

# STRATEGIC PLAN FOR 2021-2026



**Office of Congressional  
Workplace Rights**





# MISSION

**Advancing workplace rights, safety and health, and accessibility in the legislative branch**



# VISION

**A respectful, safe, healthy, and accessible congressional workplace with equal employment opportunity and treatment for all**

# GOALS

## Goal 1: Advance understanding of workplace rights and best practices through education and outreach to the congressional community

**A. Initiative 1.A:** Become the preferred training resource for the legislative branch.

**i. Action Item 1.A.i:** Provide a comprehensive program of instruction that informs and promotes compliance with employee rights and protections under the Congressional Accountability Act (CAA).

**ii. Action Item 1.A.ii:** Partner with legislative branch offices to develop customized training curricula focused on eliminating discrimination and harassment in the congressional workplace.

**iii. Action Item 1.A.iii:** Optimize the remote learning experience through enhanced training platforms and improved IT infrastructure.

**iv. Action Item 1.A.iv:** Add to our library of training materials by creating modules that focus on workplace civility, ageism, and sexual orientation.

**v. Action Item 1.A.v:** Enhance outreach to State and District offices to ensure that all staff are aware of their rights and protections under the CAA and the services provided by the Office of Congressional Workplace Rights (OCWR).

**vi. Action Item 1.A.vi:** Annually review all OCWR training materials to ensure they provide up-to-date information.

**B. Initiative 1.B:** Actively engage with employing offices, staff, and their

representatives to safeguard and advance the principles of the CAA.

**i. Action Item 1.B.i:** Engage employing offices, labor organizations, and other stakeholders annually to identify and address training gaps and opportunities.

**ii. Action Item 1.B.ii:** Provide periodic advanced training programs covering best practices, contemporary issues, and recent developments.

**iii. Action Item 1.B.iii:** Monitor developments among analogous agencies and departments of the executive branch to ensure that the most current and relevant information is provided to the legislative branch.

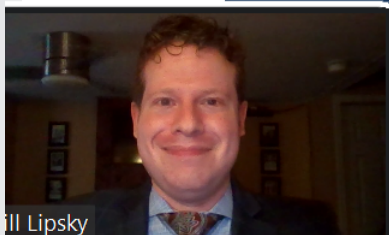
**iv. Action Item 1.B.iv:** Expedite congressional approval of pending regulations.

**v. Action Item 1.B.v:** Develop strategies to enhance response rate to biennial workplace climate surveys of employing offices and to increase the percentage of staff who know about the OCWR.

**vi. Action Item 1.B.vi:** Utilize and track outreach specifically targeting interns and other potentially vulnerable groups.

**vii. Action Item 1.B.vii:** Continue a rigorous communications strategy online, in print, and via social media that promotes adherence to the CAA and awareness of the OCWR.

**viii. Action Item 1.B.viii:** Develop and



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

### OFFICE OF CONGRESSIONAL WORKPLACE RIGHTS

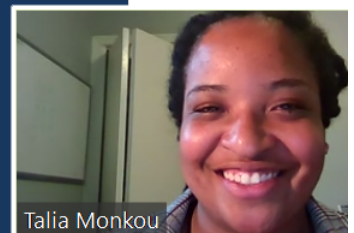
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# GOALS

disseminate statutorily required reports on the use of the OCWR, safety awareness, and public access for people with disabilities, among other key topics.

## Goal 1 Performance Measures:

**Performance Measure 1.A:** *Become the training resource of choice for the legislative branch* - The OCWR will increase the number of OCWR training attendees by 10% each year. The OCWR will develop and effectively deliver training modules consistent with the CAA in response to every stakeholder request.

**Performance Measure 1.B:** *Actively engage with employing offices, staff, and their representatives to safeguard and advance the principles of the CAA* - The OCWR will increase awareness among legislative branch staff of their workplace rights by 30% over five years, as measured by response rates to the Congressional Climate Survey; maintain a regular meeting schedule with legislative branch leadership; and increase OCWR website traffic by 30% over five years. Additionally, the OCWR will develop three strategies to expedite approval of pending regulations, and implement one or more strategy each year until approvals are achieved.

