

## FY2017 Performance Accountability Report

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives, and key performance indicators (KPIs).

## 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.

## Summary of 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.

## FY17 Top Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
In FY17, OHR updated its Standard Operating Procedures (SOP) for Case Processing. This reference manual is designed to assist parties filing complaints at OHR and parties subject to the complaints filed at OHR.	This this newly designed and updated SOP will assist OHR with the ability to more efficiently process cases filed. The new case processing procedures and standards set forth in the SOP will help OHR reduce its backlog.	This accomplishment enables OHR to more efficiently process complaints filed with the office, which means District residents can expect a more expedient processing of cases filed at OHR.
In FY17, OHR developed new publications called "OHR Enforcement Guidance." These documents are designed to provide interpretational guidance of the laws OHR enforces. The FY17 publications include Enforcement Guidance 17-01: General Guidance on Housing & Commercial Space; Enforcement Guidance 17-02: What the Protecting Pregnant Workers Fairness Act requires of Employers; and Enforcement Guidance 17-03: Unlawful Treatment Based on Personal Appearance, Political Affiliation, and Matriculation.	This accomplishment assists the agency with its mission of eradicating discrimination by increasing education, which prevents discrimination.	These publications will assist the business community and individuals affected by the laws with gaining a better understanding of legal issues and protections which are frequently misinterpreted or misunderstood.
In FY17, OHR met its targeted goal of diversifying its outreach with the business community and worker rights groups. OHR held 9 training series specifically for the business community, worked with over 50 property management companies and realtor associations on new housing laws, and delivered 87 training sessions for the public including worker rights groups and other community stakeholders. OHR's contacts increased over 200% in FY17 as a result of its targeted outreach efforts.	This accomplishment assists the agency with its mission of eradicating discrimination through education and improvement in relationships with the community partners.	This accomplishment expanded OHR's reach, which means more people and businesses were educated on current and new laws OHR enforces. It also makes OHR more accessible for all who live, work and visit the District of Columbia.

## 2017 Strategic Objectives

Objective Number	Strategic Objective
1	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.
2	Provide high quality and efficient adjudication of certified charges filed at the Commission on Human Rights in order to comply with statutory requirements and to improve customer service
3	Provide high quality monitoring of and technical assistance in OHR's compliance programs, including Language Access, Bullying Prevention, and Equal Employment Opportunity policies.
4	Provide high quality education and awareness communication to the public in order to increase understanding of the laws enforced by OHR
5	Create and maintain a highly efficient, transparent and responsive District government. **

## 2017 Key Performance Indicators

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY 2017	KPI Status	Explanation
<b>1 - 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. (5 Measures)</b>									
Percent of inquiries scheduled for intake interview within 30 days	Quarterly	80%	63.4%	31.3%	66.2%	37%	45%	Unmet	In FY17, OHR received a high number of requests to reschedule intake interviews. OHR also experienced personnel transitions and employees on extended leave.
Percent of docketed cases scheduled for mediation within 45 days	Quarterly	80%	84.1%	98.4%	100%	98.6%	92.8%	Met	
Percent of EEOC contract case closures	Quarterly	80%	43.4%	128.3%	107.5%	134%	103.3%	Met	
Percent of cases certified to the Commission on Human Rights within 60 days	Quarterly	80%	100%	20%	42.9%	0%	29.4%	Unmet	OHR experienced a personnel transition at the end of FY16 which caused some delays in scheduling conciliation, which must occur before a case is certified. Additional, in many of the cases, the parties required additional time to attempt settlement after conciliation conference, causing delays in certifying the case for a hearing.

Cost of processing a complaint under the Equal Justice Program	Annually	5870	Annual Measure	Annual Measure	Annual Measure	Annual Measure	4923	Neutral Measure	
<b>2 - Provide high quality and efficient adjudication of certified charges filed at the Commission on Human Rights in order to comply with statutory requirements and to improve customer service (3 Measures)</b>									
Percent of cases pending with the Commission over 15 months	Quarterly	20%	25.6%	28%	25.9%	12.5%	22.3%	Unmet	Although the Commission was not able to meet the targeted goal during the first 3 quarters, by the end of quarter 4, it exceeded the targeted goal of 20% by reducing the number of pending cases to 12.5%. Thus, overall, the KPI target was met.
Percent of cases with scheduling orders issued within 30 days	Quarterly	80%	No applicable incidents	100%	100%	100%	100%	Met	
Percent of dispositive motions resolved within 60 days of filing	Quarterly	80%	No applicable incidents	100%	50%	75%	46.2%	Unmet	The Commission focused on resolving cases pending for over 15 months which at times reduced the ability to address some of the dispositive motions within the 60 day goal.
<b>3 - Provide high quality monitoring of and technical assistance in OHR's compliance programs, including Language Access, Bullying Prevention, and Equal Employment Opportunity policies. (4 Measures)</b>									
Percent of EEO Counselors and Officers Satisfied with Training	Annually	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
Percent of informal intervention provided in bullying cases within 30 days of reporting	Annually	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
Percent of language access cases which receive initial intervention within 30 days	Annually	90%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
Percent of covered entities with major public contact monitored and assessed for compliance with the Language Access Act	Annually	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
<b>4 - Provide high quality education and awareness communication to the public in order to increase understanding of the laws enforced by OHR (3 Measures)</b>									
Percent of Human Rights	Annually	80%	Annual	Annual	Annual	Annual	95.7%	Met	

