



**D.C. DEPARTMENT OF HUMAN RESOURCES
PROPOSED FY 2025 PERFORMANCE PLAN**

APRIL 3, 2024

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1 D.C. DEPARTMENT OF HUMAN RESOURCES

Mission: The mission of the DC Department of Human Resources (DCHR) is to strengthen individual and organizational performance and enable the District government to attract, develop, and retain a highly qualified, diverse workforce

Services: DCHR offers executive management to District government officials and/or agencies by providing personnel-related services to help each agency meet daily mission mandates. Specific services provided include position classification and recruitment services, the interpretation of personnel-related policy, as well as oversight control (such as the adherence to regulatory requirements) for effective recruitment and staffing, strategic and financial restructuring through realignment assistance, and resource management. In addition, the agency provides D.C. government employees with a variety of services, including employee benefits and compensation guidance, performance management, compliance, audit assessments, legal guidance on personnel matters, and training/development.

2 PROPOSED 2025 OBJECTIVES

Strategic Objective

DCHR strategically and expeditiously sources, selects and on-boards highly talented individuals with the acumen, aptitude, and attitude to thrive in District Government.

DCHR engages District employees to ensure that each person is in the right job and has been provided with the right resources to leverage their knowledge, skills, and behaviors to meet District goals and sustain organizational success.

DCHR defines the pathways, programs and processes to create opportunities to continuously develop District employees and residents through assignments and activities aimed at advancing their career trajectory.

Create and maintain a highly efficient, transparent, and responsive District government.

3 PROPOSED 2025 OPERATIONS

Operation Title	Operation Description	Type of Operation
DCHR strategically and expeditiously sources, selects and on-boards highly talented individuals with the acumen, aptitude, and attitude to thrive in District Government.		
Recruitment and Staffing Services	Recruiting and hiring the District Government's managerial and non-managerial personnel according to the dictates of the DC Government's hiring practices.	Daily Service
HR Information Systems Administration	DCHR administers the Districts HR Information Systems which helps maintain accurate records on personnel, and facilitates numerous HR functions such as payroll, performance, compliance, training, recruiting, and benefits.	Daily Service
Credentialing (issuing and revoking badges)	Issuing ID badges required in secure areas of the facilities; such as employee work spaces.	Daily Service
Background checks and drug and alcohol screening	Drug and Alcohol Enforcement Compliance.	Daily Service
Position classification and management	Job classification is a system for objectively and accurately defining and evaluating the duties, responsibilities, tasks, and authority level of a job. Position management refers to the HRMS system relationships between organization structure, jobs, positions and employees with all of their associated characteristics. It also needs to incorporate the process of how positions are created and maintained within the organization.	Daily Service
DCHR engages District employees to ensure that each person is in the right job and has been provided with the right resources to leverage their knowledge, skills, and behaviors to meet District goals and sustain organizational success.		
Merit Pay/Incentives/Rewards	Executing raises and dispensing bonuses for exceptional service.	Key Project
Health, Pension, Retirement, and Wellness Programs	Administering all aspects of the District Government workforce's Pension, Retirement, and Wellness Programs.	Daily Service
Employee Relations	Managing employee complaints and concerns, addressing grievances, and advising on disciplinary actions.	Daily Service
Auditing and Compliance Enforcement	Reviewing and examining agency compliance with District rules and regulations. Providing recommendations for improvements as needed.	Daily Service
Family and Medical Leave Act and Paid Family Leave Act Administration	Managing all aspects of FMLA and PFL claims including answering employee questions, verifying agency approved FMLA/PFL hours, and when applicable working with the Office of Payroll and Retirement Services to ensure accurate employee access and reporting of FMLA/PFL hours. Also includes data analysis of FMLA/PFL trends.	Daily Service

(continued)

Operation Title	Operation Description	Type of Operation
Measurement, Analysis, and Planning	Measuring and monitoring HR data including responding to data requests, creating dashboards, providing biweekly reports to management; Managing all aspects of the District Government's Performance Management Platform.	Daily Service
Policy development, amendment, and guidance/interpretation of D.C. personnel regulations contained in the DC Municipal Regulations/District Personnel Manual	Managing updates necessary to the District Personnel Manual (DPM) and Comprehensive Merit Personnel Act (CMPA).	Daily Service

DCHR defines the pathways, programs and processes to create opportunities to continuously develop District employees and residents through assignments and activities aimed at advancing their career trajectory.

