




FOUNDATIONS KEY GOALS		Productive, engaged team	Accurate scientific information	Collaborative solutions	Informed, holistic and transparent decisions	Environmental laws and regulations implemented	Excellent service	Healthy and sustainable environment						
	OPERATING PROCESSES					SUPPORTING PROCESSES								
CORE PROCESSES	Assessing environmental conditions	Defining pollution control and prevention strategies	Implementing pollution control and prevention strategies	Permitting	Determining compliance	Enforcing environmental law	Leading DEQ	Meeting operational requirements	Ensuring a safe work environment	Engaging employees	Communicating externally	Managing finances	Managing assets	Providing information infrastructure
	1 Defining assessment goals 2 Developing project plans/ QAPPs 3 Collecting samples/field data 4 Analyzing lab samples 5 Managing data 6 Interpreting data 7 Producing reports 8 Communicating findings	1 Determining need for pollution control strategies to meet technology standards, protect health or prevent pollution 2 Establishing a charter (problem statement, milestones and FTE) for developing pollution control strategies 3 Researching legal, technical, policy, implementation and stakeholder issues 4 Establishing formal stakeholder engagement process 5 Developing and finalizing strategies through rules, orders, management directives or other means 6 Establishing an implementation charter (goals, milestones, FTE targets) and developing initial implementation guidance	1 Implementing outreach and education strategies 2 Providing direct assistance to priority sectors and businesses 3 Administering and promoting incentive, grant and recognition programs 4 Implementing certification programs 5 Implementing licensing programs 6 Implementing registration and reporting programs 7 Implementing collaborative programs with local entities or other partners 8 Implementing other regulatory strategies 9 Assessing effectiveness and updating implementation programs	1 Creating and maintaining permitting instructions and procedures 2 Planning permitting work and public involvement 3 Processing pre-application inquiries 4 Determining need and requirements for permit 5 Notifying permittees of need for permit 6 Reviewing applications along with regulations and public input 7 Drafting Permits 8 Involving public and other stakeholders 9 Issuing or assigning permit	1 Developing and implementing procedures for inspections and complaint response 2 Responding to complaints 3 Developing inspection plan and schedules 4 Reviewing compliance reports and records 5 Conducting inspections 6 Obtaining any additional information to make a compliance determination 7 Documenting findings 8 Communicating compliance status 9 Routing to enforcement according to guidance	1 Establishing enforcement protocols 2 Issuing pre-enforcement notices 3 Referring violations for formal enforcement 4 Assessing civil penalties and / or compliance orders 5 Negotiating settlements 6 Approving environmental projects to mitigate penalties 7 Representing DEQ in contested cases 8 Supporting criminal investigations	1 Assessing needs and expectations 2 Setting agency direction 3 Planning work priorities 4 Managing agency performance (effectiveness and accountability) 5 Identifying opportunities to improve 6 Chartering / authorizing improvement opportunities 7 Ensuring success of improvement efforts 8 Planning and testing for business continuity 9 Ensuring full and appropriate employee engagement (organizational health) 10 Ensuring budgets and policies are aligned	1 Determining compliance requirements 2 Determining approach to achieve compliance 3 Developing policies and other compliance strategies 4 Informing and educating employees 5 Implementing compliance strategies 6 Maintaining records 7 Monitoring compliance 8 Conducting internal audits 9 Responding to external audits	1 Understanding workplace safety requirements 2 Planning and developing safe work environment strategies 3 Assessing job hazards, defining safe practices and required training 4 Promoting healthy workforce 5 Engaging employees in improving safety (training, safety committees) 6 Reporting injuries and near misses 7 Conducting quarterly safety inspections/site audits 8 Tracking and implementing improvements and correcting hazards	1 Recruiting and hiring 2 On-boarding employees 3 Training for job skills 4 Supporting employee growth 5 Developing effective managers 6 Using the Performance