

Report on Department Policy

Department: Energy and Environment

Secretary: Becky W. Keogh

The primary purpose of this report is to review existing policies and prompt an analysis of the opportunities for the integration of division policies within your department for standardization. An analysis of *policies* should consider all relevant factors including outdated processes, duplication across divisions, unique requirements, and opportunities for standardization. This analysis should take a holistic approach for developing action plans to deliver efficiency and effectiveness improvements while maintaining standardization across the Department.

Policy Integration Project

1.1. Provide a brief description of integration opportunities across divisions for policy standardization at the department level where practicable. What is the action plan for integrating policies? What are the benefits?

Only internal policies that address conditions or terms of employment were evaluated for integration opportunities. Programmatic or outward facing policies were not reviewed due to the unique, specialized, and technical nature of programmatic policy.

The Energy & Environment (E&E) Transformation Action Team (TAT) reviewed existing handbooks and policies of the five main E&E entities. This revealed 224 policies that met the criteria outlined above for review. These policies were then analyzed to eliminate redundancies by aligning duplicative policies. The remaining 144 policies were then evaluated for integration opportunities.

For these 144 policies, the following opportunities were identified:

- Expand applicability of one hundred seventeen (117) existing policies to the department level
- Maintain four (4) existing policies at the entity level
- Draft three (3) new department-wide policies
- Conduct further review of twenty (20) existing policies.

To facilitate policy integration at the department level, a Policy Advisory Committee (PAC), comprised of policy stakeholders from the department and each entity will be established. The PAC will develop procedures by which new policies will be drafted and existing policies reviewed and revised. Members of the PAC may include representatives from the following groups:

- E&E Office of Communications
- E&E Office of Chief Counsel
- E&E Chief of Staff (including Human Resources and Fiscal)
- Division of Environmental Quality
- Oil and Gas Commission
- Geological Survey
- Liquefied Petroleum Gas Board

1.2. What steps will you take to gather the necessary information to determine whether division policies can be integrated? Address any key division requirements preventing policy integration if applicable.

The TAT surveyed all existing employee handbooks and standalone policies that met the criteria outlined above. An analysis was completed to identify gaps and overlap in the existing policies. The policies were then categorized and common policies were aligned. Opportunities for the expansion of existing policies to the department level were identified. Furthermore, policies were identified as needing additional review or remaining at the current level.

In addition to opportunities identified for existing policies, the TAT identified opportunities for the creation of

new policies based on previous TAT reports on shared services and fleet as well as during TAT working meetings. The TAT also reviewed policy guidance established by the Governor's Transformation Transition Team.

Once established, the PAC will begin the process of making substantive determinations on the integration of existing policies and the development of new policies. The PAC will review policy content and make recommendations on the synthesis of duplicative existing policies.

As previously stated, policies specific to the programmatic work of each entity were not reviewed for integration opportunities. The evaluation was completed for policies related only to the employee/employer relationship. Of those, there are no known obstacles preventing integration at this time. However, a substantive review of duplicative policies by the PAC (once established) may identify unknown limitations.

Additionally, this review distinguished policy from procedure. As the implementation of policy integration begins, there will be a need for new procedures and processes to be developed.

1.3. Are there any anticipated costs associated with revising and standardizing policies? Does your current budget have sufficient funds to cover all anticipated costs?

There will be personnel and administrative time commitments. The establishment of the PAC will be critical to the standardization of policies. However, because policies require senior manager and executive-level approval, the time associated with the policy integration project will be significant, but is crucial to achieve a more effective and efficient operation. E&E's current budget is sufficient to cover all anticipated costs.

What is the implementation timeline and key action steps for this policy roll-out? How will you communicate this timeline and policy roll-out to division stakeholders?

Phase I (0–3 months)

During this phase, the proposed PAC would be established. The PAC would construct the policy submittal, development, and dissemination structure.

Phase II (4–12 months)

The PAC would review the TAT report on department policies and revise and submit the employee handbook for the Secretary's review; this would include the eight (8) Transformation Transition Team recommended policies. The final E&E employee handbook will be disseminated to all staff via a Human Resources and Office of Communications collaborative rollout process.

Phase III (13–36 months)

Draft new standalone policies identified in the report on department policies and begin processing submissions via the new structure.

The process would be followed through the Office of Communications in an E&E monthly newsletter, which reaches all E&E employees. In addition, the PAC—once established—will develop a dissemination plan for policy rollout. This will be a collaborative effort between the Office of Communications and Human Resources to ensure all stakeholders receive communication and information related to new E&E policies.

1.4. How could the Department of Transformation and Shared Services provide support to your Department?

Provide guidance, templates, and minimum requirements for all general policies that are common to all state departments. Provide information and timelines on the review and approval process, where required.

Additional thoughts/comments:

For the purposes of this policy integration project, the TAT identified policies with the potential to apply broadly at the department level. It was determined that policies related to the employer and employee relationship should have the highest priority for standardization. A structure has been proposed for maintaining and managing the integration of those policies. The proposed structure also has the potential to establish a long-term and sustainable mechanism by which to develop new and revise existing policies.

As the shared services model is further developed, adopted, and implemented at E&E, opportunities to assess policy needs will continue to surface. As additional administrative and technical shared services are elevated to the department level, new policies—which will apply broadly to all staff—will need to be developed.

Also, it is anticipated that programmatic policies not considered by the TAT will be elevated to the PAC for review and integration. For example, E&E's Chief Technical Officer is currently drafting a policy on Unmanned Aerial Vehicles (UAVs).

The proposed PAC will likely experience a high demand for policy guidance and development in the initial stages of policy integration. But, as shared services continue to grow, there could be an even greater demand for assistance. The PAC will be a key component in efforts to ensure sustainability for transformation efforts.