

Department of Employment Services FY2017

FY2017 Performance Accountability Report

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, and key performance indicators (KPIs).

Mission

The Department of Employment Services (DOES) puts people to work by providing the necessary tools for the District of Columbia workforce to become more competitive.

Summary of Services

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

FY17 Top Accomplishments

| Accomplishment | Impact on Agency | Impact on Residents |
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| <p>Quick Path to Energy (QPE): QPE Program is a partnership between Pepco Holdings, the Workforce Investment Council (WIC), the Department of Employment Services (DOES), and the University of the District of Columbia Community College (UDC-CC). QPE is a customized training program designed to meet the specific short-term utility and infrastructure hiring needs of Pepco Holdings. The program is a six-week course that will serve 125 District residents across five cohorts. Participants will prepare for and take the Construction and Skilled Trades (CAST) exam, as well as receive case management and workforce readiness training. Participants that meet attendance and program milestones will be eligible to receive a \$100 incentive in the form of a Visa gift card. Participants that successfully pass the CAST exam will be prepared for interviews with Pepco for open utility positions.</p> <p>WMATA: In August 2017 the Workforce Bureau has also forged a partnership with WMATA to help fill driver positions. Of the 58 district residents that were referred to the opportunity, 26 passed the WMATA assessment and 11 are awaiting interviews with WMATA.</p> <p>Workforce Wednesdays: The Workforce team also revamped the agency's First Friday Training Round-Up events. The event is now marketed as Workforce Wednesdays (WW). WW is an effort to match DOES district resident with appropriate training for jobs in high demand fields. DOES Training Providers come together in one location to explain their programs and requirements. Customers have an opportunity to ask pertinent questions which allows them to find the best program to fit their needs (e.g., Certification, hours which don't conflict with child care, etc.). One of the primary changes in this redesign is now employers are invited to attend the event to fill immediate vacancies. Additionally, that the event went from being held once a month, to now twice per month. This allows district residents more opportunities to engage training providers and employers. As a result, WW increased registration in the DOES tracking system (DCNetworks.com), increased program participation, but more importantly, since the change in August 2017, employers have made 15 contingent job offers to district residents</p> | | |

