



# **DEPARTMENT OF EMPLOYMENT SERVICES**

## **FY 2023 PERFORMANCE ACCOUNTABILITY REPORT**

**JANUARY 16, 2024**

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# 1 DEPARTMENT OF EMPLOYMENT SERVICES

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*Mission:* The Department of Employment Services (DOES) puts people to work. DOES achieves its mission by providing the necessary tools for the District of Columbia workforce to become more competitive using tailored approaches to ensure that workers and employers are successfully paired. DOES also fosters and promotes the welfare of job seekers and wage earners by ensuring safe working conditions, advancing opportunities for employment, helping employers find qualified workers, and tracking labor market information and other national economic measurements impacting the District of Columbia.

*Services:* DOES, the District of Columbia's lead labor and workforce development agency, provides customers with a comprehensive menu of workforce development services funded through a combination of federal grants and Local appropriations. DOES delivers basic income support services to unemployed or underemployed persons who lost their jobs through no fault of their own through the Unemployment Insurance division. The Labor Standards division ensures a safe and healthy work environment for workers in the District, administers a program to provide benefits to qualified individuals with employment-related injuries or illnesses, administers the District's wage-and-hour laws, and provides hearing and adjudication services to settle workers' compensation disputes. DOES's Workforce Development division provides job seekers with workforce development and training programs and services to ensure employers have access to qualified job candidates. Finally, DOES provides District youth with job training, academic enrichment, leadership, and employment opportunities through its Year-Round, Summer Youth, Mayor's Youth Leadership Institute, and other youth programs.

## 2 2023 ACCOMPLISHMENTS

Accomplishment	Impact on Residents	Impact on Agency
Language Access Program	The DC Department of Employment Services engaged with a total of 1,447 Limited English and non-English proficient individuals throughout the agency. Additionally, the Language Access Program conducted 30 Language Access training sessions, benefiting 510 DOES grantees and employees.	Language Access Program makes DOES services accessible to a diverse group of individuals. It broadens the number of residents impacted and showcases inclusivity.
DC Infrastructure Academy	The Information Technology program offered by DC Infrastructure Academy surpassed its enrollment goal by 200%. This achievement can be attributed to several key factors including the introduction of personalized 1:1 career assessments and coaching, the expansion of advanced course offerings, the delivery of top-notch customer service, and the successful establishment of an internship program.	The inclusion of this internship has proven valuable, as it equips program graduate with valuable hands-on experience, enhancing their knowledge, skills, and overall marketability for careers in the field of Information Technology.
Mayor Marion S. Barry Summer Youth Employment Program	The Marion S. Barry Summer Youth Employment Program successfully established partnerships with 786 host partners, enabling the program to promptly place 14,361 youth in job placement on the program's inaugural day.	Summer Youth Employment Program conducted a series of informative sessions both virtually and in-person, actively engaged in outreach at numerous citywide events, and effectively leveraged interagency resources to foster collaboration with different divisions and external agencies.

### 3 2023 OBJECTIVES

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#### Strategic Objective

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Unemployment Insurance - Deliver unemployment compensation benefits and unemployment tax services to claimants and District employers.

Labor Standards - Administer programs and systems to promote workplace safety, prevent workers from exposure to unsafe working environments, and from falling beneath an unacceptable income level at times of unemployment due to injury or illness.

Workforce Development: Improve employment outcomes for District residents by providing high-quality training programs for adults and youth that are aligned with the District's high demand occupations and lead to credentials recognized nationally by employers.

Organizational Excellence: Establish standards and processes to engage and motivate staff to deliver services that fulfill internal and external stakeholder needs.

Ensure employers are connected to the American Job Centers to address their workforce needs thereby ensuring positive employment and placement outcomes for residents.

Universal Paid Family Leave Benefits - Implementing the program to provide temporary weekly benefits to eligible individuals.

