OFFICE OF EMPLOYEE APPEALS

FY 2026 PERFORMANCE PLAN

NOVEMBER 26, 2025

GOVERNMENT OF THE DISTRICT OF COLUMBIA
MURIEL BOWSER, MAYOR

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1 INTRODUCTION

This document is the Fiscal Year 2026 Performance Plan for the Office of Employee Appeals.

This Performance Plan is the first of two agency performance documents published each year. The Performance Plan is published twice annually – preliminarily when the Mayor's budget proposal is delivered, and again at the start of the fiscal year when budget decisions have been finalized. A companion document, the Performance Accountability Report (PAR), is published annually in January following the end of the fiscal year. Each PAR assesses agency performance relative to its annual Performance Plan.

Performance Plan Structure: Performance plans are comprised of agency Objectives, Administrative Structures (such as Divisions, Administrations, and Offices), Activities, Projects and related performance measures. The following describes these plan components, and the types of performance measures agencies use to assess their performance.

Objectives: Objectives are statements of the desired benefits that are expected from the performance of an agency's mission. They describe the goals of the agency.

Administrative Structures: Administrative Structures represent the organizational units of an agency, such as Departments, Divisions, or Offices.

Activities: Activities represent the programs and services an agency provides. They reflect what an agency does on a regular basis (e.g., processing permits).

Projects: Projects are planned efforts that end once a particular outcome or goal is achieved.

Measures: Performance Measures may be associated with any plan component, or with the agency overall. Performance Measures can answer broad questions about an agency's overall performance or the performance of an organizational unit, a program or service, or the implementation of a major project. Measures can answer questions like "How much did we do?", "How well did we do it?", "How quickly did we do it?", and "Is anyone better off?" as described in the table below.

Measures are printed in the Performance Plan along with the Objective, Administrative Structure, Activity, or Project that they measure.

Measure Type	Measure Description	Example
Quantity	Quantity measures assess the volume of work an agency performs. These measures can describe the inputs (e.g., requests or cases) that an agency receives or the work that an agency completes (e.g., licenses issued or cases closed). Quantity measures often start with the phrase "Number of...".	"Number of public art projects completed"
Quality	Quality measures assess how well an agency's work meets standards, specifications, resident needs, or resident expectations. These measures can directly describe the quality of decisions or products or they can assess resident feelings, like satisfaction.	"Percent of citations issued that were appealed"
Efficiency	Efficiency measures assess the resources an agency used to perform its work and the speed with which that work was performed. Efficiency measures can assess the unit cost to deliver a product or service, but typically these measures assess describe completion rates, processing times, and backlog.	"Percent of claims processed within 10 business days"

(continued)

Measure Type	Measure Description	Example
Outcome	Outcome measures assess the results or impact of an agency's work. These measures describe the intended ultimate benefits associated with a program or service.	"Percent of families returning to homelessness within 6-12 months"
Context	Context measures describe the circumstances or environment that the agency operates in. These measures are typically outside of the agency's direct control.	"Recidivism rate for 18-24 year-olds"
District-wide Indicators	District-wide indicators describe demographic, economic, and environmental trends in the District of Columbia that are relevant to the agency's work, but are not in the control of a single agency.	"Area median income"

Targets: Agencies set targets for most performance measures before the start of the fiscal year. Targets may represent goals, requirements, or national standards for a performance measure. Agencies strive to achieve targets each year, and agencies provide explanations for targets that are not met at the end of the fiscal year in the subsequent Performance Accountability Report.

Not all measures are associated with a target. Newly added measures do not require targets for the first year, as agencies determine a data-informed benchmark. Changes in some measures may not indicate better or worse performance. They may be "neutral" measures of demand or input or outside of the agency's direct control. In some cases, the relative improvement of a measure over a prior period is a more meaningful indicator than meeting or exceeding a particular numerical goal, so a target is not set.

2 OFFICE OF EMPLOYEE APPEALS OVERVIEW

Mission: The Office of Employee Appeals (OEA) is an independent agency with a mission to adjudicate employee appeals and render impartial decisions with sound legal reasoning in a timely manner.