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| <p>Increasing youth enrollment; Increased the number of Out-of- School Youth served through federal programs by more than 300%</p> <p>Initially eight (8) active OSY according to USDOL in PY14/FY15, currently enrolled more than 500 total youth (PY16/FY17)</p> <p>Youth have received more than 1,400 total services YTD FY17 as opposed to 176 in FY15</p> | | |
| <p>DOES exceeded the Acceptable Level of Performance (ALP) of 87% for the First Payment Promptness Core Measure for three consecutive quarters during FY 17. DOES completed FY 17 with a performance outcome of 88.75%, which was a 6.44% increase from FY 16.</p> <p>The District finished #1 in the nation in the Nonmonetary Determination Time Lapse Core Measure for FY 17 with a performance outcome of 96.6%.</p> <p>The District is currently #8 in the nation in Nonmonetary Determination Quality – Separation Issues Core Measure through the first three quarters of FY 17 with a performance outcome of 87.7%. DOES also exceeded the ALP of 75% in the Nonmonetary Determination Quality – Nonseparation Issues Core Measure during Q3 of FY 17 with a performance outcome of 83.3%.</p> | | |
| <p>Successful passing of the Collections Performance Measure: The OUC Tax Division successfully passed the Collections Activities Measure for the first time since the Clinton Administration. This performance measure has been deficient for over 20 years but the efforts of the Field Audit Unit performing dual functions in the absence of an stand-alone Collections Unit was the driving force behind the organization realizing success in this area. With redesigned processes and targeted efforts for noncompliant employers performance is anticipated to grow in the upcoming years.</p> <p>Successfully passing the Federally Mandated Effective Audit Measure: The Tax Division has successfully passed the Effective Audit Measure (EAM) for two consecutive years. To date the District is the only state within our region to accomplish consecutive years of passing the audit measure since its implementation less than 10 years ago. Do to these operation successes the Tax program has been requested the by US Department of Labor to assist the state of West Virginia in redesigning its processes and sharing our best practices in an effort to aid them in finally achieving this performance measure.</p> <p>Unemployment Trust Fund: At the end of this fiscal year the District's UI Trust Fund is its healthiest in history. The Fund balance ended the fiscal year with \$442,802,762. This balance has remained robustly healthy while absorbing an increased UI Weekly Benefit Amount. This is an increase of \$36,152, 239 from the end of fiscal year 2016. The redevised collections efforts and the redesign of internal processes can be giving credit for these arduous achievements. The OUC Tax Division looks forward to realizing even greater levels of success for the 2018 fiscal year.</p> | | |
| <p>Minimum Wages: The Office of Wage-Hour (OWH) launched an automated reporting system to collect information from businesses who have tipped employees. As a result, OWH conducted Random Audits to ensure that employers are reporting accurately and paying the correct minimum wage to employees. OWH is in the process of making enhancements to the tip portal reporting system in order to make the system more user-friendly for both employers and OWH staff. A bulk upload feature will be incorporated, making it easier for businesses to add company payroll information. In addition, a new design will be created that allows employers to upload files from the employer portal, and a new batch process will be created to validate and process the uploaded files.</p> <p>Workers' Compensation Formal Hearings: During FY2017, the Administrative Hearings Division virtually eliminated the number of overdue cases pending a decision. Accordingly, this has resulted in nearly all decisions, regardless of type, not only being issued timely, but well within the statutorily prescribed time limit, which has allowed those injured workers being awarded benefits to receive them more expeditiously.</p> <p>First Source Agreements: For the first time, the Office of Wage Hour/First Source Program began assessing and enforcing fines and penalties for contractors that did not meet the hours worked or 51% District hiring requirements under the First Source Agreements. Educational roundtables were conducted to inform contracting agencies and general contractors on the First Source Agreement requirements, including reporting, and fines.</p> | | |
| <p>Partnership with local government and national workforce agencies to facilitate Academy DOES (e.g. National Association</p> | | |

of Workforce Boards, Workforce Investment Council, Department of Corrections, University of D.C., Department of Mayor for Planning and Economic Planning, Office of Policy and Legislative Affairs).

Launch of management executive coaching services in partnership with George Washington University

Implementation of Lynda.com services for Academy DOES alumni as ongoing learning opportunity

Facilitation of "World Class Customer Service" Training for Customer Navigation Center team members - more sessions to follow for additional departments within the agency.

2017 Strategic Objectives

| Objective Number | Strategic Objective |
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| 1 | Provide high quality training programs for adults and youth that are business driven and lead to an industry-recognized credential to improve employment outcomes for District residents. |
| 2 | Improve integration and coordination with District government agencies to reduce duplication of services, improve customer service, and increase employment and job retention for the District's most vulnerable residents; e.g., people experiencing homelessness, receiving TANF benefits, Returning Citizens, and those residing in Police Service Areas with high crime rates. |
| 3 | Improve the efficiency, integrity, and performance of unemployment compensation benefits and unemployment tax services provided to claimants and District employers. |
| 4 | Provide a more efficient and effective system to prevent workers from exposure to unsafe working environments and from falling beneath an unacceptable income level at times of unemployment due to injury or illness. |
| 5 | Improve employment or placement of District residents in government assisted projects, while enhancing the enforcement of said efforts via monitoring of existing First Source Agreements. |
| 6 | Create and maintain a highly efficient, transparent and responsive District government. |

2017 Key Performance Indicators

| Measure | Freq | Target | Q1 | Q2 | Q3 | Q4 | FY 2017 | KPI Status | Explanation |
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| 1 - Provide high quality training programs for adults and youth that are business driven and lead to an industry-recognized credential to improve employment outcomes for District residents. (5 Measures) | | | | | | | | | |
| Percent of adult participants completing adult workforce development training programs | Quarterly | 75% | 61% | 39.3% | 39.6% | 70.1% | 53.4% | Unmet | The primary barrier the agency faced with this measure is that the KPI is reported quarterly instead of annually. The reason being is that not all training programs are the same duration and most times a participant may not complete training and receive a nationally recognized credential until the following quarter to later. Conversely, there are customers who have completed training in the |

