



# Office of Environmental Health Services

West Virginia Department of Health and Human Resources  
Bureau for Public Health



Healthy People through Healthy Environments in  
West Virginia  
2007-2012 Strategic Plan

## Mission of the Office of Environmental Health Services

To improve environmental health protection for every West Virginia citizen and visitor through quality programs that are designed and administered to serve, educate and regulate in the least restrictive and most efficient manner.

### Executive Summary

In 2001, the Office of Environmental Health Services developed the first strategic plan. During the past six years, the plan has helped our office steer through several process improvements. Now, drawing upon our experiences, it is time to develop our second, five year strategic plan.

During the 2006, OEHS "All Hands" meeting, a tabletop exercise was conducted in which input regarding the planning process was solicited from staff. Over the past few months, the OEHS planning team has reviewed and consolidated the comments that were received. Those comments were then incorporated into the new, five year plan which is attached.

The new plan is comprised of eight key focus areas. These areas include:

- Accountability
- Customer Focus (formerly Customer Service)
- Funding
- Programs
- Public Awareness
- Technology
- Workforce Development (formerly Staffing)
- Workplace Environment (formerly Office Atmosphere)

For each key focus area, initiatives have been developed along with strategies for accomplishing these initiatives. Specific performance objectives have also been noted. The status column will be updated periodically as we move through the five year planning cycle.

Planning team members who have been involved with the creation of the new plan include Barb Taylor, Randy Curtis, Walt Ivey, Brad Cochran, Esther Taylor, Dave Cobb, Linda Whaley, Mark Uraco, Naomi Bowles and Larry Kallmerten. As we move into the implementation phase of the plan, various staff members may be asked to serve on committees and workgroups to address specific tasks.

The new strategic plan is a dynamic document which can be modified to meet the needs of our office. This is your plan and all OEHS staff has ownership in the plan. Your comments and suggestions are always welcomed by the planning team.



## **West Virginia Bureau for Public Health Office of Environmental Health Services Our Guiding Principles**

### ***At OEHS, we will always...***

- possess a strong customer-focused culture that balances program requirements with effective administration and delivery of services.
- be open: that is honest, fair and collaborative as individuals and in our programs.
- embrace our diversities, respect the individual, and practice tolerance.
- be attentive, responsive, and faithful stewards to those we serve.
- be adaptive and flexible to ensure rapid response to emerging problems, the changing environment, and the needs of our citizens and visitors.
- continually seek to reduce the cost of administrative activity and perform functions at the lowest possible administrative level.
- establish and monitor measures of performance for our programs and ourselves.
- demonstrate good teaming principles and practices together, and individually.
- value and reward creativity and efficiency.
- foster the continuous quality improvement of programs, processes, and ourselves.

## **KEY FOCUS AREA DEFINITIONS**

**THE FOLLOWING ARE THE KEY FOCUS AREAS OEHS WILL ADDRESS AND ACCOMPLISH OVER THE NEXT FIVE YEARS.**

### **Accountability**

Be a quality organization as demonstrated by continuous process improvement, consistency, and accountability that can be measured by our performance.

### **Customer Focus** *(Formerly Customer Service)*

Develop a responsive, service-based, integrated organization that encourages teaming and practices collaboration for the benefit of internal and external customers.

### **Funding**

Ensure the financial stability to reach our vision by the proper management of resources and the attainment of adequate funding through a variety of sources.

### **Programs**

Identify, evaluate, and implement environmental health programs that will be effective, consistent, address emerging issues, and be protective of public health.

### **Public Awareness**

Enhance the public awareness, understanding, and value of OEHS to our internal and external customers.

### **Technology**

Use the best available technology in all aspects of OEHS operations to improve efficiency and enhance customer service.

### **Workforce Development** *(Formerly Staffing)*

Maintain a focus on the recruitment and retention of a productive workforce through effective communication and staff development.

### **Workplace Environment** *(Formerly Office Atmosphere)*

Provide a safe and healthy workplace environment which fosters high employee morale and productivity; encouraging each employee to reach their fullest potential.