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

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## 4 2023 OPERATIONS

Operation Title	Operation Description
<b>Unemployment Insurance - Deliver unemployment compensation benefits and unemployment tax services to claimants and District employers.</b>	
Unemployment Benefits: Daily Service	Providing temporary weekly benefits to workers who become unemployed due to no fault of their own.
<b>Labor Standards - Administer programs and systems to promote workplace safety, prevent workers from exposure to unsafe working environments, and from falling beneath an unacceptable income level at times of unemployment due to injury or illness.</b>	
Hearings & Adjudication: Daily Service	Conducts formal administrative workers' compensation hearings for private and public sector employees and employers in the District of Columbia, so that rights and responsibilities are determined fairly, promptly, and according to due process.
<b>Workforce Development: Improve employment outcomes for District residents by providing high-quality training programs for adults and youth that are aligned with the District's high demand occupations and lead to credentials recognized nationally by employers.</b>	
Infrastructure Academy: Daily Service	The District of Columbia Infrastructure Academy (DCIA) is a key initiative of Mayor Muriel Bowser's Administration to meet the need for skilled infrastructure professionals in Washington, DC. DCIA coordinates, trains, screens and recruits residents to fulfill the needs of the infrastructure industry and infrastructure jobs with leading companies in this high-demand field.
Office Of Apprenticeship Info & Training: Daily Service	The Office of Apprenticeship, Information and Training (OAIT) oversees the apprenticeship system in the District of Columbia. OAIT also safeguards the well-being of apprentices, ensures the quality of programs, provides integrated employment and training information to sponsors, employers and trainers. OAIT also staffs the District of Columbia Apprenticeship Council. Applicants for apprenticeships must be at least 16 years old and meet the sponsor's qualifications. Generally, applicants must demonstrate to sponsors that they have the ability, aptitude, and education to master the rudiments of the occupation and complete related instruction.
Transitional Employment (Project Empowerment): Daily Service	For over fifteen years, Project Empowerment (TEP) has helped to reduce economic disparity in the District by serving thousands of individuals with multiple barriers to employment. The Program's work readiness model is designed to provide nearly 700 unemployed District residents with opportunities to grow in education, training, and subsidized employment placements each year. Project Empowerment achieves its mission of moving participants into the workforce by partnering with government, non-profit, and private businesses across the DMV area to recruit, train, match, and coach candidates for successful employment.
On-the-Job Training: Daily Service	On-the-Job (OJT) training is a workforce development strategy where employers of all sizes have an opportunity to train, mentor, and hire candidates toward a specific skillset or job function. Through the OJT model, candidates receive the training necessary to increase their skills. This strategy ensures unemployed and underemployed jobseekers have a chance to enter and reenter the workforce through an "earn and learn" model. The streamlined approach developed between employers and the Department of Employment Services (DOES) reimburses employers at an established wage rate in exchange for the training provided to participating OJT candidates.

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Operation Title	Operation Description
DC Career Connections: Daily Service	DC Career Connections is a work readiness program designed to provide more than 400 out-of-school and unemployed young adults with opportunities to gain valuable work experience, skills training, and individualized coaching and support to obtain employment. An integral component of Mayor Muriel Bowser's Safer, Stronger DC Initiative, DC Career Connections actively seeks to engage District youth
Year Round Youth Program: Daily Service	The Year Round Youth program is federally funded opportunities for young people 14-24 to gain work experience and job readiness training. In-School Youth will continue their secondary school studies while having counseling and coaching to prepare them for the workplace. Out-of-School Youth, 18-24, have either already completed secondary school or are working toward a GED or other nationally recognized secondary school equivalence while receiving coaching and job leads.
Senior Service (SCSEP - Federal Program - from DSI): Daily Service	The Senior Community Service Employment Program (SCSEP) is a federal program to help older Americans get back into or remain active in the workforce. It is a part-time community service and work-based training program where participants gain career skills through on the job training in community based organizations in identified growth industries. SCSEP also works with the business community to identify employers who are interested in hiring qualified, trained mature workers.
Veteran Affairs: Daily Service	The DC Department of Employment Services (DOES) requires that Priority of Service be given to veterans and eligible spouses who meet the eligibility criteria in accordance with applicable laws, policies and federally mandated programs. Priority of service also requires that veterans and eligible spouses receive priority over non-covered persons earlier in time for the full array of services provided at an American Job Centers (AJC). These services include the receipt of employment, training, and placement services in any workforce preparation program directly funded, in whole or in part, by the US Department of Labor. Specialized federal services such as the Vocational Rehabilitation & Employment (VR&E) program are also available to eligible veterans.
Job Centers: Key Project	Providing job seekers with a number of employment opportunities. Each center provides career counseling, resume assistance, job placement, vocational training, access to online services, information about local and national labor markets, and unemployment insurance.
Marion Barry Youth Leadership Institute (MBYLI): Key Project	The Marion Barry Youth Leadership Institute (MBYLI) was founded in 1979 as a year-round program to train District of Columbia youth in the concepts of leadership and self-development. The MBYLI training model emphasizes practical, hands-on experience and a holistic approach to developing leaders for the 21st century. Each year, 150 young people participate in the year-round program and 350 youth participate in the Summer Training Program. Thousands of DC youth have received leadership training to date.
Summer Youth Employment Program: Daily Service	The Marion Berry Summer Youth Employment Program (MBSYEP or Summer Youth) is a program allowing young people 14-24 to gain work experience during the school year's summer break. This locally funded program is considered one of the best in the country with thousands of young people finding employment through the program.

