



## FY 2015 Performance Accountability Report Department of Human Resources

### INTRODUCTION

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives' progress and key performance indicators (KPIs).

### 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 well-qualified, diverse workforce.

### SUMMARY OF SERVICES

DCHR offers executive management to District government officials and/or agencies by providing human resource-related services to help each agency meet daily mission mandates. Specific services provided include position classification and recruitment services, the interpretation of human resource-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 human resource matters, and training/development.

### OVERVIEW – AGENCY PERFORMANCE

The following section provides a summary of DCHR performance in FY 2015 by listing DCHR's top three accomplishments, and a summary of its progress achieving its initiatives and progress on key performance indicators.

### TOP THREE ACCOMPLISHMENTS

The top three accomplishments of DCHR in FY 2015 are as follows:

**Talent Acquisition:** DCHR increased the average percentage of District Resident new hires over the past fiscal year by 3.2%. Over the past fiscal year, DCHR has collaborated with other District agencies to increase employment opportunities and engagement that targeted District residents. Participation included the following job fairs and engagement events: Office of Latino Affairs, Africa Festival, DOES Young Professionals, Eleanor H. Norton Annual Job Fair, and the UDC Internship Fall Fair.

**Talent Management:** In FY 2015, DCHR developed the Worksite Wellness Five-Year Strategic Plan. The plan leverages national benchmarks to not only address physical activity, nutrition, and obesity, but also strategic planning, leadership engagement, program and employee engagement,