## OEHS Strategic Plan through FY 2007-2012

Key Focus Area	Initiative	#	Strategy	Performance Objectives	Status as of _____
<b>Accountability (A)</b>	Establish a strong link between individual employee performance appraisals and overall OEHS performance.	A1	<p>1. Incorporate performance measures into the employee performance appraisal process.</p> <p>2. Establish a uniform and consistent method of evaluating employee performance appraisals.</p>	<p>1a. EPA 1 addendum/ goals and objectives identified on EPA 1.</p> <p>1b. Evaluate programs to determine barriers that impact employee performance.</p> <p>2. Conduct supervisory training to ensure consistent appraisal standards.</p>	<p>1a. EPA 1 process is in use.</p> <p>1b. Ongoing. Non-employee barriers are also being identified and addressed</p> <p>2. DOP required courses are being attended by OEHS supervisors.</p>
	In order to deliver the most efficient and effective services, evaluate key business practices and methods (i.e. purchasing, invoicing, etc.).	A2	1. Identify office-wide business processes and document divisional variations in business practices.	<p>1a. Develop a procedures manual for office-wide business practices.</p> <p>1b. Eliminate effort duplication.</p>	<b>1a. &amp; 1b. Being addressed by Business Action Team initiated in July 2008. Presented progress report 12/ 2009.</b>
<b>Customer Focus (CF)</b>	Provide opportunities for customer feedback and interaction on the services offered by OEHS.	CF1	1. Re-survey customers on effectiveness of OEHS services.	<p>1a. Evaluate current practices of obtaining customer input.</p> <p>1b. Evaluate existing software utilized in other related offices to conduct customer surveys.</p>	<p>1a. Department (DHHR) evaluation of past customer surveys is underway. PHS has conducted surveys with local health depts. concerning customer service</p> <p>1b. No activity to date.</p>

Key Focus Area	Initiative	#	Strategy	Performance Objectives	Status as of _____
<b>Customer Focus (CF) (continued)</b>			2. Utilize interactive OEHS website to obtain performance feedback.	2. Add counter to website/sections.	2. Currently 10 OEHS websites have counters; will add to all Division main pages and evaluate others needed.
	Provide quality services to both internal and external customers.	CF2	<p>1. Update web page contact list.</p> <p>2. Establish more effective field communications.</p> <p>3. Provide quick reference links on website.</p> <p>4. Develop a process for addressing customer comments and concerns.</p> <p>5. Provide uniformity/consistency in regulatory enforcement and policy interpretation issues.</p>	<p>1. Perform regular updates to contact list.</p> <p>2. Examine the use of radios for field communications.</p> <p>3. Develop a key word search index and update on a regular basis.</p> <p>4. Customer comments and concerns will be reviewed by the appropriate level of management.</p> <p>5. Provide employee training and reviews.</p>	<p>1. Ongoing.</p> <p>2. Radios have been purchased (for Districts and CO); procedures for use and training are under development.</p> <p>3. No activity to date.</p> <p>4. No Activity to date.</p> <p>5. Training needs are addressed as needs arise. (Groundwater Rule, Food code, food standardization, sewage rules and regulations, quarterly in-service training, sanitary survey training, First Energy Nuclear Operator training, Annual lead &amp; asbestos certification training)</p>



Key Focus Area	Initiative	#	Strategy	Performance Objectives	Status as of _____
<b>Customer Focus (CF)</b> (continued)	Provide quality services to both internal and external customers. (continued)	CF2 (cont)	8. Encourage customer service training for all OEHS employees.	8. Explore training programs provided by DOP and contract trainers.	8. Being pursued at DHHR level.
	Develop performance measures linked to overall OEHS operations.	CF3	1. Establish a method for individual employees to evaluate OEHS mission and associated programs.	1a. Develop an intranet employee (anonymous) feedback form.  1b. Develop an intranet rating sheet to be completed by all staff (anonymously).	1a. No activity.  1b. No activity.
<b>Funding (F)</b>	Maintain and improve funding for OEHS programs and assess potential future funding concerns.	F1	1. Conduct a needs assessment of OEHS programs to establish appropriate funding levels and actual needs.  2. Educate and inform WV Legislators of OEHS services, programs, successes, and needs.	1a. OEHS leadership will conduct budget preparation by taking into account financial issues in each program area and requesting/distributing funds to meet critical needs.  1b. Monitor and record all expenses incurred from performing non-funded activities, such as indoor air quality, as a means to support the need for future funding.  2a. Participate in Public Health Day at the Legislature.  2b. Provide responses/documents to legislative inquiries.  2c. Provide written reports, invite	1a. Ongoing.  1b. Ongoing. (Milk expenditures, RTIA monthly monitoring,)  2a. All Divisions participated in 2008.  2b. Performed on an as requested basis.  2c. No activity.



