

# **DEQ LEADERSHIP AND EMPLOYEE DEVELOPMENT TRAINING PROGRAM SUMMARY**

## **I – OVERVIEW**

**PURPOSE:** The Department of Environmental Quality Leadership/Employee Development Training Program provides employees of DEQ with opportunities to develop and sustain career skills that will augment their professional skills and enhance their individual careers.

**PROGRAM SUMMARY:** The DEQ Leadership Steering Committee has identified eight core competencies that are pertinent to the effective administration of the programs in the purview of DEQ. These competencies are listed in section II and include brief explanatory notes. Development of skills that are relevant to these competencies will enhance the careers of the employees in DEQ and improve the efficiency and effectiveness of DEQ as an agency.

**TRAINING OPPORTUNITIES:** A program has been developed over that past several years that includes training opportunities to help employees develop the skills necessary to achieve proficiency in the eight competencies. The available training courses are listed below in section III with a brief description of each course and a table that correlates the various competencies with the training opportunities. Section III also includes a table that correlates required training courses with various groups of DEQ employees. In addition, each Division has the ability to provide additional training opportunities that target the individual needs of the Division. All training opportunities may be limited by the budget that is available for travel and other related expenses.

## **II – COMPETENCIES LIST**

The following list includes eight basic competencies that are necessary for employees of DEQ to function to their fullest potential.

### **A. LEADERSHIP**

- Motivate and empower others to achieve success.
- Commitment to the agency vision and the ability to effectively communicate and build support for the vision.
- Understand the balance between law, science and policy.
- Comprehensive understanding of the agency and the programs administered by DEQ.
- Know and apply appropriate leadership styles in the appropriate circumstances.
- Foster creativity and innovation in the organization.
- The ability to think strategically.
- Seek opportunities to take appropriate risks that will change and improve the agency.
- Be resilient and learn from mistakes.
- Develop the ability to delegate and hold staff accountable.

### **B. COMMUNICATION**

- Treat others with respect and dignity.
- Manage conflict in a positive manner.

- Understand and effectively use information technology tools.
- Always maintain a customer service perspective.
- Negotiate solutions to problems in a constructive manner.
- Develop awareness and respect for cultural diversity.

#### C. COLLABORATION

- Foster teamwork within the agency.
- Routinely communicate with partner agencies and stakeholders.
- Promote constructive working relationships with customers and stakeholders.
- Provide support to partners and stakeholders when appropriate.
- Develop facilitation skills.
- Develop the skills necessary to work with the general public in a constructive way in the programs administered by DEQ.

#### D. LEGISLATIVE PROCESS

- Know and understand the legislative process.
- Build partnerships with legislators, elected officials, and their respective staffs.
- Develop the knowledge and skills necessary to work with the legislature on issues that are pertinent to DEQ.

#### E. MANAGING BUDGETS

- Develop a comprehensive understanding of the budget process on a State, Department, and Division level.
- Know the rules that apply to budget management and appropriate use of agency resources.
- Understand the data systems necessary to monitor budgets.

#### F. MEDIA RELATIONS

- Understand the needs of the media.
- Understand the affect of the media on the agency and programs administered by DEQ.
- Develop the ability to communication appropriately with media representatives.

#### G. MEASURING SUCCESS

- Develop the ability to identify key measures of success.
- Collect appropriate data to support measures.
- Effectively communicate the data to support the mission of the agency.

#### H. HUMAN RESOURCE MANAGEMENT

- Develop a thorough understanding of the role of Human Resource Management in the agency.
- Utilize the programs administered by HRM to effectively manage agency personnel.

### III – EMPLOYEE DEVELOPMENT OPPORTUNITIES

#### DEQ DEVELOPMENT OPPORTUNITIES:

**DEQ 101** – A seminar that provides a brief overview of the roles and responsibilities of each office and division within the department. (3 ½ hours)

**Total Quality Advantage** – A summary course that introduces participants to quality improvement concepts and provides a rudimentary understanding of the 5 pillars of quality in an organization. (1 day)

**Getting Work Done With Others** – This course focuses on interpersonal communication, presentation, conflict management, problem solving, team building skills, and cultural and diversity awareness. (3 ½ days)

**Adapting to Change** – This course focuses on personal learning styles, visioning, assessing potential, implementing change, using creativity, being resilient, handling stress, and empowering others. (3 days)

**Excellence in Supervision** – This course is designed to hone the people skills, including resource management, leadership, coaching, managing for diversity, and conflict resolution necessary to be an effective leader. (3 ½ days)

**High Conflict Conversations** – This course helps participants develop interpersonal communication skills that will help them deal with conflict and difficult communication situations in a constructive manner. (1 day)

**Leadership Development Course** – Participants meet monthly to discuss a variety of topics that are relevant to DEQ. The curriculum is designed to apply many of the competencies directly to activities within DEQ. Classes consist of a selected representative from EDO and each of the Divisions in DEQ and are mentored by a DEQ senior manager. Participants' also complete leadership/employee development classes, independent studies, prepare a brown bag presentation, participate in a rotation through DEQ divisions and offices, and complete a group project. Completion of the program takes 2 years. New classes begin in January of every year.

