

NORTH
CAROLINA

DEPARTMENT OF LABOR



MISSION:

The Boiler Safety Bureau mission is to protect life, property and the environment from the hazards of pressure equipment failures.



VISION:

The Boiler Safety Bureau is driven by the vision of total boiler and pressure vessel safety in North Carolina and the eradication of catastrophic failures of pressure equipment.



A STRATEGIC PLAN FOR THE

BOILER SAFETY BUREAU

2009-2012



Fortunately, we have very few accidents involving boilers and pressure vessels. We would have even less if everyone applied proper operation and maintenance principles when dealing with pressure equipment.... We want to continue being proactive in helping people understand how they can operate pressure equipment safely.

**Cherie Berry
Commissioner of Labor**

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INTRODUCTION

Since 1935, the Boiler Safety Bureau and agency of the North Carolina Department of Labor has been charged with the inspection of pressure equipment in the state. The purpose of these inspections is to endeavor to prevent the catastrophic failure of the equipment. The failure of pressure equipment not only endangers the personal safety of citizens but also endangers the financial safety of the owners of the equipment due to significant property losses and damage. It can be found that a typical air storage tank such as found in service stations has the same explosive potential as two sticks of dynamite. Therefore, one can only imagine the potential in a high pressure boiler operating at 250 pounds per square inch. Lives have been lost and property severely damaged when this equipment has failed. Therefore, it is with a combined effort of Boiler Safety Bureau inspectors and insurance company inspectors that we work to safeguard the health and well being of our citizens and protect their property from damage.

This presentation of the Boiler Safety Bureau's Strategic Plan for Fiscal Years 2009 — 2012 is a blueprint for our upcoming efforts to increase our effectiveness and, in this time of economic uncertainty, make clear the priorities and direction that we will take. We have again refined our goals in order to meet the new and old challenges we face. Even with successes in the past, we know that there is always room for improvement.

The goals identified will enable us to move forward and conduct business with an even greater efficiency. Bold but achievable, they are based on what we know through an inside-out and outside-in look to be keys to future successes.

Our strategy to identify these goals was to seek the input not only from our own staff but that of our stakeholders. Through these efforts we were able to identify a number of opportunities and threats on which we could build these important four primary goals. In addition to these new goals, we have included the ongoing items by which we measure our success.

These four goals, while not great in number, are great in the effect they will have on our efforts. In this plan we have included the goals as well as action steps by which they will be accomplished. We will also identify the timeline in which we intend to reach completion and resources from which we will pull to take us to the final accomplishment of the goals.


The four primary goals shown in this plan are:

GOAL 1: Develop a bureau data system software specification.

GOAL 2: Develop a system of on-line lesson plans for inspectors and for operators of pressure equipment.

GOAL 3: Develop a listing of foreign pressure equipment codes acceptable for use in North Carolina.

GOAL 4: Develop rules for interim (temporary) repairs using API 579-1/ASME FFS-1, Fitness-For-Service and ASME PCC-3-2007, Inspection Planning Using Risk-Based Methods.



CORE VALUES

Our relationship with both internal and external customers is of primary importance to us. In achieving good relationships we stress the following values in conducting our work:

CHARACTER VALUES

Integrity

Boiler Safety Bureau employees are morally obligated to do the right thing. Having integrity means that employees are honest and ethical in their conduct.

Trustworthy

Boiler Safety Bureau employees are empowered to carry out their job responsibilities. Trustworthy means that these employees are dependable in performing their responsibilities in a professional manner. They can also be relied upon to do their share of the work.

Fair-minded

Boiler Safety Bureau employees treat every customer and fellow employee fairly and impartially. Boiler Safety Bureau employees are open-minded to the opinions and ideas of others. They are also unbiased in their conduct regarding age, race, ethnicity, religion and gender.

Respectful

Boiler Safety Bureau employees are polite, considerate, courteous, and civil in their discourse with customers and fellow employees. Boiler Safety Bureau employees are also respectful of others' opinions, ideas and differences.

