

US EPA ARCHIVE DOCUMENT

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***EPA'S PUBLIC INVOLVEMENT NETWORK NEWS***



*"Public Involvement brings the pieces together"*

**Fall 2006**

Welcome! We are pleased to present the fifth issue of "Public Involvement Network News" – an electronic publication of EPA's National Center for Environmental Innovation, designed for public involvement practitioners within and outside EPA.

We want *Network News* to help you carry out your vital work as effectively as possible, so please tell us what kinds of articles and information will make *Network News* valuable for you. We also want this to be a forum where practitioners can share their experience and knowledge with each other. Please send us your ideas on what you can share, or what you would like to learn from others – or better yet, just send a draft article to [bonner.patricia@epa.gov](mailto:bonner.patricia@epa.gov).

Within this issue, we are very excited to share several articles related to the work of EPA's Office of Human Resources and introduce the ***EPA Leadership Development Institute (LDI)***.

***In This Issue:***

- ◆ **Introducing the New EPA Leadership Development Institute** – EPA's Deputy Administrator, Marcus Peacock announces the establishment of the ***EPA Leadership Development Institute (LDI)***.
- ◆ **Collaboration and Partnering Competencies** – Recent actions to advance Cooperative Conservation have heightened the focus on collaboration and partnering competencies. On November 28, 2005, the President's Council on Environmental Quality (CEQ) and the Office of Personnel Management (OPM) signed a memo directing the five cooperative conservation agencies (EPA, Departments of Defense, Interior and Agriculture and the National Oceanic and Atmospheric Administration in Department of Commerce), to develop action plans by March 31, 2006, for incorporating collaboration and partnering competencies into the hiring, training and rewarding of Federal employees involved in natural resources and environmental issues.
- ◆ **EPA's Collaboration Practitioner's Network** -- The EPA CPN meetings have been extremely successful! In the last edition of *Network News* we reported the establishment of the EPA Collaboration Practitioners Network (CPN). The CPN held its third meeting on August 3, 2006 which

centered on a lively interchange about the Western Regional Air Partnership – WRAP <http://www.wrapair.org/> and updates about recent collaboration work in the field. CPN representatives are appointed by their Deputy Assistant Administrators and Deputy Regional Administrators to develop tools for, and share information about collaboration best practices.

## *What's New!*

- 🍏 Want to liven up your public involvement activities? Check out the extensive Tools and Techniques Links on EPA's Public Involvement web page at <http://www.epa.gov/publicinvolvement/involvework.htm>

- 🍏 **Sacramento State University Launches Certificate in Collaborative Governance**

This month, the first students received the new Certificate in Collaborative Governance from California State University, Sacramento. The Certificate program includes three courses developed with the Department of Public Policy and Administration with support from Hewlett Foundation grants. The courses include: Theory of Collaborative Policy Making, Practice of Collaborative Policy Making, and Advanced Practice of Collaborative Policy Making. For more information about the Certificate program, visit <http://www.csus.edu/ccp/training/>

## 🍏 **New Resources**

### **FACA and Collaboration at EPA**

<http://www.epa.gov/innovation/collaboration/facafinal.pdf>

### **EPA National Center for Environmental Innovation fact sheets showcasing key collaboration case studies**

Atlantic Steel Redevelopment (PDF 2 pages, 188KB)

<http://www.epa.gov/innovation/collaboration/atlanticsteel.pdf>

Clean Air Nonroad Diesel Rule (PDF 2 pages, 40KB)

<http://www.epa.gov/innovation/collaboration/nonroaddiesel.pdf>

Great Lakes Bi-National Toxics Strategy (PDF 2 pages, 27KB)

<http://www.epa.gov/innovation/collaboration/greatlakes.pdf>

New York City Watershed Partnership (PDF 2 pages, 40KB)

<http://www.epa.gov/innovation/collaboration/nyc.pdf>

Sustainable Environment for Quality of Life (SEQL) (PDF 2 pages, 35KB)

<http://www.epa.gov/innovation/collaboration/seql.pdf>

Western Regional Air Partnership (PDF 2 pages, 52KB)

