



**DC OFFICE
ADMINISTRATIVE
HEARING**
COURT FEASIBILITY STUDY

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Executive Summary



Executive Summary

The District of Columbia's Office of Administrative Hearings (OAH) retained B. McNamee Consulting LLC (BMC) to evaluate workload, gather data on workflows, and evaluate employee satisfaction to produce a feasibility study. In this project BMC conducted research, analysis, and a comprehensive study to include recommendations on court consulting services to assess legal operations. In order to determine the recommendations in this report, BMC examined the workload, evaluated existing business processes, and identified inefficiencies in the system. This review was designed to enable the court to improve services while developing an understanding of how existing policies, procedures, and practices shape the current culture of the court. The end goal is to help OAH determine the best path forward to improve its service delivery to its constituents as well as assess the internal practices that can be improved to move to a preferred culture. In this executive summary, BMC presents its analysis and recommendations.

OAH has been in operation since 2004 after being incorporated under the Office of Administrative Hearings Establishment Act. The court uses clusters to organize most of its employees into work groups. These clusters are made up of groups of judges, clerks, and assistants focused on specific types of cases. In addition to the clusters, OAH has additional work groups: Office of the General Counsel, Customer Service/Resource Center & Records Management, and Agency Operations. This structure has evolved since OAH's formation, and to most employees' knowledge there has never been an analysis into their efficiency. Given the current and predicted future case volume coming to OAH from the agencies they serve, OAH believes they have neither the staffing capacity nor process efficiency to handle it. BMC's study and subsequent findings capture the extent that these assumptions are true.

Leaders at OAH met the BMC team with a spirit of wanting to improve the current state of the court. They have started initiatives to improve the morale, service delivery, and overall approach to the administrative processes at the court; however, there are still gaps in what needs to be done. BMC's recommendations are a starting point for the court to drive further change with the buy-in from its judges, staff, and the DC Government. While the BMC review shows several issues leading to inefficient service delivery, administrative burdens, and low morale across the staff and judges, this summary highlights several examples that demonstrate the need for change. Throughout the engagement, BMC noted that employees at all levels are ready to make changes, enjoy the work, their job, and are committed to OAH's purpose. This is proved in the employee satisfaction survey, employee listening sessions, and direct interactions in BMC's current and future state mapping sessions. This knowledge, the findings from this study, and the implementation of BMC's recommendations, will allow OAH to make the changes to alleviate the challenges it currently faces.

One pain point highlighted through the BMC review is the difficulty the court has in recruiting and retaining new staff; a problem that began to grow during the COVID-19 pandemic. Vacant positions have increased the workload on employees, particularly those working directly on cases. Further exasperating workload is the increasing caseloads from the district agencies served by OAH. As evidenced throughout the study, this has created the conditions where employees are unable to maintain standardized processes, provide necessary training and professional development, adopt and properly incorporate technology into operations, and an overall breakdown in working relationships. BMC believes that the longer these conditions persist, employee retention and court operational efficiency will worsen.



In order to transform OAH to an efficient court with full capacity, BMC has five strategic recommendations that will bring the significant change OAH desires. These five areas are:

1. Move to a preferred culture through relationship building and improved communications.
2. Reshape cluster staffing to meet caseload fluctuations and agency changes.
3. Nourish a talent pipeline for retention and efficiency.
4. Implement lean process improvements with technology, people, and processes.
5. Enhance relationships and communication with District agencies.

These strategies are presented in a roadmap for the OAH to review, to develop an easily executable plan, and to implement.

Strategic Recommendation #1:

Move to a Preferred Culture through Relationship Building and Improved Communications

As OAH moves makes changes, communications and culture will be key to the success of the project. In the Future State Mapping Sessions, BMC shared the Bridges' Transition Curve, which shows where employees' sentiments toward transition may be. To bring the organization to an environment where there is a sense of trust and enthusiasm, OAH will need to be very intentional in building a preferred culture. Without this, change will be much harder to implement and will be less successful.

Beyond simply having a culture which can support change, employees at all levels expressed the need for improved relationships within the organization. They believe, and BMC provided support for this in the employee survey and in the Future State Mapping Sessions, that by having stronger, trusting, working relationships, better quality work will emerge. Currently, employees don't have a full sense for whom they are working with as there has been significant turnover among the staff and difficulty in retaining staff. The strain on working relationships is also felt with employees in relationship to leadership. Many employees expressed that they had a favorable working relationship with the court leadership but that they did not always feel connected with the court. This was manifested through a lack of understanding of the work, the decisions made by the court, and the overall communications between and among the employees.

Through the engagement survey and Listening Sessions, BMC gained an understanding that employees want to be part of the solution for improving the Court, but don't feel like they hear enough from leadership on decision making, nor are they able to adequately express concerns to be able to be part of solutions. BMC believes that success for implementing all other recommendations will hinge on getting this right. This report recommends several steps, many of which should be implemented right away. This includes holding an initial All Staff meeting to improve dialogue among the employees as well as having cluster wide team building activities. These All Staff meetings should continue on a monthly basis. For communications to continue to improve, all employees should have the opportunity to have a voice, and the same message must be shared across the OAH. Another key step is to encourage leadership to rally around the report findings, recommendations, and tools. This rally includes connecting with employees on the current state by having open conversation about what was learned while acknowledging the recent past. Doing this is a way to open the dialogue and lay the ground for improved communication.

Within the first six months after receipt of this report, BMC suggests developing work plans around other recommendations and key initiatives the court wishes to accomplish. Additionally, there is a need to develop



strategies for clusters working together as well as improved standards for working in the hybrid remote work environment. Finally, within these first six months, it would help improve morale to establish and implement an employee recognition strategy.

After the first six months, OAH should continue to build and foster the culture and relationship improvements, by continuing to implement the strategies laid out in the first six months. This lends itself to the above recommendation to continue the All Staff meetings where OAH leadership can share the wins and misses with the work plans. This allows for a continued dialogue for what it means and how it impacts the staff. In addition, OAH should repeat the employee satisfaction survey and use it to measure changes in employee satisfaction.

Strategic Recommendation #2:

Reshape Cluster Staffing to Meet Caseload Fluctuations, and Agency Changes

One of the requests from the initial conversations surrounding this study revolved around the desire of OAH to organize themselves to best be able to handle fluctuating caseloads. Caseloads from agencies may vary throughout periods in time, most often due to changes from the agencies and other external events. OAH needs to be able to respond to this. This was a common discussion point from the leadership and staff from all divisions and was carried into other discussion points, including that current staffing levels is neither sufficient nor optimal for managing current case volume.

To meet case current volume, based on our Time Study analysis, BMC found that OAH will need to grow the number of staff working directly on cases from 61 to 71 full time equivalent employees (FTEs) and increase staff who do not work directly on cases by 3.25 FTE to be at capacity. The caveat is that, at the time of this study, OAH is working through a backlog of cases and has cases scheduled into the future. BMC has delivered two value-added models, forecast model and capacity model, to enable OAH to calculate FTEs needed once this workload is current (see appendix). Through the Workload and Workflow analyses BMC found numerous areas where efficiencies can be created through process improvements and adoption of readily available technology. By making these changes, the number of FTEs needed to build capacity can be reduced; although, not eliminated altogether.

Primarily using the data and insights gained from the Time Study, BMC believes that OAH now has the necessary and powerful tools for pairing staffing needs with caseload fluctuations. Although not part of the original scope, BMC determined that, in addition to the Time Study, which is a static model, OAH needs the capability to forecast case volume and to utilize a capacity model to balance case load assignments. In the Time Study Data Analysis (see Appendix) BMC created a forecasting model and a capacity model. When OAH believes there will be increases or decreases in specific case types, they can enter in estimates and the forecasting model will calculate the amount of staffing needed to adjust to the changes. By using the capacity model, users can add in the number of scheduled cases, by type, and determine whether they have capacity to be able to keep up with the case volume. The model will give OAH the information needed to assign these cases to staff who have existing capacity, therefore, balancing workload and not over-stressing any one group. BMC recommends OAH use these models to be able to allocate staffing to handle case volume fluctuations. In the longer run, OAH should track capacity fluctuations to have insight as to what are short term verses long term capacity constraints and utilize this as an additional insight into the employees needed to meet case volume demand. The court should institute tracking monthly or when case volume change and share trends with key individuals (or even all staff for greater transparency). Finally, BMC also recommends the implementation of an automated dashboard and work queue



that can allocate cases based on capacity and can alert leadership to changes in volume to create a proactive stance for all employees.

Currently excess caseloads, particularly Department of Public Works (DPW), Department of Buildings (DOB), and Department of For Hire Vehicles (DFHV) cases are distributed throughout all clusters, leading to Administrative Law Judge's (ALJ's), Legal Assistants, and Law Clerks to handle. Often, this creates inefficiencies for staff to be able to focus on the cases that are part of their assigned clusters. BMC's recommendation is for the court to identify a few ALJs and Legal Assistants to become 'floaters' who move throughout clusters to work on varying case types as volume changes. This creates a unique professional development opportunity as it gives these employees exposure and experience with all the case types at the court. Gaining this experience will give these employees opportunities to be promoted or work on special initiatives as they emerge. These floater employees could even support the Resource Center at times in assisting in-person petitioners to correctly file their cases, which will reduce errors other staff would ultimately need to manage down the line.

One of the main discussion points with the ALJs was the need for additional administrative support. Not only the addition of more Legal Assistants but also for adding administrators with higher skillsets to work in their clusters (e.g., paralegals). With these additional types of positions, they can better handle moving through cases and improve case processing time. OAH should spend the next year evaluating, monitoring, and implementing these efficiency recommendations. After a year of creating efficiencies (see other recommendations), OAH should re-evaluate the staffing needs.

Strategic Recommendation #3:

Nourish a Talent Pipeline for Retention and Efficiency

OAH has several talented individuals already working with the court; however, they are undertrained and overworked. By developing people organically, OAH will achieve better retention and will develop key skill sets. Right now, many key individuals have their own way of doing things, which makes cross training difficult. One of the primary culprits for the lack of employee training was that staff did not have enough time to train employees to the appropriate level. This was also present when existing employees were assigned to work on new case types. In a Listening Session, a Principal Administrative Law Judge (PALJ) mentioned that judges used to train and work with ALJs for up to a month when they worked on new case types. Now they feel there is no time to be able to train properly. Additionally, BMC, in the current state mapping sessions, identified that the Deputies have the same issue with updating procedures and training new and existing team members. By committing to staff development, OAH will be able to create efficiency in processes to retain and attract talent.

To do so, BMC recommends OAH creates standardize training for each position for ensuring consistency in approach, improved processes, and increased understanding by each employee. This standardized training should include but is not limited to: (a) creating onboarding checklists for each employee to follow; (b) developing standard processes for each role; and (c) setting key expectations and KPIs for each position. Part of the training can be led by the deputies to utilize existing processes, maps, and create video instruction and training materials. One item of note for the court to consider is that the onboarding is updated with the court's current standards to ensure outdated standards are not adopted. This new training should be a requirement for every employee, both existing and new staff. This will help existing staff be retrained, avoid the use of outdated processes and practices, and guide them toward full adoption of new processes. One suggestion, that was recommended in the Future State mapping by a deputy, was to record training sessions to allow for asynchronous learning. This will allow



employees to have a consistent training, enable them to refer to the training as they are working cases, and alleviate time constraints on employees responsible for the training.