Committed

Boiler Safety Bureau employees are dedicated stewards of the public trust. They take their job responsibilities seriously and are faithful in carrying out those responsibilities. They are also loyal to the Boiler Safety Bureau and the Department of Labor and their missions.

Professional

Boiler Safety Bureau employees are professional in their appearance when interacting with customers. Their attitude is respectful, service-oriented, and fair-minded. They have a good command of the technical knowledge related to their jobs and can articulate that knowledge to suit their audience.

Self-Motivated

Boiler Safety Bureau employees can plan, organize and carry out their job responsibilities independent of direct supervision.

PERFORMANCE VALUES

Service-Oriented

Boiler Safety Bureau employees are friendly, polite, courteous and helpful to customers. They work to provide excellent and consistent service to all customers. A customer is defined as anyone—internal *or* external to the Department of Labor—who is the recipient of an employee's work.

Accurate

Boiler Safety Bureau employees take pride in their work. This means that employees are careful and thorough in their work. This also means that reports and public documents are completed properly and with good grammar.

Team-Spirited

Boiler Safety Bureau employees are ready and willing to lend a hand to coworkers to get the job done. They are helpful, cooperative, accommodating and supportive of each other.

Efficient

Boiler Safety Bureau employees are efficient in the use of public resources. They properly plan their work schedules in advance to maximize their effectiveness and efficiency.

Excellence

Boiler Safety Bureau employees continually strive for excellence. They set high standards for themselves and look for ways to help everyone in the Bureau meet those standards.

Innovative

Boiler Safety Bureau employees continually strive to improve their work and the services they provide customers. When confronted with a problem, employees step outside the box and consider it from all angles in determining the best possible solution.

Safety

Boiler Safety Bureau employees adhere to the Department of Labor Employees Safety and Health Program. Each person strives to be aware of their surroundings and conduct their work in a manner in which will protect them and their coworkers. Each person is alert to dangers that may exist in their work area.

GOALS, OBJECTIVES AND STRATEGIES

BROAD GOALS

- Improve the consistency, value and quality of our services (inspections, investigations and training) from Murphy to Manteo.
- Develop outreach, education and partnership initiatives to leverage our internal capabilities to provide value-added services to our “customers.”
- Develop opportunities for our “customers” to give us feedback on our services.
- Improve and enhance our IT capabilities to create a “paperless” system for processing and archiving information.
- Provide greater transparency in management to our “customers” and our employees.
- Improve our coaching and mentoring capabilities to create a highly trained, motivated, confident and productive workforce.

NEW GOALS

GOAL 1: Develop a bureau data system software requirements specification.

Objective: Create a comprehensive, unambiguous, complete document which specifies the minimum and optimal requirements for a computer system to process state and insurance inspections and all other office procedures needed to manage in-service inspections of boilers and pressure vessels.

Expected outcome/Standard for success: Delivery of a software requirements specification (SRS) that can be used to create the specified software by any competent software developer without additional clarification.

Action Steps:

1. Analyze current system to extract descriptions of current functionality
 - a. Use current functionality as a baseline for any new system
 - b. Categorize current functionality as desirable/undesirable
 - c. Identify gaps in functionality
2. Interview stakeholders to determine proposed system functionality
3. Create the master wish list: document desired functionality (optimum scenario) from stakeholder input (create the wish list); assign functions to three categories:
 - a. *Mandatory core functions* (functions that must be performed and can only be performed by the proposed system)
 - b. *Mandatory non-core functions* (functions that must be performed but can be performed by hand or by some other system)
 - c. *Desired/discretionary functions* (functions that would improve the performance of the work unit but are not critical to the successful execution of the business unit’s charter)
4. Prioritize mandatory and optional functions on the master wish list

QUESTION: Does it make sense to optimize mandatory functions? If you have to build them all, what difference does it make what order you put them in?

ANSWER: It might make some difference; for instance, some have to be built before others are built; also, if you have limited resources, you might need to perform triage on the development. In addition, some functions might be more mandatory than others, and you want to identify the core functionality that you cannot live without first, and then go from there.