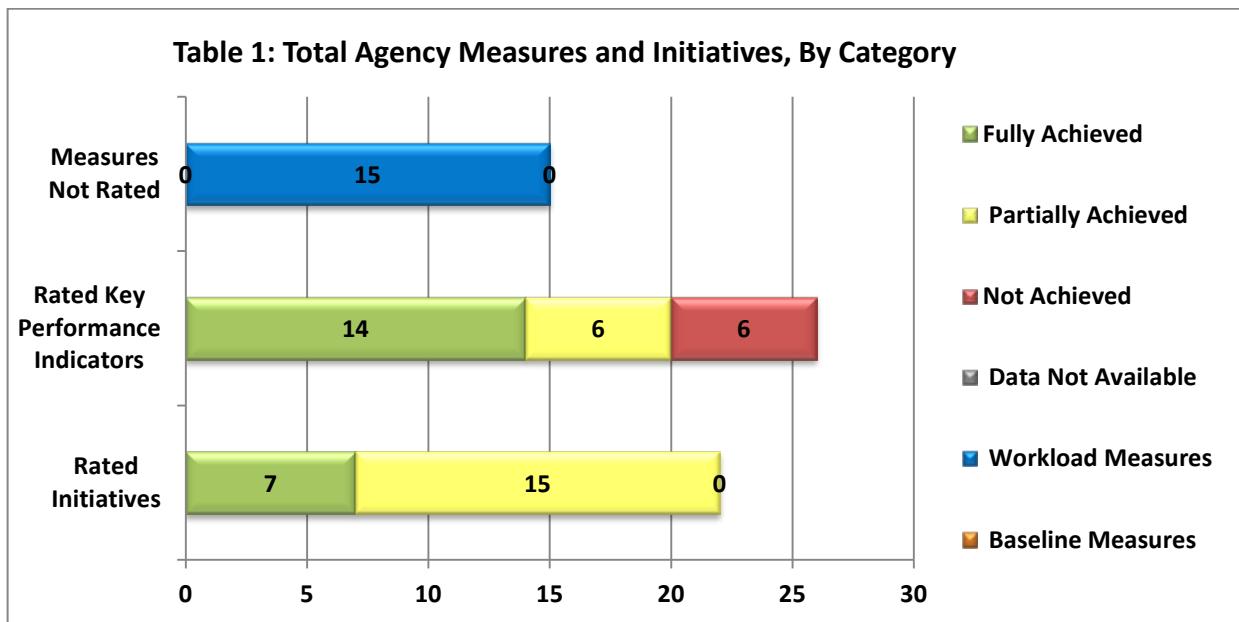


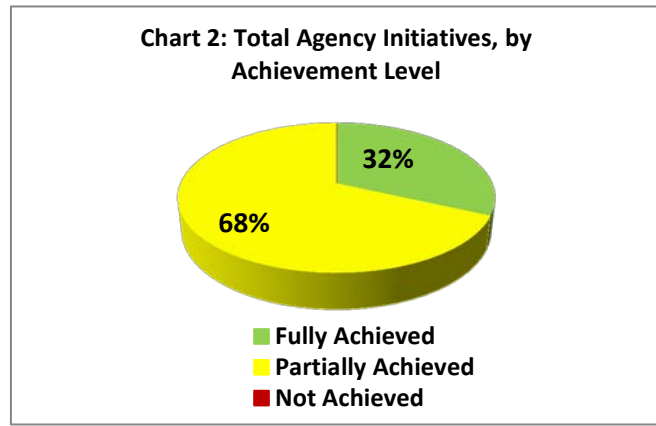
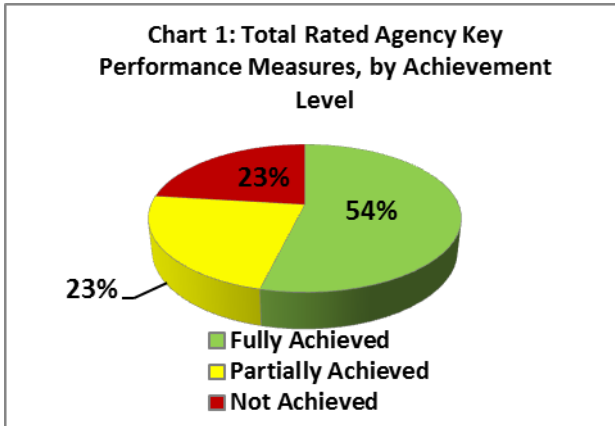
and evaluation and measurement. DCHR integrated Mayor Bowser's strategic initiatives throughout, so that it becomes not only a District government employee plan but also one that can be woven into the overall city vision for wellness.

**Talent Development:** In FY 2015, DCHR collaborated with OCTO to identify MicroStrategy as the business analytic tool to be used to monitor data in PeopleSoft. DCHR and OCTO are currently planning User Acceptance Testing (UAT) and training to roll out the ePerformance analytics dashboard to the HR Community. These dashboards allow users to quickly see real-time employee performance data including the number of performance plans completed and the number of employees with completed evaluations. Ongoing development of additional metrics is underway, to include HR, Benefits, and Enterprise Learning Management data.

### SUMMARY OF PROGRESS TOWARD COMPLETING FY 2015 INITIATIVES AND PROGRESS ON KEY PERFORMANCE INDICATORS

**Table 1** (see below) shows the overall progress the DCHR made on completing its initiatives, and how overall progress is being made on achieving the agency's objectives, as measured by their key performance indicators.





In FY 2015, DCHR fully achieved more than 60 percent of its initiatives and more than 50 percent of its rated key performance measures. **Table 1** provides a breakdown of the total number of performance metrics DCHR uses, including key performance indicators and workload measures, initiatives, and whether or not some of those items were achieved, partially achieved, or not achieved. **Chart 1** displays the overall progress being made on achieving DCHR objectives, as measured by their rated key performance indicators. Please note that Chart 2 contains only rated performance measures. Rated performance measures do not include measures where data is not available, workload measures, or baseline measures. **Chart 2** displays the overall progress DCHR made on completing its initiatives, by level of achievement.

The next sections provide greater detail on the specific metrics and initiatives for DCHR in FY 2015.

## PERFORMANCE INITIATIVES – ASSESSMENT DETAILS

### Office of the Director

**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.**

- **Performance Assessment Key: Partially Achieved.**  
DCHR has identified the needs, criteria and eligibility requirements necessary to support a District-wide Tuition Assistance and Reimbursement Program (DCTARP). This work includes the development of draft regulations and procedures for the program; establishment of draft program criteria, eligibility requirements, and the identification of proposed funding sources to support this District-wide program and ensuring compliance. In FY 2015 a DCTARP program



plan was developed. Full implementation will continue into FY 2016, to properly ensure that a streamlined, robust program that fully encompasses the varied programmatic, fiscal and legislative needs required for implementation is achieved.