Summary of Services: In accordance with DC Official Code Section 1-606.03, the Office of Employee Appeals adjudicates several types of personnel actions. (a) An employee may appeal a final agency decision affecting a performance rating which results in removal of the employee (pursuant to subchapter XIII-A of this chapter), an adverse action for cause that results in removal, reduction in force (pursuant to subchapter XXIV of this chapter), reduction in grade, placement on enforced leave, or suspension for 10 days or more (pursuant to subchapter XVI-A of this chapter) to the Office upon the record and pursuant to other rules and regulations which the Office may issue.

Objectives:

1. Render impartial, legally sound decisions in a timely manner
2. Streamline the adjudication process
3. Maintain a system to allow the public to have access to all decisions rendered by the OEA

3 OBJECTIVES

3.1 RENDER IMPARTIAL, LEGALLY SOUND DECISIONS IN A TIMELY MANNER

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Quantity	Number of Initial Decisions issued	Up is Better	89	80	95	**80**
Quantity	Number of Opinions and Orders issued	Up is Better	16	15	22	**15**
Outcome	Percent of OEA decisions upheld by D.C. Superior Court and the D.C. Court of Appeals	Up is Better	86.67%	100%	91.3%	**Target not required**
Outcome	Percent of cases reversing agency decisions	Neutral	10.58%	Target not required	5.98%	**Target not required**
Outcome	Percent of decisions published within the D.C. Register	Up is Better	100%	100%	100%	**100%**
Efficiency	Average time to complete Adjudications	Down is Better	200 days	120 days	246 days	**120 days**
Efficiency	Average time to resolve Petitions for Review	Down is Better	91 days	120 days	114 days	**120 days**
Efficiency	Percent of agency answers timely filed	Up is Better	88.76%	100%	93.09%	**100%**

3.2 STREAMLINE THE ADJUDICATION PROCESS

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Quantity	Number of Petitions for Appeal filed	Neutral	New in 2025	New in 2025	82	**Target not required**
Quantity	Number of Petitions for Review filed	Neutral	New in 2025	New in 2025	23	**Target not required**
Quantity	Number of appeals involved in the mediation process	Up is Better	New in 2025	New in 2025	7	**Target not required**
Outcome	Number of appeals resolved through mediation	Up is Better	New in 2025	New in 2025	0	**Target not required**

3.3 MAINTAIN A SYSTEM TO ALLOW THE PUBLIC TO HAVE ACCESS TO ALL DECISIONS RENDERED BY THE OEA

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Outcome	Percent of Initial Decisions uploaded to website	Up is Better	100%	100%	100%	**100%**
Outcome	Percent of Opinions and Orders uploaded to website	Up is Better	100%	100%	100%	**100%**

4 ACTIVITIES

4.1 APPEALS AND ADJUDICATION

Operations that occur within the appeals and adjudication process

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Quantity	Number of Board meetings conducted	Neutral	6	Target not required	6	**Target not required**
Quantity	Number of evidentiary hearings conducted	Neutral	19	Target not required	20	**Target not required**
Quantity	Number of safety-sensitive designation appeals filed	Neutral	0	Target not required	0	**Target not required**

4.2 MEDIATION

The goal of the mediation program is to help the parties, through the negotiation process, reach a settlement that is agreeable to both of them.

Measure Type	Measure	Directionality	FY2024	FY2025 Target	FY2025	FY2026 Target
Quantity	Number of attorney fee appeals mediated	Neutral	1	Target not required	0	**Target not required**
Quantity	Number of mediations declined by the agency	Neutral	0	Target not required	0	**Target not required**
Quantity	Number of mediations declined by the employee	Neutral	0	Target not required	0	**Target not required**

4.3 WEBSITE

Decisions are uploaded to the agency's website so that the public is able to view the decisions and research the decisions.

No Related Measures

4.4 OPINIONS AND ORDERS

The Board reviews the Petitions for Review and related documents and issues an Opinion and Order.

No Related Measures

4.5 PETITIONS FOR APPEAL

Intake Coordinator reviews Petition for Appeal, determines the type of appeal and assigns to Administrative Judge.

No Related Measures

4.6 PETITIONS FOR REVIEW

Office of the General Counsel reviews Petitions for Review, drafts the Opinion and Order and meets with the Board to present the appeal and issue the decision.

No Related Measures

4.7 INITIAL DECISIONS

Administrative Judges process Petitions for Appeal which culminate in the issuance of an Initial Decision.

No Related Measures