



Strategic Plan 2020–2022

MISSION

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

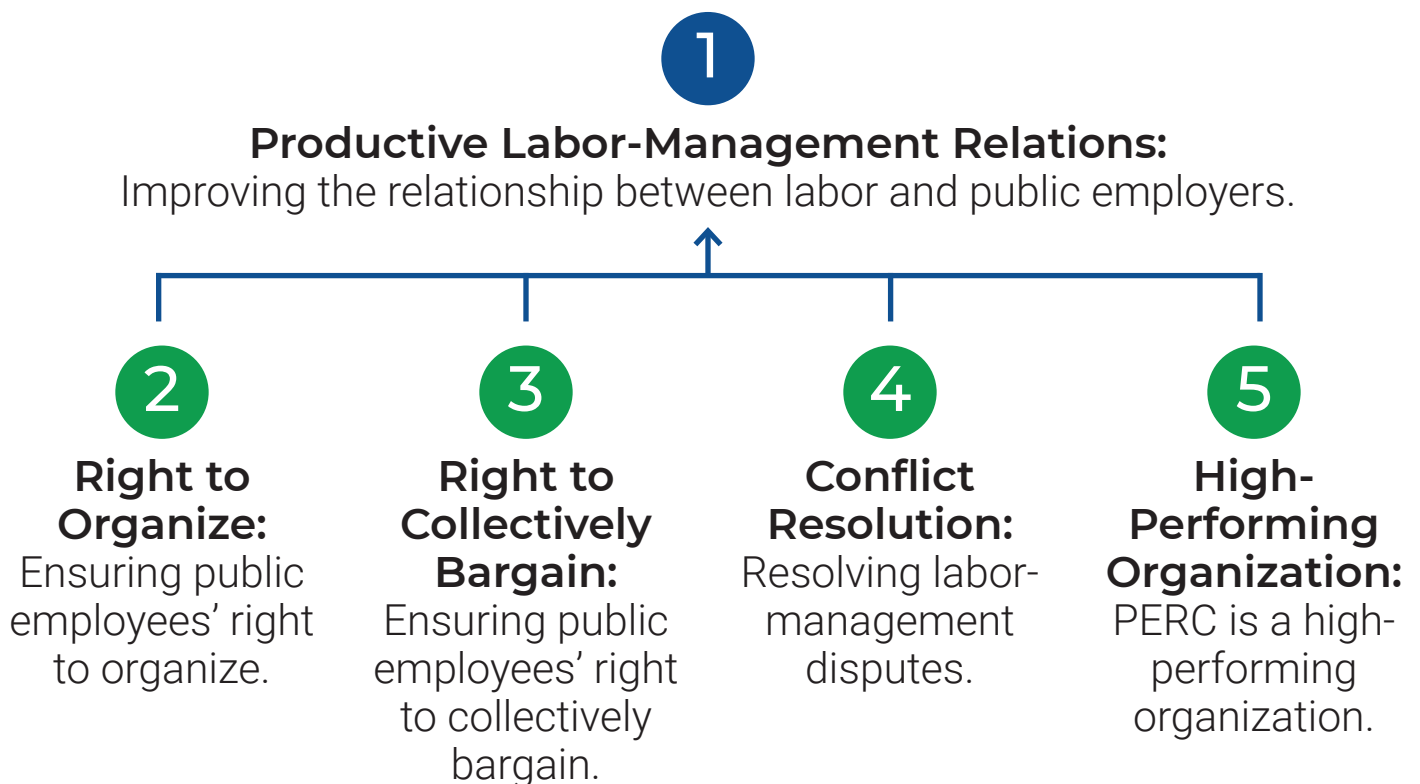
VISION

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

VALUES

- Innovation
- Respect
- Credibility
- Integrity
- Balance
- Neutrality
- Excellence

GOALS



Objective 1

Deliver innovative and effective services in an accessible and efficient manner.

INITIATIVES

- Review and revise agency templates to ensure they are clear, concise, and understandable. (2020)
- Explore requiring employers to submit current collective bargaining agreements and posting them on agency website (using current Decisia search engine). (2022)
- Revise rules.
 - ▶ Gather input on rules from Clientele Consultation Committee. (2020)
 - ▶ Share proposed rules revisions with staff for feedback. (2020)
 - ▶ Rules Committee will review and incorporate staff feedback. (2020)
 - ▶ Share proposed rules revisions with Clientele Consultation Committee for feedback. (2020)
 - ▶ Rules Committee will review and incorporate Clientele Consultation Committee feedback. (2020)
 - ▶ Begin formal rule-making process on proposed revisions. (2020)
 - ▶ Implement any rule changes adopted by Commission. (2021–2022)
- Continue to enhance and modernize technology.
 - ▶ Implement e-filing for all cases. (2020)
 - ▶ Explore feasibility of party access to their case information in Salesforce. (2021)
 - ▶ Ensure website meets industry accessibility standards. (2020)
 - ▶ Publish decisions in an accessible format. (2020)
 - ▶ Use Zingtree to better inform parties on representation case process. (2020)

Objective 2

Continue to issue timely, cogent, and legally sound decisions.

