



FY 2014 PERFORMANCE PLAN

Department of Employment Services

MISSION

The Department of Employment Services (DOES) puts people to work. DOES achieves its mission by providing the necessary tools for the District of Columbia workforce to become more competitive using tailored approaches to ensure that workers and employers are successfully paired. DOES also fosters and promotes the welfare of job seekers and wage earners by ensuring safe working conditions, advancing opportunities for employment, helping employers find qualified workers, and tracking labor market information and other national economic measurements impacting the District of Columbia.

PERFORMANCE PLAN DIVISIONS

- Workforce Development Program
- Unemployment Insurance Program
- Labor Standards Program
- Agency Management Program

AGENCY WORKLOAD MEASURES

Measure	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual
Number of Work Opportunity Tax Credits Processed	5,099 ¹	3,617	3,888
Number of customers visiting American Job Centers	24,984	25,014	24,984

¹ The 5,099 tax credits processed in FY11 include a large number of backlogged applications from prior to 2011.



Workforce Development Programs

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's Workforce Development Program provides job seekers with workforce development and training programs and services to ensure employers have access to qualified job candidates. In addition, 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.

DOES Workforce Development programs support job seekers' connection to work through several programs: American Job Centers (AJCs), Local Adult Training, Performance Monitoring, Office of Apprenticeship Information and Training, Transitional Employment, and by providing Labor Market Information.

OBJECTIVE 1: Expand the District's integrated workforce system to improve customer service and outcomes for employers and job seekers. (One City Action Plan: Actions 1.1.5, 2.3.1, 2.3.6, 3.1.1 and Indicators 1A, 1C, 1D and 2C, and the Sustainable DC Plan: Actions 3.3 and 3.4).

INITIATIVE 1.1: To adopt certification standards and measures of excellence to be flexibly applied at American Job Centers (AJCs) and achieve better service integration.

The Workforce Investment Council (WIC) approved a policy in FY 2013 to certify the city's AJCs, in accordance with the requirements of the US Department of Labor. DOES and the WIC have been working together to develop an AJC operator agreement and business plan that supports the certification of one comprehensive AJC by January 2014, with the remainder of the AJCs to be approved throughout early 2014. In addition, in July 2013, the revitalized WIC and DOES established an American Job Center certification policy. This policy signals the federally required certification process, which will be done for the first time in the District of Columbia in FY2014. The certification process allows the AJCs to implement national best practices, strategic planning methodologies, and effective measurement and analysis of workforce programs, resulting in more efficient service delivery and increased connection for District residents to workforce training and jobs. The new certification standards require DOES' Office of AJC Operations to submit a business plan to the WIC for each of the five AJC's in the District. It will also detail service delivery strategies for various target populations, including dislocated workers. The first certification review for a comprehensive AJC will be conducted by January 2014. The District will also work to update the current Memorandum of Agreement (MOA) for the AJC mandatory partner programs to conform to the new policies. DOES has developed several policies covering the areas of WIA Services and Wagner Peyser Services. The District has a goal of implementing many of the new policies that are awaiting approval or currently in draft by March 2014. The District has also identified a range of additional policies that will be developed, and both DOES and the WIC have



been active members of the DOL Region 2 “In Compliance Crowd” Policy Committee. Further, the District has entered into a contract with the technical assistance provider to train DOES and WIC staff to support administration and monitoring of WIA programs under the new policies. The technical assistance provider’s contract will run through September 2014, and DOES expects that all American Job Centers will be certified by **October 2014**.

Partnerships at all levels – local, federal and community – are essential for a fully integrated and more effective AJC system. A significant number of customers are accessing services across multiple agencies and funding streams. In FY 2014, the District will seek ways to more readily share participant and service provider data across agencies and programs.

Integration efforts also will focus on continued coordination between and with:

- AJCs and the Transitional Employment Program to support subsidized and unsubsidized employment, job search activities, and other supportive service for individuals with barriers to employment.
- The Year-Round, Out-of-School , In-School, Mayor’s Youth Leader Institute, and Summer Youth Employment programs, all of which provide training and guidance to young people, ages 14 through 21, through permanent, short-term and summer job placements, and
- The Department of Human Services (DHS) to examine how DOES activities can be more closely aligned with workforce development and employment services under the Supplemental Nutrition Assistance (SNAP) and Temporary Assistance to Need Families (TANF) programs.