Key Focus Area	Initiative	#	Strategy	Performance Objectives	Status as of _____
Funding (F) (continued)	Maintain and improve funding for OEHS programs and assess potential future funding concerns. (continued)	F1 (cont)	<p>3. Pursue enhanced or expanded revenue from non-grant sources.</p> <p>4. Pursue enhanced or expanded revenue from grant sources.</p>	<p>legislative participation in training/ on the job activities.</p> <p>3a. Continue to evaluate and establish new fees for services, when and where appropriate. (i.e. Water System Operating Permit fees, Water/ Wastewater Operator certification fees, and sewage system operating permits).</p> <p>3b. Develop fee structures that include administrative costs.</p> <p>3c. Create method to track and monitor on-going fee structure.</p> <p>4a. Continue cross-program grant preparation and review teams.</p> <p>4b. Designate an OEHS staff person as grant development specialist.</p> <p>4c. Train more staff in grammar/ grant writing.</p>	<p>3a. New fees established for clandestine drug lab remediation. New fees for well driller and pump installer certification, and geo-thermal well permits. Modified fee structure proposed by 6/ 2009.</p> <p>3b. Administrative costs were incorporated into fee structure for new fees for services</p> <p>3c. Ongoing through time diaries.</p> <p>4a. Continue to focus on new grant applications rather than continuing grants.</p> <p>4b. No activity. Future uncertain since CFU has been formed.</p> <p>4c. No activity.</p>

Key Focus Area	Initiative	#	Strategy	Performance Objectives	Status as of _____
<b>Funding (F)</b> (continued)	Maintain and improve funding for OEHS programs and assess potential future funding concerns. (continued)	F1 (cont)		<p>4d. Purchase grant funding software to increase awareness of availability of funds from foundations and private entities.</p> <p>4e. Pursue non-traditional private grant funding.</p> <p>4f. Prioritize grant availability opportunities that support OEHS vision/mission and have a high probability of attainment.</p> <p>4g. Monitor new grant opportunities through a daily list- serve from Grants.gov.</p> <p>4h. Pursue opportunities to partner as a grant sub-recipient.</p>	<p>4d. No activity.</p> <p>4e. EPA, CDC, and FDA are primary funding sources.</p> <p>4f. Grants available are reviewed possible opportunities.</p> <p>4g. Ongoing.</p> <p>4h. Ongoing; limited opportunities available.</p>

Key Focus Area	Initiative	#	Strategy	Performance Objectives	Status as of _____
<b>Programs (P)</b>	Evaluate and Maximize existing programs' effectiveness.	P1	<p>1. Review all rules and applicable code requirements to make sure OEHS rules and codes provide public health protection.</p> <p>2. Ensure that existing programs are meeting customer needs.</p> <p>3. Benchmark OEHS programs with other states.</p>	<p>1. Complete a review of OEHS Rules by each division for needed updates.</p> <p>2a. Conduct customer surveys and obtain feedback.</p> <p>2b. Maintain program staffing.</p> <p>2c. Reduce time vacant positions are open.</p> <p>3. Actively participate in various regional and national conferences/ meeting on EH (Environmental Health) topics.</p>	<p>1. Ongoing. EED submitting revisions to PWS operation rules for 2009, PHS is reviewing MHP regs and design standards; Food Rule was revised in 2008 to adopt 2005 Food Code; individual water well regulations and design standards were revised in 2008. RTIA created the Clandestine Drug Lab Rule.</p> <p>2a. No Activity.</p> <p>2b. Ongoing.</p> <p>2c. Vacant positions open for longer periods due to reclassification requests (DOP procedures).</p> <p>3. Ongoing; NEHA, IEHS, ASDWA, WVRWA, AWWA, CIFA, MAREC, Healthy Homes Initiaves, FDA milk and food training, emergency</p>

