	0	0	0	0	0	0	0	0	
	1101-General Business and Industry	Total		3			3	0	0	0	0	1	1	0	0	0	2	0	0	0	
		OIM		1			1					1					1				Safe position will not be restructured
		OITO	SBMD	1			1						1				1				
	1301-General Physical Science	Total		1	1		1	0	0	0	0	1	0	0	0	0	1	0	0	0	
		OEIP	EQMD	1	1		1					1					1				Safe position will not be restructured
	1529-Mathematical Statistics	Total		1	1		1	0	0	0	0	0	1	0	0	0	1	0	0	0	
		OEIP	EQMD	1	1		1						1				1				
	2210-Information Technology Management*	Total		93	17	16	87	0	0	0	0	18	10	8	0	0	36	0	8	0	Excludes INFOSEC/Security positions
		OIM		16	6	4	15					3	7	4			14		4		Would restructure to consolidate work and/or lower grade(s)
		OISP		11	2	1	10					4		1			5		1		Would restructure to consolidate work and/or lower grade(s)
		ODSTA		7		2	7					4	2	1			7		1		
		OCAPPM		6		1	6					5		1			6		1		
		OITO	IO	2			2						1	1			2		1		Restructure position to lower grade or consolidated duties for GS14 and 15
		OEIP	FLAD	1		1	1					1					1				Safe position will not be restructured
		OEIP	EQMD	1			1					1					1				Safe position will not be restructured
	28-Environmental Protection Specialist	Total		14	3	2	14	0	0	0	0	7	2	5	0	0	14	0	5	0	
		OBOS		1			1						1				1				
		OIM		7	1	1	7					5		3			8		3		

		OEIP	FLAD	1	1		1						1				1				
		OEIP	EQMD	3	1		3					2		2			4		2		
	301-Miscellaneous Administration and Program*	Total		19	2	5	17	0	0	0	0	7	6	2	0	0	15	0	2	0	
		OBOS		4		2	4					2	1				3				
		OIM		8	2	1	8					2	3	2			7		2		
		OCAPPM		2		1	2					2	1				3				
		OEIP	ERMD	1			1					1					1				Safe position will not be restructured
		OEIP	EQMD	1			1						1				1				
	306-Government Information Specialist*	Total		7	4	2	7	0	0	0	0	4	0	2	0	0	6	0	2	0	
		OISP		1	1		1							1			1		1		Would restructure to a lower grade
		OEIP	FLAD	5	3	2	5					4		1			5		1		
	308-Records Management*	Total		4	1	1	4	0	0	0	0	1	1	1	0	0	3	0	1	0	
		OEIP	ERMD	4	1	1	4					1	1	1			3		1		
	318-Secretary	Total		2		1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	
	335-Computer Clerk and Assistant	Total		1				0	0	0	0	0	0	0	0	0	0	0	0	0	
	340-Program Management	Total		7	2	1	6	0	0	0	0	0	0	0	0	0	0	0	0	0	
	341-Administrative Officer	Total		1			1	0	0	0	0	0	0	0	0	0	0	0	0	0	
	343-Management and Program Analysis*	Total		105	22	33	99	0	0	0	0	36	18	16	0	0	70	0	16	0	
		OBOS		17	4	6	15					9	1	2			12		2		
		OIM		24	3	8	22					8	4	4			16		4		
		OISP		3		1	3					3					3				Safe position will not be restructured
		ODSTA		9	2	4	8						4	3			7		3		Would restructure to combine duties and lower grade level(s)
		OCAPPM		21	6	4	21					9	4	4			17		4		
		OEIP	IO	4	2	1	4					1	1	1			3		1		
		OEIP	FLAD	1			1					1					1				Safe position will not be restructured
		OEIP	ERMD	3			2							1			1		1		Would restructure to a lower grade
		OITO	IO	2	1	1	2							1			1		1		Would restructure to a lower grade
		OITO	SBMD	10	3	4	10					5	4				9				
	399-Administration and Office Support Student Trainee	Total		1			1	0	0	0	0	0	0	0	0	0	0	0	0	0	
	501-Financial Administration and Program	Total		1	1		1	0	0	0	0	0	0	1	0	0	1	0	1	0	
		OITO	SBMD	1	1		1							1			1		1		Would restructure to a lower grade
	510-Accounting	Total		3	1	1	3	0	0	0	0	1	1	1	0	0	3	0	1	0	
		OITO	SBMD	3	1	1	3					1	1	1			3		1		
	560-Budget Analysis*	Total		6		3	6	0	0	0	0	3	1	2	0	0	6	0	2	0	
		OBOS		3		2	3					2		1			3		1		
		OCAPPM		1			1					1					1				Safe position will not be restructured
		OEIP	IO	1		1	1							1			1		1		Would restructure to a lower grade
		OITO	SBMD	1			1						1				1				
	905-General Attorney	Total		1			1	0	0	0	0	1	0	0	0	0	1	0	0	0	
		OBOS		1			1					1					1				Safe position will not be restructured
	Grand Total			343	74	79	314	0	0	0	0	87	48	45	0	0	180	30	45	0	

*Designated "safe position," which will not require restructuring.
**Max offers will be determined by office. See the OEI Business Case for more detail. In total, OEI will offer no more than 30 VERA/VSIPs.

OGC	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comments
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
CINCINNATI,OHIO	**2**		**1**	**2**														
905-General Attorney	2		1	2														
DURHAM,NORTH CAROLINA	**2**	**2**		**2**														
905-General Attorney	2	2		2														
SAN DIEGO,CALIFORNIA	**1**		**1**	**1**														
905-General Attorney	1		1	1														
WASHINGTON,DC	**223**	**35**	**49**	**178**														
1222-Patent Attorney	1		1	1														
1860-Equal Opportunity Investigation	1	1		1														
2210-Information Technology Management	4		1	4														
28-Environmental Protection Specialist	3	1		2														
301-Miscellaneous Administration and Program	13	4	3	13														
306-Government Information Specialist	1			1														
340-Program Management	2	1	1	2														
341-Administrative Officer	1			1														
343-Management and Program Analysis	8	1		7														
344-Management and Program Clerical and Assistance	9	1	2	4														
360-Equal Opportunity Compliance	2	1	1	2														
560-Budget Analysis	1			1														
905-General Attorney	173	25	37	136														
950-Paralegal Specialist	2		1	1														
#N/A	2		2	2														
Grand Total	**228**	**37**	**51**	**183**														

OLEM	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comments
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
ARLINGTON,VIRGINIA	**269**	**65**	**71**	**234**														
1035-Public Affairs	4			4														
110-Economist	9		1	3														
1301-General Physical Science	35	11	7	32														
1320-Chemistry	5	1	2	4														
1350-Geology	2	1		2														
2210-Information Technology Management	13	1	3	12														
28-Environmental Protection Specialist	74	19	25	71														
301-Miscellaneous Administration and Program	3	2	1	3														
303-Miscellaneous Clerk and Assistant	2	2		2														
318-Secretary	1			1														
340-Program Management	9	3	5	8														
343-Management and Program Analysis	64	17	16	59														
344-Management and Program Clerical and Assistance	2		1	2														
401-General Natural Resources Management and Biological Sciences	7			1														
415-Toxicology	1																	
601-General Health Science	5	1	1	4														
819-Environmental Engineering	22	4	6	18														
881-Petroleum Engineering	1	1		1														
893-Chemical Engineering	10	2	3	7														
ATHENS,GEORGIA	**1**	**1**		**1**														
1301-General Physical Science	1	1		1														
BOSTON,MASSACHUSETTS	**3**	**1**		**3**														
28-Environmental Protection Specialist	2	1		2														
819-Environmental Engineering	1			1														
CINCINNATI,OHIO	**7**	**3**	**2**	**7**														
1301-General Physical Science	2	1		2														
1306-Health Physics	2	1	1	2														
28-Environmental Protection Specialist	1		1	1														
401-General Natural Resources Management and Biological Sciences	1	1		1														
819-Environmental Engineering	1			1														
DENVER,COLORADO	**1**			**1**														
819-Environmental Engineering	1			1														