After the onboarding training is established, the court should consider continuous training programs for all staff. With the additional training and recommended process efficiencies, employees will be enabled to apply higher-level critical thinking and bring process improvements to the organization. Through continuous training, employees will be able to progress into other positions in the organization. As an example, BMC recommends creating training programs where Customer Service representatives learn additional data entry skills and other legal training so that they can grow into a Legal Assistant position. BMC also suggests utilizing Law Clerks and first year judges for lower complexity cases. Having an opportunity for training and professional development creates a career path, which leads to greater retention across all employees. If they can see professional growth in their positions, then they have a greater likelihood of staying.

OAH does not currently have updated policies and procedures. OAH should create a centralized database with all Training and SOPs and update annually. The current state maps should be reviewed by leadership, deputies, and PALJs. After review, the deputies should begin writing or updating policies and procedures. BMC recommends a cross-functional initiative with PALJs, ALJs, deputies, legal assistant specialists, and legal assistants, which will further knowledge and collaboration within each cluster. These policies and procedures could be shared across clusters to determine who has a “best in class” procedure that all OAH can adopt. Once the database is created, the administrator can date procedures to route to leadership, deputies, and PALJs to update on a rolling twelve-month basis so all training, policies, and procedures are updated efficiently and annually. One additional finding is that OAH lacks a clear Roles & Responsibilities chart for all employees across all roles. We recommend for OAH to include, in the database, an updated Roles & Responsibilities chart for employees to reference to determine who at the court does what. This should be a high-level summary of roles and responsibilities, rather than simply sharing job descriptions.

Making these improvements will improve retention among staff. OAH should track year-over-year turnover rates to measure success of retention efforts and adjust accordingly. Beyond simply retaining employees in the court, tracking these rates will allow for employees to bring a higher level of critical thinking to their work, and will lead to higher quality output of work completed.

Strategic Recommendation #4:

Implement Lean Process Improvements with Technology, People, and Processes

OAH has been transformed by changes in case types, technological, and new staff, including top leadership, making it a different organization than it was a few years ago. Further, the organization is operating in a new way with hearing and other work happening remotely since the COVID-19 pandemic. This has created a ‘new normal’ for the court. While these changes have taken place, process improvements have not kept up with change. BMC mapped out the current state processes and, together, BMC and the cross-functional representatives from each cluster, identified areas in need of improvement.

Additionally, throughout the Current State and Future State mapping sessions, BMC identified ‘call outs’ throughout the processes that represent quick fixes. For example, in the Public Benefits cluster BMC called out that exhibits are being parsed out manually on an individual basis when there is already capability for it to be done within the eCourt database. BMC recommends for the court to review these and implement the changes



accordingly. In doing so, this one improvement will eliminate pain points, be a visible and positive change, and will allow employees to focus on other, more pressing process improvements.

Another quick fix is the adoption of existing technologies. The staff shared examples of employees utilizing technology such as MS SharePoint, intermediate MS Word and Excel functions, MS Teams, Service Now, a pilot for auto-scheduling Outlook and WebEx, and even functions for keeping the court paperless. To effectively adopt and integrate technologies, OAH should develop a cross functional committee to evaluate which technology is working best for various functions. As they do so, find groups or individuals who can serve as champions, who formally and informally share their success with others. Leadership should also drive adoption by supporting, communicating, and championing these changes for efficiencies. Finally, in these instances, create measures for productivity, and show the results of their adoption in All Staff meetings.

Moving past these immediate fixes, OAH should develop Lean processes. Lean is a set of management practices that produces value for customers quickly through a focus on reducing delays and eliminating waste, which results in increased quality and lower cost. In the provided Future State affinity diagrams and the creativity matrixes, employees identified areas within the clusters or workgroups that they believe will create meaningful improvements. To implement the improvements, OAH needs to use best practice(s) and create cross-collaborative Lean process improvement committees to be able to review processes and make recommendations for how to carry out these improvements. Committee participation allows for employees at all levels in the organization, not only leadership. In fact, leadership participation should be limited to only executive sponsorship, and a few key individuals; this alleviates usage of leadership capacity, but, even more so, allows for professional development opportunities and empowerment of existing staff.

BMC spoke with Agency Operations and understood the need for technology improvements. Improved technology including additional IT staffing was identified as a need across the organization. Utilizing updated technology will further allow for Lean process implementation. BMC reviewed the Rapid Technology Assessment from February 2023; the OAH should follow the recommendations laid out in the assessment as the Lean implementation will coincide well with assessments recommendations. Additionally, BMC captured a PALJ's idea to utilize less expensive cloud technology that will reduce time by matching meta data from the agencies to OAH.

Strategic Recommendation #5:

Enhance Relationships and Communication with District Agencies

OAH is affected by the changes and actions that occur within the district agencies that OAH supports. What the agencies do often has tremendous effects on caseloads and operations at the court. By having stronger relationships with the agencies, OAH will be enabled to become more proactive.

There is a necessary independence that OAH must maintain from the agencies; however, there are several changes that will help improve communications and relationships with the District Agencies to improve and mitigate the caseload issues. Currently, the Chief ALJ, General Counsel, and PALJs have various interactions with the agencies; however, during our engagement, we heard varying feedback as to the level of engagement OAH should have while maintaining independence. To address this, BMC recommends for these positions to have a collective standard and internal expectation for the relationship they have with their respective agencies while maintaining independence. One simple example is advising OAH clusters on changing contacts and processes. Using these standards, employees can strategize and support each other for necessary relationship building. As information is learned from the agencies, it should be shared with all employees within the clusters and the supporting staff.



Beyond understanding current events and actions, there is an impact of agencies needing to correct submissions, or lack thereof, which adversely impact OAH's activities. For example, employees shared that OAH's phone number is listed first on DPW tickets, which is causing litigants to call OAH when they should be reaching out directly to the agency. Another agency has a payment processing system that needs to be fixed and is preventing OAH from efficiently collecting payments. With a stronger working relationship these operational issues will more likely be corrected.



Strategic Recommendation Roadmaps

#1. Move to a Preferred Culture through Relationship Building and Improved Communications

Do Now (1- 90 days)	Milestone 1 (1 - 6 months)	Milestone 2 (6 months - 1 year)	Milestone 3 (1 year - 2 years)
<ul style="list-style-type: none"> Rally leadership around report findings, recommendations, and tools. Connect with employees on current state by having open conversation with employees about what was learned, and acknowledgement of the recent past. Schedule and hold all staff meetings monthly or bi-monthly. Use this as an opportunity to build dialogue on case-related activities, new and ongoing initiatives, etc. Also share external news, specifically what is happening with agencies OAH supports. Welcome new staff at meetings and other communication channels. Celebrate milestones such as birthdays and work anniversaries. Hold cluster-wide team building activities to build trust and foster stronger working relationships among cluster employees. Ensure everyone leaves with a general sense of who each other are and their job responsibilities. 	<ul style="list-style-type: none"> Develop and implement strategy to build better working relationships formally and informally across clusters, departments and roles. Create short-and long-term work plans (use roadmap) and develop metrics and milestones. Involve employees from many areas in the planning. Routinely communicate updates on work plans at staff meetings and other communication channels. Develop employee recognition strategy. Recognize employees who have made significant contributions organization wide, through multiple communication channels. Ensure employees from all departments are recognized. Solicit feedback from employees to create and update standards for hybrid remote work. Standards may include having ALJs & their support staff in office on the same days; cluster rotation; virtual meeting etiquette; and practices for interactions while remote. Improve direct working relationships with ALJs, Legal Assistants, and Law Clerks. 	<ul style="list-style-type: none"> Conduct employee satisfaction surveys. Suggest using study's questions to compare year over year data. Share results with employees. Adjust work accordingly based on feedback. Share updates and results from work plans. Celebrate big as well as small wins; acknowledge misses. 	<ul style="list-style-type: none"> Conduct employee satisfaction survey annually. Continue to share updates and results from work plans. Celebrate big as well as small wins; acknowledge misses.



#2. Reshape Cluster Staffing to Meet Case Time Fluctuations and Agency Changes

Do Now (1- 90 days)	Milestone 1 (1 - 6 months)	Milestone 2 (6 months - 1 year)	Milestone 3 (1 year - 2 years)
<ul style="list-style-type: none"> • Create dashboards to monitor case volume. Use the Time Study metric to see how shifts in case volume affect the ability of staff to complete cases. Shift staff case assignment though being informed by the data. • Use Time Study findings to allocate case-specific staff as volume fluctuates. • Organize clusters around case volume and case complexity. • Have a number of ALJs and Legal Assistants ready to 'float' between clusters as volumes fluctuates. Possibly even deputies/future deputies. 	<ul style="list-style-type: none"> • Continually monitor and update by case type using dashboards and time study data. • Ensure there are appropriate staffing levels for caseload volumes. (See Recommendations #3). Ensure appropriate staff take up duties when other staff depart the court. • Improve utilization of Law Clerks for assisting ALJs on cases. Make sure all judges have access to Law Clerks and are working with the Law Clerk Assigned to their cluster. • Further develop floater staff as bonafide professional development opportunity for developing staff at all levels. 	<ul style="list-style-type: none"> • Continually monitor and update by case type using dashboards and time study data. • Secure funding/resource allocation for the necessary staffing levels. • Consider recruiting and retaining higher level admin staff such as paralegals, highly experienced administrators to work within clusters on cases. • Work with petitioners on the laws. They can also be floaters for Resources Center, PALJs, Lean Groups. Need to know case types even if it's the lower-level case types. 	<ul style="list-style-type: none"> • Continually monitor and update by case type using dashboards and time study data. • Secure funding/resource allocation for the necessary staffing levels. • Re-evaluate staffing levels. Efficiencies in other areas may have been created reducing FTE needs. Use Capacity model tool for evaluation.



#3. Nourish a Talent Pipeline for Retention and Efficiency

Do Now (1- 90 days)	Milestone 1 (1 - 6 months)	Milestone 2 (6 months - 1 year)	Milestone 3 (1 year - 2 years)
<ul style="list-style-type: none"> • Make Training a priority. Ensure new employees are correctly trained and have all the tools they need; ensure training is standardized. • Create onboarding checklist, KPIs, etc., (employee turnover rate is one essential KPI to monitor). • Work with deputies to utilize existing processes, maps, and create video instruction and training materials. • Ensure staff are adopting technology 	<ul style="list-style-type: none"> • Set key expectations and KPIs for each position. Lead training utilizing existing processes, maps. • Create asynchronous video instruction and training materials. • Hire for great customer service skills, great data entry skills and aptitude for Legal Assistant. • Train employees and promote within, then promote into LA positions as available. • Utilize Law Clerks and 1st year judges for lower complexity cases. Then promote into higher complexity roles once cross-trained and position is available. • Ensure PALJs and deputies implement efficiencies to create time for training. • Have an intentioned long-term view for the staff hired, as future efficiencies could reduce needed head count. 	<ul style="list-style-type: none"> • Create database with all Training and SOPs; update annually. • Develop Roles & Responsibilities Chart. • Evaluate effectiveness of onboarding updates. Monitor KPIs. 	<ul style="list-style-type: none"> • Continue to monitor professional development through KPIs. • Create process for ensuring training and development is reflective of best practices.