Liaisons that rate the all-day training as "good" or "excellent" in post-training survey			Measure	Measure	Measure	Measure			
Percent of participants that rate the Business Training Series events as "good" or "excellent" in post-training survey	Annually	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
Percent of participants that rate "Know Your Rights" presentations as "good" or "excellent" in post-training survey	Annually	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	95.6%	Met	

We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

## 2017 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	FY 2017
<b>1 - Intake (1 Measure)</b>						
Number of Inquiries Received	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1951
<b>1 - Investigate (2 Measures)</b>						
Number of New Docketed Cases	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	707
Number of All Pending Cases	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	585
<b>1 - Legal Review (5 Measures)</b>						
Number of Cases Reviewed	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	506
Number of Final Determinations Reviewed	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	109
Number of Motions Reviewed	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	107
Number of Litigation Cases Reviewed	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	27
Number of FOIA Requests Received	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	81
<b>1 - Mediation (1 Measure)</b>						
Number of Cases Mediated	Annually	Annual	Annual	Annual	Annual	685

		Measure	Measure	Measure	Measure	
<b>2 - Hold Hearings Including Final Hearings (2 Measures)</b>						
Number of Final Hearings Held	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	8
Number of Non-Final Hearings Held	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	57
<b>2 - Lead or Organize Commission Meetings (1 Measure)</b>						
Number of Commission Meetings Per Year	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	6
<b>2 - Review and rule on dispositive motions (2 Measures)</b>						
Number of Cases Remanded	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1
Number of Dispositive Motions	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	9
<b>2 - Review Certified Cases (1 Measure)</b>						
Number of Certified Cases Received	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	23
<b>3 - Bullying Prevention Policy Oversight (1 Measure)</b>						
Number of Covered Entities under Youth Bullying Prevention Act	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	321
<b>3 - Community Engagement (3 Measures)</b>						
Number of Community Education/Outreach Activities	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	76
Number of Meetings with Consultative Agencies	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	8
Number of Meetings with LA Stakeholders	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	6
<b>3 - Compliance Monitoring (1 Measure)</b>						
Number of Language Access Coordinator Meetings Held	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	6
<b>3 - EEO Counselors and Officers Training (2 Measures)</b>						
Number of EEO Counselors and Officers in the District	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	116
Number of EEO Trainings Held	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	14
<b>3 - Enforcement (2 Measures)</b>						
Number of LA Inquiries Received	Annually	Annual	Annual	Annual	Annual	37

		Measure	Measure	Measure	Measure	
Number of LA Complaints Docketed	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	8
<b>3 - Technical Assistance to Covered Entities (4 Measures)</b>						
Number of All Covered Entities under the Language Access Act	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	63
Number of Covered LA Entities with Major Public Contact	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	39
Number of Non-Compliant LA Entities	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	4
Number of LA Trainings	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	298
<b>4 - Perform Outreach (5 Measures)</b>						
Number of Fair Housing Outreach Activities	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	146
Number of Unemployed Anti-Discrimination Act Outreach Activity	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	77
Number of Overall Outreach Activities	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	244
Number of FCRSA Outreach Activities	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	107
Number of PPWFA Outreach Activities	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	102
<b>4 - Provide education/training (2 Measures)</b>						
Number of Business Training Series	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	9
Number of Human Rights Liaisons Trained	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	87

## 2017 Strategic Initiatives

Title	Description	Complete to Date	Status Update	Explanation
<b>BULLYING PREVENTION OVERSIGHT (1 Strategic Initiative)</b>				
Implement National Institute of Justice Project	The Mayor's Youth Bullying Prevention Task Force, via Certification and Advisory Board (CAB), composed of community members as well as interested parties from the Task Force, will evaluate schools in the National Institute of Justice (NIJ) pilot on the school climate rubric and determine eligibility for grant funding as well as final certification. The CAB will also collect and vet local resources and supports that school, DC agencies and local	75-99%	In Quarter 4, as a result of the efforts in quarters 1-3, two schools received funding from the National Institute of Justice grant. Other schools may continue to reapply as the process for resubmitting is rolling. In terms of OHR	This is an ongoing initiative initiative that will last approximately 4 years.