DURHAM,NORTH CAROLINA	**4**	**1**		**4**
1320-Chemistry	1	1		1
343-Management and Program Analysis	1			1
830-Mechanical Engineering	1			1
893-Chemical Engineering	1			1
EDISON,NEW JERSEY	**20**	**7**	**2**	**17**
1301-General Physical Science	12	4	1	10
1320-Chemistry	4	2		3
343-Management and Program Analysis	2	1		2
401-General Natural Resources Management and Biological Sciences	1		1	1
819-Environmental Engineering	1			1
ERLANGER,KENTUCKY	**1**			**1**
343-Management and Program Analysis	1			1
KANSAS CITY,KANSAS	**1**			**1**
1320-Chemistry	1			1
LAS VEGAS,NEVADA	**11**	**2**	**2**	**9**
1301-General Physical Science	7	1	1	5
1320-Chemistry	1			1
343-Management and Program Analysis	1	1		1
690-Industrial Hygiene	1			1
819-Environmental Engineering	1		1	1
LENEXA,KANSAS	**2**	**1**	**1**	**2**
1301-General Physical Science	1		1	1
801-General Engineering	1	1		1
NORFOLK,VIRGINIA	**1**			**1**
1301-General Physical Science	1			1
WASHINGTON,DC	**173**	**32**	**56**	**170**
1035-Public Affairs	1			1
110-Economist	1			
1301-General Physical Science	13	1	3	13
1320-Chemistry	1	1		1
2210-Information Technology Management	4		4	4
28-Environmental Protection Specialist	46	3	15	46
301-Miscellaneous Administration and Program	6	2	3	6
318-Secretary	2		1	2
340-Program Management	4		2	4
343-Management and Program Analysis	76	20	23	75
401-General Natural Resources Management and Biological Sciences	3			2

415-Toxicology	2		1	2														
560-Budget Analysis	1	1		1														
601-General Health Science	1		1	1														
819-Environmental Engineering	3	1	1	3														
893-Chemical Engineering	6	1	1	6														
#N/A	3	2	1	3														
Grand Total	**494**	**113**	**134**	**451**														

ORD	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade: 1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
ADA,OKLAHOMA	**44**	**12**	**9**	**42**														
1102-Contracting	2		2	2														
1301-General Physical Science	14	3	1	13														
1311-Physical Science Technician	2			2														
1315-Hydrology	7	2	3	7														
1316-Hydrologic Technician	2			2														
1320-Chemistry	1			1														
1350-Geology	1			1														
301-Miscellaneous Administration and Program	2	1		2														
343-Management and Program Analysis	1	1		1														
401-General Natural Resources Management and Biological Sciences	3	2	1	3														
408-Ecology	3	1	1	3														
470-Soil Science	2	1		2														
819-Environmental Engineering	2	1		2														
893-Chemical Engineering	1		1	1														
899-Engineering and Architecture Student Trainee	1																	
ANN ARBOR,MICHIGAN	**1**		**1**	**1**														
1301-General Physical Science	1		1	1														
ARLINGTON,VIRGINIA	**104**	**26**	**14**	**97**														
1035-Public Affairs	1			1														
110-Economist	1	1		1														
1301-General Physical Science	21	5	3	21														
1315-Hydrology	1	1		1														
150-Geography	1			1														
1529-Mathematical Statistics	5	1	1	5														
1530-Statistics	5	2		5														
2210-Information Technology Management	1			1														
28-Environmental Protection Specialist	2	1		2														
301-Miscellaneous Administration and Program	9	3	2	9														
340-Program Management	3	2	1	3														
341-Administrative Officer	2	1	1	2														
343-Management and Program Analysis	12	4	4	10														
401-General Natural Resources Management and Biological Sciences	16	2		14														

408-Ecology	5		1	5
415-Toxicology	7	2		7
601-General Health Science	9	1		6
819-Environmental Engineering	3		1	3
ATHENS,GEORGIA	**38**	**12**	**2**	**37**
1301-General Physical Science	3	2	1	3
1315-Hydrology	1			1
1320-Chemistry	11	4		11
1550-Computer Science	2	1		2
1640-Facility Operations Services	1	1		1
18-Safety and Occupational Health Management	1			1
2210-Information Technology Management	1			1
340-Program Management	1			
343-Management and Program Analysis	2			2
401-General Natural Resources Management and Biological Sciences	4	2		4
403-Microbiology	1		1	1
408-Ecology	3	1		3
415-Toxicology	1			1
560-Budget Analysis	1			1
819-Environmental Engineering	4	1		4
854-Computer Engineering	1			1
ATLANTA,GEORGIA	**2**		**2**	**2**
301-Miscellaneous Administration and Program	1		1	1
819-Environmental Engineering	1		1	1
BOSTON,MASSACHUSETTS	**4**	**1**		**3**
1301-General Physical Science	1			1
28-Environmental Protection Specialist	1	1		1
401-General Natural Resources Management and Biological Sciences	1			
819-Environmental Engineering	1			1
CHAPEL HILL,NORTH CAROLI	**33**	**12**	**3**	**27**
1301-General Physical Science	2	1		1
1320-Chemistry	1		1	1
1530-Statistics	1			1
2210-Information Technology Management	1	1		1
318-Secretary	1	1		1
341-Administrative Officer	1			
401-General Natural Resources Management and Biological Sciences	11	3	2	9
403-Microbiology	1	1		1

404-Biological Science Technician	1	1		1
601-General Health Science	9	2		7
602-Medical Officer	2	2		2
610-Nurse	2			2
CHICAGO,ILLINOIS	**1**		**1**	**1**
1301-General Physical Science	1		1	1
CINCINNATI,OHIO	**313**	**83**	**56**	**294**
1035-Public Affairs	4		2	4
110-Economist	4	1		4
1301-General Physical Science	38	10	6	36
1306-Health Physics	2		1	2
1311-Physical Science Technician	5	2	1	5
1315-Hydrology	2			2
1320-Chemistry	23	2	3	23
1515-Operations Research	1			1
1529-Mathematical Statistics	2	2		2
1530-Statistics	2	2		2
18-Safety and Occupational Health Management	1			1
2210-Information Technology Management	4	4		4
28-Environmental Protection Specialist	4			4
301-Miscellaneous Administration and Program	7	2	3	6
308-Records Management	1			1
318-Secretary	4	2	1	3
340-Program Management	2		2	2
341-Administrative Officer	3	1		3
343-Management and Program Analysis	24	6	9	24
401-General Natural Resources Management and Biological Sciences	51	13	3	49
403-Microbiology	23	7	2	22
404-Biological Science Technician	5	1		3
408-Ecology	10	2		9
415-Toxicology	8	2	1	7
440-Genetics	1			1
470-Soil Science	2		1	1
499-Biological Science Student Trainee	1			
560-Budget Analysis	6	4		5
601-General Health Science	5	3	1	5
690-Industrial Hygiene	2			2
801-General Engineering	4		2	4

802-Engineering Technical	5		1	5
80-Security Administration	1	1		1
819-Environmental Engineering	34	12	6	31
830-Mechanical Engineering	3	2	1	3
854-Computer Engineering	1		1	1
893-Chemical Engineering	17	2	9	16
899-Engineering and Architecture Student Trainee	1			
CORVALLIS,OREGON	**46**	**19**	**2**	**43**
110-Economist	1			1
1301-General Physical Science	3	3		3
1320-Chemistry	1	1		1
1530-Statistics	3	2		3
1550-Computer Science	1			1
1640-Facility Operations Services	1			1
18-Safety and Occupational Health Management	1			
2210-Information Technology Management	1			1
28-Environmental Protection Specialist	1	1		1
301-Miscellaneous Administration and Program	2	1		2
343-Management and Program Analysis	2			1
401-General Natural Resources Management and Biological Sciences	10	3		9
408-Ecology	13	7	1	13
435-Plant Physiology	2		1	2
470-Soil Science	1			1
482-Fish Biology	1			1
499-Biological Science Student Trainee	1			1
501-Financial Administration and Program	1	1		1
DALLAS,TEXAS	**1**			**1**
1301-General Physical Science	1			1
DENVER,COLORADO	**5**	**1**		**5**
1301-General Physical Science	1			1
301-Miscellaneous Administration and Program	1			1
343-Management and Program Analysis	2			2
601-General Health Science	1	1		1
DULUTH,MINNESOTA	**58**	**17**	**21**	**58**
1301-General Physical Science	2	1		2
1320-Chemistry	13	5	5	13
1640-Facility Operations Services	1		1	1
2210-Information Technology Management	1			1

341-Administrative Officer	1			1
343-Management and Program Analysis	2		1	2
401-General Natural Resources Management and Biological Sciences	23	5	11	23
404-Biological Science Technician	1	1		1
408-Ecology	7	3	1	7
415-Toxicology	6	2	1	6
690-Industrial Hygiene	1		1	1
DURHAM,NORTH CAROLINA	**530**	**138**	**110**	**494**
101-Social Science	1			1
1035-Public Affairs	4	1	1	3
1101-General Business and Industry	1			1
1102-Contracting	1			
1301-General Physical Science	130	24	19	119
1306-Health Physics	3	1		3
1311-Physical Science Technician	1			1
1315-Hydrology	1			1
1320-Chemistry	28	8	7	27
1350-Geology	1	1		1
1399-Physical Science Student Trainee	1			
1412-Technical Information Services	2			1
150-Geography	1			
1529-Mathematical Statistics	4	3		4
1530-Statistics	3		1	2
1550-Computer Science	4		1	2
1640-Facility Operations Services	1	1		1
180-Psychology	2			2
184-Sociology	1			
2210-Information Technology Management	14	5	2	13
28-Environmental Protection Specialist	6	1	1	4
301-Miscellaneous Administration and Program	12	3	2	12
303-Miscellaneous Clerk and Assistant	1	1		1
318-Secretary	1	1		1
340-Program Management	6	2	3	6
341-Administrative Officer	8	4	2	7
343-Management and Program Analysis	55	8	27	55
399-Administration and Office Support Student Trainee	1			1
401-General Natural Resources Management and Biological Sciences	117	34	33	115
403-Microbiology	3	1		3

