



## Office of Compliance

*advancing safety, health, and workplace rights in the legislative branch*

# Interim Performance Measures for FY 2006



# INTERIM PERFORMANCE MEASURES FOR THE OFFICE OF COMPLIANCE

## Background

In February 2004, GAO issued a Report and Recommendations regarding the management of the Office of Compliance. In its Report, GAO commended the Office for establishing a Strategic Plan for FY 2004-2006. However, no Strategic Plan can be complete until the agency has established numerical, quantifiable measures which will track progress in key areas of the agency's activities. GAO stated in its Report:

Results-oriented organizations we have studied, which were successful in measuring their performance, developed measures that were:

- \* tied to program goals and demonstrated the degree to which the desired results were achieved,
- \* limited to the vital few that were considered essential to producing data for decision making,
- \* responsive to multiple priorities, and
- \* responsibility-linked to establish accountability for results.

Similar to decisions about strategic goals, determining an appropriate set of performance measures should also be based on input from key stakeholders to determine what is important to them to determine OOC's progress and assess its performance. GAO-04-400, pp. 16-7.

The management team of the Office met for several months to identify specific measures against which we can gauge the level of progress being achieved in various areas of the Office's Strategic Plan goals. These draft measures were also reviewed by the Board of Directors of the Office of Compliance, who recommended the addition of the third measure under Goal I. Every draft of the measures has been shared with the entire staff, which made a number of suggestions which resulted in significant improvements in the presentation of the measures, and in the actual substance of several. The draft measures were shared with the Government Accountability Office, who's comments have led to further revisions in the draft. Among the interested stakeholders who have reviewed and commented on the draft measures are staff or other representatives from: The House and Senate Appropriations Committees, the Committee on House Administration, the Senate Committee on Rules and Administration, the Senate Committee on Homeland Security and Government Affairs, the Architect of the Capitol, and the House Chief Administrative Officer.

The quality and clarity of these Interim Performance Measures have benefitted greatly from the comments, criticisms and suggestions from a wide range of sources both within and without the Office of Compliance. However, the administration of the Office takes full responsibility for their substance and the efforts of the agency implement these measures.

### **Why “Interim” Measures?**

These are called “interim” measures because the Office needs to establish more comprehensive and authoritative baselines against which to measure our success. Some of these intermediate measures are concerned with establishing such baselines. Establishing authoritative base line data, as explained by GAO, requires that extensive stakeholder surveys be completed. Such surveys are resource intensive. These particular interim measures were adopted because they relate to important benchmarks concerning core functions of the Office. However, they are “interim” because the Office does not yet have adequate across-the-board baseline data regarding the conditions, knowledge and understanding among the regulated community to establish comprehensive measures.

### **Relationship between Measures and the Strategic Plan**

Each of these measures, except for the final two internal measures concerning human capital development and IT capacity, are directly related to one or more of the Goals set forth in the FY 2004-2006 Strategic Plan. A copy of the Office’s Strategic Plan is attached.

The primary purpose of these measures is to improve the quality of service to our customers. Our effort has been to establish measures which are both realistic and achievable. We encourage continuing input from all stakeholders.

Not every part of every Goal in the Strategic Plan has a “measure” identified. This is because some Goals are less amenable to measuring, and some Goals cannot yet be measured because the Office needs to accomplish interim steps before establishing measures. In addition, the measures set forth in this memo regarding “human capital” and “IT” progress are not related to Strategic Plan Goals, because Strategic Plan Goals are limited to goals which directly relate to the services and external relationships of the Office. The human capital and IT measures are internal efforts.

In FY 2006, the Office will begin the process of developing our next Strategic Plan. That process will lead to goals and measures for FY 2007 and beyond.

## THE INTERIM PERFORMANCE MEASURES

### STRATEGIC PLAN: GOAL I

**Protect the Health and Safety of Legislative Branch employees and assure equal access to individuals with disabilities. . . .**

**B. Complete all required health and safety and public access inspections.**

**Goal I B interim measures:**

**a. By the end of FY 2006 reduce by 25% the number of unresolved requestor-initiated OSH-ADA inspections which have been open for 12 months or more.**

The Office is committed to increasing the intensity, speed and efficiency of its OSH-ADA inspection operations so as to provide better customer service to those individuals or entities who request inspections of alleged violations of the law. The baseline for this measure is 52 inspection requests pending for 12 months or more as of the end of FY 2005.

**b. For periodic OSH-ADA inspections: reduction during the period of the biennial inspections for the 109<sup>th</sup> Congress by 5% in the average time between the inspection and the delivery of the charts tabulating the results of the inspection to the responsible employing office.**

The Office seeks to provide employing offices with inspection results more quickly. Quicker inspection turn-arounds have two beneficial effects: giving employing offices earlier notice to correct violations, and enabling the Office to complete more inspections within the same amount of time. The ultimate result of this effort will be a safer and healthier Capitol Hill.

This measure will be impacted by external factors such as the level of cooperation of agencies being inspected, and the number and complexity of violations identified.

The establishment of the baseline will be the average time between the inspection and the delivery of the charts tabulating the results to the responsible employing office during the 108<sup>th</sup> Congress biennial inspection. The Office will provide an interim report on experience with this measure in the annual report for FY 2006.

