FY 2014 PERFORMANCE PLAN
Department of Human Resources

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.

PERFORMANCE PLAN DIVISIONS
- Office of the Director
- Benefits & Retirement Services
- Business Operations Group
- Compensation & Classification
- Policy, Legal & Compliance Administration
- Recruitment & Staffing Administration
- Workforce Development Administration

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AGENCY WORKLOAD MEASURES

Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 YTD[1]
Number of customer resource center walk-ins	22,457	13,938	11,074
Number of retirements	599	212	328
Percent of all employees who are District residents	43.4%	43.01%	42.9%
Number of employees completing training	3,871	8,156	19,819
Number of new hires	6,019	5,056	1,834
Number of job postings	1,188	1,620	2,576
Number of drug tests of incumbent employees	996	1053	831
Number of alcohol tests of incumbent employees	179	176	248
Number of drug tests of applicants	1,048	1,683	1,290
Number of criminal background checks of incumbent employees	559	429	2,577
Number of criminal background checks of applicants	849	1,264	967
Number of criminal background checks of volunteers/contractors	1,656	877	1,626
Percent of employee performance plans completed	84%	69%	81%
Percent of employee performance evaluations completed[2]	67%	69%	NA

[1] Data is current as of June 30, 2013.

[2] Data is not available until January of the following fiscal year. According to the 2010 International City/County Management Association, the industry mean for an organization size of 25,000-100,000 employees for completion of performance evaluations on schedule is 69.77%.

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Office of the Director

SUMMARY OF SERVICES
The Office of the Director provides direction and oversight for the delivery of HR service for all agency divisions in conjunction with delivering recruitment services for executive management and recruitment services; policy direction; strategic and financial planning; public relations and resource allocation management. The office also provides HR support and management for DCHR, as well as consultation to the Mayor and members of the Cabinet on human resource issues.

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

> **INITIATIVE 1.2: Encourage and promote telecommuting and alternative work schedules. (Sustainable DC Plan Transportation Action 3.4)**
> DCHR will promote and educate District employees on telecommuting and alternative work schedules. Specifically, DCHR will ensure that clear and consistent policies, procedures, and guidelines are made available to all District agencies. DCHR will also facilitate a District-wide committee of agency representatives to share citywide policies and facilitate information sharing across agencies. Completion Date: September 30, 2014.

> **INITIATIVE 1.4:   Establish an Executive Development Program for Cabinet Members.**
> In FY14, DCHR will establish a cohort model Executive Development Program (EDP). The Program will provide cutting-edge leadership development for District government leaders. In addition, the Program will provide District leaders with new strategies for increasing effectiveness and promoting enhanced collaboration at the executive level. Completion Date: June 30, 2014.

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

> **INITIATIVE 2.1:   Define and launch the HR Cultural Transformation and Customer Care Program.** DCHR will identify and establish key HR cultural traits and define a standard framework for customer care/service to foster effective delivery of HR service throughout the District government.   This effort will involve education and training to the HR community, aligning the cultural traits and competencies to the DCHR Customer Care Strategy and piloting the Customer Care Training Program with at least one other District Government Agency. The outcome is to have an agreed upon framework for both the delivery of HR services and customer care/service across the District Government. Completion Date: September 30, 2014.

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KEY PERFORMANCE INDICATORS – Office of the Director

Measures	FY 2012 Actual	FY 2013 Target	FY 2013 YTD[3]	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Average number of days from vetting to hire for Excepted and Executive Service positions[4]	NA	45 days	34 days	30 days	25 days	20 days
Percent of customer service evaluations rating HR service as satisfactory or better	96.4%	97%	99%	98%	98%	98%
Percent of employees rating overall HR service - Timeliness of service as "Good"[5]	NA	45%	66%	70%	75%	80%
Percent of agencies providing telecommuting or alternative work schedule options for employees	NA	NA	9.8%	12%	15%	18%

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[3] Data is current as June 30, 2013.