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| | | | | | | | | <p>current quarter that may have started in previous quarters, which causes some overlap in quarterly reporting of the KPI's may not be adequately captured and an accurate reflection of the agency's performance.</p> <p>It's of special note that for FY17, given this barrier, 361 WIOA enrolled district residents completed training through an eligible training provider or On-The-Job Training program, and 398 were referred to an eligible training provider. As a result, DOES met and exceeded this measure with 90.7% of adult and dislocated worker WIOA enrolled participants completing a training program through an eligible training provider or OJT program.</p> |
| Percent of adult participants employed after receiving intensive services and completing a training program | Quarterly | 62% | 18% | 0% | 4.6% | 55.8% | 34.3% | <p>Unmet</p> <p>We have to regretfully report that due to personnel changes, this KPI may have been calculated incorrectly and misunderstood during the transition. There were 1184 participants that completed a training program either through a local program that led to employment such as LEAP, OJT, Project Empowerment or a federally funded WIOA training and of that 568 secured employment which equates to 48% of adult participants employed after receiving intensive services and completing a training program.</p> <p>One of the crucial components to the agency not achieving this goal is the lack of training providers on the agencies ETPL for FY17. To remedy this, and to achieve better training outcomes, there were eight (8) training providers added to the ETPL, of which four (4) are apprenticeship sponsors.</p> |

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| | | | | | | | | | Additionally, Goodwill of Greater Washington was added and an approved program eligible for "non-ITA" referrals. |
| Percent of residents who are hard-to-hire, unemployed for 12 months or more and special populations such as residents with disabilities and returning citizens, employed after receiving intensive and/or core services. | Quarterly | 62% | 5% | 0.7% | 0% | 38% | 18.8% | Unmet | <p>On numerous occasions DOES has sought out technical assistance from OCA regarding the agency's FY2017 performance plan. During one of those meetings it was determine that "hard-to-hire" was never adequately defined. As a work-around, DOES was able to compile data regarding a targeted population that included customers served with barriers to employment. Additionally, the information in reference to a customer's barriers to employment is captured when they are enrolled in WIOA, not when they are initial engaged for core services. Therefore, if a customer that has barriers to employment received core/individualized services from the AJC's and secured employment, that data is not reported.</p> <p>Using this methodology, in FY2017 there were 2152 district residents with barriers to employment that were either WIOA enrolled or enrolled in project empowerment, of that, DOES was able to assist 580 (or 27%) district residents retained employment.</p> |
| Median earnings of adult participants employed after receiving intensive services and completing a training program | Annually | \$6200 | Annual Measure | Annual Measure | Annual Measure | Annual Measure | Data Forthcoming | Unmet | <p>The Median Earnings of 6200 is based off the Federal Performance Measures that were negotiated with DOL. The DOL performance system, Workforce Integrated Performance System (WIPS), did not provide performance results for PY2016 (7/1/2016 -6/30/2017). As a result, median earnings were not provided for program participants. Moving forward, this measure will be captured</p> |

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| | | | | | | | | | in PY2017 Performance Results. |
| Percent of youth participants who attain a credential after receiving intensive services and completing a training program | Quarterly | 50% | 0.8% | 0% | 31.6% | 17.1% | 7.6% | Unmet | No explanation provided by OYP. |

2 - Improve integration and coordination with District government agencies to reduce duplication of services, improve customer service, and increase employment and job retention for the District's most vulnerable residents; e.g., people experiencing homelessness, receiving TANF benefits, Returning Citizens, and those residing in Police Service Areas with high crime rates. (1 Measure)