<http://www.epa.gov/innovation/collaboration/wrap.pdf>

**Mercury switches Fact sheet:** A Collaborative Approach to Reducing Mercury Air Emissions

<http://www.epa.gov/mercury/pdfs/switchfactsheet.pdf>

### **US Federal Interagency ADR Working Group Offers Three Guides**

The Interagency ADR Working Group, which assists federal agencies in the use of ADR, has released three guides relating to mediation and other forms of alternative dispute resolution:

1. [\*Protecting the Confidentiality of Dispute Resolution Proceedings\*](#) provides practical guidance on the application of the confidentiality provisions of the Administrative Dispute Resolution Act of 1996 to federal workplace dispute resolution programs.
2. [\*A Guide for Federal Employee Mediators\*](#) provides practical ethical guidance and builds on the September 2005 Model Standards of Conduct for Mediators.
3. [\*A Guide for Federal Employee Ombuds\*](#) builds on the Standards for the Establishment and Operation of Ombuds Offices issued by the ABA in February 2004.

These guides are designed for use by federal employee mediators within the government, but may be models for states to use.

### **New Report on Collaboration Networks**

A Manager's Guide to Choosing and Using Collaborative Networks, from the IBM Center for the Business of Government, describes four different kinds of networks and the tasks of managers and members of those networks. The website calls the report "a public manager's primer on collaborative networks," and states "It distills key concepts about the types and purposes of networks, and more importantly, what managers need to do if they find themselves in charge of or participating in a network." You may download a free copy from:

[http://www.businessofgovernment.org/main/publications/grant\\_reports/details/index.asp?gid=195](http://www.businessofgovernment.org/main/publications/grant_reports/details/index.asp?gid=195)

## *Featured Upcoming Events*

### **International Association for Public Participation (IAP2) Training – Coming to Denver**

If you are currently working in the field of citizen engagement, public involvement or stakeholder relations as a relative beginner or a seasoned professional, or if you work for any level of government, the private sector or a not-for-profit organization, IAP2 training will help to build your skills and knowledge, and it will also deliver useful and effective tools for communicating public participation concepts.

Planning for Effective Public Participation September 28-29 Denver, Colorado For further information or to obtain a registration brochure go to <http://www.iap2.org/calendar.cfm>. All courses will be held in Lakewood, Colorado.

## *Let's Talk...Questions, Tips and Stories*

This is your section of the newsletter. Do you need public involvement advice? Do you have questions about process design, evaluation or techniques? Do you have a great tip on process or technique you'd like to share with the PI Network? Do you have a success story or a lesson learned to share?

Send your contributions to Group Stakeholders@EPA with the Subject line: For Network News. To be dropped from the mailing list, write to [bonner.patricia@epa.gov](mailto:bonner.patricia@epa.gov)

## *Featured Articles*

### **Introducing the New EPA Leadership Development Institute**

Sharon Ridings, National Training Manager  
EPA Leadership Institute

In August 2006, EPA's Deputy Administrator, Marcus Peacock announced the establishment of **The EPA Leadership Development Institute (LDI)**. "The Institute's creation lays a cornerstone essential to the success of our strategic workforce planning efforts. Specifically, The EPA Leadership Development Institute will build on the work already begun to provide supervisors, managers, and executives -- a key mission-critical occupational group -- with the tools they need to effectively lead our staff and manage our fiscal resources in a time of changing environmental challenges."

The LDI's concept is not traditional. There will be no central campus or buildings. Instead, the Institute will be built on two *conceptual* premises. The first premise is that there needs to be an organized curriculum of developmental opportunities tailored to cover the skills and knowledge EPA's leadership corps needs to be successful -- for example, skills and knowledge in areas such as effective communications, managing teams, managing with a results-focus, and working successfully with the Agency's administrative, information technology, and budget systems. Too often, our Agency's leaders are left on their own to identify and acquire these skills and this information. That needs to change. This process will help leaders focus specifically on those skills and knowledge EPA expects its leaders to possess.

The Institute's second fundamental premise is that EPA's leaders carry with them a strong commitment and identification with EPA's mission. Because of this commitment, EPA's leaders readily understand that their own development is part of their job. Our goal is to develop a top notch Agency Management Team.