[4] According to the 2011 International City/ County Management Association the mean standard for an organization size of 25,000-100,000 employees is 45 days from external recruitment to hire.

[5] According to the 2011 International City/County Management Association survey, the industry mean for an organization size of 25,000-100,000 employees for percent of employees rating overall timeliness of service as "good" is 52%.

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Benefits and Retirement Services

SUMMARY OF SERVICES
Benefits and Retirement Services is responsible for the service delivery of the District's benefits program and policies for 32,000 benefit eligible employees and retirees (pre- and post-October 1, 1987). This includes the plan management, contracting, and communication of all health, voluntary and retirement programs.

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

INITIATIVE 1.1: Research and determine feasibility of providing a new incentive for employee commuting. (Sustainable DC Plan Transportation Action 3.3)
A large part of the District's heavy traffic congestion is due to the high number of commuters using private vehicles to commute into the city every day. Large employers in the District can help change this habit and encourage employees to adopt alternative modes of transportation.

In FY14, DCHR will support the Sustainable DC Plan by researching current and best practices to determine the feasibility of offering a new incentive or benefit to encourage District employees to commute to work using transit, walking and/or biking. Completion Date: September 30, 2014.

INITIATIVE 1.2: Define, partner and launch a comprehensive educational series to increase employees' knowledge and participation in the District of Colombia Government benefits programs and activities.
DCHR will establish partnerships with internal and external agencies and organizations to advertise and promote benefits and retirement, wellness, seminars and other educational awareness programs to District employees and agencies. It is an effort to educate employees, increase their participation in benefit programs and educational events, as well as promote proper use of District government benefits and services. Completion date: September 30, 2014.

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

INITIATIVE 2.1: Implement an automated system to capture case information and increase staff productivity with regard to case management.
DCHR will implement a new automated system developed to capture and track case information generated and managed by the Police & Firefighters Retirement & Relief Board (PFRRB) staff and legal team and to allow automatic updates and accurate tracking of information. This tracking database is specific and unique to the PFRRB cases. Completion Date: September 30, 2014.

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INITIATIVE 2.1: Implement revised PFRR Board rules and regulations.
DCHR will implement and distribute the Police & Firefighters Retirement & Relief Board approved revisions to existing rules and regulations to ensure that safeguards are put into place to protect the members' and applicants' due process rights. Hearing notices issued will provide adequate time for members and applicants to obtain legal or lay representation, secure witnesses and prepare for hearings. Completion Date: September 30, 2014.

KEY PERFORMANCE INDICATORS – Benefits and Retirement Services

Measures	FY 2012 Actual	FY 2013 Target	FY 2013 YTD[6]	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Percent of employees participating in deferred compensation program	43.82%	40%	50.7%	42%	44%	45%
Percent of employees enrolled in Employee Self Service (ESS)	96.46%	95%	97%	97%	97%	97%
Percent of employees participating in direct deposit	94.1%	97%	99%	97%	97%	97%
Percent of PFRRB decisions issued within 21 days	NA	45%	41%	45%	45%	45%
Percent of PFRRB cases reversed or remanded by DC Court of Appeals	NA	10%	0%	10%	10%	10%

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[6] Data is current as of June 30, 2013.

Business Operations Group

SUMMARY OF SERVICES
The Business Operations Group (BOG) provides operational support for the Department of Human Resources, through the development and management of strategic plans and business process audits, analyses, measurements and improvements. BOG supports the definition and implementation of human capital technology solutions, as well as manages, the delivery of customer service.

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

INITIATIVE 1.1: Re-engineer the processes and systems used to store, retrieve and archive the official personnel folders
In FY13, DCHR assessed, defined and implemented the Records Management process and system. In FY14, DCHR will conduct an assessment of the utilization of Infolinx (new system)and FileNet technology to determine gaps and opportunities to improve the management and archiving of official personnel files. DCHR will develop clear and consistent guidelines and procedures that are in accordance with best practices and the District Personnel Manual. Additionally, DCHR will conduct periodic audits of official personnel files for which it is responsible to ensure that they are filed appropriately and archived. Completion Date: September 30, 2014.

