

# Office of Human Rights FY2017

Agency Office of Human Rights

Agency Code HMO

Fiscal Year 2017

**Mission** The mission of the DC Office of Human Rights (OHR) is to eradicate discrimination, increase equal opportunity, and protect human rights in the city.

## 2017 Strategic Objectives

Objective Number	Strategic Objective
1	Provide high quality and efficient resolution of complaints filed at the Office of Human Rights in order to comply with statutory requirements, improve customer service, and strengthen enforcement.
2	Provide high quality and efficient adjudication of certified charges filed at the Commission on Human Rights in order to comply with statutory requirements and to improve customer service
3	Provide high quality monitoring of and technical assistance in OHR's compliance programs, including Language Access, Bullying Prevention, and Equal Employment Opportunity policies.
4	Provide high quality education and awareness communication to the public in order to increase understanding of the laws enforced by OHR
5	Create and maintain a highly efficient, transparent and responsive District government.**

## 2017 Key Performance Indicators

Measure	New Measure/ Benchmark Year	Frequency of Reporting	Add Data Fields (if applicable)	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2016 Actual	FY 2017 Target
<b>1 - Provide high quality and efficient resolution of complaints filed at the Office of Human Rights in order to comply with statutory requirements, improve customer service, and strengthen enforcement. (5 Measures)</b>									
Percent of inquiries scheduled for intake interview within 30 days	✓	Quarterly		Not available	Not available	Not available	Not available	New Measure	80%
Percent of docketed cases scheduled for mediation within 45 days	✓	Quarterly		Not available	Not available	Not available	Not available	New Measure	80%
Percent of EEOC contract case closures	✓	Quarterly		Not available	Not available	Not available	Not available	New Measure	80%
Percent of cases certified to the Commission on Human Rights within 60 days	✓	Quarterly		Not available	Not available	Not available	Not available	New Measure	80%
Cost of processing a complaint under the Equal Justice Program	✓	Annually		Not available	Not available	Not available	Not available	New Measure	\$5870
<b>2 - Provide high quality and efficient adjudication of certified charges filed at the Commission on Human Rights in order to comply with statutory requirements and to improve customer service (3 Measures)</b>									
Percent of cases pending with the Commission over 15 months	✓	Quarterly		Not available	Not available	Not available	Not available	New Measure	20%
Percent of cases with scheduling orders issued within 30 days	✓	Quarterly		Not available	Not available	Not available	Not available	New Measure	80%
Percent of dispositive motions resolved within 60 days of filing	✓	Quarterly		Not available	Not available	Not available	Not available	New Measure	80%
<b>3 - Provide high quality monitoring of and technical assistance in OHR's compliance programs, including Language Access, Bullying Prevention, and Equal Employment Opportunity policies. (4 Measures)</b>									
Percent of EEO Counselors and Officers Satisfied with Training	✓	Annually		Not available	Not available	Not available	Not available	New Measure	80%
Percent of informal intervention provided in bullying cases within 30 days of reporting	✓	Annually		Not available	Not available	Not available	Not available	New Measure	80%
Percent of language access cases which receive initial intervention within 30 days	✓	Annually		Not available	Not available	Not available	Not available	New Measure	90%

Percent of covered entities with major public contact monitored and assessed for compliance with the Language Access Act	✓	Annually		Not available	Not available	Not available	Not available	New Measure	80%
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**4 - Provide high quality education and awareness communication to the public in order to increase understanding of the laws enforced by OHR (3 Measures)**

Percent of Human Rights Liaisons that rate the all-day training as "good" or "excellent" in post-training survey	✓	Annually		Not available	Not available	Not available	Not available	New Measure	80%
Percent of participants that rate the Business Training Series events as "good" or "excellent" in post-training survey	✓	Annually		Not available	Not available	Not available	Not available	New Measure	80%
Percent of participants that rate "Know Your Rights" presentations as "good" or "excellent" in post-training survey	✓	Annually		Not available	Not available	Not available	Not available	New Measure	80%

**5 - Create and maintain a highly efficient, transparent and responsive District government.\*\* (9 Measures)**

Contracts/Procurement-Expendable Budget spent on Certified Business Enterprises	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement-Contracts lapsed into retroactive status	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Federal Funds returned	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service-Meeting Service Level Agreements	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources-Vacancy Rate	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources-Employee District residency	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources-Employee Onboard Time	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management-Employee Performance Plan Completion	✓			Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

2017 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
<b>1 - Provide high quality and efficient resolution of complaints filed at the Office of Human Rights in order to comply with statutory requirements, improve customer service, and strengthen enforcement. (4 Activities)</b>			
INVESTIGATIONS	Investigate	Investigate docketed cases.	Daily Service
INTAKE	Intake	Conduct intake interviews of inquiries received	Daily Service
MEDIATION	Mediation	Mediate all docketed cases.	Daily Service
LEGAL SERVICES	Legal Review	Legal review of letters of determination drafted by investigators.	Daily Service