**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 FY 2015 One City Employee Recognition Week activities. **Completion Date: September 30, 2015.**

● **Performance Assessment Key: Partially Achieved.**

With the successful launch of a pilot Mayoral Awards Program in first quarter of FY 2015, DCHR remains committed to the Executive Office of the Mayor and Labor Management Partnership Committee (LMPC) in the finalization of the Mayoral Awards program for FY 2016. During FY 2015 two comprehensive reports were disseminated to the new administration providing background information on the employee recognition program as well as agency suggestions regarding program branding, program concept, award categories, funding, and awards celebration program format. Full implementation will occur in FY 2016 and include updating and releasing all associated policies and procedures, and DCHR will serve as a District liaison to each participating agency.

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

**INITIATIVE 2.1: Define and Launch District Culture Transformation and Customer Care Program (Age-Friendly DC Goal: Domain # 5).**

DCHR will finalize its design and development of the Cultural Transformation and 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 and Customer Care Strategy. **Completion Date: September 30, 2015.**

● **Performance Assessment Key: Partially Achieved.**

DCHR finalized its development of the Cultural Transformation Tool Kit in FY 2015. This Tool Kit was disseminated at the annual HR Summit that took place in November 2014, to members of the DC government HR Community who attended the “Culture Champion: How DCHR is Reshaping Organizational Culture” workshop session. However, the initial goal of



aiding District agencies with implementing a cultural transformation inclusive of a customer-care focus, based on the existing DCHR ‘Customer Care Excellence Program’ was not implemented due to internal organizational change. This initiative will not be continued into FY 2016.

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







**INITIATIVE 3.1: Conduct agency sustainability assessment using OCA approved criteria developed by DOEE and OP in accordance with Mayor’s Order 2013-209 (Sustainable DC Governance Goal 1, Action 1.2; Built Environment Goal 3).**

Within 120 days after the City Administrator approves sustainability assessment criteria developed jointly by the Department of Energy and 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.**

 **Performance Assessment Key: Fully Achieved.**

DCHR successfully conducted and submitted the DOEE-developed internal sustainability assessment. DCHR continues to identify opportunities to further increase the environmental-friendliness of its operations. DCHR also plans to continue to find innovative ways to increase sustainable practices across the District, with the expansion of such programs as telecommuting and transit benefits.

**KEY PERFORMANCE INDICATORS-Office of the Director**

|     | <br><br><br> | KPI | Measure  | FY 2014<br>YE<br>Actual | FY 2015<br>YE<br>Target | FY 2015<br>YE<br>Revised<br>Target | FY 2015<br>YE<br>Actual | FY 2015<br>YE<br>Rating | Budget<br>Program         |
|-----|--|-----|--|-------------------------|-------------------------|------------------------------------|-------------------------|-------------------------|---------------------------|
| 3.1 |   |     | Average number of days from vetting to hire for Excepted and Executive Service positions | 21 days                 | 25 days                 | Not Applicable                     | 3.6                     | 686.4%                  | Agency Management Program |
| 3.2 |   |     | Percent of customer service evaluations rating HR service as satisfactory or better      | 99%                     | 98%                     | Not Applicable                     | 98.6%                   | 100.6%                  | Agency Management Program |



|     |  |  |     |     |                |       |        |                           |
|-----|--|--|-----|-----|----------------|-------|--------|---------------------------|
| 3.3 |  | Percent of employees rating overall HR service - Timeliness of service as "Good"               | 74% | 72% | Not Applicable | 77.4% | 107.5% | Agency Management Program |
| 3.4 |  | Percent of agencies providing telecommuting or alternative work schedule options for employees | 90% | 90% | Not Applicable | 83.8% | 93.1%  | Agency Management Program |

## Benefits and Retirement Services

### 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 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 District-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.**

#### Performance Assessment Key: Fully Achieved.

In FY 2015, DCHR developed the Worksite Wellness Five-Year Strategic Plan. In addition to previous program experience, a scorecard and the Centers for Disease Control and Prevention (CDC) State Plan Index were used to guide development of the strategic plan. The scorecard's core elements included strategic planning, leadership engagement, program management and employee engagement, and evaluation and measurement. The State Plan Index provided guidance toward effectively addressing physical activity, nutrition, and obesity.

