FY 2015 PERFORMANCE PLAN
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.

SUMMARY OF 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.

PERFORMANCE PLAN DIVISIONS

- Office of the Director
- Benefits & Retirement Services
- Business Operations Group
- Center for Learning & Development
- Administration for Recruitment & Classification
- Legal Administration
- Policy & Compliance Administration

AGENCY WORKLOAD MEASURES

Metrics	FY 2012 Actual	FY 2013 Actual	FY 2014 YTD[1]
Number of customer resource center walk-ins	13,938	16,140	9,958
Number of retirements	212	493	374
Percent of all employees who are District residents	43.01%	42.70%	42.95%
Number of employees completing training	8,156	16,694	7,577
Number of new hires	5,056	2,729	2,348
Number of job postings	1,620	3,568	2,919
Number of drug tests of incumbent employees	1,053	1,063	493
Number of alcohol tests of incumbent employees	176	347	123
Number of drug tests of applicants	1,683	1,558	1030
Number of criminal background checks of incumbent employees	429	2,627	410
Number of criminal background checks of applicants	1,264	1,237	937
Number of criminal background checks of volunteers/contractors	877	2,004	500
Percent of employee performance plans completed	69%	81%	78%
Percent of employee performance evaluations completed[2]	80%	74%	NA
Percent of employee performance evaluations completed[3]	80%	74%	NA

[1] Data is current as of June 30, 2014.

[2] Data is not available until January of the following fiscal year. According to FY2012 International City/County Management Association data, the reported mean for an organization size of 1,000+ employees for completion of performance evaluations on schedule is 77.7%.

[3] Data is not available until January of the following fiscal year. According to FY2012 International City/County Management Association data, the reported mean for an organization size of 1,000+ employees for completion of performance evaluations on schedule is 77.7%.

Office of the Director
SUMMARY OF SERVICES
The Office of the Director provides direction and oversight for the delivery of HR service for all agency divisions in conjunction with delivering recruitment services for executive management and recruitment services; policy direction; strategic and financial planning; public relations and resource allocation management. The office also provides HR support and management for DCHR, as well as consultation to the Mayor and members of the Cabinet on human resources issues.

OBJECTIVE 1: Attract and retain a highly qualified and diverse workforce for the District of Columbia.

INITIATIVE 1.1: Develop and implement District-wide Tuition Assistance and Reimbursement Program (DCTARP).
DCHR will identify the needs, criteria and eligibility requirements necessary to support a District-wide Tuition Assistance and Reimbursement Program (DCTARP). This work includes developing the regulations and procedures for the program, establishing the program criteria, eligibility requirements, and partnering with District agencies to identify possible funding sources to support this District-wide program and ensuring compliance. **Completion Date: September 30, 2015.**

INITIATIVE 1.2: Design, implement and launch the One City Mayoral Awards program (full model)
DCHR will continue to support the Executive Office of the Mayor and Labor Management Partnership Committee (LMPC) in the finalization of the FY 2015 One City Mayoral Awards program, to include updating and releasing all associated policies and procedures, and serving as a District liaison to each participating agency. This work includes developing and delivering   training to key stakeholders and agency partners, keeping agencies abreast of program news and updates via the HR Community, and serving as a policy and program resource during the awards period. Lastly, DCHR will partner with District agencies and community resources to organize, coordinate and support the activities associated with the FY2015 One City Employee Recognition Week activities. **Completion Date: September 30, 2015.**

OBJECTIVE 2: Develop and Re-engineer key DCHR processes to improve delivery of services.

INITIATIVE 2.1: Define and Launch District Culture Transformation & Customer Care Program (Age-Friendly DC Goal: Domain # 5).
DCHR will finalize its design and development of the Cultural Transformation & Customer Care Tool Kit and aid District agencies in the implementation and sustainment of key cultural traits relative to the effective delivery of HR services throughout the D.C. Government. In addition, DCHR will partner with a series of agencies to implement trainings and activities focused on fostering positive cultural traits and customer care outcomes, and that continue to align with the HR Culture & Customer Care Strategy. **Completion Date: September 30, 2015.**

OBJECTIVE 3: Oversee the implementation of agency-wide priorities.

INITIATIVE 3.1: Conduct agency sustainability assessment using OCA approved criteria developed by DDOE and OP in accordance with Mayor's Order 2013-209 (Sustainable DC Governance Goal 1, Action 1.2; Built Environment Goal 3)
Within one hundred twenty (120) days after the City Administrator approves sustainability assessment criteria developed jointly by the District Department of the Environment and the Office of Planning, each agency head subject to the authority of the mayor shall use the criteria to evaluate the sustainability of their respective operations in accordance with the requirements of Mayor's Order 2013-209, the Sustainable DC Transformation Order, and submit to his or her responsible Deputy Mayor and the Office of the City Administrator the results of the agency's internal assessment.
Completion Date: April 2015.