#4. Implement Lean Process Improvements with Technology, People, and Processes

Do Now (1- 90 days)	Milestone 1 (1 - 6 months)	Milestone 2 (6 months - 1 year)	Milestone 3 (1 year - 2 years)
<ul style="list-style-type: none"> Standardize case intake process (and assigning caseload). Follow current state and future state maps for “call out” which highlight quick fixes. Adopt currently available technology, (example SharePoint, paperless technology). 	<ul style="list-style-type: none"> Follow technology plan. Standardize incoming requests and route accordingly. Work with the UI cluster to automate processes to achieve efficiencies utilizing. Cross train to other clusters; capture “best in class” efficiencies and costs related to share with OAH. Develop cross-functional committee(s) to develop leaning process improvements. 	<ul style="list-style-type: none"> Implement Lean process improvements. Initiate additional technology improvements. 	<ul style="list-style-type: none"> Implement Lean process improvements (continued). Additional technology improvements. Examine best practices in other courts, and law firms and consider whether OAH can adopt.

#5. Enhance Relationships and Communication with District Agencies, while Maintaining Agency Independence

Do Now (1- 90 days)	Milestone 1 (1 - 6 months)	Milestone 2 (6 months - 1 year)	Milestone 3 (1 year - 2 years)
<ul style="list-style-type: none"> Leadership, OGC employees and PALJs should meet with the agencies they support (if they aren’t already). Update employees in clusters as information is learned; as well as across the organization with regular communication channels. 	<ul style="list-style-type: none"> Develop a set standard of expectation for what relationship building looks like, while maintaining independence. Bring issues to agencies (ex. Listing OAH on DPW tickets), work to fix issues. Maintain independence but broker the relationship. 	<ul style="list-style-type: none"> Implement Lean process improvements. Additional technology improvements. 	<ul style="list-style-type: none"> Implement Lean process improvements (continued). Additional technology improvements (continued).



Workload and Workflow Review: Time Study and Data Analysis



Workload and Workflow Review: Time Study and Data Analysis

Methodology

The Workload Review and the Workflow Review were combined by the BMC Team. Workflow Review was primarily conducted with the Current and Future State mapping sessions, which were incorporated into the development of Time Study and other components of the Workload review. BMC's workload review began with the adoption of the Execution Operating Model (EOM) to the court's objectives and deliverables with the 11-week time period (see below for a visual of the BMC approach under the advisement of OAH leadership).

1. **Activity Alignment and Project Plan:** Included the objectives to accomplish into the project plan to ensure our critical path has resources, target and dates, and the sub-tasks to be performed. This ensured visibility and served as a communication document to help facilitate participation.
2. **Process Lists and Goals Linked to Strategy:** Process mapping is a visual of the current process and used to see the holistic process and issues. BMC's Lean Six Sigma Master Black Belt and Workflow Manager facilitated process mapping sessions with OAH judges, Deputy Clerks, leadership and other staff, e.g. the cross-functional team to ensure all members gained an accurate understanding of the processes, inter-relationships between processes, and hand-offs to differing departments and their processes. Process mapping included differing case types and depicted where these are the same or different. Process maps also included system flows so the BMC team saw both the automated and/or manual processing of the cases. The process maps offer an organized, multi-layered view of the systems, data, and activities. Along with the mapping, the BMC team used a numbering system to attach a step on the map to other documentation. The mapping and numbering are important as they link visual representation to written representation, and facilitate clear communication and straightforward review. The current state process map activities were included into the Time Study.
3. **Data Analysis & Time Study:** The BMC team analyzed data volumes, time stamps, value/non-value activities, and personnel. When data was not readily available, and it was a priority, the BMC team utilized statistical sampling to extrapolate volume and cycle times and prove these against the actual data provided. Utilizing the maps, the team was able to effectively communicate more clearly, in a holistic, data supported manner.
4. **SOPs & Regulations for Processes:** As the BMC team worked with each of the cluster's representatives, including deputies, Legal Assistants, Legal Assistant Specialists, and PALJs and ALJs, the BMC team requested Standard Operating Procedures (SOPs) and other documented workflows. The Deputy Clerks and Judges agreed that some processes are documented for training materials and there are SOPs. However these have not been updated in some time. Therefore, the court should follow one recommendation to update the existing SOPs, draft new SOPs, and create training documents. These steps should be completed in the near future.

Additionally, the BMC team was provided workflows from a February 2023 technology assessment study and review. These were high level flows focused on data information flows for that firm to determine an information technology strategy. These were not actual workflows, or process maps, that detailed, by role, activities, decisions, problems with existing processes.



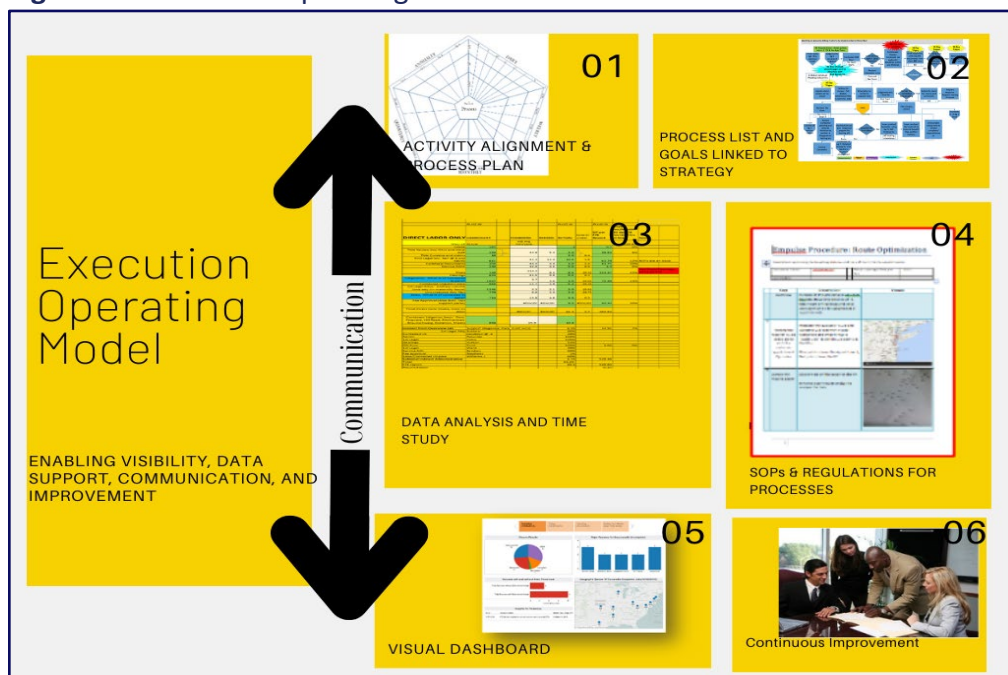
5. **Visual Dashboards:** During the team’s workflow review through process mapping, BMC noted several issues around current capabilities to create visual dashboards. Specifically, the case ‘intake process’ is not standardized, and case information comes through several different sources, which are:

- Walk-in petitioners, where a form is created for someone to review and determine if a new case is opened. The form and information must be manually data keyed.
- From agencies who may or may not send the case in timely, accurately, or completely. These must also be manually entered into eCourt, except for DPW case types.
- Employees directly emailed information related to a case.

Due to the lack of standardization and the need for an interface from eCourt that pulls case open, in progress, and closed dates, visual dashboards were unable to be created. These dashboards should be created to monitor workflow and to depict any increase in new cases, by agency, petitioner, and case type for OAH to be proactive in creating new processes and to enable OAH to staff or to re-allocate staff to meet increased volumes (see Strategic Recommendations Roadmaps).

Continuous Improvement: As the BMC team completed the steps above simultaneously, the team was able to bring OAH employee insights to their processes which leads to capability for continuous improvement. BMC committed to communicating with all involved in the process to ensure everyone is informed, heard, and included. Central to that communication strategy was a weekly update which was built directly into the project plan.

Figure 01: Execution Operating Model

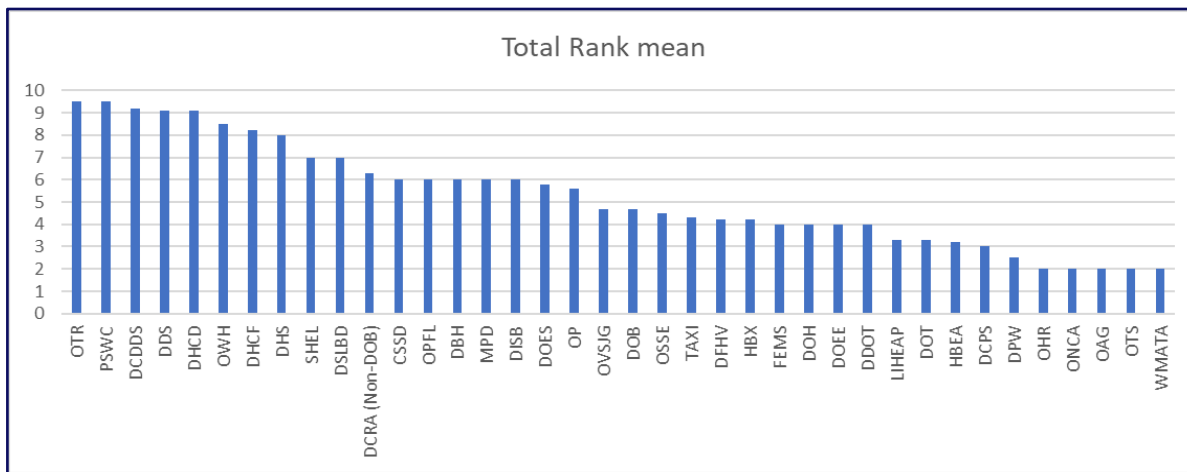


During the time study, the BMC team gathered data sets including case volumes. It is important to note that all cases are not equal. Some case types are more complex than others and some require more “touch time” or, for

example, repeated status updates. This case weighting is important to understand case type increases in volumes that are complex and require more work than, for example, a DPW case that is opened and closed same day.

There is a correlation to time to complete a case and to how much work all roles devote to complex, high touch cases. The case weight data was compiled by creating and distributing an Excel template to the PALJs and ALJs. Thirty responses were received, and 38 case types were weighted.

Figure 02: Chart on Case Weighting



A score of seven (7) or above is interpreted to mean that these are complex and high “touch time” cases with some case types, OTR, PSWC, DCDDS, DDS, and DHCD, scoring at 9.1 or above to 9.5. These are the highest weighted cases requiring more deputy, legal assistant, and judge time to resolve. There is another set of cases, OWH, DHCF, and DHS scoring, respectively from 8.5, 8.2, and 8. The average score is 5.2, but is not reflective of the volume of cases higher or lower weighted. Lower scored case types include DPW, OHR, ONCA, OAG, OTS, and WMATA in a range of 2.5 to 2.

OAH should implement a volume-to-case weighting measurement that helps the court understand, as case type increases, or decreases, and include this into a visual dashboard. This visibility will assist OAH with staffing that is trained and the number of resources, by job role, required to support these agencies and petitioners.

At the time of this report, OAH had a volume of cases that had to be distributed amongst all judges to reduce the “backlog” of cases. Additionally, there are cases being scheduled into the future due the inability to schedule these more quickly. Our observations and current state mapping indicate this is because of the work being done today and not because of any lack of willingness.



Figure 03: Cases Being Scheduled into the Future: As of Week Sept. 11, 2023

Cluster	As of the Week of 9/11/23	Other information
DPW	November	December
UI	September	14 day requirement
DFHV	Open through December	Based on Officer’s schedule
L&E	Per Judge	Assigned bi-weekly based on age of deny plea. Each L&E ALJ does 24 cases/month + other cases.
DOB	Per Judge	Assigned bi-weekly based on age of deny plea. Each L&E ALJ does 24 cases/month.
Compensation	Assigned by Judge based on their availability	
Rental Housing / DCPS	Assigned by Judge based on their availability	
Public Benefits	Next week - October 9 th ; also cases for the week of 11/27 and through December 4 th	

Process List Linked to Strategy

BMC kicked-off the engagement by meeting with OAH leadership on July 31, 2023. At this stage, BMC did a basic assessment of the current landscape, understood milestones, and most importantly built buy-in with common goals and timeline. During kickoff, BMC ensured that the staff understood “we are not doing this to them, we are doing it with them.” After the kickoff meeting, in conjunction with leadership, the BMC team held three introductory sessions with all staff, so they understand the importance of the project.