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

INITIATIVE 2.2: Implement DCHR's Customer Care Call Management System upgrade
DCHR, in partnership with the Office of the Chief Technology Officer (OCTO)/DCNet, will ensure the upgrade of DCHR's telephone system, Avaya's Call Management System (CMS) is completed and that training is conducted on the CMS as well as the reporting feature. This effort will enable DCHR to produce better reporting of the call volume in the agency among its various lines of business. The new web-based configuration of the CMS upgrade will provide an ease of use for agency supervisors, allowing them to customize report parameters for their respective areas of responsibility. DCHR will implement a plan to conduct ongoing assessments and testing to ensure the calls are being routed appropriately and call volume is properly handled. Completion Date: September 30, 2014

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KEY PERFORMANCE INDICATORS – Business Operations Group

Measures	FY 2012 Actual	FY 2013 Target	FY 2013 YTD[7]	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Percent of new hire/rehire personnel file sample size with all required documents[8]	NA	95%	96%	97%	98%	98%
Percent of termination personnel file sample size with all required documents[9]	NA	95%	30%	50%	65%	70%
Percent of system processing tickets/errors that are personnel action related	NA	71%	79%	50%	40%	35%
Percent of abandoned calls per month[10]	NA	NA	NA	11%	9%	9%

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[7] Data is current as of June 30, 2013.

[8] The measure was slightly changed because the volume is too large to audit 100% of new hire/rehire.

[9] The measure was slightly changed because the volume is too large to audit 100% of terminations. The KPI projections were increased as DCHR continues to improve the process.

[10] DCHR implemented a new call management system and reporting functionality to better manage and support effective delivery of customer care.

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Compensation & Classification

SUMMARY OF SERVICES

The DCHR Compensation & Classification department provides management and employees with information about classification and job descriptions; certifies position descriptions for management; and conducts market pay studies to determine appropriate compensation levels.

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

> **INITIATIVE 1.1: Implement the Compensation and Classification Reform Process, System and Program including consultative and training services as it relates to the new classification system**.
> In FY13, DCHR defined the job specification framework and mapped current positions to the new model. In FY14, DCHR will implement approved job specifications and the Job Evaluation Model with job points and salary ranges assigned to each approved job specification, implement a new compensation and classification system as approved by City Council and launch a District-wide roll-out plan. DCHR will implement an interim classification appeals process and train agency Managers and HR staff on the process and system. Completion Date: September 30, 2014

KEY PERFORMANCE INDICATORS – Compensation and Classification[11]

Measures	FY 2012 Actual	FY 2013 Target	FY 2013 YTD[12]	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Percent of Managers and HR Community trained on Classification and Compensation Program and Process	NA	5%	78%	80%	85%	90%
Percent of job specifications that are recertified within 3 years	NA	NA	NA	80%	85%	85%
Percent of desk audits performed within 30 days	NA	NA	NA	80%	85%	85%

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[11] The following KPI's were eliminated in FY14 because they do not effectively measure performance since the job specifications portion of the Classification and Compensation Reform was completed: (1) Number of new jobs requested; and (2) Percent of new jobs requested that have an existing job specification.
[12] Data is current as of the third quarter of 2013.

Policy, Legal & Compliance Administration

SUMMARY OF SERVICES
The Policy and Compliance Administration ("PCA") provides advisement and support to District agencies in areas of policy to include the formulation and interpretation of statutes within the Comprehensive Merit Personnel Act and regulations within the District of Columbia Municipal Regulations and E-DPM. The administration is also directly responsible for servicing and ensuring that agencies which are "covered" by the Child, Youth, Safety & Health Omnibus Amendment Act ("CYSHA") and any additional laws or regulations which govern the District's Mandatory Employee Alcohol Testing Program ("MEDAT") and Suitability Programs are in compliance. Additional responsibilities include providing support and advisement to agencies and personnel who are subject to Residency, Domicile and/or Fitness-for-Duty assessments. PCA also provides assistance and advisement to District agencies with regard to Employee Relations and partners with the DCHR Workforce Development Administration to train district government employees on a number of personnel policy and compliance related topics.