INITIATIVE 1.2: Establish performance benchmarks for job training providers. (One City Action Plan: Action 2.3.1). DOES is working with the Workforce Investment Council (WIC) and other key partners to establish performance benchmarks to assess the effectiveness of training providers. In FY 2013 new eligibility and performance policies were established by the WIC to ensure that training providers are accountable for results, and that training programs are aligned with demand occupations in the District. By September 2014, DOES and the WIC will implement new monitoring and oversight procedures aligned with these new requirements. **(September 2014)**

INITIATIVE 1.3: Expand existing programs to train 100 District residents in the latest green construction skills. (Sustainable DC Plan: Actions 3.3 and 3.4) DOES is working with the WIC to assess vendors who can provide training in green construction skills. DOES anticipates that through this training, the District can help a segment of the District’s workforce become Leadership in Energy & Environmental Design (LEED) certified. LEED is a program that provides third-party verification of green buildings. Comprehensive and flexible, LEED is a green building tool that addresses the entire building lifecycle recognizing best-in-class building strategies. By September 2014, the District plans to add at least one LEED certified training provider to the District’s approved training provider list and begin to enroll for the first training cohort. By



September 2015, DOES expects that this program will train up to 100 District residents in the latest green construction skills. **(September 2014 and September 2015)**

INITIATIVE 1.4: Promote the local On-The-Job Training Initiative (One City Action Plan: Action 2.3.6). DOES' On-The-Job Training Initiative has been suspended. There are no plans to reinstate it in FY14, but alternative programming will be introduced.

INITIATIVE 1.5: Increase the number of District residents hired by District-funded contracts (One City Action Plan: Action 1.1.5). With more than \$60 billion in the District's development pipeline, the office must monitor contractors and subcontractors to ensure that First Source hiring and apprenticeship requirements are met by these employers. Better compliance equals more jobs for city residents. In FY 2014, the First Source Employment Program will expand its online employer reporting system as part of the ongoing effort to facilitate the hiring of District residents and tracking of employee data. First Source is currently working with the DOES Office of Information Technology to build new functionality into the next version of the online system to capture data related to the "hours worked" requirements now in effect on construction projects over \$5 million. The new online system should be available by December 2013. The First Source office will also continue efforts begun in FY 2013 to enhance inter-agency and multi-agency collaborations, with the goal of identifying more jobs for District residents. One of the most important collaborations that First Source will develop and foster is with DOES' Business Services Group. During the entirety of FY14, Business Services staff members will be assigned to work with First Source employers to serve as points of contact for recruiting qualified employees, troubleshooting human resource issues, and information dissemination. Services are tailored to the particular requirements of each employer. Through September 2014, BSG will refer 3-5 qualified District residents for every new position that a First Source employer submits to DC Networks. **(September 2014)**

INITIATIVE 1.6: Establish a program to prepare hard-to-employ citizens for the new economy. In conjunction with the Office of the State Superintendent of Education (OSSE) and Department of Human Services (DHS), DOES is implementing job readiness training for our hardest to employ citizens. Among the proposed deliverables is the creation of a Career Navigation course, which will provide educational assessment, occupational literacy and/or postsecondary education, career assessment, career exploration, career counseling, workshops (on customer service, resume preparation, professional dress and etiquette, and interviewing techniques), and/or other related services. By September 2014, DHS will identify up to 200 Supplemental Nutrition Assistance Program (SNAP) recipients to attend a DOES' Career Navigation course.



OBJECTIVE 2: Ensure the District's youth employment program provides occupational skills training, work experience, academic enrichment and life skills training to facilitate the development of work habits and skills that are essential for success in the workplace. (One City Action Plan: Action 2.3.4, and 5-Year Economic Development Strategy 2.10).

INITIATIVE 1.1: Develop a citywide action plan for disconnected youth in order to provide wrap-around services for disconnected youth. One City Action Plan: Action 2.3.4). DOES, in collaboration with other identified city programs and offices, will continue to develop a comprehensive, citywide action plan to increase wrap-around support to the District's disconnected youth population. This initiative, started in FY 2012, will serve young people who have dropped out of high school, are transitioning from foster care or the juvenile justice system, are runaways, or are homeless, unemployed, or underemployed. A core component of the plan will be partnership with the Child and Family Services Administration (CFSA) to create a Career Essential Boot-Camp / job readiness training program for CFSA youth ages 18 – 20 years old. DOES will provide services, resources, and technical assistance to 50-100 CFSA youth to prepare them for entrance into the full time labor market. The program will also include intensive employment support services to the youth who are participating in the program. Participants will have access to all training programs (e.g. Police Cadet Program, DC FEMS Cadet Program, DC FEMS EMT program, One City One Hire and Path2Work Recruitment events, etc.) DOES anticipates completing this initiative by **September 2014**.

