D.C. Department of Human Resources (DCHR)
FY2016 Performance Accountability Report (PAR)

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 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.

Overview – Agency Performance

The following section provides a summary of DCHR performance in FY 2016 by listing DCHR's top accomplishments, and a summary of its progress achieving its initiatives and progress on key performance indicators.

Top Agency Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Shared Services Model Development and Implementation	A HR Shared Services project team has been convened since the development of the initial proposed model in April 2016. The team includes staff members from DCHR and various agencies including DDOT, DDS, DGS, DHS, and DPR.	This impacts the district employees that also live in the district by providing them with efficient and effective services.
Implementation of an enhanced Talent Acquisition delivery model.	DCHR hosted 26 New Employee Orientation sessions. DCHR developed a district-wide recruiting campaign and logo. DCHR coordinated the approval and implementation of 10 organizational realignments to increase the efficiency and effectiveness of the respective agency operations.	In fiscal year 2016, 51% of new hires were District residents. This directly impacts the residents of DC by providing a pathway to the middle class; more jobs and they are more accessible.
Implementation of a Compensation and Classification System, and provide training and consultative services related to the new system	DCHR has been able to make tangible progress on this initiative during the fiscal year. DCHR presented two classification structure options to the unions and received support for one of the options. In addition, DCHR briefed Council Chairman Mendelson regarding progress made on this initiative. A moratorium on new agency classifications has been issued to limit classification activity and allow DCHR to focus on implementation.	This provides a recruitment and compensation strategy that is comparable to other organizations, making District employment more appealing to District residents.

In FY 2016, DCHR had 23 Key Performance Indicators. Of those, 0 were neutral. Of the remaining measures, 39% (9 KPIs) were met, 9% (2 KPIs) were nearly met, and 52% (12 KPIs) were unmet. In FY 2016, DCHR had 20 Initiatives. Of those, 40% (8) were completed and 30% (6) were nearly completed, and 30% (6) were not completed. The next sections provide greater detail on the specific metrics and initiatives for DCHR in FY 2016.

FY16 Objectives

Division	Objective
Administration for Recruitment and Classification	Attract and retain a highly qualified and diverse workforce for the District of Columbia
Benefits and Retirement Administration	Attract and retain a highly qualified and diverse workforce for the District of Columbia.
Benefits and Retirement Administration	Develop and re-engineer key DCHR processes to improve delivery of services.
Business Operations Group	Develop and re-engineer key DCHR processes to improve delivery of services.
Center for Learning and Development	Attract and retain a highly qualified and diverse workforce for the District of Columbia
Legal Administration	Attract and retain a highly qualified and diverse workforce for the District of Columbia.
Office of the Director	Attract and retain a highly qualified and diverse workforce for the District of Columbia
Office of the Director	Develop and re-engineer key DCHR processes to improve delivery of services.
Policy and Compliance Administration	Attract and retain a highly qualified and diverse workforce for the District of Columbia
Policy and Compliance Administration	Develop and Re-Engineer Key DCHR Processes to Improve Delivery of Services

FY16 KPIs

Objective: Attract and retain a highly qualified and diverse workforce for the District of Columbia

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Average cost of learning and development program per participant	2,811.29	A					2,489.4	Met	
Percent of jobs that are reviewed within three (3) years	33	Q	32.61	68.95	86.96	100	51.6	Met	
Percent of legal sufficiency reviews provided within 15 business days of receipt	80	Q	95.83	100	99	98.92	98.7	Met	
Average cost of learning and development training per participant	45.1	A					58.7	Unmet	The frequency which communication was sent out about training was limited because of change in staffing. This also had a direct impact in the number of training that were offered during FY16. The low number of training offered impacted this particular KPI
Average cost per personnel action	74.1	A					95.4	Unmet	In FY16, more managerial time was spent processing actions, as a former team member was promoted to manager. Thus, some of the same transactions were performed by someone at a higher pay rate. Additionally, several staff members in career ladder positions were promoted, which further increased the salary cost for individuals processing actions.