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| Average number of calendar days to access training from registration in WIOA | Quarterly | 14 | 97 | 83 | 76 | 60 | 75.19 | Unmet | <p>Unfortunately, the agency was unable to achieve this target. The challenge is that when a customer enrolls into WIOA, the majority of the time, they are enrolling for career services and not necessarily for assistance or interest in occupational skills training. During the initial assessment that is completed by the case managers, the customer is informed about the menu of services that DOES offers, but the customers focus is usually on returning to the work not enrolling into training. With most customers, after a few unsuccessful weeks of job hunting, the customer then re-engages their case manager, to discuss alternate strategies, and the subject of occupational skills training is then revisited. It is then that the customer begins to compile their eligibility documents and must bring every required record before the customer can enroll into WIOA to pursue training. This process can take 30-60 days before the customers' actual training start date.</p> |
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3 - Improve the efficiency, integrity, and performance of unemployment compensation benefits and unemployment tax services provided to claimants and District employers. (2 Measures)

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| Percent of all first unemployment insurance payments made to eligible | Quarterly | 84% | 83.1% | 90.1% | 91.1% | 90.4% | 88.8% | Met | |
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| claimants within 14 days of the first compensable week-ending date | | | | | | | | | |
| Percent of new unemployment insurance status determinations made within 90 days of the ending date of the first quarter of liability | Quarterly | 70% | 77.1% | 75.3% | 78.6% | 80.2% | 77.6% | Met | |
| 4 - Provide a more efficient and effective system to prevent workers from exposure to unsafe working environments and from falling beneath an unacceptable income level at times of unemployment due to injury or illness. (3 Measures) | | | | | | | | | |
| Percent of back wages collected from employers on valid wage and hour complaints | Quarterly | 97% | 91.4% | 111.9% | 100% | 119.6% | 102.8% | Met | |
| Percent of workers compensation formal hearings finalized within 120 working days | Quarterly | 80% | 84.9% | 98% | 96.1% | 89.1% | 91.7% | Met | |
| Bi-Annual State Ranking per premium rate to secure workers' compensation coverage in the District of Columbia (Last ranked in 2016) | Annually | 51 | Annual Measure | Annual Measure | Annual Measure | Annual Measure | Data Forthcoming | | |
| 5 - Improve employment or placement of District residents in government assisted projects, while enhancing the enforcement of said efforts via monitoring of existing First Source Agreements. (1 Measure) | | | | | | | | | |
| Percent of the First Source Agreements executed by the District that are monitored and/or enforced | Quarterly | 85% | 100% | 96% | 100.3% | 100.6% | 99.5% | Met | |
| 6 - Create and maintain a highly efficient, transparent and responsive District government. (1 Measure) | | | | | | | | | |
| Customer Service-Overall Customer Service Satisfaction | Annually | 75 | Annual Measure | Annual Measure | Annual Measure | Annual Measure | 0 | Unmet | This is part of an FY2018 Strategic Initiative. |

We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

2017 Workload Measures

| Measure | Freq | Q1 | Q2 | Q3 | Q4 | FY 2017 |
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| 2 - Job Centers: providing job seekers with a number of employment opportunities. Each center provides career counseling, resume assistance, job placement, vocational training, access to online services, information about local and national labor markets, and unemployment insurance. (1 Measure) | | | | | | |
| Number of customers visiting the American Job Centers | Quarterly | 6872 | 7549 | 7311 | 5749 | 27481 |
| 3 - Unemployment Benefits: providing temporary weekly benefits to workers who become unemployed due to no fault of their own. (1 Measure) | | | | | | |
| Number of calls to the call center (Customer Navigation Center) regarding unemployment insurance benefits | Quarterly | 25828 | 23796 | 21402 | 15324 | 86350 |