<b>2 - Provide high quality and efficient adjudication of certified charges filed at the Commission on Human Rights in order to comply with statutory requirements and to improve customer service (5 Activities)</b>			
HUMAN RIGHTS COMMISSION	Review Certified Cases	Review certified cases and set scheduling order.	Daily Service
HUMAN RIGHTS COMMISSION	Review and rule on dispositive motions	Review and rule on dispositive motions	Daily Service
HUMAN RIGHTS COMMISSION	Hold Final Hearing	Hold final hearing on the merits.	Daily Service
HUMAN RIGHTS COMMISSION	Issue scheduling order	COHR should issue scheduling orders within 30 days of case certification.	Daily Service
HUMAN RIGHTS COMMISSION	Lead or Organize Commission Meetings	COHR will coordinate bi-monthly Commission meetings with the Commissioners and the Director of Office of Human Rights.	Daily Service
<b>3 - Provide high quality monitoring of and technical assistance in OHR's compliance programs, including Language Access, Bullying Prevention, and Equal Employment Opportunity policies. (7 Activities)</b>			
RESEARCH AND COMPLIANCE	EEO Counselors and Officers Training	Provide training and technical assistance to EEO Counselors and Officers.	Daily Service
BULLYING PREVENTION OVERSIGHT	Bullying Prevention Policy Oversight	Oversee bullying prevention policy development and compliance and provide training.	Daily Service
LANGUAGE ACCESS OVERSIGHT	Enforcement	Assist with identifying pre-investigation intervention solution; Investigate docketed cases of language access complaints; Issue written findings after investigation is completed; Assist non-compliant agencies with systemic corrective actions.	Daily Service
LANGUAGE ACCESS OVERSIGHT	Technical Assistance to Covered Entities	Provide technical assistance such as one-on-one consultations, implementing corrective actions, training staff on compliance and cultural competencies, and meeting with language access coordinators.	Daily Service
LANGUAGE ACCESS OVERSIGHT	Community Engagement	Provide outreach and education to the public; Work closely with consultative agencies and community stakeholders.	Daily Service
LANGUAGE ACCESS OVERSIGHT	Compliance Monitoring	Review and monitor each major public contact agency's two-year LA compliance plan; monitor and review quality of services provided to LEP/NEP (Limited English Proficient/Non English Proficient) customers; meet with agency Language Access Coordinators.	Daily Service
BULLYING PREVENTION OVERSIGHT	School Climate Data and Youth Bullying Prevention Project	As a result of a four-year grant from National Institute of Justice (NIJ), in partnership with Child Trends and Office of the State Superintendent for Education (OSSE), the Youth Bullying Prevention Program will collect school climate data, evaluate prevention strategies in schools, and support their efforts to implement evidence based programs to prevent bullying and improve school safety.	Key Project
<b>4 - Provide high quality education and awareness communication to the public in order to increase understanding of the laws enforced by OHR (3 Activities)</b>			
PUBLIC EDUCATION	Provide education/training	Conduct training for the public and business community.	Daily Service
PUBLIC EDUCATION	Perform Outreach	Conduct outreach re newly enacted laws to ensure awareness and compliance.	Daily Service
PUBLIC EDUCATION	Issue press release statements	Draft and issue press release statements	Daily Service

## 2017 Workload Measures

Measure	New Measure/ Benchmark Year	Add Historical and Target Data (FY17)	Numerator Title	Units	Frequency of Reporting	FY 2014	FY 2015	FY 2016 Actual
<b>1 - Intake (1 Measure)</b>								
Number of Inquiries Received	<input type="checkbox"/>		Number of inquiries received	number	Annually	Not available	Not available	2045
<b>1 - Investigate (1 Measure)</b>								
Number of New Docketed Cases	<input type="checkbox"/>		number of new docketed cases	number	Annually	Not available	Not available	664
<b>1 - Legal Review (4 Measures)</b>								
Number of Cases Reviewed	<input checked="" type="checkbox"/>		Number of cases reviewed	number	Annually	Not available	Not available	New Measure
Number of Final Determinations Reviewed	<input checked="" type="checkbox"/>		Number of Final Determinations Reviewed	Number	Annually	Not available	Not available	New Measure

