



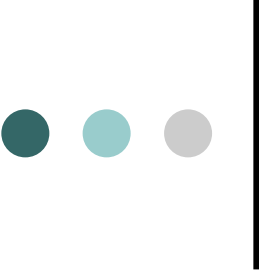
# Virginia DEQ

## Office of Training Services

**Susan Mongold**

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Email – [slmongold@deq.virginia.gov](mailto:slmongold@deq.virginia.gov)



OTS strives to provide employees with reasonable resources for in-house, developmental and professional development opportunities that will prepare employees to perform their current job efficiently and effectively. This includes training needs focused on:

- **Media Specific or Multi-Media Technical training**
- **Professional Development**
- **Computer Software Topics**
- **Supervisory / Management Training**
- **And much more...**



# To That End We...

- Coordinate, assess, report on and plan for common training needs
- Deliver training needs through in-house courses
- Provide logistical and registration support for in-house courses
- Coordinate the applicant pool for specific externally delivered training
- Manage the centralized training funds
- Provide registration and transcript of external courses



# What are our drivers?

- DEQ Strategic Plan
- State Government Performance & Results Act (GPRA) took effect July 1, 2003
  - Requires strategic plan
  - Requires *input – output – outcome* performance measures to be available to the public
- EPA innovations in Federal/State relationships

***At the core of each driver is the concept of identifying priority outcomes***



# VDEQ's 4 Key Performance Areas



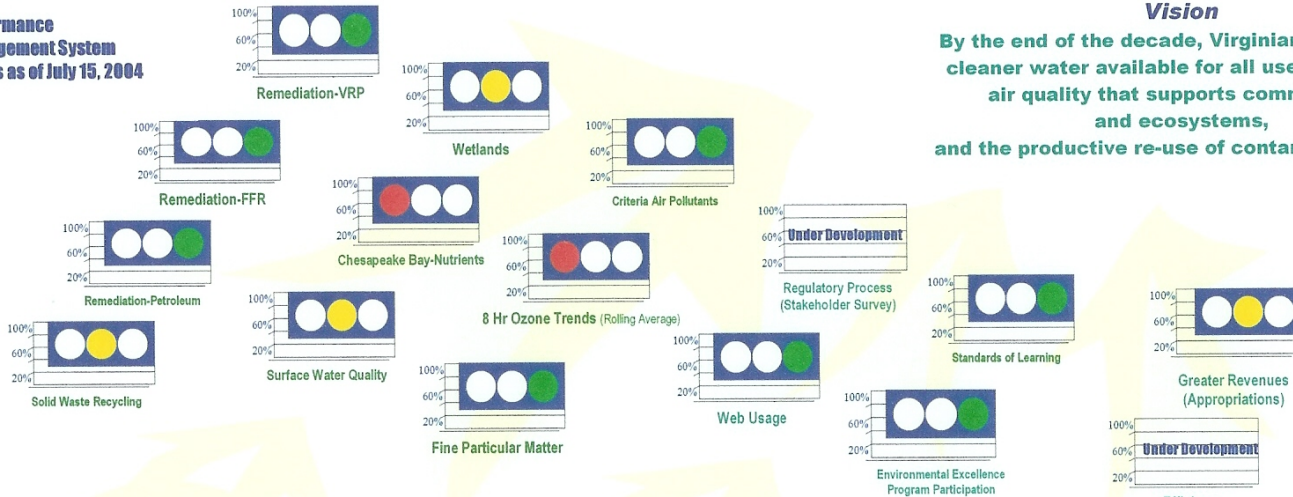
**Outcomes** – Clean Water, Air, Land, Active Community, Knowledgeable Employees, Effective Funding, etc.

**Outputs** – Permits, Inspections, Training, etc.

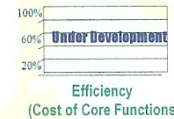
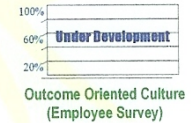
**Inputs** – People and \$\$

# How it all comes together...

**Performance Management System**  
Status as of July 15, 2004



**Vision**  
By the end of the decade, Virginians will enjoy:  
cleaner water available for all uses, improved  
air quality that supports communities  
and ecosystems,  
and the productive re-use of contaminated land.



