

advancing workplace rights, safety, health, and accessibility in the Legislative Branch



Office of Compliance

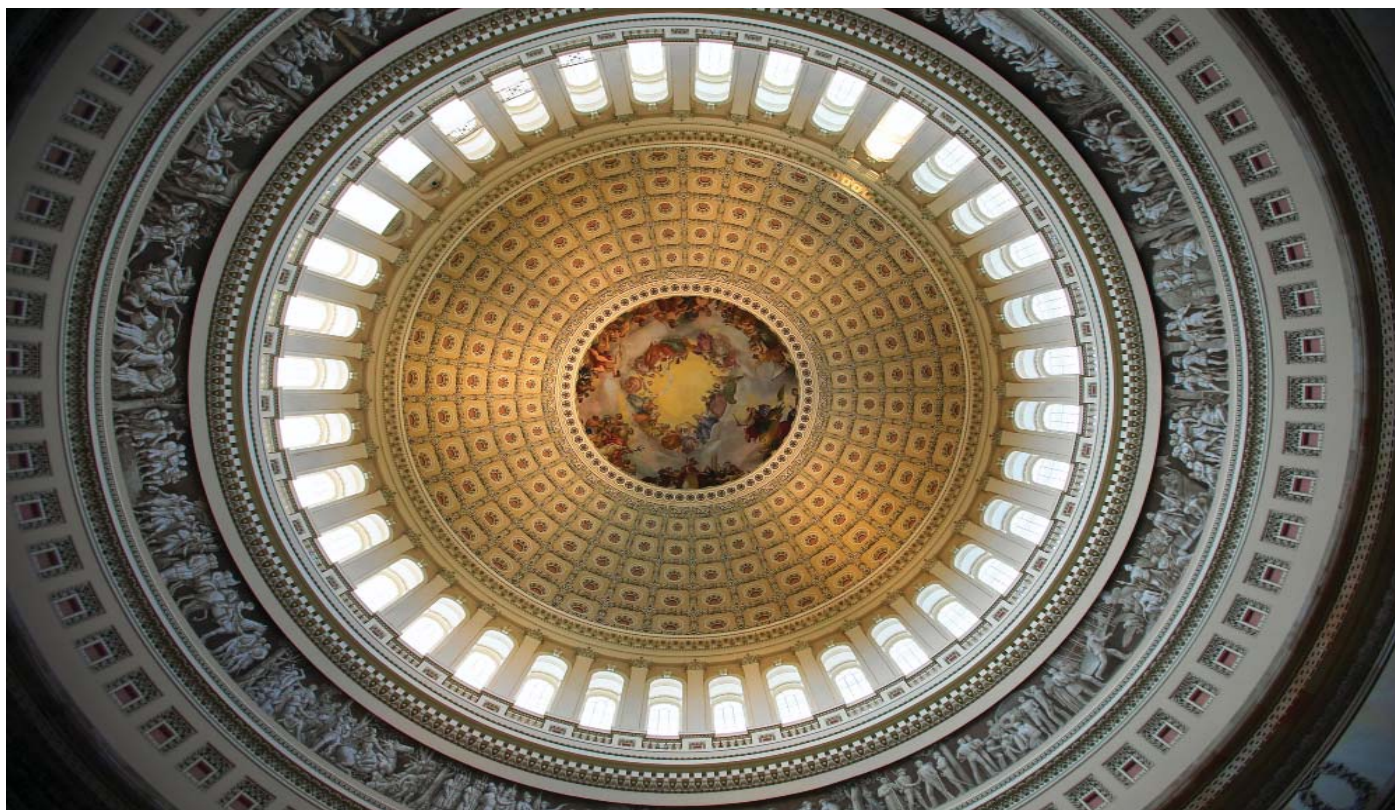
**Strategic Plan**

**FY 2013-2015**



## Table of Contents

STRATEGIC PLAN OVERVIEW .....	1
MISSION .....	1
VISION .....	1
INTRODUCTION .....	2
PLAN .....	4
GOAL I: Educate and communicate the rights and responsibilities under the CAA, and the services and technical expertise provided by the OOC. ....	4
GOAL II: Facilitate the identification and resolution of workplace disputes and issues involving claims arising under the CAA .....	8
GOAL III: Build relationships and expand support among the covered community and the public .....	11
GOAL IV: Provide opportunities for the professional development of the Agency’s workforce .....	13
MEASURING SUCCESS .....	14



# OOO's Strategic Plan Overview

## Mission

The OOC administers and ensures the integrity of the dispute resolution system established to resolve disputes that arise under the CAA; carries out an education and training program for Congressional Members, employing offices, and Congressional employees to assist them in understanding their rights and responsibilities under the CAA; and advises Congress on needed changes and amendments to the CAA. The General Counsel of the OOC has independent investigatory and enforcement authority for the CAA's occupational safety and health, public access, and unfair labor practice provisions.