404-Biological Science Technician	1	1		1
408-Ecology	7	2	1	7
413-Physiology	2	1		2
415-Toxicology	30	9	3	24
560-Budget Analysis	13	2		13
601-General Health Science	16	2		15
602-Medical Officer	1	1		1
690-Industrial Hygiene	2			2
801-General Engineering	4	1	2	4
802-Engineering Technical	10	5		9
819-Environmental Engineering	22	9	4	21
830-Mechanical Engineering	2	1		2
856-Electronics Technical	1	1		1
858-Bioengineering and Biomedical Engineering	1		1	1
893-Chemical Engineering	3	3		3
#N/A	1	1		1
EDISON,NEW JERSEY	**8**	**5**	**2**	**8**
1301-General Physical Science	1	1		1
28-Environmental Protection Specialist	1	1		1
343-Management and Program Analysis	1		1	1
401-General Natural Resources Management and Biological Sciences	1	1		1
601-General Health Science	1	1		1
819-Environmental Engineering	2		1	2
893-Chemical Engineering	1	1		1
GROSSE ILE,MICHIGAN	**2**			**2**
819-Environmental Engineering	2			2
GULF BREEZE,FLORIDA	**58**	**12**	**13**	**50**
101-Social Science	1			
1102-Contracting	2	1		
1301-General Physical Science	1			1
1320-Chemistry	2	1	1	2
150-Geography	1			
1601-Equipment, Facilities, and Services	1		1	1
1640-Facility Operations Services	1		1	1
2001-General Supply	1		1	1
2210-Information Technology Management	2		1	2
301-Miscellaneous Administration and Program	1		1	1
341-Administrative Officer	1			1

343-Management and Program Analysis	2	1	1	2
401-General Natural Resources Management and Biological Sciences	23	5	3	19
403-Microbiology	5	2	2	5
404-Biological Science Technician	1		1	1
408-Ecology	10	2		10
415-Toxicology	1			1
560-Budget Analysis	1			1
690-Industrial Hygiene	1			1
GULF,FLORIDA	**1**	**1**		**1**
401-General Natural Resources Management and Biological Sciences	1	1		1
HAMPTON,VIRGINIA	**1**		**1**	**1**
819-Environmental Engineering	1		1	1
LAKEWOOD,COLORADO	**1**			**1**
343-Management and Program Analysis	1			1
LAS VEGAS,NEVADA	**41**	**15**	**12**	**37**
1102-Contracting	1			
1301-General Physical Science	13	6	3	13
1311-Physical Science Technician	1			1
1320-Chemistry	7	2	2	7
1530-Statistics	1	1		1
1550-Computer Science	1		1	1
1640-Facility Operations Services	1			1
2210-Information Technology Management	2	1		2
28-Environmental Protection Specialist	1		1	1
301-Miscellaneous Administration and Program	3	1	2	2
343-Management and Program Analysis	4	2	2	4
401-General Natural Resources Management and Biological Sciences	1	1		1
408-Ecology	3	1	1	3
560-Budget Analysis	1			
690-Industrial Hygiene	1			
LENEXA,KANSAS	**1**			**1**
1301-General Physical Science	1			1
LOS ANGELES,CALIFORNIA	**3**		**2**	**3**
1301-General Physical Science	1			1
1315-Hydrology	1		1	1
819-Environmental Engineering	1		1	1
NARRAGANSETT,RHODE ISLAN	**66**	**27**	**17**	**61**
1087-Editorial Assistance	1	1		1

1102-Contracting	1	1		1
110-Economist	2			1
1301-General Physical Science	15	7	8	15
1311-Physical Science Technician	2			1
1320-Chemistry	3	3		3
1360-Oceanography	2	2		2
1550-Computer Science	1	1		1
1640-Facility Operations Services	2		1	1
2210-Information Technology Management	1	1		1
301-Miscellaneous Administration and Program	1			1
341-Administrative Officer	1		1	1
343-Management and Program Analysis	2			
401-General Natural Resources Management and Biological Sciences	19	8	5	19
404-Biological Science Technician	1			1
408-Ecology	10	2	2	10
560-Budget Analysis	1	1		1
690-Industrial Hygiene	1			1
NEW YORK, NEW YORK	**1**			**1**
1301-General Physical Science	1			1
NEWPORT,OREGON	**10**	**4**		**10**
1301-General Physical Science	1			1
1360-Oceanography	1			1
150-Geography	1	1		1
401-General Natural Resources Management and Biological Sciences	4	2		4
408-Ecology	2			2
482-Fish Biology	1	1		1
NORWOOD,OHIO	**1**			**1**
301-Miscellaneous Administration and Program	1			1
OAKLAND,CALIFORNIA	**1**			**1**
#N/A	1			1
PHILADELPHIA,PENNSYLVANI	**1**			**1**
819-Environmental Engineering	1			1
SAN FRANCISCO,CALIFORNIA	**1**		**1**	**1**
819-Environmental Engineering	1		1	1
SEATTLE,WASHINGTON	**3**		**1**	**3**
343-Management and Program Analysis	1			1
401-General Natural Resources Management and Biological Sciences	1		1	1
415-Toxicology	1			1

SILVER SPRING,MARYLAND	**1**			**1**
414-Entomology	1			1
ST PAUL,MINNESOTA	**1**			**1**
1301-General Physical Science	1			1
ST PETERSBURG,FLORIDA	**1**			**1**
408-Ecology	1			1
WASHINGTON,DC	**196**	**32**	**53**	**171**
1035-Public Affairs	2			2
1082-Writing and Editing	1		1	1
1101-General Business and Industry	2		1	2
1301-General Physical Science	31	4	11	29
1399-Physical Science Student Trainee	1			
190-General Anthropology	1			
2210-Information Technology Management	8		5	7
28-Environmental Protection Specialist	4	1		4
301-Miscellaneous Administration and Program	18	4	6	17
318-Secretary	1	1		1
340-Program Management	3	1	2	3
341-Administrative Officer	2			2
343-Management and Program Analysis	56	6	13	49
344-Management and Program Clerical and Assistance	1			1
399-Administration and Office Support Student Trainee	7			
401-General Natural Resources Management and Biological Sciences	28	9	4	25
403-Microbiology	1			1
408-Ecology	1			1
415-Toxicology	1			1
501-Financial Administration and Program	2		1	2
560-Budget Analysis	12	1	6	12
601-General Health Science	3		1	3
602-Medical Officer	1			
801-General Engineering	1	1		1
819-Environmental Engineering	6	3	1	5
#N/A	2	1	1	2
WILMINGTON,NORTH CAROLIN	**1**		**1**	**1**
2210-Information Technology Management	1		1	1
Grand Total	**1580**	**417**	**324**	**1463**

OCSPP	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comments
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
ANN ARBOR,MICHIGAN	**1**			**1**														
401-General Natural Resources Management and Biological Sciences	1			1														
ARLINGTON,VIRGINIA	**588**	**113**	**133**	**527**														
1001-General Arts and Information	1	1		1														
110-Economist	12	3	1	10														
1301-General Physical Science	21	3	4	17														
1320-Chemistry	62	17	12	55														
150-Geography	1			1														
1529-Mathematical Statistics	1			1														
1530-Statistics	3		2	3														
2210-Information Technology Management	20	3	8	19														
28-Environmental Protection Specialist	142	25	33	130														
301-Miscellaneous Administration and Program	20	3	7	20														
303-Miscellaneous Clerk and Assistant	2	1		2														
306-Government Information Specialist	8	1	1	8														
326-Office Automation Clerical and Assistance	1		1	1														
340-Program Management	8	2	4	8														
343-Management and Program Analysis	42	12	21	42														
399-Administration and Office Support Student Trainee	1			1														
401-General Natural Resources Management and Biological Sciences	156	26	32	142														
403-Microbiology	5	2	1	5														
405-Pharmacology	2			2														
408-Ecology	3			3														
414-Entomology	7			5														
415-Toxicology	19	5		15														
430-Botany	1	1		1														
434-Plant Pathology	3	2		3														
440-Genetics	1	1		1														
471-Agronomy	2	1	1	2														
482-Fish Biology	1			1														
486-Wildlife Biology	4		2	4														
499-Biological Science Student Trainee	2			2														
560-Budget Analysis	1			1														

