

**Iowa Civil Rights Commission  
Agency Performance Plan and Action Plan  
FY 2008/2009**

# AGENCY PERFORMANCE PLAN

## FY 2009

<b>Name of Agency: Iowa Civil Rights Commission</b>			
<b>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.</b>			
<b>Core Function</b>	<b>Outcome Measure(s)</b>	<b>Outcome Target</b>	<b>Link to Strategic Plan Goal(s)</b>
<b>CF: <i>Adjudication/dispute resolution/enforcement/investigation</i></b>	<b>1. Average number of days to complete cases processed by ICRC</b>	<b>1. Cases processed in less than 300 days/case</b>	<b>Goal #1: People involved in civil rights complaints receive timely, quality resolutions.</b>
	<b>2. Per cent of cases accepted for reimbursement by federal agencies</b>	<b>2. 95% of the cases submitted to federal agencies for reimbursement are accepted</b>	
<b>Desired Outcome(s):</b>			
<b>People involved in civil rights complaints receive timely, quality resolutions.</b>			
<b>Activities, Services, Products</b>	<b>Performance Measures</b>	<b>Performance Target(s)</b>	<b>Strategies/Recommended Actions</b>
<b>Responding to/resolving complaints of discrimination</b> through adjudication and dispute resolution Org# 2000, 2200, 2500	<b>1. Percent of cases mediated in 90 or less days from date of assignment.</b>	<b>1. 80%</b>	<b>See Action Plan</b>
<b>Responding to/resolving complaints of discrimination</b> through enforcement and investigation Org# 2000, 2200, 2500	<b>1. Percent of cases screened in less than 120 days from date of filing.</b>	<b>1. 80%</b>	<b>See Action Plan</b>
	<b>2. Percent of cases investigated in less than 9 months from date of assignment.</b>	<b>2. 80%</b>	<b>See Action Plan</b>

## ACTION PLAN

**Strategic Goal or Performance Target: People involved in civil rights complaints receive timely, quality resolutions – 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 120 days from date of filing**

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

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**

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/needling 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 – a. If monetary terms are close, call back in a week b. If monetary terms are not close, case to investigative unit, or if RTS is requested, to investigative unit within 2 weeks c. 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**

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

## 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

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	Ongoing



## 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

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

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

## 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

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

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: <i>Resource Management</i>	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

## 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

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





