

(3) A description of the nominee's commitment to effective continuity of government, including details about the nominee's contributions to promoting and institutionalizing career development:

George Pavlou is a public servant who has committed his entire career to serving the American people, especially those in the states of New York and New Jersey, the Commonwealth of Puerto Rico and the Territory of the U.S. Virgin Islands. He started with EPA in 1973, and became part of the Region 2 management team by 1981 when he was appointed to a Section Chief position. As he moved through positions of increasing responsibility to his current position as Deputy Regional Administrator, George has been instrumental in promoting employee development, succession management, and organizational change in the region and Agency.

Early in his management career, George was asked to implement one of the first 360 degree assessments in the region. As the Deputy Director of the largest Division in the region, he executed this effective mechanism to evaluate his organization and provide useful feedback to his management team. The assessment provided for staff input on the state of the organization and, therefore, information that management could utilize to effect organizational improvements.

George was also critical to the region's major reorganization effort in 1995. He was selected by the Regional Administrator to chair a multi-divisional workgroup. The workgroup consisted of representatives from management and staff, including administrative support. It was tasked with developing options for a major overhaul of the region; data and information were collected, analyzed and options developed and discussed within an extremely tight timeframe. George presented the final recommendations to the full Senior Management Team, including the Regional Administrator and Deputy Regional Administrator. George's exemplary leadership skills provided a steady, calm hand throughout the process, even during intensive discussions. The region reorganized in the summer of 1996 and has been operating under the same structure since then. A Bronze Medal was awarded to the workgroup for this effort.

As a follow-up, while serving as the Acting Regional Administrator in 2009, George initiated an independent assessment of the region to determine if the 1995-96 reorganization was effective; this had never been done. A consulting group was hired, internal and external stakeholders were interviewed and recommendations on how to improve the region even further were provided in the early summer of 2010. George recommended that the region follow-up on these recommendations and a smaller reorganization effort is currently underway. His continued dedication to improving the organization was once again clearly demonstrated.

George has always been a strong advocate throughout his management career in developing a highly qualified, diverse workforce. He has participated as a regional manager and executive in recruitment efforts at local colleges and encouraged subordinate managers to do the same. In 2008, George moved this effort further by being instrumental in the establishment of a formal partnership with the City College of New

York (CCNY) and EPA's Office of Solid Waste and Emergency Response (OSWER) and Region 2. CCNY was identified as an institution of learning that provides exceptional educational opportunities for its students; it is also identified as a Minority Academic Institution serving a diverse population of students. CCNY and EPA signed in December 2008 a Memorandum of Understanding (MOU) that officially sealed a commitment to work together to foster students' interests in environmental and science careers and to help bring qualified students into EPA's workforce. The programs covered under the MOU were intended to help EPA hire talented individuals by using innovative ways of recruiting, as well as promoting opportunities in higher education. George's direct involvement made it possible for EPA to effectively fulfill its mission to protect human health and the environment demands utilizing a highly trained, diverse workforce of professionals trained in science and technology. This agreement also committed EPA to assist the faculty of CCNY in developing curriculum and fostering the exchange of key ideas. George to date continues to serve as EPA's lead official for implementation of the MOU, actively participating in information sessions and career fairs. The region is also a member of CCNY's diversity in engineering board.

Throughout his career, George worked to promote staff development. He has served as a mentor, both formally and informally over the years. Prior to Region 2 instituting a formal mentoring program in 1998, George was a mentor to so many individuals it is impossible to count them. He mentored SES candidates, as well as participants in many of the agencies leadership development programs. And he has volunteered several times to be a mentor in the Region's 2007 formal mentoring program, again fully showing his support for staff development. George has an open door policy that is widely known throughout the region and is often sought after for career development guidance. He believes strongly in giving back to the organization in a positive, constructive way.

George has also championed many regional organizational change efforts, especially the most recent formal process that the region completed two years ago. This effort focused on the concept that in order to most effectively achieve the environmental goals to which the region aspired, we must also focus on constructive organizational change. The Senior Management Team set forth four goals: Improving communications; increasing cooperative efforts among employees throughout the Region; creating an environment that encourages a more innovative, empowered, and proactive spirit in all we do; and, establishing a succession-management program for Region 2. Over 35 action items were established through focus groups with staff and an employee survey. Examples of outcomes of this effort included development of a quarterly on-line Regional Newsletter that highlights the happenings in the Region from a business and social perspective; an automated people and skills finder; updated and focused training curriculum for all staff; a process for staff to apply for non-competitive job opportunities; and, a mini-details programs that provides staff with a view of how other programs in the Region operate. The majority of this was accomplished under George's leadership and motivation as our Senior Career executive.