Strategic Plan
2017 -2019

Mission

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

Vision

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

Values

Innovation	Excellence	Credibility
Integrity	Respect	Neutrality
	Balance	

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% Cases resolved without a work stoppage
80% Decisions issued timely
99% Cases resolved without court intervention

1. Objective: Deliver innovative and effective services in an easily accessible manner.

Initiatives:

Service improvement
- Continue to regularly review processes and rules (2017-2019)
- Implement clear processes and rule changes that enhance the agency's delivery of efficient and effective services (2017-2019)
- Develop pre-hearing procedures and rules (2017)
- Review Dispute Resolution Panel process and qualifications (2017)
- Review standard communication for clarity, identify any improvements and execute (2017-2019)

Continue to find ways to improve services through technology
- Explore creating keynote like function for decision search tool (2018)
- Expand knowledge and use of Salesforce case management system (2017-2019)
- Upgrade Salesforce to Lightning operating system (2018)

Measures:

Westlaw usage
Usage of Westlaw PERC database
Number of visits to data pages on website
Clientele feedback

2. **Objective:** Agency decisions are legally sound, clear and issued within statutory requirements.

Initiatives:

- Review decision format for any changes (2017-2018)
- Agency decisions are timely issued (2017-2019)
- Decisions are clear, cogent and legally sound (2017-2019)

Measures:

80% of decisions issue within 90 days of close of the record

100% of Commission decisions issued within 180 days of the close of the record

100% of agency decisions appealed to court are not changed on appeal.

3. **Objective:** Mediations conducted by agency staff are timely and effective.

Initiatives:

• Assign a mediator for all unfair labor practice cases (2018)
• Evaluate effectiveness of mediations through Field Services Manager's observation of mediation (2017-2019)
• Use conflict prevention services to inform and prepare parties for the mediation process (2017)

> *Measures:*
>
> *100% of cases are resolved without a work stoppage*
> *Clientele feedback*
> *% unfair labor practice cases where parties refuse to mediate*
> *Views of online PERC Fundamentals training*

4. **Objective:** Representation process is clear, efficient and promptly allows employees to exercise his or her right to choose.

Initiatives

Decrease the time from filing to election/cross check (2017-2019)
- Set target for days to hold election/cross check from filing of petition (with and without adjudication) (2017)

Representation process is clear and accessible (2017-2019)
- Review standard communication for clarity; identify; and implement any improvements. (2017)
- Publish standard procedures for representation cases (2017)

Measures:

Number of elections/cross check occurring within targeted days from filing
Monitor election turnout
Number of elections/cross checks that meet turnout goal
No elections overturned due to conduct of PERC staff

5. **Objective:** Increase and expand conflict prevention and outreach with public, partners and clientele.

Initiatives

- Continue to use Clientele Consultation Committee to engage in dialogue regarding PERC services and labor relations issues facing the community (2017-2019)
- Transition in new Clientele Consultation Committee members (2017-2019)
- Develop and offer new training classes (2017-2019)
  - Launch on-demand, online training (2017)
  - Develop training to help parties engage and manage public/stakeholder engagement in bargaining (2018)
  - Explore developing quality assessment tool for delivered training (2019)
- Explore clientele feedback mechanism beyond the Clientele Consultation Committee (2018)
- Continue to research developments and best practices among counterpart agencies in US and internationally (2017-2019)
- Share our developments and best practices to counterpart agencies in US and internationally (2017-2019)
- Co-host ALRA 2017 conference (2017)
- Meet regularly with the Oregon Employment Relations Board/FMCS and other neighboring labor relations agencies (2017-2019)

Measures:

Number of training and outreach cases
Clientele feedback
Feedback from outside entities

6. **Objective:** Agency communications are timely, clear, and easily accessed.

Initiatives

- Monitor and communicate agency performance and progress (2017-2019)
  - Review and develop measures (2017)
  - Place data on dedicated page on website (2017)
  - Create annual report (2017)
  - Regularly review and communicate progress on strategic plan (2017-2019)
- Rule changes not only enhance efficient and effective delivery of agency services, but are also clear and understandable (2017-2019)
- Review form communication for clarity; identify; any improvements and execute (2017-2019)

Measures:

Track number of visits to data pages on website
Clientele feedback
Decrease in questions about forms

7. **Objective:** Staff have the capacity, commitment, resources and support to meet agency mission and vision.

Initiatives
Commission Succession/Stability (2017)

- Develop new commission member orientation (2017)
- Send new commissioners to ALRA academy (2017-2019)

Conduct meaningful annual performance evaluations (2017-2019)

- Formalize LRAM competencies (2017)
- Timely complete performance evaluations and expectations (2017-2019)
- Conduct mid-year reviews for all employees (2017)
- Use evaluation process to explore cross-training opportunities (2017-2019)
- Use evaluation process to explore training needs and desires (2017-2019)

Agency Tools

- Ensure technology is sustainable and allows agency to adapt and utilize tools that will enhance service delivery (2017-2019)
    - Explore single sign on (2017)
    - Decommission old agency servers and equipment (2017)
- Optimize agency tools for easier use by staff when out of the office (2017-2018)
- Make agency information easier to access by staff when out of the office (2017-2018)
- Revise agency intranet (2017)
- Explore use of salesforce as a tool for tracking travel, mileage and exchange time (2017-2018)
- Upgrade to Salesforce Lightning operating system (2018)
- Replace staff manual (2017-2018)
- Explore keynote like function for decision search tool (2018)

Continued…

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Objective: Staff have the capacity, commitment, resources and support to meet agency mission and vision.

Initiatives

Staff Development

- Invest in staff development through offering in-house training on selected topics to staff annually (2017-2019)
- Gather agency feedback on training needs (2017-2019)
- Memorialize training plan for new LRAMs (2017)

Agency

- Improve opportunities for staff feedback (2017-2019)
- Provide opportunities and resources for wellness activities (2017)
- Develop peer recognition program (2018)

Measures:

100% timely completion of evaluations
All staff have annual expectations
100% timely completion of mid-year reviews
Average answer to Employee Engagement Survey Questions 1, 3, 5, 8, 9, and 15 stay the same or improve from 2016 survey.

8. **Objective:** Agency develops and maintains expert staff to deliver services.

Initiatives

- Stabilize budget for staffing (2018)
- Continue to work with OFM to ensure LRAM and legal assistant job classes are appropriately reviewed during salary survey (2017-2018)
- Review current recruitment process for LRAM hiring, reduce time from opening recruitment to filling position (2017-2018)

Measures:

Predictable and stable staffing model
Salary survey accurately incorporates data from other like positions in and out of state
Decrease in time to hire.