	<p>non-profits can access to support training and programming around violence prevention and safety. This project will enable CAB to assess school needs regarding developing positive school environment and violence prevention. Moreover, this effort will allow CAB to identify and match available resources with the needs of the schools in preventing bullying and creating safe spaces.</p>		<p>support, OHR has completed its goal of evaluating schools in the NIJ project, and collecting and vetting local resources that support the schools, DC agencies and local non-profit organizations.</p>	
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**HUMAN RIGHTS COMMISSION (2 Strategic initiatives)**

<p>Improve Dispositive Ruling Time</p>	<p>The Commission will implement new internal deadlines for ruling on dispositive motions by tracking scheduling deadlines in each case. The Chief Administrative Law Judge will ensure that all judges are tracking and maintaining the scheduling deadlines. This initiative will help to ensure that customers receive prompt findings and rulings.</p>	<p>Complete</p>	<p>This initiative is complete. The Commission established new internal deadlines for resolving dispositive motions and is tracking these deadlines.</p>	
<p>Move Cases Forward</p>	<p>The administrative law judges will implement a new measure in FY17 to resolve procedural disputes. This involves intervention via phone and in person conferences to resolve procedural disputes. This effort will ensure timelines are met promptly and cases get to a hearing in a timely manner; the Commission will work to identify other areas of improvement in efficiency.</p>	<p>Complete</p>	<p>This initiative is complete. The Commission has implemented intervention efforts in resolving procedural disputes.</p>	

**INTAKE (1 Strategic Initiative)**

<p>Restructure Intake Systems</p>	<p>OHR will restructure intake systems to address increasing volume of cases; OHR will reconfigure online intake questionnaire submissions. This will help OHR to efficiently triage cases filed and with moving cases to the next step.</p>	<p>75-99%</p>	<p>OHR mostly completed this initiative and various aspects of the intake unit has been restructured, including case review process and standards. OHR was not able to reconfigure the online intake questionnaire form due to deliverables for 2 new laws OHR will enforce in the new fiscal year. OHR will seek to reconfigure online questionnaires by the end of Quarter 2 in FY18.</p>	<p>OHR mostly completed this initiative and various aspects of the intake unit has been restructured, including case review process and standards. OHR was not able to reconfigure the online intake questionnaire form due to deliverables for 2 new laws OHR will enforce in the new fiscal year. OHR will seek to reconfigure online questionnaires by the end of Quarter 2 in FY18.</p>
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**INVESTIGATIONS (1 Strategic Initiative)**

<p>Improve Investigation Procedures</p>	<p>OHR will work to tighten response timelines and decrease number of extensions; OHR will explore conducting "fact finding conferences" to resolve complex cases. Fact</p>	<p>Complete</p>	<p>This initiative is complete. OHR updated its Standard Operating Procedures (SOP)</p>	
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	finding conference is a case resolution tool utilized and recommended by the Equal Employment Opportunity Commission (EEOC). This will ensure that customers receive an expeditious processing of cases filed at OHR.		for case processing, which includes a number of changes to the case processing structure such as tightening response timelines and decreasing the number of extensions. The SOP is currently available online at ohr.dc.gov.	
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**LANGUAGE ACCESS OVERSIGHT (3 Strategic initiatives)**

Increase Enforcement of Corrective Action Orders	As part of OHR’s ongoing effort to increase enforcement, in FY17 OHR will more closely monitor agency implementation of corrective action issued by OHR after a complaint of non-compliance has been found. This measure will ensure that customers receive language access assistance where one was required and that they receive such services and assistance in a timely manner after OHR’s finding.	Complete	This initiative was completed. OHR met with all 7 non-compliant agencies and the agencies are in various stages of completion of the corrective actions. OHR has also completed the Language Access Compliance Database.	
Expand Technical Assistance	OHR will provide targeted technical assistance and support to newly-appointed Language Access Point of Contacts and covered entities; in FY17, OHR will launch a citywide initiative to assist agencies in certifying bilingual staff. This is a proactive measure to ensure customers seeking services from District agencies receive language access when required.	Complete	In Quarter 4, OHR continued to provide targeted technical assistance and completed this portion of the initiative. OHR also designed and completed a Multilingual Certification Guide to assist agencies in certifying bilingual staff. The expected date for dissemination of the guide is November..	
Expand Outreach and Training	In FY17, OHR will expand the Human Rights Liaison (HRL) trainings to include identification and reporting of language access violations encountered by customers of the HRLs; OHR will partner with community-based organizations to conduct “Know Your Rights” trainings to diverse LEP/NEP (Limited English Proficient/Non-English Proficient) populations to increase HRL training participants.	Complete	OHR has held two HRL sessions to date in FY 17 and continues to recruit participants from organizations that assist LEP/NEP (Limited English Proficient/Non-English Proficient) residents on a number of issues. OHR’s team has also conducted specialized outreach at high-traffic community based organizations and centers with large LEP/NEP (Limited English Proficient/Non-English Proficient) clients in efforts raise visibility and awareness and deepen understanding of the laws we enforce.	