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

INITIATIVE 1.1: Review, revise, and develop Part II guidelines and procedures for the District's Personnel Manual (DPM) to include re-engineering the capabilities and layout of the Electronic- DPM.
DCHR will continue its work efforts in evaluating the DPM by updating any existing guidelines and procedures which link to our regulations; and developing new guidelines and procedures for those rules which are in need of supplemental policy. DCHR will also work to increase the accessibility of policy documents housed on its electronic website, to include ensuring that all electronically held documents are converted to web approved formats and are searchable. Lastly, DCHR will work to develop an archival system, which will increase efficiency with regard to locating historical policies for those users who require additional research and/or information transparency. Completion Date: September 30, 2014

INTIATIVE 1.2: Reengineer and release compliance and monitoring standards and processes relative to the District's Mandatory Employee Drug and Alcohol Testing Program (MEDAT).
DCHR upon completing its assessment and review of the policies and procedures associated with the MEDAT program and recent recommendations received by the Office of the Inspector General (OIG); will implement a comprehensive compliance and monitoring program for those agencies which are covered by District and/or Federal Law; to include liaising with independent personnel authorities throughout the D.C. Government. Efforts will include reviewing classification standards for covered positions; establishing user roles both with regard to the program and systems that operate within it; surveying testing sites and collection procedures/standards; evaluating and auditing the agency notification and record keeping process; training; and streamlining communication efforts associated with any one or more components of the

program to include the administering of violation notifications and discipline. Completion Date: September 30, 2014

INTIATIVE 1.3: Reengineer and release compliance and monitoring standards and processes relative to the DCHR's Suitability Programs to include Residency Verifications, Fitness-For-Duty Assessments and those activities associated with the administering of suitability checks on covered Safety/Protection-sensitive positions. DCHR, upon completing its assessment and review of the policies and procedures associated with these programs and any additional best practices, will seek to streamline those tasks related to determinations of suitability, making for a more timely and efficient mode of clearance for new and continuing appointments to covered positions. In addition, DCHR will evaluate its present residency/domicile verification process and work to streamline communications and fiscal year reporting requirements. DCHR will also evaluate the policies and procedures associated with physical examinations and Fitness-for-Duty assessments. In doing so, our aim will be to ensure that the HRAs and appropriate management are trained on all aspects of the FFD process and receive timely support and feedback with regard to remedial actions for those that have been deemed not fit. Completion Date: September 30, 2014

KEY PERFORMANCE INDICATORS – Policy and Compliance Administration[13]

Measures	FY 2012 Actual	FY 2013 Target	FY 2013 YTD[14]	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Percent of managers and HR community trained on District Personnel Manual (DPM)	NA	7%	52.7%	60%	65%	70%
Percent of "covered" employees that have received MEDAT Orientation/Training	NA	NA	NA	50%	75%	100%

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[13] The KPI related to Ethics training was moved under the Workforce Development Administration.

[14] Data is current as of June 30, 2013.

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Recruitment & Staffing Administration

SUMMARY OF SERVICES
The Recruitment and Staffing Administration provides recruitment and staffing support to subordinate agencies with delegated recruitment and selection authority as well as full service recruitment and staffing services to other subordinate agencies and independent agencies. Recruitment and Staffing also provides training and guidance to internal and external entities to promote HR compliance.