The development programs that are included in the EPA LDI are: Administrative Development (GS 1-11); Professional Development (EPA Intern and Presidential Management Fellows); Mid-Level Development (GS 7-15 non-supervisory); Management Development (GS 12-15 supervisory); and Executive Development (GS

14-SES). Each program has a unique set of skill development exercises to enhance the overall professional skills and competencies of EPA employees.

The EPA Leadership Development Institute will include a new approach to leadership development for supervisors and managers. The LDI has followed up on a recommendation by EPA's Human Resources Council (HRC) at its Spring 2006 meeting, to offer a complete range of developmental activities addressing the needs of newly appointed managers and supervisors within the Agency – a key segment of the leadership corps. The EPA **Successful Leaders Program (SLP)** will be “housed” in the EPA Leadership Development Institute and will address the full range of communications, situational leadership, and coaching/mentoring skills needed by our first-line supervisors, requiring about 80 hours of classroom time. The EPA Leadership team has fully endorsed the HRC's recommendation of the development of EPA's new supervisors and the curriculum that has been designed by the Institute's staff to fulfill the HRC's mandate. **In addition, effective October 1, 2006, all newly appointed managers and supervisors are required to participate in the Successful Leaders Program.**

#### **Components of the LDP include:**

- Self-Assessment Competency Tool
- Individual Development Plan
- Successful Leaders Process-module 1 (4 1/2-day workshop)\*
- Successful Leaders Process-module 2 (4-day workshop)\*
- Mentoring – each supervisor is assigned a mentor to assist them during their first year
- New Supervisory Orientation Session
- Coaching – at least three one-on-one sessions with a certified executive coach
- E-Learning – three on line workshops
- Access to an on-line Supervisory Toolkit
- Ongoing Supervisory Feedback
- Ongoing measurement surveys to identify progress and program effectiveness
- 360° assessment at the end of their first year in the supervisory role
- Mini 360° assessment after 18 months to measure sustained learning

**\* Classroom sessions are non-consecutive.**

#### **EPA Leadership Development Centers**

The *EPA LDP* “classroom workshop activities” will be facilitated at three locations: Washington, DC (HQ); Kansas City, MO (Region 7); and San Francisco, CA (Region 9). Sessions may be offered in other locations if the sponsor has a sufficient number of participants to support the workshops.

#### **Costs**

Costs associated with the *EPA LDP* are approximately \$2,500.00 per person, plus travel expenses to the workshop delivery sites. Procedures for transferring funds will be sent to each location prior to the October 1, 2006 launch date. Please include funding for the *EPA Leadership Development Program* as an important investment during your budget planning process.



## Enrollment

Enrollment into the *EPA Leadership Development Program* will commence October 1, 2006. All newly appointed managers and supervisors will be expected to enroll within 30 days of appointment. Enrollment procedures, along with the schedule of activities, are being finalized and will be made available prior to the October 1, 2006 launch. Existing supervisors are also welcome to participate in this unique development program.

## Collaboration and Partnering Competencies *What's The Buzz All About?*

Pat Bonner, National Center for Environmental Innovation

Do you search out partners and work with them to solve environmental problems,? Do you see opportunities to make progress by collaboration when others see dead end controversies for their projects? Even if you've invested time and energy developing it are you willing to change the name, repackage it and hand the leadership of a project to someone else if they can find resources to achieve the best environmental outcomes for the community and the Agency?

If you answered no, would you like to have said yes? If you said yes, are you maximizing and taking full advantage of your skills? Either way, now is the time for you to learn how to prepare for a competencies-based future. Catch the buzz!

## Background

In August 2004 President Bush signed Executive Order 13352, "Facilitation of Cooperative Conservation". It defines cooperative conservation as: "actions that relate to use, enhancement, and enjoyment of natural resources, protection of the environment, or both, and that involve collaborative activity among Federal, State, local, and tribal governments, private for-profit and nonprofit institutions, other nongovernmental entities and individuals."

Among the things the Order mandated was better collaboration and partnering among five Federal agencies (EPA, Departments of Defense, Interior and Agriculture and the National Oceanic and Atmospheric Administration (Department of Commerce) and with external entities when making environmental and natural resource decisions. It called for the agencies to cosponsor a White House Conference on cooperative conservation, which took place in November 2005 in St Louis. More than 1,300 attendees—most from outside of government—agreed that government staff and managers needed to improve their ability to partner and collaborate.

