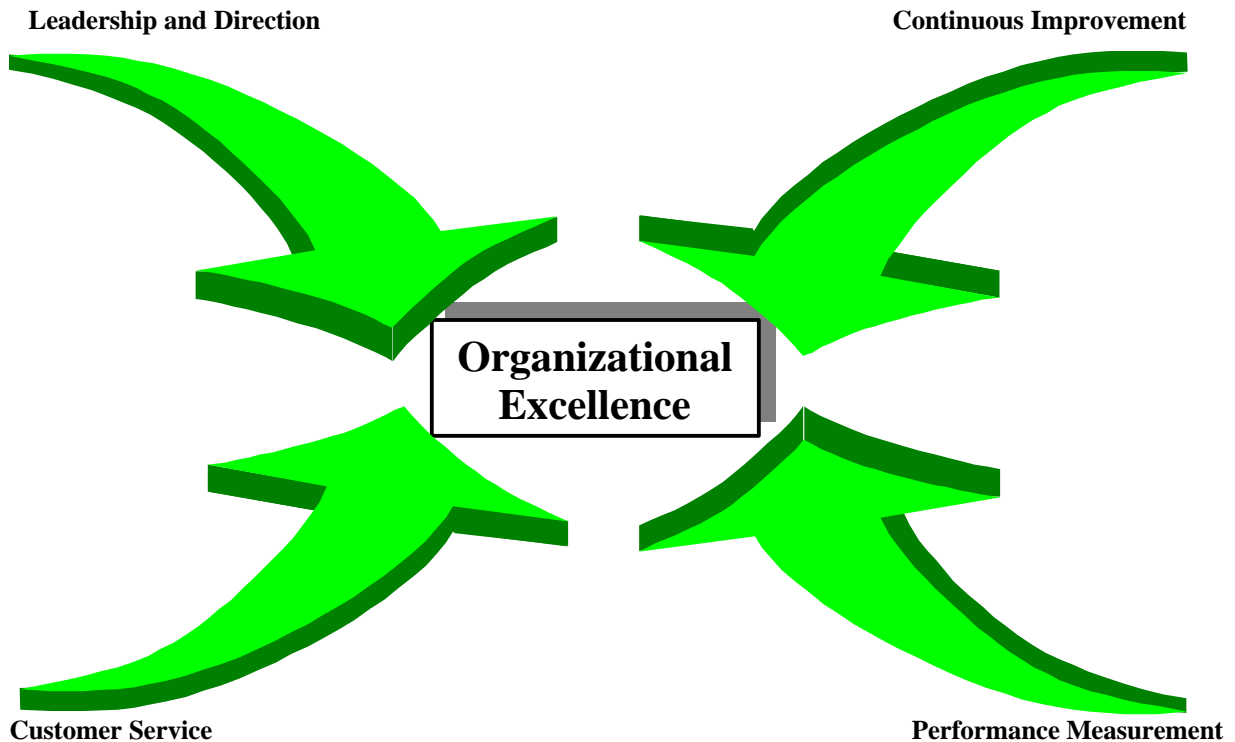


**North Carolina
Department of Environment
And
Natural Resources
(DENR)**



Implementation Plan

January 1, 2000

Developed By: The DENR Office of Organizational Effectiveness and Quality Management
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Background

In 1996 DENR began its organizational effectiveness and quality initiative. The initiative's purpose was to create an environment, processes, and customer service that could be the example of "Excellence in Public Service" throughout State Government. Organizational Excellence is an organization performing substantially better than other comparable organizations. The basis of organizational excellence is having a focused direction and vision, establishing performance standards and criteria, continuously improving work processes, and having services and products that exceed customer expectations.

In response to that vision, the Department developed a concept plan to be followed in implementing organizational excellence. The concept included discussion of resources required, the structure and support needed for implementation, and outcomes expected in the areas of; customer service, human resources, leadership, training and communications.