INITIATIVE 1.2: Connect District youth to local technology companies (5-Year Economic Development Strategy 2.10). Preparing youth for technology jobs is critical in a digital economy. DOES will continue to connect youth to opportunities at technology companies through its Office of Youth Programs (OYP). In Fiscal Year 2013, DOES partnered with DMPED to expand the number of technology companies participating in the Summer Youth Employment Program (SYEP). In October 2013, DOES will implement the *YouthTech* program, which is a technology education and training program designed to link youths to paid internships and job opportunities in the technology sector. Through *YouthTech*, DOES will strive to provide young people with the opportunity to: gain a nationally recognized credential in the IT field; learn and develop the skills, attitudes, and technical abilities needed to maintain employment within the IT industry and be successful; gain exposure and hands-on training while working with dynamic professionals; and receive a letter of recommendation or transition into full-time employment. DOES anticipates serving 100 – 200 youths through this program across multiple cohorts. The cohorts will range between 15 – 25 participants. This initiative will be completed by **September 2014**.



KEY PERFORMANCE INDICATORS - *Workforce Development Program*

Measure	FY 2012 Actual	FY 2013 Target	FY 2013 YTD ²	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Number of adult participants completing workforce development training program [Established in FY2011]	1,028	1,400	1,643 ³	1,500	1,500	1,500
Number of SYEP youth participants referred to summer jobs	13,360	14,000	14,927	14,000	14,000	14,000
Percent of D.C. residents filling new available positions [Established in FY2013] [One City Action Plan Indicator 1D]	27.6%	29.45%	27.0% ⁴	27.5%	28%	28.5%
Percent of young adults, ages 20-24, who are employed [Established in FY2013] [One City Action Plan Indicator 2C]	61.5%	N/A	62.1% ⁵	63%	64%	65%
Number of long-term unemployed residents that obtained jobs through the On-the-Job Training initiative ⁶ [One City Action Plan Action 2.3.6]	125	200	70 ⁷	N/A	N/A	N/A
Job growth in District [One City Action Plan Indicator 1A] ⁸	0.42% ⁹	1.48%	0.22% ¹⁰	0.8%	1.0%	1.25%

² Unless otherwise noted, the figures in this column are FY13 Actuals.

³ This figure reflects adult training completers through the entire fiscal year, with the exception of The Senior Community Service Employment Program (SCSEP) completers for Quarter 4. These figures are not currently available, and will be released by the USDOL on November 15, 2013.

⁴ The source for this indicator is U.S. Census Bureau, On the Map. On the Map data refers to calendar (as opposed to fiscal) years and there is a 2-year lag time in when the data is collected and when it is report. The current base line is from 2011 data. 2013 data will not be available until 2015.

⁵ July 2012 - June 2013 12-month average

⁶ DOES' On-The-Job Training Initiative was suspended in early FY13 and will not operate as outlined. DOES will report on specialized training progress mid-year FY14.

⁷ 125 customers enrolled in OJT during the period of October1 – December 31, 2012. Out of the 125 trainees, 70 were retained in jobs after their training period was completed.

⁸ Projection numbers could change given current and historical trends.

⁹ 0.42% reflects the U.S. DOL Bureau of Labor Statistics' revised estimate for job growth in D.C. The BLS revises employment figures for prior years around January of every year, and the actuals for any recent period typically change as a result.

¹⁰ This figure represents the annual growth rate from August 2012 through August 2013. The September 2013 data will not be available from the U.S. DOL Bureau of Labor Statistics until at least late October.



Measure	FY 2012 Actual	FY 2013 Target	FY 2013 YTD¹¹	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
District of Columbia unemployment rate (as reported by the USDOL Bureau of Labor Statistics – not seasonally adjusted) [One City Action Plan Indicator 1C]	9.3%	9%	8.6% ¹²	8.1%,	8%	7.5%
Private sector's participation in the District economy [One City Action Plan Indicator 1B]	66.7%	66.7%	67.4% ¹³	67.9%	68.4%	68.9%

¹¹ Unless otherwise noted, the figures in this column are FY13 Actuals.

¹² FY13 Actual based on the 12-month average from September 2012 – August 2013. FY13 Actual will not be available until the end of October 2013.

¹³ FY13 Actual is based on the 12-month average from September 2012 – August 2013.



Unemployment Insurance Program

SUMMARY OF SERVICES

The Unemployment Insurance (UI) division provides temporary income replacement services to workers unemployed through no fault of their own. The division consists of the following three sections: Tax Collection, Benefits, and Appeals.

OBJECTIVE 1: Increase the efficiency and integrity of unemployment compensation benefits and unemployment tax services provided to unemployment insurance claimants and District employers through the creation and leveraging of technological solutions.

INITIATIVE 1.1: Implement UI State Information Data Exchange System Electronic Response (SIDES E-Response) for District employers

The SIDES E-Response website will provide employers with an easy, nationally standardized, and efficient way to provide DOES with information about their separated employees to make processing of unemployment insurance claims quicker and more efficient. SIDES E-Response also enables employers to receive e-mail notification of pending UI benefit claim requests. DOES Office of Unemployment Compensation will implement the SIDES E-Response for employers before **March 2014**.