In his Action Plan, Administrator Steve Johnson has called on us to "...accelerate the pace of environmental protection by taking actions that produce environmental results and are accountable to the public... while ensuring that the best available science remains at the center of our decision making... Together with our state, local, tribal and private-sector partners, EPA will identify and foster approaches, such as Cooperative Conservation, that promote environmental stewardship and produce results through innovation and collaboration."

Recent actions to advance Cooperative Conservation have heightened the focus on collaboration and partnering competencies. On November 28, 2005, the President's Council on Environmental Quality (CEQ) and the Office of Personnel Management (OPM) signed a memo directing the five agencies to incorporate collaboration and partnering competencies into the hiring, training and rewarding of Federal employees involved in natural resources and environmental issues, and to develop and submit action plans by March 31, 2006. The plans outline the steps each agency will take to develop the collaborative knowledge, skills, abilities and behaviors necessary to meet the objectives of the EO. EPA's plan provides examples from offices and regions of what the agency is already doing through partnerships and collaborative problem solving to set a demanding baseline from which we will build. EPA's plan also describes the kinds of actions we will take to enhance current staff and management competencies as well as actions for hiring, promoting, appraising, and rewarding current and future agency personnel.

### **What are competencies?**

They are observable and in important respects measurable human capabilities, necessary to achieve excellent performance and top quality results. These capabilities may include: skills, knowledge, abilities, attributes, motivations and commitments. Competencies are demonstrated through behavior. For example, behavioral indicators of effective conflict management competency might be:

- Highly effective listening skills
- Ability to probe and understand interests of all parties in a conflict
- Advocating and adopting a win-win collaborative approach to conflict to transform conflict into effective and collaborative problem solving
- Diagnosing issues and developing effective solution frameworks that gain involvement from and become owned by others
- Using respectful, attentive, and constructive techniques to deal with pressure, uncertainty, or opposition in groups or one-to-one settings

### **Why should you care about competencies?**

As someone working directly with internal and external partners to solve environmental problems, you use collaboration, partnering and other related competencies to engage interests in effective problem solving. Are you getting and taking credit for using these skills? Are the potency and value of such skills recognized in your position description and your performance agreement? Do you have any interest in enhancing those



competencies? You can use the IDP and appraisal processes to enhance your personal competencies and to qualify for better assignments on your current job or for promotion.

### **Collaboration and Partnering-Related Competencies**

In January 2006, the five agencies collaboratively reviewed the 27 OPM leadership (SES) competencies and identified eight that they all considered to be fundamental to achieving successful collaboration and partnering at various organizational levels:

We need to find ways to build on and strengthen these definitions to better recognize and value collaborative learning. While they are OPM sanctioned, they are largely oriented towards internal management, not collaboration with others. Fortunately, EPA is in the process of using our authority to revise and substantially enhance these definitions in the SES standards. There will be future discussions on expanding the use of better and stronger definitions more widely across EPA.

**Partnering** - Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support bases.

**Influencing/Negotiating** - Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals; facilitates “win-win” situations.

**Interpersonal Skills** - Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations; is tactful, compassionate and sensitive, and treats others with respect.

**Creativity and Innovation** - Develops new insights into situations and applies innovative solutions to make organizational improvements; creates a work environment that encourages creative thinking and innovation; designs and implements new or cutting-edge programs/ processes.

**External Awareness** - Identifies and keeps up to date on key national and international policies and economic, political, and social trends that affect the organization. Understands near-term and long-range plans and determines how best to be positioned to achieve a competitive business advantage in a global economy.

**Entrepreneurship** - Identifies opportunities to develop and market new products and services within or outside of the organization. Is willing to take risks; initiates actions that involve a deliberate risk to achieve a recognized benefit or advantage.