BMC began workflow reviews or current state process mapping on August 8, 2023. Current state maps are a visual snapshot of the processes and methods an organization currently uses to complete services. These mapping sessions were most effectively conducted in cross-functional team meetings where stakeholders from each of the job roles are represented to build understanding, to gain clarity for misunderstandings, and to implement any “Just Do Its”. Just Do Its can be implemented immediately if these do not require senior leadership approval. One example is where a Deputy was able to correct a Legal Assistant’s understanding of their role.

The current state maps were completed for three reasons: 1) To populate activities into the subsequent time studies; 2) to help OAH understand what work is completed, by role, and what efficiencies are or are not in the processes completed by each cluster; and 3) to understand what work must be completed to enable a future more efficient process in the future.

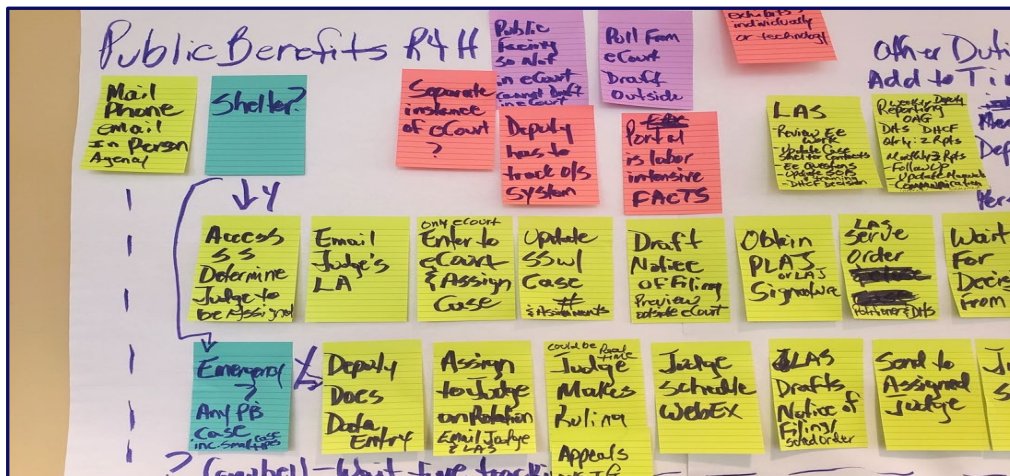
BMC met with representatives from each cluster including Deputies, PALJ’s, Legal Assistant Specialists’, Legal Assistant’s, Agency Management, including Human Resources, Information Technology, Legal Resource Center,



Customer Service, Law Clerks, and the Office of General Counsel. Each meeting was conducted in approximately four-hour increments and, when necessary, due to complexity, multiple meetings were held. Holding multiple meetings was particularly necessary in Licensing and Enforcement cluster where over 18 agencies submit cases into OAH. Each cluster of case types can have multiple case types. Following the meetings, BMC reconciled each cluster's case types to documents provided by OAH to ensure the team captured all case types within the agency.

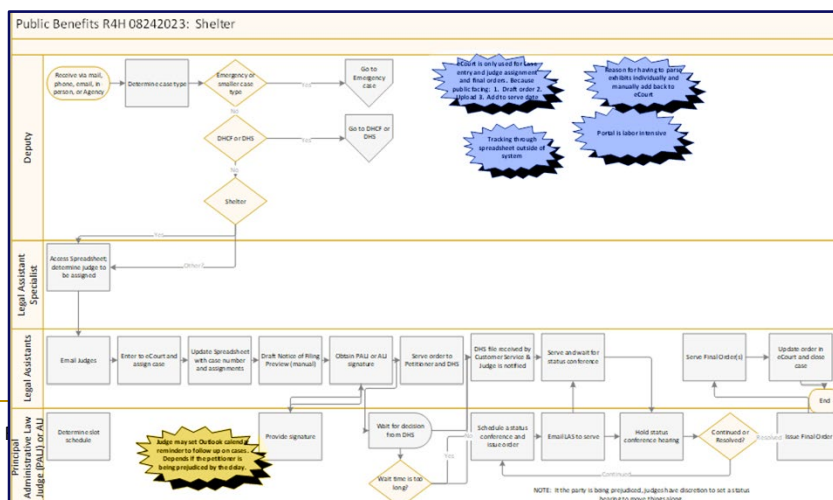
The current state mapping was conducted using large Post-It Paper with sticky notes to depict process steps, differing colors of sticky notes for decisions and for opportunities identified during the mapping sessions. In Figure 5 Example of Current State Mapping Session, for Public Benefits, process steps are shown in yellow, decisions are in blue, information is in purple, and opportunities are shown in pink.

Figure 05: Example of Current State Mapping Session



Once the "wall" current state map is completed with the team, BMC documented the map into a drawing software widely used in process improvement, called Visio (see title on the left on the map below). In this map, the team used swim lanes, see left of the map below, to depict roles performing the process. Processes are squares, decisions are diamonds, and process flows are the arrows from one box to the next. Opportunities are captured in the red bursts in the map. The blue burst is an information call out. This one is specific to judges having to keep spreadsheets to determine which judges are in the office, out of the office, and to which they should assign the next case.

Figure 06: Example of Current State Map



After the current state map documentation was completed, the BMC team met with participants in the mapping session to review the map for accuracy. Any changes made to the maps, and verbal or written “sign-off” for accuracy was obtained by the participants. The participants received copies of the maps in Adobe PDF format. Copies of the maps are provided in the appendix below.

The BMC team also updated the Opportunities and Gaps document, after sign-off on the current state maps was obtained, to capture the Opportunities and Gaps “discovered” in the mapping sessions. Over 56 opportunities and gaps were documented. For example, manual data key (excessive), repeated back and forth process steps, non-standard processes, or inefficiencies were identified.

The current state maps and Opportunities and Gaps were also utilized in the preparation for Future State workflow or mapping sessions to enable the team to increase efficiency and to identify areas technology could be utilized to eliminate or reduce inefficiencies in the processes and to enable better and faster service to petitioners, agencies, and to OAH internal staff.

Figure 07: Opportunities and Gaps



As Of 9/16/23

#	Type	Category	Additional Description	Originating Source
1	Gap	Training	SOPs only have system entry not process so training takes longer. Is this also an issue with retention?	8/8: L&E mapping
3	Gap	Technology	Problem: the payment portal ePayments portal doesn't update the payment, the clerks and Tanya have a work around. If the individual makes a payment, they have to go into the payment portal (COBRA) and manually update case management. If not updated real ime, then the customer sees a balance due.	8/8: L&E mapping
4	Gap	Backlog	DCRA/DOB	8/8: L&E mapping
5	Gap	Technology	eCourt doesn't update the fine amount if ticket open in KUBRA. shows only if Action. Darrell doesn't see closed if paid today. If staff doesn't update, petitioner doesn't see the payment. Causes customer service issue. should use DPW to pay fines.	8/8: L&E mapping
6	Gap	Time	Quick Admit Problems: Darrell has to enter manually with volume of 5 to 6/week.	8/8: Darrell from L&E
7		Agencies	Agencies send duplicates that are sometimes tracked via spreadsheets. Is there a system check that can do this and report back to agencies to increase awareness and training?	8/8: NOI/NOV - Darrell L&E



Time Study Analysis

Base Data was collected from OAH contacts as follows:

- Case Volume, provided by Joe Mangan, Staff Assistant
- Employee Count, provided by Qian Zhao, HR Specialist,
- Assignment by Cluster by Role, provided by Tanya Campbell, Supervisory Clerk of the Courts

The time study was created based on cluster, case type, or function, for support staff. The start and end dates varied somewhat based on cluster or workgroup an employee was in. The activities for each role of staff were documented in the current state maps and grouped into major process steps, i.e., Orders, then draft final order. From these, the BMC team created a template for each cluster that included their particular case types in addition to a separate tab for DPW, DFHV, and DOB for some clusters. The templates included drop down selections for each line so employees could not enter information ad hoc. This enabled BMC to aggregate the data electronically.

Each employee selected their Cluster, Location, e.g. In office, Out of Office (PTO), or Telework, then their name code. BMC created a Name Code for each employee to assure them that this review focused on job roles, not individual staff. The case type dropdown had a list of each case types worked by that cluster. In the process, each employee selected the major process they were working in, then the specific activity performed within that process. They entered their time, in minutes only as this also served as an electronic aggregation there was no confusion between minutes and hours.

Figure 08: Time Tracker Example

Cluster					
Location					
NameCode					
Case Type	Process	Activity	Avg Time in Minutes	Date Entered	
	Administrative Time				

Prior to launching the time study, BMC talked with the staff about why the team was launching this and explained that if additional staffing was indeed needed, this would be the data collected to help prove that. BMC also trained each cluster using the time study fields to walk them through each field and provided each person a video and instructions on how to use it.

BMC launched a Help Desk to answer questions and provide guidance throughout the study. Time Trackers were submitted via a designated email, Timestudy@bmnameconsulting.com, and the Help Desk inbox was monitored multiple times per day. The BMC team answered around 90 requests during the time study period.



BMC launched the time study in phases as the team completed each group’s current state map given the activities and sign-off on the maps were completed in cluster groups. The date entered was pre-calculated for each entry. Employees tracked their time for 10 business days, with all time studies occurring from within the August 25, 2023 to September 13, 2023 timeframe. Each Cluster’s time study ran ten days with the BMC Team checking for receipt and/or following up with each employee daily. See below for the tracking process check in.

Figure 09: Time Study Daily Submission Tracker

EmployeeCode	Name	Title	Em.	Cluster	Time Study Email Sent	TS Launch	TS End	8/25/23	8/28
7821	Hildur	Administrative Law Judge	robert	Compensation	XX	8/25/2023	9/8/2023	A	A
8880	Leder	Administrative Law Judge	jason	Compensation	XX	8/25/2023	9/8/2023		
7863	Mang	Administrative Law Judge	marga	Compensation	XX	8/25/2023	9/8/2023	A	A
8416	Adero	Administrative Law Judge	yewan	Rental Housing	XX	8/25/2023	9/8/2023	A	A
8388	Englar	Administrative Law Judge	willian	Rental Housing	XX	8/25/2023	9/8/2023	A	A
7769	Verge	Administrative Law Judge	vytas	Rental Housing	XX	8/25/2023	9/8/2023		A
8530		Key			ng/XX	8/25/2023	9/8/2023	R	A
7192	F	A - Daily Tracker Recieved and Accepted			ng/XX	8/25/2023	9/8/2023	A	A
8086	V	R - Recieved, but revision needed after Quality Check			ng/XX	8/25/2023	9/8/2023	R	A
7172	C	*blank* - Daily tracker not recieved yet.			on XX	8/28/2023	9/11/2023		A
8662	E	Grey - Outside of Time Period			ageX	8/29/2023	9/12/2023		

At the end of the study, BMC aggregated all the timesheets into one file and performed quality checks for total employee counts, by role counts, date checks, and percentage completed. Although there were several employees out of office, due to the time of year, BMC was able to capture multiple submissions per case type and per role, which was sufficient for an acceptable sample size.