Key Focus Area	Initiative	#	Strategy	Performance Objectives	Status as of _____
<b>Programs (P) (continued)</b>	Evaluate and Maximize existing programs' effectiveness. (continued)		4. Review the environmental health procedures manual and update as needed.	4. Maintain a team to evaluate and review the Environmental Health Procedures Manual.	preparedness training, WV drug endangered children's task force, and WVPHA  4. Ongoing: Representatives from each Division are reviewing current policies and procedures. Many have been revised or repealed, based on rules.
	Establish emerging issue identification and monitoring process.	P2	1. Develop a formal process for reviewing new critical environmental health issues that surface.	1a. Use readiness coordinator, division staff, and directors to identify emerging issues.  1b. Maintain Fish consumption advisory technical workgroup to analyze potential consumption concerns.  1c. Provide information and guidance on emerging contaminants.  1d. Participate in C-8 contaminant issues.	1a. Ongoing.  1b. Ongoing.  1c. Ongoing; as information is received it is disseminated.  1d. Ongoing; participate as issues arise.

Key Focus Area	Initiative	#	Strategy	Performance Objectives	Status as of _____
<b>Programs (P) (continued)</b>	Establish emerging issue identification and monitoring process. (continued)	P2 (cont)	<p>2. Identify OEHS cross-cutting issues.</p> <p>3. Develop a process to identify and implement new programs.</p>	<p>1e. Remain active in multi-agency zoonosis task force that evaluates and monitors threats related to animal and human interactions.</p> <p>1f. Collaborate and communicate with similar agencies.</p> <p>2. Division leaders will monitor and/or assess the impact of any issues that affect all of OEHS through input from All-Hands meetings, Planning Team meetings, and Division Leadership Team meetings.</p> <p>3a. Consult with other states for alternate approaches to implementing programs.</p> <p>3b. Collaborate with other West Virginia State Agencies.</p>	<p>1e. Ongoing; participate as requested.</p> <p>1f. Ongoing; attending regular meetings with similar agencies in WV and other states.</p> <p>2. Ongoing through Action Teams (BAT and Technology) and through Division Director's meetings.</p> <p>3a. Performed through participation with FDA. ASDWA, etc.</p> <p>3b. Clandestine Drug Lab Remediation Program has coordinated activities with law enforcement, legal and education systems.</p>
	Monitor and promote local health department compliance and consistency.	P3	1. Establish basic performance criteria to align program functions across county and state lines.	1a. Conduct evaluations of programs in local health departments.	1a. Performed on an as requested basis.

Key Focus Area	Initiative	#	Strategy	Performance Objectives	Status as of _____
<b>Programs (P) (continued)</b>	Monitor and promote local health department compliance and consistency. (continued)			<p>1b. Work with counties on local environmental health programs.</p> <p>1c. Notify local health department when not in compliance.</p> <p>1d. Maintain participation in Public Health Partnership.</p>	<p>1b. Ongoing; District Sanitarians make routine visits and RTIA provides grant monies to counties Radon outreach.</p> <p>1c. Ongoing; continually working with counties regarding consistent interpretation of all rules and regulations.</p> <p>1d. Ongoing; several staff attend annual roundtables.</p>
<b>Public Awareness (I)</b>	Increase public awareness and understanding of OEHS programs and activities.	PA1	<p>1. Establish a speaker's bureau.</p> <p>2. Develop a marketing plan for OEHS in order to develop a distinct public identity.</p>	<p>1a. Establish and utilize a list of speakers.</p> <p>1b. Go to Division Directors for topics for individual speakers, the website list of speaker topics, and have the necessary software in place for presentations.</p> <p>2a. Initiate a cost effective promotional program for OEHS, Division, Units, etc.</p> <p>2b. Initiate a program to promote public awareness for public works employees, such as water operators, sewage operators, etc.</p>	<p>1a. No activity.</p> <p>1b. No activity.</p> <p>2a. EED has initiated the Treat Preparedness Program.</p> <p>2b. No activity.</p>