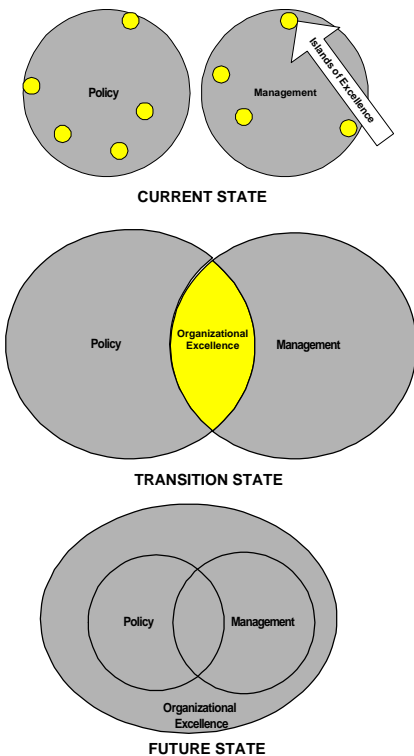
As implementation has progressed, it is necessary to develop a more deliberate Organizational Excellence Implementation Plan to manage the complexities of change and to prioritize actions and resources. This Implementation Plan is designed to meet that requirement. The plan incorporates the concepts and outcomes defined in the 1996 plan. At the same time, it provides more definitive descriptions of actions required to meet DENR's Organizational Excellence vision by synchronizing actions to improve the Department's effectiveness, efficiency, and quality.

Purpose

The purpose of the Organizational Excellence Implementation Plan is to describe DENR's road map to change. The plan presents the methods and key actions to be taken by DENR to meet the Organizational Excellence Goal of the DENR Strategic Plan. This plan specifies actions in four major areas: Implementation Infrastructure, Continuous Improvement, Customer Service, and Cultural Change / Personnel Development.

Planning Concept

DENR is transforming into an organization focused on integrating its management and policy-making functions. Specifically, DENR’s goal is to improve both our policy and management methods through continuous improvement, resourcing based on core business areas, institutionalizing fact-based decision making, and providing optimum customer service in order to meet our vision of organizational excellence.

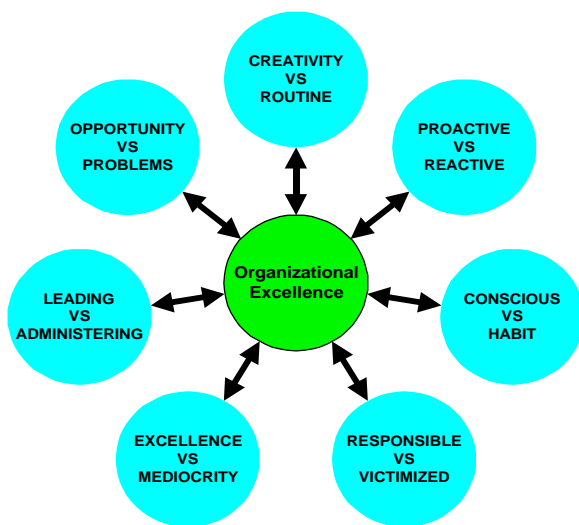


The concept is not focused on complete reinvention. In fact, the concept incorporates leveraging our current strengths while identifying opportunities available for us to meet the organizational excellence standards we have set for the organization. We will identify current “islands of excellence” and apply them throughout DENR. Concurrently, we will identify other agency “best practices” and adapt them to our own practices. This concurrent method will increase our current effectiveness and efficiency.

Finally, we will conduct a systematic program of assessment and comprehensive continuous process improvement within DENR and our Divisions.

The focus of our implementation efforts is to increase the effectiveness of our policy development and implementation while improving our management system in order to meet our stewardship mission, to effectively lead DENR, to enhance DENR’s work environment, and increase the skills of its members in meeting our diverse mission requirements. The desired outcome is the realization of organizational excellence through a linkage of processes and leadership to form an organization that continually demonstrates high performance.

The transition to an organization based on quality and high performance attributes requires changes in behaviors by DENR. DENR’s traditional values need to be modified to better meet the complex demands of the public that we serve. These new core behaviors include:



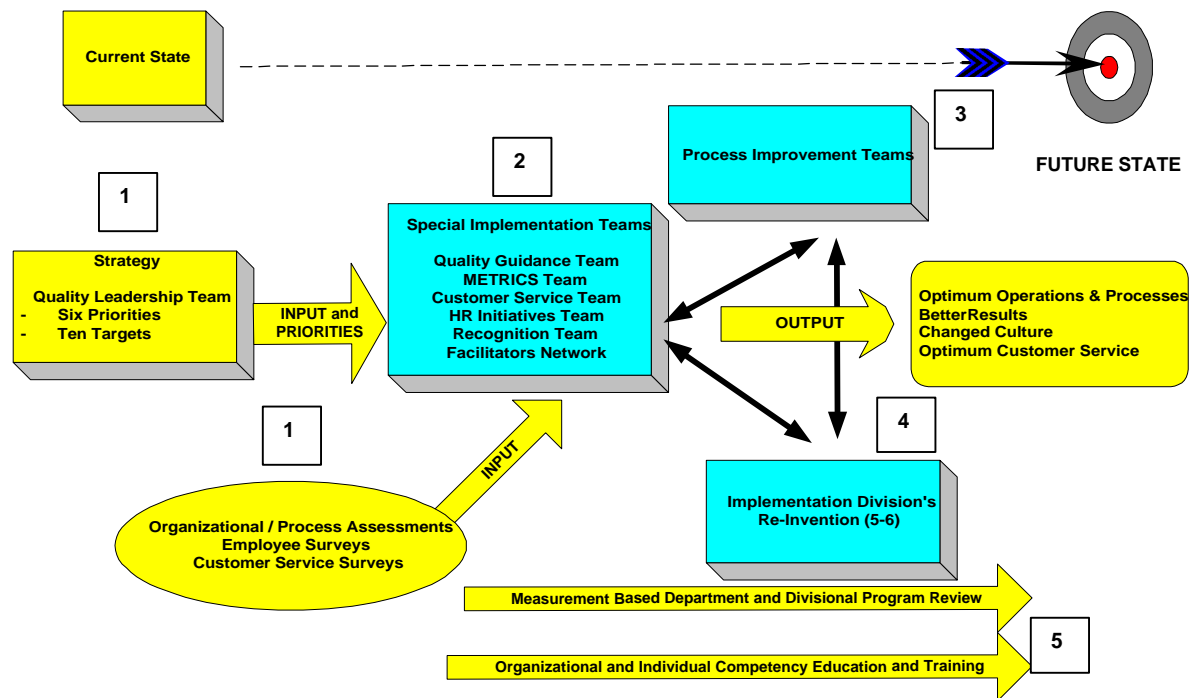
- ✓ Being creative,
- ✓ Being conscious of your performance through data,
- ✓ Being responsible for outcomes and services,
- ✓ Being focused on excellence,
- ✓ Being a leader for change and excellence, and
- ✓ Being open to improvement opportunities.

Change and Implementation Infrastructure

An organizational structure and process to support meeting the Organizational Excellence Goal is essential. A support and management infrastructure has been developed to support the Department's transition. The transition infrastructure is integrated within the existing Department structure. Organizational initiatives are not intended to be accomplished parallel to the established management system.

The transition concept is based on using an integration of leadership modeling by Implementation Divisions to change the organization from its current state, and methods, to the desired state of an organization that is customer focused, makes decisions based on data, and that is continuously improving. The infrastructure developed to lead and implement that change consists of four integrated teams:

- The Quality Leadership Team
- The Quality Guidance Team
- Implementation Support Teams
- Implementation Division Steering Teams



The infrastructure operates simultaneously in implementing organizational excellence. The Quality Leadership Team (QLT) (See 1) has developed a Strategic Plan based on known mission and process improvement needs, employee and customer survey results, and a general organizational assessment of DENR. The direction established by the strategy is the basis of this Implementation Plan.

The strategy identifies six goals, including the Organizational Excellence Goal:

- Clean Water
- Clean Air
- Stewardship of Natural Resource
- Sustainable Development
- Environmental Awareness/Outreach
- **Organizational Excellence**

The Quality Guidance Team (QGT) (See 2) uses ongoing guidance and direction from the Quality Leadership Team to initiate improvement projects as well as support other Department staff and program Divisions in the transition to organizational excellence methods. Other Implementation Support Teams (See 2) assist the QLT in integrating specific key quality methods at all Department levels and operations. Specifically, the Implementation Support Teams and implementing divisions turn QLT guidance into initiatives that implement new management/process programs and operating methods.

Simultaneously, Process Improvement Teams (See 3) conduct continuous improvement of core Departmental processes while Implementing Divisions (See 4) make permanent quality based changes in operations, management, and processes.

The integrated and simultaneous actions of the change management infrastructure focuses on permanent adoption of accepted quality and high performance methods to produce a future state characterized by:

- Improved management systems based on performance and measurement
- Improved services and products
- Optimum Customer Service
- Efficient and effective processes
- Performance and measurement based management systems

The following section describes the specific responsibilities of the elements of the four components making up the Organizational Excellence transition management infrastructure.