## Goal 2: Promote a fair, safe, and accessible congressional workplace through efficient and effective enforcement of statutory rights

**A. Initiative 2.A:** Ensure compliance with applicable safety, health, and accessibility standards and removal of hazards and barriers to access through periodic inspections of facilities; through investigation of issues raised by stakeholders; and appropriate use of mediation, citations, and complaints to resolve issues that remain unresolved.

**i. Action Item 2.A.i:** Conduct thorough, accurate, and efficient OSH and ADA inspections, including on-site inspections and program reviews.

**ii. Action Item 2.A.ii:** Coordinate with employing offices during the planning and conducting of inspections to ensure that inspections run smoothly.

**iii. Action Item 2.A.iii:** Timely process requests for inspection, and conduct accurate and comprehensive investigations of requests and incidents.

**iv. Action Item 2.A.iv:** Provide findings to responsible employing offices in clear and timely fashion.

**v. Action Item 2.A.v:** Closely monitor employing offices' progress in abating hazards and removing barriers.

**vi. Action Item 2.A.vi:** Provide technical assistance as needed to facilitate hazard abatement and barrier removal.



**vii. Action Item 2.A.vii:** Ensure that OCWR inspectors have the training, equipment, and other resources they need to conduct accurate and effective inspections and investigations.

**viii. Action Item 2.A.viii:** Improve capabilities for conducting remote inspections and investigations.

**B. Initiative 2.B:** Provide an efficient and effective Administrative Dispute Resolution (ADR) program.

**i. Action Item 2.B.i:** Ensure that the ADR program complies with all statutory and regulatory requirements, such as confidentiality and processing timeframes.

**ii. Action Item 2.B.ii:** Ensure that the ADR program provides stakeholders with access to ADR processes and appropriate records, properly maintains case inventories, and provides accurate reporting on cases when appropriate.

**iii. Action Item 2.B.iii:** Ensure that proceedings, such as mediations and hearings, are conducted fairly, efficiently, and effectively.

**iv. Action Item 2.B.iv:** Encourage stakeholders to informally resolve their workplace disputes and ensure that matters are settled in accordance with the CAA and the Procedural Rules.

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**v. Action Item 2.B.v:** Ensure that hearing officers' decisions are legally sound and well supported by case law, precedent, and statutory authority.

**vi. Action Item 2.B.vi:** Support the Board's deliberative process and ensure Board decisions are legally sound and well supported. Ensure that all briefs and decisions address the issues raised and provide accurate and detailed guidance. Effectively defend decisions of the Board appealed to the federal circuit.

**vii. Action Item 2.B.vii:** Host annual Mediator and Hearing Officer Summits.

**viii. Action Item 2.B.viii:** Develop and implement a five-year internal plan to assess the effectiveness of the ADR program.

**ix. Action Item 2.B.ix:** Establish for the ADR program a highly functional IT governance, risk management, and cybersecurity program.

**C. Initiative 2.C:** Develop an outreach strategy and program geared toward the out-of-area offices.

**i. Action Item 2.C.i:** Conduct voluntary virtual OSH inspections and virtual ergonomic assessments upon request.

**ii. Action Item 2.C.ii:** Provide safe office training sessions at the beginning of each Congress.

**iii. Action Item 2.C.iii:** Establish a methodology and the necessary process framework for coordination with out-of-area offices on inspections and training.

## Goal 2: Performance Measures:

**Performance Measure 2.A:** *Ensure compliance with applicable safety, health, and accessibility standards and removal of hazards and barriers to access through periodic inspections of facilities; through investigations of issues raised by stakeholders; and appropriate use of mediation, citations, and complaints to resolve issues that remain unresolved* - (1) A time schedule for inspections is developed and distributed for each calendar year and 95% of inspections

### Office Ergonomic Guidance

The Office of Congressional Workplace Rights (OCWR) is committed to minimizing musculoskeletal disorders (MSDs) throughout the legislative branch. The guidelines below include the basic elements for establishing an ergonomically sound office environment. Some employing offices may already have ergonomic programs, and this guidance is not intended to replace those programs, but it may offer supplemental information.