Number of Motions Reviewed	✓		Number of Motions and Reconsiderations Reviewed	Number	Annually	Not available	Not available	New Measure
Number of Litigation Cases Reviewed	✓		Number of litigation cases reviewed	Number	Annually	Not available	Not available	New Measure
<b>1 - Mediation (1 Measure)</b>								
Number of Cases Mediated	<input type="checkbox"/>		number of cases mediated	number	Annually	Not available	Not available	776
<b>2 - Hold Final Hearing (1 Measure)</b>								
Number of Hearings Scheduled or Held	✓		number of hearings scheduled or held	Number	Annually	Not available	Not available	New Measure
<b>2 - Lead or Organize Commission Meetings (1 Measure)</b>								
Number of Commission Meetings Per Year	<input type="checkbox"/>		Number of commission meetings per year	Number	Annually	Not available	Not available	6
<b>2 - Review and rule on dispositive motions (2 Measures)</b>								
Number of Cases Remanded	✓		number of cases remanded	number	Annually	Not available	Not available	New Measure
Number of Motions	✓		number of pending motions	number	Annually	Not available	Not available	New Measure
<b>2 - Review Certified Cases (1 Measure)</b>								
Number of Certified Cases Received	✓		Number of certified cases received	Number	Annually	Not available	Not available	New Measure
<b>3 - Bullying Prevention Policy Oversight (1 Measure)</b>								
Number of Covered Entities under Youth Bullying Prevention Act	<input type="checkbox"/>		number of covered entities under YBPA	number	Annually	Not available	Not available	159
<b>3 - Community Engagement (3 Measures)</b>								
Number of Community Education/Outreach Activities	<input type="checkbox"/>		Number of Community Education/Outreach Activities	Number	Annually	Not available	Not available	231
Number of Meetings with Consultative Agencies	<input type="checkbox"/>		Number of Meetings w Consultative Agencies	Number	Annually	Not available	Not available	12
Number of Meetings with LA Stakeholders	<input type="checkbox"/>		Number of Meetings with LA Stakeholders	Number	Annually	Not available	Not available	10
<b>3 - Compliance Monitoring (1 Measure)</b>								
Number of Language Access Coordinator Meetings Held	<input type="checkbox"/>		Number of LA Coordinator Meetings Held	Number	Annually	Not available	Not available	6
<b>3 - EEO Counselors and Officers Training (2 Measures)</b>								
Number of EEO Counselors and Officers in the District	<input type="checkbox"/>		Number of EEO counselors and officers	Number	Annually	Not available	Not available	63
Number of EEO Trainings Held	<input type="checkbox"/>		number of eeo trainings held	number	Annually	Not available	Not available	12
<b>3 - Enforcement (2 Measures)</b>								
Number of LA Inquiries Received	<input type="checkbox"/>		Number of LA Inquiries Received	Number	Annually	Not available	Not available	18
Number of LA Complaints Docketed	<input type="checkbox"/>		Number of LA Complaints Docketed	Number	Annually	Not available	Not available	14
<b>3 - Technical Assistance to Covered Entities (4 Measures)</b>								
Number of Covered Entities under the Language Access Act	<input type="checkbox"/>		Number of Covered Entities under the LAA	Number	Annually	Not available	Not available	62
Number of Covered LA Entities with Major Public Contact	<input type="checkbox"/>		Number of covered entities with major public contact	Number	Annually	Not available	Not available	39
Number of Non-Compliant LA Entities	✓		Number of Non-compliant LA Entities	Number	Annually	Not available	Not available	New Measure
Number of LA Trainings	<input type="checkbox"/>		Number of LA Trainings	Number	Annually	Not available	Not available	30
<b>4 - Perform Outreach (3 Measures)</b>								

Number of Fair Housing Outreach Activities	<input type="checkbox"/>	number of fair housing outreach activities	number	Annually	Not available	Not available	109
Number of Unemployed Anti-Discrimination Act Outreach Activity	<input type="checkbox"/>	number of UADA activities	number	Annually	Not available	Not available	45
Number of Overall Outreach Activities	<input type="checkbox"/>	Number of all outreach activities	Number	Annually	Not available	Not available	231
<b>4 - Provide education/training (2 Measures)</b>							
Number of Business Training Series	<input type="checkbox"/>	Number of Business Training Series	Number	Annually	Not available	Not available	4
Number of Human Rights Liaisons Trained	<input type="checkbox"/>	number of human rights liaisons trained	number	Annually	Not available	Not available	85

