



Office of Human Rights OHR (HM)

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 D C 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 non-compliance with this Act by DC government agencies. 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.

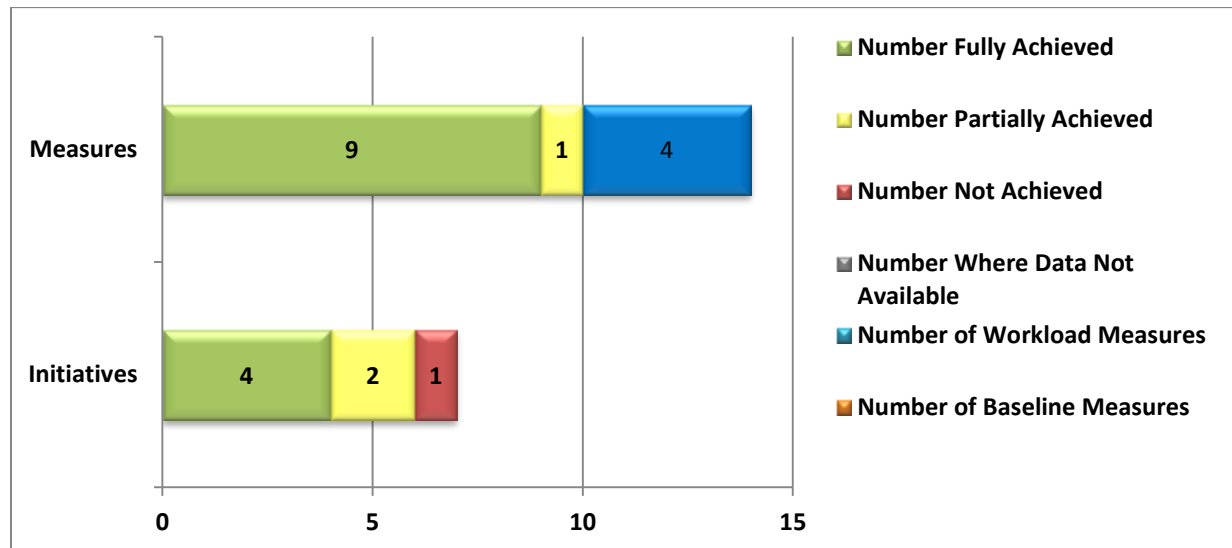
ACCOMPLISHMENTS

- ✓ Immigrant Rights Campaign – Developed “#Immigrants Contribute” campaign across the District
- ✓ Bullying Prevention Policy – Led Bullying Prevention Task Force, created District’s model
- ✓ Efficient and effective case processing – Under 8% backlog

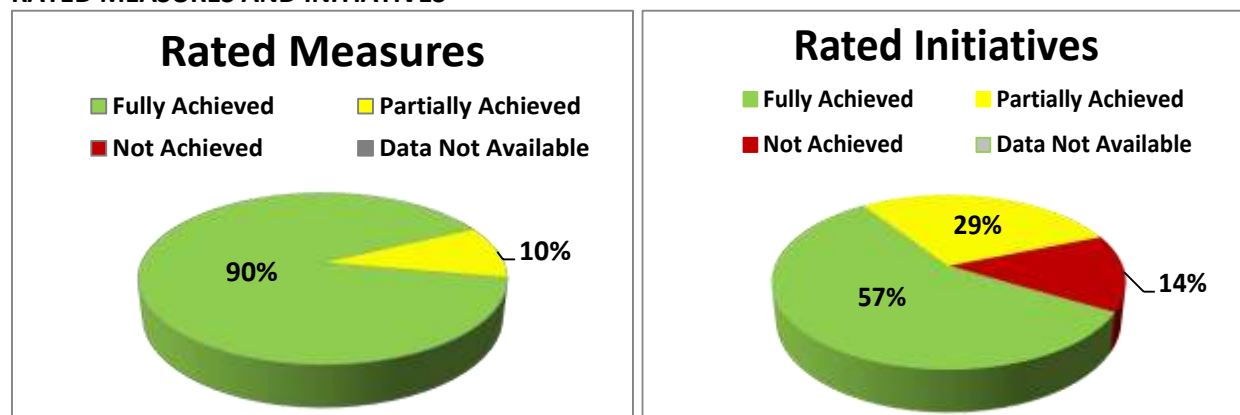


OVERALL AGENCY PERFORMANCE

TOTAL MEASURES AND INITIATIVES



RATED MEASURES AND INITIATIVES



Note: Workload and Baseline Measurements are not included

Default KPI Rating:	
$\geq 100\%$	Fully Achieved
75 - 99.99%	Partially Achieved
$< 75\%$	Not Achieved



