



# **OFFICE OF LABOR RELATIONS AND COLLECTIVE BARGAINING**

## **FY 2025 PERFORMANCE PLAN**

**NOVEMBER 26, 2024**

# CONTENTS

---

<b>Contents</b>	<b>2</b>
<b>1 Introduction</b>	<b>3</b>
<b>2 Office of Labor Relations and Collective Bargaining Overview</b>	<b>5</b>
<b>3 Objectives</b>	<b>6</b>
3.1 Enhancing Efficiency and Transparency in Labor Relations Program . . . . .	6
3.2 Comprehensive Training for Labor Liaisons and Management Officials . . . . .	6
3.3 Proactive Agency Case Mediation and Resolution . . . . .	6
<b>4 Administrative Structures</b>	<b>7</b>
4.1 Litigation . . . . .	7
4.2 Negotiation . . . . .	8
4.3 Advisements . . . . .	9
4.4 Training . . . . .	9
<b>5 Projects</b>	<b>11</b>
5.1 Redesign and enhance OLRCB’s Training Curriculum. . . . .	11
5.2 Publicize District government labor regulations and rules and formalize policies and procedures. . . . .	11
5.3 Agency Workspace Transformation Project . . . . .	11

# 1 INTRODUCTION

---

This document is the Fiscal Year 2025 Performance Plan for the Office of Labor Relations and Collective Bargaining.

This Performance Plan is the first of two agency performance documents published each year. The Performance Plan is published twice annually – preliminarily in March 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 throughout the Performance Plan, as they may be measuring an objective, an administrative structure, an activity, or be related to the agency performance as a whole.

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”

(continued)

Measure Type	Measure Description	Example
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"
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"

*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. For example, newly added measures do not require targets for the first year, as agencies determine a data-informed benchmark. Additionally, change in some quantity or context measures and District-wide indicators may not indicate better or worse performance, but are "neutral" measures of demand or input, or are 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 LABOR RELATIONS AND COLLECTIVE BARGAINING OVERVIEW**

---

*Mission:* The mission of the Office of Labor Relations and Collective Bargaining (OLRCB) is to effectively represent the District as the principal management advocate in the administration of a comprehensive labor management program.

*Summary of Services:* Representing management before the Public Employee Relations Board (PERB) in negotiation matters, unit determinations, unfair labor practices, negotiability appeals, arbitration appeals and impasse proceedings; Advising and representing the Mayor and District departments, offices and agencies in matters involving collective bargaining, working conditions and compensation agreements and the impact and effects of changes in conditions of employment; advising the Mayor and District departments, offices and agencies concerning all aspects of labor relations; Developing and presenting cases before third party in mediation and arbitration proceedings; Representing the Mayor on joint labor management committees and work groups; Training labor liaisons, managers, supervisors and management officials concerning their rights and obligations under the Comprehensive Merit Personnel Act (CMPA), applicable collective bargaining agreements (CBAs) and applicable labor law, policies and procedures; and Developing, implementing and administering citywide labor initiatives.

### *Objectives:*

1. Enhancing Efficiency and Transparency in Labor Relations Program
2. Comprehensive Training for Labor Liaisons and Management Officials
3. Proactive Agency Case Mediation and Resolution

### *Structures:*

1. Training
2. Advisements
3. Negotiation
4. Litigation

### 3 OBJECTIVES

#### 3.1 ENHANCING EFFICIENCY AND TRANSPARENCY IN LABOR RELATIONS PROGRAM

Continue to build a highly efficient, transparent, and responsive District government labor relations program.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of agency staff who were employed as Management Supervisory Service (MSS) employees prior to 4/1 of the fiscal year that had completed an Advancing Racial Equity (AE204) training facilitated by ORE within the past two years	Outcome	Up is Better	No data available	0%	*
Percent of employees that are District residents	Outcome	Up is Better	13.33%	31.25%	*
Percent of new hires that are current District residents and received a high school diploma from a DCPS or a District Public Charter School, or received an equivalent credential from the District of Columbia	Outcome	Up is Better	0%	0%	*
Percent of new hires that are District residents	Outcome	Up is Better	0%	66.67%	*
Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time	Outcome	Up is Better	No incidents	No incidents	*

\*Specific targets are not set for this measure

#### 3.2 COMPREHENSIVE TRAINING FOR LABOR LIAISONS AND MANAGEMENT OFFICIALS

Provide comprehensive training to labor liaisons and management officials on the CMPA, CBA's and applicable labor law, policies, and procedures.

#### 3.3 PROACTIVE AGENCY CASE MEDIATION AND RESOLUTION

Work proactively with agencies to mediate, settle, or litigate cases to serve the public interest.