## 2017 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
<b>BULLYING PREVENTION OVERSIGHT (1 Strategic Initiative-Operation Link)</b>		
Implement National Institute of Justice Project	The Mayor's Youth Bullying Prevention Task Force, via Certification and Advisory Board (CAB), composed of community members as well as interested parties from the Task Force, will evaluate schools in the National Institute of Justice (NIJ) pilot on the school climate rubric and determine eligibility for grant funding as well as final certification. The CAB will also collect and vet local resources and supports that school, DC agencies and local non-profits can access to support training and programming around violence prevention and safety. This project will enable CAB to assess school needs regarding developing positive school environment and violence prevention. Moreover, this effort will allow CAB to identify and match available resources with the needs of the schools in preventing bullying and creating safe spaces.	09-30-2017
<b>HUMAN RIGHTS COMMISSION (2 Strategic initiative-operation links)</b>		
Improve Dispositive Ruling Time	The Commission will implement new internal deadlines for ruling on dispositive motions by tracking scheduling deadlines in each case. The Chief Administrative Law Judge will ensure that all judges are tracking and maintaining the scheduling deadlines. This initiative will help to ensure that customers receive prompt findings and rulings.	09-30-2017
Move Cases Forward	The administrative law judges will implement a new measure in FY17 to resolve procedural disputes. This involves intervention via phone and in person conferences to resolve procedural disputes. This effort will ensure timelines are met promptly and cases get to a hearing in a timely manner; the Commission will work to identify other areas of improvement in efficiency.	09-30-2017
<b>INTAKE (1 Strategic Initiative-Operation Link)</b>		
Restructure Intake Systems	OHR will restructure intake systems to address increasing volume of cases; OHR will reconfigure online intake questionnaire submissions. This will help OHR to efficiently triage cases filed and with moving cases to the next step.	09-30-2017
<b>INVESTIGATIONS (1 Strategic Initiative-Operation Link)</b>		
Improve Investigation Procedures	OHR will work to tighten response timelines and decrease number of extensions; OHR will explore conducting "fact finding conferences" to resolve complex cases. Fact finding conference is a case resolution tool utilized and recommended by the Equal Employment Opportunity Commission (EEOC). This will ensure that customers receive an expeditious processing of cases filed at OHR.	09-30-2017
<b>LANGUAGE ACCESS OVERSIGHT (3 Strategic initiative-operation links)</b>		
Increase Enforcement of Corrective Action Orders	As part of OHR's ongoing effort to increase enforcement, in FY17 OHR will more closely monitor agency implementation of corrective action issued by OHR after a complaint of non-compliance has been found. This measure will ensure that customers receive language access assistance where one was required and that they receive such services and assistance in a timely manner after OHR's finding.	09-30-2017
Expand Technical Assistance	OHR will provide targeted technical assistance and support to newly-appointed Language Access Point of Contacts and covered entities; in FY17, OHR will launch a citywide initiative to assist agencies in certifying bilingual staff. This is a proactive measure to ensure customers seeking services from District agencies receive language access when required.	09-30-2017
Expand Outreach and Training	In FY17, OHR will expand the Human Rights Liaison (HRL) trainings to include identification and reporting of language access violations encountered by customers of the HRLs; OHR will partner with community-based organizations to conduct "Know Your Rights" trainings to diverse LEP/NEP (Limited English Proficient/Non-English Proficient) populations to increase HRL training participants.	09-30-2017
<b>LEGAL SERVICES (1 Strategic Initiative-Operation Link)</b>		
Guidance for Businesses	In FY17, OHR will develop and implement a new guidance section on its website to assist customers/businesses with interpreting laws enforced by OHR; OHR will publish at least four (4) guidance documents.	09-30-2017
<b>MEDIATION (1 Strategic Initiative-Operation Link)</b>		
Reduce Mediation Extensions	In FY17, in order to expedite case processing, OHR will implement a new system in mediation which will reduce number of scheduling extensions granted.	09-30-2017
<b>PUBLIC EDUCATION (3 Strategic initiative-operation links)</b>		

Expand Training	In FY17, OHR will provide more resources for the business community. Specifically, OHR will increase number of trainings for businesses; work with the Department of Small and Local Business Development and the Department of Consumer and Regulatory Affairs to ensure businesses have access to information on the laws OHR enforces; OHR will collaborate with DHS to provide fair housing trainings for all housing case managers who receive DHS funding.	09-30-2017
Diversify Outreach	In FY17, in order to diversify its reach, OHR will conduct a new outreach effort in which it will work with labor unions and other workers' groups in order to provide trainings to their members on newly-enacted laws and the Human Rights Act; OHR will attend BID (Business Improvement District) meetings in order to provide information on new laws to the business community.	09-30-2017
Expand Publications	OHR will issue at least five (5) publications and conduct a second resume testing project as either a follow up to the FY2014 project or to investigate other current areas of concern, such as source of income discrimination, discrimination based on perceived religion, national origin, etc.	09-30-2017
<b>RESEARCH AND COMPLIANCE (1 Strategic Initiative-Operation Link)</b>		
Improve Communication and Training	In FY17, OHR will expand the EEO Counseling program by holding quarterly meetings with EEO Counselors & Officers. This will assist EEO Counselors address common challenges with OHR's guidance. To increase compliance, OHR will also communicate more often with agency directors and continue providing certification trainings.	09-30-2017

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