601-General Health Science	5	1		3
690-Industrial Hygiene	5		2	5
701-Veterinary Medical Science	1			1
819-Environmental Engineering	8	3	1	8
905-General Attorney	1			
99-General Student Trainee	15			3
#N/A	1			1
ATHENS,GEORGIA	**2**		**1**	**2**
28-Environmental Protection Specialist	1		1	1
401-General Natural Resources Management and Biological Sciences	1			1
CANADA	**1**			**1**
408-Ecology	1			1
CHICAGO,ILLINOIS	**1**	**1**		**1**
28-Environmental Protection Specialist	1	1		1
DALLAS,TEXAS	**4**	**1**		**4**
28-Environmental Protection Specialist	4	1		4
DRAKESVILLE,IOWA	**1**		**1**	**1**
1320-Chemistry	1		1	1
DURHAM,NORTH CAROLINA	**2**			**2**
1320-Chemistry	1			1
560-Budget Analysis	1			1
FORT MEADE,MARYLAND	**18**	**5**	**4**	**17**
1320-Chemistry	8	2	1	7
28-Environmental Protection Specialist	2	1	1	2
343-Management and Program Analysis	1	1		1
401-General Natural Resources Management and Biological Sciences	2		1	2
403-Microbiology	5	1	1	5
GAINESVILLE,FLORIDA	**1**		**1**	**1**
28-Environmental Protection Specialist	1		1	1
GULF BREEZE,FLORIDA	**1**			**1**
1529-Mathematical Statistics	1			1
NEW YORK, NEW YORK	**1**			**1**
1320-Chemistry	1			1
SAN FRANCISCO,CALIFORNIA	**2**	**1**		**2**
28-Environmental Protection Specialist	1			1
401-General Natural Resources Management and Biological Sciences	1	1		1
SANTURCE,PUERTO RICO	**1**		**1**	**1**
1320-Chemistry	1		1	1

WASHINGTON,DC	**370**	**82**	**84**	**314**
1035-Public Affairs	2		1	2
1082-Writing and Editing	2	2		2
110-Economist	9		2	6
1301-General Physical Science	18	4		14
1320-Chemistry	22	6	5	18
1412-Technical Information Services	1	1		1
1530-Statistics	1	1		1
2210-Information Technology Management	18	5	2	15
28-Environmental Protection Specialist	114	24	22	99
301-Miscellaneous Administration and Program	26	9	10	26
303-Miscellaneous Clerk and Assistant	1	1		1
306-Government Information Specialist	1		1	1
318-Secretary	1	1		1
340-Program Management	9	1	8	9
341-Administrative Officer	2	1		2
343-Management and Program Analysis	43	8	15	42
401-General Natural Resources Management and Biological Sciences	38	4	3	21
403-Microbiology	3	3		3
408-Ecology	1	1		1
415-Toxicology	20	3	1	17
482-Fish Biology	1			1
501-Financial Administration and Program	1		1	1
560-Budget Analysis	2		2	2
601-General Health Science	2		1	1
690-Industrial Hygiene	2	1		2
819-Environmental Engineering	4		2	4
893-Chemical Engineering	14	3	5	12
905-General Attorney	9	1	3	6
#N/A	3	2		3
Grand Total	**994**	**203**	**225**	**876**

OW	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comment
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
ARLINGTON,VIRGINIA	**1**			**1**														
28-Environmental Protection Specialist	1			1														
CINCINNATI,OHIO	**31**	**2**	**4**	**30**														
1301-General Physical Science	3			3														
1320-Chemistry	8		1	7														
1350-Geology	1			1														
28-Environmental Protection Specialist	4	1	1	4														
318-Secretary	1			1														
341-Administrative Officer	1		1	1														
343-Management and Program Analysis	1			1														
401-General Natural Resources Management and Biological Sciences	1			1														
403-Microbiology	2	1		2														
601-General Health Science	1			1														
819-Environmental Engineering	8		1	8														
MONTCLAIR,NEW JERSEY	**1**			**1**														
28-Environmental Protection Specialist	1			1														
WASHINGTON,DC	**547**	**101**	**90**	**470**														
1035-Public Affairs	8		1	8														
1109-Grants Management	1	1		1														
110-Economist	10	1	1	9														
1160-Financial Analysis	12			6														
1301-General Physical Science	73	9	4	51														
1315-Hydrology	1	1		1														
1320-Chemistry	4	1	1	3														
1350-Geology	2	1		2														
1515-Operations Research	1		1	1														
1529-Mathematical Statistics	2	1		1														
2210-Information Technology Management	28	6	3	25														
28-Environmental Protection Specialist	167	27	33	164														
301-Miscellaneous Administration and Program	22	9	3	21														
303-Miscellaneous Clerk and Assistant	1	1		1														
340-Program Management	16	7	5	16														
343-Management and Program Analysis	78	21	24	74														

344-Management and Program Clerical and Assistance	1	1		1														
401-General Natural Resources Management and Biological Sciences	39	4	3	24														
403-Microbiology	6	1	1	6														
408-Ecology	8			1														
415-Toxicology	3	1		1														
560-Budget Analysis	3		2	3														
601-General Health Science	3	1	1	2														
801-General Engineering	1	1		1														
819-Environmental Engineering	44	3	6	34														
893-Chemical Engineering	5	1	1	5														
905-General Attorney	8	2		8														
Grand Total	**580**	**103**	**94**	**502**														

Region 1	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comments
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
BOSTON,MASSACHUSETTS	**511**	**120**	**185**	**473**														
1035-Public Affairs	11	1	5	11														
1101-General Business and Industry	2			2														
1102-Contracting	7			5														
1109-Grants Management	8	4	2	7														
1160-Financial Analysis	2		1	2														
1301-General Physical Science	72	18	22	70														
1306-Health Physics	1			1														
1315-Hydrology	2		1	2														
1350-Geology	1	1		1														
1399-Physical Science Student Trainee	1																	
1810-General Investigating	1	1		1														
18-Safety and Occupational Health Management	2			1														
201-Human Resources Management	5	2	2	5														
2210-Information Technology Management	19	4	6	19														
260-Equal Employment Opportunity	1			1														
28-Environmental Protection Specialist	85	22	39	84														
29-Environmental Protection Assistant	8	2	5	8														
301-Miscellaneous Administration and Program	9	2	3	9														
303-Miscellaneous Clerk and Assistant	2	1		2														
304-Information Receptionist	1	1		1														
306-Government Information Specialist	1		1	1														
318-Secretary	4	1	1	4														
326-Office Automation Clerical and Assistance	2	1		2														
340-Program Management	8	3	5	8														
342-Support Services Administration	3	1		3														
343-Management and Program Analysis	13	3	5	13														
344-Management and Program Clerical and Assistance	1		1	1														
399-Administration and Office Support Student Trainee	1																	
401-General Natural Resources Management and Biological Sciences	29	4	6	18														
499-Biological Science Student Trainee	9			2														
501-Financial Administration and Program	9		3	8														
510-Accounting	3		1	3														

525-Accounting Technician	1		1	1
560-Budget Analysis	4	2	2	4
80-Security Administration	1			1
819-Environmental Engineering	121	29	56	116
899-Engineering and Architecture Student Trainee	2			
905-General Attorney	54	17	17	53
950-Paralegal Specialist	3			3
99-General Student Trainee	2			
CHELMSFORD,MASSACHUSETTS	**4**			**2**
1301-General Physical Science	2			1
819-Environmental Engineering	2			1
LEXINGTON,MASSACHUSETTS	**1**		**1**	**1**
819-Environmental Engineering	1		1	1
NORTH CHELMSFORD,MASSACH	**51**	**17**	**15**	**45**
1301-General Physical Science	11	6	1	10
1320-Chemistry	16	5	6	14
1399-Physical Science Student Trainee	1			
18-Safety and Occupational Health Management	1			1
2210-Information Technology Management	1		1	1
28-Environmental Protection Specialist	2		2	2
318-Secretary	1	1		1
340-Program Management	1	1		1
342-Support Services Administration	2			2
343-Management and Program Analysis	1		1	1
401-General Natural Resources Management and Biological Sciences	5	3		5
819-Environmental Engineering	8	1	4	7
899-Engineering and Architecture Student Trainee	1			
Grand Total	**567**	**137**	**201**	**521**

