



Office of Administrative Hearings Strategic Plan 2023-2027

Mission

To serve the public by providing fair, accessible and efficient contested case services in a neutral forum

Guiding Principles:

Public Service: We are accountable to the public, agencies and the law, as well as each other. We take pride in the high-quality and professional services provided by the Office of Administrative Hearings.

Government Efficiency & Accountability: We ensure the best use of public resources by using efficient processes and procedures, including leveraging new technology. We are committed to providing honest, legally accurate and timely communication to all parties of the contested case hearing process.

Equity, Fairness & Access to Justice: We provide equitable access to contested case hearings by meeting the diverse needs of hearing participants and ensuring they understand both the contested case process and results. We make certain that all who use our services are treated with fairness, dignity and respect.

Goal 1	Goal 2	Goal 3
<p>Ensure high-quality, efficient, and timely delivery of services</p>	<p>Foster a respectful workplace where all OAH employees can thrive</p>	<p>Apply forward-thinking and be adaptable in the use and application of technology</p>
<ul style="list-style-type: none"> • <i>Improve customer-facing procedures by acting on customer survey data and improving phone response times and procedures, with an eye toward diversity, equity, and inclusion and compliance with statutory deadlines.</i> • <i>Update public facing web site to include fillable forms, increased use of accessibility tools, and improved information flow.</i> • <i>Work with the budget section, the legislature, customer agencies and the Oversight Committee to</i> 	<ul style="list-style-type: none"> • <i>Improve employee culture for everyone at the OAH with eye toward celebrating and respecting differing cultural backgrounds, including hiring DEI-specific staff and integrating those efforts into all of our processes and procedures.</i> • <i>Find ways to build team cohesiveness in a hybrid work environment, including in-person staff meetings and team building opportunities, taking into account differing employee circumstances.</i> 	<ul style="list-style-type: none"> • <i>Continue with ongoing updates maintenance and improvements to CMS, including instituting a public-facing portal similar to other eCourt systems, as well as updated file transfer protocols.</i> • <i>Ensure that everyone at OAH has high quality and up-to-date equipment with quick access to trouble-shooting tips and technical assistance, as well as appropriate staffing for IT at the OAH.</i> • <i>Leverage technology to provide better hybrid and remote hearings; create appropriately accessible hearings spaces provisioned with supplies to</i>



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ensure appropriate staffing levels in all programs, in order to absorb caseload surges and changing workloads.

- *Examine the provision of services in different languages, with an eye toward meeting the diverse needs of hearing participants.*

- *Communicate clear expectations, including the background, to both employees and managers. This includes holding all accountable, using free flow of information and quarterly check-ins.*
- *Improve communication from the Chief and the Executive Team, as well as among Executive Team members. Lead by example in this area.*
- *Providing appropriate training, personal development, and mentoring and advancement opportunities to all OAH employees.*

meet those needs including, but not limited to, microphones, monitors, and cameras.

- *Work more closely and proactively with our IT partners to foster better understanding of OAH's needs, and to allow for improved response time where possible.*
- *Work closely with staff, ALJs and the Executive Team to determine needs and follow up on those requests. Conduct a biannual review of new technology and what can be of use to the OAH.*