



# **DEPARTMENT OF EMPLOYMENT SERVICES**

## **FY 2022 PERFORMANCE AND ACCOUNTABILITY REPORT**

**JANUARY 15, 2023**

# CONTENTS

---

- Contents** **2**
- 1 Department of Employment Services** **3**
- 2 2022 Accomplishments** **4**
- 3 2022 Objectives** **6**
- 4 2022 Operations** **7**
- 5 2022 Strategic Initiatives** **11**
- 6 2022 Key Performance Indicators and Workload Measures** **14**

# 1 DEPARTMENT OF EMPLOYMENT SERVICES

---

*Mission:* The Department of Employment Services (DOES) mission is to connect District residents, job seekers, and employers to opportunities and resources that empower fair, safe, effective working communities.

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

## 2 2022 ACCOMPLISHMENTS

Accomplishment	Impact on Agency	Impact on Residents
<p>PFL Prenatal Leave Launch and PFL Benefits Expansion</p>	<p>DC Paid Family Leave launched a new category of leave and now provides up to two (2) weeks of paid leave to receive medical care related to pregnancy. These two weeks can be used in 1-day increments when an individual needs to miss work to attend prenatal medical appointments, receive any kind of medical treatment related to their pregnancy, or visit a doctor for a diagnosis of a condition related to their pregnancy. Individuals that access the new prenatal leave benefit will still have access to the maximum amount of parental leave. That means a pregnant individual could take 2 weeks of prenatal leave and then 8 weeks (now 12 weeks) of parental leave for a total of 10 paid benefit weeks. On October 1, 2022 the Office of Paid Leave rolled out its largest benefits expansion to date when the District's paid-leave program expanded to up to 12 weeks of parental, family, or medical leave and up to 2 weeks of prenatal leave for eligible District workers who experience a qualifying event. The program originally offered up to 8 weeks of parental leave, 6 weeks of family leave, and up to 2 weeks of medical leave.</p>	<p>DC Paid Family Leave helps to support District residents and workers so that they don't have to choose between caring for their selves and their job security. Previously claimants would have to decide whether they wanted to split their total leave time before and after their new child is born, and now they have dedicated time for leave available for prenatal medical care and bonding.</p>
<p>Pepco Cohort 7 completed with 100% job offer rate</p>	<p>DCIA continues to align its goals with the DOES Vision Forward Goals: Achieve Excellence in Service Delivery Align Workforce with Education Create Access and Equity Promote the District's Human Capital</p>	<p>-Pepco Cohort 7 completed with 100% job offer rate; -DCIA added Basic Computer Skills to enhance participant skillset to the Quick Path to Energy programs; -Toni Thomas Cohort 3 achieved a 90% graduation rate and a 79% CDL Class B licensure attainment rate; and -11 trainees achieved their Comp TIA A+ certification.</p>

*(continued)*

Accomplishment	Impact on Agency	Impact on Residents
Compensation Review Board (CRB)	DCCA sustained ratio reflects the percentage of cases that have been disposed on appeal from the CRB to the D.C. Court of Appeals in which that court has not reversed, remanded, vacated or otherwise abrogated the CRB's disposition in that appeal.	-During FY22, the D.C. Court of Appeals sustained the 90% of the CRB decisions that were appealed to that court; -During the current FY, since October 1, 2022 to date, the D.C. Court of Appeals has sustained 100% of the CRB decisions that were appealed to that court.

### 3 2022 OBJECTIVES

Strategic Objective	Number of Measures	Number of Operations
Unemployment Insurance - Improve the efficiency, integrity, and performance of unemployment compensation benefits and unemployment tax services provided to claimants and District employers.	2	1
Labor Standards - 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.	2	1
Workforce Development -Improve employment outcomes for District residents by providing high-quality training programs for adults and youth that are aligned with the District's high demand occupations and lead to credentials recognized nationally by employers.	1	11
Organizational Excellence- Ongoing efforts to establish standards and processes intended to engage and motivate staff to deliver services that fulfill internal and external customer requirements.	5	2
Ensure employers are connected to the American Job Centers to address their workforce needs thereby ensuring positive employment and placement outcomes for residents.	0	2
Universal Paid Family Leave Benefits - Implementing the program to provide temporary weekly benefits to eligible individuals.	3	1
Create and maintain a highly efficient, transparent, and responsive District government.	11	2

