Iowa Civil Rights Commission

Agency Performance Plan and Action Plan

FY 2004

AGENCY PERFORMANCE PLAN

**FY 2004**

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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.** |
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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 various stages of the process** | **1. The length of time to complete various stages of the process does not increase** | **Goal #1: People involved in civil rights complaints receive timely, quality resolutions.** |
|  | **2. Number of cases accepted for reimbursement by federal agencies** | **2. 80% of the cases submitted to federal agencies for reimbursement are accepted** |  |
| **Desired Outcome(s):**  |  |  |  |
| **People involved in civil rights complaints receive timely and legally sound decisions** |  |  |  |
| **Activities, Services, Products** | **Performance Measures** | **Performance Target(s)** | **`Strategies/Recommended Actions** |
| **Responding to/resolving complaints of discrimination** **Org# 2000, 2200, 2500** | **1. Number of days to complete various stages of the process** | 1. 80% of all cases screened are screened in less than 120 days | **See Action Plan** |
|  |  | **2. 80% of all cases mediated are mediated in less than 60 days from date of assignment** | **See Action Plan** |
|  |  | **3. 80% of all cases investigated are investigated in less than 9 months from date of assignment** | **See Action Plan** |

ACTION PLAN

***Strategic Goal or Performance Target*: People involved in civil rights complaints receive timely, quality resolutions – 80% of all cases screened are screened in less than 120 days**

**Performance Measure: Number of days to complete various stages of the process**

**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. Keep word processing (letters, forms, mail outs, etc) to a minimum | Screening Team | Immediately and ongoing | Current staff | Completed/ongoing |
| 4. Produce at least 130 cases per month | Screening Team  | Immediately and ongoing | Current staff | Completed/ongoing |
| 5. 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 |
| 6. Do reconsiderations timely (after 30 days are up) | Screening Team, Assistants Attorney General, Admin. Law Judge | September 1, 2003 | Current staff |  |
| 7. Provide legal updates on a regular basis | Assistants Attorney General and ALJ | July 1, 2003 | Current staff |  |

ACTION PLAN

***Strategic Goal or Performance Target:* People involved in civil rights complaints receive timely, quality resolutions – 80% of all cases mediated are mediated in less than 60 days from date of assignment**

**Performance Measure: Number of days to complete various stages of the process**

***Strategy/Recommended Action* Completion of mediation in less than 60 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 2 days of receipt of case in the mediation unit | Mediation Team | Immediately and ongoing | Current staff | Completed/ongoing |
| 2. After 3-7 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 – 80% of all cases investigated are investigated in less than 9 months from date of assignment**

**Performance Measure: Number of days to complete various stages of the process**

**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. Set Respondent interview immediately after Complainant interview is finished | Investigation Team  | Immediately and ongoing | Current staff | Completed/ongoing |
| 5. 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 |
| 6. Chart interviews before going to the next interview | Investigation Team | Ongoing | Current staff | Completed/ongoing |
| 7. When charting, document only the relevant facts | Investigation Team | Ongoing | Current staff | Completed/ongoing |
| 8. Talk with witnesses on the spot, unless witness has to schedule later | Investigation Team  | Ongoing | Current staff | Completed/ongoing |
| 9. Use telephone as much as possible, as opposed to writing letters | Investigation Team | Ongoing | Current staff | Completed/ongoing |
| 10. Share investigative skills – individually and as a team | Investigation Team | Ongoing | Current staff  | Completed/ongoing |
| 11. Provide legal updates on a regular basis | Assistants Attorney General and Administrative Law Judge | July 1, 2003 | Current staff |  |

AGENCY PERFORMANCE PLAN

**FY 2004**

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| **Name of Agency: Iowa Civil Rights Commission** |
|  |
| **Agency Mission: Our mission is enforcing civil rights laws through compliance, mediation, advocacy, and education, as we support diverse economic growth.** |
|  |
| **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 respondents indicate information/materials will be useful** | **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 materials****Org# 2200** | **% of complaints regarding timeliness of response to requests for presentations/information** | **1. 0 % of complaints regarding timeliness of response to requests for presentations/information** | **See Action Plan** |
|  | **% of customers rating service satisfactory or better** | **2. 80% of survey respondents indicate satisfaction with presentations and materials** | **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:* No 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; (need assigned phone number and e-mail address for ed resources) |  |

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 | September 30, 2003 | Current staff, need sound cards and a portable screen |  |

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; need approval when alternative formats are needed | 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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**FY 2003**

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| --- |
| **Name of Agency: Iowa Civil Rights Commission** |
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| **Core Function** | **Outcome Measure(s)** | **Outcome Target** | **Link to Strategic Plan Goal(s)** |
| **CF: *Advocacy*** | **% of survey respondents (from survey mailed to customer groups in Iowa) indicating Iowa Civil Rights Commission is an effective leader in promoting civil rights**  | **Greater than 50% of survey respondents indicate Iowa Civil Rights Commission is an effective leader in promoting civil rights**  | **Goals #3: The Iowa Civil Rights Commission is recognized as a leader in promoting civil rights** |
| **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. Number of hours 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:* The Iowa Civil Rights Commission is recognized as a leader in promoting civil rights**

***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:* The Iowa Civil Rights Commission is recognized as a leader in promoting civil rights**

***Performance Measure:* Number of hours 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 |