KEY PERFORMANCE INDICATORS – Office of the Director

Measures	FY 2013 Actual	FY 2014 Target	FY 2014 YTD[4]	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Average number of days from vetting to hire for Excepted and Executive Service positions[5]	45 days	30 days	21 days	25 days	20 days	15 days
Percent of customer service evaluations rating HR service as satisfactory or better	99%	98%	99%	98%	98%	99%
Percent of employees rating overall HR service - Timeliness of service as "Good"[6]	66%	70%	NA	72%	75%	80%
Percent of agencies providing telecommuting or alternative work schedule options for employees[7]	10%	12%	90%	90%	90%	90%

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[4] Data is current as June 30, 2014.

[5] According to the 2011 International City/ County Management Association the mean standard for an organization size of 25,000-100,000 employees is 45 days from external recruitment to hire.

[6] According to the 2011 International City/County Management Association survey, the industry mean for an organization size of 25,000-100,000 employees for percent of employees rating overall timeliness of service as "good" is 52%.

[7] Based upon agencies under the Mayor's Authority

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SUMMARY OF SERVICES
Benefits and Retirement Services is responsible for the service delivery of the District's benefits program and policies for 32,000 benefit eligible employees and retirees (pre- and post-October 1, 1987). This includes the plan management, contracting, and communication of all health, voluntary and retirement programs.

OBJECTIVE 1: Attract and retain a highly qualified and diverse workforce for the District of Columbia.

> **INITIATIVE 1.1: Define and launch a District Wide Workplace Wellness Program (Age-Friendly DC Goal: Domain # 8)**
> DCHR will implement a workplace wellness five (5) year strategic plan. The goals of this plan are to: Prevent, detect, and reduce modifiable risk factors for diabetes, heart disease, stroke, cancer, lower respiratory diseases and arthritis; create a healthy worksite culture; build wide support and collaboration; and evaluate and continuously improve initiatives. The plan will tackle the issue of the sky-rocketing healthcare plan cost for District employees due to high-cost claimants with chronic diseases.
> **Completion Date: September 30, 2015.**

OBJECTIVE 2: Develop and re-engineer key DCHR processes to improve delivery of services.

> **INITIATIVE 2.2: Research and determine feasibility of implementing an automated benefits process**
> DCHR will research automated systems developed to capture and track case information generated to manage different plan types and features. Connectivity with a wide range of plan carriers, provide billing and reporting, along with data feeds to the Districts carriers or other vendors to ensure data integrity with the benefits administration and reduce human error. Additionally, DCHR will determine the feasibility for automating process audits of insurance carrier invoices, cross-functional chargebacks and assist with compliance with IRS regulations and the Health Care Reform Regulations.
> **Completion Date: September 30, 2015.**

> **INITIATIVE 2.3: Design an automated system to capture case information and increase staff productivity with regard to case management**
> DCHR will research off-the-shelf solutions for capturing and tracking case information generated and managed by the Police& Firefighters Retirement & Relief Board (PFRRB).
> **Completion Date: September 30, 2015.**

OBJECTIVE 3: Enhance customer service for internal and external customers.

> **INITIATIVE 3.1: Re-engineer the processes and systems used for retirement case management.**
> In FY15, DCHR will conduct an assessment to determine gaps and opportunities to improve the case management process and timeliness for retirement computations and

processing. DCHR will develop clear and consistent guidelines and procedures that are in accordance with best practices and the District Personnel Manual. Additionally, DCHR will conduct periodic audits of retirement cases to ensure they are closed in a timely manner. **Completion Date: September 30, 2015.**

KEY PERFORMANCE INDICATORS – Benefits and Retirement Services

Measures	FY 2013 Actual	FY 2014 Target	FY 2014 YTD[8]	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Percent of employees participating in deferred compensation program	50.7%	42%	46.4%	44%	45%	45%
Percent of employees enrolled in Employee Self Service (ESS)	97.2%	97%	98.6%	99%	99%	99%
Percent of employees participating in direct deposit	96.7%	97%	98.3%	99%	99%	99%
Percent of PFRRB decisions issued within 21 days	56.7%	45%	92.3%	45%	45%	45%
Percent of PFRRB cases reversed or remanded by DC Court of Appeals	0%	10%	0%	10%	10%	10%

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[8] Data is current as of June 30, 2014.