INITIATIVES

- Issue timely decisions. (Ongoing)
 - ▶ 80% of Examiner decisions are issued within 90 days of the close of the record.
 - ▶ 90% of Executive Director decisions are issued within 90 days of the close of the record.
 - ▶ 100% of Commission decisions are issued within 180 days of the close of the record.
- Issue cogent, legally sound decisions. (Ongoing)
 - ▶ 100% of decisions are unchanged following appeal to court.
- Update agency style guide. (2020)

Objective 3

Conduct effective and responsive mediations.

INITIATIVES

- Explore assigning a mediator to any unfair labor practice case that receives a preliminary ruling. (2020)
- Explore a rule change that would clearly give the Executive Director authority to order mediation. (2020)
- Further develop staff mediation skills through training, research, book and article review, and discussion. (Ongoing)
- Assess effectiveness of mediation through Field Services Managers' observations of mediation. (Ongoing)
- Explore developing additional online mediation training for clientele. (2021)

Objective 4

Ensure public employees exercise their right to choose through an accessible, clear, efficient, and equitable representation process.

INITIATIVES

- Use Zingtree to better inform parties on representation case process. (2020)
- Shorten time to election or card check. (Ongoing)
- Assess ways to streamline process for resolving disputed positions. (2021)
- Develop representation training. (2021)
- Modify rules that unnecessarily delay the time to election or card check. (2020)
- Post more descriptive statuses of pending representation cases on website. (2020)
- Keep pending representation cases on website until dismissal or certification. (2020)

Objective 5

Expand conflict prevention and outreach services.

INITIATIVES

- More accurately track training and outreach data (types of training requests). (2020)
- Assess data from types of training provided to inform new training offerings. (2021)
- Engage in dialogue with Clientele Consultation Committee regarding PERC services and labor relations issues facing the community. (2020)
- Expand online training offerings or tools. (Ongoing)
- Develop and deliver a negotiations training module. (2020)
- Explore developing quality assessment tool for training. (2022)
- Continue to be an active member of the Association of Labor Relations Agencies (ALRA). (Ongoing)
- Continue to be active in the Northwest Chapter of the Labor and Employment Relations Association (LERA) by co-sponsoring and presenting at the annual LERA conference. (Ongoing)
- Regularly communicate agency performance on website and social media. (Ongoing)

Objective 6

Provide accessible, clear, and timely agency communications.

INITIATIVES

- Regularly communicate agency performance on website and social media. (Ongoing)
- Issue annual report. (Ongoing)
- Continue Lean process improvement approach to review processes to ensure they are clear and understandable. (2020–2021)
- Establish plan to review standard communication and forms to ensure they are clear and understandable. (2020)
- Ensure templates meet accessibility standards. (2020, Ongoing)
- Ensure website meets industry accessibility standards. (2020)
- Ensure items covered in Practitioner’s Guide are addressed on agency website. (2021)
- Retire Practitioner’s Guide. (2022)

Objective 7

Ensure that staff have the capacity, commitment, resources, and support to meet the agency mission and vision.

INITIATIVES

- Ensure technology is sustainable and allows agency to adapt and utilize tools that will enhance service delivery. (Ongoing)
- Complete agency deskbook. (2020)
- Review samples and procedures currently in staff manual to ensure it contains most recent and correct versions, then issue in separate document. (2020–2021)
- Sunset current staff manual. (2022).
- Annually gather staff feedback on training needs. (Ongoing)
- Deliver training based upon feedback. (Ongoing)
- Explore feasibility of meaningful peer recognition vehicle. (2021)
- Timely complete performance evaluations and expectations. (Ongoing)
- Conduct mid-year reviews. (Ongoing)
- Explore cross-training opportunities. (Ongoing)
- Make ALRA Academy available to all new Commissioners. (Ongoing)
- Review and revise new Commissioner orientation. (2021)

Objective 8

Maintain expert staff to deliver services.

INITIATIVES

- Review, and revise as appropriate, current Labor Relations Adjudicator/Mediator hiring process. (2020)
- Revise decision-writing scenario for Labor Relations Adjudicator/Mediator hiring process. (2020)
- Increase diversity of hiring pools through outreach. (Ongoing)
- Support diversity in the workplace by fostering a culture of inclusion. (Ongoing)
- Work with the Office of Financial Management to ensure proper comparators are selected for salary survey of classified positions. (2021)

Objective 9

Continue to be a credible resource on labor law developments, trends, issues, and research.

INITIATIVES

- Continue to utilize membership in ALRA to research and share best practices and developments regarding labor relations and neutral agencies' administration of collective bargaining statutes. (Ongoing)
- Continue to research labor relations and dispute resolution developments and best practices. (Ongoing)
- Continue to support and provide opportunities for staff to develop and demonstrate their expertise (ABA LEL, LERA, ALRA, NW ADR, teaching, membership on arbitrator panels). (Ongoing)
- Communicate expertise and developments as appropriate. (Ongoing)
- Complete agency deskbook. (2020)