The Department integrated Mayor Bowser's strategic initiatives into the plan to ensure that the logo "We are Washington" is integrated, so that it becomes not only a District government employee plan but one that can be woven into the overall city vision for wellness.

Key programs for FY 2015 included the March of Dimes March for Babies, the DC Government Kaiser Permanente "Fitness Journal" Challenge (with over 1,800 employees registered) and



the expansion of the employee wellness discount suite with new fitness centers/facilities across the District and region.

**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. DCHR will seek a system that offers connectivity with a wide range of plan carriers; provides billing and reporting; and 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.**

● **Performance Assessment Key: Fully Achieved.**

Throughout FY 2015, DCHR met with several vendors and internal partners regarding benefits process automation. This included researching options allowing members to access and enroll in all types of benefits from one place, anytime through eEnrollment. DCHR developed system criteria to present information in a way that is easy to understand, guiding members through the entire process with educational videos, plan comparison tools and additional decision support resources. With this online benefits enrollment platform, HR administrators and insurance carriers have access to a suite of tools to help them support members and manage the enrollment process.

Behind the user-friendly interface, eEnrollment enforces business rules and effective dates, eliminating the need to manually verify information. Group administrators simply log in and approve employee benefit elections reducing time spent by staff for review.

In FY 2016, DCHR plans to develop a request for proposal seeking a vendor for an automated benefits process to provide cloud-based data analytics enrollment, and an administration and employee communication tool that enables the District to design the right plan and provide employees with knowledge to select their best options.

**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 and Firefighters Retirement and Relief Board (PFRRB).

**Completion Date: September 30, 2015.**

● **Performance Assessment Key: Fully Achieved.**



DCHR coordinated with OCTO to use the PeopleSoft module that was previously used by PERB (Public Employee Relations Board) to house PFRRB cases. PFRRB and DCHR's Legal Administration tested PFRRB cases in Peoplesoft. The Benefits and Retirement and Legal Administrations are currently using and modifying the PFRRB module.

**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 FY 2015, 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.**

**● Performance Assessment Key: Partially Achieved.**

DCHR's Benefits and Retirement Administration (BRA) is continuing to work with the Business Operations Group to develop a process that will utilize SharePoint for this initiative. In FY 2016, BRA will continue to research and determine the feasibility of implementing an automated retirement case management system.

**KEY PERFORMANCE INDICATORS- Benefits and Retirement Services**

|     | <br><br><br> | KPI | Measure   | FY 2014<br>YE<br>Actual | FY 2015<br>YE<br>Target | FY 2015<br>YE<br>Revised<br>Target | FY 2015<br>YE<br>Actual | FY 2015<br>YE<br>Rating | Budget<br>Program                |
|-----|--------------|-----|---|-------------------------|-------------------------|------------------------------------|-------------------------|-------------------------|----------------------------------|
| 1.1 |              |     | Percent of employees participating in deferred compensation program | 46.4%                   | 44%                     | Not Applicable                     | 30.7%                   | 69.8%                   | Benefits and Retirement Services |
| 1.2 |              |     | Percent of employees enrolled in Employee Self Service (ESS)        | 99.7%                   | 99%                     | Not Applicable                     | 99.5%                   | 100.5%                  | Benefits and Retirement Services |
| 1.3 |              |     | Percent of employees participating in direct deposit                | 98.3%                   | 99%                     | Not Applicable                     | 98.5%                   | 99.5%                   | Benefits and Retirement Services |





|     |  |  |       |     |                |       |       |                                  |
|-----|--|--|-------|-----|----------------|-------|-------|----------------------------------|
| 1.4 |  | Percent of PFRRB decisions issued within 21 days                   | 92.3% | 45% | Not Applicable | 39.1% | 87.0% | Benefits and Retirement Services |
| 1.5 |  | Percent of PFRRB cases reversed or remanded by DC Court of Appeals | 0%    | 10% | Not Applicable | 8.3%  | 120%  | Benefits and Retirement Services |

## Business Operations Group

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

#### **INITIATIVE 1.1: 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.**

#### **Performance Assessment Key: Partially Achieved.**

In FY 2015, DCHR completed gathering business requirements for the PeopleSoft upgrade from version 9.0 to 9.2. In FY 2016, DCHR will continue working with the Office of the Chief Technology Officer to complete the PeopleSoft upgrade by completing user acceptance testing, educating and training the HR community, and continuing data verification.