- 1 MONITOR**
  - Eye level is approximately 2 to 3 inches below the top of the monitor
  - Monitor is approximately an arm's length away
  - Eyes are looking slightly downward without bending the neck
  - Monitor is centered in relation to the body's position**MONITOR GLARE**
  - Adjust monitor to obtain a 10-20 degree tilt to reduce glare
  - Adjust lighting to reduce glare
  - Adjust monitor display setting
  - Clean monitor screen
- 2 CHAIR HEIGHT & ADJUSTMENTS**
  - Chair slightly reclined at 100 to 110 degrees with lumbar support
  - Knees are level with hips
  - Hips and knees are at 90 degrees
  - Thighs are parallel to the floor
  - Elbows are at sides and bent at 90 degrees or more
  - Forearms are horizontal
  - Adjust armrests to elbow height
  - Wrists are in a neutral (straight) posture, in line with forearms
  - Adjust chair so pressure is not placed behind the knees
  - Feet are flat on the floor or resting on a footrest
- 3 INPUT DEVICES: KEYBOARD & MOUSE**
  - Keyboard should be directly in front of monitor
  - The G and H buttons on the keyboard are aligned with your nose
  - Keyboard in a flat position
  - Mouse adjacent to keyboard
  - Keyboard and mouse on the same working level
  - Use external keyboard and mouse with laptop
- 4 STANDING DESK HEIGHT**
  - Adjust desk so elbows are at sides and bent at 90 degrees or more
  - Adjust desk so forearms are horizontal
  - Adjust position so wrists are in a neutral (straight) posture, in line with forearms
  - Consider standing on an anti-fatigue cushion mat

Contact OCWR at [OSH@ocwr.gov](mailto:OSH@ocwr.gov) if you have any questions or would like additional information.

are completed within the established time schedule. (2) Issues raised by stakeholders through inspection and investigation requests will be promptly investigated and 90% of these issues will be resolved within one year of the opening of the inspection or investigation through abatement, development of abatement plans, mediation, or commencement of enforcement actions.

**Performance Measure 2.B:** *Provide an efficient and effective Administrative Dispute Resolution program* - The OCWR ADR program will maintain adherence to all statutory and regulatory requirements while semiannually reporting on the effectiveness of procedures and making any adjustments that become apparent in a timely manner.

**Performance Measure 2.C:** *Develop an outreach program geared toward the out-of-area offices* - The OCWR contacts with out-of-area offices increase 25% in the five-year period. Virtual inspections of out-of-area offices increase 25% in the five-year period.

# GOALS

## Goal 3: Foster productive collective bargaining relations in the legislative branch

**A. Initiative 3.A:** Promote resolution of outstanding issues by thoroughly investigating petitions and charges, by promoting mediation and settlement at all stages of proceedings through actively engaging the parties in discussions, and by selectively using the ADR process when necessary to resolve disputes that the parties are unable to resolve themselves.

**i. Action Item 3.A.i:** Develop and implement standard operating procedures that promote fair, impartial, and timely resolution of issues in representation cases, negotiability issues, impasse issues, exceptions to arbitrator awards, and investigation of allegations of unfair labor practices and prosecution and in situations warranting a complaint, using either mediated settlement or the decision of a Hearing Officer or the Board, if necessary.