Percent of employees completing at least two training sessions	23	Q	10.65	7.66	5.69	8.71	8.2	Unmet	The frequency which communication was sent out about training was limited because of change in staffing. This also had a direct impact in the number of training that were offered during FY16. The staffing changes impacted this particular KPI.
Percent of MSS employees under the Mayor's authority completing required training	70	Q	4.28	4.84	6.27	28.25	10.9	Unmet	The frequency which communication was sent out about training was limited because of change in staffing. This also had a direct impact in the number of training that were offered during FY16. The staffing changes impacted this particular KPI. There were improvements made during the last quarter of the FY to help promote training for MSS.
Percentage of Classification Requests completed within five (5) business days	85	Q	65.84	51.66	52.56	77.7	60.6	Unmet	Barriers to meeting target: The majority of classifications requested were related to agency realignments. Before classifications could be completed, DCHR had to meet with agencies to better understand the request and address any concerns prior to submitting the final realignment package.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Percent of new hires that are DC residents	60	Q	52.58	49.91	51.97	48.19	50.4	Unmet	Barriers to meeting target: Although the number of new District hires is increasing, fewer District residents vs. non-residents apply for District employment (42% vs. 58%). Future efforts will be aimed at increasing the number of District applicants.
Percent of personnel actions completed within 3 days of effective date	90	Q	46.51	22.41	38.79	25.06	33.4	Unmet	All needed information to process a PAR may not be received to process within the 3 days, the back dating of PARS also impacts this number due to back pay settlement agreements, professional bad habits, agency not submitting information or documentation in a timely manner, mistakes that were made, etc.
Average number of days to fill vacancy from post to offer acceptance	75	Q	76.9	91.5	79.6	101.4	86.3	Unmet	DCHR found through its CPM project that 52 days are unaccounted for at the individual agency-level - this may be interviews not being scheduled in a timely manner, lengthy interview and decision making processes, etc.

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

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Percent of employees participating in deferred compensation program	54	Q	32.3	35.26	36.72	43.61	36.6	Unmet	The number of employees participating in the program has increased by 10% this fiscal year. DCHR has pending Council legislation on automatic plan enrollment.

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

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Percent of FOIA requests responded to within 15 business days	70	Q	100	83.33	80	100	91.3	Met	

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

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Average cost per retirement/pension activity	57.23	A					46.8	Met	
NA	78	A					83.9	Met	Based on Administration priorities, this annual survey was not distributed. Instead of conducting a one-time annual survey, DCHR implemented a process to receive continuous feedback. All DCHR employees' email signatures now include a link to complete a satisfactions survey. Based on the feedback received from this survey, 84% of customers stated that they receive timely service from DCHR.
Average number of days from vetting to hire for Excepted and Executive Service positions	20	Q	14.8	12.7	13.4	3.9	11.3	Met	

Percent of system processing tickets/errors that are personnel action related	50	Q	30.35	26.64	16.88	14.97	21.7	Met	
Percent of customers rating HR service delivery as effective or better	98	Q	98.98	98.67	100	99.52	99.4	Met	
Percent of termination personnel file sample size with all required documents	75	Q	56.72	76.92	78.57	73.84	72.1	Nearly Met	This goal was greatly influenced by the large number of temporary summer workers who were terminated during Q4. The high volume resulted in accurate files, but required a longer timeframe to complete. As of FY17, Q1 all termination files from FY16 are accurate and complete.
Percent of employees under the Mayor's authority enrolled in telecommuting and alternate work schedule program	14	Q	12.86	12.6	13.25	13.38	13	Nearly Met	The program has seen a steady increase in participation and support throughout the quarters. DCHR is working to ensure that all employees participating in the program have the required agreements and are utilizing the correct Time Reporting Codes (TRCs) to ensure proper data tracking. Completion of this audit should increase the percentage and meet this KPI.

Average cost per benefits transaction	18.06	A		20.6	Unmet	The number of transactions included in this calculation are only manual transactions initiated by benefits staff. Increased communication efforts, training of customer service staff, and encouraging employees to complete their own transactions via Employee Self Service has contributed to a decreased need for benefits staff to complete manual transactions; however, benefits staff must still serve as a resource for employees to complete transactions on their own. These employee self-service transactions are not captured or used in the calculation of cost per benefit transaction.