SUMMARY OF SERVICES
The Business Operations Group (BOG) provides operational support for the Department of Human Resources, through the development and management of strategic plans and business process audits, analyses, measurements and improvements. BOG supports the definition and implementation of human capital technology solutions and it manages the delivery of customer service.

OBJECTIVE 1: Develop and Re-engineer key DCHR processes to improve delivery of services.

INITIATIVE1.1: Lead the definition and implementation of the business process and stakeholder requirements and testing plan for the PeopleSoft Version 9.2 Upgrade.
Identify and communicate enhancements and changes related to the PeopleSoft human resources information system upgrade from version 9.0 to 9.2. This effort will include user acceptance testing, educating and training the HR community, data verification projects, and working with the Office of the Chief Technology Officer.
Completion Date: September 30, 2015.

INITIATIVE 1.2: **Encourage and promote telecommuting and alternative work schedules. (Sustainable DC Plan Transportation Action 3.4)**
DCHR will administer a survey to District government employees to seek input on the District's current telecommuting and alternative work schedule policy. DCHR will also facilitate a District-wide committee of agency representatives to gain input on citywide policies, facilitate information sharing across agencies, and promote telecommuting and alternative work schedules as appropriate. **Completion Date: September 30, 2015.**

INITIATIVE 1.3: Define and implement the electronic storage and retrieval process for Records Management on the enhanced architecture for the FileNet Imaging and Documentation system.
DCHR will assess the current business process and system architecture used to support electronic storage of the official personnel folders and the potential to effectively access files electronically. This effort will entail systematic clean-up of existing electronic files, validation of access and retrieval of official personnel folders under the authority of the Mayor and comprehensive review of FileNet functionality and use.
Completion Date: September 30, 2015.

OBJECTIVE 2: Enhance customer service for internal and external customers

INITIATIVE 2.1: HR Analytics development and roll out to greater HR Community.
In FY15, DCHR will research and identify key human resources performance measures that will allow for more efficient and effective monitoring and analysis of HR data. Utilizing new functionality resulting from the PeopleSoft 9.2 Upgrade, along with applying industry best-practices, new metrics will be developed to allow DCHR and District agencies to enhance its standardized reporting capabilities.
Completion Date: September 30, 2015.

KEY PERFORMANCE INDICATORS – Business Operations Group

Measures	FY 2013 Actual	FY 2014 Target	FY 2014 YTD[9]	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Percent of new hire/rehire personnel file sample size with all required documents	99.3%	99%	98.6%	99%	99%	99%
Percent of termination personnel file sample size with all required documents	30%	50%	56%	50%	55%	70%
Percent of system processing tickets/errors that are personnel action related	79%	50%	38.7%	50%	40%	40%
Average Percent of abandoned calls per month	NA	11%	12%	9%	9%	8%

[9] Data is current as of June 30, 2014.

SUMMARY OF SERVICES

Center for Learning and Development (CLD) provides learning and development opportunities, as well as organizational development programs and activities that increase the knowledge, skills and competencies of District government employees. CLD engages in strategic partnerships to deliver special programs, as well as agency specific need based training and professional development for the District of Columbia.

OBJECTIVE 1: Attract and retain a highly qualified and diverse workforce for the District of Columbia.

INITIATIVE 1.2: Develop and launch an HR Certificate Program to promote the operational and strategic development of HR professionals in the District government.
In FY15, DCHR will define and implement an HR learning and development program through collaboration and endorsement with an external partner(s). The HR Certificate program will provide District HR professionals with the competencies and best practices to lead and support agency heads in effectuating organizational change and effectiveness. This supports the HR cultural transformation effort in developing HR professionals to be both operational and strategic in the delivery of HR service.
Completion date: September 30, 2015.

INITIATIVE 1.3: Define, create and align the content and programs across the CLD Career Management Framework.
DCHR will implement content for the core competency model, create learning opportunities in accordance with the 70/20/10 learning experience model and connect learning objectives to performance standards across the CLD framework. This work will also entail identifying and aligning learning offerings to the Career Management Framework and delivering education and training to both managers and employees.
Completion Date: September 30, 2015

Objective 2: Develop and re-engineer key DCHR processes to improve delivery of services (One City Action Plan 3.8.2).