Infrastructure Responsibilities

Quality Leadership Team

The Quality Leadership Team (QLT) is the principal body responsible for creating DENR's direction in meeting its Organizational Excellence Goal. The QLT is composed of the Senior Leadership, selected Senior Staff, Senior Representatives of DENR Programs, and Implementation Division Chiefs. The Team is responsible for:

- Defining strategy (Goals and Objectives)
- Establishing strategic direction (Mission, Vision, Values)
- Articulating priorities
- Initiating and guiding transition to the future high performance state
- Developing policy and supporting Division organizational excellence implementation
- Defining Core Processes
- Championing Continuous Improvement
- Creating a climate for change
- Providing resources for organizational excellence and quality initiatives

Implementation Support Teams (See 2)

The Implementation Support Teams consist of six Department level Teams that accomplish tasks related to implementing organizational excellence and quality with DENR. This portion of the implementing infrastructure consists of the:

- Quality Guidance Team,
- Metrics Team,
- Human Resources Initiative Team,
- Employee Recognition Team,
- Customer Service Task Force, and
- Facilitator Network (Foxnet)

Quality Guidance Team

The mission of the Quality Guidance Team (QGT) is to oversee, coordinate, and advise the DENR staff throughout their implementation of organizational excellence. The QGT implements the vision and requirements of the Quality Leadership Team. The QGT provides assistance to the Director of Organizational Effectiveness in the means and methods used to meet the Department's Organizational Excellence Goals. The QGT promotes the concept and benefits of quality-based management and high performance methods at all levels of the organization.

The Quality Guidance Team membership represents all levels of DENR. The Team is composed of the Director of Organizational Effectiveness and Quality and 14 members who represent the main program areas of the Department - Environmental Protection, Natural Resources, and Administration.

The Team assists Divisions in changing from their present state to the desired quality-based state. The QGT helps Divisions and the Senior Leadership Team identifies process improvement opportunities. The QGT consults with the Quality Leadership Team as the "voice" of the field. Finally, the QGT monitors and advises the Quality Leadership Team on the progress of implementation of Organizational Excellence Goals, including Pilot Divisions and process improvement efforts.

The QGT advises and mentors Implementation Divisions throughout their transition period. Specific responsibilities in advising the Implementation Divisions include:

- Identifying technical assistance and resource support in support of transition to high performance and quality methods (i.e., Organizational Effectiveness and Quality Director, Sponsor, Implementation Support Teams).
- Developing formal Implementation Guides and assessment/survey methods to assist Divisions and Teams during transition.
- Assisting in Organizational Assessments.
- Suggesting time lines to DENR and Division leaders for implementing organizational excellence and quality.

- Consulting with Implementation Divisions during development of their individual Strategic Plans, goals, objectives, and measures to ensure they support the priorities of DENR's Strategic Plan.
- Assisting in identifying critical skill requirements and facilitating organizational and individual competency training support for Implementation Divisions' leadership and employees.

Metrics Team

The mission of the METRICS team is to increase the use of credible information, at all levels of the organization, in decision making. The Team will facilitate the development of metrics to measure program or process success over time, and identify opportunities for improvement. Specific areas of focus include--

- **Strategic Plan Implementation:** The METRICS Team will model a data based management system for Implementation Divisions as they execute their strategic plans. The Team will help Divisions develop accountability and reporting systems to measure the progress of the Division's efforts to achieve its own and DENR's strategic objectives. The Team will provide assistance to the Department's Senior Leadership, and program staff to identify, measure, and track specific strategic and operational objectives as well as periodically measure progress in meeting DENR's overall Organizational Excellence objective.
- **Quarterly Management Reviews:** The METRICS Team will encourage and assist Divisions and Senior Staff in the use of measures to track effectiveness and efficiency through a Quarterly Management System. A primary goal of the METRICS Team will be to institutionalize an ongoing dialogue on measures through the management review system. The Team will develop Department-wide measures for Human Resources and Budgeting effectiveness and efficiency.

Human Resources Initiatives Team

The mission of the HRD Initiative Team is to examine, identify, and advise DENR management on human resource development practices and processes that would increase organizational effectiveness and efficiency. The Team promotes the concept and benefits of high performance methods in managing human resources.