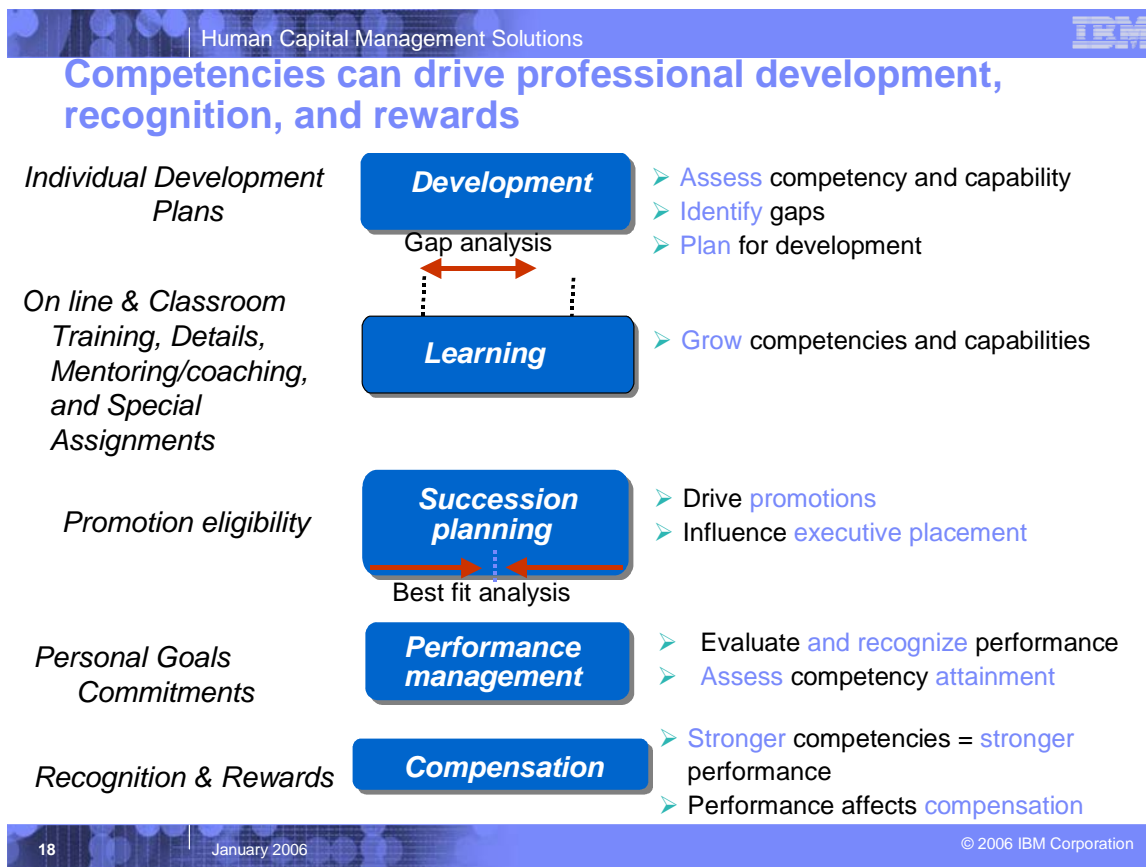
**Problem Solving** - Identifies and analyzes problems; distinguishes between relevant and irrelevant information to make logical decisions; provides solutions to individual and organizational problems.

On July 7, OPM changed several of the 27 SES competencies. The following is the changed version of the Conflict Management competency – Encourages creative tension and differences of opinion. Anticipates and takes steps to prevent counter-productive

confrontations. Manages and resolves conflicts and disagreements in a constructive manner.

### What's next? EPA's Collaboration and Partnering Action Plan Implementation

Since EPA personnel at every level are called upon to work collaboratively with internal or external partners, nearly everyone will be affected. Eventually, the competencies will cascade down from the SES positions through managers and into staff performance agreements. They will need to be revised for application to different non-managerial, non-supervisory positions and grade levels. They will help drive recruitment, hiring, promotions and rewards.



\*\*\*\*Modified in August 2006 from IBM competencies material

The following groups at EPA have received briefings on the Competencies Plan: the Human Resources Council, National Partnerships Council, Innovation Action Council and Collaboration Practitioners Network. The next steps are:

Work with the interagency competencies workgroup set up under the Cooperative Conservation initiative to carry out a draft interagency approach which lays out options for next steps to implement collaboration and partnering, which can include:

- Enhance the existing SES competencies and/or their descriptions to reflect how these terms are used and applied in EPA's collaboration and partnering activities

