Iowa Civil Rights Commission

Agency Performance Plan and Action Plan

FY 2007

AGENCY PERFORMANCE PLAN

**FY 2007**

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| **Name of Agency: Iowa Civil Rights Commission** |
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| **Agency Mission: Our mission is enforcing civil rights laws through compliance, mediation, advocacy, and education, as we support diverse economic growth, reap the benefits from a diverse workforce, create safe communities, and create the image of Iowa as a state welcoming of diversity.** |
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| **Core Function** | **Outcome Measure(s)** | **Outcome Target** | **Link to Strategic Plan Goal(s)** |
| **CF: *Adjudication/dispute resolution/enforcement/investigation*** | **1. Average number of days to complete cases processed by ICRC** | **1. Cases processed in less than 300 days/case** | **Goal #1: People involved in civil rights complaints receive timely, quality resolutions.** |
|  | **2. Per cent of cases accepted for reimbursement by federal agencies** | **2. 90% of the cases submitted to federal agencies for reimbursement are accepted** |  |
| **Desired Outcome(s):**  |  |  |  |
| **People involved in civil rights complaints receive timely, quality resolutions.** |  |  |  |
| **Activities, Services, Products** | **Performance Measures** | **Performance Target(s)** | **`Strategies/Recommended Actions** |
| **Responding to/resolving complaints of discrimination** through adjudication and dispute resolution Org# 2000, 2200, 2500 | **1. Percent of cases mediated in 90 or less days from date of assignment.** | **1. 80%** | **See Action Plan** |
| **Responding to/resolving complaints of discrimination** through enforcement and investigationOrg# 2000, 2200, 2500 | **1. Percent of cases screened in less than 120 days from date of filing.** | **1. 80%** | **See Action Plan** |
|  | **2. Percent of cases investigated in less than 9 months from date of assignment.** | **2. 80%** | **See Action Plan** |

ACTION PLAN

***Strategic Goal or Performance Target*: People involved in civil rights complaints receive timely, quality resolutions – All cases screened are screened in less than 120 days**

**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 120days from date of filing**

***Division/Work Unit Responsible:*** Screening Team ***Other Units Involved:*** Mediation Team, Assistants Attorney General, Administrative Law Judge, and Other staff

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| **Action Steps** | **Person/Unit****Responsible** | **Timeline** | **Resources** | **Date****Completed** |
| 1. For non-prioritized cases, pull cases in the date order filed (by CP#) | Screening Team | Immediately and ongoing | Current staff | Completed/ongoing |
| 2. Have Mediation Team send out “In” mediation letters | Mediation Team | Immediately and ongoing | Current staff | Completed/ongoing |
| 3. Upgrade hardware and software to keep word processing (letters, forms, mail outs, etc) to a minimum (resource dependent) | Screening Team | Immediately and ongoing | Current staff | Completed/ongoing |
| 4. 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 |
| 5. Do reconsiderations timely (after 30 days are up) | Screening Team, Assistants Attorney General, Admin. Law Judge | Immediately and ongoing | Current staff | Completed/ongoing |
| 6. Provide training/legal updates on a regular basis | Resource Services/Administration | Immediately and ongoing | Current staff | Ongoing |

ACTION PLAN

***Strategic Goal or Performance Target:* People involved in civil rights complaints receive timely, quality resolutions – All cases mediated are mediated in less than 90 days from date of assignment**

**Performance Measure: Percent of cases mediated from date of assignment in 90 days or less is 80% or greater**

***Strategy/Recommended Action* Completion of mediation in less than 90 days from date of assignment**

***Division/Work Unit Responsible:*** **Mediation Team** ***Other Units Involved:* None**

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| **Action Steps** | **Person/Unit****Responsible** | **Timeline** | **Resources** | **Date****Completed** |
| 1. Input data in data base and send out screen in/mediation letters within **7** days of receipt of case in the mediation unit | Mediation Team | Immediately and ongoing | Current staff | Completed/ongoing |
| 2. After 14 days of sending letters, the mediator assigned/needing a case will call both parties (R or Rep first) to determine interest. If R is interested, will get tentative dates. | Mediation Team | Immediately and ongoing | Current staff | Completed/ongoing |
| 3. If R not interested, call C or C rep and inform about RTS, investigation, or withdrawal. Call within 24 hours. If can’t reach C, send letter. Case will move to investigative unit within 7 days. | Mediation Team | Immediately and ongoing | Current staff | Completed/ongoing |
| 4. If both parties are interested in mediation, schedule the mediation to occur within 15-30 days. | Mediation Team  | Immediately and ongoing | Current staff | Completed/ongoing |
| 5. If parties are interested in mediation, but don’t want to or can’t come together, informal (not face-to-face) mediation will be conducted. | Mediation Team | Immediately and ongoing | Current staff | Completed/ongoing |
| 6. If an agreement is reached, the agreement is drawn up right then (sometimes attorney(s) may want to draft language – usually want completed within 7 days) | Mediation Team | Ongoing | Current staff | Completed/ongoing |
| 7. Once agreement reached, try to get compliance with terms within 7-10 days, except for training, which may take longer | Mediation Team | Ongoing | Current staff | Completed/ongoing |
| 8. Once compliance proof received on terms other than training, case closed within one week. | Mediation Team  | Ongoing | Current staff | Completed/ongoing |
| 9. If there is an impasse – 1. If monetary terms are close, call back in a week
2. If monetary terms are not close, case to investigative unit, or if RTS is requested, to investigative unit within 2 weeks
3. If parties want ongoing mediation without the mediator, send to investigative unit
 | Mediation Team | Ongoing | Current staff | Completed/ongoing |