## Vision

To transform education, improve collaboration, and increase communication to ensure Legislative Branch employees the right to work in an environment free from hazards, barriers, and discrimination.

GOALS	INITIATIVES
Goal I: Educate and communicate to the covered community the rights and responsibilities under the CAA, and the service and technical expertise provided by the OOC.	<ul style="list-style-type: none"> <li>• Utilize social media</li> <li>• Target training for employing offices</li> <li>• Mandate training for all Congressional staff</li> <li>• Offer periodic columns on CAA issues</li> <li>• Emphasize "realtime" technical assistance</li> <li>• Spotlight Member offices</li> <li>• Obtain email access to Senate employees</li> </ul>
Goal II: Facilitate the identification and resolution of workplace disputes and issues involving claims arising under the Congressional Accountability Act, including discrimination, safety and health, accessibility, veterans' rights, LMR, and other statutory rights.	<ul style="list-style-type: none"> <li>• Build IT capabilities</li> <li>• Promote Board of Directors' 102b recommendations</li> <li>• Explore efficiencies in dispute resolution process</li> <li>• Conduct inspections and investigate and prosecute OSHA, ADA, and unfair labor practice violations</li> <li>• Develop an e-filing system</li> </ul>
Goal III: Build relationships and expand support among the covered community and the public, to advance the mission of the Agency.	<ul style="list-style-type: none"> <li>• Develop relationships with Member offices &amp; increase contacts and visits</li> <li>• Develop &amp; maintain relationships with organizations of interest</li> <li>• Build on established relationships with oversight &amp; appropriations committees</li> <li>• Build &amp; maintain relationships with the media for accurate and responsible reporting</li> <li>• Share technical resources</li> </ul>
Goal IV: Provide opportunities for the professional development of the Agency's workforce.	<ul style="list-style-type: none"> <li>• Identify training needs of staff</li> <li>• Identify positions where cross training and mentoring are appropriate</li> <li>• Identify wellness measures</li> </ul>

advancing workplace rights, safety, health, and accessibility in the Legislative Branch



## INTRODUCTION

The Office of Compliance (“OOC”) is pleased to present its fourth Strategic Plan which covers fiscal years 2013-2015. As in years past, our strategic plan represents a combined effort of all staff within the Agency and was developed using the ideas and creativity of our safety and health professionals, our dispute resolution experts, our Board of Directors, our managers, and all staff who support the Agency in pursuit of its mission. Similar to previous strategic plans, this plan addresses goals and initiatives in support of the OOC’s statutory mandates in the Congressional Accountability Act: dispute resolution, occupational safety and health (“OSH”), education and outreach, Americans with Disabilities Act (“ADA”) public access, labor-management relations, and rule-making. Unlike with previous plans, however, the goals and initiatives outlined in our current plan are reflective of the reliance each of the programs has on one another.

The OOC’s previous strategic plans were structured pursuant to program: there was a goal dedicated to safety and health, a goal dedicated to dispute resolution, a goal dedicated to education and outreach, and a goal dedicated to Board rule-making. Because our strategic plan is the document that aligns staff performance with our mission, this previous structure of the plan allowed staff to focus on a specific goal depending on their program area. We found, however, that the previous structure also created “mission silos” which led to a “tunnel view” among staff and limited staff involvement in other program areas.

The current strategic plan affords staff the opportunity to work more collectively with fellow staff whose focus is in another program area. This structure reflects the dependence that each program has on the other: without education and outreach, the Congressional community would be unaware of the safety and health protections of the CAA and the rights employees have to be free from discrimination in the workplace. Our education and outreach mandate spans across the Agency, and, under this strategic plan, so does its goals and initiatives. Similarly, OOC’s efforts to resolve all CAA-related issues at the lowest possible level apply to claims of unfair labor practice as they apply to claims of discrimination.