The HRD Initiatives Team is chartered by the Human Resources Director and works as a support body to Senior Management, Division Management and staff, and the Director of Organizational Effectiveness and Quality. The Team is directly responsible for identifying, examining, documenting, developing, and integrating human resource and training activities related to meeting the DENR Organizational Excellence Goal. The HRD Initiatives Team's 9 members consist of the HRD Training Director, Division Training Specialists, and the Organizational Effectiveness and Quality Director.

The HRD Initiative Team advises DENR and its Divisions on methods to improve the quality, efficiency, and effectiveness of human resource development practices and operations. The Team is responsible for providing consulting and technical support directly to DENR Senior and Division Management and staff. Finally, the Team, with the support of the HR Director, ensures

that HR issues and recommendations raised by process improvement are acted on at the appropriate management level.

The principal HRD Initiative Team responsibilities include:

- Identifying HRD practices and processes needing improvement.
- Developing HR standards and measurements.
- Identifying competencies required to conduct core processes and high performance behaviors.
- Developing programs to improve organizational and individual competencies.
- Examining and documenting current human resource development activities within all DENR Divisions.
- Developing and conducting formal survey methods to measure HR effectiveness, customer, and employee satisfaction.
- Suggesting time lines to DENR and Division Leaders for implementing competency development, process improvement activities, and other improvements in HR management practices.

Employee Recognition Team

The mission of the Employee Recognition Team is to increase employee satisfaction and develop methods to recognize employees as key strategic assets in accomplishing DENR's mission. The Employee Recognition Team is composed of representatives from the DENR program areas. The Team works closely with the HRD Initiatives Team. The team is responsible for instituting a Department Recognition Program in support of DENR's Organizational Excellence Goal. The principle purpose of the team is to find innovative ways to provide "on the spot", as well as more formal, recognition of employee high performance.

Facilitators Network (Foxnet)

The Facilitator Network is a volunteer corps that models excellence and is trained to catalyze change. The Foxnet provides the Department and its Divisions with a pool of qualified facilitators to assist all offices of DENR in planning, problem solving, and meeting management. The Facilitator Network promotes the use of problem-solving techniques and effective meeting practices to accomplish objectives and achieve goals. The Facilitator Network increases the visibility of the Department's commitment to Organizational Excellence in the field by modeling high performance and quality methods to solve problems related to process improvement, change, and organizational communication. The Foxnet provides a method for leaders and managers to use facilitation techniques until Divisions become self sufficient by learning the methods and developing their own internal facilitators.

Foxnet facilitating responsibilities include:

- educating leaders on use of facilitation methods.
- assisting leaders and teams in designing processes to achieve their organization's objective.
- facilitating meetings by guiding the process and maintaining the group focus.
- conducting Team Building and Team Development.
- facilitating Process Improvement Teams.

Process Improvement Teams

Process Improvement is a key component in reaching DENR's Organizational Excellence Goal. Process Improvement Teams (PITs) (See 3) play a critical role. PITs will be organized to review and assess core DENR and Division Processes. The Teams will then, in consonance with the QLT and QGT guidance, make changes to improve the effectiveness, efficiency, and customer satisfaction of the process. Both the QLT and the Implementing Divisions will charter PITs as the principal means of their efforts in continuous improvement.

PITs will assist in reaching the desired state of continuously improving the organization by:

- using standardized continuous improvement methods and tools to better understand and improve core organizational processes.
- determining process improvement needs using those who understand and are involved in the process being reviewed.

Implementation Divisions

Current resources limit our ability to implement changes toward Organizational Excellence on a Department wide scale. It is the Department's intent to transition to the desired state by using by using selected Divisions. Specifically, a Division will volunteer, or be identified by the QLT, to begin implementing quality-based methods. The Division will be designated as an Implementing Division (See 4).

The Implementing Divisions are responsible for taking actions to implement and manage a formal transition to meet the Organizational Excellence Goal. The Division establishes an Implementing Steering Team to accomplish the transition. The Team is responsible for establishing Division direction through conducting an initial organizational assessment to determine areas of improvement. Additionally, the leadership and employees of the Division need to:

- ✓ commit to undertaking the improvement effort
- ✓ identify and commit resources to improvement
- ✓ outline implementation steps and set implementation time table
- ✓ formally state the Division's commitment to Organizational Excellence and describe the Division's Vision to new employees.

