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# Strategic Plan 2023–2025

## MISSION

PERC provides expert, impartial, and timely resolution of labor-management disputes so that any disruption to public services is prevented or limited.

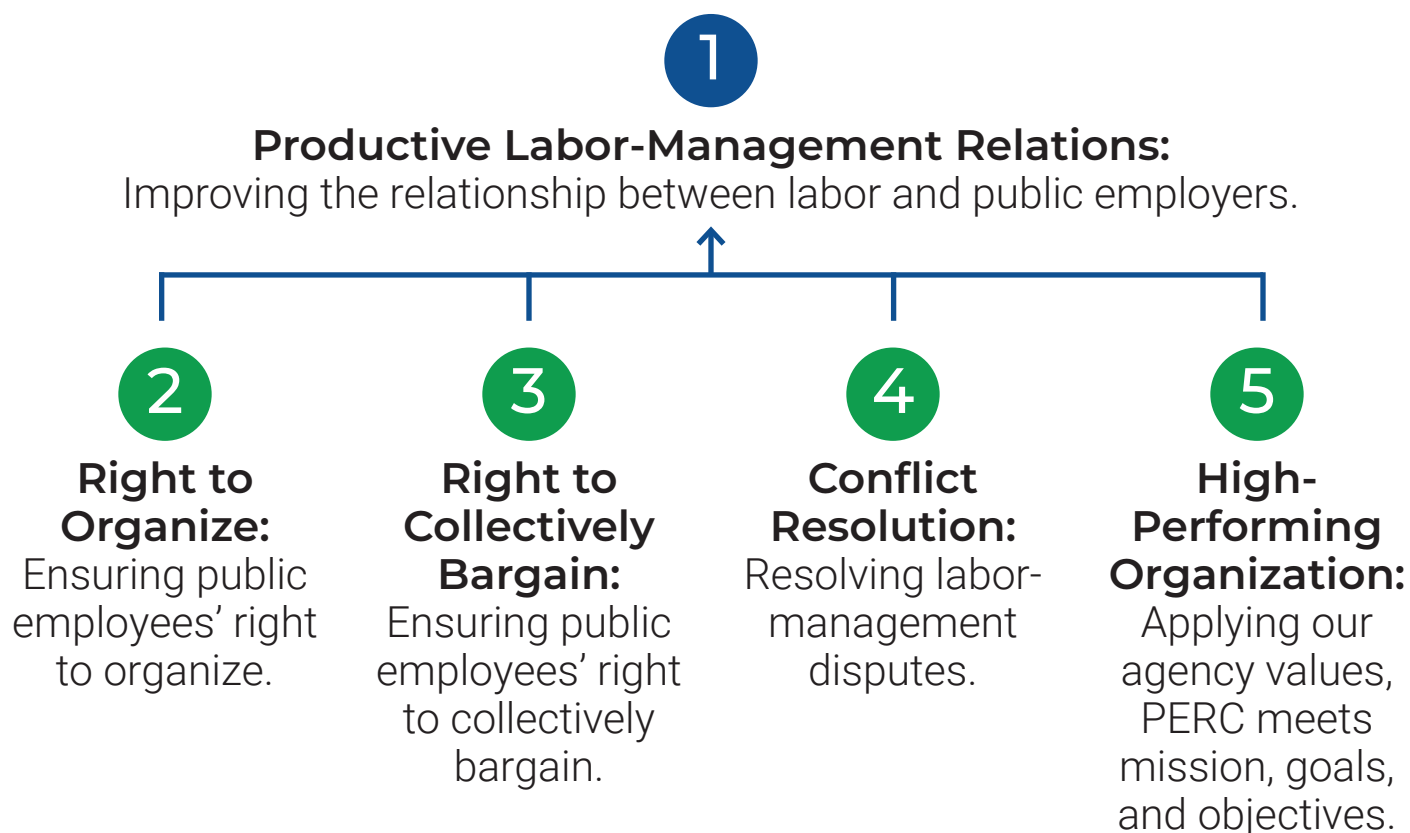
## VISION

Leaders in labor relations and dispute resolution. Partners in improving labor-management relations.