Key Focus Area	Initiative	#	Strategy	Performance Objectives	Status as of _____
<b>Public Awareness (I) (continued)</b>	Increase public awareness and understanding of OEHS programs and activities. (continued)	PA1 (cont)	3. Increase visibility of OEHS employees and services.	2c. Solicit additional public support for OEHS programs.  2d. Create OEHS Marketing Team(s) to work with Arnold Agency for promotional programs.  2e. Develop publications (brochures, magazines, newsletters, billboards, public service announcements) targeting the general public.  3a. Promote OEHS by distributing promotional items at EXPO, Legislature, Public Health Conference and other events such as Public Health Week, County Fairs, etc.  3b. Produce an annual report for West Virginia Environmental Health Programs.	2c. No activity.  2d. No marketing team developed but divisions have worked with Arnold Agency for promotional programs (RTIA lead campaign, Fish advisory brochure).  2e. RTIA Lead Campaign, Fish Advisory Brochure, Dioxin Update Report,  3a. Ongoing.  3b. No activity.

Key Focus Area	Initiative	#	Strategy	Performance Objectives	Status as of _____
<b>Public Awareness (I)</b>	Increase public awareness and understanding of OEHS programs and activities. (continued)	PA1 (cont)		3c. Publish OEHS Newsletter.  3d. Distribute shirts and hats for field employees.	3c. No activity, no volunteers. Efforts will continue. 3d. Ongoing.
<b>Technology (T)</b>	Effectively manage office technology.	T1	1. Effectively manage hardware and software applications.  2. Improve data management and accessibility.	1a. Establish equipment coordinators for Central Office and each District Office.  1b. Maintain current inventory of computer replacement equipment schedules and incorporate into annual budget planning and maintain on spreadsheet.  2a. Conserve server space.  2b. Develop written procedures as to what needs to be backed up on server or other media.	<b>Technology Action Team formed 8/ 08 is evaluating Initiatives T1 and T2. Presented progress report 12/ 2009.</b>  1a. Currently in place at Beckley District Office; evaluating effectiveness.  1b. Ongoing.  2a. Waiting on response from Technology Action Team.  2b. Waiting on response from Technology Action Team.



Key Focus Area	Initiative	#	Strategy	Performance Objectives	Status as of _____
<b>Technology (T)</b> <b>(continued)</b>	Effectively manage office technology. (continued)	T1 (cont)	3. Embrace paperless office technologies.	2c. Eliminate duplicate files.  2d. Ensure data storage will be accessible as technologies change.  2e. Provide Districts and Central Office access to common drives and district drives.  2f. Improve quality of standard lab reporting by developing a standard report template and on-line reporting procedures.  2g. Establish document naming convention.  3a. Contact other states and WV agencies to see how they have converted.  3b. Determine what software programs are needed.  3c. Develop on-line credit card payment system.	2c. Waiting on response from Technology Action Team.  2d. Waiting on response from Technology Action Team.  2e. Information can be accessed through common drives.  2f. In progress.  2g. Waiting on response from Technology Action Team.  3a. Waiting on response from Technology Action Team.  3b. Waiting on response from Technology Action Team.  3c. Waiting on response from Technology Action Team.

Key Focus Area	Initiative	#	Strategy	Performance Objectives	Status as of _____
<b>Technology (T) (continued)</b>	Effectively manage office technology. (continued)	T1 (cont)	4. Provide staff training and software support on computers.	3d. Develop a system to get real time feedback on current expense spending status.  3e. Continue to update and provide forms on-line.  4a. Fully utilize existing software programs and training opportunities.  4b. Provide website use training for new employees.	3d. Waiting on response from Technology Action Team.  3e. Ongoing  4a. Ongoing.  4b. No activity.
	Maximize communication technologies through utilization of OEHS website.	T2	1. Provide a standard look and ease of use of the OEHS website.  2. Add a forum to website so OEHS customers can interact with one another and OEHS staff.	1a. Develop division teams for website development.  1b. Update website more frequently.  2. Increase interactive features on website.	<b>Technology Action Team formed 8/ 08 is evaluating Initiatives T1 and T2.</b>  1a. Waiting on response from Technology Action Team.  1b. Ongoing.  2. Waiting on response from Technology Action Team.
<b>Workforce Development</b>	Inform employees about OEHS activities.	WD1	1. Utilize existing tools to keep all employees informed of activities of OEHS.	1. Disseminate information to employees through: Email	1. Ongoing; with the exception of Newsletter and Annual Report.