Staff is assigned based on whether they are directly working on cases or they are support staff who do not directly work on cases in their primary role, we separated these staff into separate groups – Direct Employee, those who directly work on cases, and Indirect Employees, those who don’t work directly on cases. The designation of Direct Employees and Indirect Employees is used by BMC for the purpose of this report to indicate employees not directly working on cases; the term is not used within OAH. For ease of reference, BMC provided a list of titles included in the indirect employees in Figure 10 below.

Figure 10: OAH Support Staff

Indirect Employee Count			
Cluster	Title	Count of Indirect FTE	Adjusted FTE Count
Agency Management - AO	ADMINISTRATIVE OFFICER	1	1.15
Agency Management - HR	Human Resources Specialist	1	1.15
Agency Management - IT	Inform Tech Specialist	1	1.15
Agency Management - IT	Information Technology Specialist	1	1.15
Agency Management - Program Analyst	Program Analyst	1	1.15
Agency Management	Chief Operating Officer	1	1.15
ALL	Chief Administrative Law Judge	1	1.15
ALL	Supervisory Clerk of the Court	1	1.15
OGC	Attorney Advisor	4	4.59
OGC	General Counsel	1	1.15
OGC	Paralegal Specialist	2	2.29
Resource Center and Record Management	Customer Service Manager	1	1.15
Resource Center and Record Management	CUSTOMER SERVICES REP	3	3.44
Resource Center and Record Management	Records Management Assistant	2	2.29
Staff Assistant	Staff Assistant	1	1.15
Total		22	25.24
Growth		3.24	

In the Indirect Employee Count chart, BMC noted 22 existing employees. Should OAH increase staff to a total Direct Employee Count of 71 employees, then 3.24 more staff are needed to support the organization. Note that the basis of this extrapolation is the count of indirect staff currently at OAH multiplied by the ratio of Indirect to Direct staff. When OAH has more capability to measure the outputs of work performed by Indirect Staff, this table can be updated to reflect a more scientific calculation.

BMC noted in the Support staff that two additional IT Services people will start in FY24. Due to the volume of equipment, number of FTE's supported, and other software supported by IT, we agree with this count of FTE's because the Senior Specialist could be reallocated to assist Clusters with implementing SharePoint and other efficiency tools. Additionally, BMC advises utilizing the most senior person to assist the clusters with software utilization.

In Customer Service, there are three representatives and one Manager. All four FTE's work with petitioner walk-in's, checks received for DPW, and many other administrative staff. BMC noted several efficiencies that could be implemented in this department which would allow for better service, but also for the manager to focus more on training and implementation of software that will provide capacity for the department.

BMC included the Office of General Counsel in this listing as well. They are advisors on regulatory matters and they interface with other agencies while maintaining independence. They do not work cases, but do advise the judges on cases.

To calculate the equation to result in Full Time Employees (FTEs) needed, we also studied case volumes, for which the OAH Staff Assistant pulled open and closed files for FY22 and FY23. For FY23, data was pulled from October 1, 2022, through July 31, 2023. Due to the timing of this study, BMC agreed to pull data through July 31, 2023, and to average volumes for the year, by case type, then extrapolate volume for the two additional months, August and September, 2023. There were additional considerations with the data. Because this is "point in time" data and cannot be recreated due to cases opening and closing, BMC agreed to use calendar end July 2023. Additionally, for this reason, these case counts will not reconcile back to the data reported in the Annual Report for 2022. To resolve these volume issues, BMC compared the FY 22 data in case counts to the extrapolated FY23 data and discussed volume variances with OAH leadership to ensure there were no known discrepancies. Figure 11 shows a summary of the case volume data.



Figure 11: Case Volume

CASE TYPE	Fiscal YR 2022				Fiscal YR 2023 Till July				CASE TYPE	Fiscal YR 2022				Fiscal YR 2023 Prorated			
	OPEN	Close	Max	Diff	OPEN	Close	Max	Diff		OPEN	Close	Max	Diff	OPEN	Close	Max	Diff
DBH	-	8	8	8	-	15	15	15	DBH	-	8	8	8	-	18	18	18
DCAH	-	-	-	-	-	1	1	1	DCAH	-	-	-	-	-	1	1	1
DCPS	10	321	321	311	6	350	350	344	DCPS	10	321	321	311	7	420	420	413
DCRA	3,902	7,135	7,135	3,233	2,425	8,314	8,314	5,889	DCRA	3,902	7,135	7,135	3,233	2,910	9,977	9,977	7,067
DDOE	-	-	-	-	-	-	-	-	DDOE	-	-	-	-	-	-	-	-
DDOT	32	370	370	338	42	253	253	211	DDOT	32	370	370	338	50	304	304	253
DDS	5	17	17	12	6	14	14	8	DDS	5	17	17	12	7	17	17	10
DFHV	-	6	6	6	-	4	4	4	DFHV	-	6	6	6	-	5	5	5
DHCD	52	170	170	118	127	187	187	60	DHCD	52	170	170	118	152	224	224	72
DHCF	14	491	491	477	333	522	522	189	DHCF	14	491	491	477	400	626	626	227
DHS	16	2,367	2,367	2,351	763	2,726	2,726	1,963	DHS	16	2,367	2,367	2,351	916	3,271	3,271	2,356
DLCP	-	-	-	-	746	126	746	(620)	DLCP	-	-	-	-	895	151	895	(744)
DOB	10	-	10	(10)	10,000	1,792	10,000	(8,208)	DOB	10	-	10	(10)	12,000	2,150	12,000	(9,850)
DOEE	32	269	269	237	216	536	536	320	DOEE	32	269	269	237	259	643	643	384
DOES	-	4,555	4,555	4,555	97	2,067	2,067	1,970	DOES	-	4,555	4,555	4,555	116	2,480	2,480	2,364
DOH	46	1,087	1,087	1,041	262	1,368	1,368	1,106	DOH	46	1,087	1,087	1,041	314	1,642	1,642	1,327
DPW	5,053	11,786	11,786	6,733	9,234	7,219	9,234	(2,015)	DPW	5,053	11,786	11,786	6,733	11,081	8,663	11,081	(2,418)
DSLBD	-	4	4	4	2	3	3	1	DSLBD	-	4	4	4	2	4	4	1
FEMS	26	25	26	(1)	29	22	29	(7)	FEMS	26	25	26	(1)	35	26	35	(8)
HBX	-	35	35	35	2	48	48	46	HBX	-	35	35	35	2	58	58	55
MPD	6	96	96	90	28	72	72	44	MPD	6	96	96	90	34	86	86	53
OAG	-	43	43	43	11	23	23	12	OAG	-	43	43	43	13	28	28	14
OP	10	44	44	34	32	58	58	26	OP	10	44	44	34	38	70	70	31
OPFL	2	59	59	57	4	30	30	26	OPFL	2	59	59	57	5	36	36	31
OSSE	-	15	15	15	3	50	50	47	OSSE	-	15	15	15	4	60	60	56
OTR	6	51	51	45	27	50	50	23	OTR	6	51	51	45	32	60	60	28
OTS	-	2	2	2	-	2	2	2	OTS	-	2	2	2	-	2	2	2
OVSJG	2	-	2	(2)	-	-	-	-	OVSJG	2	-	2	(2)	-	-	-	-
OWH	10	61	61	51	45	91	91	46	OWH	10	61	61	51	54	109	109	55
PSWC	20	79	79	59	33	76	76	43	PSWC	20	79	79	59	40	91	91	52
SHEL	28	475	475	447	210	682	682	472	SHEL	28	475	475	447	252	818	818	566
TAXI	-	9	9	9	-	-	-	-	TAXI	-	9	9	9	-	-	-	-
WMATA	-	-	-	-	88	98	98	10	WMATA	-	-	-	-	106	118	118	12
TOTAL	9,282	29,580	29,593	20,298	24,771	26,799	26,799	2,028	TOTAL	9,282	29,580	29,593	20,298	29,725	32,159	45,179	2,434

The equation to calculate FTEs is number of hours/cases divided by the number of work week hours. The time study was captured in minutes due to the need to standardize the study, so BMC converted minutes to hours and divided this number by the number of cases in that case type.

Figure 12: FTE Calculations

Cluster	Role	Case Type	Hrs/Case	Case@Cluster byRole	CalculatedHrs HrsSpent	AdjustedHrs	PTO etc. Factor	
							1.15	Hrs Per FTE 2080
Compensation	Administrative Law Judge	DFHV	1.33	422.62	563.68	646.23		0.31
Compensation	Administrative Law Judge	DPW	0.35	555.48	193.88	221.96		0.11
Compensation	Administrative Law Judge	OPFL	11.14	13.54	150.79	173.41		0.08
Compensation	Administrative Law Judge	OWH	12.51	75.08	939.23	1,080.12		0.52
Compensation	Administrative Law Judge	PSWC	77.47	56.70	4,392.41	5,051.28		2.43
Compensation	Principal Administrative Law Judge	OPFL	9.66	9.67	93.41	107.43		0.05
Compensation	Principal Administrative Law Judge	OWH	10.85	15.50	168.14	191.37		0.09
Compensation	Principal Administrative Law Judge	PSWC	67.19	17.06	1,818.44	2,091.21		1.01
DPW, L&E	Legal Administrative Specialist	DOR	9.22	485.83	3,793.92	4,306.91		2.07
DPW, L&E	Legal Administrative Specialist	DOH	8.47	11.67	183.53	211.06		0.10
DPW, L&E	Legal Administrative Specialist	DOT	11.01	16.67	183.53	211.06		0.10
DPW, L&E	Legal Administrative Specialist	DPW	1.98	16.75	53.62	60.97		0.03
DPW, L&E	Legal Assistant (Court)	DORA (Non-DOB)	0.68	1,288.32	869.70	1,000.15		0.48
DPW, L&E	Legal Assistant (Court)	DFHV	1.93	11.24	60.27	69.31		0.03
DPW, L&E	Legal Assistant (Court)	DOB	2.35	3,611.50	8,502.67	9,778.07		4.70
DPW, L&E	Legal Assistant (Court)	DOEE	2.82	17.70	49.88	57.36		0.03
DPW, L&E	Legal Assistant (Court)	DOH	2.16	244.20	526.81	605.83		0.29
DPW, L&E	Legal Assistant (Court)	DOT	2.81	10.74	30.33	34.65		0.02
DPW, L&E	Legal Assistant (Court)	DPW	0.51	438.21	221.32	254.52		0.12
DPW, L&E	Legal Assistant (Court)	MPD	32.63	3.23	105.98	121.88		0.06
DPW, L&E	Legal Assistant (Court)	OP	5.02	8.52	17.66	20.31		0.01
DPW, L&E	Legal Assistant (Court)	OTR	89.23	6.74	51.54	59.37		0.03



BMC

*See Appendix
for the full FTE
Calculation Table.*

Footnotes to the Case Volume and Time Study:

1. The study was conducted August-September 2023. BMC observed many people on PTO.
2. In consideration of the time of year when BMC conducted the study, the DCPS volume is from beginning of FY 23. BMC was unable to collect sufficient time studies as schools were not yet back in session; schools are not in session until September 2023. BMC can correlate to the case weighting to ensure this volume extrapolates appropriately for the cluster. OAH can also estimate time allocated to this case type in FY24 and update the study when that information is available.
3. DOB, DPW, and DFHV cases were being assigned to all judges during the time study. This was to catch up cases from prior months. This volume would have been averaged throughout clusters and increased time. Once these case types are caught up, BMC recommends capturing a normal volume flow to anticipate any volume changes and to be proactive on OAH case allocation.
4. DFHV volume is not captured in eCourt or OAH. Because this data resides in eTims, OAH was not able to provide actual case counts. It was recommended to begin keeping track of this data on a go-forward basis. Once a few weeks of data is obtained, OAH can insert into the study to calculate FTEs needed for this case type. However, to complete the FTE calculations, BMC approximated the DFHV volume based on the volumes of case types that are similar in complexity with DFHV.
5. For case type OVSJG, no case volume was given in the 2023 case data. BMC noticed that during the time study, however, activities and times were captured against this case type. Therefore, BMC set the case count as 1 and approximated the case hours by role based on the similar case types in complexity.