## 4 2022 OPERATIONS

Operation Title	Operation Description	Type of Operation
<b>Unemployment Insurance - Improve the efficiency, integrity, and performance of unemployment compensation benefits and unemployment tax services provided to claimants and District employers.</b>		
Unemployment Benefits	Providing temporary weekly benefits to workers who become unemployed due to no fault of their own.	Daily Service
<b>Labor Standards - 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.</b>		
Hearings & Adjudication	Conducts formal administrative workers' compensation hearings for private and public sector employees and employers in the District of Columbia, so that rights and responsibilities are determined fairly, promptly, and according to due process.	Daily Service
<b>Workforce Development -Improve employment outcomes for District residents by providing high-quality training programs for adults and youth that are aligned with the District's high demand occupations and lead to credentials recognized nationally by employers.</b>		
Infrastructure Academy	The District of Columbia Infrastructure Academy (DCIA) is a key initiative of Mayor Muriel Bowser's Administration to meet the need for skilled infrastructure professionals in Washington, DC. DCIA coordinates, trains, screens and recruits residents to fulfill the needs of the infrastructure industry and infrastructure jobs with leading companies in this high-demand field.	Daily Service
Office Of Apprenticeship Info & Training	The Office of Apprenticeship, Information and Training (OAIT) oversees the apprenticeship system in the District of Columbia. OAIT also safeguards the well-being of apprentices, ensures the quality of programs, provides integrated employment and training information to sponsors, employers and trainers. OAIT also staffs the District of Columbia Apprenticeship Council. Applicants for apprenticeships must be at least 16 years old and meet the sponsor's qualifications. Generally, applicants must demonstrate to sponsors that they have the ability, aptitude, and education to master the rudiments of the occupation and complete related instruction.	Daily Service

(continued)

Operation Title	Operation Description	Type of Operation
Transitional Employment (Project Empowerment)	For over fifteen years, Project Empowerment (TEP) has helped to reduce economic disparity in the District by serving thousands of individuals with multiple barriers to employment. The Program's work readiness model is designed to provide nearly 700 unemployed District residents with opportunities to grow in education, training, and subsidized employment placements each year. Project Empowerment achieves its mission of moving participants into the workforce by partnering with government, non-profit, and private businesses across the DMV area to recruit, train, match, and coach candidates for successful employment.	Daily Service
On-the-Job Training	On-the-Job (OJT) training is a workforce development strategy where employers of all sizes have an opportunity to train, mentor, and hire candidates toward a specific skillset or job function. Through the OJT model, candidates receive the training necessary to increase their skills. This strategy ensures unemployed and underemployed jobseekers have a chance to enter and reenter the workforce through an "earn and learn" model. The streamlined approach developed between employers and the Department of Employment Services (DOES) reimburses employers at an established wage rate in exchange for the training provided to participating OJT candidates.	Daily Service
DC Career Connections	DC Career Connections is a work readiness program designed to provide more than 400 out-of-school and unemployed young adults with opportunities to gain valuable work experience, skills training, and individualized coaching and support to obtain employment. An integral component of Mayor Muriel Bowser's Safer, Stronger DC Initiative, DC Career Connections actively seeks to engage District youth	Daily Service
Year Round Youth Program	The Year Round Youth program is federally funded opportunities for young people 14-24 to gain work experience and job readiness training. In-School Youth will continue their secondary school studies while having counseling and coaching to prepare them for the workplace. Out-of-School Youth, 18-24, have either already completed secondary school or are working toward a GED or other nationally recognized secondary school equivalence while receiving coaching and job leads.	Daily Service



(continued)