- ✓ Train all Division personnel in:
 - The Basics of Quality Improvement
 - Situational Leadership
 - Customer Service
 - Effective Meeting Management
 - Team Development and Team Tools
 - Measurement
 - Process Improvement

- ✓ Conduct Process Improvement Initiatives
 - Train Division employees involved in process improvement in the Basics of Process Improvement.
 - Select core processes to focus on
 - Create teams as appropriate to work on the improvement efforts
 - Use a structured and consistent method to team training, chartering, etc.
 - Establish baseline process measures for all processes
 - Develop a process to communicate team recommendations/results throughout the Division.
 - Continuously monitor results of their improvement efforts.
 - Identify new improvement opportunities and begin another process improvement cycle.

- ✓ Develop measures to determine effectiveness and efficiencies of outputs and success of outcomes.

Measurement, Oversight, and Training

As implementation occurs, a system for measuring the success of change activities will be developed by the Department and the Divisions. Further, a formal Management Review System will be established at the Department and Division levels to monitor progress of the implementation and to determine support and resource (time, money, and people) requirements. Finally, a Department level training program will be developed to support development of core skills that are required in the new organization (See 5).

Implementation Objectives

The implementation of Organizational Excellence in the Department is based on simultaneously focusing on a key triad of implementation areas:

- Organizational Excellence Objectives
- Customer Service Objectives
- Cultural Change and Competencies Objectives

Organizational Excellence Objectives

The first area of focus in the implementation triad is Organizational Excellence. This component focuses on actions related to continuous improvement, implementing Organizational Excellence methods, and measurement of success of transition efforts.

All actions are the responsibility of the Quality Leadership Team, Quality Guidance Team, Implementation Steering Teams, and the Organizational Effectiveness and Quality Director unless otherwise noted.

Organizational Excellence Outcomes and Results:

- ✓ A systemically integrated change process that meets the North Carolina Quality Standards, accepted high performance standards, and is managed by a formal change management infrastructure.
- ✓ A transformation of DENR into an organization using proactive performance-based management and system methods focused on fact-base, measurable continuous improvement.
- ✓ Leadership and management decisions at all levels are supported by data.
- ✓ A team based problem solving and decision making culture demonstrating defined quality and leadership skills on a day to day basis.
- ✓ A Continuous Improvement System focused on defined and measurable core processes, strategic priorities, supporting resource allocations, and mission effectiveness measures.
- ✓ Decision making that recognizes customer needs and measurable requirements.
- ✓ A rewards system based on objectives and measurable performance results at all levels.

Objective: Design, coordinate, and execute a synchronized Organizational Effectiveness Change Implementation Methodology that is based on DENR's capability to change with a focus on Process Improvement, Customer Service, and Cultural Change results by September 30, 2000.

Milestones

- Define the roles and responsibilities of the implementation infrastructure by September 30, 1999.
- Select at least three Implementation Divisions to begin Organizational Excellence transition between January 1 and October 2000.
- Develop a DENR Quality Implementation Plan that identifies desired outcomes, resources, managing change, integrating teamwork, adopting new skills, prioritizing and measuring actions, and systemically integrating the steps to transition to a quality driven organization by January 30, 2000.
- Develop an Implementation Communications Plan to support quality implementation by January 30, 2000.
- Publish a DENR Organizational Excellence Policy for signature by the Secretary by February 29, 2000.
- Develop and publish a Division Implementation Guide for current and future Implementation Divisions by February 15, 2000.
- Establish a Department Program Review methodology that supports change and reinforces performance-focused evaluation. by March 1, 2000.
- Develop a method for allocating resources and costs to projects and processes by May 30, 2000.
(Action: Budget, Comptroller, and Division Directors)
(Support: METRICS Team)
- Establish a Organizational Excellence implementation progress reporting system for integration into the DENR Quarterly Review process by May 30, 2000.
- Demonstrate, charter, and functionally integrate a quality change management infrastructure that drives the DENR quality implementation, continuous process improvement, and organizational effectiveness effort by meeting 80% of the Implementation Plan milestones by October 30, 2000.

Objective: Demonstrate the use of quality principles/methods that are generating identifiable and measurable improvement results in at least five core processes at two organizational levels across the Department by October 1, 2000.