In this study, if a case was selected, but administrative was the process and activity, e.g. emails, phone calls, etc., the administrative time is included. Because of the requirements FTEs must take PTO and breaks, including, lunch, BMC used a productivity factor of 85% (See Figure 14: Time Study Results. OAH can see the inverse at the top of the chart of 1.15 to gross up the time from absolute case work to an FTE). This rate is an average and is a standard time study metric.

From the current payroll listing of Direct Employees there are 62 FTE's. BMC calculated, based on current volume of cases, 71 employees are actually needed to support the volume.

Based on this data, for OAH to be able to adequately process the case volume, the court will need to seek to obtain the funding to hire these staff and/or continue efficiency efforts to reduce this number.



In addition to the completion of the time study and the recommendations, BMC is also adding additional value to OAH by the creation of two additional models. The Forecast model gives OAH the capability to adjust case volume, by case type, and employee job role how many FTEs are needed should volume increase or decrease. The Capacity model gives OAH the capability to determine how much FTE capacity is utilized and what is remaining. The numbers in red show that capacity is exceeded and either overtime or additional staff is projected to be needed. Both models are included in the Appendix of this document.

Figure 13: PALJ’s vs. ALJ’s % Role by FTE

Role Type	Count of Name Code	Sum of Act Time in Minutes	Time Per Role	% By Role Per FTE
Principal Administrative Law Judge	4	14,287	3,572	7.29%
Administrative Law Judge	26	84,397	3,246	6.63%

Figure 14: Time Study Results

Count of FTEs = 84 total; 62 direct staff and 22 support staff	Factor (PTO, Break, etc.)	Workdays/Yr	FTE hrs/Yr
	1.15	260	2080

Case Type	Number of Cases Completed 2023	Hours/Case	Adjusted Hrs/Case	Total Hours Used	FTE
CSSD	27.6	13.4	15.4	426.1	0.2
DBH	18.0	1.2	1.3	24.3	0.0
DCDDS	16.8	4.1	4.7	78.4	0.0
DCPS	420.0	2.3	2.7	1,133.6	0.5
DCRA (Non-DOB)	9,976.8	0.5	0.6	6,005.8	2.9
DFHV	4.8	71.8	82.6	396.6	0.2
DHCD	224.4	76.6	88.1	19,766.2	9.5
DHCF	626.4	8.8	10.2	6,359.0	3.1



DHS	3,271.2	2.8	3.3	10,664.9	5.1
DOB	12,000.0	2.0	2.2	26,923.8	12.9
DOEE	643.2	2.1	2.4	1,563.0	0.8
DOES	2,480.4	8.9	10.3	25,425.9	12.2
DOH	1,641.6	1.4	1.6	2,660.1	1.3
DOT	303.6	2.2	2.5	762.7	0.4
DPW	11,080.8	0.4	0.5	5,421.8	2.6
FEMS	34.8	3.0	3.5	121.4	0.1
HBEA	57.6	1.1	1.3	72.9	0.0
MPD	86.4	13.8	15.9	1,375.3	0.7
OHR	1.0	134.4	154.5	154.5	0.1
OP	69.6	3.8	4.4	303.5	0.1
OPFL	36.0	13.6	15.6	561.8	0.3
OSSE	60.0	3.8	4.3	259.4	0.1
OTR	60.0	18.1	20.8	1,247.3	0.6
OVSJG	1.0	22.7	26.2	26.2	0.0
OWH	109.2	16.4	18.9	2,064.1	1.0
PSWC	91.2	103.0	118.5	10,802.8	5.2
SHEL	818.4	3.6	4.1	3,376.5	1.6
WMATA	117.6	0.6	0.7	86.1	0.0
TOTAL	44,278.4				61.6

Continuous Improvement – Change Management, Future State, Methodology

BMC included change management principles in each of the continuous improvement activities. During the current state process mapping, the BMC team engaged members who are PALJ's, Deputies, and Legal Assistants, and Legal Assistant Specialist for the case work completed in the Clusters and we engaged each of the supporting cluster's, Agency Operations, Customer Service, Resource Center, Law Clerks, and Attorney Advisor's into cluster specific sessions. During these sessions, the BMC team began with an overview of how the team would capture their current state processes including opportunities for improvement. BMC related how these maps can be utilized to update or to build SOPs and training materials. BMC discussed opportunities for improvement and the team included these ideas into the future state mapping sessions.

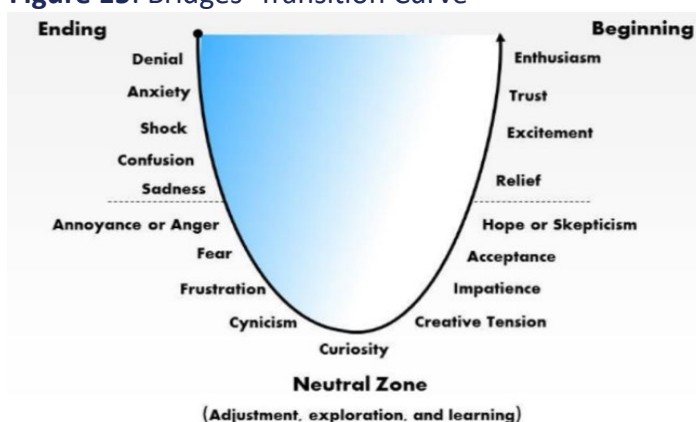


Listening Sessions were key components for gathering feedback from employees – but they also were key to change management. The current state and future state mapping sessions included a broad swath of OAH employees – but not all. BMC wanted to build buy-in throughout OAH by ensuring all employees voices were part of the project. This was accomplished through the Listening Sessions. OAH employee feedback was indeed very valuable as the team created the future mapping sessions.

Each of the Future State Mapping Sessions included participants from the current state mapping sessions. The Clerk of Court attended every one pertinent to her role and the COO attended every one of the sessions for the cluster she oversees. The sessions included:

1. **Future State Overview:** Playing back what BMC learned from all of the feedback from the staff and leadership of OAH (process maps, time study and case data, listening sessions, case weights, and the satisfaction survey). Breaking down those challenges and then rolling these back up into themes which will result in Aims for OAH. Taking the Aims to begin to develop solutions to each, including thinking about each role in the process and tools to support. Finally, thinking about where OAH is in terms of readiness to transition to the future state.
2. BMC built Affinity Diagrams from the pain points and change ideas shared by each cluster. Following the creation of these Affinity Diagrams, BMC then grouped these into an Affinity Cluster of ideas that were alike and crafted an AIM statement. An AIM statement is the key objective or goal that the group believes is the most important for their group.
 - a. For an AIM statement to be implemented, it is important to craft it into a Specific, Measurable, Achievable, Realistic, Timed (SMART) goal.
 - b. BMC recommends creating SMART goals from these AIM Statements.
3. BMC utilized the AIM statement into a Creativity Matrix.
4. In a Creative Matrix grid, each cell represents the intersection of two disparate categories. The vertical columns on the right are categories such as technology, people, processes, change management (or external). The categories across the horizontal axis are related to people in specific roles at OAH. BMC included what would be required to implement the changes the cluster believes will most help their individual group.
5. In each of the future state mapping sessions, BMC included Bridges' Transition Curve to open the discussion on how to think about and to support one another through transitions as is needed in Future State design thinking.

Figure 15: Bridges' Transition Curve



Bridges' Transition Model focuses on transition, not change. The difference between these is important. According to the model, change is something that happens to people, even if they don't agree with it. Transition, on the other hand, is internal: it's what happens in people's minds as they go through change. Change can happen very



quickly, while transition usually occurs more slowly. The model explains how to help people go through transition.

As BMC worked through the Future State Creativity Matrices, the team used Five Key Change Management Principles. These are:

- Identify the ROI or change benefit.
- Build a coalition for change.
- Assess organizations’ readiness.
- Personalize the change, making it relevant to everyone affected.
- Measure to sustain performance of change.

Below is a synopsis of each Cluster’s AIM statements.

Figure 16: Cluster AIM Statements

Cluster	AIM Statement	Key Theme
Compensation	Organization, On-Boarding, and Training & Development	Evaluate training effectiveness; Revise SOPs and training; consistency in the process of receiving filings; Customer Service training, Management filling in for staff so cannot devote time to training.
Licensing and Enforcement	Agency Communication and Relationship (while ensuring independence)	Regular meetings with agencies to determine regulatory changes and volume; List of contacts from agencies and better communication; Agency informing on settling cases before filing NOI; can agencies assign attorney to consolidate tickets so OAH is more efficient; Agencies helping to aggregate like cases and related cases; when file documents, enter next hearing date. Cloud technology to match meta data and pulldown data needed instead of interfaces – more cost efficient and faster. Use workflow queues to route to next available resource to save time. Template updates. R Drive improvements to process through eCourt; automate routing slip; extraction program to auto populate eCourt and redact data entry errors. Automate reporting for case aging and monthly reports (script in Excel). Improve case searches (DT case search program) (eCourt and I Drive).
Rental Housing DCPS	Process and Workflow	Streamlined Processes, Excessive data entry, unclear roles and responsibilities, L&E/DPW cases, manual parsing of exhibits; Training materials and SOPs exhibits; Training materials and SOPs.
Agency Operations	Adoption of Tools and Resourcing	Utilize software such as SharePoint, MS Forms. Get a cluster to champion efficiencies and cascade to the OAH; Create and invest time in people to help adoption of tools and efficiencies. Reduces rework loops for support staff.
Customer Service	Training	Update website to have forms and add Attorney to help answer petitioner questions. Cross train with clusters; SharePoint standardization and training; OAH Records policy and records management cross training.



DPW	Training	eCourt training and regular meetings across clusters that are DPW specific, rerecorded trainings, point of contacts list from the agency. Adopt Metadata query for reports; AWE reporting; Judges don't know what eCourt can/cannot do; Need Technology training in One Drive and Teams; Standardization in outcomes; Communications of operation incidents and changes (proactive).
Public Benefits	eCourt	Create the capability to draft, file orders, and filings inside eCourt; Need feedback from Upper Management; eCourt Restrictions for ALJs; Do templates need to be updated? Utilize SharePoint as an internal platform. Auto schedule WebEx; Workflow and scheduling software; Move manual data entry and hearing requests from form to eCourt.
OGC	Communication with ALJs and Training on Technology	Access to recording of hearings; define roles and provide clarity on responsibilities. Provide agency training and cross training; dedicated attorney for FOIA; tailored OAH training; all staff meeting.
UI	Implementation of Efficiencies and training	PALJ QC reduced if training and system controls to prevent case entry w/o specific fields unique to case type; Streamline processes and be consistent; Training new staff effectively and in efficiency; Improve utilization of law clerks; Shut down couple times a year to talk as a group about OAH changes and best practices. Divide into clusters, then report back to all for what is working; Implement workflow queues; Coverage for last minute sickness; Extraction to data entry process/cut processing time; Matching dockets with cases coming in; Usage of R drive to house case files and documents; Automate. Implement workflow queues; Excessive use of multiple folders when cases could be routed through eCourt. Screening of appeals. Automated way of tracking MIOs. Coverage for last minute sickness; Create database of SOPs and video training; schedule updating at least 1x/year; D right parties to contact at agencies; improve Customer Service skills so they are effective in looking up litigants.