5. Convert the prioritized master wish list into a proper SRS, following accepted software engineering practices.
 - a. Consult up-to-date software engineering resources to determine best practices
 - b. Define acceptable performance requirements and user interface needs
 - c. Compile all input into a coherent document

Responsibilities:

1. Analyze current system—team members include:
 - a. Facilitator(s):
 - i. Administrative Officer
 - ii. Business Analysts from NCDOL IT
 - b. Input from:
 - i. Management: Bureau Chief (BC); Assistant Bureau Chief; Inspector Supervisors
 - ii. Office staff: Processing Assistants
 - iii. Field staff: Deputy Inspectors
2. Interview stakeholders for proposed system functionality:
 - a. Facilitator(s):
 - i. Administrative Officer
 - ii. Business Analysts from NCDOL IT
 - b. Input from:
 - i. Management: Bureau Chief; Assistant Bureau Chief; Inspector Supervisors
 - ii. Office staff: Processing Assistants
 - iii. Field staff: Deputy Inspectors
 - iv. Insurance personnel
3. Create master wish list:
 - a. Facilitator(s):
 - i. Administrative Officer
 - ii. Business Analysts from NCDOL IT
 - b. Input from:
 - i. Management: Bureau Chief; Assistant Bureau Chief; Inspector Supervisors
 - ii. Office staff: Processing Assistants
 - iii. Field staff: Deputy Inspectors

4. Prioritize functions:
 - a. Facilitator(s):
Administrative Officer
 - b. Input from:
 - i. Management: Bureau Chief; Assistant Bureau Chief; Inspector Supervisors
 - ii. Office staff: Processing Assistants
 - iii. Field staff: Deputy Inspectors
5. Convert prioritized master wish list into proper SRS:
 - a. Facilitator(s):
 - i. Administrative Officer
 - ii. Business Analysts from NCDOL IT
 - iii. Project Managers from NCDOL IT

Timeline:

1. Analyze current system:
 - a. Start: July 1, 2009
 - b. Complete: November 1, 2009
 - c. Duration: 4 Months
 - d. Notes: Review for achievability (plot on Gantt chart)
2. Interview stakeholders for proposed system functionality:
 - a. Start: September 1, 2009
 - b. Complete: January 1, 2010
 - c. Duration: 4 Months
 - d. Notes: Give analysis of current system a head start by no less than 1.5 months, but do at least some of the interviews on the proposed system in parallel with the analysis of current (parallel)
3. Create master wish list:
 - a. Start: January 1, 2010
 - b. Complete: February 15, 2010
 - c. Duration: 1.5 Months
 - d. Notes: Not able to start this step until prior steps (steps 1 and 2) are complete (serial)
4. Prioritize functions on master wish list:
 - a. Start: February 16, 2010
 - b. Complete: March 15, 2010
 - c. Duration: 1 Month

- d. Notes: Serial
- 5. Convert prioritized master wish list into proper SRS:
 - a. Start: March 16, 2010
 - b. Complete: September 30, 2010
 - c. Duration: 6.5 Months
 - d. Notes: Serial

Resources:

- 1. Analyze current system:
 - a. Resources available:
 - i. Full access to current system
 - ii. Time commitments from Bureau personnel and facilitator
 - b. Resources required but not yet available:
 - i. Time commitments from NCDOL BA
- 2. Interview stakeholders for proposed system functionality:
 - a. Resources available:
 - i. Time commitments from Bureau personnel and facilitator
 - b. Resources required but not yet available:
 - i. Time commitments from NCDOL BA
- 3. Create master wish list:
 - a. Resources available:
 - i. Time commitment from facilitator
 - b. Resources required but not yet available:
 - i. Time commitment from NCDOL BA
- 4. Prioritize functions:
 - a. Resources available:
 - i. Time commitment from facilitator
 - b. Resources required but not yet available:
 - i. Time commitment from NCDOL B
- 5. Convert prioritized master wish list into proper SRS:
 - a. Resources available:
 - i. Time commitment from facilitator
 - b. Resources required but not yet available:
 - i. Time commitment from NCDOL BA and PM

Potential Barrier: *(What might cause us problems? Which individuals or organizations might resist?)*

