

## Region 9 - San Francisco (EPA)

Index Score: 75.8 (Ranked #14 out of varied totals)

To work with the state, local, and tribal governments of Arizona, California, Hawaii, Nevada, and the Pacific Islands 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)
<a href="#">Employee Skills/Mission Match</a>	82.8	15
<a href="#">Strategic Management</a>	60.8	48
<a href="#">Teamwork</a>	70.0	44
<a href="#">Effective Leadership</a>	59.5	59
<a href="#">Effective Leadership - Empowerment</a>	59.6	19
<a href="#">Effective Leadership - Fairness</a>	57.4	75
<a href="#">Effective Leadership - Senior Leaders</a>	49.5	126
<a href="#">Effective Leadership - Supervisors</a>	70.6	35
<a href="#">Performance Based Rewards and Advancement</a>	54.0	33
<a href="#">Training and Development</a>	58.9	136
<a href="#">Support for Diversity</a>	62.3	59
<a href="#">Pay</a>	66.6	61
<a href="#">Family Friendly Culture and Benefits</a>	49.0	30
<a href="#">Work/Life Balance</a>	60.6	141

Scores by Class	2010	2009	2007	2005	2003
<a href="#">Employee Skills/Mission Match</a>	83.3	83.1	85.1	82.2	82.2
<a href="#">Strategic Management</a>	63.1	67.7	68.4	66.1	63.2
<a href="#">Teamwork</a>	70.5	76.7	78.2	76.1	67.6
<a href="#">Effective Leadership</a>	59.3	60.4	60.6	62.3	54.9
<a href="#">Performance Based Rewards and Advancement</a>	52.6	60.1	57.2	57.5	48.9
<a href="#">Training and Development</a>	66.4	65.8	68.1	65.2	56.8
<a href="#">Support for Diversity</a>	61.6	66.2	68.4	72.0	70.2
<a href="#">Pay</a>	69.5	69.8	72.8		
<a href="#">Family Friendly Culture and Benefits</a>	51.0				
<a href="#">Work/Life Balance</a>	62.6	64.1	63.3	64.5	70.1

### Index Scores

Year	Score
2011	75.8
2010	78.3
2009	77.8
2007	79.7
2005	79.5
2003	71.9

## Scores and Rankings by Demographic

Demographic	Score	Rank (out of varied totals)
<a href="#">Female</a>	79.5	7
<a href="#">Male</a>	75.8	28
<a href="#">40 and over</a>	77.7	13
<a href="#">Under 40</a>	79.3	25
<a href="#">Asian</a>	80.8	9
<a href="#">Black or African-American</a>		
<a href="#">Hispanic or Latino</a>	79.6	13
<a href="#">Multi-racial</a>		
<a href="#">White</a>	79.8	12
<a href="#">American Indian or Native American</a>		

Scores by Demographic	2010	2009	2007	2005	2003
<a href="#">Female</a>	80.9				
<a href="#">Male</a>	81.7	78.0			
<a href="#">40 and over</a>	80.3	77.9			
<a href="#">Under 40</a>	85.3	77.5			
<a href="#">Asian</a>	79.6	87.1			
<a href="#">Black or African-American</a>					
<a href="#">Hispanic or Latino</a>	80.2	79.4			
<a href="#">Multi-racial</a>		77.0			
<a href="#">White</a>	83.9	79.9			
<a href="#">American Indian or Native American</a>					

## Staff/Manager Alignment

**Score: 15**

### **More Aligned / More Satisfied:**

This agency has *Best Places* Index scores that exceed government-wide norms, as well as greater-than-normal alignment between staff and managers on key workforce issues. These results suggest that an agency is well positioned to maintain and improve on current efforts and to recognize shared challenges in order to better address them.


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## Workforce Size and Trends

Number of Employees in:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
	847	854								

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 San Francisco, CA

Other Locations: Laboratory in Richmond, CA; outreach offices in San Diego, CA and Honolulu, HI; and a field office in Los Angeles, CA

<http://www.epa.gov/region9/>