Average Percent of abandoned calls per month	9	Q	17.28	17.13	11.52	14.7	15.4	Unmet	Abandoned calls include any caller who received the initial automated greeting and hung up. Although our call management system does not provide an exact number of callers who disconnected during the automated message, we believe this number to be large. The number of callers who disconnected when they were placed on hold by a representative ranges from 4%-7% monthly, which is below the target of 9%.
Percent of PFRRB cases closed within 60 days of decision	70	Q	42.86	50	100	0	52.9	Unmet	Initial written decisions were made within the target timeline; however, the approval process for some decisions expanded the time-frame past the target date.

FY16 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	Total
Percent of employee performance plans completed	A					91
Percent of employee performance evaluations completed	A					83.3
Number of customer resource center walk-ins	Q	3,411	3,026	3,681	3,548	13,666
Number of retirements	Q	257	141	165	131	694
Percent of all employees who are District residents	Q	43.18	43.29	43.47	44.7	43.7
Number of employees completing training	Q	4,218	2,850	6,501	4,223	17,792
Number of new hires	Q	1,261	1,176	2,236	2,602	7,275
Number of job postings	Q	538	567	486	749	2,340
Number of drug tests of incumbent employees	Q	44	234	523	28	829
Number of alcohol tests of incumbent employees	Q	4	51	89	8	152
Number of drug tests of applicants	Q	42	84	737	196	1,059
Number of criminal background checks of incumbent employees	Q	204	439	828	1,746	3,217
Number of criminal background checks of applicants	Q	179	4	782	705	1,670
Number of criminal background checks of volunteers/contractors	Q	97	160	550	446	1,253

FY16 Initiatives

Title: Implement a Compensation and Classification System, and provide training and consultative services related to the new system for effective implementation.

 Description: In FY16, DCHR will implement the new compensation and classification system developed by the Labor Management Task Force (LMTF) through the Reform effort. In FY15, DCHR led an initiative to train and work with agencies to transition employees from current position descriptions to the new proposed job specifications. The focus for FY16 will be to train stakeholders and transition all participating employees to the new classification and compensation system. To successfully accomplish this initiative the new classification and compensation system, including new compensation structures will need to receive Mayoral and Council approval. DCHR will also need to gain approval and publish the requisite policies and procedures governing the new system.

 Complete to Date: 75-99%

 Status Update: DCHR presented the comp/class options to union leadership and the LMTF during this quarter. In addition, Deloitte has finalized it surveying for updates to the compensation models. Our expectation is that comp/class reform will be implemented in the coming FY

 If Incomplete, Explanation: DCHR presented the comp/class options to union leadership and the LMTF during this quarter. In addition, Deloitte has finalized it surveying for updates to the compensation models. Our expectation is that comp/class reform will be implemented in the coming FY. In August, DCHR submitted a request to initiate the RFP process to acquire a Talent Management System to support the career path/succession planning initiative. Although the request was not approved by budget authorities, DCHR is hopeful that funding will be identified in FY2017.

Title: Implement an enhanced Talent Acquisition delivery model.

 Description: DCHR will develop a Talent Acquisition Plan to modernize our recruiting and placement efforts. DCHR will transition from the current passive method of recruiting talent to a more dynamic and active approach. DCHR will work to improve the District Government's identity as a competitive employer by developing vacancy announcements that depict the District as an exciting place to work and a quality employer. DCHR and the HR community will also embrace current talent acquisition trends in various platforms: social media; external job boards; targeted and virtual career events (e.g., veterans, college students, etc.); marketing campaigns targeting niche and specialized careers; and employee referrals. The plan will also include a marketing and communications campaign targeted at recruiting District residents. The campaign, DC: Live Here. Work Here. can be used to target applicants who reside outside of the District by encouraging them to move into the District.