INITIATIVE 2.1: Enhance and align career path programs with the compensation and classification job families' competencies.
In FY15, DCHR will conduct needs assessments, focus groups and research learning and development best practices to create a plan to increase capacity for the career path program. The plan will include tools and resources for District managers and supervisors and the launch of pilot to test applicability. Additionally, the initiative will include the alignment of the District's core competencies to compensation and classification job families. **Completion date: April 30, 2015.**

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KEY PERFORMANCE INDICATORS – Center for Learning and Development

Measures	FY 2013 Actual	FY 2014 Target	FY 2014 YTD[10]	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Number of employees completing workforce development training[11]	16,694	10,000	9,983	10,000	10,500	12,000
Percent of employees completing at least two training sessions[12]	28.8%	20%	5%	20%	23%	25%
Percent of MSS employees under the Mayor's authority completing required training[13]	58%	40%	51%	50%	70%	75%

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[10] Data is current as of June 30, 2014.

[11] This KPI excludes employees from DC Public Schools and the University of the District of Columbia.

[12] This KPI excludes employees from DC Public Schools and the University of the District of Columbia.

[13] MSS employees completing the Manager's Series of required training per the District Personnel Manual (DPM)

SUMMARY OF SERVICES

The Administration for Recruitment & Classification (ARC) provides position management, classification, compensation and performance management assistance to District of Columbia Government. ARC establishes official classifications and descriptions, designs and implements pay schedules, and develops classification/compensation/performance management policies, procedures and regulations. ARC delivers expert advice to District government agencies in the areas of classification, total compensation, administration of pay schedules, merit pay, compensation and classification policies, performance management systems, Fair Labor Standards Act (FLSA), and recruitment/retention issues. ARC provides assistance to HR Advisors and management on various performance appraisal and reward systems. In addition, ARC provides staffing and recruitment support to subordinate agencies delegated recruitment and selection authority, as well as other subordinate and independent agencies, and conducts recruitment.

OBJECTIVE 1: Develop and Re-engineer key DCHR processes to improve delivery of services.

> **INITIATIVE 1.1: Implement a Compensation and Classification System, inclusive of training and consultative services related to the new system.**
> In FY15, DCHR will implement the new compensation and classification system resulting from the Reform effort. In FY14, DCHR trained stakeholders, vetted job specifications with affected agencies and advised employees of the new job specifications. Also in FY14, DCHR finalized the compensation structure and obtained Council approval for implementation of the new system. The focus for FY15 will be the transition of all affected employees to the approved job specifications, compensation structures, and publishing the requisite policies and procedures governing the new system. **Completion Date: March 30, 2015**

OBJECTIVE 2: Enhance customer service for internal and external customers.

> **INITIATIVE 2.1: Implement enhanced recruitment and staffing service delivery model.**
> In FY14, DCHR implemented a new Applicant Tracking System to enhance recruitment service delivery. In FY15, in conjunction with the new ATS implementation, DCHR will continue with working on additional improvements to service delivery to include proactive sourcing, succession planning, and increased functionality through automation. It will also involve identifying innovative methods to enhance the candidate pool and the time to fill vacancies, as well as attracting and employing more DC residents. **Completion Date: September 30, 2015**

KEY PERFORMANCE INDICATORS – Administration for Recruitment and Classification

Measures	FY 2013 Actual	FY 2014 Target	FY 2014 YTD[14]	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Percent of Managers and HR Community trained on Classification and Compensation Program and PeopleSoft capabilities	78%	80%	52%	80%	85%	90%
Percent of job specifications that are recertified within 3 years	NA	80%	87%	80%	85%	85%
Percent of desk audits performed within 30 days	NA	80%	38%	85%	85%	90%
Average number of days to fill vacancy from post to onboard[15]	NA	101 days	72 days	90 days	75 days	60 days
Percent of personnel actions completed within 3 days of effective date	NA	NA	69%	85%	90%	90%
Percent of new hires that are DC residents	42%	50%	48%	55%	60%	60%

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[14] Data is current as of June 30, 2013.

[15] According to the 2010 International City/county Management Association the industry mean standard for an organization size of 25,000-100,000 employees is 43.8 -63.6 days from recruitment to hire. This includes both internal and external hires.

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Legal Administration

SUMMARY OF SERVICES
Provides legal services and advises District agencies on a variety of personnel matters arising under the Comprehensive Merit Personnel Act, District Personnel Manual, and other federal and District personnel and employment laws. In addition to assisting DCHR with policy matters, the Legal Administration also provides legal support and advice to DCHR on a variety of complex legal issues to help accomplish DCHR's mission. Legal also provides litigation support to the Office of the Attorney General in a variety of pending legal matters.

OBJECTIVE 1: Develop and Re-engineer key DCHR processes to improve delivery of services.

