



**OFFICE OF HUMAN RIGHTS
PROPOSED FY 2025 PERFORMANCE PLAN**

APRIL 3, 2024

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1 OFFICE OF HUMAN RIGHTS

Mission: The mission of the DC Office of Human Rights (OHR) is to eradicate discrimination, increase equal opportunity, and protect human rights in the city.

Services: The DC OHR investigates and resolves complaints of discrimination in employment, housing, places of public accommodation, and educational institutions, pursuant to the DC Human Rights Act of 1977 and other numerous local and federal laws. OHR also prevents discrimination by providing training and educating DC government employees, private employers, workers, and the community at-large of their rights and responsibilities under the law. OHR monitors compliance with the Language Access Act of 2004 and investigates allegations of noncompliance with this Act by DC government agencies and houses the District's Citywide Bullying Prevention Program. The agency also investigates complaints and conditions causing community tension and conflict that can lead to breaches of the peace. The Commission on Human Rights is the adjudicatory body that decides private sector cases after OHR has found probable cause of discrimination.

2 PROPOSED 2025 OBJECTIVES

Strategic Objective

Provide high quality and efficient resolution of complaints filed at the Office of Human Rights in order to comply with statutory requirements, improve customer service, and strengthen enforcement.

Provide high quality and efficient adjudication of probable cause cases certified for a hearing in order to comply with statutory requirements and to improve customer service.

Provide high quality training and resource materials in OHR's compliance programs, including Language Access, Bullying Prevention, Government EEO, and Creating Safer Spaces Program.

Provide high quality education and awareness communication to the public in order to increase understanding of the laws enforced by OHR.

Create and maintain a highly efficient, transparent, and responsive District government.

3 PROPOSED 2025 OPERATIONS

Operation Title	Operation Description	Type of Operation
Provide high quality and efficient resolution of complaints filed at the Office of Human Rights in order to comply with statutory requirements, improve customer service, and strengthen enforcement.		
Investigate	The Human Rights Officer (HRO) in the Investigation Unit will review an assigned Charge of Discrimination docketed and investigate the claims asserted in the Charge. The HRO will interview relevant witnesses and recommend a finding as to whether there is probable cause to believe discrimination may have occurred.	Daily Service
Intake	The Intake Officer will review inquiries (known as Complaint Questionnaire) filed with the Office of Human Rights and determine jurisdiction. If the Office has jurisdiction, the inquiry will be schedule for an intake interview. The Intake Officer will review the information provided during the interview and docket the inquiry as a Charge of Discrimination or dismiss the matter as appropriate.	Daily Service
Mediation	Once an inquiry is docketed as a Charge of Discrimination, the Mediation Unit will schedule a mandatory mediation date. If the matter is resolved at mediation, the case will be closed. If the matter is not resolved, Mediation will forward the case for full investigation.	Daily Service
Legal Review	Once a Human Rights Officer makes a probable cause determination as to whether discrimination may have occurred, the Legal Unit will review the determine for legal sufficiency and forward the matter for the Director’s review.	Daily Service
Agency Reorganization	Complete reorganization of enforcement units.	Daily Service
Provide high quality and efficient adjudication of probable cause cases certified for a hearing in order to comply with statutory requirements and to improve customer service.		
Hold Final Hearings	When the case has completed discovery, the Commission will schedule and hold a final hearing on the merits of the case.	Daily Service
Convene and Support Commission Meetings	The Chief Administrative Law Judge and their team organizes the Commission meetings, which occur on a bi-monthly basis. The Administrative Law Judges will record minutes of the meeting.	Daily Service
Provide high quality training and resource materials in OHR’s compliance programs, including Language Access, Bullying Prevention, Government EEO, and Creating Safer Spaces Program.		
Community Engagement	Provide outreach and education to the public; Work closely with consultative agencies and community stakeholders.	Daily Service

(continued)

Operation Title	Operation Description	Type of Operation
Enforcement	Assist with identifying pre-investigation intervention solution; Investigate docketed cases of language access complaints; Issue written findings after investigation is completed; Assist non-compliant agencies with systemic corrective actions.	Daily Service
EEO Counselors and Officers Training	Provide certification and ongoing training and technical assistance to EEO Counselors and Officers.	Daily Service
Bullying Prevention Policy Oversight	Oversee bullying prevention policy development and compliance and provide training and informal interventions.	Daily Service
Compliance Monitoring and Technical Assistance	Review and monitor each major public contact agency's two-year LA compliance plan; Provide technical assistance such as one-on-one consultations, Language Access Coordinator meetings, and implementing corrective actions.	Daily Service
School Climate Data and Youth Bullying Prevention Project	As a result of a four-year grant from National Institute of Justice (NIJ), in partnership with Child Trends and Office of the State Superintendent for Education (OSSE), the Youth Bullying Prevention Program will collect school climate data, evaluate prevention strategies in schools, and support their efforts to implement evidence based programs to prevent bullying and improve school safety. The grant ends on December 31, 2019.	Key Project

Provide high quality education and awareness communication to the public in order to increase understanding of the laws enforced by OHR.