**Brown Bags** – This program consists of monthly forums to allow DEQ employees to learn about current topics or issues in DEQ. Every other month the executive director hosts the brown bag, entitled “Ask the Director.” Employees have the opportunity to ask questions regarding DEQ. Participants in the Leadership Development Course provide a brown bag presentation as part of their curriculum.

**Leading Every Day** – Every other Friday the deputy director sends a short email regarding a leadership principle to the entire department.

**Human Resource Management Training** – The DEQ Office of Human Resource Management provides training on a variety of topics that are pertinent to management and staff within the State of Utah system.

## ADDITIONAL DEVELOPMENT OPPORTUNITIES:

**Great Basin Public Health Leadership Institute** – GBPHLI is one-year leadership training course that is available to selected managers. The course provides an opportunity for employees to develop many of the competencies identified in the DEQ Leadership Program.

**Certified Public Manager Program** – Students in CPM attend classes once a week for approximately 12 weeks for each of 3 modules. Courses taught in these modules help participants develop many of the competencies identified in the DEQ Leadership Program.

**Technical Training** – Employees have the opportunity to develop their technical skills by attending training courses locally and out-of-state that cover subjects that are directly relevant to the individual's job responsibilities. Internet-based training is also available to help employees develop their technical skills.

**Professional Organizations** – Participation in professional organizations that give employees opportunities to associate with peers and discuss current issues and topics that are pertinent to the programs administered within the Divisions.

**National Associations** – Employees are given the opportunity to attend national conferences and participate in meetings and discussions regarding topics that effect implementation of Division programs on the local and national levels.

**Education Assistance** – Divisions have the ability to assist employees with the expense of education that will enhance their careers and provide benefits the Divisions.

**Continuing Education for Professional Licenses** – Employees are provided with opportunities to participate in training that satisfies the requirements of professional licenses that are necessary for the performance of their duties in DEQ.

**Interstate Technology and Regulatory Council (ITRC)** – Employees have the opportunity to participate in technical training seminars and Internet based training that is provided by the ITRC.

<b>CORRELATION TABLE</b>	
<b>TRAINING OPPORTUNITY</b>	<b>COMPETENCIES DEVELOPED</b>
DEQ 101	A C
Total Quality Advantage	A B C
Getting Work Done With Others	A B C
Adapting to Change	A B C
Excellence in Supervision	A B C E H
Conflicts and Conversations	B C
Leadership Development Course	A B C D E F G H
Brown Bags	A B C D E
Leading Every Day	A B C
Human Resource Management Training	A B C H

<b>REQUIRED TRAINING CORRELATION TABLE</b>					
	<b>NEW EMPLOYEES</b>	<b>EXISTING EMPLOYEES</b>	<b>1<sup>ST</sup> LEVEL MANAGERS</b>	<b>LEADERSHIP FORUM</b>	<b>LEADERSHIP DEVELOPMENT</b>
<b>TQA</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
<b>DEQ 101</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
<b>Getting Work Done With Others</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
<b>Adapting to Change</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
<b>Conflicts and Conversations</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
<b>Excellence in Supervision</b>	-	-	<b>X</b>	<b>X</b>	<b>X</b>
<b>Cycle Through DEQ Programs</b>	-	-	-	-	<b>X</b>
<b>Independent Studies</b>	<b>Optional</b>	<b>Optional</b>	<b>Optional</b>	<b>Optional</b>	<b>X</b>
<b>HRM Training</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>

**NEW EMPLOYEES** – All employees that are new to DEQ.

**EXISTING EMPLOYEES** – All employees that are currently employed by DEQ.

**1<sup>ST</sup> LEVEL MANAGERS** – All section managers and other front line supervisors.

**LEADERSHIP FORUM** – DEQ Quality Council and Branch Managers that meet on a quarterly basis to discuss pertinent DEQ issues or receive training.

**LEADERSHIP DEVELOPMENT** – Employees that are selected to participate in a 2-Year training program. Selected individuals will be comprised of 1 nominee per division and 1 nominee from EDO. A senior manager mentor from the Leadership Forum will be assigned to each group. A new cycle will commence every year.