Operation Title	Operation Description	Type of Operation
Senior Service (SCSEP - Federal Program - from DSI)	The Senior Community Service Employment Program (SCSEP) is a federal program to help older Americans get back into or remain active in the workforce. It is a part-time community service and work-based training program where participants gain career skills through on the job training in community based organizations in identified growth industries. SCSEP also works with the business community to identify employers who are interested in hiring qualified, trained mature workers.	Daily Service
Veteran Affairs	The DC Department of Employment Services (DOES) requires that Priority of Service be given to veterans and eligible spouses who meet the eligibility criteria in accordance with applicable laws, policies and federally mandated programs. Priority of service also requires that veterans and eligible spouses receive priority over non-covered persons earlier in time for the full array of services provided at an American Job Centers (AJC). These services include the receipt of employment, training, and placement services in any workforce preparation program directly funded, in whole or in part, by the US Department of Labor. Specialized federal services such as the Vocational Rehabilitation & Employment (VR&E) program are also available to eligible veterans.	Daily Service
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.	Key Project
Marion Barry Youth Leadership Institute (MBYLI)	The Marion Barry Youth Leadership Institute (MBYLI) was founded in 1979 as a year-round program to train District of Columbia youth in the concepts of leadership and self-development. The MBYLI training model emphasizes practical, hands-on experience and a holistic approach to developing leaders for the 21st century. Each year, 150 young people participate in the year-round program and 350 youth participate in the Summer Training Program. Thousands of DC youth have received leadership training to date.	Key Project
Summer Youth Employment Program	The Marion Berry Summer Youth Employment Program (MBSYEP or Summer Youth) is a program allowing young people 14-24 to gain work experience during the school year's summer break. This locally funded program is considered one of the best in the country with thousands of young people finding employment through the program.	Daily Service

**Organizational Excellence- Ongoing efforts to establish standards and processes intended to engage and motivate staff to deliver services that fulfill internal and external customer requirements.**

(continued)

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

## 5 2022 STRATEGIC INITIATIVES

In FY 2022, Department of Employment Services had 7 Strategic Initiatives and completed 71.43%.

Title	Description	Completion to Date	Update	Explanation for Incomplete Initiative
Jobs First Program	This two pronged program will begin in FY2022. The first report, due 15 December 2021 deals with the grants to Employers participating in the program. There must be at least two employer participants. A total of three hundred (300) unemployed DC Residents with at least one barrier to employment (lack of consistent work history, history of criminal record or substance abuse, housing insecurity, or mental illness) who shall be assisted with getting work through the employer grantees AND receive continuing supportive services for twelve (12) months after placement. The structure of services given both before and after placement as well as overall progress toward full implementation of the program will be reported quarterly for the first year.	Complete	The Jobs First Initiative is centered on two grantees (Friendship Place and Byte Back) delivering services under the “jobs first” policy paradigm.	
Paid Family Leave Changes	The Office of Paid Family Leave has added a new leave category, which will provide individuals with up to 2 weeks for pre-natal care, and expanded the number of weeks available for medical leave from 2 weeks to 6 weeks beginning October 1, 2021. The Office of Paid Family Leave will document this expansion of benefits to include Prenatal Leave, as well as the steps necessary to prepare for the further expansion beginning in 2022.	Complete	The Office of Paid Family Leave (OPFL) has added a new leave category as of March 11, 2022, which provided individuals with up to 2 weeks of paid leave for prenatal care for leave dates requested on or after of October 1, 2021.	

Language Line	The DOES Language Access Program will provide ongoing Language Access training to all DOES new hires, employees, and grantees. Track and measure training compliance measures, and expand training offerings through virtual platforms. These trainings include, but are not limited to, Language Access Compliance Training, Language Access Training for Contractors and Grantees, Language Access Resources at DOES (Intranet Site & DOES en español) and How to use Language Line. Measures: Number of Trainings, Number of people trained.	Complete	During FY2022, the Department of Employment Services encountered 8,876 Limited English and non-English proficient individuals at the agency. These encounters include LEP/NEP customers that were served at the agency either in person or through the phone. Of the total number of LEP/NEP Individuals that were encountered at the agency 7,941 were through a telephone interpreter via Language Line Solutions, 612 individuals were served or encountered by bi-lingual DOES employees and 323 were assisted through an in-person or “live” interpreter. The LAP translated 336 documents	
DataWorks - Agency Data Integration, Management and Governance Project	This project will focus on seven primary goals to improve agency transparency and lead us towards data-driven agency culture: 1. Establish a data governance program 2. Perform a comprehensive data gap analysis 3. Design a master data architecture 4. Create a data warehouse for all DOES data assets 5. Develop a front-end application to the data warehouse to allow staff to quickly access all workforce data and monitor program status in real-time 6. Create a public portal to help residents make more informed decisions about workforce opportunities 7. Improve interagency data integration	50-74%	DataWorks hosted a MBSYEP Participant (Computer Engineer). During this time we also released a prototype for the updated Labor Market Awareness Dashboard (using MicroStrategy) and have continued to update and improve the Weekly UI Dashboard (Tableau). We partnered with OCTO on these two initiatives. T	This project is an enterprise-wide initiative and we are currently in year 3 of the 3 year project. We are set to complete the tasks associated and assigned during this calendar year.
Payments for Delayed Unemployment Claims	For unemployment claims between 16 March 2020 and 1 July 2021 that claims were delayed by at least sixty (60) days, the ten thousand (10,000) claimants with the longest time between filing and receipt of payment shall be issued \$500.	Complete	This was completed during FY2022.	