**Organizational Excellence: Establish standards and processes to engage and motivate staff to deliver services that fulfill internal and external stakeholder needs.**

Professional Development: Key Project	Provide opportunities for staff to enhance and develop skill sets to improve efficiency and customer service.
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Operation Title	Operation Description
Customer Experience: Daily Service	Deliver professional, helpful, high quality service in a timely manner while providing clear thoughtful and deliberate messaging to both internal and external customers.
<b>Ensure employers are connected to the American Job Centers to address their workforce needs thereby ensuring positive employment and placement outcomes for residents.</b>	
Talent and Client Services: Key Project	Manage employer relationships, connect them to the American Job Centers, and brokers products and services provided by DOES. Encourage local businesses to participate in District employment programs and to take advantage of the many free services that support their business needs; e.g., Office of Safety and Health consultations.
First Source Management, Monitoring, and Enforcement: Daily Service	Manage and monitor First Source Employment Agreements as well as handle all reporting regarding the agreements specified in the "First Source Employment Agreement Act"; e.g. the regular reports sent to the Council of the District of Columbia.
<b>Universal Paid Family Leave Benefits - Implementing the program to provide temporary weekly benefits to eligible individuals.</b>	
Paid Family Leave Benefits Implementation: Key Project	Implement the program to provide temporary weekly benefits to eligible individuals.
<b>Create and maintain a highly efficient, transparent, and responsive District government.</b>	
Staff Professional Development: Key Project	Providing opportunities for staff to enhance and develop skill-sets to improve efficiency and customer service.
Service Delivery: Daily Service	Providing and delivering services to all customers in a professional and timely manner.



## 5 2023 STRATEGIC INITIATIVES

In FY 2023, Department of Employment Services had 3 Strategic Initiatives and completed 33.33%.

Title	Description	Update
Data Management, Integration and Governance Project	The multi-year data management project continues in FY23. This year the project will focus primarily on data access and usability as we focus on the 7 project goals. We will also stand-up a full Data Governance effort within the agency to promote good data governance and data literacy for all staff and stakeholders.	Completed to date: Complete The multi-year data management project officially closed at the end of FY23. It procured data modeling, data governance, business process modeling, and enterprise architecture tools that are being used to model existing systems, inventory existing data assets, document existing business processes, and inventory existing applications and technologies. It created a data suppression policy for the agency and incorporated data suppression review into the approval process for all federal and local reports. It drafted an agency data strategy and created a data governance structure and data management standards for the agency. It implemented an Unemployment Insurance Weekly Claims and Payment Dashboard for DOES Leadership to help them make informed decision. Key products developed under the project include a Labor Market Awareness Dashboard and DOES Business Glossary, which are set to be published in FY24 Q2.
UI MODERNIZATION PROJECT	The objective of this project is to develop and deploy a robust, fully-integrated Unemployment Benefits and Tax solution resulting in efficiencies and the ability to offer broader services. All systems within Unemployment Insurance will be integrated including the Document Imaging System and the ACD/IVR System. Finally, with the deployment of the project, the agency will reduce it's dependency on contractors.	Completed to date: 75-99% UI Benefits System is set to go-live in January 2024. The UI Tax Modernization is in progress. Of the 2 modernization projects, one is set to go live on Jan 8, other one is work in progress

Marion Barry  
Summer  
Youth  
Employment  
Program Web  
Based Data  
Management  
System

The project will condense multiple Office of Youth Programs operating system into one centralized interfacing web application tool. This web application tool will be used as a case management tool, data collection and data management tool, and will have data visualization and dashboard capabilities. Staff will be able to pull and filter data for reporting. Program Applications will be able to be submitted online through this system and both host and participants will have access to the system for time keeping and data management.