1. Analyze current system:
 - a. Prases?
2. Interview stakeholders for proposed system functionality:
 - a. Insurance personnel—not available? Unwilling to share information?
 - b. NCDOL IT BA/PM (not enough time?)
3. Create master wish list:
 - a. NCDOL IT BA/PM (not enough time?)
4. Prioritize functions:
5. Convert prioritized master wish list into proper SRS:
 - a. Facilitator
 - b. NCDOL IT BA/PM (not enough time?)
6. Overall/general problems:
 - a. Not enough time for facilitators to focus on the task
 - b. Task too big, too poorly defined
 - c. Conflicting agendas of system users
 - d. Scope creep
 - e. Inability of facilitators to condense stakeholder input succinctly and accurately into actionable requirements

Potential Advantage: *(What is in place that might help us achieve our goals?)*

- 1 Analyze current system:
- 2 Interview stakeholders for proposed system functionality:
- 3 Create master wish list:
- 4 Prioritize functions:
- 5 Convert prioritized master wish list into proper SRS:
- 6 Overall/general advantages:
 - a Existing system can serve effectively as a foundation for a new system
 - b Prior SRS can serve
 - c as a template for the next generation SRS
 - d Highly experienced stakeholders
 - e DOL IT working as a team instead of singly

GOAL 2: Develop a system of on-line lesson plans for inspectors and for operators of pressure equipment.

Objective Create training modules related to the various activities that boiler inspectors deal with on a daily basis.

Expected outcome/Standard for success: Increased inspector awareness of various boilers and pressure vessel peculiarities, better understanding of welding, welding inspection and welding processes, more concise investigatory techniques when performing accident investigations, and NDE technique awareness and usage.

Action Steps *(What will be done?)*:

1. Analyze current training
2. Interview stakeholders to determine proposed training
3. Create a master training list:
4. Prioritize the training modules on the master list
5. Identify individuals to write the modules or edit existing training resources
6. Proof read and modify the modules as necessary
7. Create website links for the training
8. Perform limited Beta testing for de-bugging
9. Deploy the modules for use by all inspectors

Responsibilities *(Who will do what?)*:

- 1 Analyze current training
 - a Facilitator(s):
 - i Assistant Bureau Chief
 - b Input from:
 - i Management: Bureau Chief; Inspector Supervisors
 - ii Field staff: Deputy Inspectors
- 2 Interview stakeholders to determine proposed training and create master list:
 - a Facilitator(s):
 - i Assistant Bureau Chief
 - b Input from:
 - i Management: Bureau Chief; Inspector Supervisors
 - ii Field staff: Deputy Inspectors
 - iii Insurance personnel
- 3 Prioritize the training modules on the master wish list:
 - a Facilitator(s):
 - i Assistant Bureau Chief
 - b Input from:
 - i Management: Bureau Chief; Inspector Supervisors

- ii Field staff: Deputy Inspectors
- 4 Identify individuals to write the modules or edit existing training resources:
 - a Facilitator(s):
 - i Assistant Bureau Chief
 - b Input from:
 - i Management: Bureau Chief; Inspector Supervisors
 - ii Field staff: Deputy Inspectors
- 5 Proof read and modify the modules as necessary:
 - a Facilitator(s):
 - i Assistant Bureau Chief
 - ii Inspector Supervisors
- 6 Create website links for the training:
 - a Facilitator(s):
 - i Assistant Bureau Chief
 - ii NCDOL IT
- 7 Perform limited Beta testing for de-bugging
 - a Facilitator(s):
 - i Assistant Bureau Chief
 - ii Inspector Supervisors
 - iii Selected field staff
 - iv NCDOL IT
- 8 Deploy the modules for use by all inspectors
 - a Facilitator(s):
 - i Assistant Bureau Chief
 - ii Inspector Supervisors

Timeline *(By when?)*:

- 1 Analyze current system:
 - a Start: July 1, 2009
 - b Complete: July 30, 2009
 - c Duration: 1 Month
- 2 Interview stakeholders for proposed system functionality and create master training list:
 - a Start: August 15, 2009