 Complete to Date: Complete

 Status Update: Hosted a 2-day training - "Recruitment Using Social Media" where 25 HR professionals attended across the District. Partnered with MPD to begin utilizing our ATS to post Police Recruit positions that has increased their applicants 25-35 on a weekly basis. Met with OSSE to brainstorm ideas to attract/recruit more applicants for Bus Driver positions and how to best leverage their new Academy to serve as a pipeline

Title: Develop a District-wide Workplace Wellness Program policy

 Description: DCHR will provide the framework and foundation for the District's wellness initiatives, in accordance with its long-term Strategic Wellness Plan developed in FY15, by providing leadership for the District's Wellness Committee a group of Wellness Leaders from each agency, a wellness guide and toolkit, facilitation of onsite activities in coordination with the District's healthcare vendors, and health outcomes tracking through a comprehensive health outcomes evaluation.

 Complete to Date: Complete

 Status Update: DCHR has developed a collaborative partnership with each of the District's three healthcare carriers, to offer a wellness strategy that incorporates District agencies engaging their employee population to increase participation in preventative care measures;

Title: Research and determine feasibility of implementing an automated retirement case management system.

    Description: During FY15 assessments have been conducted to identify gaps and opportunities for improvement for the retirement case management process and timeliness in computation and counseling on retirements. The BRA team has identified SharePoint as a possible solution for an automated retirement case management system. In FY16, the Benefits and Retirement team, in collaboration with DCHR IT and OCTO, will develop the SharePoint site, determine the most efficient workflows, train HR Specialists, and complete pilot testing for the retirement case management system.

        Complete to Date: 75-99%

        Status Update: On September 30, a dedicated Benefits sub-page was created in SharePoint, by OCTO's SharePoint Administrator. All requested DCHR BRA staff is now able to access the site. A BenefitsHR Specialist is continuing to build out the SharePoint process, forms, workflow, and Standard Operating Procedures to implement the automated retirement case management system

        If Incomplete, Explanation: DCHR is continuing to build out the SharePoint process, forms, workflow, and Standard Operating Procedures to implement the automated retirement case management system. this initiative required more effort and OCTO support than initially estimated.

Title: Conduct research, through an actuarial study, to determine the feasibility of implementing and sustaining a commuter transit subsidy for District employees who are District of Columbia residents.

    Description: A commuter benefits program offers a convenient way for employees to lower their commuting costs by utilizing pretax dollars to pay for commuting costs. The program offers an employer the ability to enhance their benefits package with an incentive that can be used to attract and retain qualified employees, particularly in areas with transit access. An employer in the United States may provide transportation benefits to their employees that are tax-free up to a certain limit. The District does not currently offer a free or subsidized commuter benefit. There is an opportunity through budgeting this into the fringe costs of personnel services dollars to offer this incentive to District employees. There are several ways that employers implement commuter benefit programs. The most direct way is for employers to administer the program themselves arranging for transit passes, for example, to be given to employees at the worksite. This would be similar to the benefit that is currently given to Union employees in Compensation Groups 1 and 2. An actuarial study will be conducted to determine the feasibility of implementing and sustaining a commuter transit subsidy for District employees. The result of this study will assist the District in making a determination of the financial impact and budget needed to fund this initiative, and determine if a District-sponsored transit benefit for all employees would be sustainable.

        Complete to Date: 25-49%

        Status Update: Beginning August 2016, DC Government employees are eligible for a discount with Zipcar, the world's leading car-sharing service. Zipcar gives members on-demand access to a variety of cars in cities, campuses and airports, by the hour or day. Employees must register via the DC Government employee Zipcar page at http://www.zipcar.com/DCgov

        If Incomplete, Explanation: DCHR will not be able to conduct an actuarial study due to budgetary restrictions.

Title: HR Analytics development and launch to greater HR Community

    Description: In FY15, DCHR began to identify and implement key human resources performance metrics that facilitate more efficient, data-driven decision making. In FY16, DCHR will continue this work by researching and identifying best practice metrics that provide a 360 degree view of the human resources within the District. This effort will include data validation, education and training of the HR community on the use and importance of analytics.

        Complete to Date: 75-99%

        Status Update: During Q4, DCHR presented to the HR Community about the importance of data analytics at the HR Summit. This session focused on the importance of using data analytics to make strategic and data-based decision. Best practices regarding effectively selecting and presented data were shared. A toolkit that includes common HR metrics and sample dashboards is currently being finalized. DCHR is also finalizing posting a HR dashboard and analytics reports on the Intranet.