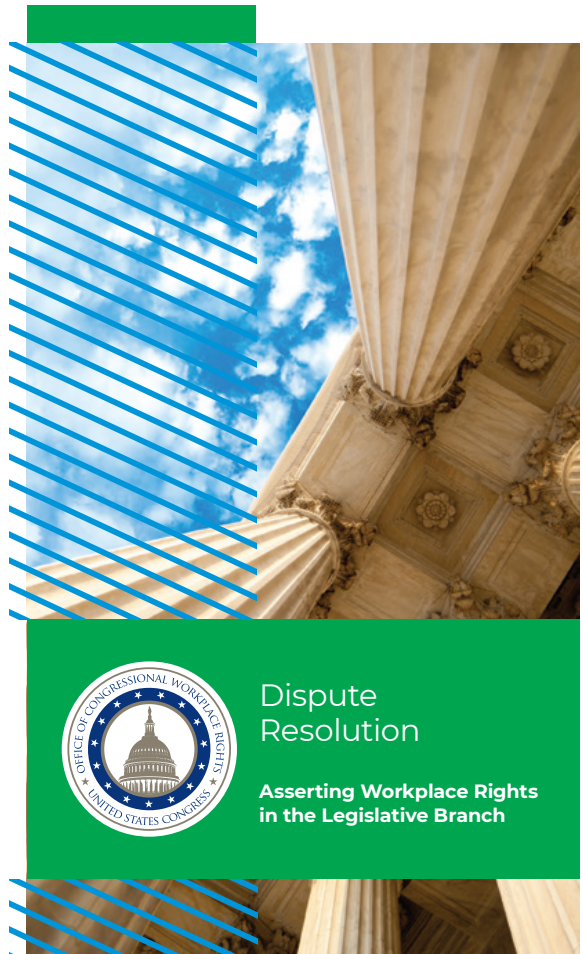
**ii. Action Item 3.A.ii:** Engage all parties in representation cases to resolve bargaining unit definition and eligibility questions through stipulated factual findings and reach election agreements when possible.

**iii. Action Item 3.A.iii:** Engage all parties in negotiability cases, impasse cases, and arbitration exception cases to resolve disputed issues through mutual agreement.

**iv. Action Item 3.A.iv:** Engage all parties in unfair labor practice cases to resolve disputes by mutual agreement when possible throughout the investigative process, and in complaint cases, throughout the litigation process.

**B. Initiative 3.B:** Enhance collective bargaining relationships by developing and presenting educational programs specifically targeted to management and labor representatives to ensure that all parties have a thorough understanding of their legal duties and contractual obligations and the best practices for good management-labor relationships.

**i. Action Item 3.B.i:** Schedule at least three union or union-management forums each calendar year and use these forums to present the targeted educational programs and allow the parties to informally interact with each other and office staff.



**Office of Congressional Workplace Rights**  
Promoting a legislative branch free of discrimination and harassment, safety and health hazards, accessibility barriers, and employment and labor law violations.

[ocwr.gov](http://ocwr.gov)

**ii. Action Item 3.B.ii:** Develop and publish other targeted educational materials and use the latest technology and social media to promote and disseminate these materials.

**C. Initiative 3.C:** Ensure that all briefs and decisions issued by the office accurately address the issues raised by the parties and foster productive collective bargaining relations.

**i. Action Item 3.C.i:** Provide opportunities for all OCWR staff involved in writing briefs and decisions to receive training on best

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practices and the legal duties imposed by the CAA on employing offices and unions.

**ii. Action Item 3.C.ii:** Develop and utilize quality control procedures requiring senior staff review of all drafts of briefs and decisions for legal accuracy and to ensure that productive collective bargaining relations are fostered and quality decisions are issued timely.

## Goal 3 Performance Measures:

**Performance Measure 3.A:** *Promote resolution of outstanding issues by thoroughly investigating petitions and charges, by promoting mediation and settlement at all stages of the proceedings through actively engaging the parties in discussions, and by selectively using the ADR process when necessary to resolve disputes that the parties are unable to resolve themselves* - All issues raised by petitions and charges will be promptly investigated and 90% of these issues will be resolved through mediation, settlement, the commencement of enforcement actions, or a decision on the merits within one year of the filing of the petition or charge.

**Performance Measure 3.B:** *Enhance collective bargaining relationships by developing and presenting educational*

*programs specifically targeted to management and labor representatives to ensure that all parties have a thorough understanding of their legal duties and contractual obligations and the best practices for good management-labor relationships* - During each calendar year, OCWR will present at least three educational programs specifically targeted to management and labor representatives that are designed to enhance understanding of collective bargaining duties and best practices. Each program will be attended by at least three labor representatives and three management representatives.

**Performance Measure 3.C:** *Ensure that all briefs and decisions issued by the office accurately address the issues raised by the parties and foster productive collective bargaining relations* - Standard operating procedures are established within a year to systemize the process of developing briefs and decisions, whereby the OCWR will specifically consider how the issues raised by the parties can be addressed in a manner that provides for productive collective bargaining relations. These standard operating procedures are followed for every brief and decision prepared by the office.