Provide education/training and perform outreach	The Communications & Community Engagement team schedules and conducts training for the public and business community. To ensure awareness and compliance, the Communications & Community Engagement team conducts outreach regarding newly enacted laws or regarding laws under which the Office has seen a rise in claims. Outreach may be provided in the form of targeted trainings, participation at community events and meetings, and educational campaigns.	Daily Service
Issue reports and publications	The Communications & Community Engagement team is responsible for preparing annual reports and publications required by the various statutes that the Office enforces.	Daily Service
LGBTQ Seniors and Seniors with HIV	Provide education awareness for LGTBQ seniors and seniors with HIV.	Daily Service

4 PROPOSED 2025 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators

Measure	Directionality	FY 2022	FY 2023	FY 2024 Target	FY 2025 Target
Provide high quality and efficient resolution of complaints filed at the Office of Human Rights in order to comply with statutory requirements, improve customer service, and strengthen enforcement.					
Percent of docketed cases at the Office of Human Rights scheduled for mediation within 45 days	Up is Better	94.9%	90%	80%	80%
Percent of Intake Questionnaires scheduled for intake within 30 days of assignment.	Up is Better	89%	73.5%	75%	75%
Percent of Intake Questionnaires, where intake was completed (docketed or dismissed) within 75 days of assignment	Up is Better	New in 2024	New in 2024	New in 2024	Not Yet Available
Percent of Letters of Notification for Mediation sent within 14 days of assignment to the Alternative Dispute Resolution unit	Up is Better	New in 2024	New in 2024	New in 2024	Not Yet Available
Percent of cases completing mediation within 45 days of the scheduled mediation.	Up is Better	New in 2024	New in 2024	New in 2024	Not Yet Available
Percent of existing cases closed in fiscal year.	Up is Better	New in 2023	19.1%	New in 2024	75%
Percent of aged cases closed in fiscal year.	Up is Better	New in 2023	41%	New in 2024	Not Yet Available
Percent of Docketed Charges mediated in fiscal year.	Up is Better	New in 2024	New in 2024	New in 2024	Not Yet Available
Percent of Probable Cause Findings conciliated in fiscal year.	Up is Better	New in 2024	New in 2024	New in 2024	Not Yet Available
Percent of New Cases Closed in fiscal year.	Up is Better	New in 2024	New in 2024	New in 2024	Not Yet Available
Provide high quality and efficient adjudication of probable cause cases certified for a hearing in order to comply with statutory requirements and to improve customer service.					
Percent of cases assigned to hearing tribunal within 60 days of proposed decision and order	Up is Better	96.4%	93.4%	80%	80%
Percent of hearing cases pending over 15 months	Down is Better	33.5%	34.3%	20%	20%
Percent of Hearing Cases Closed by the end of fiscal year.	Up is Better	New in 2024	New in 2024	New in 2024	Not Yet Available
Percent of Aged Hearing Cases closed by the end of fiscal year.	Up is Better	New in 2024	New in 2024	New in 2024	Not Yet Available
Provide high quality training and resource materials in OHR's compliance programs, including Language Access, Bullying Prevention, Government EEO, and Creating Safer Spaces Program.					

Key Performance Indicators (continued)

Measure	Directionality	FY 2022	FY 2023	FY 2024 Target	FY 2025 Target
Percent of informal intervention provided in bullying cases within 30 days of reporting	Up is Better	100%	100%	80%	80%
Percent of Government EEO Trainings rated as good or excellent in post-training survey	Up is Better	Not Available	97.7%	80%	80%
Percent of language access cases which receive initial intervention within 30 days	Up is Better	100%	100%	80%	80%
Percent of Long-Term Care Facilities Train the Trainer trainings rated as good or excellent in post-training survey	Up is Better	New in 2024	New in 2024	New in 2024	Not Yet Available
Percent of Sexual Harassment Train the Trainer Trainings rated as good or excellent in post-training survey	Up is Better	New in 2024	New in 2024	New in 2024	Not Yet Available
Provide high quality education and awareness communication to the public in order to increase understanding of the laws enforced by OHR.					
Percent of participants that rate OHR business community training as good or excellent in post-training survey	Up is Better	New in 2023	No Applicable Incidents	80%	80%
Percent of participants that rate OHR educational presentations as good or excellent in post-training survey	Up is Better	80%	88.2%	80%	80%
Percent of OHR's General Human Rights Training rated as good or excellent in post-training survey	Up is Better	92.9%	100%	80%	80%
Percent of OHR's Protected Traits Training rated as good or excellent in post-training survey	Up is Better	New in 2024	New in 2024	New in 2024	Not Yet Available
Percent of OHR's Business Trainings rated as good or excellent in post-training survey	Up is Better	New in 2024	New in 2024	New in 2024	Not Yet Available
Create and maintain a highly efficient, transparent, and responsive District government.					
Percent of new hires that are District residents	Up is Better	New in 2023	80%	No Target Set	No Target Set
Percent of employees that are District residents	Up is Better	New in 2023	55.6%	No Target Set	No Target Set
Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time.	Up is Better	New in 2023	0%	No Target Set	No Target Set
Percent of new hires that are current District residents and received a high school diploma from a DCPS or a District Public Charter School, or received an equivalent credential from the District of Columbia	Up is Better	New in 2023	0%	No Target Set	No Target Set