Our goals and initiatives in these areas are dependent upon the same effort, as we seek to resolve claims early in the process and facilitate communication between employers and their employees.

With this holistic look at the Agency’s efforts, our mission, and the services we provide, we have integrated our goals across the Agency. Specifically, we have created a vision of expanded outreach to the Congressional community, better utilizing technology to develop more cost-efficient ways to educate the Congressional community on the protections under the Act and the services the OOC provides.

We anticipate that our education and outreach efforts will better assist employing offices and employees in the identification and early resolution of alleged violations of the CAA. Our efforts to achieve these goals can only be reached through working relationships established with employing offices, employee representatives, Congressional organizations, and the media. This strategic plan focuses on creating relationships where none exists and on building those relationships that already have been established. In addition, as in years past, the Agency recognizes that without the development of its workforce, the mission cannot be met and the goals and initiatives within this strategic plan cannot be achieved. Under this strategic plan, we strive to provide the tools necessary to maintain an interested and engaged workforce, developing staff members’ talents and skills to maintain their level of expertise; mentor and cross-train where appropriate to build capacity within the Agency and to increase the Agency’s institutional knowledge; and offer wellness opportunities where appropriate to benefit the well-being of our staff.

As noted, this strategic plan, like the OOC’s other strategic plans, only spans three fiscal years. The instability of the level of appropriated funds for the OOC limits our ability to plan for a longer period. Over the past two fiscal years, the OOC has, as have many Legislative Branch agencies, suffered drastic reductions in its budget.

Since FY 2010, the OOC's level of funding has been reduced \$560,000, or 13%. As a small agency, we have been unable to absorb the reductions in almost all of our programs and have had to reduce our staff and cut back services. In order to continue to meet our mission with limited resources, we reorganized as follows:

- Laid off an attorney, which left a gap in our case-handling ability;
- Cut safety and health inspector hours by nearly 50% - leaving many workplaces uninspected;
- Eliminated the technical assistance and educational outreach on safety and health issues provided by Fast Facts and OSH/ADA Quarterly Meetings, as those hours are needed to inspect high hazard areas and operations;
- Reduced the rates paid to our hearing officers, established a flat per-case rate for our mediators, and brought some mediations in-house;
- Reduced travel for our Board Members (all but one of whom lives outside the Washington, DC metropolitan area);
- Eliminated travel for non-Board Members;
- Reduced necessary maintenance on a case management system that is inadequate for current needs and underdeveloped due to lack of funding;
- Eliminated funding for training for all employees; and
- Cut back on the purchase of supplies and information technology equipment, and reduced certain basic custodial services.

Even with the reorganization, elimination of certain services and reductions in others, our remaining staff have had to double their efforts to ensure that the OOC continues to meet the mandates under the CAA. It is only with the dedication of the OOC's workforce, their talents and creative solutions that we continue to meet our mission. Our managers recognize that the success of our programs depends on the diversity

of thoughts, ideas, and staff expertise.

The OOC workplace is one that encourages open and respectful dialogue between managers and staff, a willingness to share and accept ideas, self-awareness, and a personal commitment to these values.

Despite the budget cuts, our staff remain committed to advancing workplace rights, safety, health, and public access in the Legislative Branch. However strong our commitment is to further the OOC's mission, adequate funding is vital to support the goals and initiatives in this strategic plan. Certain initiatives would take minimal resources to implement, but others require additional resources to come to fruition. As we are unable to predict the level of funding we will receive in the fiscal years spanning this Strategic Plan, we may need to revisit and adjust the initiatives set forth herein. Where sufficient funding exists to meet our mission and accomplish these goals, we anticipate success as outlined below.



**Target training for employing offices to assist in resolving those issues that are of particular importance to them and their staff.**

The OOC recognizes that there may be a gap in what we believe to be necessary for the Congressional community and what the Congressional community is actually seeking from our Agency. We want to be responsive to the training needs expressed by employing offices and equip these offices and their employees with the tools they need to create a working environment envisioned by the CAA. To that end, our training will be focused on making available to employing offices workshops and seminars designed to meet a particular need of the employing office and its staff, or address a current topic of interest expressed by an employing office.

We will also research the feasibility of partnering with the Federal Circuit Bar and the House Learning Center in providing valuable information, applicable exercises, and an education resource for Legislative Branch managers and staff.

