DEPARTMENT OF ENVIRONMENTAL QUALITY
OFFICE OF HUMAN RESOURCE MANAGEMENT
STRATEGIC AND ANNUAL GOALS
May 2005

ENVIRONMENT

Establish clear, implement able criteria that define excellence in environmental quality, including standards for air, water, and soil, and for activities in pollution prevention, cleanups, emissions reductions, public education and cost effectiveness of controls.

Measures:

1. Necessary statutes, rules, and guidance exist.

2. Regulated customers understand and follow criteria.

3. The non-regulated customers perceive DEQ programs as fair and protective of health and the environment.

Promote a balanced, sustainable relationship between economic development and environmental quality.

Measures:

1. Stakeholders participate in the development and implementation of environmental policies and programs.

2. Over time, evaluate environmental and public health improvements in relation to Utah's economic development.

Provide leadership in Utah, the western region, and nationally on environmental policy and protection.

Measures:

1. Evaluate the results of DEQ participation in targeted state, regional, and national policy and regulatory discussions. Identify objectives of participation and achievement of objectives.

2. Success of legislative, budget, and policy initiatives identified and supported by DEQ.

OHRM STRATEGIC GOAL:

Develop, implement, and maintain customer service oriented resource policies and procedures to provide for the effective recruitment, selection, performance management, training, recognition, classification, compensation, and development of departmental employees; and support employees in the administration and interpretation of those policies and procedures in a consistent, effective and efficient manner.

Measures:

1. Procedures developed.
2. Employee and supervisor feedback.

CUSTOMER SERVICE

Both internally and externally operate as a customer-oriented agency by focusing on customer service, trust and problem solving through teamwork and partnership.

- Recognize that customers include the regulated community, stakeholders, co-workers and all interested parties.
- Make timely decisions and act on them.
- Improve coordination with internal and external customers.
- Provide effective communication, timely information, and clear direction to customers.
- Encourage public involvement and informed decision-making.
- Involve customers in the rulemaking process.
- Work in customers to solve problems.
- Utilize partnerships and stakeholder forums to solve environmental and public problems.

Measures:

1. Decisions and services provided within mutually agreed upon time frames which best meet customers' needs and provide appropriate environmental protection.
2. Customer service feedback.
3. Customer input and feedback during informal and formal stages of rulemaking.

OHRM STRATEGIC GOAL

Operate as a customer oriented office by focusing on customer service, trust and problem solving through teamwork and partnership.

A. Meet on a regular basis with Division Directors, employees, and all interested customers to identify our needs.

B. Evaluate policies and procedures

C. Improve communication with internal and external customers.

D. Make timely decisions.

E. In partnership with DHRM, develop operating contract.

F. Performance plans are developed outlining specific duties and responsibilities focusing on Operating Principles.

G. Utilize Utah Job Match to provide the Qualified Applicants.

Measures:

1. Procedures developed.

2. External and internal customer feedback.

3. Re-engineering provides successful, understood transition of Class/Comp. to skill-based class/comp., process.

4. Customer Feedback.

5. Contract goals followed

6. Operating principles are displayed and utilized as part of business practice.

OHRM ANNUAL GOAL:

Review, revise and develop policies and procedures enhancing customer service.

Measures:

1. By 10/1/05 review current policies to insure compliance with new State and Federal requirements.

2. By 10/1/05 identify policy needs.

3. By 11/1/05 develop or amend needed policies/procedures.

4. Within 120 days of issue, policies will be developed and processed for implementation.

5. Approved Department policies/procedures will be disseminated to all Department agencies within 30 days of the implementation or effective date.

6. Active involvement in the formulation of State Human Resource policies/procedures and legislation.

7. Adhere to all provisions of the DHRM delegation agreement.

8. Active involvement in State consortiums, committees, and task forces.

9. As requested, assist State and local governments with committees, training, classification and other HR issues.

10. Receive positive feedback.

11. OHRM will provide information to employees on a regular basis.

12. Group wise folder developed and distribute to employees, update regularly.

PARTNERSHIP WITH FEDERAL, STATE, LOCAL AND TRIBAL GOVERNMENTS

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with all levels of government.

- Work with federal, state, local (including local health departments), and tribal governments and provide information to plan for manage the environmental impacts of growth.

- The Environmental Services Delivery Plan (ESDP) delineates roles and responsibilities, joint goals and objectives, and establishes accountability between DEQ and local health departments and local governments.

- Focus on teamwork and partnership in identifying and resolving problems.

- Utah has signed an agreement with the Nuclear Regulatory Commission (NRC) that delineates the roles and responsibilities and provides consistent regulation of radioactive materials between the State and the NRC.

- *Measures:*

1. Key problems identified by government partners are addressed and solutions developed and implemented.

2. Effectiveness of the Environmental Service Delivery Plan in developing a state/federal partnership, coordinating delivery of services, and obtaining adequate resources.

3. Effectiveness of the Performance Partnership Agreement in developing a state/federal partnership, coordinating delivery of services, and obtaining adequate resources.

4. Evaluation of the effectiveness of the Agreement program in accomplishing the goals of the partnership for delivery of services and obtaining program resources.

Key Environmental Indicators:

- Radioactive materials, radioactive waste, exposure to x-rays
- Radioactive material releases to air, soil and groundwater is controlled
- Human exposure to radioactive materials is controlled
- Human exposure to x-ray radiation is controlled
- Human exposure to elevated levels of radioactive radon gas, an indoor air quality issue, is evaluated
- Radon gas as an indoor air pollutant is controlled

OHRM STRATEGIC GOAL:

OHRM revise/review and coordinate statewide Department trip reduction program.