Key Focus Area	Initiative	#	Strategy	Performance Objectives	Status as of _____
<b>Workforce Development (continued)</b>	Inform employees about OEHS activities. (continued)			Monthly reports Web site Newsletters Annual report Employee Manual	
	Promote face-to-face communication at the office, division, and program levels.	WD2	1. Focus Annual All Hands meeting on continuous improvement of the organization, building teaming skills and relationships.  2. Leadership will continue to be visible.	1. Share planning responsibility with staff on a rotating basis.  2a. Leadership will schedule regular visits to district offices.  2b. Establish expectations for managers and supervisors to hold staff meetings and discuss goals, objectives, progress, training requirements, etc.	1. Ongoing.  2a. Ongoing. Managers have made some visits; Division Director's will attempt to make annual visits.  2b. Ongoing; Division staff meetings are planned for October 2008.
	Comprehensively train employees with emphasis on technical, public health and leadership skills.	WD3	1. Identify training resources available (internal, external, and other) and encourage and promote continuing education opportunities.	1a. Make list of training resources available on intranet.  1b. Provide list of Conferences/Seminars/Workshops available.	1a. Ongoing; some training has been listed on the intranet. No comprehensive list has been developed. 1b. No formal listing; employees are advised of available seminars, training, etc.

Key Focus Area	Initiative	#	Strategy	Performance Objectives	Status as of _____
<b>Workforce Development (continued)</b>	Comprehensively train employees with emphasis on technical, public health and leadership skills. (continued)	WD3 (cont)	2. Provide staff with work related training opportunities.	2a. Provide adequate funding, where possible, for training opportunities.	2a. Ongoing.
				2b. Recruit staff for NEHA (National Environmental Health Association) and SEPHLI (South Eastern Public Health Leadership institute).	2b. Ongoing; 3 attendees to NEHA annual conference; 1 employee attended the SEPHLI 07/08 class.
				2c. Provide specialized in-service training as needed.	2c. Ongoing; district offices have quarterly in-service training, FDA courses are available.
			3. Utilize cross-training of staff in comparable positions when needed.	3. Require each employee to write job functions and job/process flow of their jobs for coverage of extended absences and/or replacements.	3. No Activity.
			4. Orient new employees to OEHS in a timely manner.	4. Conduct new employee orientation classes as needed.	4. Ongoing.
	Employee Retention	WD4	1. Provide opportunities for upward mobility within OEHS.	1a. Supervisors will regularly review job classifications and pay grades for possible upgrades.  1b. Offer existing employees' information to learn how to/what is needed to advance within OEHS.	1a. Ongoing with DOP limitations.  1b. No Activity.

Key Focus Area	Initiative	#	Strategy	Performance Objectives	Status as of _____
<b>Workforce Development (continued)</b>	Employee Retention (continued)	WD4 (cont)	2. Monitor OEHS staff compensation levels.	<p>1c. Accommodate employees seeking higher education.</p> <p>2a. Prepare salary statistics to identify inequities for possible use by decision makers.</p> <p>2b. Conduct interstate and intrastate salary comparison of comparable classifications.</p>	<p>1c. Ongoing; Schedule adjustments have been permitted for those seeking higher education.</p> <p>2a. Ongoing; salary statistics have been provided on a case-by-basis.</p> <p>2b. Ongoing; salary statistics have been provided on a case-by-basis.</p>
	Employee Recruitment	WD5	<p>1. Market employment opportunities.</p> <p>2. Work with higher education to develop a pool of potential employees.</p> <p>3. Ensure all managers are familiar with DOP and DHHR hiring requirements and limitations as well as benefits.</p>	<p>1a. Participate in job fairs.</p> <p>1b. Advertise in trade journals.</p> <p>1c. Use news ads for recruitment.</p> <p>1d. Use the website as a tool for recruitment and instruction.</p> <p>2. Explore college intern and co-op marketing capabilities.</p> <p>3. Provide in-service training for managers.</p>	<p>1a. DHHR participates in job fairs.</p> <p>1b. No Activity.</p> <p>1c. Newspaper ads have been used.</p> <p>1d. EED is working on the addition of employment opportunities to the website.</p> <p>2. EED is attempting to make contact with state college officials.</p> <p>3. No Activity.</p>

