

IBP Objective 1 – Improve the overall management of ORM and the EEO complaint process.

Project Number: 08.1 **Deliverable:** Quality Assurance Program
Name: Quality Assurance Program

Description of Project: ORM will develop, validate and implement a Quality Assurance (QA) Program that will improve our performance and effectiveness. This program will be executed through the use of a QA plan, measuring tools and establishment of a QA team. This team will visit ORM field offices, review each office based on the criteria set forth in the QA plan, and publish a report based on their findings. The team will report their findings, recommendations and corrective courses of action annually in a QA report.

Link to VA Strategic Plan Objective: (E-4) Improve the overall governance of VA and the management of its crosscutting processes.

Performance Indicators and Measures

- ◆ QA Plan completed by October 1, 2001
- ◆ 100% ORM field offices visited and reviewed by September 30, 2002
- ◆ Annual report completed 45 days after the end of each fiscal. Review of site visit recommendations and course of corrective action taken.
 - Decrease in number of remands
 - Decrease in number of spin-off complaints

Project Number: 08.2 **Deliverable:** Customer Service Program
Name: Customer Service Program

Description of Project: The ultimate goal of the Customer Service program is to enhance services through improved lines of communication with ORM's customers, stakeholders and internal staff. To accomplish this, ORM will develop, validate and implement a Customer Service Program which will solicit feedback from our customers and stakeholders. ORM will use the best practices of high-performing public and private sector organizations to enhance program efficiency and effectiveness. The program will be executed through the development of a plan and appointment of a team. A survey will be developed to collect data from internal and external customers and two or three areas of concern will be identified from the findings. The survey is intended to gauge the effectiveness of our services to help ORM to be recognized as a world class service provider.

Link to VA Strategic Plan Objective: (E-4) Improve the overall governance of VA and the management of its crosscutting processes.

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Project Number: 08.2 (Cont'd.)

Deliverable: Customer Service Program

Name: Customer Service Program

Performance Indicators and Measures

- ◆ Customer Service Plan completed by October 1, 2001
- ◆ 100% of customers surveyed
- ◆ Percent of responses received will increase each quarter (establish a baseline 1st)
- ◆ Annually publish findings, recommendations and actions implemented to address areas of concern (Develop mechanism to track actions)
- ◆ Number of field facilities visited by ORM Field Office Manager/Staff
- ◆ Number of meetings conducted with Assistant Secretaries/DAS by DAS/RM and/or COO

Project Number: 08.3

Deliverable: Cost Effective EEO Complaint Processing

Name: Optimal Utilization of Resources

Description of Project: In an effort to ensure the maximum use of ORM's resources, it is necessary to establish a direct correlation between ORM's resources and performance. Knowing where we target our resources can help us to determine what actions are the most cost effective in terms of both people and dollars. This will be accomplished through benchmarking and the exploration of various methodologies such as balanced scorecard and activity based costing.

Link to VA Strategic Plan Objective: (E-4) Improve the overall governance of VA and the management of its crosscutting processes.

Performance Indicators and Measures

- ◆ Review and evaluate cost effectiveness of complaint process in each Field Office by October 1, 2001
- ◆ Staffing meets workload needs (e.g. Pending inventory verses numbers of Counselor, Investigators, Intakes, and Program Assistants)
- ◆ Training resources directly tied to workload requirements and performance levels All resources are directly linked to ORM's needs and objectives
- ◆ Maintain 60% informal resolution rate

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Project Number: 08.4 **Deliverable:** Timely EEO Complaint Processing
Name: Timely EEO Complaint Processing

Description of Project: ORM, in an effort to decrease processing time, will ensure compliance with EEOC regulatory timeframes by setting internal deadlines and establishing an internal monitoring system. Accomplishing this goal will result in timely EEO complaint processing.

Link to VA Strategic Plan Objective: (E-4) Improve the overall governance of VA and the management of its crosscutting processes.