Completed to date: 0-24%

In the year 2023, our organization encountered challenges in securing a suitable vendor for the development of our Youth Programs Management System (YPMS). Collaboratively, the Program and the Office of Information Technology (OIT) undertook the task of revising the Statement of Work (SOW), conducting comprehensive market research, and formulating an Independent Government Estimate (IGE). Currently, the updated SOW is under the purview of the Office of Contracting and Procurement (OCP). The anticipated posting month is January with a roll out in the 4th quarter of 2024. Challenges to secure suitable vendor for the development of YMPS

## 6 2023 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

### Key Performance Indicators

Measure	Directionality	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?	Explanation of Unmet KPI
<b>Unemployment Insurance - Deliver unemployment compensation benefits and unemployment tax services to claimants and District employers.</b>											
Percent of new unemployment insurance status determinations made within 90 calendar days	Up is Better	87.1%	84.4%	81%	84.9%	83%	88.3%	84.3%	70%	Met	

Key Performance Indicators (continued)

Measure	Directionality	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?	Explanation of Unmet KPI
Percent of Nonmonetary Determinations (Separations and Nonseparations) made within 21 days of the date of detection	Up is Better	43.4%	40.7%	60.4%	60.4%	70.9%	74.4%	67.1%	80%	Unmet	OUC understands the importance of ensuring timely intrastate payments. The gap in the KPI Goal and the current performance level is mostly caused by impacts resulting from COVID-19. OUC continues to process claims in its backlog and resolving cases from the backlog will unavoidably impact efforts to improve timeliness. As OUC continues to address the remaining backlog claims, the agency implemented mitigation strategies that shown positive results in resolving claims quickly while maintaining quality review of issues. For instance, OUC began sending mass communications for high frequency issues identified in the backlog and used system enhancements to assist with resolution. This allowed claims examiners to adjudicate and resolve outstanding issues more expeditiously. Through this process the agency will adjudicate the bulk of the outstanding pandemic backlog by the end of calendar year 2023.
<b>Labor Standards - Administer programs and systems to promote workplace safety, prevent workers from exposure to unsafe working environments, and from falling beneath an unacceptable income level at times of unemployment due to injury or illness.</b>											
Percent of workers compensation formal hearings finalized within 120 calendar days	Up is Better	89.9%	83.4%	72.9%	Waiting on Data	90.6%	84.8%	80.9%	80%	Met	

Key Performance Indicators (continued)

Measure	Directionality	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?	Explanation of Unmet KPI
Percent of Memoranda of Informal Conferences sent out within 20 business days of holding the Informal Conference	Up is Better	New in 2022	97.9%	90.6%	94.5%	91.8%	98%	93.5%	90%	Met	
<b>Workforce Development: Improve employment outcomes for District residents by providing high-quality training programs for adults and youth that are aligned with the District's high demand occupations and lead to credentials recognized nationally by employers.</b>											
Number of workers enrolled in sectoral job training programs	Up is Better	New in 2022	58	68	23	20	0	111	-	-	
Number of workers completing sectoral job training programs	Up is Better	New in 2022	17	16	13	14	0	43	-	-	
<b>Organizational Excellence: Establish standards and processes to engage and motivate staff to deliver services that fulfill internal and external stakeholder needs.</b>											
Percent of telephone calls answered (CNC)	Up is Better	82.9%	92.9%	78.5%	71.9%	82.5%	86.9%	79.8%	80%	Nearly Met	Due to the loss of support from the vendor contact center in Q1-23, CNC goals were met except for UI.
Average telephone call wait time (CNC)	Down is Better	24	10	15	20.6	9	4	8	5	Unmet	Due to the loss of support from the vendor contact center in Q1-23, CNC goals were met except for UI.
Voicemail response time percentage (CNC)	Up is Better	Not Available	99.8%	100%	100%	100%	100%	100%	90%	Met	
Average telephone call hold time in minutes (CNC)	Down is Better	3.3	2.6	2.3	2.4	2.1	2.3	2.3	0.5	Unmet	Due to the loss of support from the vendor contact center in Q1-23, CNC goals were met except for UI.
Average Email Response Time	Down is Better	3.5	4.3	13.5	6.2	11.2	6.2	9.3	24	Met	
<b>Universal Paid Family Leave Benefits - Implementing the program to provide temporary weekly benefits to eligible individuals.</b>											
Percentage of Claims Approved	Up is Better	86.7%	91.1%	86.7%	83.8%	83.5%	83%	84.3%	80%	Met	
Number of New Claims Filed	Neutral	2,944	4,267	5,364	4,628	4,531	4,685	19,208	-	Neutral Measure	