- Develop a literature search and white paper summarizing research and reflections on competencies from leading experts in the field of natural resource and environmental collaboration and partnerships; compile the results of the research and findings; and use the results to inform next steps on other tasks, including hiring, training, and recognition of employees.
- Secure an independent review of the existing competency action plans to identify and synthesize good ideas, extend shared learning, clarify roles and build relationships, discover program efficiencies and benefits, and identify existing resources and new resources.
- Hold a national workshop/forum to gain input on collaboration and partnering competencies from a variety of experts and practitioners within and outside the Government.
- Inventory existing relevant training and summarize their scope and content, thus ensuring that Federal agencies achieve efficiency and value by building on the best available training information.
- Conduct focus groups, among and with the Federal partners, to identify the most relevant competencies and their application to the varying types of natural resource and environmental programs.
- Develop a simple logic model to assess how the competencies can be incorporated and integrated into existing HR systems and initiatives.

#### At EPA:

- AAships, RAs and program offices were asked to develop competencies related programs and projects with milestones and dates and to integrate the milestones into the Agency's Human Capital Action Plan and in local action plans for carrying out that Plan [[http://intranet.epa.gov/oarm/2003shc/EPAG-020Low\\_strategyforhumancapital\\_200312.pdf](http://intranet.epa.gov/oarm/2003shc/EPAG-020Low_strategyforhumancapital_200312.pdf)]
- EPA's competencies team (OARM, OPEI, CPRC) will develop more robust descriptions of the eight competencies for use in the 2007 EPA SES performance standards
- Create a process to enable development of competencies descriptions for use in EPA 2008 performance agreements for non-SES managers, supervisors and staff
- Discuss the descriptions with all appropriate groups and build a process integrating the new competencies into the 2007 IDP process when 2006 end of year performance appraisals are performed
- Promote staff and managers' full use of internal human resources systems and plans to enhance collaboration competencies
- Promote training in collaboration and partnering competencies
  - EPA's managerial and supervisory training already includes most of the eight competencies
  - Non management training sessions that will soon include competencies content
  - Many courses available on the GoLearn.gov website have collaboration competencies content
  - Training from within EPA programs and regions and from external vendors also has collaboration content

For more information about collaboration and partnering competencies, please contact:  
 OGC/CPRC --Jeff Lape ([lape.jeff@epa.gov](mailto:lape.jeff@epa.gov))  
 OPEI – Pat Bonner ([bonner.patricia@epa.gov](mailto:bonner.patricia@epa.gov))

OARM – Sharon Ridings (ridings.Sharon@epa.gov)

Also see: [www.cooperativeconservation/library/EPACompetencyPlanrevised.pdf](http://www.cooperativeconservation/library/EPACompetencyPlanrevised.pdf)

Thanks to Jeff Lape and Phil Metzger (OGC-CPRC), and Johari Rashad (OARM) for their help in preparing this article.

## EPA's Collaboration Practitioners' Network

Leanne Nurse, Office of Policy,  
Economics and Innovation

The August 3 EPA Collaboration Practitioners Network meeting, the third in the continuing series, was a total success. The meeting centered on a lively interchange about the Western Regional Air Partnership - WRAP <http://www.wrapair.org/> and updates about recent collaboration work in the field. CPN representatives were appointed by their deputy assistant administrators and deputy regional administrators to develop tools for, share information about, collaboration best practices.

Thomas Webb, of EPA's Region 8 WRAP staff, enthusiastically shared his experience with this complex, multi-party project. His discussion of WRAP served as the basis for a dynamic topical discussion. Several CPN representatives asked how they could use WRAP's lessons learned and offered suggestions to support WRAP success in the face of increasing budget cuts.

**The next CPN meeting is 1-2pm ET, Thursday, October 12, 2006.** Tim Jones of EPA's National Estuary Program (NEP), will provide CPN with a snapshot of "Collaboration Today at NEP" and lead a topical discussion. Estuaries are the enclosed bodies of water where fresh and salt water meet. Estuarine environments are some of the most productive on earth, creating more organic matter each year than comparably-sized areas of forest, grassland or agricultural land. If anyone would like to participate in the call, please contact [nurse.leanne@epa.gov](mailto:nurse.leanne@epa.gov).

Be sure to check EPA's collaboration Intranet site for practical updates that you can use in your work, <http://intranet.epa.gov/collaborations/>

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