As of the date of the issuance of these draft measures, the relevant baseline data from the 108<sup>th</sup> Congress is: 61 days.

**c. During the 109th Congress, the Office of Compliance will complete an OSH/ADA inspection of 100% of the covered premises in the Washington metropolitan area, as required by the CAA.**

As of FY 2006, the Office of Compliance has received substantial additional funds to be used in the ongoing effort to complete a thorough and comprehensive inspection of the entire Capitol Hill campus during the 109th Congress. The agency is committed to the efficient and effective use of these resources to provide a comprehensive base line regarding the conditions across the campus, and to assist employing offices quickly improve health, safety and disability access conditions on the campus.

This measure will be impacted by varied external circumstances, including but not limited to: the addition of large new buildings to the inventory of covered premises, such as the CVC and the new USCP headquarters, the level of cooperation of agencies being inspected, the number, severity and complexity of violations identified, and the need to re-inspect conditions to ascertain whether violations have been corrected.

The baseline for this measure is the approximately 4 million square feet inspected by the Office in the greater Washington area during the 108<sup>th</sup> Congress biennial inspection. The successful implementation of this measure will mark an approximately 400% improvement in the Office's inspection coverage over the biennial inspection which took place during the 108th Congress.

## **STRATEGIC PLAN GOAL II**

**Improve knowledge and understanding of rights and responsibilities under the CAA, and promptly/fairly resolve disputes.**

**A. Administer the Office's dispute resolution process in an efficient and effective manner, and evaluate the effectiveness of the dispute resolution process. . . .**

**D. Promote mediation as a better, more comprehensive tool for resolving work place disputes.**

**Goal II A and II D Executive Director case processing (counseling, mediation, hearing) interim measures:**

**a. Increase by 25% the number of responses to the mediation survey during FY 2006.**

During the period July 1, 2004 through June 30, 2005, the Office utilized a surveying instrument to gauge the effectiveness of its mediation program. Although useful feedback was obtained from the survey, few completed surveys were returned, and the acquisition of data was hampered. The results of this survey established the baseline from which to measure participant response to the mediation survey in FY 2005.

As a result of the poor response rate, the Office restructured and redesigned the mediation survey and the distribution methodology. As of July 1, 2005, the Office distributes the survey form to the parties immediately upon the conclusion of the mediation session.

The redesigned instrument will better capture the participants' level of satisfaction with the process, and identify areas where improvements may be made, the survey's questions inquire into the participants' satisfaction with the mediator's effectiveness (explanation of the process, ability to listen to the parties, facilitation of communication between the parties), whether the matter was resolved through settlement or other means, and how the mediation experience could be improved.

These FY 2006 responses will establish the baseline from which to measure participants' satisfaction with the mediation program.

The relevant baseline data from July 1, 2004 through June 30, 2005 is: 20 surveys completed out of a possible 159 surveys, or a 12% response rate.

**Goal II A education and outreach interim measures:**

**a. Increase by 10% the average monthly number of hits on the web site during FY 2006.**

The baseline for this measure is the average monthly number of hits per visit during FY 2005. The OOC web site came on line soon after the establishment of the Office. The early web site was information rich but not user friendly. The Office has completed two major upgrades of the site. Today, the site is easier to navigate, logical and intuitive. The total year to date hits during FY 2005 is 154,985. FY 2004's total hits were 48,228.

**b. Increase by 10% the number of average monthly downloads per visit to the OOC web site during FY 2006.**

The baseline for this measure is the average monthly downloads per visit

during FY 2005. Downloads represent the level of usage of online products: “Fast Facts,” and “OOC Bulletins”. A goal of the education/communications strategy of the Office is to provide value-added resources in a useable format.

As of the date of the issuance of these draft measures, the relevant baseline data from FY 2005 to date is a monthly average of 15,665 downloads.

**c. PARTIAL: Obtain baseline data comparison regarding attitudes and understanding among the staff of House and Senate employing offices regarding the functions and usefulness of the old OFEP in 1993, and the OOC in FY 2005-6.**

Each of the three education and outreach measures set out immediately above is also a response to the challenge by GAO that the Office establish measures which actually reflect the level of knowledge and interest among the regulated community, rather than the “outputs” of educational and informational services.

**INTERNAL MEASURES NOT REFLECTED IN THE STRATEGIC PLAN**

**Human Capital Interim Measure:**

**All staff achieve at least the FY 2005 “average” staff score of 78 on the Office’s basic IT skills test of during FY 2006.**

The IT skills test measures basic facility with computer information technology. It was initially given to all staff in the summer of 2005. The purpose of this interim measure is to track the staff’s development of basic IT capabilities. The training regimen necessary to assist employees achieve this measure will be developed by the IT Task Force of the Office.

**IT partial interim measure:**

**Establish a baseline during FY 2006 for staff satisfaction with Office IT resources. This baseline will be established through the development and administration of an IT satisfaction survey to the entire staff of the Office, and will become the baseline for improvement measures in future years.**

The IT satisfaction survey will be developed by the IT Task Force of the Office.