**Collaborate with Congress to mandate training for employing offices, including online modules, utilizing the Federal Circuit Bar and the House Learning Center as a supplemental resource.**

In its 2010 Report to Congress on recommended improvements to the Congressional Accountability Act, the Office of Compliance Board of Directors recommended amending the CAA to require training for all Congressional staff on the rights and protections under the CAA. The Executive Branch of the Federal government and some states require periodic training on workplace rights. To achieve comparable training in the Legislative Branch, the OOC will continue to work with our oversight committees in both the House and the Senate, as well as other interested stakeholders, in an effort to raise awareness of the need for mandatory training and continue the dialogue for implementing the Board's recommendation. We will also research different on-line tools to provide for mandatory training, utilizing the Federal Circuit Bar and the House Learning Center, if appropriate, as resources in achieving online efforts.

**Offer periodic columns for Hill newspapers on CAA issues.**

The Office of Compliance administers workplace rights laws and enforces safety and health and public accessibility standards on Capitol Hill. As such, our staff are experts in these areas and maintain a wealth of knowledge on workplace issues of interest to the Congressional community. OOC staff will write columns and/or articles for Capitol Hill publications in order to provide information and assistance to Congress and its instrumentalities on safety and health, public access, and workplace rights issues that may affect the Congressional workplace. Because Hill publications are read widely by the Congressional community, such columns will lead to greater awareness of the CAA and best practices on dealing with its requirements in the Congressional workplace.



## **Provide information to new Member Offices.**

The OOC has had success in providing educational material to, and informing new Members of Congress about the laws of the CAA and the procedures of the OOC. One of the main vehicles for dissemination of this information is through in-person visits to new Member offices. The OOC will continue to provide newly elected Members and their staff with information about the rights and responsibilities covered in the CAA and the services provided by the OOC. We will carry on our practice of involving all levels of staff to engage with stakeholders in these visits, to increase the visibility of the Agency, to invite discussion from new Members' staff, and to answer questions about the CAA and the OOC.

### **Members in the News!**

Each year the OOC plans to spotlight two Members of Congress who are working to increase safety and health on Capitol Hill, and those whose offices promote workplace rights through OOC's training initiatives.

## **Create a new item on the OOC website media stream that spotlights Member offices.**

One of the OOC's annual publications was its newsletter. This newsletter featured articles from the OOC's Executive Director and General Counsel, as well as from Members of the House of Representatives and the Senate. This newsletter was mailed to the home of every Congressional employee each year. The information contained in the newsletter was beneficial to employees and in line with the CAA's mandate to educate employees, but the weight combined with the wide distribution of the newsletter made the mailing cost-prohibitive. In an effort to produce and disseminate educational material in a more cost-effective manner, and via methods that are easy for our stakeholders, OOC replaced its newsletter with an annual mailer that provides notice to employees of their rights under the CAA. This one-page mailer identifies the statutory rights provided employees by the CAA

but does not include a feature article written by Members.

With this initiative, we seek to recreate the Member-authored feature article that was lost when we discontinued our newsletter. We will work with Member offices to develop articles that pertain to the subject matter of the work of the OOC and the substantive protections of the CAA. We will feature these articles on OOC's website twice a year.

## **Research procedures for the dissemination of educational material to public areas within the Congressional campus.**

Though the web and email are preferred ways to disseminate educational information and materials, a large portion of the covered community does not have access to email or the web. In an effort to reach all of the covered community in a cost-efficient manner, the OOC will inquire about sharing our printed educational material with entities responsible for disseminating such material in public areas of the covered community: lounges, cafeterias, and lobbies of Congressional buildings. If appropriate, we will develop and implement protocols to disseminate OOC brochures, reports, and other printed material.



### **Emphasize technical assistance by utilizing the inspections process to explain hazards as they are identified.**

We will strive to leverage all contact made with employing offices and employees during the inspections process to educate on the application of standards and to discuss or demonstrate potential abatement options. We will continue to hold Opening Conferences prior to biennial and requestor-initiated inspections to discuss coordination of the inspections and what the inspections entail, and to explain how the OSH standards apply to a particular inspection.