#### **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.**

#### **Performance Assessment Key: Partially Achieved.**

DCHR continues to make substantial progress expanding the District's Telework and Alternative Work Schedule programs. In FY 2015, DCHR proposed substantial updates to Chapter 12 of the District Personnel Manual meant to further expand the Telework and Alternative Work Schedule programs and more closely align policy and practice. DCHR also redesigned the Telework and Alternative Work Schedule training modules to integrate the expansion of Chapter 12. The enhancements to the training will deepen District agencies' knowledge and expertise to provide better guidance to participants. DCHR will finalize its redesign and expansion of the District's Telework and Alternative Work Schedule programs in



FY 2016 and release the Work Schedule Resource Guide to aid agencies in implementing and streamlining programs in an efficient manner across the District. DCHR will continue with this initiative in FY 2016.

**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.**

**● Performance Assessment Key: Partially Achieved.**

In FY 2015, DCHR collaborated with the Office of the Chief Technology Officer (OCTO) on this project. Due to staffing changes at OCTO, this project has been delayed; however, recently a new OCTO resource has been identified. To date, the group has: identified which forms need to be scanned, determined a consistent naming convention for the forms, and is currently cleaning-up existing files to reflect the new naming convention. In addition, staff is retraining the software program (Kofax) on the new names of forms. DCHR will complete this initiative in FY 2016.

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

**INITIATIVE 2.1: HR Analytics development and roll out to greater HR Community.**

In FY 2015, 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.**

**● Performance Assessment Key: Fully Achieved.**

In FY 2015, DCHR collaborated with OCTO to identify MicroStrategy as the business analytic tool to be used to monitor data in PeopleSoft. DCHR and OCTO are currently planning User Acceptance Testing (UAT) and training to roll out the ePerformance analytics dashboard to the HR Community. These dashboards allow users to quickly see real-time employee performance data including the number of performance plans completed and the number of employees with completed evaluations. The HR Community will have access to these metrics by Q2, FY 2016. In FY 2016, additional metrics will be added to include HR, Benefits, and Enterprise Learning Management data.



**KEY PERFORMANCE INDICATORS- Business Operations Group**

|     | <br><br><br> | KPI | Measure   | FY 2014<br>YE<br>Actual | FY 2015<br>YE<br>Target | FY 2015<br>YE<br>Revised<br>Target | FY 2015<br>YE<br>Actual | FY 2015<br>YE<br>Rating | Budget<br>Program                |
|-----|--------------|-----|---|-------------------------|-------------------------|------------------------------------|-------------------------|-------------------------|----------------------------------|
| 1.1 |              |     | Percent of new hire/rehire personnel file sample size with all required documents | 98.6%                   | 99%                     | Not Applicable                     | 92.7%                   | 93.7%                   | Benefits and Retirement Services |
| 1.2 |              |     | Percent of termination personnel file sample size with all required documents     | 56%                     | 50%                     | Not Applicable                     | 84.9%                   | 169.8%                  | Benefits and Retirement Services |
| 1.3 |              |     | Percent of system processing tickets/errors that are personnel action related     | 34.2%                   | 50%                     | Not Applicable                     | 30.1%                   | 166.3%                  | Benefits and Retirement Services |
| 1.4 |              |     | Average Percent of abandoned calls per month                                      | 12%                     | 9%                      | Not Applicable                     | 9.5%                    | 94.9%                   | Benefits and Retirement Services |

**Center for Learning and Development**

**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 FY 2015, 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.**

**Performance Assessment Key: Partially Achieved.**



DCHR partnered with George Washington University (GWU) to develop a unique District HR Certificate program that launched in third quarter FY 2014. In August 2014, after the first strategic leadership session, agency leadership requested GWU to assess the program and identify benchmarking opportunities. As a result, GWU conducted reviews and conferred with the HR certificate strategic leadership group. GWU recommended the program be revised to map/align with a nationally recognized certificate program such as those offered by the International City/County Management Association or Society for Human Resources Management. DCHR will be exploring these options in FY 2016.