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

> **INITIATIVE 1.1: Define and implement an enhanced recruitment and staffing service delivery model and applicant tracking system.**
> DCHR, working collaboratively with partner agencies, will define the service delivery framework to improve HR effectiveness for recruitment and staffing of jobs and special programs (i.e. Capital City Fellows, District Leadership Program) in FY14. This will involve defining, documenting and implementing the process steps, business requirements and system functionality for an applicant tracking system to support sourcing, screening, selection and onboarding services. It will also involve identifying innovative methods to enhance the candidate pool and the time to fill vacancies, as well as attract and hire more DC residents. DCHR will also ensure that the HR community is knowledgeable of related processes, requirements, and system functionality. Completion Date: September 30, 2014

KEY PERFORMANCE INDICATORS – Recruitment and Staffing Administration[15]

Measures	FY 2012 Actual	FY 2013 Target	FY 2013 YTD[16]	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Average number of days to fill vacancy from post to onboard[17]	NA	90 days	101 days	75 days	60 days	60 days
Percent of personnel actions completed within 3 days of effective date	NA	NA	NA	85%	90%	90 days
Percent of new hires that are DC residents	NA	40%	41.9%	45%	50%	50%

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[15] The FY13 KPI: "Percent of applications submitted online" was removed in FY14 because DCHR launched a mandatory paperless job application process in FY13..

[16] Data is current as of June 30, 2013.

[17] According to the 2010 International City/county Management Association the industry mean standard for an organization size of 25,000-100,000 employees is 43.8 -63.6 days from recruitment to hire. This includes both internal and external hires.

Workforce Development Administration

SUMMARY OF SERVICES
Workforce Development Administration (WDA) provides learning and development opportunities, as well as organizational development programs and activities that increase the knowledge, skills and competencies of District government employees. WDA engages in strategic partnerships to deliver special programs, as well as agency specific need based training and professional development for the District of Columbia.

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

> **INITIATIVE 1.1: Implement and market the new vision, strategy and governance for the delivery of learning and development across the District.**
> In FY14, DCHR will implement a district-wide learning strategy, electronic learning management (ELM) application and governance model in collaboration with our agency partners to ensure alignment for the delivery of learning content and services. DCHR will also define and implement Learning and Development assessments and measurement process. Completion date: September 30, 2014.
>
> **INITIATIVE 1.2: Develop and launch an HR Certificate Program to promote the operational and strategic development of HR professionals in the District government.**
> In FY14, DCHR will define and implement an HR learning and development program through collaboration and endorsement with an external partner(s). The HR Certificate program will provide District HR professionals with the competencies and best practices to lead and support agency heads in effectuating organizational change and effectiveness. This supports the HR cultural transformation effort in developing HR professionals to be both operational and strategic in the delivery of HR service. Completion date: March 31, 2014.

OBJECTIVE 2: Develop and re-engineer key DCHR processes to improve delivery of services. (One City Action Plan Action 3.8.2)

> **INITIATIVE 2.1: Ensure the continued implementation of Government-Wide Ethics Pledge and Training among all District Government employees. (One City Action Plan Action 3.8.2)**
> DCHR will continue its efforts to ensure District government employees participate in ethics training and will encourage employees to sign the ethics pledge. DCHR will continue to require through the New Employee Orientation Program that employees complete ethics training. In addition, ethics training will continue to be offered in the Learning and Development course catalog.

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KEY PERFORMANCE INDICATORS – Workforce Development Administration

Measures	FY 2012 Actual	FY 2013 Target	FY 2013 YTD[18]	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Number of employees completing workforce development training[19]	7,821	8,500	12,264	9,500	10,000	10,500
Percent of employees completing at least two training sessions[20]	16%	18%	15.9%	18%	20%	23%
Percent of MSS employees completing required training[21]	13.11%	40%	36%	40%	50%	70%

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[18] Data is current as of June 30, 2013.

[19] This KPI excludes employees from DC Public Schools and the University of the District of Columbia.

[20] This KPI excludes employees from DC Public Schools and the University of the District of Columbia.

[21] MSS employees completing the Manager's Series of required training per the District Personnel Manual (DPM)