<p>Videos to Explain Unemployment and other DOES Administered Compensation.</p>	<p>In conjunction with the Mayor's Office, DOES shall create two videos in English to address the lack of customer understanding of the rules of unemployment compensation. The first video includes the rules for weekly income reporting, including a definition of income for the purposes of filing for unemployment. The second video will explain the requirement that the claimant be available to work during the reporting period including the work search requirement. Alternative audio shall be recorded and made available on the videos in Spanish, Amharic, Chinese, and French with other languages made available in the future. The videos must be viewable on the DOES website on phones as well as computers.</p>	<p>0-24%</p>	<p>The UI Office is working with the Office of Public Affairs on this effort.</p>	<p>Pending funding and project kick-off during FY2023.</p>
<p>School Year Internship Program</p>	<p>Selection of 350 District high school students to participate in a school year internship program. The first quarter response should outline the selection and matching process. All notifications of internship placement should be made by 5 January 2022 (first year) and by 15 September 2022 (second year, with 15 September being the date for all future years). Interns are to remain with their placement through 31 May and responses should include any problems with retention in placements whether by the intern or by the employer with whom they are placed.</p>	<p>Complete</p>	<p>Selection of 350 District high school students to participate in a school year internship program.</p>	

## 6 2022 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

### Key Performance Indicators

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
<b>Unemployment Insurance - Improve the efficiency, integrity, and performance of unemployment compensation benefits and unemployment tax services provided to claimants and District employers.</b>											
Percent of new unemployment insurance status determinations made within 90 calendar days	Up is Better	85.2%	87.1%	70%	81.4%	85.6%	86.9%	84.4%	84.4%	Met	
Percent of Nonmonetary Determinations (Separations and Nonseparations) made within 21 days of the date of detection	Up is Better	76%	43.4%	80%	45.2%	43%	50.6%	40.7%	40.7%	Unmet	The barrier to meeting this measure is simply due to the workload demand based on the number of UI Insurance Benefit Claims during the last 3 fiscal years due to the COVID-19 Pandemic.
<b>Labor Standards - 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.</b>											
Percent of workers compensation formal hearings finalized within 120 calendar days	Up is Better	98.3%	89.9%	80%	89.3%	91.4%	87.1%	59.4%	83.4%	Met	
Percent of Memoranda of Informal Conferences sent out within 20 business days of holding the Informal Conference	Up is Better	New in 2022	New in 2022	New in 2022	97.4%	98%	100%	97.3%	97.9%	-	
<b>Organizational Excellence- Ongoing efforts to establish standards and processes intended to engage and motivate staff to deliver services that fulfill internal and external customer requirements.</b>											
Percent of telephone calls answered (CNC)	Up is Better	61.6%	82.9%	80%	98%	84%	66%	92.9%	92.9%	Met	
Average telephone call wait time (CNC)	Down is Better	36.5	24	-	8	7	22	3	10	-	
Voicemail response time percentage (CNC)	Up is Better	98.2%	No Applicable Incidents	90%	99%	100%	100%	100%	99.8%	Met	
Average Email Response Time	Down is Better	Not Available	3.5	24	Waiting on Data	5.3	5.5	6.6	4.3	Met	

Key Performance Indicators (continued)

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Average telephone call hold time in minutes (CNC)	Down is Better	1.9	3.3	-	2.8	2.7	2.2	2.7	2.6	-	
<b>Universal Paid Family Leave Benefits - Implementing the program to provide temporary weekly benefits to eligible individuals.</b>											
Percentage of Claims Approved	Up is Better	New in 2021	86.7%	80%	92.9%	91.3%	90.9%	89.7%	91.1%	Met	
Number of New Claims Filed	Neutral	New in 2021	2944	-	3451	4022	3887	4267	4267	-	