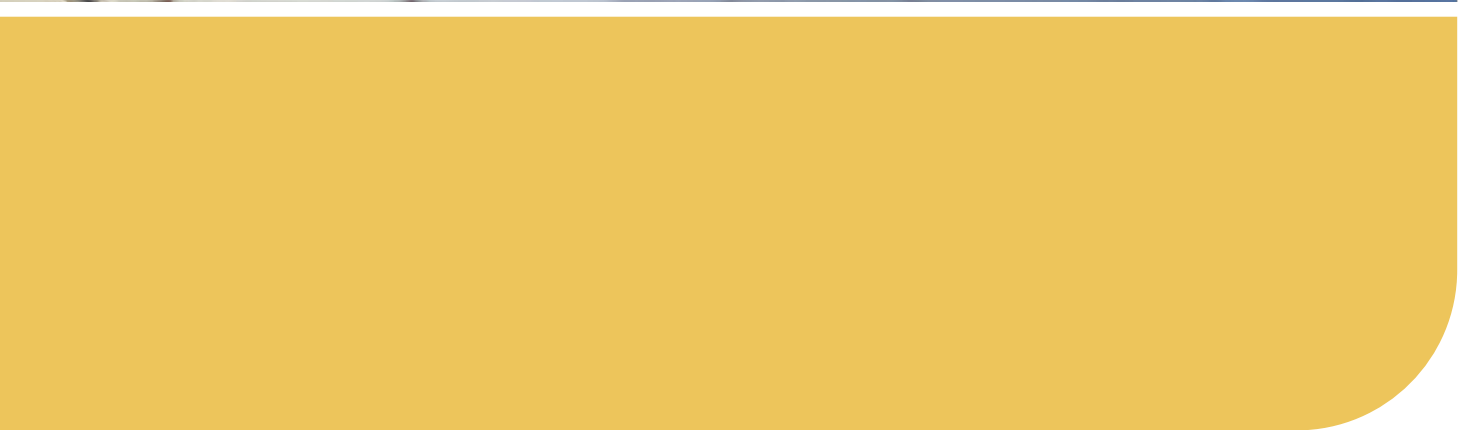
Note: Law clerks are included with other Clusters; however, there was much discussion over timing, on-boarding, utilization.

For OAH, BMC utilized a form of Responsible, Accountable, Communicated, Informed (RACI) in current state mapping with swim lanes to clearly depict which roles are responsible for each process step (see the left side of each map). In Future State Mapping, again, the BMC team utilized RACI across the horizontal axis of each Creativity Matrix.

One of the common requests BMC heard in each of these sessions, and in the Listening Sessions, is that OAH needs to define these for its staff. Additionally, cluster members don't always know who outside of their cluster is responsible for which tasks. It is recommended that RACIs be constructed for each function in OAH and clearly discussed with one another. BMC experienced appreciation for relaying functions and caseloads between clusters and saw interest in continued communication to help one another understand and even assist one another.



Employee Satisfaction



Employee Satisfaction

Employee Listening Sessions: BMC held employee Listening Sessions with the employees across the organization. The objectives for each of the Listening Sessions was to gather employee feedback, enhance engagement, identify issues and challenges, foster innovation, support recommendations, support change management, build relationships and to validate current practices. All employees, except for leadership, were invited to participate in a session. Leadership was intentionally excluded since their feedback has been gathered at other touchpoints during the study.

The Listening Sessions were organized by job type with most positions having at least one session exclusively for them. Some groups, such as ALJs and Legal Assistants had multiple groups due to the number of employees in those roles. A few sessions such as the Resource Center Employees and Customer Service employees were combined due to having only a few individuals in the positions. Each Listening Session was designed to last 75 minutes and most went the full time. The intent for the time was to give each group the chance to engage in meaningful dialogue and share what matters most while respecting the employee's busy schedules. The BMC team involved in these Listening Sessions was led by the BMC Engagement Leader and assisted by the Legal Subject Matter Expert. Employees were asked the following 6 questions to facilitate feedback.

Listening Session Questions

1. When you first heard OAH was conducting a feasibility study, what did that mean to you? Did you have any hopes or fears? Did you believe it would lead to any desired outcomes for you, your cluster, you colleagues?
2. We've heard there are needed process improvement, additional technology updates, as well as many unfilled staff vacancies. How does this affect your work?
3. What does the agency look like when it is working effectively? What current practices remain in place? What would have changed?
4. Do you feel you can trust others within the organization to do their job well?
Optional follow-up: Are they considerate of your interests? How reliable are they?
5. Who are your 'customers'? When you are going through your day, how are their needs influencing the work you do?
Optional follow-up: How aware are you of the strategic goals?
6. If you were able to make one change? What would that be?



Listening Session Findings

Below are the summarized findings from the Listening Sessions. Direct quotes from employees are included to provide further context to the summarized findings. If a quote was provided, they have been minimally edited to ensure clarity and to avoid sharing identifying information. These findings are not provided in any sort of ranked order but rather follow consistent themes across the various groups.

Listening Session Finding #1: Additional Staffing

The number one topic for all employees was the need for additional staffing across the OAH ecosystem. Most employees highlighted that there was a major need for more Legal Assistants as well as Law Clerks and Paralegals. Employees identified a need for a higher ratio of Legal Assistants to Judges. Some also suggested that additional Law Clerks or Paralegals could meet the need and add capacity for judges to focus on complex cases.

Every group cited that the lack of Legal Assistants across OAH has impacted workload. For the existing Legal Assistants, they have found that they are unable to keep up with the work as they are expected to lead the administrative tasks while also researching/managing the hearings. In the end, the Legal Assistants are stretched and issues are sliding through the cracks. The ALJ's noted that they have taken on more administrative tasks, e.g., scheduling and setting up Webex hearings and meetings, which takes away from hearing and researching cases. They feel that they do not have enough time to properly research, set legal precedent, and manage their case load (which varies by area). Beyond these issues, the ALJ's also noted that some of their work (e.g. filings, initial motions, and other basic tasks above administrative tasks) could be further alleviated if they had mid-level professionals such as Paralegals, Law Clerks, or a seasoned Legal Assistant who could assist in drafting motions. One PALJ noted "Because of the lack of staff, it is time consuming. I'm finding that I have jump in as a Legal Assistant and as an admin."

Further compounding the discussions around staffing, the employees mentioned and referenced the overall turnover and current staff vacancies. For the ALJ's this is contributing to additional workload given that their caseloads increase with less ALJs (it also compounds the issues with the administrative tasks). Furthermore, the transition of existing caseloads from ALJs who exit the organization to remaining ALJs is impactful. One ALJ shared, "When judges leave there is not a lot of notice. The transitioned cases that they leave are all the complex, difficult cases. Then when you have a variety of Legal Assistants it leads to more complexity. This places a lot of pressure on the judge." This led to discussions surrounding workload, focus on the complex cases, and issues serving their clients – the litigants. In the end, the ALJs were focused on making sure that they could serve the litigants in the best, most efficient way possible. They highlighted wanting to provide the best service they could and the administrative tasks/lack of staffing affected that service.

Employees, particularly Legal Assistants and Customer Service Representatives, found that working with contractors is difficult due to the frequency of their turnover. At first, they find the contractors not doing a good job. Then their experience is that by the time the contractors develop competency in the role, they leave OAH. This leads to overwork and lack of buy in from the Legal Assistants because they are constantly training new contractors. This training will then detract from the work they have to do and adds to the workload.

One example of the staffing shortage and its direct impact on the employees was highlighted by the Legal Assistants. The duty of managing calls was cited as a difficulty, particularly because litigants may have a lot of specific challenges that create long phone calls. As they handle phone calls, it creates a challenge to complete



other administrative tasks. This was commented on by both Legal Assistants and ALJ's. One ALJ said, "Most litigants are living in poverty, and have literacy issues, cognitive issues, and mental impairments; so, it's not a short phone call for Legal Assistants. This results to me doing my own scheduling and getting the Webex together." Multiple employees offered up suggestions for improving phone call management, such as having the Resource Center address phone calls, improved training for the Customer Service Team, or having a dedicated team for handling phone calls.

Listening Session Finding #2: Agencies

Many employees expressed how the district agencies for which OAH supports has an impact on their work. There is a sense that OAH doesn't have enough relationship and communication with the other agencies to coordinate how the agencies actions affect them. They don't believe agencies have a sense for how their changes and actions affect OAH, and believe that many issues could be resolved if the agencies spoke with OAH. One person expressed, "Making an effort to communicate to other agencies would be good. For example, DFHV still has our phone number on their materials and DPW has a nonworking payment system (which impacts us)." One employee noted how some agencies are making them deal with a lot of old cases, "My issues is with old cases. For instance, I have a 782 day case. At that point let it go. Anything after COVID-19 we should be handling, and what happened before should be let go. It should be dismissed. The agency should dismiss it."

The impact of having additional case types from DFHV, DOB, and DPW was brought up in many sessions. Employees believe that with the caseloads spread throughout the clusters it is taking away from efficiency, because no employees are specialized in them, and it takes away their focus on other case types. One employee noted, "In our section, our cases tend to be major cases. Ideally, we should be able to focus on them. When you throw in DPW and DFHV cases, and have minimal explanation about cases from DOB, for which many were dumped on us with no training. We also have no forms, templates, etc. for them. I have to spend a few days getting up to speed. It gets in the way of working efficiently."

Listening Session Finding #3: Relationships

"When OAH is working effectively, you have a better sense of togetherness. You have the opportunity for everyone doing their assigned duties. You'd have the opportunity to help then. Now at this point you don't have the opportunity to step up to the plate to help your coworker."

Relationship building was cited a lot by many employees. This was especially pronounced by both the ALJs and Legal Assistants. Both ALJs and Legal Assistants believe that when they trust each other that leads to a good working relationship and understand each other it leads to better work. This is not the case across OAH; rather, it takes time to build the trust. With the staff turnover and limited staff resources, the ALJs and Legal Assistants highlighted that it's hard to build that trust. If this was improved, they noted that they would have a sense of each other's' working styles and expectations.

Throughout the Listening Sessions there often was a sense that working relationships, particularly between Judges and Legal Assistants has gotten substantially worse. Some, but not all, believe that the effects of the pandemic and now working in a hybrid environment have exasperated the working relationships. One judge noted that you are no longer are able to speak with the Legal Assistants because they may not be there. Another judge notated that they only recently met in-person and saw what their fellow judge looks like despite having worked together for well over a year. Beyond this, employees are feeling like working relationships are strained due to workload, and the unfilled vacancies.



To give an indication of where working relationships are, in three separate sessions of varying roles, employees used the term “us and them” when describing working relationships. “It seems like it’s an ‘us and them’ and it wasn’t always this way.” This was often cited between different departments. Some of the Legal Assistants and Customer Service employees, felt that leadership need to have more empathy and understanding, was not encouraging relationship building, and further that they weren’t building relationships with them. One employee explained, “It has to start with the top. You have certain people the leaders stop and talk with, then there are other people who it seems like it’s a bother if you talk with them.”