INITIATIVE 1.1: Reengineer back pay/reinstatement and settlement processes
DCHR will lead a collaborative effort to reform, streamline and standardize the policies, procedures and instructions for processing back pay and reinstatement awards and orders, and settlement agreements. DCHR will partner with process stakeholders, including the Office of the Attorney General, the Office of Pay and Retirement Services, the Office of Labor Relations and Collective Bargaining, and various agency representations. **Completion Date: September 30, 2015**

KEY PERFORMANCE INDICATORS – Legal Administration

Measures	FY 2013 Actual	FY 2014 Target	FY 2014 YTD[16]	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Percent of FOIA requests responses provided within 15 business days	NA	NA	63%	65%	70%	75%
Percent of legal sufficiency reviews provided within 15 business days	NA	NA	70%	75%	80%	85%

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[16] Data is current as of June 30, 2014.

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SUMMARY OF SERVICES
The Policy and Compliance Administration ("PCA") researches, analyzes, formulates, develops, and distributes a wide range of legal, regulatory, and procedural documents concerning the District government's personnel management program, including amendments to the Comprehensive Merit Personnel Act and the DC Personnel Regulations (Title 6B of the District of Columbia Municipal Regulations). In addition, PCA focuses on three main compliance issues: Drug and Alcohol Enforcement, Criminal Background Check, and Residency Preference, and it monitors any such violations. PCA reviews HR policies and procedures, monitors internal controls, and makes conclusions and recommendations to assist subordinate and independent agencies reach optimal performance in the administration of their human capital.

OBJECTIVE 1: Develop and Re-engineer key DCHR processes to improve delivery of services.

INITIATIVE 1.1: Develop an automated process for employment prerequisite verification
DCHR will explore automated processes for reviewing residency data for domiciliary requirements and for verifying attorney certifications. Currently, residency verification is conducted using a manual process of collecting certifications from impacted employees and then manually comparing the content against CFO and PeopleSoft records. The automation process would identify employees, compare existing District database against third-party residency information vendors to identify potential inconsistencies, warranting further investigation.

Similarly, attorney licensing requirements are currently verified by requiring attorneys to obtain physical certificates from the Court of Appeals, manually tabulating those certificates and comparing those certificates against DCHR databases. The aim of this initiative will be to interface directly with either Court or DC Bar databases to automatically verify attorney standing. **Completion Date: September 30, 2015.**

INITIATIVE 1.2: Modernize the District Personnel Manual
Research and identify a conceptual model for a more robust user interface to access the District Personnel Manual. This effort will evaluate information dissemination requirements, other local government models and systems and compatibility requirements or standards with current technologies. In FY15 DCHR will identify the modernization model/framework, determine the system or application required, define the business process approach and develop a comprehensive plan for implementation of the DPM modernization initiative. **Completion Date: September 30, 2015.**

INITIATIVE 1.3: Update the District Personnel Manual
DCHR will conduct major updates of several chapters of the District Personnel Manual; Chapter 15 (Employee Protections), Chapter 16 (Discipline), Chapter 17 (Labor-Management Relations), Chapter 31 (Records Management), and Chapter 38 (MSS). This effort will entail a complete review and re-write of existing chapters. Chapter development will include: (a) subject area policy development in conjunction with key

partners; (b) conducting focus and workgroups for initial input; (c) drafting each chapter and, when necessary, attending statutory updates; (d) establishing necessary training, outreach and guidance documents; and (e) final publication of the new rules. **Completion Date: September 30, 2015.**

INITIATIVE 2.13: Develop and implement comprehensive grievance procedures.
DCHR will develop and implement comprehensive grievance procedures. This effort will include development of: (a) regulations; (b) guidance documents; (c) program forms (both paper and electronic); and (d) standard operating procedures.

DCHR will also update and revise existing employee relations forms (such as disciplinary notification letters) to conform with ongoing cultural transformation initiative, as well as the agency's sustainable HR vision. DCHR will (a) review the entire DPM and attending guidelines and instructions; (b) develop a comprehensive plan for updating the forms with input from key stakeholders (including identification of required regulatory and administrative issuance changes); (c) execute that plan; and (d) if, warranted, work with CLD to establish appropriate training. **Completion Date: September 30, 2015.**

KEY PERFORMANCE INDICATORS – Policy and Compliance Administration

Measures	FY 2013 Actual	FY 2014 Target	FY 2014 YTD[17]	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Percent of managers and HR community trained on District Personnel Manual (DPM)	52.7%	60%	58.6%	65%	65%	70%
Percent of "covered" employees that have received MEDAT Orientation/Training	NA	50%	NA	75%	95%	95%

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[17] Data is current as of June 30, 2014.