At the end of each day of the biennial inspection, OOC inspectors will continue to review their findings with representatives of the employing office and the Office of the Architect of the Capitol. We will also continue to provide written reports with detailed findings to employing offices and the AOC's Building Superintendents after the inspection team completes its inspection of a given jurisdiction. Closing conferences will continue to be offered to employing offices to highlight the more serious hazards that inspectors identify, as well as those that they find more frequently. As a result, employing office staff will be in a position to address safety concerns more quickly and, in certain instances, institute preventive measures.

### **Create a link on OOC's website to media stories, studies, and reports pertaining to the work of OOC and the laws of the CAA.**

The OOC will utilize its website as a repository of information for the covered community. Where an article, news story, academic study, or agency report features information relevant to workplace rights, safety and health, or public access issues facing Congressional employing offices, the OOC will link to this information and include in the streaming mechanism of our website the ones where the feature specifically includes the OOC or the CAA.

### **Continue efforts to obtain email access to Senate employees as was done with House of Representative employees.**

In the last Strategic Plan, one of OOC's main goals was to increase the awareness by the covered community of the rights and protections under the CAA as well as the services provided by the OOC. The OOC worked with its House oversight committee to obtain the capability to email directly House employees. This ability is significant in the sense that the CAA mandates direct communication between the OOC and covered employees, and emailing is not only a cost-efficient way to reach employees, but an OOC survey conducted largely of House and Senate employees found it was their preferred way to be contacted. Our success in the House leads OOC to continue its efforts with the Senate to obtain similar access so that Senate employees are equally aware of their rights, and the protections and services available to them under the CAA.

## GOAL II:

### Facilitate the identification and resolution of workplace disputes and issues involving claims arising under the Congressional Accountability Act, including discrimination, safety and health, accessibility, veterans' rights, LMR, and other statutory rights.

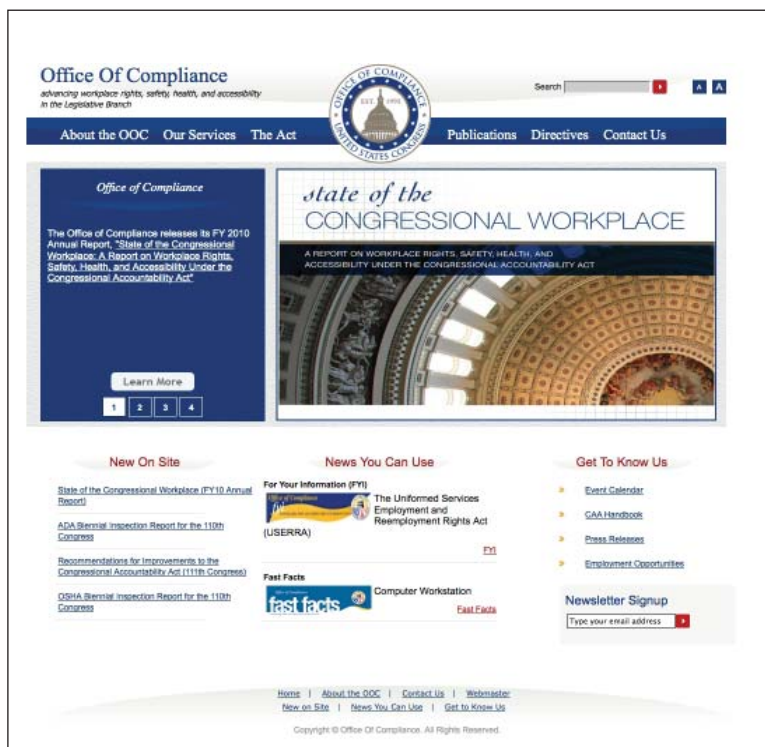
The Agency is mandated by the Congressional Accountability Act to administer the substantive protections of the Act. One of the ways that we meet this responsibility is by processing claims that are filed pursuant to the protections of the Act: discrimination claims, OSHA claims, unfair labor practice charges, and other such claims. The Office of Compliance Procedural Rules set forth the parties' requirements for filing and the OOC's methods for processing claims. The OOC's infrastructure, however, provides the necessary resources for processing claims and administering the laws under the Act. This goal focuses on strengthening the Agency's infrastructure to increase our ability to provide quality case administration and advancements.