**LEGAL SERVICES (1 Strategic Initiative)**



Guidance for Businesses	In FY17, OHR will develop and implement a new guidance section on its website to assist customers/businesses with interpreting laws enforced by OHR; OHR will publish at least four (4) guidance documents .	Complete	This initiative was completed. OHR issued 3 enforcement guidance documents, which are currently available online at ohr.dc.gov. The documents are titled, (1) Enforcement Guidance 17-01: General Guidance on Housing and Commercial Space, (2) Enforcement Guidance 17-02: What the Protecting Pregnant Workers Fairness Act requires of Employers, and (3) Enforcement Guidance 17-03: Unlawful Treatment Based on Personal Appearance, Political Affiliation and Matriculation.
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**MEDIATION (1 Strategic Initiative)**

Reduce Mediation Extensions	In FY17, in order to expedite case processing, OHR will implement a new system in mediation which will reduce number of scheduling extensions granted.	Complete	This initiative is complete and OHR continues to utilize its new tracking systems and enforces its rules on extension requests.
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**PUBLIC EDUCATION (3 Strategic initiatives)**

Expand Training	In FY17, OHR will provide more resources for the business community. Specifically, OHR will increase number of trainings for businesses; work with the Department of Small and Local Business Development and the Department of Consumer and Regulatory Affairs to ensure businesses have access to information on the laws OHR enforces; OHR will collaborate with DHS to provide fair housing trainings for all housing case managers who receive DHS funding.	Complete	Completed. OHR conducted 19 trainings for the business community covering a range of topics from customer service to criminal background screening in employment and housing. In addition to these trainings, OHR attended over 15 public events for the business community, distributing information on laws that impact business practices. OHR also exceeded its partnership goal with DHS by conducting 6 rapid re-housing sessions for DHS staff and grantees. The original goal set was one session per quarter.
Diversify Outreach	In FY17, in order to diversify its reach, OHR will conduct a new outreach effort in which it will work with labor unions and other workers' groups in order to provide trainings to their members on newly-enacted laws and the Human Rights Act; OHR will attend BID (Business Improvement	Complete	This initiative was completed. OHR engaged with worker groups such as Trabajadores Unidos, the Restaurant Opportunities

	District) meetings in order to provide information on new laws to the business community.		Center and DC Equal Justice Center. OHR engaged with Business Improvement Districts such as NOMA, Downtown DC, and Capitol Hill. Through its partnership with DSLBD, OHR also sent information and materials to all DC Main Street Associations, which were distributed to businesses in all high traffic corridors across the city.	
Expand Publications	OHR will issue at least five (5) publications and conduct a second resume testing project as either a follow up to the FY2014 project or to investigate other current areas of concern, such as source of income discrimination, discrimination based on perceived religion, national origin, etc.	75-99%	OHR has issued 3 out of the 5 publication goals (Youth Bullying Report, Language Access Report & Annual Report). The publication of the Ban the Box Report was postponed in order to capture FY17 data and to include more comprehensive details on the District's work relating to assisting returning citizens. OHR was not able to conduct resume testing project this FY.	OHR is awaiting FY17 data to be included in the Ban the Box report, which is expected to be released by the end of December. OHR was not able to conduct the resume testing project this fiscal year due to time and staff constraints.
<b>RESEARCH AND COMPLIANCE (1 Strategic Initiative)</b>				
Improve Communication and Training	In FY17, OHR will expand the EEO Counseling program by holding quarterly meetings with EEO Counselors & Officers. This will assist EEO Counselors address common challenges with OHR's guidance. To increase compliance, OHR will also communicate more often with agency directors and continue providing certification trainings.	Complete	This initiative was Completed. In Q4, OHR held its quarterly EEO meeting on August 31, 2017.	