On a few occasions judges mentioned that they didn’t know what other positions’ roles and responsibilities were. They wanted to have a sense for what they can ask other employees to do. “As a new judge, no one has explained to me what people’s role and responsibilities are. I want to know what expectations are. Do other employees even know what they are doing? I have no idea who I’m supposed to be asking.”

In the Listening Sessions, employees were asked about how well they trust others within the organization to do their jobs well. Some groups commented with “I can trust others. The majority of the people I feel like I can trust them,” and similar comments. For other groups it was a bit more mixed. Notably, no group said that they couldn’t trust anyone. In these instances, employees generally felt like they could trust those on their teams, but less so with other people throughout the organization.

When speaking on the topic of relationships, employees mentioned not having All Staff and Department meetings as impactful on their working relationships. Multiple employees could not remember the last time they had such meetings. There is also a sense that there should be more teambuilding with each other.

Finally, there was one group, the Customer Service (Resource Center), who said they had great working relationship, which they built. One of the employees remarked, “You don’t always have to rely on leadership to create a culture. You can take the initiative yourself.”

Listening Session Finding #4: Morale

Many employees brought up issues about morale being down, and that it needs to be improved. “We give everything we have, and we don’t even get a thank you. Yes, we get a paycheck, but we need more respect, or even a pat on the back. It’s a sad day at OAH. I see the difference.” Some employees said that morale was much better when they had systems in place and better workload. An employee said, “You can tell me when I’m doing wrong, but can’t tell me when I’m doing right. Management isn’t looking at us as people.”

The Law Clerks specifically noted that they are often looked at as interns, and sometimes underutilized. They noted that it wasn’t until they were several months into their 13-month placement that they got assigned to clusters and judges to support. They even said that some of the judges choose not to even engage with them. One said, “A lot the judges call us interns. I’m a licensed attorney. I’m not an intern and am paid and capable to be here. A lot the judges don’t care. It’s very frustrating.” This was actually confirmed in a Listening Session with ALJ’s where they called the Law Clerks “interns.”

Listening Session Finding #5: Better Pay for Support Staff

Employees felt that the Legal Assistants need to be paid better. This sentiment was not only brought up by Legal Assistants, but also ALJ’s in several listening sessions. One ALJ shared, “The compensation of our support staff, certainly needs to be looked at in order to retain our employees. I looked at the staff supporting me, and they make \$40,000 a year which is equivalent to making a DC McDonald’s employee salary. This is the kind of job that



the longer you do it the more efficient you are.” Employees appear to believe they are the lowest paid Legal Assistants across agencies. They believe that this is leading to turnover and making it hard to bring in quality candidates.

Further the low pay is contributing to the low morale. Legal Assistants feel that they are doing multiple jobs and only being paid for one. A few of the Legal Assistants also mentioned how the level of pay affects their livelihood, for instance one mentioned having to live with many roommates; others said they have to arrive to work early in order to get the free parking spots, which are actually illegal, or otherwise they wouldn’t be able to afford to park their vehicles.

Listening Session Finding #6: Training

The need for more and better training showed up in few ways. First, both ALJs and Legal Assistants feel they received insufficient training for handling new case types. They mentioned that even when they received the training, then they were expected to immediately be up to speed with processing the cases. One judge mentioned that a former PALJ would spend a month training the other judges for how to review cases, and now there is no time for them to be able to. Employees felt the lack of training affects their ability to do a quality job with the cases.

There were a couple of specific suggestions for additional training. Some felt that if the Customer Service Representatives could be trained more than they would be able to handle callers more effectively and alleviate the burden on the law clerks. Another person mentioned that if intermediate training for MS Word and MS Excel was given than they could move through cases faster.

Listening Session Finding #7: Workload

Employees are feeling like more tasks, particularly caseloads, are getting put on them than are being taken off. The amount of work that employees are currently handling was cited as an issue and it is having various effect on the work they are doing. One judge said, “I feel like I’m a mouse on a hamster wheel. It’s hard to keep going with the feeling of never being caught up.”

Many employees throughout the various roles believe that if the caseloads on each employee could be alleviated that it would reduce the number of errors they have to deal with (this goes to staffing shortage above but is deeper than that). A few employees mentioned that they are looking forward to this study to be able to see the impact of the workload and understand where time needs to be spent. Beyond caseloads, some employees noted that more IT staff should be brought on to handle the existing IT issues; because of the lack of IT staff, major and minor technology issues are not getting addressed.

Employees feel that they are unable to take time off or breaks. Employees reported being unable to take vacation as well as having to take work home with them at night to complete.

Judges doing the scheduling came up many times in the Listening Sessions. Judges often felt that they are unable to ask their Legal Assistants to be able to handle the scheduling and setting up the WebEx primarily due to the lack of capacity. For the Legal Assistants they didn’t necessarily say that they were not scheduling due to not having capacity, although it could be implied; on a few occasions they mentioned judges having their own individual process, which would include them doing their own scheduling.

Throughout the sessions there were a few suggestions for how to reorganize the organization to better manage workflow. A few suggestions are to break up the Licensing and Enforcement into separate clusters due to its size.



Another suggestion is to create a separate cluster to be able to handle DPW cases. A final organization suggestion was to create a separate team to be able to handle only phone calls.

Employee Satisfaction Survey

An employee satisfaction survey was administered to all employees of OAH. Employees had 8 days (5 business days) to complete. BMC received a 68% response rate. Employees were asked 39 questions focused on 5 subject areas.

The subject areas were:

1. Satisfaction with my clusters/departments/work groups
2. Satisfaction with my supervisor
3. Individual satisfaction
4. Satisfaction with other cluster/department/work groups
5. Satisfaction with OAH

Questions were asked on a ranking scale of 1-5, with 1 strongly disagree and 5 being strongly agree. Each section also allowed employee to give qualitative feedback through a comments section. For most questions a higher rating demonstrated more satisfaction; however, there were 6 questions included where a lower score indicated better satisfaction. When determining which areas questions had better satisfaction, the scores for these 6 questions were numerically inverted for comparison (5 minus score = comparative score). Graphics below may not show this adjustment. A full report out of the results is available in the Appendix section.

Of the five subject areas, employee ranked most favorably Satisfaction with my Clusters/Departments/Work Groups, followed by Satisfaction with my Supervisor, then Individual Satisfaction; then Satisfaction with other Cluster/Department/Work Groups; and the least favorable area being Satisfaction with OAH.

Figure 18: Satisfaction Subject Areas, Ranked

Rank	Score	Subject Area
1	3.83	Satisfaction with my clusters/departments/work groups
2	3.72	Satisfaction with my supervisor
3	3.51	Individual satisfaction
4	2.66	Satisfaction with other cluster/department/work groups
5	2.62	Satisfaction with OAH

Satisfaction with my Clusters/Departments/Work Groups

“I think very highly of my colleagues in my cluster.” Employees felt most favorably that their Work Group produces high quality work, followed by a sense that their work group exchanges ideas and opinions. The two areas with the lowest score within this section is that employees felt work groups do not plan well together to coordinate efforts; and that employees’ work groups do not work efficiently. Through the comments there were mentioned of having limited resources, additional caseloads with DPW and DFHV, and coverage for when others are out of the



office. One employee noted, “I work with an amazing group of managers and team. We all have struggles but we come together to work out issues, work out strategies for work problems when there is a backlog in a department. We do the best we can with the very limited resources that we have.”

Satisfaction with my Supervisor

In evaluating satisfaction with supervisors, employees felt most favorably that supervisors encourage people to give their best effort. This appears to be consistent with the satisfaction within the work groups. Also highly ranked is a sense that employees feel their supervisor is willing to listen to their concerns and ideas. Employees reported a sense that their supervisors do not encourage people to exchange opinions and ideas. Comparing this to the favorable rating that work groups have a sense of exchanging ideas and opinions, these results may be pointing to a sense that idea exchange is initiated more by work groups colleagues than the supervisor themselves. When asked “My supervisor does not treat all employees fairly,” 71.5% respondents strongly disagreed or disagreed with this statement; however, 3.77 % of employee strongly agreed, and 15.09% agreed. This may be an indication of a few supervisors treating employee unfairly or the perception is that their workload leads to feeling like they are treated unfairly.

It’s worth acknowledging, in the comments there were reference to the unique role the Chief Administrative Law Judge has as a supervisor, as well as the role of the PALJs, who are not supervisors. It appears that some ALJs reported satisfaction on their PALJ and others on the Chief Administrative Judge. For example, one ALJ commented “I answered these questions with respect to my Principal ALJ. However, I don't think PALJS are in a supervisory role vis a vis other ALJs. Chief Currie does performance reviews for ALJS based primarily how long we take to get decisions out. However, I also don't see the chief as my supervisor in the traditional sense. As long as I am getting most of my decisions out timely, I'm doing a satisfactory job.” Moving forward, it may be worth to address role clarity so ALJs have a clear understanding for how to rely on the Chief Administrative Judge and PALJs.

Individual Satisfaction

For individual satisfaction, employees most favorably said they have an understanding of how their individual contributions support the goals of the organization; in fact, no employees responded as strongly disagreeing. Most employees also said that their job gives them personal satisfaction with only two employees each giving a strongly disagree or disagree response. Employees did feel that their productivity is impacted by long-standing rules and policies that are outdated; as well as a sense that their skills and abilities were not being used effectively. Ratings for areas of recognition and respect; recommending OAH as a good place to work; and having an appropriate and manageable workload were a lot more varied and indicated differences of opinions. In the comments this sometime shows up as being under paid and overworked. One employee summed it up by saying, “I would recommend this organization to someone as a starting point in the government but not as a long-time career move. There are no incentives to stay, no pay increases but work increases, no OT, no bonuses for hard working employees, no internal recognition for hard work other than an email. Managers are under paid based on the standard pay of other managers in other DC government agencies. Our high performing staff aren't compensated for their work product but expected to take on additional work because they can get it done.”

Satisfaction with other Cluster/Department/Work Groups

“I have not had much contact with people in other areas. So, I do not know how they handle anything.” Employee satisfaction with other clusters, departments, and work groups was one of the lower areas from the survey. For the question, “I have a good understanding of the work performed in other work groups,” the responses varied a



lot between strongly agreeing and strongly disagreeing which indicates that some employees have a good understanding of what happens in other groups and others don't understand much. Employees mostly disagreed that there was cross-collaboration and an exchanging of ideas across clusters, which is a sign of employees working in silos, and a few comments support this. Employees are seeking improved communication and relationship building (which is consistent with listening sessions). One employee stated, "We simply don't know what the other clusters do. In addition, there are plans for improvements to the office that are made in committees, but unknown to the rest of us until the change is already committed to. We need to improve both communication and input from all staff."

Satisfaction with OAH

Overall satisfaction with OAH is the lowest area from the satisfaction survey. Employees disagree that they are asked for their input with decision making. Through the comments there was a sense of not being included in decision making. Lack of communications, relationships and transparency were cited a lot throughout the comments. Similar to Listening Session feedback, many employees suggested having more frequent all staff meetings, with one employee stating it well by, "We need some meetings to let us know what the issues or problems are facing the agency; and an opportunity to help resolve the issues or problems. This would be an opportunity to give feedback on the issues and problems employees are encountering."



APPENDIX

- Current State Maps by Cluster
- Opportunities and Gaps
- Time Study Analysis, Data, and Forecasting Tools
- Future State Maps: Affinity Diagrams and One AIM statement with the Creativity Matrix by Cluster
- Employee Satisfaction Survey Results