#### Develop a plan/framework/protocols to implement an e-filing system.

Advancements in technology provide opportunities to streamline practices and procedures, and the OOC remains vigilant in ensuring our processes use current technologies. We seek to ensure our procedures are cost-efficient. In an age where "paperless" is the norm, we seek to reduce our paper consumption. We will explore the feasibility for developing an e-filing system for all of the cases we process: dispute resolution, OSH, ADA, and unfair labor practices. If it is feasible and appropriate to create an e-filing system for any/all of our programs, we will develop a case-processing framework for its implementation.

#### Build IT capability to allow improved applications on OOC's website, provide improved case management systems, and create the ability to implement an e-filing system.

Though the Agency's IT capability has seen great advancements in the last few fiscal years, we are still limited in certain respects. We will analyze our current IT capabilities and determine what upgrades are needed to support improvements to OOC's web applications to allow for increased user capabilities and efficiencies. We will also explore our internal IT needs to allow for the improvement of our case management systems. As part of this evaluation, we will identify the comprehensive case management needs for each program and determine whether a global system or individual case management systems would be more beneficial to the Agency. Finally, the OOC will determine what is technologically necessary from an IT perspective to support the anticipated e-filing system.



**Efficiently and thoroughly conduct requestor-initiated safety and health inspections and investigate charges of ADA public access discrimination, conduct biennial risk-based OSH and ADA public access inspections, and investigate and prosecute OSHAct, ADA, and unfair labor practice violations.**

These core statutory functions of the Office of General Counsel require continued effort. Budget cuts have significantly limited the OOC's ability to conduct these activities. To the extent our funding will permit, we will continue to prioritize inspector resources to requestor-initiated inspection cases, biennial inspections, LMR cases, ADA access barriers that pose the most serious OSH risks to Legislative Branch employees, and access barriers to visitors to Capitol Hill. Additional safety and health inspection staff and resources would allow us to expand our investigations and inspections of additional high-risk OSH operations and ADA barriers and lower-risk hazards and barriers. We would also be able to follow up with employing offices to assure prompt and fully compliant abatement of high-risk hazards identified through inspections, and improve our requestor case investigations, allowing us to investigate cases more quickly, resulting in more prompt resolution and abatement of identified hazards.

**Increase efforts to have Congress implement the Board of Directors' 102b recommendations.**

Since 1996, the Board of Directors of the Office of Compliance has made biennial recommendations to Congress, pursuant to Section 102b of the Congressional Accountability Act, regarding the applicability of Federal law to the Legislative Branch. These recommendations have appeared in what has been called the Board of Directors' "102b Report", and most recently has been termed "Recommendations for Improvements to the Congressional Accountability Act." Over the years, the reports have seen little success in raising the discussion of the Board's recommendations. The Agency plans to improve the drafting and publication of this report so that it is innovative, forward-looking, and a living document. We will increase efforts to meet with interested stakeholders to explain and promote the Board's recommendations contained in the report. We intend to utilize the report as a strong tool in obtaining Congressional approval of the Board's recommendations, which include, among others:

- obtaining the authority to investigate all claims arising under the CAA;
- obtaining investigative subpoena authority for the Office of General Counsel;
- requiring training for employees and employers as in the Executive Branch and certain areas of the private sector; and
- mandating the posting of rights under the CAA.

**Continue to explore the implementation of efficiencies and cost-savings tools in dispute resolution processes.**

The Congressional Accountability Act required the Board of Directors to study and report on whether the protections afforded by the CAA, its regulations, and its procedures, should be applied to the Government Accountability Office (at the time of the study, the Government Accountability Office was called the General Accounting Office ("GAO")), the Government Printing Office ("GPO"), and the Library of Congress ("LOC"). The study, completed on December 31, 1996, focused on comprehensiveness and effectiveness of the above-named agencies' programs.

The Board determined that, at the time, “the rights, protections, procedures, and relief afforded ... [the employees of the above-named agencies] are, in general, comprehensive and effective when compared to those afforded other legislative branch employees covered under the CAA.”<sup>1</sup> As “rights, protections, procedures, and relief” have changed since 1996 (for example, by passage of the Lilly Ledbetter Fair Pay Act, Genetic Information Nondiscrimination Act, amendments to the Fair Labor Standards Act), it is necessary to evaluate whether employees of the GAO, GPO, and the LOC still benefit from an enforcement framework that is comprehensive and effective. The OOC will assess whether the current “rights, protections, procedures, and relief” for GAO, GPO, and LOC employees are “comprehensive and effective,” and make necessary recommendations to the Board of Directors that would advance those goals in as cost-effective a manner as possible.