## Program Capability

Focused, more efficient programs to meet or exceed environmental standards

Proactive policy, comprehensive planning, and effective program development

- Issue regulations and implementation guidance at the same time
- Establish a state water resources plan with criteria for local/regional water planning
- Develop necessary air quality plans & programs
- Water Quality Planning - Chesapeake Bay Initiative
- Identify and address overlapping and conflicting regulatory issues

Timely and accurate permits

- Training curriculum for permit writers
- Assess permit program efficiency

Certain, consistent, timely compliance and enforcement

- Systematically compare enforcement cases
- Training curriculum for inspection and enforcement

Enhanced monitoring and assessment

- Finalize and implement water monitoring strategy
- Complete and evaluate the probabilistic monitoring study
- Integrate water quality assessment reporting consistent with federal guidelines
- Review air monitoring network and expand data assessment

Clean contaminated sites

- Implement Brownfields Strategy
- Update & implement a waste tire pile cleanup strategy

## Community

Informed and engaged Community

Increased education, outreach and participatory opportunities

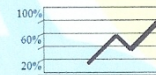
- Develop and implement agency communications and community involvement strategy
- Develop and enhance Technical outreach capabilities
- Enhance environmental education and community outreach
- Facilitate use of Partnerships
- Develop approach to proactively address high interest issues

Effective Incentives

- Evaluate and develop regulatory flexibility opportunities
- Enhance recognition for environmental stewardship



- High Impact Inspections
- Effective Permits
- Sound Regulations
- And more



- Press Relations
- Public Hearings
- Outreach Efforts
- And More

## Financial Resources

Optimal use of current & new resources

Maximize efficient use of current resources

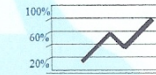
- Align resources with priorities
- Implement a management system that can more effectively responds to change
- Identify and incorporate cost avoidance strategies

Maximize use of technology to create efficiencies

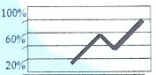
- Establish the role of CEDS
- Offer electronic permit and other transactions
- Create an electronic document management system

Attract new financial resources

- More grants from EPA and other sources
- Increase use of partnerships
- Examine revenue structure including permit fees



- Timely Travel
- Best Value Procurement
- Right Tools & Support
- And More



- Effective Training
- Robust Rewards
- Constructive Evaluations
- And More

## Employees

An outcome oriented workforce and culture

Fully implement an organizational development program

- Continue training initiatives
- Enhance reward and recognition efforts
- Implement a Workforce Development Program

Foster an internal culture and environment where strategic outcomes are what count

- Revise Employee Work Plans to promote strategic results
- Make DEQ's strategic priorities and methods of business visible (measures and total stewardship cost)

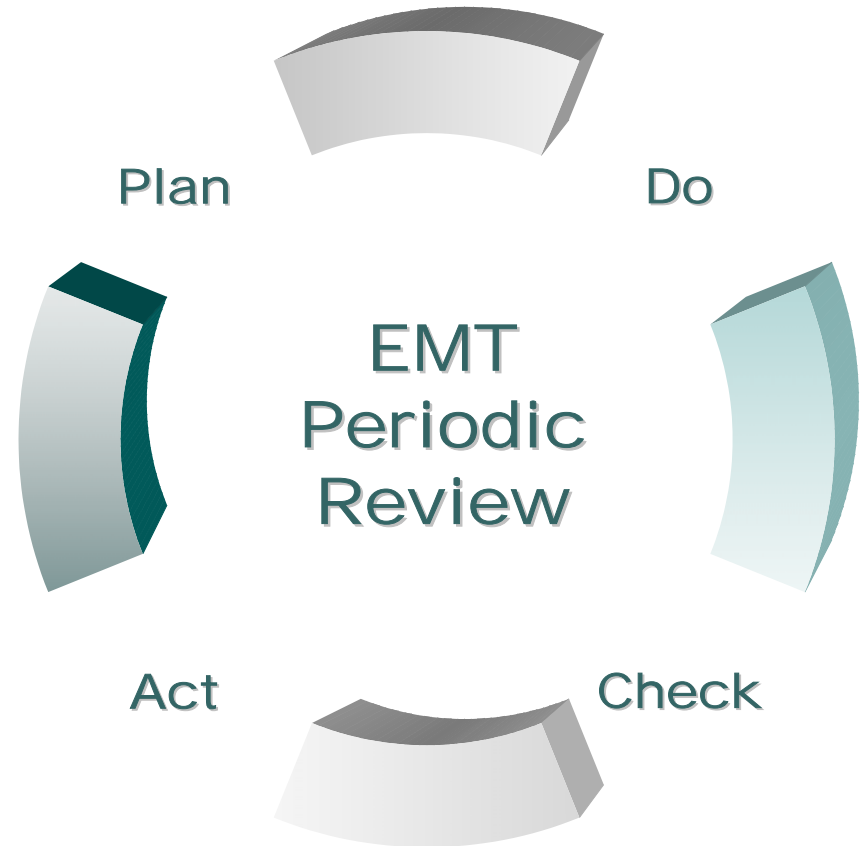


# How we're Managing DEQ's Strategic Plan

## Key Players:

Performance Management  
Implementation Team (PMIT)

- About 45 people who lead teams or own charts
- About 12 members serve as the PMIT steering committee – a working group that makes recommendations on improving the system
- EMT meets periodically to focus on portions of the system to make changes as needed.