**INITIATIVE 1.3: Define, create and align the content and programs across the Center for Learning and Development (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.**

● **Performance Assessment Key: Partially Achieved.**

The Center for Learning and Development (CLD) created learning opportunities aligned with the 70/20/10 model that include two coaching programs (MSS and employee); tools for the revised Chapter 16 Progressive Discipline course; tools for the Performance Management course; and a newly developed MSS Senior Leadership course. This initiative is recommended to be extended to FY 2016. CLD did not have the resources to develop the full core competency framework, which can take an estimated 12-18 months with a dedicated resource to complete. Development will continue in FY 2016.

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

**INITIATIVE 2.1: Enhance and align career path programs with the compensation and classification job families' competencies.**

In FY 2015, 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 a 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.**

● **Performance Assessment Key: Partially Achieved.**

CLD aligned online courses and instructor-led courses with the core competencies; however, the alignment will not be fully functional for employees until PeopleSoft is linked to a comprehensive learning management system. This will allow employees to automatically link the competencies to the courses, e.g. to allow employees to register for classes. Developing a mapping core competency model or framework is an essential component of this initiative. Mapping core competencies to an employee's job specification will provide



the appropriate knowledge, skills, and behaviors needed for the development of a career path. CLD will continue this initiative in FY 2016.

### KEY PERFORMANCE INDICATORS-Center for Learning and Development

|     | <br><br><br> | KPI | Measure   | FY 2014<br>YE<br>Actual | FY 2015<br>YE<br>Target | FY 2015<br>YE<br>Revised<br>Target | FY 2015<br>YE<br>Actual | FY 2015<br>YE<br>Rating | Budget<br>Program                   |
|-----|--------------|-----|---|-------------------------|-------------------------|------------------------------------|-------------------------|-------------------------|-------------------------------------|
| 1.1 |              |     | Number of employees completing workforce development training                     | 12,415                  | 10,000                  | Not Applicable                     | 16,614                  | 166.1%                  | Center for Learning and Development |
| 1.2 |              |     | Percent of employees completing at least two training sessions                    | 14.3%                   | 20%                     | Not Applicable                     | 6.9%                    | 34.5%                   | Center for Learning and Development |
| 1.3 |              |     | Percent of MSS employees under the Mayor's authority completing required training | 35.7%                   | 50%                     | Not Applicable                     | 61.7%                   | 123.4%                  | Center for Learning and Development |

### Administration for Recruitment & Classification

**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 FY 2015, DCHR will implement the new compensation and classification system resulting from the reform effort. In FY 2014, DCHR trained stakeholders, vetted job specifications with affected agencies and advised employees of the new job specifications. Also in FY 2014, DCHR finalized the compensation structure and obtained Council approval for implementation of the new system. The focus for FY 2015 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.**

**Performance Assessment Key: Partially Achieved.**



- In FY 2015, DCHR completed the pre-implementation phases of the new compensation and classification system. This included ensuring that all employees in scope have been mapped to the appropriate job specification while being provided with an opportunity to review their job specification resulting from the collaborative effort between labor and management. The three phases of the pre-implementation included: agencies validating that all work performed within their agency is covered by the appropriate job specifications, agencies validating mapping of employees to a proposed job specification and level, and managers providing each employee with their proposed job specification for discussion and to address employee questions.

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

**INITIATIVE 2.1: Implement enhanced recruitment and staffing service delivery model.**

In FY 2014, DCHR implemented a new Applicant Tracking System (ATS) to enhance recruitment service delivery. In FY 2015, in conjunction with the new ATS implementation, DCHR will continue with 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 shorten the time to fill vacancies, as well as attracting and employing more DC residents. **Completion Date: September 30, 2015.**

● **Performance Assessment Key: Fully Achieved.**

Effective December 2014, DCHR successfully launched Jobscience, the new Applicant Tracking System. The new system offers applicants an enriched experienced by streamlining and automating the application and recruitment processes, while offering a real-time, user friendly system. Since the launch of the system, we have increased the percentage of District resident hires, while decreasing the average days to fill a position through this new automation. DCHR continues to provide monthly training to all stakeholders to include system and/or process updates.