Milestones:

- Charter a minimum two Departmental Process Improvement Teams to improve two core processes identified by the Quality Leadership Team between September 1999 and May 2000.
- Three Implementation Divisions complete their organizational assessments and each Steering Team develop Strategic Plans to use quality methods to eliminate gaps in core processes by February 29, 2000.
- Implementing Division implementation plans and section supporting plans are developed to support Organizational Excellence within 120 days of designation beginning in March 1, 2000.
- Train 6-10 Process Improvement Facilitators to assist Department Process Improvement efforts by March 15, 2000.
- Senior Leadership identifies, defines, and develops baseline measurements for four of DENR's core processes and integrates them into their Management Review activities by May 30, 2000. **(Support: METRICS Team)**
- Charter one Departmental or Divisional Process Improvement Team to assess identified core processes every three months beginning in May 2000.
- Implementation Steering Teams charter at least three Divisional Process Improvement Teams to improve core processes by May 30, 2000.
- Implement PRIT process improvement plan and implement measurable permit reform initiatives by May 30, 2000.
- Develop and conduct two Department wide Employee Satisfaction surveys in January 2000 and August 2000 respectively and annually thereafter.

Customer Service Objectives

The second component of the implementation triad is Customer Service. Understanding and anticipating customer needs is the cornerstone of Organizational Excellence. Customer expectations and satisfaction are the principal basis for effectively establishing priorities, aligning the organization, and allocating resources, by getting input when planning new programs and improving processes.

All actions are the responsibility of the Customer Service Program Manager/Customer Service Task Force/ and Divisions (as applicable) unless otherwise noted.

Customer Service Outcomes and Results:

- ✓ Customers will be identified and their expectations understood.
- ✓ All DENR agencies design and use effective customer feedback, survey, and analysis systems.
- ✓ All DENR agencies have incorporated customer feedback/input into decision-making.
- ✓ All DENR employees model the Department's standards, values, and expectations for interacting with customers on a day to day basis.
- ✓ Customer follow-up methods will be used to continuously monitor levels of customer service within each Division.
- ✓ Employees are provided with adequate information, in an accessible format, to answer questions on Department functions and to direct customers to appropriate agencies for desired services.
- ✓ All DENR agencies and employees will be able to describe the customer experience and standards expected in any service provided by DENR.

Objective: Develop and implement a formal Customer Service Program based on established Department standards and methods by May 2000.

Milestones:

- Establish a Customer Service Center to manage customer inquiries by July 20, 1999.
- Charter and launch a Customer Service Task Force to establish the Customer Service Program by October 20, 1999.
- Develop DENR Customer Service Values and performance goals as well as standard methods of efficiency and effectiveness of customer service at the Division and Department level by March 30, 2000.

- Formally assess (using accepted data/information gathering methods) the current level and continuity of Customer Service in the Department and identify roadblocks, strategies for overcoming those barriers and prepare a report and action plan to eliminate the barriers by April 30, 2000. (**Support: METRICS Team**)
- Develop a DENR Customer Service Policy that defines DENR's Customer Service Vision, our customers, provides measurable service standards, and provides minimum customer service communications standards by April 30, 2000. (**Support: METRICS Team**)
- Develop Customer Service measures and integrate them as part of the Department's and Division's Management Review System by May 30, 2000. (**Support: METRICS Team**)
- Develop a customer Service communications plan to inform both employees and customers of the implementation of the Customer Service Program and develop supporting literature for use by the Divisions by June 30, 2000.
- Establish customer feedback, data collecting, data tracking, and program monitoring methods (e.g., Management Review) to be used by Divisions, Regional Offices, and the Customer Service Center to monitor customer satisfaction and be used as a basis for process and customer service improvement by June 30, 2000. (**Support: METRICS Team**)
- Establish, in consonance with the Employee Recognition Team, an awards and incentives program that recognizes excellent customer service and customer service measurement methods. Develop a plan to implement the program by June 30, 2000.
- Develop a Customer Service Dimension and behaviors in all employee and manager work plans by January 2001 (**Action: Human Resources Division**)

Objective: Establish an on-going information and training system to raise customer service awareness and skills of all employees by January 1, 2001.

(Action: DENR Training Manager, Division Trainers, Coordination: Customer Service Manager)

- Develop a general Customer Service Awareness training course for all employees by October 30, 1999.
- Roll out customer service training and train 10% of DENR employees representing 80% of Divisions by January 30, 2000.
- Develop an In The Field Customer Service Course (which includes dealing with difficult customers) by March 30, 2000.
- Include the DENR Customer Service, Vision, Values and Policy as a discussion item in the New Employee Orientation by May 30, 2000.

