

Strategic Plan 2014 - 2016



PUBLIC EMPLOYMENT RELATIONS COMMISSION

I am pleased to present PERC's Strategic Plan for 2014-2016. Several initiatives or areas of emphasis in the plan address issues that you have told us are important.

Included with the Strategic Plan are our mission statement, vision statement and agency core values. Together these items reflect what PERC does, what PERC wants to become in accomplishing that mission, and the manner in which PERC will accomplish its mission.

At a high level, PERC identified five goals. These goals are enduring and stem from the purpose of the laws administered by PERC. Of these five goals, the goal of "Improving the Relationship Between Labor and Public Employers" predominates. All of our remaining goals feed or contribute to this goal. The initiatives identify the specific tasks we will or are undertaking to meet those objectives and goals.

If you have questions or comments regarding this plan, please do not hesitate to ask.



Mike Sellars
Executive Director

MISSION, VISION AND VALUES

Mission

To prevent or minimize the disruption to public services by the impartial, timely and expert resolution of labor-management disputes.

Vision

Leaders and partners in improving public sector labor-management relations.

Values

Excellence

Integrity

Neutrality

Credibility

Respect

Balance



GOALS



- 1. Productive Labor Management Relations:** Improving the relationship between labor and public employers.
- 2. Right to Organize:** Ensuring public employees' right to organize.
- 3. Right to Collectively Bargain:** Ensuring public employees' right to collectively bargain.
- 4. Conflict Resolution:** Resolving labor-management disputes.
- 5. High Performing Organization:** PERC is a high performing organization.

*Measures: 100% of cases resolved without work stoppage
99% of cases resolved without court intervention
% of timely decisions*

OBJECTIVES - INITIATIVES

- 1. Objective:** Improve case processing procedures so they are efficient, timely and useful to internal and external users while able to adapt to changing technology.

Initiatives

- Complete process improvement review of case processes. (2014 – 2016)
 - Identify potential process changes. (2014)
 - Gather staff and clientele feedback on proposed changes. (2014 – 2015)
 - Implement selected proposed changes. (2015 – 2016)
- Assess all current technology. (2015 – 2016)
 - Begin process of planning PERCCINS replacement or upgrade. (2015 – 2016)



Measures: Clientele Feedback (tbd)

OBJECTIVE – INITIATIVES

2. **Objective:** Improve timeliness of decisions while maintaining decision quality.

Initiatives

- Ensure Commission, Examiner and Executive Director decisions are timely issued. (2014)
- Revise Style Manual. (2014)
- Review decision format and implement any format changes. (2014)
- Produce clear and cogent decisions. (2014)

Measures: *100% of Commission decisions are issued within 365 days of closure of record.*

50% of Commission Decisions are issued within 180 days of closure of record.

80% of Examiner decisions are issued within 90 days of closure of record.

85% of Executive Director decisions are issued within 90 day of closure of record.

% of cases overturned in court review (TBD)



OBJECTIVES - INITIATIVES

3. Objective: Improve efficiency, timeliness and turnout for representation elections.

Initiatives

- Explore feasibility of electronic or telephonic elections. (2015 – 2016)
- No valid election challenges based on mistakes by PERC staff. (2014 – 2016)

Measures: No valid election challenges due to mistakes by PERC staff

Turnout measure (TBD)

Timeliness measure (TBD)



OBJECTIVES - INITIATIVES

4. **Objective:** Increase and expand outreach and training with public, partners and clientele.

Initiatives

- Create Clientele Consultation Committee. (2015)
- Obtain clientele feedback. (2015)
- Increase our role in ALRA and other labor relations, mediation, adjudication or neutral entity organizations. (2014 – 2016)
- Research and explore best practices from other neutral agencies in US, Canada and elsewhere. (2014 – 2016)
- Explore developing online content for basic training courses. (2015 – 2016)
- Explore expanded training offerings. (2015 – 2016)

Measures: Number of outreach activities (target TBD)
Clientele feedback (TBD)



OBJECTIVES - INITIATIVES

5. **Objective:** Improve internal and external communications.

Initiatives

- Continue to review and revise forms for clarity and ease of use. (2014)
- Improve and increase web content for public, partners, clientele and staff. (2014 – 2016)
- Improve website format, layout and function. (2014 – 2016)
- Explore feasibility of showing whether PERC decisions have been overturned, reaffirmed, questioned or cited by later cases and court cases. (2015 – 2016)



Measures (TBD)

OBJECTIVES - INITIATIVES

6. Objective: Staff have the capacity, commitment and management support to perform successfully and achieve the agency's goals and objectives.

Initiatives

- Timely complete performance evaluations and expectations. (2014)
- Improve state employee survey results. (categories TBD) (2014 – 2016)
- Succession planning for impending retirements. (2014 – 2015)
- Retain and recruit qualified staff. (2014 – 2016)
- Offer in-house training on selected topics to staff at least annually. (2014 – 2016)
- Explore expanded space in Kirkland office to better enable use for mediations and hearings. (2014 – 2015)

*Measures: 100% timely completion of performance evaluation/expectations
Meeting to-be determined goals on annual state employee survey*