- b Complete: Nov 1, 2009
 - c Duration: 2.5 Months
- 3 Prioritize the training modules on the master list:
 - a Start: November 23, 2009
 - b Complete: January 5, 2010
 - c Duration: 1.5 Months
- 4 Identify individuals to write the modules or edit existing training resources
 - a Start: Jan 16, 2010
 - b Complete: Jan 30, 2010
 - c Duration: .5 months
- 5 Proof read and modify the modules as necessary
 - a Start: May 1, 2010
 - b Complete: July 30, 2010
 - c Duration: 2 months
- 6 Create website links for the training
 - a Start: August 30, 2010
 - b Complete: December 31, 2010
 - c Duration: 3 months
- 7 Perform limited Beta testing for de-bugging
 - a Start: Jan 16, 2011
 - b Complete: March 30, 2011
 - c Duration: 2.5 months
- 8 Deploy the modules for use by all inspectors
 - a Start: April 15, 2011
 - b Complete: June 1, 2011
 - c Duration: 2.5 Months

Resources:

- 1 Analyze current system:
 - a Resources available:
 - i Time commitments from Bureau personnel and facilitator
 - ii Current training modules (Master Inspector Program)
 - b Interview stakeholders to determine proposed training and create master list:
 - c Resources available:

- i Time commitments from Bureau personnel and facilitator
- 2 Prioritize training modules on the master list:
 - a Resources available:
 - i Time commitment from facilitator
 - b Resources required but not yet available:
 - i Time commitment from NCDOL BA
- 3 Identify individuals to write the modules or edit existing training resources:
 - a Resources available:
 - i Time commitment from facilitator and supervisors
- 4 Proof read and modify the modules as necessary:
 - a Resources available:
 - i Time commitment from facilitator and supervisors
- 5 Create website links for the training
 - a Resources available:
 - i Time commitment from NCDOL IT
- 6 Perform limited Beta testing for de-bugging
 - a Resources available:
 - i Time commitment from facilitator, supervisors, and select inspectors
- 7 Deploy the modules for use by all inspectors.
 - a Resources available:
 - i Time commitment from NCDOL IT

Potential Barriers *(What might cause us problems? Which individuals or organizations might resist?)*:

- 7. Analyze current training
 - a. Time
- 8. Interview stakeholders to determine current training create master list:
 - a. Unwilling to share information
 - b. Time
- 9. Prioritize the training modules on the master list:
 - a. Conflicting priorities
 - b. Time
- 10. Identify individuals to write the modules or edit existing training resources:
 - a. Not enough time for facilitators to focus on the task
 - b. Scope creep

- c. Inability of facilitators to gain buy in of all stake holders
- 11. Proof read and modify the modules as necessary:
 - a. Not enough time for facilitators to focus on the task
- 12. Create website links for the training:
 - a. Inability of facilitators to gain buy in from NCDOL IT
- 13. Perform limited Beta testing for de-bugging:
 - a. Not enough time for facilitators to focus on the task
 - b. No use by field staff and no critical input
 - c. Inability of facilitators to gain buy in of all stake holders
- 14. Deploy the modules for use by all inspectors:
 - a. Inability of facilitators to gain buy in of all stake holders

Potential Advantages: *(What is in place that might help us achieve our goals?):*

- 1 Analyze current training:
- 2 Interview stakeholders to determine proposed training and create master list:
- 3 Prioritize the training modules on the master list:
- 4 Identify individuals to write the modules or edit existing training resources
 - a Existing staff can perform this function
- 5 Proof read and modify the modules as necessary:
 - a Existing Master Inspector program can act as a foundation
- 6 Create website links for training:
 - a Existing IT can create the website links for use
- 7 Perform limited Beta testing for de-bugging
- 8 Deploy the modules for use by all inspectors.
 - a Highly experienced stakeholders

GOAL 3: Develop a listing of foreign pressure equipment codes acceptable for use in North Carolina.

Objective: To determine applicable foreign pressure equipment codes acceptable for use in North Carolina.

Expected outcome/Standard for success: Presentation to the Chief and acceptance of foreign codes by the Chief and Board of Boiler and Pressure Vessel Rules.