        If Incomplete, Explanation: Best practices have been developed and shared and a toolkit is being finalized. DCHR initially planned to leverage the

PeopleSoft 9.2 upgrade and associated metric capability, but the upgrade delay caused DCHR to have to develop other methods, in turn delaying overall roll out.

Title: Enhance absence management by developing reporting mechanisms to inform leaders on absenteeism, train managers on absence management and provide support for managers in addressing absenteeism issues.

Description: Currently the District of Columbia's absenteeism rate has been relatively unmonitored and upon initial review is above industry standards. In FY16, DCHR will develop reports on the District's absenteeism rate on a quarterly basis for review with District leaders. Based on the findings and best practices, DCHR will educate and train District managers on absenteeism and approaches to promote a reduction in the absenteeism rate. In addition, DCHR will establish/update any policies related to absenteeism, if applicable.

Complete to Date: Complete

Status Update: In FY16, DCHR monitor Absenteeism District-Wide by running PeopleSoft Absenteeism reports for each agency under the Executive Branch. Upon the completion of each report, a thorough analysis is conducted of the total sick leave usage for each department within an agency. Q4 data is currently being compiled, but based on prorated data, the District has been a .4% decrease in sick leave usage

Title: Develop and launch an HR Certificate Program to promote the operational and strategic development of HR professionals in the District government.

Description: In FY16, DCHR will define and pilot 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 DCHR effort in developing District HR professionals that are both operational and strategic in the delivery of HR service.

Complete to Date: 25-49%

Status Update: In Q4, DCHR convened an HR Summit with over 100 human resources professionals, General Counsels, and talent development liaisons in attendance. During the HR Summit, DCHR hosted a workshop to discuss the HR Certification Program framework, the core competencies for HR professionals, and desired outcomes of the District's HR Certification Program. As a result of the workshop, DCHR was able to gather pertinent information to use in moving forward with the certification program once the Shared Services Model is implemented.

If Incomplete, Explanation: Although DCHR did not meet the goal of launching a pilot of the HR Certification Program, we were successful in defining program goals and objectives.

Title: Define, create and align the District's course content and programs across a Career Path Framework.

Description: DCHR is responsible for course content for supervisor/management, core competency and technical employee development. DCHR will implement 6-8 new instructor-led courses and create learning opportunities in accordance with the 70/20/10 learning experience model and connect learning objectives to performance standards. This initiative will also include identifying and aligning online and instructor-led learning offerings to the Career Path Framework and delivering education and training to both managers and employees.

Complete to Date: 75-99%

Status Update: In Q4, DCHR launched the pilot cohort of the Mayor's Mentoring Circles Program, an initiative that pairs cabinet-level executives (Mentors) with a group of high potential managers. The goal of the program is to provide participants (Mentees) with senior level mentoring and networking necessary to engage and further develop high potential leaders' competence and acumen. We received nearly 100% participation. A program assessment will be conducted at the 30-, 60-, and 90-day benchmarks.

If Incomplete, Explanation: DCHR was successful in developing four new instructor-led courses to be launched in FY2017. New course titles are Inside Out Coaching, Managing Up and Across, Mediation Works, and MBTI Type and Conflict. Additional work required will be carried out in FY17.

Title: Align career path programs and mapping with the compensation and classification job families' competencies

Description: In FY16, DCHR will conduct needs assessments, focus groups and research learning and development best practices to create a core competency mapping framework that connects to career mapping. The initiative will include reviewing and developing a plan for a comprehensive talent management system that includes learning management system (LMS) that will include the career path framework and for mapping the District's core competencies to the new classification job families and learning and development. With successful completion employees will be able to understand how to grow and prosper in careers within the District government.