Workload Measures

Measure	FY 2020	FY 2021	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022
<b>Unemployment Benefits</b>							
Average number of issues resolved by Benefits Claims Examiners	936	461	197	566	342	153	314.5
<b>DC Career Connections</b>							
Number of participants placed in unsubsidized employment	74	40	11	8	6	10	35
Number of participants enrolled in occupational skills training	46	33	6	6	1	10	23
<b>Infrastructure Academy</b>							
Percent of new enrollments from Wards 7 & 8 at DC Infrastructure Academy	New in 2022	New in 2022	54%	53%	68%	69%	69%
Number of participants newly enrolled in a DCIA training program	237	219	144	92	74	51	361
<b>Job Centers</b>							
Number of participants that earn a nationally or regionally recognized credential	102	33	11	13	Waiting on Data	13	37
Percentage of New Enrollments with barriers to employment	New in 2022	New in 2022	Waiting on Data	Waiting on Data	Waiting on Data	Waiting on Data	Waiting on Data
Number of referrals made at the American Job Centers by Workforce Development Specialists to assistive programs at DOES or at other DC Agencies.	New in 2022	New in 2022	Waiting on Data	Waiting on Data	Waiting on Data	Waiting on Data	Waiting on Data
Total number of Unique Customers who come to American Job Centers (unique)	New in 2022	New in 2022	Waiting on Data	Waiting on Data	Waiting on Data	Waiting on Data	Waiting on Data
Total number of Visits to all American Job Centers	New in 2022	New in 2022	Waiting on Data	Waiting on Data	Waiting on Data	Waiting on Data	Waiting on Data
Percentage of participants successfully completing skills training through an Individual Training Account (ITA)	New in 2021	75%	42.9%	50%	100%	70%	54.8%
<b>Marion Barry Youth Leadership Institute (MBYLI)</b>							
Total participants in the Marion Barry Youth Leadership Institute (MBYLI)	New in 2022	New in 2022	Annual Measure	Annual Measure	Annual Measure	Annual Measure	405
<b>On-the-Job Training</b>							
Percentage of participants completing the program	New in 2021	52.9%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	58.33%



Workload Measures (continued)

Measure	FY 2020	FY 2021	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022
Percent of program completers who remain with the company at least six (6) months	New in 2022	New in 2022	Annual Measure	Annual Measure	Annual Measure	Annual Measure	71.43%
<b>Senior Service (SCSEP - Federal Program - from DSI)</b>							
Employment Rate: 4th quarter after exit	New in 2021	18.5%	0%	No applicable incidents	Waiting on Data	Waiting on Data	Waiting on Data
Employment Rate: 2nd quarter after exit	New in 2021	4.2%	0%	100%	Waiting on Data	Waiting on Data	Waiting on Data
<b>Summer Youth Employment Program</b>							
Number of Applicants	19,897	41,140	Annual Measure	Annual Measure	Annual Measure	Annual Measure	19,473
<b>Transitional Employment (Project Empowerment)</b>							
Number of participants placed in unsubsidized employment	244	156	67	34	13	97	211
Number of participants enrolled in occupational skills training	38	46	23	13	19	41	96
<b>Veteran Affairs</b>							
Employment Rate: 4th quarter after exit	New in 2021	51.5%	Waiting on Data	Waiting on Data	Waiting on Data	Waiting on Data	Waiting on Data
Employment Rate: 2nd quarter after exit	New in 2021	55.9%	Waiting on Data	Waiting on Data	Waiting on Data	Waiting on Data	Waiting on Data
<b>Year Round Youth Program</b>							
Number of applicants	129	53	34	59	29	41	163
Number of participants that earn a credential	3	40	21	19	23	1	64
Total Enrollments	New in 2022	New in 2022	Annual Measure	Annual Measure	Annual Measure	Annual Measure	146
Percent of participants successfully completing the program	New in 2021	42%	100%	91.7%	83%	100%	90.3%
<b>Customer Experience</b>							
Total number of telephone calls received (CNC)	604,406	1,319,340	145,357	111,983	79,164	50,093	386,597
Total number of emails received (CNC)	27,562	29,594	9023	7376	9875	6976	33,250
Total number of voicemails received (CNC)	133	56,174	1435	1315	1234	741	2176
<b>First Source Management, Monitoring, and Enforcement</b>							
Number of beneficiaries fined	18	48	23	7	31	6	67
Number of beneficiaries that paid fines	6	17	14	2	9	0	25
<b>Talent and Client Services</b>							
Number of new employers self-registered in DC Networks	831	613	Waiting on Data	Waiting on Data	Waiting on Data	Waiting on Data	Waiting on Data