

Region 3 - Philadelphia (EPA)

Index Score: 77.9 (Ranked #8 out of varied totals)

To work with the state, local, and tribal governments of Delaware, D.C., Maryland, Pennsylvania, Virginia, and West Virginia to carry out U.S. environmental laws. Develop, propose, and implement an approved regional program for comprehensive and integrated environmental protection activities.

Scores and Rankings by Class

Class	2011 Score	Rank (out of varied totals)
Employee Skills/Mission Match	81.0	39
Strategic Management	64.7	20
Teamwork	72.7	22
Effective Leadership	64.1	22
Effective Leadership - Empowerment	61.5	13
Effective Leadership - Fairness	57.2	79
Effective Leadership - Senior Leaders	59.3	32
Effective Leadership - Supervisors	73.8	15
Performance Based Rewards and Advancement	52.8	41
Training and Development	67.9	28
Support for Diversity	70.7	10
Pay	64.2	95
Family Friendly Culture and Benefits	56.1	4
Work/Life Balance	65.1	56

Scores by Class	2010	2009	2007	2005	2003
Employee Skills/Mission Match	80.5	80.8	77.3	78.4	78.2
Strategic Management	61.9	64.9	57.4	59.2	59.9
Teamwork	71.3	76.2	73.4	72.9	68.7
Effective Leadership	61.8	59.3	52.3	55.4	53.0
Performance Based Rewards and Advancement	51.6	57.5	48.0	54.0	46.4
Training and Development	66.8	67.6	61.8	61.9	59.2
Support for Diversity	65.9	68.3	64.9	69.7	67.1
Pay	71.0	71.9	68.7		
Family Friendly Culture and Benefits	54.7				
Work/Life Balance	65.5	68.3	63.6	65.2	70.3

Index Scores

Year	Score
2011	77.9
2010	73.7
2009	76.5
2007	67.6
2005	73.7
2003	69.3

Scores and Rankings by Demographic

Demographic	Score	Rank (out of varied totals)
Female	79.2	9
Male	79.7	11
40 and over	77.9	12
Under 40	87.6	1
Asian		
Black or African-American	80.5	5
Hispanic or Latino		
Multi-racial		
White	80.0	11
American Indian or Native American		

Scores by Demographic	2010	2009	2007	2005	2003
Female	77.8				
Male	74.3				
40 and over	75.0	77.1			
Under 40	84.4	76.0			
Asian					
Black or African-American	76.3				
Hispanic or Latino		76.3			
Multi-racial		74.7			
White	76.0	85.2			
American Indian or Native American		79.8			

Staff/Manager Alignment

Score: -9

Less Aligned / More Satisfied:


Agencies in this group have *Best Places* Index scores that exceed government-wide norms, but less-than-normal alignment between staff and managers on key workforce issues. Despite good scores on the *Best Places* index, agencies in this group should therefore examine the areas of high disconnect between staff and managers.

Workforce Size and Trends

Number of Employees in:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
	938	941								

Employees joined (2009): 


Percentage joined (2009): 

Average joined (2004-2009): 

Employees left (2009): 

Percentage left (2009): 

Average left (2004-2009): 

Rookie ratio (percentage of workforce with less than three years of service): 

More About the Agency

Headquartered in Philadelphia, PA

Other Locations: Field operations and laboratories in Wheeling, WV; Annapolis, MD; Fort George G. Meade, MD; and Pittsburgh, PA

<http://www.epa.gov/region3/>