Region 2	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comments
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
ALBANY,NEW YORK	**5**	**1**		**4**														
1035-Public Affairs	1			1														
1301-General Physical Science	2	1		2														
819-Environmental Engineering	2			1														
BUFFALO,NEW YORK	**1**																	
1301-General Physical Science	1																	
EDISON,NEW JERSEY	**143**	**34**	**45**	**130**														
1301-General Physical Science	66	15	29	63														
1320-Chemistry	19	6	3	16														
1350-Geology	1		1	1														
28-Environmental Protection Specialist	4	1		4														
303-Miscellaneous Clerk and Assistant	2	2		2														
318-Secretary	4		2	4														
401-General Natural Resources Management and Biological Sciences	20	3	3	14														
403-Microbiology	4			4														
690-Industrial Hygiene	1			1														
801-General Engineering	2	1		2														
819-Environmental Engineering	19	6	6	18														
830-Mechanical Engineering	1		1	1														
GUAYNABO,PUERTO RICO	**19**	**2**	**3**	**16**														
1035-Public Affairs	1			1														
1301-General Physical Science	6	1		6														
318-Secretary	2		2	2														
819-Environmental Engineering	7	1	1	6														
905-General Attorney	2			1														
#N/A	1																	
NEW YORK, NEW YORK	**582**	**159**	**181**	**542**														
1035-Public Affairs	14	3	4	13														
1102-Contracting	9	4	2	9														
1109-Grants Management	11	2	3	11														
1160-Financial Analysis	1	1		1														
1301-General Physical Science	107	20	41	97														
1306-Health Physics	2	1		2														

1315-Hydrology	4	3		4											
1320-Chemistry	1	1		1											
1350-Geology	15	9	2	14											
1550-Computer Science	2			2											
1810-General Investigating	1														
201-Human Resources Management	7	2	2	7											
2210-Information Technology Management	12	3	2	12											
260-Equal Employment Opportunity	1		1	1											
28-Environmental Protection Specialist	41	9	11	41											
301-Miscellaneous Administration and Program	4	3		4											
303-Miscellaneous Clerk and Assistant	12	2	8	12											
306-Government Information Specialist	3		2	2											
308-Records Management	2		1	1											
318-Secretary	26	3	14	26											
326-Office Automation Clerical and Assistance	1	1		1											
340-Program Management	8	3	2	7											
341-Administrative Officer	1	1		1											
342-Support Services Administration	1														
343-Management and Program Analysis	8	2	1	8											
401-General Natural Resources Management and Biological Sciences	33	6	2	23											
415-Toxicology	1	1		1											
501-Financial Administration and Program	4		1	4											
505-Financial Management	1			1											
510-Accounting	9		5	9											
525-Accounting Technician	3		2	3											
560-Budget Analysis	5		4	5											
801-General Engineering	1	1		1											
808-Architecture	1			1											
819-Environmental Engineering	147	45	51	139											
901-General Legal and Kindred Administration	1			1											
905-General Attorney	76	30	17	71											
950-Paralegal Specialist	5	3	2	5											
963-Legal Instruments Examining	1		1	1											
NEW YORK,NEW YORK	**2**		**1**	**2**											
1035-Public Affairs	1		1	1											
401-General Natural Resources Management and Biological Sciences	1			1											
NIAGARA FALLS,NEW YORK	**1**	**1**		**1**											
1035-Public Affairs	1	1		1											

SAN JUAN,PUERTO RICO	**3**	**1**		**3**
510-Accounting	1			1
819-Environmental Engineering	1	1		1
905-General Attorney	1			1
SANTURCE,PUERTO RICO	**24**	**6**	**6**	**24**
1301-General Physical Science	6	1	1	6
1350-Geology	1			1
318-Secretary	1	1		1
401-General Natural Resources Management and Biological Sciences	1		1	1
819-Environmental Engineering	14	4	4	14
905-General Attorney	1			1
ST THOMAS,VIRGIN ISLANDS	**2**		**1**	**2**
401-General Natural Resources Management and Biological Sciences	1			1
819-Environmental Engineering	1		1	1
STAMFORD,CONNECTICUT	**1**	**1**		**1**
1301-General Physical Science	1	1		1
VIEQUES, VIEQUES,PUERTO	**1**		**1**	**1**
819-Environmental Engineering	1		1	1
Grand Total	**784**	**205**	**238**	**726**

Region 3	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comments
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
ANNAPOLIS JUNC,MARYLAND	**1**			**1**														
28-Environmental Protection Specialist	1			1														
ANNAPOLIS,MARYLAND	**21**	**6**	**6**	**20**														
1035-Public Affairs	1																	
1301-General Physical Science	5	1	3	5														
28-Environmental Protection Specialist	9	1	3	9														
318-Secretary	1	1		1														
340-Program Management	2	2		2														
341-Administrative Officer	1			1														
343-Management and Program Analysis	1	1		1														
819-Environmental Engineering	1			1														
BLUEMONT,VIRGINIA	**1**			**1**														
819-Environmental Engineering	1			1														
CHARLESTON,WEST VIRGINIA	**2**			**2**														
301-Miscellaneous Administration and Program	1			1														
905-General Attorney	1			1														
FORT MEADE,MARYLAND	**45**	**11**	**9**	**38**														
1301-General Physical Science	16	5	4	16														
1320-Chemistry	15	3	3	11														
1399-Physical Science Student Trainee	1			1														
18-Safety and Occupational Health Management	1																	
2210-Information Technology Management	1			1														
301-Miscellaneous Administration and Program	2		1	1														
342-Support Services Administration	1			1														
401-General Natural Resources Management and Biological Sciences	4	1		3														
819-Environmental Engineering	3	2		3														
905-General Attorney	1		1	1														
HERNDON,VIRGINIA	**1**		**1**	**1**														
905-General Attorney	1		1	1														
PHILADELPHIA,PENNSYLVANI	**739**	**180**	**197**	**643**														
1035-Public Affairs	19	6	3	19														
1101-General Business and Industry	1			1														
1102-Contracting	12	5	2	12														

1109-Grants Management	11	4	3	9
1160-Financial Analysis	5	2		5
1301-General Physical Science	154	26	28	130
1306-Health Physics	1		1	1
1315-Hydrology	1	1		1
1340-Meteorology	1			1
1350-Geology	5	1	2	5
1399-Physical Science Student Trainee	4			
1810-General Investigating	4	3		4
18-Safety and Occupational Health Management	1			1
201-Human Resources Management	12	3	1	10
2210-Information Technology Management	19	7	5	19
2299-Information Technology Student Trainee	2			
260-Equal Employment Opportunity	1		1	1
28-Environmental Protection Specialist	89	29	43	88
299-Human Resources Management Student Trainee	1			1
29-Environmental Protection Assistant	1		1	1
301-Miscellaneous Administration and Program	13	2	6	13
303-Miscellaneous Clerk and Assistant	9	1		9
306-Government Information Specialist	1		1	1
308-Records Management	1			1
318-Secretary	18	3	9	18
326-Office Automation Clerical and Assistance	2	2		2
340-Program Management	10	4	5	10
342-Support Services Administration	4	1	3	4
343-Management and Program Analysis	19	4	3	16
350-Equipment Operator	1	1		1
401-General Natural Resources Management and Biological Sciences	75	5	4	42
408-Ecology	3	1	1	3
414-Entomology	1			1
415-Toxicology	9	3	5	9
457-Soil Conservation	1	1		1
499-Biological Science Student Trainee	4			
501-Financial Administration and Program	6	4	2	6
505-Financial Management	1	1		1
510-Accounting	8	1	4	7
525-Accounting Technician	1			1
560-Budget Analysis	1	1		1

819-Environmental Engineering	128	33	35	111
893-Chemical Engineering	1		1	1
899-Engineering and Architecture Student Trainee	2			
905-General Attorney	70	23	27	70
950-Paralegal Specialist	4	1	1	4
#N/A	2	1		1
RICHMOND,VIRGINIA	**1**		**1**	**1**
1301-General Physical Science	1		1	1
TITUSVILLE,PENNSYLVANIA	**1**		**1**	**1**
1301-General Physical Science	1		1	1
WASHINGTON,DC	**1**			**1**
28-Environmental Protection Specialist	1			1
WHEELING,WEST VIRGINIA	**13**	**2**	**2**	**13**
1301-General Physical Science	2	1		2
1315-Hydrology	1	1		1
28-Environmental Protection Specialist	2		1	2
401-General Natural Resources Management and Biological Sciences	7			7
819-Environmental Engineering	1		1	1
Grand Total	**826**	**199**	**217**	**722**

Region 4	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comments
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
ATHENS,GEORGIA	**85**	**14**	**15**	**71**														
1301-General Physical Science	20	4	5	15														
1311-Physical Science Technician	1	1		1														
1320-Chemistry	20	4	2	17														
18-Safety and Occupational Health Management	1			1														
2210-Information Technology Management	2			1														
28-Environmental Protection Specialist	1			1														
301-Miscellaneous Administration and Program	1	1		1														
318-Secretary	2			1														
341-Administrative Officer	1																	
343-Management and Program Analysis	2			2														
401-General Natural Resources Management and Biological Sciences	18	2	4	16														
415-Toxicology	1			1														
819-Environmental Engineering	15	2	4	14														
ATLANTA,GEORGIA	**806**	**148**	**275**	**730**														
1001-General Arts and Information	1	1		1														
1035-Public Affairs	13		4	10														
1071-Audiovisual Production	2		1	2														
1084-Visual Information	1		1	1														
1101-General Business and Industry	2		2	2														
1102-Contracting	9	1	1	9														
1106-Procurement Clerical and Technician	1	1		1														
1109-Grants Management	10	3	3	9														
1160-Financial Analysis	3	1		3														
1301-General Physical Science	158	27	61	147														
1315-Hydrology	5	1		3														
1320-Chemistry	1			1														
1350-Geology	2	2		2														
150-Geography	1																	
1810-General Investigating	5	1	3	5														
201-Human Resources Management	6	2	2	6														
2210-Information Technology Management	12	2	5	12														
260-Equal Employment Opportunity	2		1	2														