**KEY PERFORMANCE INDICATORS-Administration for Recruitment and Classification**

|     | <br><br><br> | KPI | Measure   | FY 2014<br>YE<br>Actual | FY 2015<br>YE<br>Target | FY 2015<br>YE<br>Revised<br>Target | FY 2015<br>YE<br>Actual | FY 2015<br>YE<br>Rating | Budget<br>Program                        |
|-----|--------------|-----|---|-------------------------|-------------------------|------------------------------------|-------------------------|-------------------------|--|
| 1.1 | ●            |     | Percent of Managers and HR Community trained on Classification and Compensation Program and | 68.0%                   | 80%                     | Not Applicable                     | 100.0%                  | 125%                    | Admin For Recruitment And Classification |



|     |  |  |           |         |                |         |        |  |
|-----|--|--|-----------|---------|----------------|---------|--------|--|
|     |  | PeopleSoft capabilities  |           |         |                |         |        |  |
| 1.2 |  | Percent of job specifications that are recertified within 3 years      | 89.9%     | 80%     | Not Applicable | 95.4%   | 119.2% | Admin For Recruitment And Classification |
| 1.3 |  | Percent of desk audits performed within 30 days                        | 42.9%     | 85%     | Not Applicable | 57.9%   | 68.1%  | Admin For Recruitment And Classification |
| 1.4 |  | Average number of days to fill vacancy from post to onboard            | 97.3 days | 90 days | Not Applicable | 83 days | 108.1% | Admin For Recruitment And Classification |
| 1.5 |  | Percent of personnel actions completed within 3 days of effective date | 61.3%     | 85%     | Not Applicable | 38.9%   | 45.7%  | Admin For Recruitment And Classification |
| 1.6 |  | Percent of new hires that are DC residents                             | 45.7%     | 55%     | Not Applicable | 49.9%   | 90.6%  | Admin For Recruitment And Classification |

## Legal Administration

### 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.**

#### Performance Assessment Key: Fully Achieved.

DCHR partnered with stakeholders to ensure Chapter 11B of the District Personnel Manual and Issuance No. 1-11B-80, Procedures for Processing Back Pay, were being followed, with a primary focus on educating the agencies about the current process. As a result, DCHR, in conjunction with the Office of Labor Relations and Collective Bargaining, and the Office of Pay and Retirement Services, held a seminar on processing settlement agreements, reinstatements, back pay awards and orders during the annual HR Summit held in November 2014. We identified a number of challenges and were able to provide proactive solutions for



streamlining the back pay process. The back pay packages submitted from agencies to DCHR have improved significantly and a higher percentage have been deemed legally sufficient, in that they contain the required documentation and calculations necessary to bring these matters to a successful conclusion.

The stakeholders note that the District does not have a stand-alone back pay act similar to that of the Federal Back Pay Act. Consequently, there is confusion among the courts and other administrative bodies concerning whether the Federal Back Pay Act applies to District government employees. As a result, we recommend the District draft its own back pay act with a process for resolving disputes between agency heads and the various legal offices, mitigating damages, and addressing whether an employee should receive automatic payment of interest and attorney fees.

**KEY PERFORMANCE INDICATORS-Legal Administration**

|     | KPI | Measure   | FY 2014   | FY 2015   | FY 2015           | FY 2015   | FY 2015   | Budget Program       |
|-----|-----|---|-----------|-----------|-------------------|-----------|-----------|----------------------|
|     |     |   | YE Actual | YE Target | YE Revised Target | YE Actual | YE Rating |                      |
| 1.1 |     | Percent of FOIA requests responses provided within 15 business days   | 63%       | 65%       |                   | 88.9%     | 136.8%    | Legal Administration |
| 1.2 |     | Percent of legal sufficiency reviews provided within 15 business days | 70%       | 75%       |                   | 92.7%     | 123.6%    | Legal Administration |

**Policy & Compliance Administration**

**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 databases against third-party residency information vendors to identify potential inconsistencies that warrant 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.**

● **Performance Assessment Key: Partially Achieved.**

DCHR evaluated several compliance verification methods, including residency verification and attorney licensing. We intend to implement a process evaluating tax withholding states declared by the employee against residency requirements, as opposed to requiring a tax records release. This will eliminate at least one manual step. Attorney certification will be assisted through legislative changes, which are in process. A full implementation plan and implementation of the new processes will be completed in FY 2016.