# How We are Mirroring this Management in Training

## Key Players:

Training Coordination Committee (TCC):

- About 45 people who represent all functions and programs agency wide
- 5 subcommittee chairs – Air, Water, Waste, Admin and Cross Issues
- Meets 2x a year and in conference calls/sub comm as needed







# Training Coordination Comm Scope of Work

- Based on the DEQ Strategic Plan and the feedback of employees regarding training needs at DEQ, TCC has several tasks to accomplish in the coming years.
- These include:
  - Cross Training – To determine the content and delivery methods for training employees on the cross functions at DEQ.
  - Development of in-house courses for new hires (permit, inspection & compliance)
  - Development of training plan for FY06-07
  - Identify new technology that is available and work with OTS to identify a means of providing employee awareness of new technologies



# Training Page on DEQNET

WELCOME

DOCUMENTS & FORMS

PROGRAM AREAS

SEARCH

LINKS

HELP

What's New

Learning Management System

Training Committee

Calendar

Policies & Procedures

Forms

Employee Development Plans

Online Courses

Directions to Training Facilities

EPA Air Pollution Training Institute

Videoconferencing

Welcome to DEQ's training page

We hope that through this page you will find educational opportunities to meet your training needs, learn what the agency is doing on training issues across mediums, regional offices and divisions, and to give the Office of Training Services your input.

Use the links at the left for information and useage for the DEQ learning management system, who is on the training committee and what is going on, current policies, procedures, and training forms, the employee development plan, online courses, videoconferencing capabilities, and additional links to training resources.

Ideas? Suggestions? Questions? Email **Susan Mongold**, or call 804-698-4470

Update Tuesday, August 17, 2004 12:19 PM



# Quick Links



**What's New**

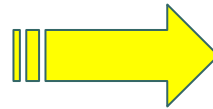
**Learning Management System**

**Training Committee**

**Calendar**

**Policies & Procedures**

**Forms**



**Employee Development Plans**

**Online Courses**

**Directions to Training Facilities**

**EPA Air Pollution Training Institute**

**Videoconferencing**



# Navigating to the LMS

## *DEQ Learning Management System*

*Powered by Generation 21*



Our learning management system is fully integrated that supports both online and classroom learning.

## **"EASY TO USE"**

You can access course descriptions and schedule, enroll in a course, drop a course if you need to, take an online course, check your training record and more...



*Information on logon and other "How To's"*



Click icon to go Logon page. Don't forget to Bookmark this screen for future reference

# Registration

Generation21 Knowledge Navigator - Microsoft Internet Explorer

Address: <http://vadeqtraining.gen21.com/knav/nav>

Log Off Help Feedback www.gen21.com

Powered By Generation21

Generation21  
A Renaissance Learning Company

Tools Grades Change Hat

**Optional Courses**

SUSAN MONGOLD hat - DEQ-Emp KP

Package Name	Course Name	Course Delivery	License Avail	Enroll Info
	<a href="#">21 Ways to Diffuse Anger and Calm People Down</a>	Instructor Led	Not Required	<a href="#">Enroll</a>
	<a href="#">8 Hour HAZWOPER Refresher (29CFR 1910.120)</a>	Instructor Led	Not Required	<a href="#">Enroll</a>
	<a href="#">Access 2002 Fundamentals</a>	Instructor Led	Not Required	<a href="#">Enroll</a>
	<a href="#">Administrative Symposium</a>	Instructor Led	Not Required	<a href="#">Enroll</a>
	<a href="#">Advanced GIS for Water Quality Assessments</a>	Instructor Led	Not Required	<a href="#">Enroll</a>
	<a href="#">Air Pollution Control Orientation Course</a>	Web Based	Not Required	<a href="#">Enroll</a>
	<a href="#">Back Safety</a>	Web Based	Not Required	<a href="#">Enroll</a>
	<a href="#">Basics of Supervision</a>	Instructor Led	Not Required	<a href="#">Enroll</a>
	<a href="#">Bloodborne Pathogens</a>	Instructor Led	Not Required	<a href="#">Enroll</a>
	<a href="#">DEQ Enforcement Staff Conference</a>	Instructor Led	Not Required	<a href="#">Enroll</a>
	<a href="#">DEQ Tank/PREP Workshop</a>	Instructor Led	Not Required	<a href="#">Enroll</a>
	<a href="#">Excel 2002: Pivot Tables</a>	Instructor Led	Not Required	<a href="#">Enroll</a>
	<a href="#">Hazard Communication</a>	Instructor Led	Not Required	<a href="#">Enroll</a>
	<a href="#">How to Handle People with Tact and Skill</a>	Instructor Led	Not Required	<a href="#">Enroll</a>
	<a href="#">HR and Travel Training</a>	Instructor Led	Not Required	<a href="#">Enroll</a>