Key Performance Indicators (continued)

Measure	Directionality	FY 2022	FY 2023	FY 2024 Target	FY 2025 Target
Percent of agency staff who were employed as Management Supervisory Service (MSS) employees prior to 4/1 of the fiscal year that had completed an Advancing Racial Equity (AE204) training facilitated by ORE within the past two years.	Up is Better	New in 2023	Not Available	No Target Set	No Target Set

Workload Measures

Measure	FY 2022	FY 2023
Intake		
Number of Inquiries Received	1,090	1,222
Number of Intakes Conducted	292	287
Number of cases processed at intake	808	900
Investigate		
Number of New Docketed Cases	361	295
Number of pending cases	1,279	1,433
Legal Review		
Number of Compliance Reviews Completed	9	8
Number of Motions, Reconsiderations, and Requests to Reopen Reviewed	224	179
Number of FOIA Requests Reviewed	65	94
Number of Case Presentations - Commission	29	53
Number of Hearing Examiner Cases Reviewed	2	4
Number of Letters of Determination Reviewed	100	119
Number of Letters of Determinations Reviewed	New in 2023	119
Number of Case Representations - Court	11	19
Mediation		
Number of Cases Mediated	322	283
Convene and Support Commission Meetings		
Number of Commission Meetings Per Year	6	24
Hold Final Hearings		
Number of Final Hearings Held	12	7
Number of Pre-Hearing Settlement Conferences Held	13	16
Bullying Prevention Policy Oversight		
Number of Covered Entities under Youth Bullying Prevention Act	314	384
Number of Youth Bullying Prevention Outreach and Education Activities	14	33
Number of Bullying Prevention outreach activities with covered entities	New in 2023	27
Community Engagement		
Number of Community Education/Outreach Activities	59	55
Number of Meetings with Consultative Agencies	4	16
Number of public training around LA	New in 2023	14
Compliance Monitoring and Technical Assistance		
Number of Covered Entities under the Language Access Act	65	65

Workload Measures (continued)

Measure	FY 2022	FY 2023
Number of Language Access Coordinator Meetings Held	6	6
Number of LA Trainings to Covered Entities	72	88
EEO Counselors and Officers Training		
Number of Affirmative Action Review Requests	860	829
Number of active certified EEO Counselors and Officers in the District	104	423
Number of EEO Trainings Held	2	2
Number DC Government Employees Completing EEO Training	18	161
Enforcement		
Number of Language Access cases resolved	9	8
Number of Language Access Inquiries Received	7	13
School Climate Data and Youth Bullying Prevention Project		
Number of bullying prevention policies successfully brought into compliance after initial review	New in 2023	84
Number of bullying prevention outreach activities with parents, students and public	New in 2023	25
Issue reports and publications		
Number of Reports Published	New in 2023	3
Provide education/training and perform outreach		
Number of FCRSA/FCRSHA Outreach Activities	18	18
Number of Fair Housing Outreach Activities	38	36
Number of Overall Outreach Activities	59	77
Number of Human Rights Liaisons Trained	143	88
Number of Educational Presentations in Business Community and Housing Provider Community	0	3
Number of business compliance reviews conducted under the Tipped Wage Workers Fairness Act	New in 2023	514
Number of trainers trained for Tipped Wage Industry Sexual Harassment training	New in 2023	153
Number of trainers trained for long-term care facility training	New in 2023	25
Number of racial equity meetings attended	New in 2023	9
Number of resource materials published related to racial equity	New in 2023	4
Number of outreach bags filled with educational materials given out to the community.	New in 2023	265
Number of protected traits and language spoken buttons given out to the community.	New in 2023	2,265

Workload Measures (continued)

Measure	FY 2022	FY 2023
Number of workplace & business posters updated to be compliant, accurate, and on brand.	New in 2023	2