Virginia DEQ

Office of Training Services

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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

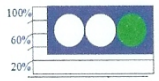
Outcomes – Clean Water, Air, Land, Active Community, Knowledgeable Employees, Effective Funding, etc.

Outputs – Permits, Inspections, Training, etc.

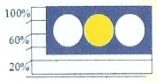
Inputs – People and $$

How it all comes together…

Performance Management System Status as of July 15, 2004

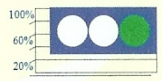


Remediation-VRP

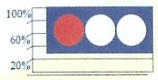


Wetlands

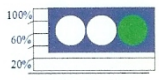
Remediation-FFR



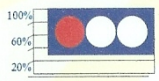
Criteria Air Pollutants



Chesapeake Bay-Nutrients

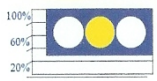


Remediation-Petroleum

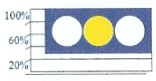


8 Hr Ozone Trends (Rolling Average)

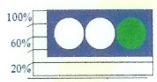
Regulatory Process (Stakeholder Survey)



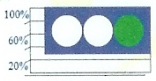
Surface Water Quality



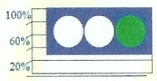
Solid Waste Recycling



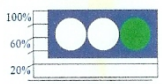
Fine Particular Matter



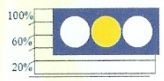
Web Usage



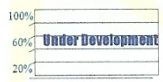
Standards of Learning



Environmental Excellence Program Participation



Greater Revenues (Appropriations)



Efficiency (Cost of Core Functions)

Outcome Oriented Culture (Employee Survey)

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.

DEQ Virginia Department of Environmental Quality

Strategic Priorities

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

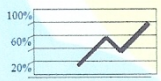
- High Impact Inspections
- Effective Permits
- Sound Regulations
- *And more*

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



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

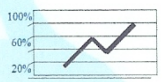
Financial Resources

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
- Evaluate revenue structure including permit fees



- Timely Travel
- Best Value Procurement
- Right Tools & Support
- *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)

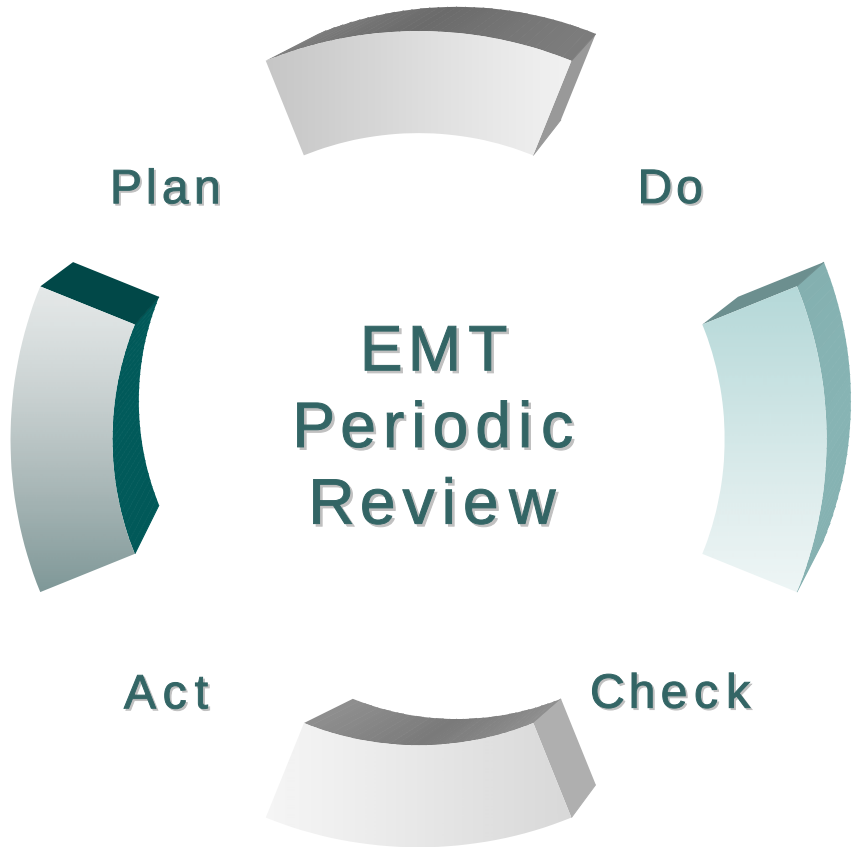
- Effective Training
- Robust Rewards
- Constructive Evaluations
- *And More*

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

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 intregated that supports both online and classroom learning.