---

*1. Section 230 Study – Study of Laws, Regulations, and Procedures at the General Accounting Office, the Government Printing Office, and the Library of Congress, Prepared by the Board of Directors of the Office of Compliance, Pursuant to Section 230 of the Congressional Accountability Act of 1995, (PL 104-1), December 31, 1996, p.iii.*



### GOAL III:

## **Build relationships and expand support among the covered community and the public, to advance the mission of the Agency.**

The Agency recognizes that the success of many of its efforts is dependent upon the relationships it builds. In order to provide useful services, we have to fully appreciate the needs of the community we serve. Sharing information about the programs we have available and understanding the needs of the community are fundamental to developing and providing services to our constituents. We especially note the importance of collaboration in furthering transparency in the work that we do; it is important that our processes be transparent in order to build confidence among our stakeholders that our programs are administered fairly.

Though building relationships was a component of our last Strategic Plan, we focused our outreach efforts on improving our written materials to make them more content-dynamic and professional-looking, and to garner reader interest from the outset. We improved the substance of our reports to make them more readable, so that the statistical and technical information is more easily understood. We also focused on enhancing our website in order to make it easier for the covered community and the public to access information about the CAA, OOC, and Board decisions.

Now that our written materials have been revised and our website enhanced, the OOC will focus on creating new relationships and building on existing ones to strengthen our foundation in the Congressional community. Building relationships within the covered community, creating an appreciation for our programs, and partnering with different employing offices, associations, and organizations is necessary to reach our goals and achieve our mission. We anticipate meeting this goal by means of the following:

#### **Develop relationships with Member offices and increase contacts and visits.**

We intend to build relationships with Members in the District of Columbia, Maryland, and Virginia commuting areas. Members in these locales have constituents who live and work in and around Capitol Hill. We want to ensure that these Members, as well as others, are aware of the services we provide their constituents.

#### **Develop and maintain relationships with organizations of interest.**

As with the previous initiative, building relationships with organizations that show an interest in or have expertise in the subject matter covered by the CAA will further the OOC's efforts to advance the mission of the Agency. The OOC will develop relationships with advocacy groups that are supportive of the substantive protections contained in the CAA. We will reach out to Executive Branch agencies that perform work similar to the work of the OOC to gain support.

#### **DID YOU KNOW...**

**That the OOC conducts "New Member Visits" at the start of each new Congress? With the help of the entire OOC staff, this has become one of our most successful education and outreach events, laying the foundation for strong working relationships with Congress.**

The OOC will contact non-governmental organizations to determine their awareness of our agency and develop relationships with them. The OOC will reach out to employee interest groups and labor organizations to collaborate on best practices to educate the covered community about the rights and protections under the CAA.

### **Build on established relationships with oversight committees and appropriations committees.**

Over the years, the OOC has developed relationships with its oversight committees in the House and the Senate: Committee on House Administration, Senate Rules and Administration Committee, and Senate Homeland Security and Governmental Affairs Committee. We have also developed relationships with the staff on the House and Senate Appropriations Subcommittees on the Legislative Branch. We keep these staff apprised of the work that we do, inform them of our need for their assistance, and are responsive to their inquiries into OOC's activities. The OOC will maintain and build on these relationships to increase the support and understanding of the Agency and its mission.

### **Build and maintain relationships with the media to foster accurate and responsible reporting.**

Because the media is an important source of public information, building relationships with the media helps the Agency ensure accurate and responsible coverage of OOC's reports, activities, and statistics. Because OOC's reports and information are provided to the public via its website, and because the Agency is responsible for enforcing anti-discrimination and safety and health laws on Capitol Hill, the media has, in the past, taken an interest in the work that we perform. As a result, stories about the OOC and its work have appeared in print media as well as on television, the web, and the radio. Developing, maintaining, and strengthening relationships with the media will not only help ensure the accuracy of the media's reporting, but will allow the OOC to meet its mandate of educating and informing the covered community of the rights and responsibilities under the CAA.

### **Share technical resources from outside agencies.**

In a time when budgets continue to be cut, economies of scale, shared services, and shared resources have become best practices in ensuring that agencies continue to meet their respective missions with limited funding. The OOC is no exception. With repeated cuts to our funding, OOC has had to be creative in ensuring that all of its responsibilities are met. To this end, the OOC will utilize the expertise of other Legislative Branch agencies, where appropriate, in contracting for services, addressing procurement needs, and arranging travel for employees. In addition, we will ensure that our core accounting services are being provided with the help of shared services from the Library of Congress.