Workload Measures

Measure	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023
<b>Unemployment Benefits</b>							
Average number of issues resolved by Benefits Claims Examiners	Not Available	314.5	89.38	342.2	126.04	137.28	178.16
<b>DC Career Connections</b>							
Number of participants completing occupational skills training	New in 2022	0	0	0	0	4	4
Number of participants enrolled in occupational skills training	33	23	0	1	0	4	5
Number of participants placed in unsubsidized employment	40	35	4	20	8	6	38
<b>Infrastructure Academy</b>							
Number of participants newly enrolled in a DCIA training program	219	361	142	151	263	114	670
Percent of new enrollments from Wards 7 & 8 at DC Infrastructure Academy	Not Available	69%	73.3%	75.9%	71.5%	67%	67%
<b>Job Centers</b>							
Percentage of New Enrollments with barriers to employment	Not Available	Not Available	93.8%	88.5%	96.7%	86.9%	91.5%
Number of referrals made at the American Job Centers by Workforce Development Specialists to assistive programs at DOES or at other DC Agencies.	Not Available	Not Available	51	89	121	108	369
Total number of Unique Customers who come to American Job Centers (unique)	Not Available	Not Available	1,683	2,074	2,890	2,442	9089
Total number of Visits to all American Job Centers	Not Available	Not Available	342	939	960	1,284	3525
Number of participants that earn a nationally or regionally recognized credential	33	37	4	19	13	13	49
Percentage of participants successfully completing skills training through an Individual Training Account (ITA)	75%	Not Available	79.2%	66.7%	84.6%	78.6%	78.9%
<b>Marion Barry Youth Leadership Institute (MBYLI)</b>							
Total participants in the Marion Barry Youth Leadership Institute (MBYLI)	440	405	Annual Measure	Annual Measure	Annual Measure	Annual Measure	530
<b>On-the-Job Training</b>							

Workload Measures (continued)

Measure	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023
Percent of program completers who remain with the company at least six (6) months	Not Available	71.4%	3%	3%	6%	12%	12%
Percentage of participants completing the program	52.9%	58.3%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	83%
<b>Senior Service (SCSEP - Federal Program - from DSI)</b>							
Employment Rate: 2nd quarter after exit	4.2%	Not Available	Waiting on Data	60%	61.5%	Waiting on Data	60.8%
Employment Rate: 4th quarter after exit	18.5%	Not Available	Waiting on Data	63.6%	64.3%	Waiting on Data	64%
<b>Summer Youth Employment Program</b>							
Number of Applicants	20,599	19,473	Annual Measure	Annual Measure	Annual Measure	Annual Measure	20,215
<b>Transitional Employment (Project Empowerment)</b>							
Number of participants enrolled in occupational skills training	46	96	18	37	0	18	73
Number of participants placed in unsubsidized employment	156	211	78	93	67	47	285
<b>Veteran Affairs</b>							
Employment Rate: 2nd quarter after exit	55.9%	Not Available	63.2%	47.4%	47.8%	Waiting on Data	52.8%
Employment Rate: 4th quarter after exit	51.5%	Not Available	55.6%	44.3%	57.9%	Waiting on Data	52.6%
<b>Year Round Youth Program</b>							
Percent of participants successfully completing the program	42%	90.3%	100%	100%	100%	100%	100%
Total Enrollments	Not Available	146	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1175
Number of applicants	53	163	Annual Measure	Annual Measure	Annual Measure	Annual Measure	3111
Number of participants that earn a credential	40	64	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No data available
<b>Customer Experience</b>							
Total number of telephone calls received (CNC)	1,319,340	386,597	47,093	58,379	52,930	52,890	211,292
Total number of emails received (CNC)	29,594	33,250	6,035	4,755	5,313	3,362	19,465
Total number of voicemails received (CNC)	56,174	2,176	824	1,171	969	885	3849
<b>First Source Management, Monitoring, and Enforcement</b>							
Number of beneficiaries fined	48	67	14	7	9	2	32
Number of beneficiaries that paid fines	17	25	8	7	7	0	22
<b>Talent and Client Services</b>							

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Number of new employers self-registered in DC Networks	613	Not Available	77	98	75	75	325
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