Complete to Date: Complete

Status Update: In Q4, DCHR completed the framework for Succession Planning in District government. The framework was approval by agency leadership which led to the launch of the pilot program within DCHR.The purpose of the pilot program is to test the framework and collect data on how the framework may work within other agencies across the District

Title: Develop a policy addressing Domestic Violence in the Workplace

Description: Domestic violence-related crime is, unfortunately, increasing in the District. The effects of domestic violence can carry into the workplace, and endanger employee-victims and co-workers decreasing productivity. The OGC will take the lead in developing a plan of action to ultimately create a comprehensive policy addressing the effects of domestic violence in the workplace. The policy will aim to increase the prevention of domestic violence within the workplace, set forth the steps the District will take to assist employee victims of domestic violence, sexual assault, and stalking, and detail efforts DCHR will take to enhance workplace safety for victims and their co-workers. This policy will serve as a model for other District agencies and employers.

Complete to Date: 25-49%

Status Update: Project on hold pending additional participants to review and draft the policy

If Incomplete, Explanation: DCHR has drafted the inital policy; however, has not received input from needed stakeholders. In FY17, DCHR will be working to solicit additional stakeholder input.

Title: Implement District-wide Tuition Assistance and Reimbursement Program (DCTARP)

Description: Based on District needs and defined goals for the program, District of Columbia Human Resources (DCHR) will create a District-wide Tuition Assistance and Reimbursement Program (DCTARP). This initiative includes conducting a needs analysis, developing regulations and procedures for the program, establishing program criteria, eligibility requirements, and partnering with District agencies to identify possible funding sources. The development of the DCTARP framework is on target to be completed by September 30, 2015. Implementation will begin in FY16 as the framework is finalized, socialized with stakeholders and a complete implementation plan created and initiated.

Complete to Date: 25-49%

Status Update: Based on Administration priorities, this initiative was not completed.

If Incomplete, Explanation: Based on Administration priorities, this initiative was not completed.

Title: Design, implement and launch the Mayoral Awards program as one component of an employee recognition program

Description: In partnership with the Executive Office of the Mayor and Labor Management Partnership Committee (LMPC), DCHR will update and finalize the Mayoral Awards program. DCHR has worked with the OCA to provide background information on the employee recognition programs held previously, strategies

for branding, program concepts, award categories, funding, and enhancing the event format. The event will occur in 2017 and include updating and releasing policies and procedures, identifying an awards management system and serving as a District liaison with participating agency. Lastly, DCHR will partner with District agencies and community resources to organize coordinate, and support activities associated with the Public Service Recognition Week May 3 9, 2016.

    Complete to Date: 50-74%

    Status Update: A detailed memo, implementation plan, and estimated expense report were provided to the Office of the City Administrator (OCA) on May 2, 2016; however, based on priorities, this program was not launched

    If Incomplete, Explanation: Based on priorities this program was not launched; however, DCHR is drafting a comprehensive engagement toolkit which will help enhance employee engagement efforts.

Title: Encourage and promote the District's telework and alternative work schedule (AWS) programs to increase employee participation. (Sustainable DC Plan Transportation Action 3.4)

    Description: Contributing to the District's efforts to create a Sustainable DC and become an Employer of Choice' DCHR will continue to promote and educate District managers and employees on telework and alternative work schedules. DCHR will implement industry best practices in policy and program oversight, ensuring that the District's programs are comparable to the Federal government and other jurisdictions providing competitive advantage for recruiting and retaining employees. DCHR will also conduct District-wide trainings for Agency Program Coordinators on facilitating the District's Telework and Alternative Work Schedule programs. This training will aid in standardizing agencies' knowledge and expertise to provide better guidance and in overcoming barriers to success.

    Complete to Date: Complete

    Status Update: DCHR has developed new situational telework provisions, conducted agency training in this regard, and recently issued revised telework/AWS guidance. Moreover, data shows that the telework program utilization has been increasing significantly across the District. Situational telework is a temporary arrangement (3 consecutive days) in which an employee may be permitted to telework in certain instances, including but not limited to completing a project or report; while recovering from an injury or illness; or attending to a home repair emergency

Title: Increase the percentage of new District employees that are DC residents and strive to retain District residents.

    Description: DCHR will develop a plan that includes partnering with District agencies and other stakeholders to recruit and retain District residents as employees with the District government. A number of programs already exist that focus on hiring DC residents and DCHR will enhance and leverage these programs while we develop new opportunities.