## 4 ADMINISTRATIVE STRUCTURES

### 4.1 LITIGATION

Activities under Litigation:

1. Litigation: Initiates, prosecutes, defends and monitors a wide range of litigation activity.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of Litigation matters closed by decision and order	Outcome	Neutral	1	4	*
Number of Litigation matters closed by dismissal	Outcome	Neutral	23	5	*
Number of Litigation matters closed by settlement	Outcome	Up is Better	6	17	*
Number of Litigation matters closed by withdrawal	Quantity	Neutral	4	15	*
Number of Litigation matters closed without litigation	Efficiency	Neutral	14	42	*
Number of Litigation matters opened	Quantity	Up is Better	43	62	*
Number of Public Employee Relations Board matters closed	Efficiency	Neutral	11	18	*
Number of Public Employee Relations Board matters closed by decision and order	Outcome	Neutral	1	3	*
Number of Public Employee Relations Board matters opened	Efficiency	Neutral	10	49	*
Number of grievance arbitration matters opened	Quantity	Neutral	New in 2025	New in 2025	<b>New in 2025</b>
Number of grievance arbitration matters closed	Quantity	Neutral	New in 2025	New in 2025	<b>New in 2025</b>
Number of grievance arbitration matters closed by decision and order	Quantity	Neutral	New in 2025	New in 2025	<b>New in 2025</b>
Percentage of litigation matters that result in a favorable outcome for the government, including settlements in the government's favor, dismissals, or court victories	Quality	Up is Better	New in 2025	New in 2025	<b>New in 2025</b>
Percentage of litigation matters in which the District has been found to violate the law or a collective bargaining agreement	Quality	Down is Better	New in 2025	New in 2025	<b>New in 2025</b>

(continued)

<b>Related Measures</b>	<b>Measure Type</b>	<b>Directionality</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025 Target</b>
Percentage of litigation matters in which a non-arbitrability declaration is invoked within 60 days of an arbitration demand	Efficiency	Up is Better	New in 2025	New in 2025	<b>New in 2025</b>
Percentage of litigation matters in which compliance is achieved within 120 days of unfavorable decision	Efficiency	Up is Better	New in 2025	New in 2025	<b>New in 2025</b>

## 4.2 NEGOTIATION

Activities under Negotiation:

1. Negotiation: Negotiates CBAs and the Impact and Effect of policy changes in the best interest of the public.

<b>Related Measures</b>	<b>Measure Type</b>	<b>Directionality</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025 Target</b>
Percentage of CBA negotiations that are successfully resolved either solely by the parties or through mediation without escalating to interest arbitration	Efficiency	Up is Better	New in 2025	New in 2025	<b>New in 2025</b>
Average time taken to schedule initial impact and effect bargaining session after receiving union's demand to bargain	Efficiency	Down is Better	New in 2025	New in 2025	<b>New in 2025</b>
Number of Negotiated Employee Assistance Home Purchase Program requests received and processed	Efficiency	Up is Better	147	132	*
Number of Negotiations matters closed	Efficiency	Neutral	NA	11	*
Number of Negotiations matters opened	Efficiency	Neutral	NA	20	*
Average time taken to exchange ground rules after receiving union's demand to negotiate compensation and working conditions collective bargaining agreements	Efficiency	Down is Better	New in 2025	New in 2025	<b>New in 2025</b>



(continued)

<b>Related Measures</b>	<b>Measure Type</b>	<b>Directionality</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025 Target</b>
Average time taken to exchange ground rules after receiving union's demand to negotiate working conditions collective bargaining agreements	Efficiency	Down is Better	New in 2025	New in 2025	<b>New in 2025</b>
Number of Negotiation matters settled without interest arbitration	Quantity	Down is Better	New in 2025	New in 2025	<b>New in 2025</b>
Number of Negotiation matters going to Impasse/Interest Arbitration	Quantity	Neutral	New in 2025	New in 2025	<b>New in 2025</b>
Number of Negotiation matters involving Negotiability Appeals	Quantity	Neutral	New in 2025	New in 2025	<b>New in 2025</b>

### 4.3 ADVISEMENTS

Activities under Adviselements:

1. Adviselements: Handling daily union-related requests and providing legal adviselement.

<b>Related Measures</b>	<b>Measure Type</b>	<b>Directionality</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025 Target</b>
Percent of adviselement requests resolved within 30 days of the request	Efficiency	Up is Better	New in 2024	75%	<b>50%</b>
Number of Adviselements opened	Efficiency	Neutral	4	15	*
Number of Adviselements closed	Efficiency	Neutral	New in 2025	New in 2025	<b>New in 2025</b>

### 4.4 TRAINING

Activities under Training:

1. Training: Facilitates citywide Labor training.

<b>Related Measures</b>	<b>Measure Type</b>	<b>Directionality</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025 Target</b>
Percentage of MSS District government employees, General Counsel and Executive Service staff trained in labor relations, law and policy	Quantity	Up is Better	7%	N/A	<b>4%</b>

(continued)

<b>Related Measures</b>	<b>Measure Type</b>	<b>Directionality</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025 Target</b>
Number of Labor Liaison training sessions held	Quantity	Neutral	4	4	<b>4</b>
Number of Management Supervisory Service Labor Relations orientation training held	Quantity	Up is Better	New in 2024	6	<b>4</b>
Number of MSS District government employees, General Counsel and Executive Service staff trained in labor relations, law, and policy	Quantity	Up is Better	New in 2025	New in 2025	<b>New in 2025</b>

## **5 PROJECTS**

---

### **5.1 REDESIGN AND ENHANCE OLRCB'S TRAINING CURRICULUM.**

*Proposed Completion Date:* September 30, 2025

Redesign and enhance OLRCB's Training Curriculum.

*Related Administrative Structure:* Training

### **5.2 PUBLICIZE DISTRICT GOVERNMENT LABOR REGULATIONS AND RULES AND FORMALIZE POLICIES AND PROCEDURES.**

*Proposed Completion Date:* September 30, 2025

Publicize District government labor regulations and rules and formalize policies and procedures.

### **5.3 AGENCY WORKSPACE TRANSFORMATION PROJECT**

*Proposed Completion Date:* September 30, 2025

Agency Workspace Transformation Project - in-house office renovations