

**Iowa Civil Rights Commission
Agency Performance Plan and Action Plan
FY 2011/2012**

**AGENCY PERFORMANCE PLAN
FY 2012**

Name of Agency: Iowa Civil Rights Commission			
Agency Mission: The mission of the Iowa Civil Rights Commission is enforcing civil rights laws through compliance, mediation, advocacy, and education.			
Core Function	Outcome Measure(s)	Outcome Target	Link to Strategic Plan Goal(s)
Adjudication/Dispute Resolution	Average number of days to complete cases closed by ICRC	85% of all non-housing complaints processed through investigations in less than 300 days/case	Goal #1: People involved in civil rights complaints receive timely, quality resolutions.
	Percent of cases accepted for reimbursement by federal agencies	95% of the cases submitted to federal agencies for reimbursement are accepted	Goal #1: People involved in civil rights complaints receive timely, quality resolutions.
Services, Products, Activities (SPA)	Performance Measures	Performance Target(s)	Strategies/Recommended Actions
Mediation	Percentage of cases mediated in less than 30 days from date of screen in decision	80%	See Action Plan

ACTION PLAN

Strategic Goal or Performance Target: Parties appearing before the ICRC receive timely, quality resolutions

Performance Measure: Percent of cases mediated in less than 30 days from date of screen in decision is 80% or greater

Strategy/Recommended Action: Coordination of mediation services available to parties

Division/Work Unit Responsible: Mediation Coordinator

Other Units Involved: Compliance

Action Steps	Person/Unit Responsible	Timeline	Resources	Date Completed
1. Input data in database and send out mediation letters within 7 days of receipt of case in the mediation unit	Mediation Coordinator	Immediately	Current coordinator	Completed
2. After 7 days of sending letters, mediation coordinator will call both parties (R or Rep first) to determine interest.	Mediation Coordinator	Immediately	Current coordinator	Completed
3. If either party not interested, call other party. If can't reach C, send letter. Case will move to investigative unit within 2 days.	Mediation Coordinator	Immediately	Current coordinator	Completed
4. If both parties are interested in mediation, coordinate date with parties and find volunteer mediator to be held within next 30 days	Mediation Coordinator	Immediately	Current coordinator	Completed
5. If an agreement is reached, case closed within 30 days of date of mediation.	Mediation Coordinator	Immediately	Current coordinator	Completed
6. If needed, compliance monitored for time period established by agreement.	Mediation Coordinator	Immediately	Current coordinator	Completed

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Core Function	Outcome Measure(s)	Outcome Target	Link to Strategic Plan Goal(s)
Investigation	Average number of days to complete cases closed by ICRC	85% of all non-housing complaints processed through investigations in less than 300 days/case	Goal #1: Parties appearing before the ICRC receive timely, quality resolutions.
	Percent of cases accepted for reimbursement by federal agencies	95% of the cases submitted to federal agencies for reimbursement are accepted	Goal #1: Parties appearing before the ICRC receive timely, quality resolutions.
Services, Products, Activities (SPA)	Performance Measures	Performance Target(s)	Strategies/Recommended Actions
Screening	Percent of cases screened in less than 120 days from date of filing	80%	See Action Plan
Investigation	Percent of cases investigated in within 100 days from date of assignment to investigator	85%	See Action Plan

ACTION PLAN

Strategic Goal or Performance Target: Parties appearing before the ICRC receive timely, quality resolutions

Performance Measure: Percent of cases screened in less than 120 days from date of filing is 80% or greater

Strategy/Recommended Action: Completion of screening process in less than 120 days from date of filing

Division/Work Unit Responsible: Screening Team

Other Units Involved: Intake, Administrative Support

Action Steps	Person/Unit Responsible	Timeline	Resources	Date Completed
If screening cases get between 120-140 days old, assign additional staff to help reduce to 120 days	Screening Team, other staff	Immediately and ongoing	Current staff	Completed/ongoing

ACTION PLAN

Strategic Goal or Performance Target: Parties appearing before the ICRC receive timely, quality resolutions

Performance Measure: Percent of cases investigated within 100 days from date of assignment to an investigator is 85% or greater

Strategy/Recommended Action: Completion of investigation in less than 100 days from the date of assignment to an investigator

Division/Work Unit Responsible: Investigation Team

Other Units Involved:

Action Steps	Person/Unit Responsible	Timeline	Resources	Date Completed
1. Contact parties within two days from the date of assignment. Allow 2 weeks for document requests. After that time, use subpoena.	Investigator	Immediately and ongoing	Current staff	Completed
2. Inquire if both parties whether there is interest in settlement.	Investigator	Immediately and ongoing	Current staff	Completed
3. Complete investigative plan within 3 days of assignment.	Investigator	Immediately	Current staff	Completed
4. Complete three investigations per month.	Investigator	Immediately	Current staff	Completed
5. Revise investigative process	Investigative Team/ Kaizen Team/ ICRC management	Ongoing	Current staff/ DED staff	
6. Increase number of Civil Rights Specialists assigned to investigate non-housing cases by 2 CRS	ICRC Management	January 2013	2 new staff	
7. Reduce the number of cases in backlog by 50%	Investigative Team	July 2012	Current staff	
8. Reduce the age of cases in non-housing investigations by 50%	Investigation Team	July 2012	Current staff	

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Core Function	Outcome Measure(s)	Outcome Target	Link to Strategic Plan Goal(s)
Education			Goal #2: People are knowledgeable about civil rights laws and issues.
Activities, Services, Products	Performance Measures	Performance Target(s)	Strategies/Recommended Actions
Effective Training	Percent of customers rating presentations satisfactory or better	50%	See Action Plan
Useful Materials	Percent of customers rating materials satisfactory or better	50%	See Action Plan

ACTION PLAN

Strategic Goal or Performance Target: People are knowledgeable about civil rights laws and issues.

Performance Measure: 50% of customers rating presentations satisfactory or better

Strategy/Recommended Action: Effective and useful educational presentation

Division/Work Unit Responsible: Educational Resource Team

Other Units Involved: Administrative/Fiscal Division

Action Steps	Person/Unit Responsible	Timeline	Resources	Date Completed
1. All presentations are available in Powerpoint and hardcopy (alternative formats are available upon request)	Training	Immediately and ongoing	Current Staff	Completed/ongoing
2. Determine specific customer needs and adapt presentations and feedback methodology to those needs for style and format	Training	Immediately and ongoing	Current staff	Completed/ongoing
3. Review feedback and make appropriate adjustments in a timely fashion	Training	Immediately and ongoing	Current staff	Completed/ongoing
4. Use current technology to enhance effectiveness of presentations	Training	Immediately and ongoing	Current staff	Completed/ongoing
5. Make the training program financially self-sufficient	Training	July 2012	Current staff	

ACTION PLAN

Strategic Goal or Performance Target: People are knowledgeable about civil rights laws and issues.

Performance Measure: 50% of customers rating materials satisfactory or better

Strategy/Recommended Action: Effective and useful educational materials

Division/Work Unit Responsible: Educational Resources Team

Other Units Involved: Administrative/Fiscal Division

Action Steps	Person/Unit Responsible	Timeline	Resources	Date Completed
1. Have sufficient resources to ensure the materials are current, accurate, and the best possible	Training	Immediately and ongoing	Current staff	Completed/ongoing
2. Make sure materials are available in alternative formats	Training	Immediately and ongoing	Current staff	Completed/ongoing
3. Review all materials periodically to determine accuracy and appropriateness	Training	Immediately and ongoing	Current staff	Completed/ongoing