View Courses  
Required Enrolled in  
Optional  
By Locations/Dates  
By Product  
Instant Knowledge  
Updates  
Search  
Library  
Person to Person  
Collaborate  
US English

Done

start | Inboxes - Microsoft Out... | Microsoft PowerPoint... | Generation21 Knowle... | Internet | 1:14 PM

# Transcript Tracking

The screenshot shows a Microsoft Internet Explorer browser window displaying the Generation21 Knowledge Navigator. The address bar shows the URL <http://vadeqtraining.gen21.com/knav/nav>. The page features a navigation menu with options like Log Off, Help, Feedback, and www.gen21.com. The main content area is titled "Gradebook" and displays the name "SUSAN MONGOLD" and the user "hat - DEQ-Emp KP". A "Gradebook Log" section lists completed courses with their completion dates, locations, and IDs. The tasks listed are:

- Complete 06-Apr-2005 - Computer - 2003  
Excel 2002: Pivot Tables  
[Details](#)
- Complete 03-Nov-2004 - Blanchard - 200  
Closing the Learning/Doing Gap: ...  
[Details](#)
- Complete 07-Sep-2004 - Manager - 201  
Cooperative Problem Solving  
[Details](#)
- Complete 20-Jul-2004 - Manager - 200  
Building Coalitions and Effective Leader Communication  
[Details](#)

The browser's taskbar at the bottom shows the Start button and several open applications: Microsoft Outlook, Microsoft PowerPoint, and the Generation21 Knowledge Navigator. The system tray on the right indicates the time is 1:14 PM.



# Quick Links



**What's New**

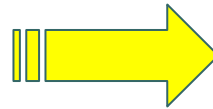
**Learning Management System**

**Training Committee**

**Calendar**

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**Employee Development Plans**

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**Directions to Training Facilities**

**EPA Air Pollution Training Institute**

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# Employee Development Plan



## Supervisors:

Read the EDP On-line Database Overview for database features on linkage to SST and Oracle, flexibility, ease of use

[EDP Database Overview](#)

Look at the Suggested Employee Development Planning Process for the role you can play.

[Suggested EDP Plan Process](#)

Meet with your employee to determine training needed for this cycle. Use the Course Catalog as a reference. The Course Catalog is an excel spreadsheet. Sheet 1 has directions for usage; sheet 2 has the courses

[Course Catalog](#)

Familiarize yourself with the database entry by using the Screen Tutorial.

[Screen Tutorial](#)

Use the link at the right to login to the EDP database

[EDP Database](#)

Haven't used Oracle financials, HR, or SST before? Click on the link at the right to reset your password.

[Reset Password](#)

...More Quick Links



# Course Catalog

**EDP Course Catalog-Main - Microsoft Internet Explorer**

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites Media

Address <http://deqnet/programs/training/EDP%20Course%20Catalog%20Main.htm> Go Links

## Employee Development Plan - Course Catalog

**WHAT'S NEW**

We have divided the catalog into sections for your convenience.

Catalogs have been indexed into sections for easier information retrieval. Courses have descriptions, target audience, length, and cost information where applicable/available.

Click on a catalog. Use the hyperlinks to go to the section you of your choice.

