



Department of Human Resources

DCHR (BE)

MISSION

The mission of the DC Department of Human Resources (DCHR), formerly named DC Office of Personnel, is to provide comprehensive human resource management services to client agencies in order to strengthen individual and organizational performance and enable the government to attract, develop, and retain a highly qualified, diverse population.

SUMMARY OF SERVICES

DCHR offers District agencies executive management and recruitment services, policy direction, strategic and financial planning assistance, resource management, and operates in consultation with the Mayor and members of the Cabinet on human resource issues. DCHR also provides DC government employees a variety of services including: employee benefits and compensation guidance, performance management, training and development.

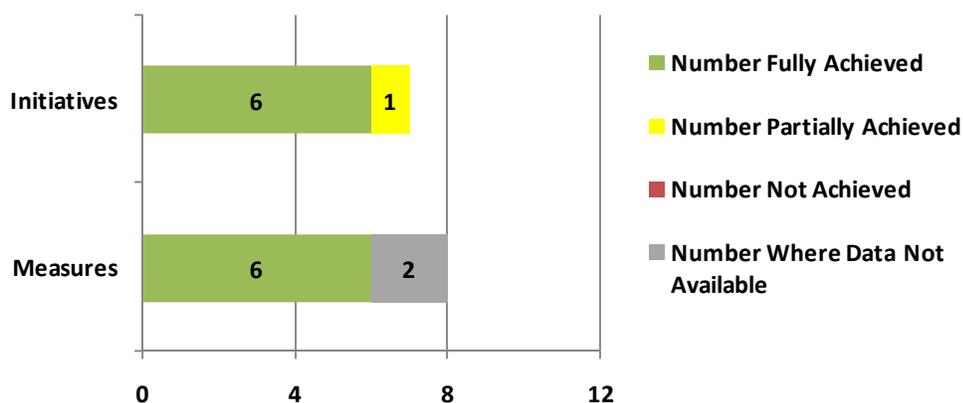
AGENCY OBJECTIVES

1. Attract a highly qualified and diverse workforce for the District of Columbia.
2. Retain and develop a quality work force through a re-engineering of key HR processes.
3. Strengthen customer service to clients

3 KEY ACCOMPLISHMENTS

- ✓ Recruitment reform.
- ✓ Established the Audit & Compliance Unit.
- ✓ Implemented 2nd phase of Succession Planning Programs: the High School Intern Program (HSIP) and the Central College Internship Program (CCIP).

OVERVIEW OF AGENCY PERFORMANCE





Performance Initiatives – Assessment Details

Performance Assessment Key:

-  Fully achieved  Partially achieved  Not achieved  Data not reported

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

 **INITIATIVE 1.1: Ensure that all potential candidates have ready and reliable access to apply for vacancies online.**

Fully Achieved. DCHR, in conjunction with the Office of the Technology Officer (OCTO) improved the E-Recruit online application process with enhanced Save and Application Submission features that made the process more user friendly. The result was that DCHR transitioned to e-recruit, combined with the opening of the HR Answers Center, contributed to total online application growth from 4,368 in FY07 to 14,058 in FY08.

 **INITIATIVE 1.2: Improve the recruitment process through increased visibility and targeting.**

Fully Achieved. The FY08 implementation of the full functionality of the E-Recruit application provided a tool to shorten applicant processing times and faster creation of selection certificates. In addition, DCHR delegated recruitment authority to several DC Government Agencies thus empowering agencies with the ability to recruit applicants independently. DCHR utilized outside sources for job postings and has allowed agencies to post jobs to sites designated for specialized fields. DCHR hosted 2 job fairs during FY08, with the later job fair attracting more than 36,000 job seekers and 145 employers from the public and private sectors.

 **INITIATIVE 1.3: Reform the current policy to facilitate hiring and establishing an applicant pool.**

Fully Achieved. DCHR also instituted applicant pools for positions that are frequently needed through the District, such as Clerical Assistants, Motor Vehicle Operators, Engineers, etc. Prior to implementation of the applicant pool, DCHR issued separate vacancy announcements for each position. By establishing applicant pools for positions with associated ongoing needs, high turnover rates, etc., DCHR has been able to reduce traditional hiring time-frames.

OBJECTIVE 2: Retain and develop a quality work force through a re-engineering of key HR processes.

