



THE ADMINISTRATOR OF THE ENVIRONMENTAL PROTECTION AGENCY

WASHINGTON, D.C. 20460

AUG - 5 2014

Ms. Karen S. Kellen
President
American Federation
of Government Employees Council 238
1595 Wynkoop Street
Denver, Colorado 80202-1129

Dear Ms. Kellen:

A handwritten signature in blue ink that reads "Karen".

I want to thank you for your July 14, 2014, letter in which you brought to my attention concerns that the American Federation of Government Employees have raised related to my hearing before the House Committee on Oversight and Government Reform on June 25, 2014.

First, as Office of Administration and Resources Management Assistant Administrator Craig Hooks noted in his response to you, I want to reaffirm the U.S. Environmental Protection Agency's commitment to fostering the type of organization that our dedicated and hardworking employees deserve. I view it as my responsibility as Administrator to provide EPA employees with the leadership necessary to ensure that commitment. As I said in my testimony, "Embracing EPA as a high-performing organization' ... means using our limited resources effectively, supporting our talented and dedicated workforce so that EPA employees have the tools they need to do the important work we ask of them every day."¹

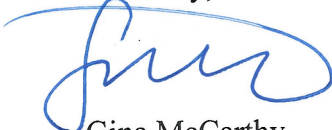
I know from working with you and the American Federation of Government Employees that you share my commitment to supporting EPA employees and providing the tools they need to do their jobs effectively. I also know that you have been working through the National Partnership Council and other forums to continue to strengthen employee involvement. Our partnership with the EPA unions in this regard has been highly productive on a range of initiatives, including the operational framework for the Skills Marketplace. As you know, I am using GreenSpark to elevate employee engagement and highlight the incredible work of our employees through the AIM High program.

As for my comments at the hearing about the agency's termination process, it is important to understand that I was asked about select cases of egregious and overt employee misconduct, some of which were criminal in nature. In the context of the most serious and potentially dangerous situations of employee misconduct, I stated at the hearing that I would welcome a more timely process to terminate an employee, while protecting employee rights and maintaining due process. As I said during the May 20 town hall meeting, every employee, at every level, must be held accountable for her or his actions; no one gets a free pass.

¹ <http://oversight.house.gov/wp-content/uploads/2014/06/McCarthy-Testimony.pdf>

Our mission to improve public health and the environment depends on our career employees, and it is critical that we continue to work together to offer all employees opportunities to highlight their work, share their knowledge and offer their ideas about how to make the EPA a superior place to work. I believe we will continue to make the EPA a great place to work.

Sincerely,



Gina McCarthy