Measures:

1. Trip reduction information provided and distributed to employee/customers.

2. Drive alone rates are reduced.

3. Use alternative such as telecommuting, flex schedules, alternative work schedules while maintaining positive customer service base.

4. ECO passes advertised and utilized by employees.

STATE-BASED REGULATION OF ENVIRONMENTAL PROGRAMS

Administer environmental programs and priorities to reflect the unique conditions of Utah. Programs will be administered at the state or local level, wherever appropriate. Actively influence non-delegated federal programs to reflect Utah Needs.

Measures:

1. Primacy is achieved and maintained in those environmental program areas in which it is determined to be in the best interest of the state to receive federal primacy.

2. Utah issues and DEQ concerns are reflected in state, regional, and national environmental policies.

POLICY MAKERS' UNDERSTANDING OF ENVIRONMENTAL ISSUES

Facilitate policy makers (Governor's office, Legislators, Elected Officials, and Board Members) as proactive participants in shaping environmental policy.

Measures:

1. Governor's office, Legislators, elected officials, and Board members are apprized of important environmental policy issues.

1. Relationships with policy makers are developed and understanding of environmental issues enhanced.

2. Policy makers work with DEQ in development and implementation of environmental policy issues.

3. Policy makers' trust in DEQ is developed and enhanced.

OHRM STRATEGIC GOAL

In accordance with Utah Code 26A-1-112, promote, provide and coordinate continuous quality-based human resource services for local health department and local governments.

Measures:

1. Provide information and requested assistance to local health departments to ensure that local health department position qualifications are comparable with the Utah Department of Environmental Quality within specified mutually upon time frames.

2. Customer feedback.

EMPLOYEES

The success of the employees determines the success of DEQ. We will maintain a climate and structure in which employees can function to their fullest potential and accomplish the strategic goals of DEQ.

- Employees are committed to the success of DEQ and recognize their professional responsibility and accountability in meeting the needs of the organization.

* Employee participation in achieving strategic and annual goals is essential.

* Teamwork and problem solving are essential.

* Employees are recognized for their quality work.

* Provide opportunities for training and professional development.

- *DEQ actively promotes wellness.*

- *Employees will perceive DEQ as a desirable place to work.*

- *DEQ is effective in recruiting and retaining quality employees.*

Measures:

1. Employees' feedback.

2. Individual performance standards reflect annual goals, and performance reviews are based on those performance standards.

3. Employees' statements and actions reflect strategic and annual goals and DEQ policies and procedures.

4. Employee recognition programs are in place, utilized, and meet employee and management needs.

5. DEQ has low turnover rate and is effective in the recruitment of quality new employees.

OHRM STRATEGIC GOAL:

Promote, provide and coordinate continuous quality-based employee development and training opportunities.

Measures:

1. Course assessments.

2. Employee interest.

3. Attendance.

4. Needs assessment.

5. Programs utilized.

OHRM ANNUAL GOAL:

Review, revise, assess and develop applicable training programs.

Measures:

1. Corrective action/discipline training will be offered quarterly.

2. Sexual Harassment Avoidance training will be offered quarterly.

3. Recruitment/ADA/Selection training will be offered quarterly.

4. Driver Safety training will be offered quarterly.

5. Telecommuting training will be offered as requested.

6. Certified Public Management training will be offered quarterly.

7. HRM/Department rules/regulations training will be offered annually.

8. Leadership/HR training programs are developed and presented.

9. Utah Skills Match training provided to all employees.

10. Customer service training provided.

11. Feedback

12. Brown Bag session held.

OHRM STRATEGIC GOAL:

Provide programs to develop and promote employee well being, involvement, and recognition to maximize employee productivity.

Measures:

1. Employee feedback.

2. Programs in place.

3. Program utilization.

4. Staff meetings are called quarterly with division management ream.

5. Benefit information updated and communicated to employees.

6. Procedures are followed according to training.

7. Liability issues are reduced.

8. Organize, maintain, and coordinate ETC efforts for DEQ.

OHRM ANNUAL GOAL:

Fair and consistent application of services and programs provided by the Department.

Measures:

1. Review, revise, and establish programs to recognize employee contributions.

2. Provide a quarterly summary of monetary awards to each Division/Office director.

3. Maintain an applicable employee assistance wellness referral program.

4. Provide confidential problem resolution services, and appropriate referral services.

5. Fair, equitable, consistent services will be provided to all employees.

6. Provide service awards annually.

7. Provide employees with a wider selection of service awards.

8. Recognize accomplishments/contributions of employees through such areas as newsletter, staff meetings, e-mail, and other methods of recognition.

9. Operating Principles are utilized in conducting business.

OHRM STRATEGIC GOAL:

Maintain complete, orderly, and confidential personnel records, which document employee performance, record benefits, employee development, training and compensation.

Measures:

1. Records are complete.

2. Records are retrievable.

3. Records are accessible.

4. Employee feedback.

5. Employee profile utilized.

OHRM ANNUAL GOAL:

Employee personnel files will be maintained in accordance with established guidelines.

Measures:

1. DHRM delegation agreement will be followed.

2. Maintain confidentiality of materials in personnel files in accordance with State and federal rules.

3. All new employees files will be developed within two weeks of new employee orientation.

4. Physical security will be maintained in accordance with applicable State and federal requirements.

5. Conduct annual assessment of employee personnel information located in the personnel file and on the employees history cards.

6. Provide information to employees, assist to understand process.

7. Continue to provide support in USM and other DHRM sponsored programs.
8.

1. Provide support and training in the operation of employee profile application.

9. Atlas files organized and maintained. Files provided to customers on request.