    Complete to Date: Complete

    Status Update: Participated in the: MBSYEP Young Adult Hiring event to answer questions regarding District employment; KIPP DC Family and Fun Day to inform attendees of the benefits and numerous opportunities with District government; PeaceCorps Job Fair to inform of the benefits and numerous opportunities with District government

Title: Employee Protections District Personnel Manual, Chapter 15

    Description: District employees are protected through various regulations, statutes and agencies. These protections include employment without the threat of discrimination; the right and duty to report waste, fraud and abuse without fear of retaliation; the right to care for self and family members without loss of employment benefits; and the right to employment opportunities even in the face of disability. (e.g. EEO, Whistleblower Protections, FMLA and ADA.) Chapter 15 of the District Personnel Manual currently contains no content. During FY16, DCHR will develop content that will be housed in Chapter 15 that consolidates, clearly outlines employee protections, and defines management responsibilities. The addition of Chapter 15 will include the development and/or updating of related

guidance and training materials.

Complete to Date: Complete

Status Update: We have reached our target of fully researching the employee protections to be covered in Chapter 15, and developed a regulatory outline. Rulemaking will take place in FY2017. The FY2016 goal has been met

Title: Develop, Review and Implement New Residency and Legal Licensure Verification Procedures

Description: DCHR is responsible for verifying compliance with attorneys' legal licensing requirements and verification of residency for Executive Service, Excepted Service and residency preference employees. Verification processes are currently done through a manual process. In FY15, DCHR developed concepts for streamlining these processes, and in FY16 we will implement new approaches. For the residency verification process, we will look to unify the proof required for residency by aligning with the Department of Motor Vehicles (DMV) legal requirements. Thus, we would rely on DMV credentialing to a greater degree. Verification may include automated local tax payments recorded in PeopleSoft, and an interface with DMV. For legal licensing requirements, attorneys' standing is recorded by the DC Bar and DC Court of Appeals electronically. We will use these databases to eliminate the time and expense involved in obtaining physical good-standing certificates for every attorney. The revisions to these processes will likely require statutory changes.

Complete to Date: 75-99%

Status Update: Legislation relating to attorney certifications was submitted to the Council and heard by the subcommittee. OPLA reports that this legislation will be voted on by COW prior to calendar year 2017. DCHR has received administration support for revised residency legislation and we have confirm technical viability with DMV. We continue to work with DMV for electronic integration and proposed legislation will be submitted to OCA/OPLA for review and approval in early FY2017

If Incomplete, Explanation: Legislation pending

Title: Review and Update Comprehensive Merit Personnel Act

Description: The District personnel system is governed by the Comprehensive Merit Personnel Act, which was established in 1978. The Act, as well has HR industry practices, have evolved significantly. As a result, there are technical errors in the Act and portions of the Act are outdated. In FY16, DCHR will conduct an exhaustive review of the entire Act and develop amendments to correct technical errors and bring the Act up to date with current HR principles. This will include making adjustments to accommodate the new Classification and Compensation System recommended by the Labor Management Task Force.

Complete to Date: Complete

Status Update: We have reviewed approximately 50% of the CMPA, and thus, we have achieved our goal at the 50% mark. Due to competing priorities (predominantly Share Shared Services and comp and class), we were unable to dedicate sufficient resources to this initiative. We will continue with the initiative into FY2017

Title: Implement New Workforce Management and Suitability Programs

Description: DCHR fully revised and updated the District Personnel Manual, Chapters 4 and 16, relating to suitability (criminal, drug and credit screening) and disciplinary matters. These updates were based on recommendations by DCHR and key partners, including labor organizations, the Office of Labor Relations and Collective Bargaining, the Office of the Attorney General, the Office of the City Administrator, and various subordinate agencies. Rulemaking was drafted and finalized in FY15. In FY16, DCHR will implement the new programs including the execution of communication and training strategies.

Complete to Date: 75-99%

Status Update: We approximate that this goal has been met by 85%. Both Chapters 4 and 16 required additional labor bargaining. We continue to negotiate (through OLRCB) with AFGE. Bargaining with all other locals has been finalized and the rules implemented. The rules were also implement with respect to

non-union employees

If Incomplete, Explanation: These programs required additional labor bargaining.