- Integrate First Contact Customer service course into the DENR Master Training Plan by May 30, 2000.
- Train all administrative personnel in First Contact Customer Service (i.e., receptionists) by January 30, 2001.
- Train 60% of DENR Employees trained in Customer Service awareness by June 30, 2000.
- Train 80% of employees in Customer Service Awareness by October 30, 2000.
- Develop a Customer Service Manager's Course by June 30, 2000.
- Have all DENR managers trained in developing and managing customer service programs by October 30, 2000.

Cultural Change and Competency Objectives

The final component of the implementation triad is focused on cultural change and skills to support organizational Excellence and Quality methods. This objective of this component is to change the culture of the organization to align with high performance behaviors and to ensure that all levels of the organization possess the skills to accomplish the methods required by the improved ways to do business created by the transition.

All actions are the responsibility of the Human Resources Division and Program Divisions (as applicable) unless otherwise noted.

Outcomes and Results:

- ✓ A workforce (Executive, Management, and Line) possessing identified core competencies that successfully sustain DENR's future state and support a performance driven organization.
- ✓ Leaders that are technically proficient in team based and high performance management principles and methods.
- ✓ Human Resources Plans that are developed as part of Strategic Plan priorities.
- ✓ Each employee has a training and education plan that outlines job skills training, professional development, and educational activities to enhance performance and support career development.
- ✓ Employees in all functions are demonstrating increased authority/empowerment; innovation and creativity are encouraged. Management rewards risk-taking.
- ✓ The performance management system is directly linked to organizational goals and objectives and integrated with performance measures.
- ✓ A meaningful Rewards and Recognition System is in place.
- ✓ Safety and health programs focus on prevention; employee assistance and a variety of special services are offered to employees.
- ✓ Employee opinion surveys are conducted on a regular basis; survey data is reviewed and corrective action taken to deal with issues being identified.

Objective: Identify core organizational and personal competencies required to accomplish quality and high performance methods develop training to develop those requirements by October 2000.

Milestones:

- Coordinate and facilitate fielding customer service training to Implementation Divisions by October 30, 1999. Train 10% of the workforce in 80% of DENR's Divisions by January 30, 2000.

- Define training needs that enhance DENR's core competencies by June 30, 2000.
- Integrate Division Training Coordinators priorities with organizational and individual skill training needs identified by the DENR Training Section by July 30, 2000.
- Integrate quality and organizational effectiveness training with DENR's Human Relations curriculum by September 30, 2000.
- Successfully implement a robust and integrated skill development curriculum based on fact based need and competency requirements (including organizational and quality skill training) managed by Human Resources by September 30, 2000.
- Train 6-8 DENR employees as facilitators by January 2000 and 30 additional facilitators by October 30, 2000. (**Action: Organizational Effectiveness Director**)
- Train senior and mid-level leaders in the core organizational competencies of Situational Leadership, Time Management, Meeting Management, Problem Solving, Decision-Making, Strategic/Organizational Planning, and Continuous Process Improvement between March and October 30, 2000.
- Train 20% of DENR employees in problem solving, organizational assessment, and planning by March 2001.

Objective: Integrate performance-based management into DENR's personnel management process by September 30, 2001.

- Develop a training plan in each current Implementation Division that incorporates all types of training and use the plan to determine training priorities by April 30, 2000.
(**Action: OE Director, Training Director, and Division Chief**)
- All Implementation Division managers develop key responsibilities and measures to support core processes as part of work plans by May 30, 2000. (**Support: METRICS TEAM**)
- Develop a reward and recognition system (to include monitoring) and Implementation Plan by May 1, 2000. (**Coordination: Employee Recognition Team**)
- Integrate management of the Employee Recognition Program into Human Resources by September 30, 2000. (**Coordination: Employee Recognition Team**)

- Work plans at executive staff and Division Director levels are directly tied to organizational goals and objectives and performance measures to determine performance are established by June 30, 2001.
- Work plans for the department's Executive Staff and division directors contain formal components of Organizational Excellence principles by June 30, 2001.
- All DENR managers develop key responsibilities and measures to support core processes as part of work plans by June 30, 2001.
(Support: METRICS TEAM)
- Establish a career development program (piloting with Implementation Divisions) and include requirements as part of the work plans by September 2001.