KEY PERFORMANCE INDICATORS - *Unemployment Insurance Program*

Measure	FY 2012 Actual	FY 2013 Target	FY 2013 YTD¹⁴	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Percentage of all first unemployment insurance payments made to eligible claimants within 14 days of the first compensable week-ending date. [87% is the Federal Standard/ Industry Standard]	67.72%	87%	74.14%	87%	87%	87%
Percentage of new unemployment insurance status determinations made within 90 days of the ending date of the first quarter of liability	79.31%	70%	79.2% ¹⁵	70%	70%	70%
District of Columbia re-employment rate as reported by USDOL ¹⁶	52.3%	60%	52.8% ¹⁷	60%	60%	60%

¹⁴ The figures in this column are FY13 Actuals.

¹⁵ FY13 Actual is based on data collected from October 1, 2012 – August 31, 2013.

¹⁶ USDOL identifies re-employment as a core measure linked with the following: “Percent of UI claimants who become re-employed within the quarter following their first UI payment.” Please note that the performance data charts generated by USDOL regarding the re-employment query are based on data extracted from the UI database on the date and time this query is executed. Because the UI database is dynamic, data extracted at other times may differ as states occasionally submit amended reports. USDOL also attempts to verify outliers and correct obviously erroneous data from time to time.

¹⁷ Please note that the performance data charts generated by USDOL regarding the re-employment were based



Labor Standards Program

SUMMARY OF SERVICES

The Labor Standards Program (LSP) provides worker protection and dispute resolution services for District workers and employers. The division contains five activity areas: Office of Wage-Hour (OWH); Office of Occupational Safety and Health (OSH); Office of Workers' Compensation (OWC); Administrative Hearings Division (AHD); and Compensation Review Board (CRB).

OBJECTIVE; 1

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/illness.

INITIATIVE 1.1: Commence document digitization efforts for Administrative Hearings Division and the Compensation Review Board to improve efficiency in the workers' compensation system.

Both DOES' Administrative Hearings Division, which provides formal administrative hearings in accordance with the workers' compensation acts, and the Compensation Review Board, which provides administrative review of case decisions (compensation orders) issued by the Administrative Hearings Division and/or the Office of Workers' Compensation, will effectively convert hardcopy files and records totaling nearly 1 million images into a digital format to not only further modernize and create efficiency within the workers' compensation system but also to use a workplace sustainability tip, "be green at work." The effort will create a digital file repository in which DOES users can access all files that have been digitized by entering key searches criteria. Furthermore, this effort will reduce the agency's hardcopy paper footprint once files have been converted to a digital format. This initiative is expected to be completed by **April 2014**.

on data extracted from the UI database at the date and time this query is executed. Because the UI database is dynamic, data extracted at other times may differ since states occasionally submit amended reports. USDOL also attempts to verify outliers and correct obviously erroneous data from time to time.



KEY PERFORMANCE INDICATORS - *Labor Standards Program*

Measure	FY 2012 Actual	FY 2013 Target	FY 2013 YTD ¹⁸	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Percentage of back wages collected from employers on valid wage and hour complaints	99.06%	97%	100%	97%	97%	97%
Percentage of workers' compensation formal hearings resolved within 120 working days	86.68%	80%	84.5%	80%	80%	80%
Rank: Per premium rate to secure workers compensation coverage in the District of Columbia ¹⁹	47 th	51 st (Least Expensive)	N/A ²⁰	51 st (Least Expensive)	51 st (Least Expensive)	51 st (Least Expensive)

¹⁸ All figures provided are FY13 Actuals.

¹⁹ In 2008, the District was listed as 29th least expensive out of 51 states measured. By 2010, the city was: 48th least expensive out of 51. In other words, the city was among the top 4 least expensive jurisdictions. The target is to become the least expensive premium rate jurisdiction for workers compensation coverage in the country.

²⁰ FY13 Actual Ranking will be available in January 2014



Agency Management (Office of the Director)

SUMMARY OF SERVICES

The purpose of the Office of the Director (OD) is to provide administrative support and the required tools to achieve operational and programmatic results. This division is standard for all agencies using performance-based budgeting.

OBJECTIVE 1: Improve the Office of the Director, Management and Administration

Initiative 1.1: Implement a Leadership Development Training program for DOES employees

DOES Management will offer comprehensive leadership and management training to all DOES staff. The training will be mandatory for all agency managers, and available to all other staff members striving to improve their potential to be a great leader. The training aligns with the Department of Human Resources learning and development career continuum and will cover topics such as priority management, teambuilding, effective communication and collaboration, conflict resolution, and change management. Training will be offered by **March 2014**.

KEY PERFORMANCE INDICATORS - Operations and Agency Management

Measure	FY 2012 Actual	FY 2013 Projection	FY 2013 Actual	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Percent of agency-wide cost savings	3.92%	4%	N/A	4%	4%	4%
Number of mandatory staff agency-wide trainings	Not Available	4	4	5	5	5