Performance Initiatives – Assessment Details

Performance Assessment Key:

- Fully achieved Partially achieved Not achieved Data not reported

Agency Management

OBJECTIVE 1: Agency Effectiveness

INITIATIVE 1.1: Top-tier investigation performance

- This initiative was fully achieved.** In FY13, OHR kept its backlog below 8 percent of total cases – a standard metric that shows efficient and effective case processing. The new case review rubrics, which were used to assess randomly-sampled cases for their completeness, thoroughness of investigation and quality of writing, showed an overall improvement from FY12 assessments. Areas of improvement included quality and specificity of the writing of Letters of Determination, and level of organization of case packets.

INITIATIVE 1.2: Ensure highest quality mediation program to increase case closure and maintain high settlement rate.

- This initiative was fully achieved.** In FY13, the Mediation unit successfully developed a fellowship program for volunteer mediators, in partnership with Georgetown University’s Conflict Resolution Program. An OHR Mediator trained three fellows during the course of the semester-long initiative. FY13 produced OHR’s highest settlement rate of mediations to date, as nearly 50 percent of mediated cases reached settlement.

INITIATIVE 1.3: Improve government compliance with the Language Access Act by improving data collection and analysis methods

- This initiative was fully achieved.** OHR successfully completed implementation of a new and improved agency compliance assessment and rating methodology. The new narrative model enables agencies to report work done to strengthen compliance efforts and allows OHR to provide detailed feedback to agencies regarding each compliance requirement met or not met and recommendations for improvement. As targeted, 95% of covered entities with major public contact adopted a language access policy; OHR received a “very good” rating on all instructor-led language access training provided training to 90% of members of the senior management teams at agencies and at least 50% of personnel in public contact positions.

OBJECTIVE 2: Increased Outreach and Awareness Activities

INITIATIVE 2.1: Amplify innovative outreach efforts to increase housing case load by 20%.

- This initiative was partially achieved.** In 2013, OHR undertook an expansive citywide effort to significantly increase the reporting of incidents of discrimination in housing. Through the HUD-funded “What is Housing Discrimination” webinars presented in the six most spoken languages in the District, regular meetings with housing advocacy groups, and OHR’s leadership as the convener of the District’s Equal and Inclusive Housing Task Force, OHR experienced more than a 100% increase in housing discrimination complaints submitted to the Office – from 54 inquiries submitted in FY12 to 114 inquiries submitted in FY13. This unprecedented growth in discrimination inquiries into a singular issue area can be attributed to OHR’s outreach efforts through Ward Working Groups and one-off presentations across the District to housing providers, tenant associations, nonprofit organizations, and partnership with housing-related District agencies. While the goal of a 20% increase in case load was not achieved, OHR did see a modest increase of 12 percent.



INITIATIVE 2.2: Pilot original policy initiatives in the city involving human rights issues. (One City Action 3.1.5).

- **This initiative was fully achieved.** In FY13, OHR showed leadership in the District by being at the forefront of a several new policy initiatives. OHR maintained its role as the central convener of the Mayor’s Bullying Prevention Task Force, and in this capacity, assisted all youth-serving District agencies, nonprofits and local educational agencies, to develop and implement a bullying prevention policy. In August and September of 2013, OHR rolled out a citywide campaign for awareness of Immigrant Rights and contributions of the immigrant community to the fabric of the District. This campaign received substantial media attention and resulted in several new partnerships with local nonprofit agencies to increase awareness of OHR’s mission for the Limited and Non-English speaking communities. An executive decision was made to focus the second of the two major policy initiatives on immigrant rights rather than human trafficking, due to timing and staffing constraints.