Management System 7 Communicating DEQ direction, activities and progress 8 Recognizing accomplishments	1 Creating and implementing a strategic analysis tool for communications planning and implementation 2 Creating and executing communication plans 3 Identifying audiences, messages and delivery mechanisms 4 Identifying and preparing spokespersons 5 Training staff in communication skills and working with the media 6 Assessing communication effectiveness	1 Developing agency and governor's request budgets including capital outlay budget 2 Obtaining legislative approval of agency budget 3 Developing operating budget 4 Implementing operating budget 5 Managing payroll 6 Accounting for funds in and out 7 Reporting financial status 8 Managing contracts and services	1 Managing facilities effectively 2 Optimizing fleet vehicle usage 3 Limiting capital asset loss 4 Optimizing telecommunications	1 Understanding the business needs for technology 2 Developing strategy and priorities for information technology 3 Optimizing existing set of applications 4 Providing appropriate application solutions for unmet needs 5 Supporting and maintaining hardware infrastructure 6 Sustaining effective collaboration and decision making throughout technology projects 7 Implementing projects effectively 8 Protecting information assets 9 Supporting users
PROCESS MEASURES	<ul style="list-style-type: none">• Samples collected per FTE• Analyses assigned per FTE• Analytical turnaround time• Data meeting QA objectives – <i>Next phase</i>	<i>Breakthrough plan in development</i> <ul style="list-style-type: none">• Planned FTE vs. actual to finalize strategies – <i>Next phase</i>• Strategies amended or repealed – <i>Next phase</i>• Strategies finalized by original target date – <i>Next phase</i>	<i>Breakthrough plan in development</i> <ul style="list-style-type: none">• Strategies within FTE target – <i>Next phase</i>• Strategies meeting identified goals – <i>Next phase</i>• Strategies meeting scheduled milestones – <i>Next phase</i>• Supplemental environmental projects completed	<i>Breakthrough project in development</i> <ul style="list-style-type: none">• Individual permits issued per FTE• Permits issued per schedule – <i>Next phase</i>• Backlog• General permits issued per schedule – <i>Next phase</i>	<i>Breakthrough project in development</i> <ul style="list-style-type: none">• Facilities in compliance - <i>Next phase</i>• Following protocol - <i>Next phase</i>• Facilities inspected on schedule – <i>Next phase</i>• Timely closure of complaints	<ul style="list-style-type: none">• Unresolved compliance orders – <i>Next phase</i>• Penalties upheld• Timeliness of issuing Formal Enforcement Action• Time from discovery of violation to PEN – <i>Next phase</i>• Recidivism	<ul style="list-style-type: none">• Employees connected to fundamentals – <i>Next phase</i>• Opportunities identified, authorized, completed – <i>Next phase</i>• Time spent on fundamentals and breakthroughs – <i>Next phase</i>• Process improvements implemented on schedule -<i>Next phase</i>	<ul style="list-style-type: none">• Policies and directives completed vs. planned• Employees current on required policies• Audits passed without deficiencies• Meeting legal time limits – <i>Next phase</i>	<ul style="list-style-type: none">• Cost of time lost and medical expenses• Employees completing required safety training• Implementation of agency safety plan• Safety hazards corrected by deadline• Vehicle accidents per miles driven statewide	<ul style="list-style-type: none">• Employees engaged in career development• Employees trained• Days to hire – <i>Next phase</i>	<ul style="list-style-type: none">• Web subscriptions• Employees coached for events• News stories after news release	<ul style="list-style-type: none">• Financial management – <i>Next phase</i>• Performance to budget – <i>Next phase</i>• Contracts and grants time – <i>Next phase</i>• Meeting budget deadlines – <i>Next phase</i>	<ul style="list-style-type: none">• Facility occupancy rate• Meeting mileage requirements	<ul style="list-style-type: none">• Alignment of work with resources – <i>Next phase</i>• Agency computer system up time – <i>Next phase</i>• Agency email up time – <i>Next phase</i>
PROCESS OWNER	Greg Pettit	Andy Ginsburg	Wendy Wiles	Keith Andersen	Nina DeConcini	Leah Koss	Dick Pedersen and Joni Hammond	Kerri Nelson	Linda Hayes-Gorman	Kerri Nelson	Joanie Stevens-Schwenger	Jim Roys	Kerri Nelson	Greg Aldrich