## GOAL IV:

### Provide opportunities for the professional development of the Agency's workforce.



During these tight fiscal times, the OOC has had to adjust how we do business: we have reorganized, reduced some services and eliminated others. We have restructured our priorities and have adjusted methods of providing our services so that we may continue to meet our mission despite decreased funding. OOC's programs have felt the impact of reduced funding over the last several fiscal years ... and so have our staff. With fewer resources to conduct our business, OOC's staff have had to work harder in an effort to meet our mission. Our staff are our strongest resource, and we strive to provide tools for their continued professional development.

**Involve staff in identifying individual training needs and availability of training by exploring low-to-no cost training opportunities, partnering with other agencies where appropriate, and promoting in-house training and education sessions.**

The Agency recognizes that maintaining a certain level of expertise requires continual professional education. Though current funding levels will not allow the Agency to offer a vast variety of training, there remain opportunities for staff to receive on-going training in their subject matter area. We will work with our staff to identify their training needs, and we will involve staff in our efforts to discover low-to-no cost training opportunities. As other Federal government agencies have felt the need to cut costs and bring training in-house, there may exist opportunities for the OOC to share in-house services with agencies of the Legislative Branch or Executive Branch. We will partner with other agencies, where appropriate, to share in their in-house training and provide support and assistance to the OOC to provide its own in-house training on topics of interest to OOC staff.

**Identify positions where cross training and mentoring are appropriate and necessary to build capacity within the organization and ensure consistency in program operations by matching up mentors and individuals, developing protocols, and establishing concrete goals and outcomes for each mentoring relationship.**


Recognizing the need to build institutional knowledge and to fortify its own staff as its strongest resource, OOC will coordinate among its managers to determine where cross-training and mentoring would be appropriate for certain staff to learn procedures, protocols, and substance of other programs within the Agency. OOC managers will identify these positions; match up mentors and individuals interested in and eligible for the program; develop protocols, concrete goals and outcomes; and oversee the mentoring relationships.

**Identify wellness measures that would benefit OOC staff by exploring available wellness services from other agencies, discounted private wellness programs, or wellness fairs that offer free services to attendees; and by utilizing no-cost tools and materials available from OPM, other Federal agencies, and appropriate outside resources.**

## MEASURING SUCCESS

To determine the level of success achieved in the above-outlined goals, the Office of Compliance will monitor feedback received from its stakeholders (employees, employing offices, oversight and appropriations committees, labor organizations, and the public) to determine whether we have increased the level of awareness of our services and programs. Our initiatives involving social media will allow for more measurable data on contacts with the Agency. Tracking who accesses our Facebook page, for example, or the number of followers on Twitter will allow for more accurate feedback than our current methods. An increased number of contacts to our office, requests for services, and requests for information will be indicators that the OOC has achieved a level of success in educating the covered community about their rights and responsibilities under the Congressional Accountability Act.

The OOC will see achievement under this plan when we have readied ourselves to utilize additional resources:



“...increased dialogue with Congressional stakeholders about the Board’s 102b recommendations will be positive steps toward Congressional approval of the Board’s recommendations.”

developed plans to implement e-filing, improved case tracking, and more efficient case management systems. Once additional funding is provided to move forward with these initiatives, the OOC will be better positioned to implement them quickly and effectively. In addition, increased dialogue with Congressional stakeholders about the Board’s 102b recommendations will be positive steps toward Congressional approval of the Board’s recommendations.

We will evaluate the strength of relationships that we have created or enhanced within the Congressional community and with public interest groups to determine whether we have been successful in generating an interest in and appreciation for the work of the OOC. An increase in overall partnerships and strengthened relationships will measure the success of our

outreach and our message of collaboration and transparency.

Finally, a survey measuring staff’s level of satisfaction with their professional development will inform the OOC of its success in providing training, mentorship, and wellness initiatives to staff. The Agency will perform a baseline survey of staff satisfaction in these areas, and with the implementation of the initiatives outlined in Goal IV above, we will survey staff at the end of each fiscal year of the Plan to see a continued increase in satisfaction, or to maintain a level of 75% employee satisfaction.