Action Steps:

1. Identify potential foreign pressure equipment codes that are potential for equipment coming into North Carolina.
2. Contact the National Board of Boiler and Pressure Vessel Inspectors, Board of Boiler and Pressure Vessel Rules and other stakeholders for input.

3. Review codes as necessary for comparison to ASME Boiler & Pressure Vessel Code.
4. Prepare listing of codes.
5. Present to Chief Inspector for review and acceptance.
6. Present to Board of Boiler and Pressure Vessel Rules for concurrence.

Responsibilities (*Who will do what?*):+

- 1 Identify potential foreign pressure equipment codes that are potential for equipment coming into North Carolina.
 - a Bureau Chief
 - b Assistant Bureau Chief
- 2 Contact the National Board of Boiler and Pressure Vessel Inspectors, Board of Boiler and Pressure Vessel Rules and other stakeholders for input.
 - a Bureau Chief
 - b Assistant Bureau Chief
- 3 Review codes as necessary for comparison to ASME Boiler & Pressure Vessel Code.
 - a Bureau Chief
 - b Assistant Bureau Chief
- 4 Prepare listing of codes and present to Chief Inspector.
 - a Assistant Bureau Chief
- 5 Present to Board of Boiler and Pressure Vessel Rules for concurrence.
 - a Bureau Chief
 - b Assistant Bureau Chief

Timeline (*By when?*):

- 1 Initial codes (German, Italian):
 - a Start: January 1, 2010
 - b Complete: June 30, 2012
 - c Duration: 18 months
- 2 Other codes (as identified):
 - a Ongoing

Resources:

1. ASME
2. National Board
3. Rules Board
4. Stakeholders

Potential Barriers *(What might cause us problems? Which individuals or organizations might resist?):*

1. Language
2. Access to codes

Potential Advantages *(What is in place that might help us achieve our goals?):*

1. Globalization
2. No more requirement to review on as needed basis for State Specials

GOAL 4: Develop rules for interim (temporary) repairs using API 579-1/ASME FFS-1, Fitness-For-Service and ASME PCC-3-2007, Inspection Planning Using Risk-Based Methods.

Expected outcome/Standard for success: Presentation to the Chief and acceptance of the written rule by the Chief and Board of Boiler and Pressure Vessel Rules.

Action Steps *(What will be done?):*

1. Review language in NBIC proposal for interim repairs.
2. Review California language on interim repairs.
3. Review API/ASME document for parameters
4. Write rule
5. Have stakeholders in utility industry review rule
6. Bureau Chief to approve draft
7. Rule presented to Board of Boiler and Pressure Vessel Rules

Responsibilities *(Who will do what?):*

- 1 Review language in NBIC proposal for interim repairs.
 - a Bureau Chief
 - b Assistant Bureau Chief
- 2 Review California language on interim repairs.
 - a Bureau Chief
 - b Assistant Bureau Chief
- 3 Review API/ASME document for parameters
 - a Bureau Chief
 - b Assistant Bureau Chief
- 4 Write rule
 - a Bureau Chief
 - b Assistant Bureau Chief
- 5 Have stakeholders in utility industry review rule

- a Bureau Chief
 - b Assistant Bureau Chief
- 6 Bureau Chief to approve draft
- a Bureau Chief
 - b Assistant Bureau Chief
- 7 Rule presented to Board of Boiler and Pressure Vessel Rules
- a Bureau Chief
 - b Assistant Bureau Chief

Timeline *(By when?):*

1. January 1, 2010
2. March 31, 2010
3. June 30, 2010
4. December 1, 2010
5. December 31, 2010
6. July 1, 2011
7. September 30, 2011

Resources:

1. ASME
2. National Board
3. Rules Board
4. Stakeholders
5. State of California

Potential Barriers *(What might cause us problems? Which individuals or organizations might resist?):*

1. Resistance to change
2. Inspectors
3. R Stamp holders

Potential Advantages *(What is in place that might help us achieve our goals?):*

1. Provide acceptable alternatives to long-term extensive repairs
2. Prevent downtime of equipment when acceptable alternatives are in place. This will save money.