**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 (DPM). This effort will evaluate information dissemination requirements, other local government models and systems, and compatibility requirements or standards with current technologies. In FY 2015 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.**

● **Performance Assessment Key: Fully Achieved.**

During FY 2015, DCHR evaluated the large volume of HR information it maintains and developed preliminary concepts for how relevant information could be made more accessible to customers. DCHR reviewed multiple benchmark websites from large and small companies, as well as a number of governmental entities, to generate additional ideas for information management on the website. Through this process, DCHR has developed a concept web design that will be implemented in FY 2016.

**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.**

● **Performance Assessment Key: Fully Achieved.**

DCHR was able to make progress on several chapter updates but did not finalize full re-writes. Chapter 16 will be completed early in FY 2016 and implemented within the fiscal year.



Chapters 15, 17, and 38 are in development, and that development will continue in FY 2016. Changes to chapters were delayed based on reprioritization.







**INITIATIVE 1.4: 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 the 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 Center for Learning and Development to establish appropriate training. **Completion Date: September 30, 2015.**

 **Performance Assessment Key: Partially Achieved.**

As a result of the Chapter 16 re-write noted in Initiative 1.3, new procedures have not been developed for grievances. These will be developed and implemented in FY 2016 along with Chapter 16.

**KEY PERFORMANCE INDICATORS-Policy and Compliance Administration**

|     | <br><br><br> | KPI | Measure   | FY 2014<br>YE<br>Actual | FY 2015<br>YE<br>Target | FY 2015<br>YE<br>Revised<br>Target | FY 2015<br>YE<br>Actual | FY 2015<br>YE<br>Rating | Budget<br>Program     |
|-----|--|-----|---|-------------------------|-------------------------|------------------------------------|-------------------------|-------------------------|-----------------------|
| 1.1 |   |     | Percent of managers and HR community trained on District Personnel Manual (DPM) | 58.6%                   | 65%                     | Not Applicable                     | 8.6%                    | 13.3%                   | Policy and Compliance |
| 1.2 |   |     | Percent of "covered" employees that have received MEDAT Orientation/Training    | Not Applicable          | 75%                     | Not Applicable                     | 4413.0%                 | 17.4%                   | Policy and Compliance |



## WORKLOAD MEASURES – APPENDIX

### WORKLOAD MEASURES

| <b>Measure Name</b>  | <b>FY 2013 YE Actual</b> | <b>FY 2014 YE Actual</b> | <b>FY 2015 YE Actual</b> | <b>Budget Program</b>  |
|--|--------------------------|--------------------------|--------------------------|------------------------|
| Number of customer resource center walk-ins                    | 13,938                   | 16,140                   | 14,751                   | Office of the Director |
| Number of retirements  | 212                      | 493                      | 575                      | Office of the Director |
| Percent of all employees who are District residents            | 43.01%                   | 42.70%                   | 43.46%                   | Office of the Director |
| Number of employees completing training                        | 8,156                    | 16,694                   | 16,614                   | Office of the Director |
| Number of new hires  | 5,056                    | 2,729                    | 9,764                    | Office of the Director |
| Number of job postings   | 1,620                    | 3,568                    | 2,728                    | Office of the Director |
| Number of drug tests of incumbent employees                    | 1,053                    | 1,063                    | 914                      | Office of the Director |
| Number of alcohol tests of incumbent employees                 | 176                      | 347                      | 222                      | Office of the Director |
| Number of drug tests of applicants                             | 1,683                    | 1,558                    | 917                      | Office of the Director |
| Number of criminal background checks of incumbent employees    | 429                      | 2,627                    | 2,315                    | Office of the Director |
| Number of criminal background checks of applicants             | 1,264                    | 1,237                    | 921                      | Office of the Director |
| Number of criminal background checks of volunteers/contractors | 877                      | 2,004                    | 1,767                    | Office of the Director |
| Percent of employee performance plans completed                | 69%                      | 81%                      | 90.42%                   | Office of the Director |
| Percent of employee performance evaluations completed          | 80%                      | 74%                      | 77.79%                   | Office of the Director |
| Percent of employee performance evaluations completed          | 80%                      | 74%                      | 77.79%                   | Office of the Director |