Performance Indicators and Measures

- ◆ 90% of cases where ADR is not elected, counseling completed within 30 days
- ◆ 100% of cases where ADR is elected, counseling completed within 90 days
- ◆ 70% of procedural reviews completed within 60 days of file date
- ◆ 80% of investigations completed within 150 days of file date

Project Number: 08.5 **Deliverable:** Identification and Implementation of “Best Practices”
Name: Best Practices

Description of Project: This project requires “thinking outside the box” as it relates to the complaint process. Occupational workgroups (Program Assistants, Counselors, Investigators, Administrative Officers and Intake Specialists) will benchmark “best practices” for service delivery in each discipline. Three to four public and private sector organizations providing similar services or work processes will be used for benchmarking purposes. The use of “best practices” that meet EEOC regulatory requirements will ensure efficient complaint processing based on both customers and stakeholders’ feedback as well as benchmarking results. Employees will be strongly encouraged to submit ideas for “best practices”. A mechanism will be established to share “best practices” OR-wide.

Link to VA Strategic Plan Objective: (E-4) Improve the overall governance of VA and the management of its crosscutting processes.

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Project Number: 08.5 (Cont'd)

Deliverable: Identification and Implementation of “Best Practices”

Name: Best Practices

Performance Indicators and Measures

- ◆ Workgroups will report on implementation at Annual ORM Employee Conference
- ◆ Number of suggestions/changes implemented at individual ORM offices (evaluated quarterly)
 - Number of those changes shared among other Field Offices
- ◆ Number of employee suggestions received and implemented (evaluated quarterly)

Project Number: 08.6

Deliverable: Web based Tracking System (WBTS)

Name: Web Based Tracking System

Description of Project: Implement a web-based tracking system that will provide an uninterrupted source of consistent, reliable and secure information as it relates to supporting the EEO complaint process. This will ensure that accurate information is transmitted to our stakeholders (i.e. EEOC).

Link to VA Strategic Plan Objective: (E-4) Improve the overall governance of VA and the management of its crosscutting processes.

Performance Indicators and Measures

- ◆ 100% deployment of WBTS to ORM offices by August 1, 2001
- ◆ 100% of ORM employees trained on WBTS by August 1, 2001
- ◆ 98% of time system is on-line

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Project Number: 08.6 (Cont'd)

Deliverable: Web Based Tracking System (WBTS)

Name: Web Based Tracking System

- ◆ Review feedback from customers on accuracy of reports on a quarterly basis and make appropriate changes.
- ◆ 100% of data input in timely fashion (timeframe to be established)

IBP Objective 2 – Become a resource for early resolution and prevention of workplace disputes.

Project Number: 08.7 **Deliverable:** Develop Comprehensive Alternative Dispute Resolution (ADR) program within ORM
Name: PEACE Program (Prevention, Early Resolution and Communicating Effectively)

Description of Project: The PEACE Program will be designed, developed, validated and implemented to address related workplace disputes within the Office of Resolution Management. PEACE will address prevention strategies, training, conflict management, various ADR techniques, mediation and effective communication skills and will serve as a model for use by other organizations within VA. In addition to statistical data, an annual report will reflect “best practices” and “lessons learned”.

Link to VA Strategic Plan Objective: (E-4) Improve the overall governance of VA and the management of its crosscutting processes.

Performance Indicators and Measures

- ◆ 100% of ORM supervisors trained on ADR awareness
- ◆ 100% of ORM employees trained on ADR awareness
- ◆ 100% of complainants offered ADR if appropriate
- ◆ Number of requests to develop ADR program outside of ORM
- ◆ Publish annual ADR report and develop targets to help establish measures for future years

Project Number: 08.8 **Deliverable:** Work with field facilities to develop prevention strategies
Name: Prevention Strategies

Description of Project: ORM’s unique role in VA allows each office to work proactively with local facilities to identify trends in complaint activity and explore strategies for prevention. Resources such as the Root Cause Analysis, ad hoc reports, standard reports (i.e. Senior Managers Report, Quarterly Reports, etc.) and training help ORM to do this.