### CATALOGS

- [Catalog Title Index](#) (word document)
- [Course Catalog List](#) (a comprehensive catalog of all courses--58 pgs. To search for specific topics or terms, download the document and use the "FIND" feature in MS Word. The Find feature can be found under "Edit" drop-down menu)
- [Administrative classes \(All\)](#)
- [Air Classes](#)
- [Multimedia/Enforcement Classes](#)
- [Professional Development Classes](#)
- [Safety Classes](#)
- [Waste Classes](#)
- [Water Classes](#)

**Do you know the source for an instructor?  
The full course description for something listed on a catalog without a description?  
Do you see a course description that needs editing?**

Please send an email to [Susan Mongold](#) with the following information - the more complete the information the better

**Course Catalog** (state the appropriate catalog)  
Professional Development,  
Safety, Air, Water, Waste,  
Multimedia, Administration  
**Course Title**  
**Instructor/Vendor Name and contact information**  
(Include a website if appropriate)  
**Course Description:**

**Do you have a course you want added to a course catalog?**

Please include the information listed above AND let us know who the target audience would be (i.e. - Waste Inspectors OR Air Data Analysis OR Firefighters)

Done

start | Inboxes - Microsoft Out... | Microsoft PowerPoint... | EDP Course Catalog... | Local intranet | 1:18 PM



# Employee Development Plan

**eDEQ**

Valid Employee login is required to access Employee Training Plan database,  
please login using a valid SST, financials or HR user name and password

User Name

Password

LOGIN  
Screen



Please select a year to enter the Employee Training Plan.

2004



NEXT

# Results!

	A	B	C	D	E	F	G
	Learning Step	# reques	Status				
1							
2	OSHA 8 Hour Annual Refresher	192	Schedule already posted				
3	DEQ Basics of Supervision	55	Schedule already posted				
4	First Aid/CPR	55	Schedule already posted				
5	Time Management	46	TB Scheduled				
6	Dealing with Difficult Behaviors	46	Schedule already posted				
7	Negotiation Techniques	45					
8	Communication (Moving Your Message)	45					
9	Priority/Multi-tasking	44					
10	Investigative Techniques (Module 2 of Chain of Custody)	43	Schedule already posted				
11	Geographic Information Systems (GIS) Uses and Applications/Database Management	41	Schedule already posted				
12	Water Quality Monitoring SOP (Module 1 in Chain of Custody)	39					
13	VPDES Annual Water Permit Writers Meeting	36					
14	Compliance and Enforcement Principles	32					
15	Risk Communications	30	Pending				
16	Erosion & Sediment Control for Inspectors	27	Circulated DCR calendar				
17	Conflict Management	27					
18	Environmental Statute Review	27					
19	Nutrient Management Training	25	Circulated DCR calendar				
20	Project Management - Project Management Overview	25					
21	BACT Determination	24	Schedule already posted				
22	Chain of Custody(Water)	24					
23	Public Speaking (Presentation Skills for Anyone...Nol I Don't Want To)	24					
24	Visible Emissions Evaluator(Smoke School) - Field Certification	24	Schedule already posted				
25	Critical Thinking	23					
26	Evelyn Wood Reading Dynamics	23					
27	RCRA Corrective Action	23					
28	Coaching and Mentoring	22					
29	Conflict Resolution	22					
30	Nutrient Management Planning w/ Biosolids	21	Circulated DCR calendar				
31	Problem Solving/Innovation	22					
32	Assertiveness	21					
33	Microsoft XP Overview	21					
34	Continuous Emission Monitoring - APTI 474	19	Schedule already posted				
35	Technical Writing	20					
36	Basic Soils-1-day course	19	Pending				
37	Community Involvement	19	Schedule already posted				
38	Erosion & Sediment Plan Review	15	notified DCR 1/10,1/20				
39	Grammar/Proofreading	18					
40	MACT Standards	18	Offered through MARAMA				
41	Principles and Practice of Air Pollution Control (APTI 452)	18	Schedule already posted				

Full Screen X  
Close Full Screen



# Training Plan

- The Training Coordination Committee to select the highest priorities
- Training plan developed and presented to Executive Management Team
- Modified based on EMT input
- Posted for all employees and implemented



# Facts & Figures

## Performance Data Overview

<b>Fiscal Year</b>	<b>FY03</b>	<b>FY04</b>	<b>FY05</b>	<b>Benchmark (emp)</b>
<b>Avg # of trng hours/ employee</b>	<b>31 hrs</b>	<b>42 hrs</b>	<b>51 hrs</b>	<b>Fortune 500 – 37 hrs Government – 13 hrs</b>
<b>Avg # of trng hours/ manager</b>	<b>24 hrs</b>	<b>16 hrs</b>	<b>24 hrs</b>	
<b>Cost Avoidance Reported</b>		<b>\$137,000</b>	<b>\$244,500</b>	



# What's Next?

- Career Path
- Big impact on training plan
  - In-house “basics skills”
  - In-house cross training
  - Focus other courses on senior and expert level needs



Questions?