 **INITIATIVE 2.1: Update the District's reward systems to align with industry best practices.**

Fully Achieved. Revised the Performance Evaluation System (PES) – The new PES was introduced in March/April FY08 and has been used by approximately 8,000 DC Government employees. The form is electronically available and includes justification narratives and numeric ratings. DCHR provides guidance to all District agencies that utilize the new form via meetings with unions; communications posted on the internet, and; provision of samples that demonstrate how the new forms should be completed. Revised the Performance Management Plan (PMP) – The new PMP was introduced in September FY08 in association with the new ePerformance PeopleSoft module. This included the creation of new policies, training manuals, and HR processes. Communication and training has been provided to agencies throughout the fiscal year, with full roll-out in planned for FY09. Revised the District Personnel Manual (DPM), Chapter 19 Policy (Incentive Awards) – DCHR solicited reviews from DCHR staff members and worked with a consultant to review best practices and develop new DPM Chapter 19 policies in relation to incentive awards. The revision was completed and published in December FY08. Implemented E-Performance in PeopleSoft – The installation was completed September FY08. DCHR, in conjunction with the Office of the Technology Officer (OCTO), integrated the new



District performance appraisal system into PeopleSoft. The new system allows paperless workflow; Electronic review signoff and recordkeeping, and; Provides the capability for independent agency HR units to perform most of the administration of the performance plan and review process within their agencies. This system will be fully supported as a module in PeopleSoft by OCTO and DCHR staff, thus eliminating the need for external contractors. This application also has the capability to be linked to other modules in PeopleSoft including E-Compensation and E-Learning.

- **INITIATIVE 2.2: Revise the District's compensation and classification systems.**
Partially Achieved. DCHR laid the foundation for the revisions to the new compensation and classification systems, defining the system requirements, standardizing some of the more common position descriptions and making them available on the District's intranet site, and implementing e-Performance. The completion of the compensation and classification projects were not fully achieved due funding constraints.

- **INITIATIVE 2.3: Strengthen District employee skills to ensure employees stay abreast of industry standards and are prepared to meet program objectives in a dynamic and competitive global environment.**
Fully Achieved. In order to promote online training available through the Workforce Development Administration, WDA renegotiated its annual contract with Mindleaders, DCHR's e-learning service provider, to move from access to 250 courses to the entirety of the courses (over 2,000 courses) in their Business and Technology library, at the same annual cost. The e-learning platform currently has FMLA, Ethics, ADA and Sexual Harassment courses. Given that nearly 50% of the District's Workforce will be eligible to retire within the next 10 years, multiple positions will be available for a new generation of employees adept in the use of the online environment. WDA launched a summer campaign to promote the e-learning program. The e-learning program originally launched on July 12, 2005. The campaign launch occurred on July 25, 2008 and included a city-wide e-blast, Open Houses, Webinars, and the First Annual WDA Learning and Planning Conference. WDA almost doubled the number of online e-learning registered DC employees, from 1,802 registrations prior to the e-campaign launch to 3,540 after the launch. The grand total number of registrations is 3,785. As part of our succession planning DCHR implemented two new programs: The High School Intern Program (HSIP) and The Central College Internship Program (CCIP); connected them to two existing programs: The Certified Public Managers (CPM) Program and the Capital City Fellows (CCF) Program. All four programs come under the umbrella of the Emerging Leaders Program (ELP). The District Government's Program for Excellence in Municipal Management, Certified Public Managers (CPM) Program was established in 1997 with the George Washington University. The District's CPM Program is accredited every five years by the National Certified Public Manager® Consortium (NCPMC) and was re-accredited in FY2008 and cited by the Re-Accreditation Committee as a strong, well organized program.

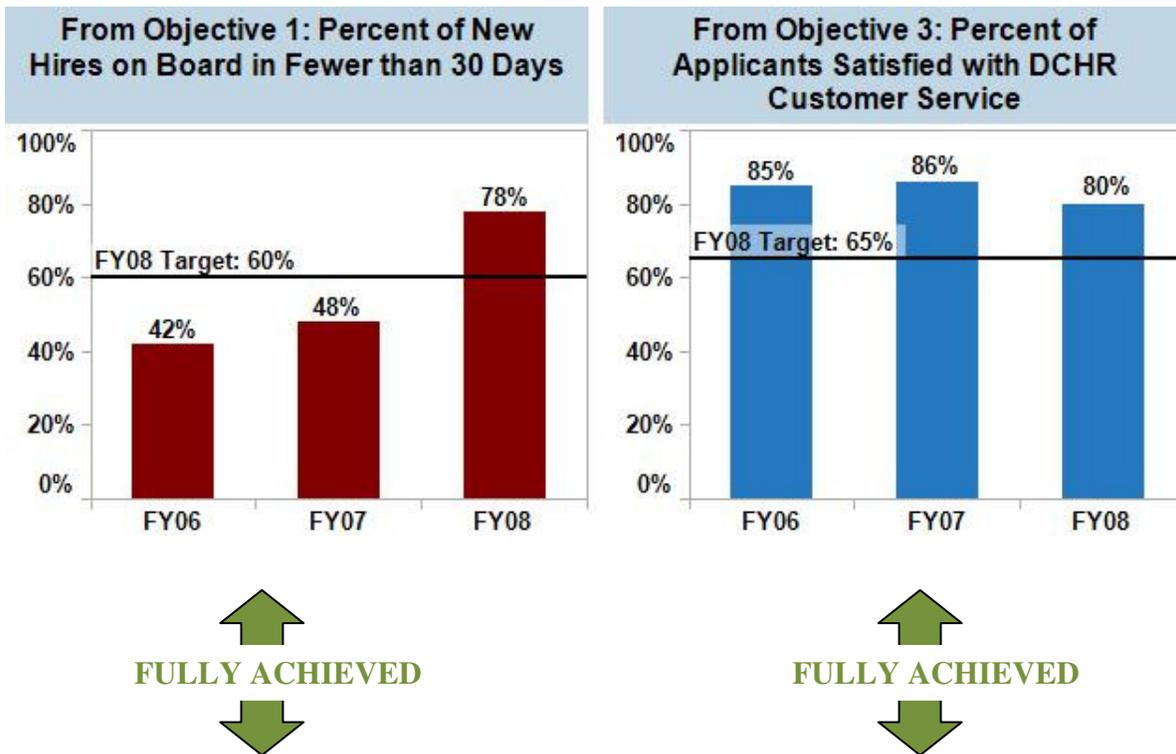
OBJECTIVE 3: Strengthen customer service to clients.