28-Environmental Protection Specialist	58	12	25	52
29-Environmental Protection Assistant	1		1	1
301-Miscellaneous Administration and Program	23	4	8	20
303-Miscellaneous Clerk and Assistant	15	6	2	14
306-Government Information Specialist	11	3	7	9
308-Records Management	2			1
318-Secretary	11	3	6	10
326-Office Automation Clerical and Assistance	1			1
335-Computer Clerk and Assistant	1		1	1
340-Program Management	12	4	6	11
341-Administrative Officer	3		2	3
342-Support Services Administration	3			3
343-Management and Program Analysis	24	2	15	22
3502-Laboring	1			1
401-General Natural Resources Management and Biological Sciences	91	14	15	77
408-Ecology	2			2
415-Toxicology	4		3	4
499-Biological Science Student Trainee	1			
501-Financial Administration and Program	7	3	4	7
505-Financial Management	1		1	1
510-Accounting	2		1	2
560-Budget Analysis	11	4	3	8
5703-Motor Vehicle Operating	2			2
601-General Health Science	1		1	1
690-Industrial Hygiene	1			1
801-General Engineering	1	1		1
80-Security Administration	2			1
819-Environmental Engineering	212	39	70	195
840-Nuclear Engineering	1		1	1
905-General Attorney	65	10	18	60
950-Paralegal Specialist	1	1		1
986-Legal Assistance	1		1	1
BAY ST LOUIS,MISSISSIPPI	**11**	**1**	**3**	**11**
1301-General Physical Science	2		1	2
28-Environmental Protection Specialist	1			1
340-Program Management	2		2	2
343-Management and Program Analysis	3	1		3
401-General Natural Resources Management and Biological Sciences	2			2

819-Environmental Engineering	1			1
CHARLOTTE,NORTH CAROLINA	**1**			**1**
819-Environmental Engineering	1			1
CRAWFORDVILLE,FLORIDA	**1**			**1**
401-General Natural Resources Management and Biological Sciences	1			1
DURHAM,NORTH CAROLINA	**1**	**1**		**1**
28-Environmental Protection Specialist	1	1		1
GULFPORT,MISSISSIPPI	**3**			**2**
1301-General Physical Science	1			
819-Environmental Engineering	2			2
JACKSON,MISSISSIPPI	**1**		**1**	**1**
819-Environmental Engineering	1		1	1
JACKSON,TENNESSEE	**1**		**1**	**1**
819-Environmental Engineering	1		1	1
JACKSONVILLE,FLORIDA	**1**		**1**	**1**
1301-General Physical Science	1		1	1
LOUISVILLE,KENTUCKY	**1**	**1**		**1**
819-Environmental Engineering	1	1		1
MOBILE,ALABAMA	**1**		**1**	**1**
401-General Natural Resources Management and Biological Sciences	1		1	1
WEST PALM BEACH,FLORIDA	**1**	**1**		**1**
401-General Natural Resources Management and Biological Sciences	1	1		1
Grand Total	**914**	**166**	**297**	**823**

Region 5	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comments
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
CARTERVILLE,ILLINOIS	**1**		**1**	**1**														
1301-General Physical Science	1		1	1														
CHICAGO HTS,ILLINOIS	**1**																	
401-General Natural Resources Management and Biological Sciences	1																	
CHICAGO,ILLINOIS	**1036**	**255**	**296**	**939**														
1035-Public Affairs	18	5	5	18														
1060-Photography	1			1														
1082-Writing and Editing	2	1		2														
1084-Visual Information	2		1	2														
1101-General Business and Industry	2	1		2														
1102-Contracting	20	2	6	18														
1106-Procurement Clerical and Technician	1		1	1														
1109-Grants Management	12	1	3	12														
1160-Financial Analysis	5	2		5														
1301-General Physical Science	201	43	50	180														
1306-Health Physics	2	1	1	2														
1315-Hydrology	3			1														
1320-Chemistry	25	8	1	22														
1340-Meteorology	1		1	1														
1350-Geology	11	5	2	9														
1399-Physical Science Student Trainee	3																	
1530-Statistics	1	1		1														
1702-Education and Training Technician	2	1	1	2														
1750-Instructional Systems	1			1														
1810-General Investigating	5	3	1	4														
18-Safety and Occupational Health Management	3			2														
2001-General Supply	2			1														
201-Human Resources Management	10	3	2	8														
20-Community Planning	4			3														
2210-Information Technology Management	31	6	5	30														
260-Equal Employment Opportunity	4	1	2	4														
28-Environmental Protection Specialist	160	46	73	155														
301-Miscellaneous Administration and Program	24	5	13	24														

303-Miscellaneous Clerk and Assistant	25	9	9	25
305-Mail and File	1			1
306-Government Information Specialist	12	3	5	11
308-Records Management	9	1	4	9
318-Secretary	4		1	3
326-Office Automation Clerical and Assistance	1			1
335-Computer Clerk and Assistant	1	1		1
340-Program Management	22	10	6	22
341-Administrative Officer	5	1	3	5
343-Management and Program Analysis	34	13	8	34
344-Management and Program Clerical and Assistance	3	1	1	3
399-Administration and Office Support Student Trainee	11	1		2
401-General Natural Resources Management and Biological Sciences	42	7	5	36
403-Microbiology	1			1
408-Ecology	3	1		3
415-Toxicology	3	2		3
471-Agronomy	1			1
501-Financial Administration and Program	4	3	1	4
505-Financial Management	1		1	1
510-Accounting	15	5	5	15
560-Budget Analysis	7	1	1	7
599-Financial Management Student Trainee	2			2
601-General Health Science	4	2	1	4
80-Security Administration	2		2	2
819-Environmental Engineering	159	23	43	134
890-Agricultural Engineering	1			1
893-Chemical Engineering	1		1	1
899-Engineering and Architecture Student Trainee	3			
905-General Attorney	94	32	29	89
950-Paralegal Specialist	3	3		3
986-Legal Assistance	1		1	1
999-Legal Occupations Student Trainee	3			1
#N/A	2	1	1	2
CINCINNATI,OHIO	**1**		**1**	**1**
1301-General Physical Science	1		1	1
CLEVELAND,OHIO	**1**			**1**
28-Environmental Protection Specialist	1			1
DETROIT,MICHIGAN	**2**		**1**	**2**

1301-General Physical Science	1		1	1
415-Toxicology	1			1
ELMHURST,ILLINOIS	**1**			**1**
1301-General Physical Science	1			1
FLINT,MICHIGAN	**1**			**1**
1035-Public Affairs	1			1
GREEN BAY,WISCONSIN	**1**			**1**
1301-General Physical Science	1			1
GROSSE ILE,MICHIGAN	**13**		**3**	**11**
1301-General Physical Science	9		1	7
1670-Equipment Services	1			1
303-Miscellaneous Clerk and Assistant	1		1	1
401-General Natural Resources Management and Biological Sciences	2		1	2
INDIANAPOLIS,INDIANA	**2**			**2**
1301-General Physical Science	1			1
401-General Natural Resources Management and Biological Sciences	1			1
MADISON,WISCONSIN	**1**		**1**	**1**
401-General Natural Resources Management and Biological Sciences	1		1	1
MINNEAPOLIS,MINNESOTA	**1**	**1**		**1**
1301-General Physical Science	1	1		1
ST PAUL,MINNESOTA	**1**			
1301-General Physical Science	1			
TRAVERSE CITY,MICHIGAN	**2**	**1**	**1**	**2**
28-Environmental Protection Specialist	1		1	1
819-Environmental Engineering	1	1		1
WESTLAKE,OHIO	**17**	**1**	**5**	**14**
1301-General Physical Science	6	1	2	4
1350-Geology	2		1	2
301-Miscellaneous Administration and Program	1		1	1
401-General Natural Resources Management and Biological Sciences	2			2
819-Environmental Engineering	6		1	5
Grand Total	**1082**	**258**	**309**	**978**