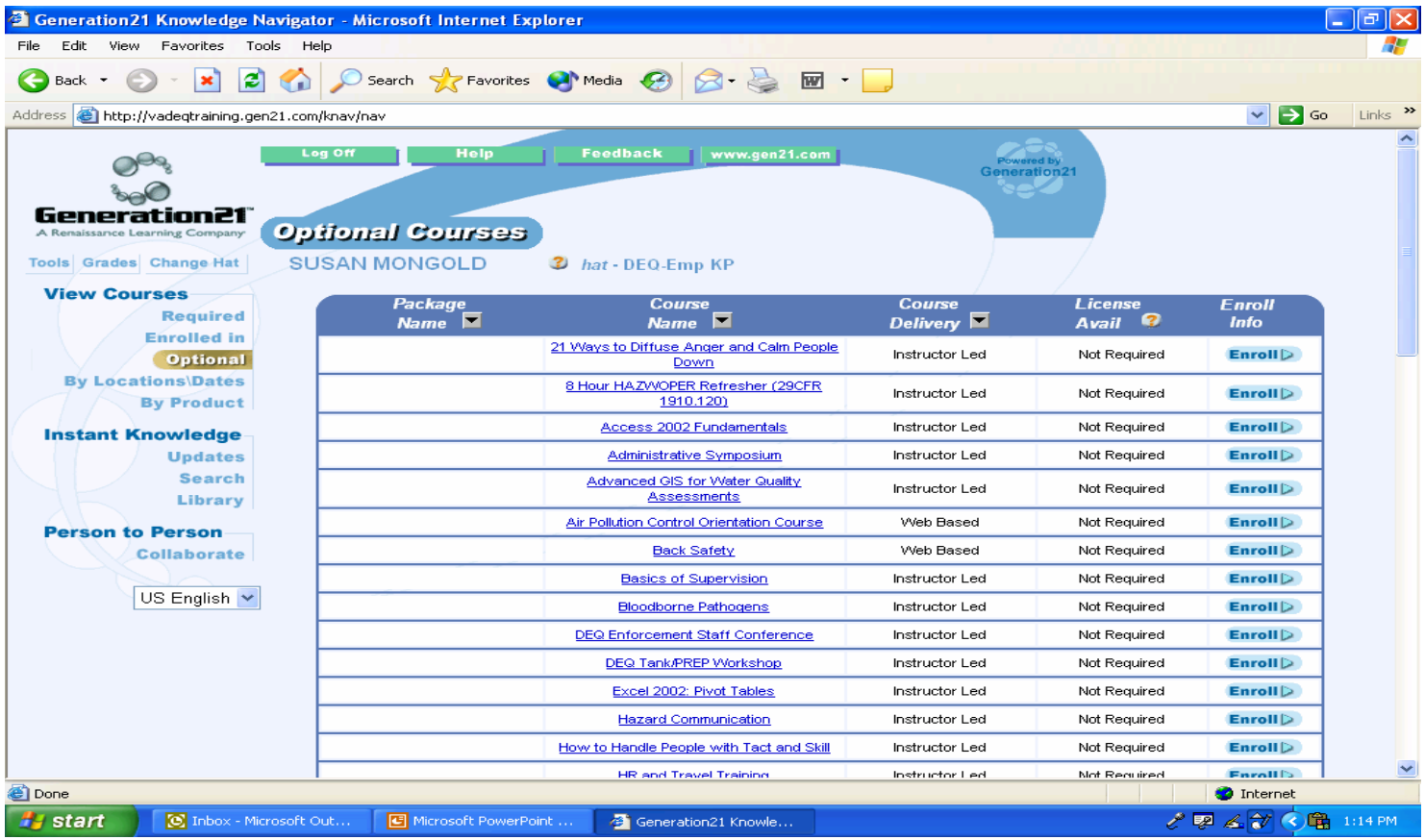
"EASY TO USE"

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...