Employee Performance Management	Running DCHR's Performance Management system including customer care, training, reporting, and managing all aspects of the DC Government's personnel performance management platform.	Daily Service
Learning and Development Programs	Developing course work and instruction for all in-house training course; administering vendor-led courses; and designing and administering various development programs such as the District Leadership Program and Capital City Fellows program.	Daily Service

Create and maintain a highly efficient, transparent, and responsive District government.

Shared Services	The consolidation of administrative and support functions from several agencies into a single, stand-alone organizational entity (DCHR).	Key Project
FOIA and Litigation Support	Responding to Freedom of Information Act requests from the public.	Daily Service
Call and Walk-in Center	Interfacing with and providing customer care for the DCHR clientele to include calls, emails, walk-ins, and mail. Also includes analyzing visitor trends.	Daily Service

4 PROPOSED 2025 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators

Measure	Directionality	FY 2022	FY 2023	FY 2024 Target	FY 2025 Target
DCHR strategically and expeditiously sources, selects and on-boards highly talented individuals with the acumen, aptitude, and attitude to thrive in District Government.					
Percent of new hires that are DC residents	Up is Better	55.1%	53.5%	65%	65%
Percent of DC Government employees that are DC residents	Up is Better	43.3%	44%	60%	60%
New Hire Turnover Rate	Down is Better	9%	13.2%	8%	8%
Average number of days to fill vacancy from post to offer acceptance	Down is Better	73.5	86	60	60
DCHR engages District employees to ensure that each person is in the right job and has been provided with the right resources to leverage their knowledge, skills, and behaviors to meet District goals and sustain organizational success.					
Percent of DC Government employees participating in the deferred compensation program	Up is Better	57.5%	61.5%	65%	65%
Percent of Employees That Completed an Online Training (Through Percipio)	Up is Better	New in 2023	33.3%	30%	30%
Percent of District Leadership Program Participants (who are not returning to school) hired into District Employment	Up is Better	New in 2023	10.5%	70%	40%
DCHR defines the pathways, programs and processes to create opportunities to continuously develop District employees and residents through assignments and activities aimed at advancing their career trajectory.					
Percent of DC Government employee performance plans completed (excludes DCPS and independent agencies)	Up is Better	93%	94%	94%	94%
Percent of DC Government employee performance evaluations completed (excludes DCPS and independent agencies)	Up is Better	90.3%	93.2%	91%	91%
Create and maintain a highly efficient, transparent, and responsive District government.					
Percent of new hires that are District residents	Up is Better	New in 2023	47.8%	No Target Set	No Target Set
Percent of employees that are District residents	Up is Better	New in 2023	51.8%	No Target Set	No Target Set
Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time.	Up is Better	New in 2023	43.5%	No Target Set	No Target Set

Key Performance Indicators (continued)

Measure	Directionality	FY 2022	FY 2023	FY 2024 Target	FY 2025 Target
Percent of new hires that are current District residents and received a high school diploma from a DCPS or a District Public Charter School, or received an equivalent credential from the District of Columbia	Up is Better	New in 2023	23.1%	No Target Set	No Target Set
Percent of agency staff who were employed as Management Supervisory Service (MSS) employees prior to 4/1 of the fiscal year that had completed an Advancing Racial Equity (AE204) training facilitated by ORE within the past two years.	Up is Better	New in 2023	Not Available	No Target Set	No Target Set

Workload Measures

Measure	FY 2022	FY 2023
Background checks and drug and alcohol screening		
Number of drug/alcohol tests conducted	6,090	6,072
Number of criminal checks conducted	33,841	36,393
Position classification and management		
Number of Desk Audits Completed	10	12
Number of positions classified	New in 2023	304
Recruitment and Staffing Services		
Number of new hires	7,426	7,333
Number of job postings	3,829	3,612
Number of Personnel Actions Processed in the Human Resources Information System (HRIS), PeopleSoft	11,038	11,528
Employee Relations		
Number of grievances processed	7	5
Health, Pension, Retirement, and Wellness Programs		
Number of retirements	560	475
Number of Retirement Readiness trainings delivered	0	2
Learning and Development Programs		
Number of unique employees completing at least one training	2,414	7,955
Number of unique trainings completed	94	87
Number of Individual Training Courses Completed Through Online Training Platform (Percipio)	100,688	135,028
Call and Walk-in Center		
Number of customer resource center walk-ins	0	0
Number of Customer Calls to Customer Care Center and Benefits	31,929	52,649
Number of customers accessing DCHR's website	502,673	439,781
Shared Services		
Number of employees completing a diversity or inclusion training class	258	19
Number of employees trained as sexual harassment officers	95	12
Number of managers trained on sexual harassment prevention	82	326