ACTION PLAN

***Strategic Goal or Performance Target:* People involved in civil rights complaints receive timely, quality resolutions – All cases investigated are investigated in less than 9 months from date of assignment**

**Performance Measure: Percent of cases investigated in 9 months or less from date of assignment is 80% or greater**

**Strategy/Recommended Action Completion of investigation in less than 9 months from the date of assignment**

***Division/Work Unit Responsible:*** **Investigation Team** ***Other Units Involved:* Assistants Attorney General and Administrative Law Judge**

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| **Action Steps** | **Person/Unit****Responsible** | **Timeline** | **Resources** | **Date****Completed** |
| 1. Make contact with the Complainant within three days from the date of assignment. If can’t reach Complainant, send CD6. | Investigation Team | Immediately and ongoing | Current staff | Completed/ongoing |
| 2. Do analytical work at the beginning – be clear on the issues from the beginning and pursue the disputed issues – do investigative plan and timeline | Investigation Team | Immediately and ongoing | Current staff | Completed/ongoing |
| 3. Each investigator sets 2 Complainant or Respondent interviews per week minimum | Investigation Team | Immediately and ongoing | Current staff | Completed/ongoing |
| 4. Use shorter time for document requests to get back – give 2 weeks instead of 30 days. If possible, fax or e-mail document request | Investigation Team | Immediately and ongoing | Current staff | Completed/ongoing |

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|  |
| **Core Function** | **Outcome Measure(s)** | **Outcome Target** | **Link to Strategic Plan Goal(s)** |
| **CF: *Education*** | **% of customers indicating they will use the educational information or materials they have received** | **80% of survey responses from those who attend educational presentations indicate they will use the information/materials**  | **Goal #2: People are knowledgeable about civil rights laws and issues** |
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| **Desired Outcome(s):**  |  |  |  |
| **People are knowledgeable about civil rights laws and issues** |  |  |  |
| **Activities, Services, Products** | **Performance Measures** | **Performance Target(s)** | **`Strategies/Recommended Actions** |
|  |  |  |  |
| **Providing educational services to staff and the public through presentations and educational materialsOrg# 2200** | **Number of complaints regarding timeliness of response to requests for presentations/information** | **1. 0 complaints regarding timeliness of response to requests for presentations/information** | **See Action Plan** |
|  | **% of customers rating service satisfactory or better** | **2. 80% of survey responses from those who attend educational presentations rate service satisfactory or better.** | **See Action Plan** |

ACTION PLAN

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

***Performance Measure:* Number of complaints regarding timeliness of response to requests for presentations/information**

***Strategy/Recommended Action:* 0 complaints regarding timeliness of response to requests for presentations/information**

***Division/Work Unit Responsible:*** Educational Resources Team ***Other Units Involved:*** Administrative/Fiscal Division

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| **Action Steps** | **Person/Unit****Responsible** | **Timeline** | **Resources** | **Date****Completed** |
| Respond promptly (within 24 hours) to requests for presentations or materials | Educational Resources Team/Administrative Division  | Immediately and ongoing | Current staff |  |

ACTION PLAN

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

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

**Strategy/Recommended Action: Effective and useful educational presentations**

***Division/Work Unit Responsible:*** Educational Resource Team ***Other Units Involved:*** Administrative/Fiscal Division

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| **Action Steps** | **Person/Unit****Responsible** | **Timeline** | **Resources** | **Date****Completed** |
| 1. All presentations are available in Powerpoint and hardcopy (alternative formats are available upon request) | Educational Resources Team/Administrative Division | Immediately and ongoing | Current staff; need approval if alternative formats are needed | Completed/ongoing |
| 2. Determine specific customer needs and adapt presentations and feedback methodology to those needs for style and format | Educational Resources Team | Immediately and ongoing | Current staff | Completed/ongoing |
| 3. Review feedback and make appropriate adjustments in a timely fashion | Educational Resources Team  | Immediately and ongoing | Current staff | Completed/ongoing |
| 4. Use current technology to enhance effectiveness of presentations | Educational Resources Team/Administrative Division | Immediately and ongoing | Current staff | Ongoing |