Link to VA Strategic Plan Objective: (E-4) Improve the overall governance of VA and the management of its crosscutting processes.

Performance Indicators and Measures

- ◆ Number of requests for assistance from each level within the Administrations
- ◆ Quarterly Activity Reports provided to each Administrative no later than 30 days after the last day of each quarter
- ◆ Number of requests for reports from field facilities
- ◆ 100% of request for reports are met within 48 hours
- ◆ 100% of facilities are aware of this service
- ◆ Number of requests from field facilities for ORM training

Office of Resolution Management (08)
FY 2001-2002 Integrated Business Plan Activities

IBP Objective 2 – Become a resource for early resolution and prevention of workplace disputes.

Project Number: 08.9

Deliverable: Explore methods of providing ORM services to other federal agencies

Name: Feasibility Study

Description of Project: Various methods of providing ORM services will be explored and evaluated. ORM will then conduct a feasibility study and determine the most appropriate option.

Link to VA Strategic Plan Objective: (E-4) Improve the overall governance of VA and the management of its crosscutting processes.

Performance Indicators and Measures

- ◆ Option paper to be presented to DAS by December 2001
- ◆ The feasibility study to be completed by March 31, 2002
- ◆ Number of requests for complaint processing from external customers

IBP Objective 3 – Recruit, develop and retain a highly competent and diverse workforce.

Project Number: 08.10 **Deliverable:** Employer of choice strategies
Name: Employer of Choice

Description of Project: A team will be appointed and will identify and explore ideas from ORM employees about what would make ORM an employer of choice. Feedback will be evaluated and strategies to achieve this objective will be developed.

Link to VA Strategic Plan Objective: (E-2) Recruit, develop and retain a competent, committed workforce that provides high quality service to veterans and their families. .

Performance Indicators and Measures

- ◆ Percentage of employees surveyed by March 1, 2002
- ◆ Number of suggestions provided
- ◆ Percentage of suggestions implemented
- ◆ Communicate results to employees, at least on a quarterly basis in the ORM Newsletter (also at ORM's and in ORM's Annual Report)

Project Number: 08.11 **Deliverable:** Integrate core competencies into human resources and training activities
Name: Core competencies

Description of Project: Booz-Allen and Hamilton identified core competencies for each occupational series in ORM. The core competencies describe the expected levels of achievement by ORM employees in each occupational series. These competencies will be communicated to employees and will be incorporated into all aspects of performance management (position descriptions and performance standards), recruitment activities (vacancy announcements and interviewing questions) and training in ORM.

Link to VA Strategic Plan Objective: (E-2) Recruit, develop and retain a competent, committed workforce that provides high quality service to veterans and their families.

Performance Indicators and Measures

- ◆ 100% redescription of position descriptions (PD) by January 1, 2002
- ◆ 100% revision of performance standards by March 2, 2002
- ◆ 100% of PD's and standards issued and implemented by April 15, 2002
- ◆ Performance based KSAs generated by core competencies in 100% of ORM vacancy announcements by October 1, 2001

IBP Objective 3 – Recruit, develop and retain a highly competent and diverse workforce.

Project Number: 08.11 (Cont'd)

Deliverable: Integrate core competencies into human resources and training activities

Name: Core Competencies

- ◆ Performance based interviewing techniques generated from core competencies for each ORM position by October 1, 2001
- ◆ 100% of field managers trained in performance based interviewing techniques by December 31, 2001
- ◆ Develop a survey instrument to measure the integration of core competencies into training by December 31, 2001

Project Number: 08.12

Deliverable: Recruitment Plan

Name: Recruitment Plan

Description of Project: Develop a recruitment plan that incorporates core competencies and is committed to promoting efforts to ensure our workforce reflects the diversity of the customers we serve. Use ORM's Affirmative Employment Plan to target recruitment of underrepresented groups.

Link to VA Strategic Plan Objective: (E-2) Recruit, develop and retain a competent, committed workforce that provides high quality service to veterans and their families. .

Performance Indicators and Measures

- ◆ Document efforts for diverse recruitment