OBJECTIVE 3: Ensure operational efficiency

INITIATIVE 3.1: New use of data/analytics

- **This initiative was partially achieved.** In FY13, The Office of Human Rights continued to centralize and modernize its complaint processing and overall case management procedures by utilizing a Quickbase formatted database referred to as “MATS” (Management and Tracking System). Over the course of the review period, MATS usage increased across agency divisions as all customer inquiries and formal complaints were recorded therein. This centralized procedure enables OHR to collect and analyze data regarding its current and disposed docket. As a registered Fair Employment Practice Agency (FEPA) affiliated with the U.S. Equal Employment Opportunity Commission (EEOC) and Fair Housing Assistance Program (FHAP) affiliated with the U.S. Department of Housing and Urban Development (HUD), OHR is required to utilize parallel case management systems to communicate with external, Federal partners regarding cross-filed complaints in addition to maintaining the integrity of MATS. Frequently, information transmitted between OHR and external partners may not be accurately or timely reflected in MATS because of reliance on paper transmission of files. Additionally, staffing changes have presented significant challenges to full utilization of the benefits of MATS. Currently, OHR has committed to streamlining its operations with respect to comprehensive case management to ensure accurate and accessible information regarding complaints of discrimination or alleged violations of laws enforced by OHR. This focus on efficiency includes online submission of complaints which are processed within forty-eight (48) hours of receipt resulting in a drastically reduced turnaround time between complaint and resolution. Additionally, complaint submission and review are centralized within the OHR Investigations bureau which encourages timely response to complainants.

INITIATIVE 3.2: Diagnostic analysis of throughput measures.

- **This initiative was not achieved.** Due to factors including staffing turnover and staffing constraints, OHR was unable to complete this initiative. OHR believes this analysis will offer a great contribution to the office and intends to hire a temporary fellow to conduct this research in the next fiscal year.



Key Performance Indicators – Detail

Performance Assessment Key:

● Fully achieved
 ● Partially achieved
 ● Not achieved
 ● Data not reported
 ● Workload Measure

	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual ¹	FY 2013 YE Rating	Budget Program
●	1.1	Median Case Review Score	65% ²	92%		93.13%	101.23%	OFFICE OF HUMAN RIGHTS
●	1.2	Average percent of backlogged cases at any point in time	7.6%	8%		6.31%	126.79%	OFFICE OF HUMAN RIGHTS
●	1.3	Customer satisfaction at intake	96.12%	95%		95%	100%	OFFICE OF HUMAN RIGHTS
●	1.4	Percent of mediations leading to settlement agreements	40.52%	40%		47.21%	118.02%	OFFICE OF HUMAN RIGHTS
●	2.1	Effectiveness of EEO and LA Trainings	NA	80%		92.13%	115.17%	OFFICE OF HUMAN RIGHTS
●	2.2	Language Access compliance	NA	70%		87.88%	125.54%	OFFICE OF HUMAN RIGHTS
●	2.3	Reputational review	NA	85%		100%	117.65%	OFFICE OF HUMAN RIGHTS
●	3.1	Reduction in inventory of cases adjudicated at the Commission	NA	80%		97.14%	121.43%	COMMISSION ON HUMAN RIGHTS
●	3.2	Adherence to operational efficiency targets	NA	95%		88.25%	92.90%	OFFICE OF HUMAN RIGHTS
●	3.3	Months to complete Commission cases	18	16		16	100%	COMMISSION ON HUMAN RIGHTS
●	1.5	Number of discrimination complaints received	1,064 ³	Target Not required		1,093	Workload Measure Not Rated	OFFICE OF HUMAN RIGHTS
●	1.6	Number of new docketed cases	334	Target Not required		367	Workload Measure Not Rated	OFFICE OF HUMAN RIGHTS
●	1.7	Number of mediations	297	Target Not required		394	Workload Measure Not Rated	OFFICE OF HUMAN RIGHTS
●	1.8	Number of discrimination complaints received by the Commission per year	5	Target Not required		12	Workload Measure Not Rated	COMMISSION ON HUMAN RIGHTS

¹ All workload data were as of June 30, 2013

² In FY12, the data collected were “percent of case reviews with ‘very good’ or higher score”. In FY13, we altered the review rubric to more fully align with EEOC standards, and capture “median case review score.” The analysis of the significant jump in percentage between FY12 and 13, therefore, should be understood in this context.

³ OHR began collecting this data on April 2, 2012. Between April 2 – September 10, 2012 there were 450 complaints received. We infer that there would have been approximately 1,064 complaints received in FY12 based on this trend.