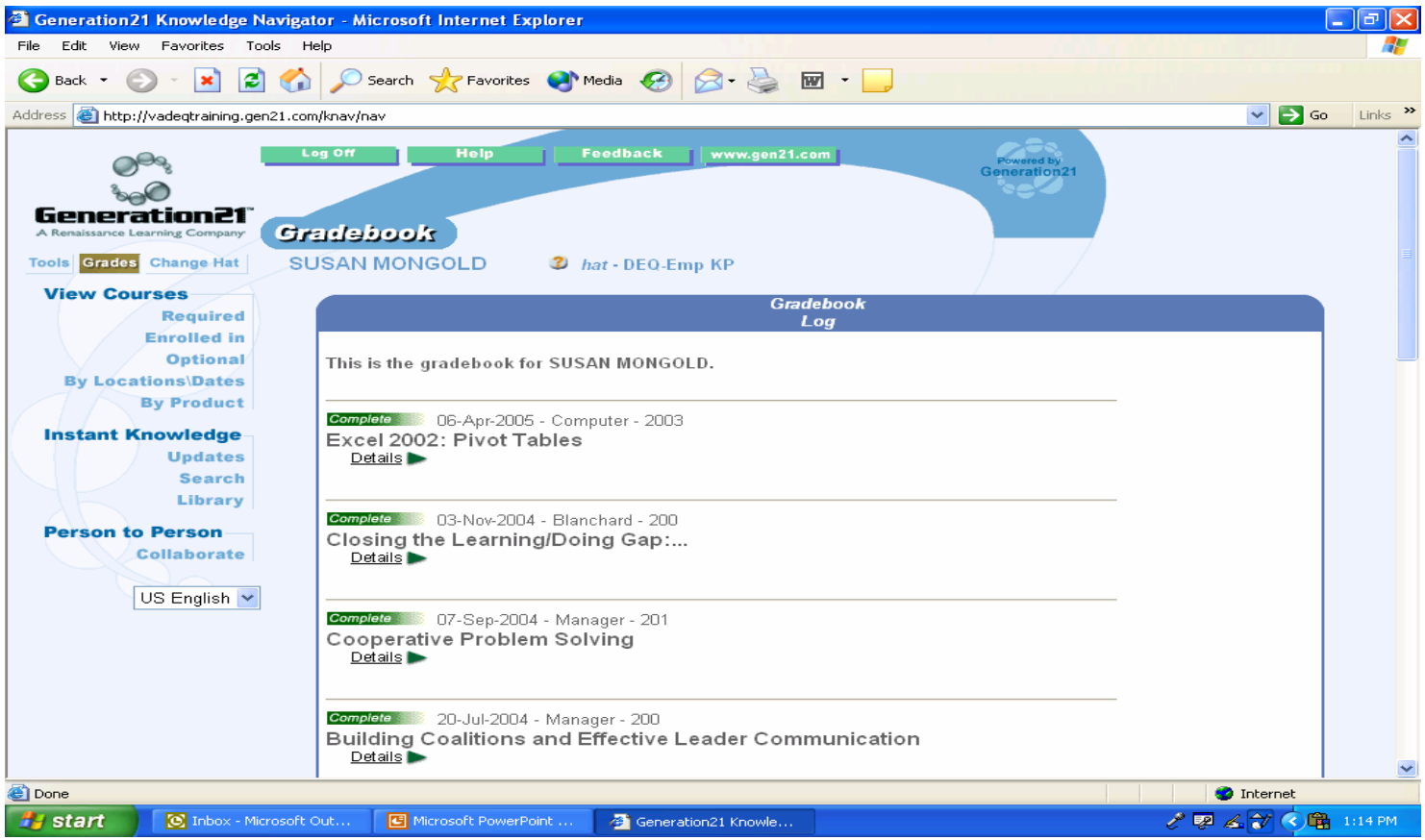
Information on logon and other "How To's"