ONGOING GOALS

GOAL 1: Proactively meet customer/citizen pressure equipment needs

Expected outcome/Standard for success: Provide quality services with value added to the owners and users of pressure vessels

Action Steps *(What will be done?):*

1. All inspections will be conducted whereby the inspection backlog of items due more than thirty days will be maintained at or below 1.8%
2. All follow-up inspections will be conducted no later than 90 days following the inspection identifying the deficiency
3. Hard copy inspection reports will be entered into the data system within five working days following receipt in the office
4. Shop inspectors shall conduct repair company or boiler and pressure vessel manufacturing company QA/QC program monitoring on a monthly basis copying the Inspector Supervisor and Assistant Chief with each report
5. Manufacturer's Data Reports will be carefully reviewed prior to signing by the inspector to insure that no more than two reports per year will be returned by the National Board to a given shop for corrections

Responsibilities *(Who will do what?):*

1. Inspectors, Inspector Supervisors, Assistant Bureau Chief
2. Inspectors, Inspector Supervisors, Assistant Bureau Chief
3. Processing Assistants, Administrative Officer
4. Inspectors, Inspector Supervisors, Assistant Bureau Chief
5. Inspectors, Inspector Supervisors, Assistant Bureau Chief

Timeline *(By when?):*

Ongoing

GOAL 2: Customers/citizen feedback shows Bureau personnel to be consummate professionals

Expected outcome/Standard for success: Interaction with customers/citizens is conducted in a fair and courteous manner

Action Steps *(What will be done?):*

Requests for information received from the public will be turned around within ten working days

Responsibilities *(Who will do what?):*

1. Administrative Officer, Information Processing Assistant, Processing Assistants, Secretary, Bureau Chief, Assistant Bureau Chief

Timeline *(By when?):*

Ongoing

GOAL 3: Manage revenues/expenses efficiently to ensure funds are available to support the work of the Bureau

Expected outcome/Standard for success: Exercise efficient, business-like management practices to stay within budget

Action Steps *(What will be done?):*

1. Bureau will maintain a positive net balance on a budget year-to-date basis
2. Bureau inspectors will manage their time so that their salaries, benefits and travel are paid for.

Responsibilities *(Who will do what?):*

1. Bureau Chief, Assistant Bureau Chief
2. Inspection Staff, Assistant Bureau Chief, Inspector Supervisors

Timeline *(By when?):*

Ongoing

GOAL 4: Advanced Support Staff Training

Expected outcome/Standard for success: Develop listing of training opportunities for support staff and implement

Action Steps *(What will be done?):*

Advanced training program for support staff developed and implemented. Training will include various applications such as Microsoft Office Suite and others.

Responsibilities *(Who will do what?):*

Administrative Officer

Timeline *(By when?):*

Ongoing

GOAL 5: Keep Inspection staff knowledge current

Expected outcome/Standard for success: Develop and present inspector training events

Action Steps *(What will be done?):*

1. Conduct two staff training events during the year
2. Conduct tailgate training meetings with inspectors

Responsibilities *(Who will do what?):*

1. Bureau Chief, Assistant Bureau Chief
2. Inspector Supervisors

Timeline *(By when?):*

Ongoing

GOAL 6: Enhance personnel safety while conducting the mission of the Boiler Safety Bureau

Expected outcome/Standard for success: Enhance personnel safety within the Bureau through active participation in the Department of Labor Employee's Safety and Health Program (DOL ES&HP)

Action Steps *(What will be done?):*

1. Develop & conduct bimonthly tailgate safety meetings both in the field and in the office to be implemented by conduct of six subunit meetings
2. There will be no accidents caused as a result of safety violations in the bureau
3. No bureau employee will be identified as having committed a safety violation
4. The bureau's safety and health committee will meet at least four times per year and perform the duties required under Safety and Health Policy 2 for unit safety and health committees.
5. An appointed bureau representative or alternate will attend every meeting of the Employee Safety and Health Steering Committee
6. Provide CPR/AED and defensive driving training for bureau staff

Responsibilities *(Who will do what?):*

All Bureau Staff

Timeline *(By when?):*

Ongoing