ACTION PLAN

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

***Performance Measure:* % 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

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| **Action Steps** | **Person/Unit****Responsible** | **Timeline** | **Resources** | **Date****Completed** |
| 1. Have sufficient resources to ensure the materials are current, accurate, and the best possible | Educational Resources Team/Administrative Division | Immediately and ongoing | Current staff; need to update video library | Ongoing |
| 2. Make sure materials are available in alternative formats | Educational Resources Team/Administrative Division  | Immediately and ongoing | Current staff | Completed/ongoing |
| 3. Review all materials periodically to determine accuracy and appropriateness | Educational Resources Team  | Immediately and ongoing | Current staff | Completed/ongoing |

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| **CF: *Advocacy*** | **% survey responses from parties to or counsels for parties to complaints indicating the Iowa Civil Rights Commission is a leader in civil rights.** | 70% | **Goals #3: Promotion of civil rights as a key value in Iowa government** |
| **Desired Outcome(s):**  |  |  |  |
| **The Iowa Civil Rights Commission is recognized as a leader in promoting civil rights** |  |  |  |
| **Activities, Services, Products** | **Performance Measures** | **Performance Target(s)** | **`Strategies/Recommended Actions** |
|  |  |  |  |
| **Advocacy by commissioners****Org# 2000** | **1. Number of civil rights projects the Iowa Civil Rights Commission participates/collaborates in** | **1. The Iowa Civil Rights Commission participates/collaborates in at least 2 major civil rights projects each year** | **See Action Plan** |
|  | **2. Average number of hours/month Commissioners spend on civil rights related projects** | **2. Commissioners spend at least 8 hours/month on civil rights related projects** | See Action Plan |

ACTION PLAN

***Strategic Goal or Performance Target: Promotion of civil rights is a key value in Iowa government.***

***Performance Measure:* Number of civil rights projects the Iowa Civil Rights participates/collaborates in**

***Strategy/Recommended Action:* The Iowa Civil Rights Commission participates/collaborates in at least 2 major civil rights projects each year**

***Division/Work Unit Responsible:*** Commissioners ***Other Units Involved:*** Others as needed

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| **Action Steps** | **Person/Unit****Responsible** | **Timeline** | **Resources** | **Date****Completed** |
| 1.  Commissioners are aware of what is happening regarding civil rights issues in their communities and across the state | Commissioners | Immediately and ongoing | Current commissioners | Completed/ongoing |
| 2. Commissioners make contact with various groups to share our interest in being involved in important civil rights issues/projects | Commissioners | Immediately and ongoing | Current commissioners | Completed/ongoing |

ACTION PLAN

***Strategic Goal or Performance Target: Promotion of civil rights is a key value in Iowa government.***

***Performance Measure:* Average number of hours/month Commissioners spend on civil rights related projects**

**Strategy/Recommended Action: The Commissioners spend at least 8 hours/month on civil rights projects**

***Division/Work Unit Responsible:*** Commissioners ***Other Units Involved:*** Others as needed

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| **Action Steps** | **Person/Unit****Responsible** | **Timeline** | **Resources** | **Date****Completed** |
| 1. Commissioners become involved in important civil rights issues | Commissioners | Immediately and ongoing | Current commissioners | Completed/ongoing |
| 2. Commissioners support legislation of importance to civil rights in Iowa  | Commissioners | Immediately and ongoing | Current commissioners | Completed/ongoing |

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| **Core Function** | **Outcome Measure(s)** | **Outcome Target** | **Link to Strategic Plan Goal(s)** |
| **CF: *Resource Management*** | **Number of audit exceptions contained in annual audit** | No more than 2 | **All goals** |
| **Desired Outcome(s):**  |  |  |  |
| **The Iowa Civil Rights Commission manages the resources of the agency in an efficient, effective manner.** |  |  |  |
| **Activities, Services, Products** | **Performance Measures** | **Performance Target(s)** | **`Strategies/Recommended Actions** |
|  |  |  |  |
| **Payment of claims****Org# 2000 and 2200** | **1. Percent of claims in substantial compliance with Finance rules and regulations** | **1. 95%** | **See Action Plan** |
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ACTION PLAN

***Strategic Goal or Performance Target:* The Iowa Civil Rights Commission manages the resources of the agency in an efficient, effective manner*.***

***Performance Measure:* Percent of claims in substantial compliance with Finance rules and regulations**

***Strategy/Recommended Action:* 95% of all claims are in substantial compliance**

***Division/Work Unit Responsible:*** Administrative Division ***Other Units Involved:*** Others as needed

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| --- | --- | --- | --- | --- |
| **Action Steps** | **Person/Unit****Responsible** | **Timeline** | **Resources** | **Date****Completed** |
| 1.  Use on-line accounting manual from original data entry through third level of approval. | Administrative Division | Immediately and ongoing | Current staff | Completed/ongoing |
| 2. Keep current with changes as they occur. | Administrative Division | Immediately and ongoing | Current staff | Completed/ongoing |