## Goal 4: Optimize OCWR performance by developing and maintaining a highly motivated, talented, and satisfied workforce

**A. Initiative 4.A:** Improve the remote working and in-office experience.

**i. Action Item 4.A.i:** Explore new technologies for group meetings online as well as other remote needs.

**ii. Action Item 4.A.ii:** Explore and develop alternate avenues to support IT infrastructure.

**iii. Action Item 4.A.iii:** Continue to develop internal office engagement through office-wide events.

**iv. Action Item 4.A.iv:** Develop a plan to maintain confidence and morale as employees transition effectively from remote work to in-office work.

**B. Initiative 4.B:** Encourage development of professional skills.

**i. Action Item 4.B.i:** Allow and encourage staff to attend training programs on official time and by reimbursing tuition and travel costs associated with training programs as appropriate and available.

**ii. Action Item 4.B.ii:** Enhance knowledge of new technological advancements through training programs that emphasize the use of technology to improve performance and productivity.

**iii. Action Item 4.B.iii:** Provide mentoring programs for employees, where appropriate.

**iv. Action Item 4.B.iv:** Employees collaborate with supervisors to create a five-year individual development plan that aligns employee goals with office goals and establishes milestones.



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**C. Initiative 4.C:** Source and on-board high-quality candidates for open positions.

**i. Action Item 4.C.i:** Implement an up-to-date compensation model.

**ii. Action Item 4.C.ii:** Leverage best practices in talent sourcing as outlined in the OCWR Human Capital Plan.

**iii. Action Item 4.C.iii:** Enhance new employee orientation program.

**iv. Action Item 4.C.iv:** Cross-train employees to provide opportunities and assist the office during periods of transition.

**v. Action Item 4.C.v:** Maintain an updated personnel manual and establish a standardized exit interview.

## Goal 4 Performance Measures:

**Performance Measure 4.A:** *Improve the remote working and in-office experience*  
- OCWR will reach high morale such that at least 80% of employees who leave

OCWR in the five-year period will do so for reasons outside of OCWR control.

**Performance Measure 4.B:** *Encourage development of professional skills* - OCWR employees accomplish at least 70% of the goals laid out in their five-year individual development plans over the five-year period.

**Performance Measure 4.C:** *Source and on-board high-quality candidates for open positions*  
- The OCWR will fill 80% of open positions within 90 days over the five-year period.

The OCWR will give exit interviews to at least 90% of departing staff over the five-year period.



## Goal 5: Maximize use of evolving technologies and social media to advance OCWR goals and maintain security

**A. Initiative 5.A:** Identify, explore, and implement technology to further OCWR program goals.

**i. Action Item 5.A.i:** Convene OCWR program managers to think creatively on how technology could be used in new ways to support cross-office and programmatic goals.

**ii. Action Item 5.A.ii:** Develop pilot programs to incorporate technology into OCWR procedures in new ways.

**iii. Action Item 5.A.iii:** Analyze the efficacy of the pilot programs and make adjustments as needed.

**iv. Action Item 5.A.iv:** Finalize technology programs that effectively advance OCWR program goals.

**B. Initiative 5.B:** Maintain confidentiality and security of physical and electronic files and documents.

**i. Action Item 5.B.i:** Develop role-based permissions to ensure that authorized users have access only to the OCWR records that they need to perform their duties.

**ii. Action Item 5.B.ii:** Develop electronic tracking mechanisms to verify and document all instances of user access to such records.

**C. Initiative 5.C:** Maintain an IT Modernization and Continuous IT Security Monitoring Program.

**i. Action Item 5.C.i:** Ensure availability and high reliability of the OCWR's IT infrastructure (i.e., hardware, systems, servers, internet, applications, and file storage and retrieval).

**ii. Action Item 5.C.ii:** Ensure disaster recovery capability for OCWR's applications hosted at the Library of Congress (LOC) data centers.