Region 6	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comments
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
ADA,OKLAHOMA	**1**			**1**														
28-Environmental Protection Specialist	1			1														
DALLAS,TEXAS	**687**	**204**	**158**	**619**														
1001-General Arts and Information	1	1		1														
1035-Public Affairs	11	3	4	9														
1102-Contracting	7	1	1	5														
1109-Grants Management	10		5	9														
1160-Financial Analysis	1			1														
1301-General Physical Science	148	44	22	136														
1306-Health Physics	1	1		1														
1350-Geology	3	1	1	3														
18-Safety and Occupational Health Management	1	1		1														
201-Human Resources Management	6		1	6														
2210-Information Technology Management	9	2	2	8														
260-Equal Employment Opportunity	2	1		2														
28-Environmental Protection Specialist	139	49	41	134														
29-Environmental Protection Assistant	1	1		1														
301-Miscellaneous Administration and Program	19	7	3	18														
306-Government Information Specialist	3	1	2	3														
308-Records Management	1	1		1														
318-Secretary	14	6	5	13														
326-Office Automation Clerical and Assistance	1			1														
340-Program Management	8	6	1	8														
341-Administrative Officer	3	2	1	3														
342-Support Services Administration	7	1	3	6														
343-Management and Program Analysis	21	7	3	20														
344-Management and Program Clerical and Assistance	1	1		1														
391-Telecommunications	2		1	2														
401-General Natural Resources Management and Biological Sciences	49	4	4	23														
415-Toxicology	3	1	1	3														
501-Financial Administration and Program	8	3	2	8														
505-Financial Management	1																	
510-Accounting	3	1	1	3														

560-Budget Analysis	1		1	1
80-Security Administration	1			
819-Environmental Engineering	132	43	39	127
905-General Attorney	63	13	10	55
950-Paralegal Specialist	5	2	3	5
986-Legal Assistance	1		1	1
EL PASO,TEXAS	**6**	**2**	**2**	**6**
1301-General Physical Science	1			1
28-Environmental Protection Specialist	1	1		1
318-Secretary	1	1		1
819-Environmental Engineering	3		2	3
HOUSTON,TEXAS	**41**	**19**	**6**	**40**
1035-Public Affairs	1	1		1
1301-General Physical Science	8	3	4	8
1320-Chemistry	19	10	1	19
1399-Physical Science Student Trainee	2			1
28-Environmental Protection Specialist	1			1
343-Management and Program Analysis	1	1		1
344-Management and Program Clerical and Assistance	1	1		1
401-General Natural Resources Management and Biological Sciences	3	1	1	3
819-Environmental Engineering	4	1		4
905-General Attorney	1	1		1
NEW ORLEANS,LOUISIANA	**1**			**1**
1301-General Physical Science	1			1
PAWHUSKA,OKLAHOMA	**2**	**2**		**2**
819-Environmental Engineering	2	2		2
Grand Total	**738**	**227**	**166**	**669**

Region 7	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comments
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
COLUMBUS,KANSAS	**1**			**1**														
401-General Natural Resources Management and Biological Sciences	1			1														
DES MOINES,IOWA	**1**	**1**		**1**														
819-Environmental Engineering	1	1		1														
FENTON,MISSOURI	**3**			**3**														
1301-General Physical Science	2			2														
28-Environmental Protection Specialist	1			1														
KANSAS CITY,KANSAS	**53**	**12**	**9**	**46**														
1301-General Physical Science	14	3	3	12														
1320-Chemistry	17	4	2	16														
1399-Physical Science Student Trainee	1																	
2210-Information Technology Management	1		1	1														
28-Environmental Protection Specialist	4	1	1	4														
318-Secretary	1																	
343-Management and Program Analysis	1	1		1														
401-General Natural Resources Management and Biological Sciences	7	1		6														
690-Industrial Hygiene	1	1		1														
819-Environmental Engineering	6	1	2	5														
KANSAS CITY,MISSOURI	**6**	**1**		**6**														
1301-General Physical Science	4			4														
343-Management and Program Analysis	1	1		1														
819-Environmental Engineering	1			1														
LENEXA,KANSAS	**442**	**61**	**101**	**384**														
1035-Public Affairs	11	2	2	10														
1084-Visual Information	2		1	2														
1101-General Business and Industry	2	1		2														
1102-Contracting	10	1	1	10														
1109-Grants Management	6	3		6														
1160-Financial Analysis	1		1	1														
1301-General Physical Science	102	10	21	89														
1340-Meteorology	1																	
1350-Geology	3			2														
1410-Librarian	1	1		1														

2001-General Supply	1			1
2005-Supply Clerical and Technician	1	1		1
201-Human Resources Management	4		3	4
20-Community Planning	2			1
2210-Information Technology Management	9	2		6
260-Equal Employment Opportunity	1			1
28-Environmental Protection Specialist	43	5	13	39
301-Miscellaneous Administration and Program	6	2		6
306-Government Information Specialist	3	2		3
308-Records Management	2		1	2
318-Secretary	15	1	2	15
326-Office Automation Clerical and Assistance	1			1
340-Program Management	11	2	6	11
342-Support Services Administration	2		2	2
343-Management and Program Analysis	29	3	4	27
399-Administration and Office Support Student Trainee	2			1
401-General Natural Resources Management and Biological Sciences	33	2	1	23
408-Ecology	3		1	3
415-Toxicology	1			1
501-Financial Administration and Program	3			2
503-Financial Clerical and Assistance	2		1	2
505-Financial Management	1		1	1
510-Accounting	4		1	4
511-Auditing	1		1	1
560-Budget Analysis	1			1
690-Industrial Hygiene	1			1
801-General Engineering	1		1	1
808-Architecture	1	1		1
80-Security Administration	1			1
819-Environmental Engineering	63	14	25	53
840-Nuclear Engineering	2			2
899-Engineering and Architecture Student Trainee	2			
905-General Attorney	42	8	10	37
950-Paralegal Specialist	5		1	5
99-General Student Trainee	3			
#N/A	1		1	1
NORWOOD,OHIO	**1**		**1**	**1**
560-Budget Analysis	1		1	1

SHALIMAR,FLORIDA	**1**			**1**														
510-Accounting	1			1														
WEBB CITY,MISSOURI	**1**		**1**	**1**														
1301-General Physical Science	1		1	1														
Grand Total	**509**	**75**	**112**	**444**														

Region 8	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comments
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
BUTTE,MONTANA	**1**	**1**		**1**														
1301-General Physical Science	1	1		1														
DENVER,COLORADO	**486**	**92**	**110**	**451**														
1035-Public Affairs	11	1	1	11														
1101-General Business and Industry	1			1														
1102-Contracting	6		3	5														
1109-Grants Management	7	1	1	7														
1160-Financial Analysis	2		1	2														
1301-General Physical Science	102	21	19	94														
1320-Chemistry	2	1		2														
1350-Geology	1			1														
1530-Statistics	1		1	1														
1640-Facility Operations Services	1			1														
2005-Supply Clerical and Technician	1			1														
201-Human Resources Management	3		1	3														
2210-Information Technology Management	11	2	3	11														
260-Equal Employment Opportunity	1			1														
28-Environmental Protection Specialist	117	20	32	115														
29-Environmental Protection Assistant	1	1		1														
301-Miscellaneous Administration and Program	16	3	4	14														
306-Government Information Specialist	3	1	1	3														
308-Records Management	1			1														
318-Secretary	2			1														
326-Office Automation Clerical and Assistance	1	1		1														
340-Program Management	4		3	4														
343-Management and Program Analysis	19	3	8	19														
401-General Natural Resources Management and Biological Sciences	9		1	6														
403-Microbiology	1			1														
415-Toxicology	9	3		8														
501-Financial Administration and Program	7	2	3	7														
503-Financial Clerical and Assistance	2		1	2														
510-Accounting	6	1	1	5														
601-General Health Science	1			1														

690-Industrial Hygiene	1			1
80-Security Administration	2		1	2
819-Environmental Engineering	86	17	21	79
905-General Attorney	43	12	3	35
950-Paralegal Specialist	2	1		2
986-Legal Assistance	1			
#N/A	2	1	1	2
GOLDEN,COLORADO	**14**	**3**	**4**	**13**
1301-General Physical Science	2	1	1	2
1320-Chemistry	7	2	1	6
2210-Information Technology Management	1			1
301-Miscellaneous Administration and Program	1			1
401-General Natural Resources Management and Biological Sciences	3		2	3
HELENA,MONTANA	**25**	**2**	**12**	**24**
1035-Public Affairs	1			1
1301-General Physical Science	7		4	7
1315-Hydrology	1			1
2210-Information Technology Management	1		1	1
28-Environmental Protection Specialist	5		4	5
301-Miscellaneous Administration and Program	1		1	1
341-Administrative Officer	2	1		2
401-General Natural Resources Management and Biological Sciences	1			1
501-Financial Administration and Program	1		1	1
819-Environmental Engineering	4		1	3
905-General Attorney	1	1		1
LIBBY,MONTANA	**1**		**1**	**1**
819-Environmental Engineering	1		1	1
PIERRE,SOUTH DAKOTA	**1**			**1**
819-Environmental Engineering	1			1
Grand Total	**528**	**98**	**127**	**491**