## VALUES

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

## GOALS



## Objective 1

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

### INITIATIVES

- Reintroduce in-person services; continue to offer virtual services. (2023)
- Utilize technology to provide services. (Ongoing)
- Clientele begin using e-filing to file cases and documents. (2023)
- Phase out current filing by email. (2024)
- Explore providing clientele access to certain case information in Salesforce. (2025)
- Implement new rules. (2023)
- Develop process for advisory opinions. (2023)
- Repurpose office space to meet needs of hybrid work and virtual service offerings. (2023/2024)
- Streamline case consolidation process. (2023)
- Ensure all agency templates are clear, concise, and understandable. (Ongoing)
- Explore feasibility (legal and practical) of utilizing APA Brief Adjudicative Process for certain cases. (2024)

## Objective 2

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

### INITIATIVES

- Issue timely decisions. (Ongoing)
  - ▶ 85% of Examiner decisions are issued within 90 days of the close of the record.
  - ▶ 100% 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; 80% within 90 days of the close of the record.
- Issue cogent, legally sound decisions. (Ongoing)
  - ▶ 100% of decisions are unchanged following appeal to court.
  - ▶ Ensure that Commission decisions are consistent with prior decisions or that any departure or differentiation from prior Commission decisions is acknowledged and explained so that clientele are able to understand the decision.
- Review and update agency style guide. (2023)
- Place agency deskbook on website. (2024)
- Explore feasibility (legal and practical) of utilizing APA Brief Adjudicative Process for certain cases. (2024)

## Objective 3

Conduct effective and responsive mediations.

### INITIATIVES

- Transition back to providing in-person services while continuing to provide virtual services. (2023)
- Utilize technology to enhance mediation services. (Ongoing)
- Explore methods to increase mediations of unfair labor practice cases. (2024)
- Further develop staff mediation skills through training, research, book and article review, discussion, and LRAM meetings. (Ongoing)
- Assess effectiveness of mediation through Field Services Managers' observations of mediation. (Ongoing)
- Explore additional mediation training tools (Zoom learning sessions, podcasts). (Ongoing)

## Objective 4

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

### INITIATIVES

- Identify additional outreach that could be done to educate people about representation case process and eliminate common mistakes or roadblocks to quicker processing of petitions. (2023)
- Conduct election or card check within annually set goals for the number of days for cases with uncontested issues and for cases with contested issues. (Ongoing)
- Assess ways to streamline process for resolving disputed positions. (2024)
- Develop Representation Deskbook. (2025)

## Objective 5

Expand conflict prevention and outreach services.

### INITIATIVES

- Reintroduce in-person services; continue to provide virtual services. (2023)
- Utilize technology to enhance and expand training and outreach services. (Ongoing)
- More accurately track training and outreach data (types of training requests), including for the Negotiation Project and The PERColator Podcast. (2023)
- Assess data from types of training provided to inform new training offerings. (Ongoing)
- Meet regularly with Clientele Consultation Committee regarding PERC services and labor relations issues facing the community. (Ongoing)
- Actively participate in the Association of Labor Relations Agencies (ALRA). (Ongoing)
- Actively participate in the Northwest Chapter of the Labor and Employment Relations Association (LERA); co-sponsor and present at the annual LERA conference. (Ongoing)
- Regularly communicate agency performance through website, social media, and annual report. (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)
- Communicate strategic plan progress annually in annual report. (2023)
- Expand self-help tools and guides for participants. (2023/2024)
- Make self-help tools and guides easily found and accessible on agency website. (2024)
- Communicate information and instructions on e-filing. (2023)



## Objective 7

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

### INITIATIVES

- Prepare and support agency staff in the reintroduction of in-person activities. (2023)
- Ensure technology is sustainable and allows agency to adapt and utilize tools that will enhance service delivery. (Ongoing)
- Ensure that agency technology supports hybrid and remote work. (Ongoing)
- Review and update agency deskbook on biennial basis. (2023 & 2025)
- Review examples and procedures currently in staff manual to ensure it contains most recent and correct versions, then issue in separate document. (2023)
- Sunset current staff manual. (2024)
- Annually gather staff feedback on training needs and deliver training based upon feedback. (Ongoing)
- Provide staff training for working with self-represented individuals. (2023)
- Provide staff training on writing. (2023)
- Explore meaningful peer recognition. (2024)
- Fully adopt Office 365 and shared tenant strategies. (2024)
- Review, and revise as necessary, current Salesforce practices for capturing training and outreach data to ensure it accurately captures and quantifies work involved. (2023)
- Timely complete performance evaluations and expectations. (Ongoing)
- Explore cross-training opportunities. (Ongoing)

## Objective 8

Maintain expert staff to deliver services.

### INITIATIVES

- Review, and revise as appropriate, current Labor Relations Adjudicator/Mediator hiring process. (2024)
- Revise decision-writing scenario for Labor Relations Adjudicator/Mediator hiring process. (2024)
- Increase diversity of hiring pools through outreach. (Ongoing)
- Support diversity in the workplace by fostering a culture of inclusion. (Ongoing)
- Implement Washington State Pro-Equity Anti-Racism (PEAR) Plan & Playbook. (2024)
- Work with the Office of Financial Management to ensure proper comparators are selected for salary survey of classified positions. (2023)

## 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)
- Review and update agency deskbook on biennial basis. (2023 & 2025)
- Place agency deskbook on website. (2024)
- Utilize agency outreach tools and medium to research, share best practices and labor relations developments, and hone and communicate agency expertise. (Ongoing)