2017 Strategic Initiatives

| Title | Description | Complete to Date | Status Update | Explanation |
|-------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| BENEFITS (2 Strategic initiatives) | | | | |
| Improve UI Status Determinations | In FY 2017, the agency intends to improve timeliness of UI Status Determinations. Supervisory reviews of new employer account establishments, to ensure that registration information received for processing is promptly handled; and Staff reminders will be sent periodically, placing emphasis on the importance of promptly processing registration information. | Complete | For FY17 OUOC Tax Division experienced a 4.17% growth in the amount of timely New Employer Status Determinations processed timely. The efforts to redesign system processes, engage employees in more hands on training opportunities and streamlining internal workflows and SOP's have contributed to this team effort. The efforts to improve are not yet finished as we strive to eclipse 80% in timeliness for FY 2018. We are ending the year with a strong 4th quarter that ended with 80.24% in timeliness efficiency. | |
| Improve First Payment Promptness | In FY 2017, DOES aims to improve First Payment Promptness. The agency has created a new unit to focus on and monitor all First Payment related issues. The unit will have the authority to investigate and secure wages, re-engineer existing strategies, and will be responsible for streamlining all monetary processes, which impact the agency's ability to meet the industry standard of 87%. | Complete | DOES has exceeded the Acceptable Level of Performance (ALP) of 87% for the First Payment Promptness Core Measure during the prior two quarters. Streamlining the monetary redetermination process and prioritizing the adjudication of issues on claims with a potential first payment due have been the main contributors to success. DOES will continue to monitor | |

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| | | | performance in this Core Measure on a weekly basis to ensure progress is sustained. | |
| EMPLOYER SERVICES (1 Strategic Initiative) | | | | |
| Increase the Number of Businesses Engaged with DOES | In FY 2017, DOES aims to increase awareness of the agency's Business Services programs and supports by: 1), expanding outreach to large, small, and new businesses in the District; and 2), Building Capacity (Staff) by forecasting training needs, identifying tools, and building coalitions. Special efforts such as seminars, webinars, and the development of a "Business Tool Kit", will be used to create partnerships for the expansion of the Learn, Earn, Advance, & Prosper (LEAP) Program, the On-the-Job Training Program, and both Apprenticeship and Pre-Apprenticeship Programs. | Complete | Business Service Group staff has been relocated to each American Job Centers. The 100 Business within 100 Days initiative was launched in partnership with DOES and DMPED. BSG continues to conduct targeted hiring events to support businesses with First Source Agreements. | |
| LOCAL ADULT TRAINING (1 Strategic Initiative) | | | | |
| Improve Training Referral Efficiency | In FY 2017, DOES aims to improve Training Referral Efficiency by reducing the time it takes from the date of registration in WIOA to enrollment in training. The agency will begin to track the timeframe between Registration Date and Enrollment Date, review data during quarterly ProgramStats (discussions reviewing data, the process of capturing data and business processes), and will improve coordination with job developers across agencies to accomplish this goal. | Complete | WFD staff has continued to streamline processes to reduce the time it takes to enroll participants in WIOA. It is worthy to note customers may be enrolled in VOS, 30-60 days for job search before deciding to enroll in WIOA training. This is due to customer choice under WIOA regulations. Customers may also have approval to enroll in training but have to wait a few weeks prior to the start of class based on the providers course scheduling. | |
| TRAINING AND EMPLOYEE DEVELOPMENT (1 Strategic Initiative) | | | | |
| Implement a Leadership Development Training program for DOES employees. | <p>Agency Management will offer comprehensive professional development and/or management training to all DOES staff. The training will be available to all agency managers, and available to all other staff members striving to improve their potential and advance into management. The training will align with the District's Department of Human Resources (DCHR) learning and development career continuum and will cover topics such as priority management, teambuilding, effective communication and collaboration, conflict resolution, and change management.</p> <p>In FY 2015, the agency implemented Strategic Doing, a framework developed by Purdue University, which teaches people how to form collaborations quickly, move them toward measurable outcomes, and make adjustments along the way. It enables leaders to design and guide new networks that generate innovative solutions. It is the strategy DOES is using to implement the Workforce Innovation and Opportunities Act (WIOA) throughout the District of Columbia. A district-wide team coordinated by DOES was trained and is certified as</p> | Complete | The implementation of a Leadership Development Training program for DOES employees was completed on September 22nd. Two, five-week training programs were offered targeting executive/senior management and frontline team members. | |

Strategic Doing Practitioners. In FY 2016, the agency will continued to utilize Strategic Doing for WIOA Implementation and intra agency training, as well as created a position and on-boarded a full-time Training Coordinator.