



MISSION

To be a leader in restoring, maintaining, and enhancing the quality of Oregon's air, water, and land.

SHARED VISION

VALUES

Environmental results
Partnerships
Teamwork
Diversity
Economic growth through quality environment

Public service
Employee growth
Excellence and integrity
Health, safety and wellness



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

CORE PROCESSES

SUB PROCESSES

PROCESS MEASURES

PROCESS OWNER

OUTCOME MEASURES

OPERATING PROCESSES

SUPPORTING PROCESSES

Assessing Environmental Conditions	Defining Pollution Control Strategies	Implementing Pollution Control 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
<ol style="list-style-type: none">1 Defining assessment goals2 Developing project plans/QAPPs3 Collecting samples/field data4 Analyzing lab samples5 Managing data6 Interpreting data7 Producing reports8 Communicating findings	<ol style="list-style-type: none">1 Determining need for pollution control strategies to meet technology standards, protect health or prevent pollution2 Researching legal, technical, policy, implementation and stakeholder issues3 Establishing formal stakeholder engagement process4 Developing pollution control strategies5 Finalizing strategies through rules, orders, management directives or other means6 Developing implementation guidance and charter (goals, milestones, FTE targets)7 Assessing pollution control strategy effectiveness and completeness	<ol style="list-style-type: none">1 Implementing outreach and education strategies2 Providing direct assistance to priority sectors and businesses3 Administering and promoting incentive, grant and recognition programs4 Implementing certification programs5 Implementing licensing programs6 Implementing registration and reporting programs7 Implementing collaborative programs with local entities or other partners8 Implementing rules9 Assessing and updating implementation programs	<ol style="list-style-type: none">1 Creating and maintaining permitting instructions and procedures2 Planning permitting work and public involvement3 Processing pre-application inquiries4 Determining need and requirements for permit5 Notifying permittees of need for permit6 Reviewing applications along with regulations and public input7 Drafting Permits8 Involving public and other stakeholders9 Issuing or assigning permit	<ol style="list-style-type: none">1 Developing and implementing procedures for inspections and complaint response2 Responding to complaints3 Developing inspection plan and schedules4 Reviewing compliance reports and records5 Conducting inspections6 Obtaining any additional information to make a compliance determination7 Documenting findings8 Communicating compliance status9 Routing to enforcement according to guidance	<ol style="list-style-type: none">1 Establishing enforcement protocols2 Issuing pre-enforcement notices3 Referring violations for formal enforcement4 Assessing civil penalties and / or compliance orders5 Negotiating settlements6 Approving environmental projects to mitigate penalties7 Representing DEQ in contested cases8 Supporting criminal investigations	<ol style="list-style-type: none">1 Assessing needs and expectations2 Setting agency direction3 Planning work priorities4 Managing agency performance (effectiveness and accountability)5 Identifying opportunities to improve6 Chartering / authorizing improvement opportunities7 Ensuring success of improvement efforts8 Planning and testing for business continuity9 Ensuring full and appropriate employee engagement (organizational health)10 Ensuring budgets and policies are aligned	<ol style="list-style-type: none">1 Determining compliance requirements2 Determining approach to achieve compliance3 Developing policies and other compliance strategies4 Informing and educating employees5 Implementing compliance strategies6 Maintaining records7 Monitoring compliance8 Conducting internal audits9 Responding to external audits	<ol style="list-style-type: none">1 Understanding workplace safety requirements2 Developing safe work environment strategies3 Assessing job hazards, defining safe practices and required training4 Promoting healthy workforce5 Engaging employees in improving safety (training, safety committees)6 Reporting injuries and near misses7 Conducting quarterly safety inspections/site audits8 Tracking and implementing improvements and correcting hazards	<ol style="list-style-type: none">1 Recruiting and hiring2 On-boarding employees3 Training for job skills4 Supporting employee growth5 Developing effective managers6 Managing for performance7 Communicating DEQ direction, activities and progress8 Recognizing accomplishments	<ol style="list-style-type: none">1 Creating and implementing critical thinking communication protocols2 Training / certifying on communication awareness, protocols and skills3 Creating communications plans, identifying audiences, messages, delivery mechanisms, and spokespersons4 Preparing spokespersons5 Executing communication plans / delivering the message6 Assessing communication effectiveness	<ol style="list-style-type: none">1 Developing agency and governor's request budgets including capital outlay budget2 Obtaining legislative approval of agency budget3 Developing operating budget4 Implementing operating budget5 Managing payroll6 Accounting for funds in and out7 Reporting financial status8 Managing contracts and services	<ol style="list-style-type: none">1 Managing facilities effectively2 Optimizing fleet vehicle usage3 Limiting capital asset loss4 Optimizing telecommunications	<ol style="list-style-type: none">1 Understanding the business needs for technology2 Developing strategy and priorities for information technology3 Optimizing existing set of applications4 Providing appropriate application solutions for unmet needs5 Supporting and maintaining hardware infrastructure6 Sustaining effective collaboration and decision making throughout technology projects7 Implementing projects effectively8 Protecting information assets9 Supporting users
<ul style="list-style-type: none">• Samples collected per FTE• Analyses conducted per FTE• Analytical turnaround time	<ul style="list-style-type: none">• Planned FTE vs actual to finalize strategies• Strategies amended or repealed• Strategies finalized by original target date	<ul style="list-style-type: none">• Strategies within FTE target• Strategies meeting identified goals• Strategies meeting scheduled milestones• Supplemental environmental projects completed• Civil penalties mitigated by SEPs	<ul style="list-style-type: none">• Individual permits issued per FTE• Permits issued per schedule• Backlog• General permits issued per schedule	<ul style="list-style-type: none">• Compliance monitoring actions completed• Following protocol• Facilities inspected on schedule• Time between complaint and action	<ul style="list-style-type: none">• Unresolved compliance orders• ALJ contested case hearings lost• Time from referral to issued Formal Enforcement Action• Time from violation to warning letter• Time from violation to PEN	<ul style="list-style-type: none">• Employees connected to fundamentals• Opportunities identified, authorized and completed• Employee time spent on fundamentals and breakthroughs• Process improvements implemented on schedule	<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	<ul style="list-style-type: none">• Cost of time lost, medical expenses and equipment damage• Employees completing required safety training• Implementation of agency safety plan• Safety hazards corrected by deadline	<ul style="list-style-type: none">• Days to hire• Employees engaged in career development• Employees trained• Manager evaluation• Performance reviews per schedule	<ul style="list-style-type: none">• Web subscriptions• Employees coached for events• News stories after news release	<ul style="list-style-type: none">• Accounts Receivable ageing• Accounting change orders• Contracts and grants awarded and spent on time• Meeting budget development and implementation deadlines	<ul style="list-style-type: none">• Facility occupancy rate• Meeting mileage requirements• Inventory discrepancies• Asset report timeliness	<ul style="list-style-type: none">• IT expenses against industry standard• First call resolution of help requests• Deliverables on budget• Application development projects completed on schedule
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	Greg Aldrich	Kerri Nelson	Neil Mullane

Environmental Quality

Pollution Reduction

Sustainability Goal Performance

Timeliness

Customer Experience

Stakeholder Engagement

Public Engagement

Employee Engagement

Workplace Safety

Performance to Budget

Productivity per FTE

Process Performance

Breakthroughs on Plan



Fundamentals Map

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