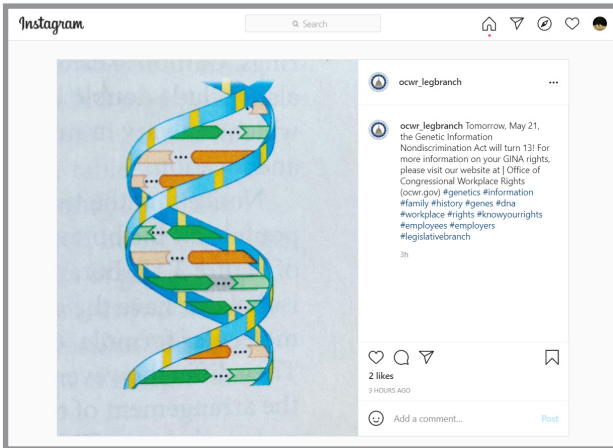
**iii. Action Item 5.C.iii:** Improve compliance with the U.S. Accessibility Standard specified in Section 508 of the Rehabilitation Act of 1973 (29 U.S.C. § 794(d)). Under Section 508, agencies must give disabled employees and members of the public access to information comparable to the access available to others.

**iv. Action Item 5.C.iv:** Improve and maintain the online collaboration and

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services for the Outreach and Education program in the OCWR.

**v. Action Item 5.C.v:** Evaluate and explore new social media technology and methods to engage stakeholders.



**vi. Action Item 5.C.vi:** Deploy technology to develop a participant feedback survey system for the Outreach and Education program.

**vii. Action Item 5.C.vii:** Establish and maintain Information Security Continuous Monitoring Process for identifying and detecting information security threats to the OCWR and its systems and for mitigating the associated risk in a timely manner.

**D. Initiative 5.D:** Maintain an IT Governance, Risk Management, and Information Security Compliance Program.

**i. Action Item 5.D.i:** Continue to develop, implement, and maintain the IT processes and procedures for effective governance of all aspects of IT management, including the oversight of IT service providers and vendors.

**ii. Action Item 5.D.ii:** Ensure effective and efficient support of internal and external customers through IT utilization.

**iii. Action Item 5.D.iii:** Establish and maintain a standards-based IT project management discipline for managing, monitoring, and reporting of OCWR IT projects.

**iv. Action Item 5.D.iv:** Establish National Institute of Standards and Technology's Risk Management Framework and maintain continuous diagnostics and mitigation process for effective and efficient management of OCWR's IT risks.

**v. Action Item 5.D.v:** Provide ongoing computer and professional development

training for OCWR staff and IT personnel, respectively.

## Goal 5 Performance Measures:

**Performance Measure 5.A:** *Identify, explore, and implement technology to further OCWR program goals* - The OCWR will incorporate technology in at least three new ways in order to advance the programmatic goals of the office during the five-year period.

**Performance Measure 5.B:** *Maintain confidentiality and security of physical and electronic files and documents* - The OCWR will utilize a secure information management product and associated tools to create information repositories to match categories identified by OCWR staff. The OCWR will implement user access auditing, access monitoring, and reporting of records accessed using the information management product.

**Performance Measure 5.C:** *Maintain an IT Modernization and Continuous IT Security Monitoring Program* - The OCWR will ensure that associated risk management policies, processes, and standard operating procedures are documented. Engage with the LOC Office of Chief Information Officer (OCIO) and an independent assessor to install the tools and services for establishing the Information Security Continuous Monitoring (ISCM) and Continuous Diagnostics and Mitigation (CDM) process for OCWR's mission critical IT systems. OCWR IT will effectively support outreach and education programs by fully implementing a participant feedback survey system.

**Performance Measure 5.D:** *Maintain an IT Governance, Risk Management, and Information Security Compliance Program* - The OCWR will establish clear and direct service level objectives and service level targets which represent, protect the interests of, and help meet the OCWR's mission. These are specified in all service level agreements with IT vendors that offer products and provide IT services to the OCWR. With the support of an independent assessor, the OCWR will establish and implement the principles of National Institute of Standards and Technology's Risk Management Framework. OCWR IT will support action item achievement throughout the strategic plan such that timeliness is impacted in less than 15% of deliverables.