- **INITIATIVE 3.1: Establish core competencies for human resource employees in the agencies as well as DCHR.**
Fully Achieved. DCHR began de-centralization of recruiting during the 2nd quarter FY08 and completed this in the 3rd Quarter FY08. This gave agencies limited personnel authority that allowed them to rank, rate and certify applicants for consideration. No data is reported for FY08. A process will be implemented in FY09 to capture data for agencies serviced by DCHR.

Also in strengthening customer service, DCHR established the Audit & Compliance Administration to ensure proper screening of prospective employees and to ensure that agencies subordinate to the Mayor adhere to personnel rules and regulations. As such, the unit conducts Human Resources Audits of agency personnel processes and also administers the criminal history and drug & alcohol screening functions for employees who occupy safety sensitive positions. The impact of establishing the unit was to ensure that applicants and incumbents occupying safety sensitive positions meet suitability requirements and will not place the District of Columbia government at risk. During the first year of operation, the unit conducted over 3,000 criminal history checks of applicant and incumbent employees and over 1,000 drug screens.



Key Performance Indicators – Details



More About These Indicators:

How did the agency's actions affect this indicator?

- DCHR implemented additional e-Recruit functionality
- DCHR delegated recruiting authority to agencies to expedite screening processes, hiring managers and agency staff as SME can readily identify needed skillsets
- DCHR empowered agency's to rate and rank applicants and established Audit and Compliance to ensure that policies and procedures are followed

What external factors influenced this indicator?

- A reduction-in-force that eliminated the entire Recruiting Administration within DCHR

How did the agency's actions affect this indicator?

- DCHR opened the HR Answers Customer Service Center, equipped with computers and helpful staff to assist clients
- DCHR modified the online applications process to be more user-friendly for candidates
- Hosted 2 major city-wide job fairs, the later attracting more than 30,000 jobseekers

What external factors influenced this indicator?

- The closure of the DCHR's Reeves Center location
- The need to have more avenues in place to attract, develop and retain a talented workforce.



Key Performance Indicators – Details

Performance Assessment Key:

- Fully achieved
 ● Partially achieved
 ● Not achieved
 ● Data not reported

	FY06 Actual	FY07 Actual	FY08 Target	FY08 Actual	FY09 Projection
OBJECTIVE 1: Attract a highly qualified and diverse workforce for the District of Columbia.					
● Percent of new hires brought on board within 30 business days after job posting	42%	48%	60%	78%	85%
● Increase percentage of MSS positions held by DC residents.	N/A	N/A	15%	36%	40%
● Percent of Applicant Certifications created and forwarded within 15 days of job closing*.	N/A	N/A	N/A	4%	15%
OBJECTIVE 2: Retain and develop a quality work force through a re-engineering of key HR processes .					
● % of new hires retained one year after probationary period.	83%	80%	50%	98%	80%
● Number of certified Public Managers transitioning into management positions within one year of certification.	N/A	N/A	Establish Baseline	10%	10%
● Increase the percentage of highly rated Capital City Fellows & Emerging Leaders accepting District positions upon completion of program.	96%	50%	30%	45%	45%
OBJECTIVE 3: Strengthen customer service to clients.					
● Percent of managers indicating satisfaction with quality of applicants certified for consideration.	41%	50%	60%	80%	80%
● Percent of applicants reporting satisfied or extremely satisfied with DCHR customer service.	85%	86%	65%	80%	80%

*N/A due to shifting responsibilities to agencies