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

Registration



Transcript Tracking



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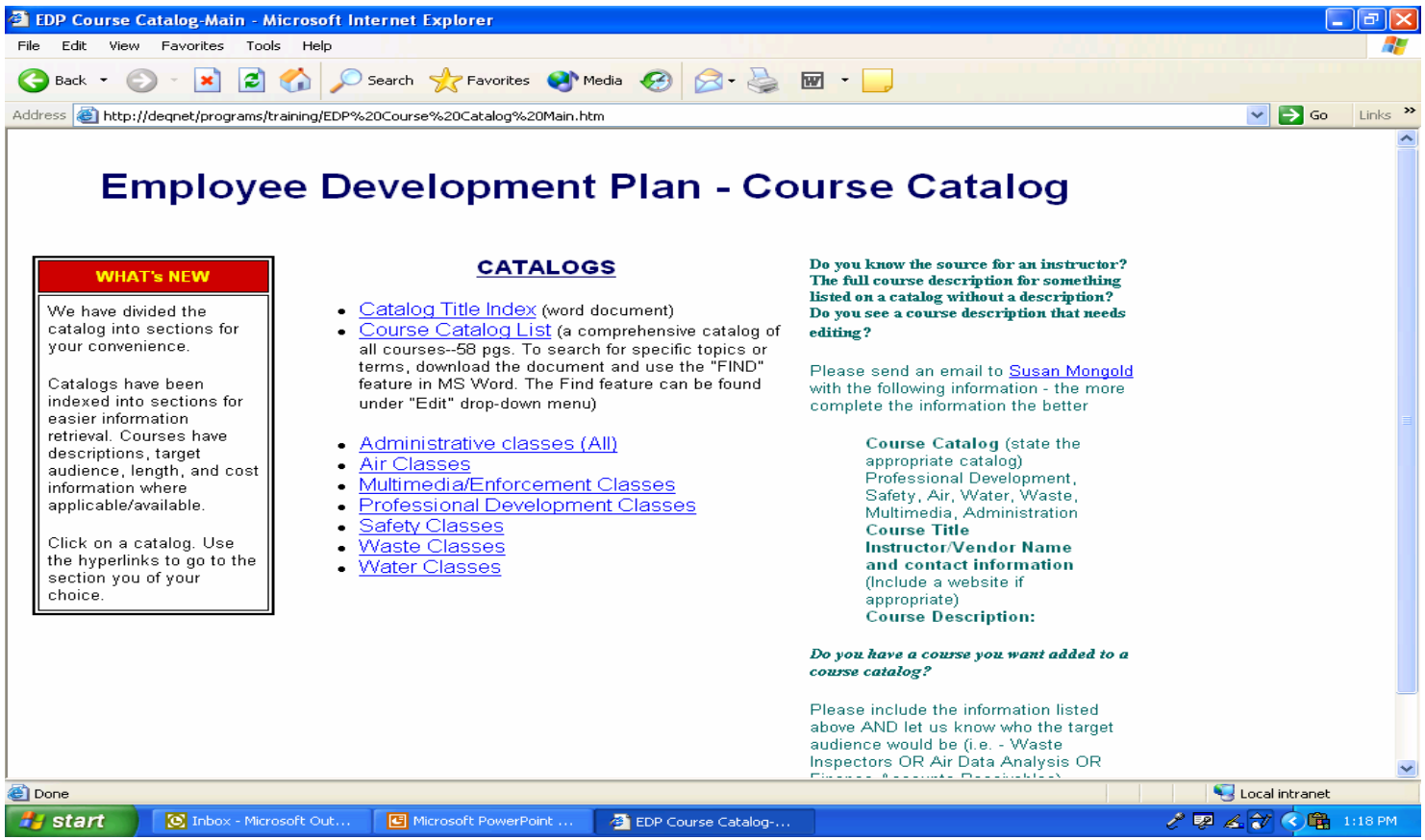
Employee Development Plan

…More Quick Links

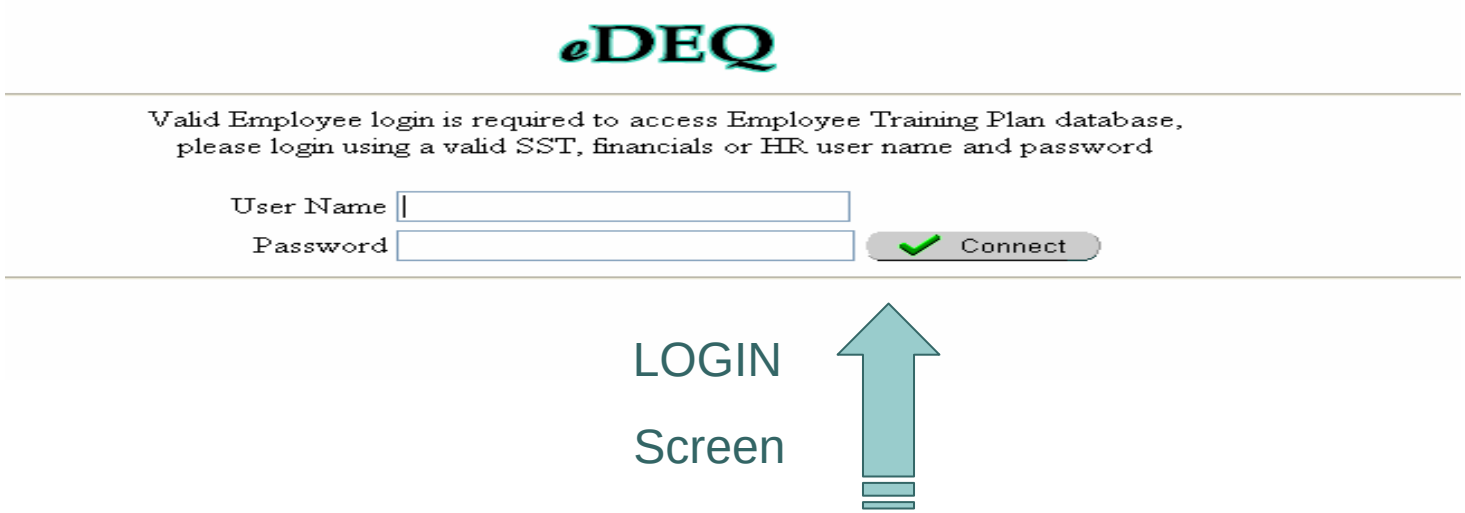
Supervisors:

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**

Course Catalog



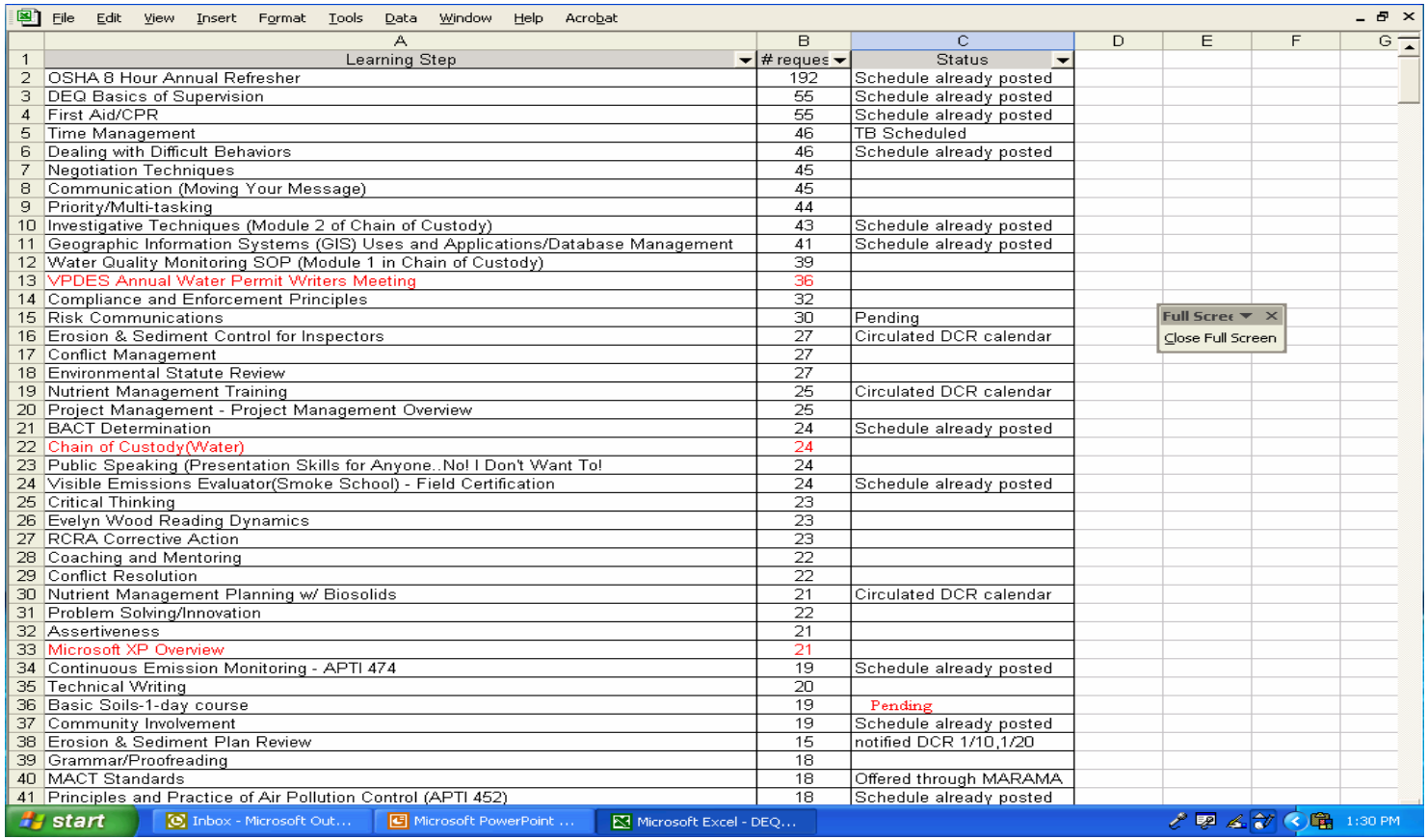
Employee Development Plan



LOGIN

Screen

Results!



File Edit View Insert Format Tools Data Window Help Acrobat

	A	B	C	D	E	F	G
1	Learning Step	# reques	Status				
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..No! 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 Scree
Close Full Screen

start | Inbox - Microsoft Out... | Microsoft PowerPoint ... | Microsoft Excel - DEQ... | 1:30 PM

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

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

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?