Key Focus Area	Initiative	#	Strategy	Performance Objectives	Status as of _____
<b>Workplace Environment</b>	Improve employee morale.	WE1	1. Re-evaluate implementation of an OEHS Employee Incentive and Recognition Program.	<p>1a. Re-evaluate Vision 21 Employee Recognition Team plan.</p> <p>1b. Continue activities such as public employee recognition luncheon and OEHS employee recognition.</p> <p>1c. Review existing plan for both monetary and non-monetary recognition.</p>	<p>1a. No Activity.</p> <p>1b. On-going.</p> <p>1c. No Activity.</p>
	Maximize employee productivity.	WE2	<p>1. Improve the ability access and communicate in remote areas.</p> <p>2. Promote communication between and within all divisions.</p> <p>3. Monitor employee attire issues relative to job requirements.</p>	<p>1a. Continue to maintain four wheel drive vehicles in each District and Central Office.</p> <p>1b. Provide radio communications for remote areas.</p> <p>2. Quarterly updates on duty rosters and who to call and who has left (not just phone numbers).</p> <p>3a. Provide shirts, jackets, hats, etc. for appropriate employees.</p> <p>3b. Explore the possibility of uniforms for field employees.</p>	<p>1a. Ongoing.</p> <p>1b. Ongoing. Additional radios planned for the Districts. Vehicle radios to be installed by 1/31/09.</p> <p>2. Ongoing.</p> <p>3a. Ongoing; to be re-evaluated periodically (before all-hands meeting)</p> <p>3b. No Activity.</p>

Key Focus Area	Initiative	#	Strategy	Performance Objectives	Status as of _____
<b>Workplace Environment (continued)</b>	Maximize employee productivity. (continued)		4. Make certain each office has the necessary space, equipment and staff to complete their responsibility.	4. Central office staff should visit each district with the district setting the agenda and voicing workplace concerns.	4. Ongoing; stronger effort needed to schedule.
			5. Maximize fleet availability.	5a. Continue to monitor and revise as needed the existing vehicle policies.  5b. Regularly evaluate vehicle usage and distribution.	5a. Ongoing.  5b. Ongoing; evaluate monthly reports and attempt to evaluate needs.
	Maintain a safe and healthy work environment.	WE3	1. Review OEHS and EH&S (Environmental Health and Safety) policies and procedures and develop new policies as needed.  2. Assess the need for personal protective safety equipment and medical surveillance.  3. Review EH&S training needs and updates as necessary.	1a. Establish a point of contact for all occupational health and safety issues.  1b. Annually evaluate all building safety plans.  1c. Hold quarterly safety meetings/training in each work unit.  2 Provide personal protective equipment and medical testing as required by industry standards and exposure risk.  3. Provide annual recertification as required for job classification.	1a. Ongoing; need to re-evaluate and consider back-up to coordinator.  1b. No Activity.  No Activity.  2. Annual physicals for RTIA inspectors. SCBA fit testing; radiation badges.  3. Ongoing.



**OEHS All Hands Meeting  
Coonskin Park, Charleston  
2001**



**OEHS All Hands Meeting  
India Center, Charleston  
October 2006**



**OEHS All Hands  
Meeting  
India Center, Charleston**



**OEHS "All Hands" Staff Meeting  
October 31, 2002**

**INDIA CENTER  
800 GREEN ROAD**