Region 9	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade										Max # of Offers	# to Restructure	# to Eliminate	Comments
					1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
CARSON CITY,NEVADA	**3**	**1**	**2**	**3**														
1301-General Physical Science	2	1	1	2														
819-Environmental Engineering	1		1	1														
HONOLULU,HAWAII	**7**	**1**	**3**	**7**														
1035-Public Affairs	1		1	1														
1301-General Physical Science	3	1	1	3														
28-Environmental Protection Specialist	2		1	2														
401-General Natural Resources Management and Biological Sciences	1			1														
LONG BEACH,CALIFORNIA	**2**			**2**														
1301-General Physical Science	1			1														
819-Environmental Engineering	1			1														
LOS ANGELES,CALIFORNIA	**19**	**2**	**3**	**19**														
1035-Public Affairs	1			1														
1301-General Physical Science	1			1														
1810-General Investigating	1			1														
2210-Information Technology Management	1		1	1														
28-Environmental Protection Specialist	8	1	1	8														
318-Secretary	1			1														
343-Management and Program Analysis	1		1	1														
401-General Natural Resources Management and Biological Sciences	2			2														
819-Environmental Engineering	3	1		3														
PACIFICA,CALIFORNIA	**1**			**1**														
343-Management and Program Analysis	1			1														
RICHMOND,CALIFORNIA	**11**	**5**	**2**	**11**														
1301-General Physical Science	3	1	1	3														
1320-Chemistry	4	2		4														
2210-Information Technology Management	1	1		1														
401-General Natural Resources Management and Biological Sciences	3	1	1	3														
SACRAMENTO,CALIFORNIA	**3**		**1**	**3**														
1301-General Physical Science	2		1	2														
401-General Natural Resources Management and Biological Sciences	1			1														
SAN DIEGO,CALIFORNIA	**8**		**4**	**7**														
28-Environmental Protection Specialist	6		2	5														

819-Environmental Engineering	2		2	2
SAN FRANCISCO,CALIFORNIA	**677**	**134**	**193**	**619**
1035-Public Affairs	5		1	4
1071-Audiovisual Production	1			1
1082-Writing and Editing	2	1	1	2
1101-General Business and Industry	7	1	5	7
1102-Contracting	12	3	1	12
1109-Grants Management	13	1	8	12
1301-General Physical Science	99	19	25	84
1320-Chemistry	1		1	1
1370-Cartography	2		1	2
1410-Librarian	1	1		1
150-Geography	1		1	1
1810-General Investigating	1		1	1
18-Safety and Occupational Health Management	1		1	1
201-Human Resources Management	4	3	1	4
2210-Information Technology Management	21	7	11	20
260-Equal Employment Opportunity	1		1	1
28-Environmental Protection Specialist	201	37	59	192
29-Environmental Protection Assistant	3	1	2	3
301-Miscellaneous Administration and Program	6	1	3	6
303-Miscellaneous Clerk and Assistant	8	3	2	8
306-Government Information Specialist	1			1
308-Records Management	1		1	1
318-Secretary	6	3	1	6
340-Program Management	7	4	2	7
341-Administrative Officer	6	3	2	6
342-Support Services Administration	1		1	1
343-Management and Program Analysis	11	3	3	11
391-Telecommunications	3	1	1	3
401-General Natural Resources Management and Biological Sciences	42	3	6	33
415-Toxicology	3	1	2	3
501-Financial Administration and Program	2	1	1	2
505-Financial Management	1		1	1
510-Accounting	3	1	1	3
560-Budget Analysis	14	4	2	14
561-Budget Clerical and Assistance	1			1
690-Industrial Hygiene	1	1		1

80-Security Administration	2		1	2
819-Environmental Engineering	112	16	28	99
893-Chemical Engineering	1			
905-General Attorney	68	15	15	61
#N/A	1			
SHIPROCK,NEW MEXICO	**1**			**1**
401-General Natural Resources Management and Biological Sciences	1			1
STATELINE,NEVADA	**1**	**1**		**1**
819-Environmental Engineering	1	1		1
TUCSON,ARIZONA	**2**	**1**		**2**
28-Environmental Protection Specialist	2	1		2
YREKA,CALIFORNIA	**1**			**1**
28-Environmental Protection Specialist	1			1
Grand Total	**736**	**145**	**208**	**677**

Region 10	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	# of Targeted Positions by Grade: 1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
ANCHORAGE,ALASKA	**27**	**3**	**3**	**27**														
1301-General Physical Science	5			5														
28-Environmental Protection Specialist	14	2	1	14														
340-Program Management	1		1	1														
343-Management and Program Analysis	1	1		1														
401-General Natural Resources Management and Biological Sciences	4		1	4														
819-Environmental Engineering	1			1														
89-Emergency Management Specialist	1			1														
BOISE,IDAHO	**20**	**6**	**3**	**19**														
1301-General Physical Science	10	4	1	10														
28-Environmental Protection Specialist	6	1	1	6														
340-Program Management	1	1		1														
343-Management and Program Analysis	1			1														
401-General Natural Resources Management and Biological Sciences	1																	
819-Environmental Engineering	1		1	1														
COEUR D ALENE,IDAHO	**1**		**1**	**1**														
28-Environmental Protection Specialist	1		1	1														
EUGENE,OREGON	**1**	**1**		**1**														
28-Environmental Protection Specialist	1	1		1														
JUNEAU,ALASKA	**2**		**1**	**2**														
1301-General Physical Science	1		1	1														
28-Environmental Protection Specialist	1			1														
KING,WASHINGTON	**1**			**1**														
306-Government Information Specialist	1			1														
LACEY,WASHINGTON	**9**	**1**	**4**	**7**														
1035-Public Affairs	1			1														
28-Environmental Protection Specialist	6	1	2	4														
343-Management and Program Analysis	1		1	1														
401-General Natural Resources Management and Biological Sciences	1		1	1														
MANCHESTER,WASHINGTON	**1**			**1**														
403-Microbiology	1			1														
PORT ORCHARD,WASHINGTON	**19**	**1**	**3**	**18**														
1301-General Physical Science	1			1														

1311-Physical Science Technician	1			1
1320-Chemistry	10	1	1	10
1640-Facility Operations Services	1			
28-Environmental Protection Specialist	3		2	3
318-Secretary	1			1
343-Management and Program Analysis	1			1
401-General Natural Resources Management and Biological Sciences	1			1
PORTLAND,OREGON	**22**	**6**	**4**	**22**
1035-Public Affairs	1	1		1
1301-General Physical Science	4	1		4
201-Human Resources Management	1			1
28-Environmental Protection Specialist	6	3	1	6
318-Secretary	1			1
340-Program Management	2		2	2
343-Management and Program Analysis	1			1
401-General Natural Resources Management and Biological Sciences	2		1	2
408-Ecology	1			1
819-Environmental Engineering	2	1		2
905-General Attorney	1			1
RICHLAND,WASHINGTON	**7**		**3**	**7**
1301-General Physical Science	4		2	4
819-Environmental Engineering	3		1	3
SEATTLE HEIGHTS,WASHINGT	**1**			**1**
819-Environmental Engineering	1			1
SEATTLE,WASHINGTON	**435**	**90**	**102**	**394**
1035-Public Affairs	8	2	1	8
1109-Grants Management	20	5	5	13
1301-General Physical Science	67	12	13	58
1306-Health Physics	1			1
1315-Hydrology	1	1		1
1320-Chemistry	4		1	3
1340-Meteorology	1			1
201-Human Resources Management	2		1	2
2210-Information Technology Management	9	2	2	9
260-Equal Employment Opportunity	1	1		1
28-Environmental Protection Specialist	146	27	38	134
29-Environmental Protection Assistant	1	1		1
301-Miscellaneous Administration and Program	19	5	1	18

303-Miscellaneous Clerk and Assistant	2	1		2
306-Government Information Specialist	4		2	4
308-Records Management	2		2	2
318-Secretary	7	4	1	7
340-Program Management	6	2	3	6
342-Support Services Administration	1			
343-Management and Program Analysis	11	3	2	11
401-General Natural Resources Management and Biological Sciences	17	4	3	16
408-Ecology	5	1	4	5
415-Toxicology	6	2		6
482-Fish Biology	1			1
501-Financial Administration and Program	2	1		2
503-Financial Clerical and Assistance	1	1		1
510-Accounting	3			3
560-Budget Analysis	7	3		6
690-Industrial Hygiene	1			1
80-Security Administration	2			2
819-Environmental Engineering	38	6	14	35
89-Emergency Management Specialist	2			2
905-General Attorney	35	6	8	30
950-Paralegal Specialist	1			1
#N/A	1		1	1
Grand Total	**546**	**108**	**124**	**501**