

Strategic Plan 2014 -2016 Progress Report

PUBLIC EMPLOYMENT RELATIONS COMMISSION

In 2014, we completed our strategic plan for 2014-2016. We identified five goals. Some stem directly from our statutory mandates. The five goals are:

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.

Of these goals, the first – Improving the relationship between labor and public employers – is really the paramount or overarching goal. The remaining goals reinforce and roll up to that goal.

The individual initiatives collectively help us meet these goals and achieve our mission to prevent or minimize the disruption to public services by the impartial timely and expert resolution of labor-management disputes. Several initiatives or areas of emphasis in the plan address issues that you have told us are important.

I am pleased to report on our progress on this strategic plan. We have accomplished the vast majority of what we set out to do which demonstrates that we are not only meeting our legislative mandate, but we are leaders and partners in improving public sector labor-management relations.

We are working on our next strategic plan. It should be completed and released by the end of 2016. Once finalized, we will share it with you as well.

Mike Sellars
Executive Director
October 2016



OBJECTIVES - INITIATIVES

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

Initiative	Timeline	Completed	Details
Complete process improvement review of all case processes	2014-2016	2014 2015 2015; ongoing 2016	<ul style="list-style-type: none"> ✓ Lean review of agency processes ✓ Utilize Clientele Consultation Committee to gather feedback about processes and proposed changes ✓ Implemented 32 process changes ✓ Reduce printing by 2400 pages per month ✓ Process changes save 82 minutes of administrative staff time per case ✓ Eliminated \$1.25 of postage per case and an additional \$3.20 per adjudicative case ✓ New decision search engine implemented that reduces staff time to post decisions by 20 minutes per decision
Assess all current technology	2015-2016	2015 2016	<ul style="list-style-type: none"> ✓ Partnered with Washington Technology Solutions for Innovation Exemption. Implemented PERCCINS case management system replacement ✓ Ongoing customization of Salesforce for improved efficiency and data tracking

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

Initiative	Timeline	Completed	Details
Ensure Commission, Examiner, and Executive Director decisions are timely issued	2014-2016	2014; ongoing	<ul style="list-style-type: none"> ✓ Since 2014, all Commission decisions issued within on average 100 days of the close of the record ✓ Since 2014, 95 % of Examiner and Executive Director decisions issued within 90 days of the close of the record
Revise Style Manual	2014	2014	✓ Style Manual revised and reissued
Review decision format and implement any format changes	2014	Begun; but not completed	Input and review begun
Produce clear and cogent decisions	2014	2014; ongoing	✓ Positive feedback from clientele about clarity

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

Initiative	Timeline	Completed	Details
Explore feasibility of electronic or telephonic elections	2015-2016	2015 2016 2016	<ul style="list-style-type: none"> ✓ One pilot e-vote completed ✓ Rule change completed to allow electronic voting. ✓ One e-vote completed after rule adoption
No valid election challenges based on mistakes by PERC staff	2014-2016	2014; ongoing	<ul style="list-style-type: none"> ✓ No election objections upheld due to staff mistakes.

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

Initiative	Timeline	Completed	Details
Create a Clientele Consultation Committee	2015	2015; ongoing	<ul style="list-style-type: none"> ✓ Clientele Consultation Committee of 10 representatives created ✓ Committee meets twice a year, and has met three times
Obtain clientele feedback	2015	2015; ongoing	<ul style="list-style-type: none"> ✓ Utilize Clientele Consultation Committee to obtain feedback
Increase our role in ALRA and other labor relations, mediation, adjudication or neutral entity organizations	2014-2016	2014; ongoing-	<ul style="list-style-type: none"> ✓ Executive Director on ALRA Executive Board ✓ Continue to co-host LERA conference ✓ Agency staff participate in and present at the King County and American Bar Associations, National Academy of Arbitrators, and the National LERA Conference
Research and explore best practices from other neutral agencies in the US, Canada, and elsewhere	2014-2016	2014; Ongoing	<ul style="list-style-type: none"> ✓ Develop relationships with neutral labor relations agencies in the US and internationally to exchange best practices
Explore developing online content for basic training courses	2015-2016	2016; Ongoing	<ul style="list-style-type: none"> ✓ Online course in development
Explore expanded training offerings	2015-2016	2015; Ongoing	<ul style="list-style-type: none"> ✓ New training courses developed and offered: <ul style="list-style-type: none"> • The Affinity Model • Improving Relationships • Other custom training courses

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Objective 5: Improve internal and external communications.

Initiative	Timeline	Completed	Details
Continue to review and revise forms for clarity and ease of use	2014	2014; Ongoing	<ul style="list-style-type: none"> ✓ All case filing forms reviewed and revised to simplify fields and use clear language
Improve and increase web content for public, partners, clientele and staff	2014-2016	2015; Ongoing	<ul style="list-style-type: none"> ✓ All website content revised, incorporating plain talk concepts ✓ Positive feedback from clientele about clarity
Improve website format, layout and function	2014-2016	2015; Ongoing	<ul style="list-style-type: none"> ✓ New website launched in 2015 ✓ Positive feedback from clientele about clarity
Explore feasibility showing whether PERC decisions have been overturned, reaffirmed, questioned or cited by later decisions and court rulings	2015-2016	2016	<ul style="list-style-type: none"> ✓ Decisia search engine launched on PERC website increasing decision search capability and decision history

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

Initiative	Timeline	Completed	Details
Timely complete performance evaluations and expectations	2014	2015; ongoing	<ul style="list-style-type: none"> ✓ Performance expectations and objectives set for all staff annually ✓ All staff evaluated against the performance expectations and objectives annually
Improve state employee survey results	2014-2016	2015; ongoing	<ul style="list-style-type: none"> ✓ Agency targets areas of improvement following each survey ✓ Improved survey results in all targeted areas
Succession planning for impending retirements.	2014-2015	2014-2015	<ul style="list-style-type: none"> ✓ Hire successors to certain positions before retirement occurs in order to allow for knowledge transfer prior to departure
Retain and recruit qualified staff	2014-2016	2014; ongoing 2015 2015	<ul style="list-style-type: none"> ✓ Revise hiring process for Adjudicator/Mediator positions to incorporate assessment of mediation skills and revise manner in which decision writing skills are assessed ✓ Utilize assessment for certain administration positions ✓ Develop more formalized training plan for new adjudicator/mediators
Offer in-house training on selected topics to staff at least annually.	2014-2016	2016	<ul style="list-style-type: none"> ✓ Training provided on: Evidence, arbitrations, mediation practice, decision writing, legal developments
Explore expanded space in Kirkland office to better enable use for mediations and hearings	2014-2015	2015	<ul style="list-style-type: none"> ✓ Explored but were unable to secure expanded office in Kirkland ✓ Remodeled current space to increase functionality