DEPARTMENT OF EMPLOYMENT SERVICES

FY 2025 PERFORMANCE PLAN

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GOVERNMENT OF THE DISTRICT OF COLUMBIA
MURIEL BOWSER, MAYOR

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1 INTRODUCTION

This document is the Fiscal Year 2025 Performance Plan for the Department of Employment Services.

This Performance Plan is the first of two agency performance documents published each year. The Performance Plan is published twice annually – preliminarily in March when the Mayor's budget proposal is delivered, and again at the start of the fiscal year when budget decisions have been finalized. A companion document, the Performance Accountability Report (PAR), is published annually in January following the end of the fiscal year. Each PAR assesses agency performance relative to its annual Performance Plan.

Performance Plan Structure: Performance plans are comprised of agency Objectives, Administrative Structures (such as Divisions, Administrations, and Offices), Activities, Projects and related performance measures. The following describes these plan components, and the types of performance measures agencies use to assess their performance.

Objectives: Objectives are statements of the desired benefits that are expected from the performance of an agency's mission. They describe the goals of the agency.

Administrative Structures: Administrative Structures represent the organizational units of an agency, such as Departments, Divisions, or Offices.

Activities: Activities represent the programs and services an agency provides. They reflect what an agency does on a regular basis (e.g., processing permits).

Projects: Projects are planned efforts that end once a particular outcome or goal is achieved.

Measures: Performance Measures may be associated with any plan component, or with the agency overall. Performance Measures can answer broad questions about an agency's overall performance or the performance of an organizational unit, a program or service, or the implementation of a major project. Measures can answer questions like "How much did we do?", "How well did we do it?", "How quickly did we do it?", and "Is anyone better off?" as described in the table below. Measures are printed throughout the Performance Plan, as they may be measuring an objective, an administrative structure, an activity, or be related to the agency performance as a whole.

Measure Type	Measure Description	Example
Quantity	Quantity measures assess the volume of work an agency performs. These measures can describe the inputs (e.g., requests or cases) that an agency receives or the work that an agency completes (e.g., licenses issued or cases closed). Quantity measures often start with the phrase "Number of...".	"Number of public art projects completed"
Quality	Quality measures assess how well an agency's work meets standards, specifications, resident needs, or resident expectations. These measures can directly describe the quality of decisions or products or they can assess resident feelings, like satisfaction.	"Percent of citations issued that were appealed"

(continued)

Measure Type	Measure Description	Example
Efficiency	Efficiency measures assess the resources an agency used to perform its work and the speed with which that work was performed. Efficiency measures can assess the unit cost to deliver a product or service, but typically these measures assess describe completion rates, processing times, and backlog.	"Percent of claims processed within 10 business days"
Outcome	Outcome measures assess the results or impact of an agency's work. These measures describe the intended ultimate benefits associated with a program or service.	"Percent of families returning to homelessness within 6-12 months"
Context	Context measures describe the circumstances or environment that the agency operates in. These measures are typically outside of the agency's direct control.	"Recidivism rate for 18-24 year-olds"
District-wide Indicators	District-wide indicators describe demographic, economic, and environmental trends in the District of Columbia that are relevant to the agency's work, but are not in the control of a single agency.	"Area median income"

Agencies set targets for most performance measures before the start of the fiscal year. Targets may represent goals, requirements, or national standards for a performance measure. Agencies strive to achieve targets each year, and agencies provide explanations for targets that are not met at the end of the fiscal year in the subsequent Performance Accountability Report. Not all measures are associated with a target. For example, newly added measures do not require targets for the first year, as agencies determine a data-informed benchmark. Additionally, change in some quantity or context measures and District-wide indicators may not indicate better or worse performance, but are "neutral" measures of demand or input, or are outside of the agency's direct control. In some cases the relative improvement of a measure over a prior period is a more meaningful indicator than meeting or exceeding a particular numerical goal, so a target is not set.

2 DEPARTMENT OF EMPLOYMENT SERVICES OVERVIEW

Mission: The Department of Employment Services (DOES) puts people to work. DOES achieves its mission by providing the necessary tools for the Districtof 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.

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.

Objectives:

1. Unemployment Insurance
2. Labor Standards
3. Workforce Development
4. Organizational Excellence
5. Employer Connections
6. Universal Paid Family Leave Benefits
7. Efficient, Transparent, and Responsive Government

Structures:

1. CUSTOMER NAVIGATION CENTER (Customer Experience)
2. OFFICE OF PAID FAMILY LEAVE
3. EMPLOYER SERVICES
4. WORKFORCE DEVELOPMENT
5. OFFICE OF UNEMPLOYMENT BENEFITS & TAX
6. LABOR STANDARDS BUREAU

3 OBJECTIVES

3.1 UNEMPLOYMENT INSURANCE

Deliver unemployment compensation benefits and unemployment tax services to claimants and District employers.

3.2 LABOR STANDARDS

Administer programs and systems to promote workplace safety, 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.

3.3 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 sustainable employment opportunities.

3.4 ORGANIZATIONAL EXCELLENCE

Establish standards and processes to engage and motivate staff to deliver services that fulfill internal and external stakeholder needs.

3.5 EMPLOYER CONNECTIONS

Ensure employers are connected to the Department of Employment Services to address their workforce needs thereby ensuring positive employment and placement outcomes for residents.

No Related Measures

3.6 UNIVERSAL PAID FAMILY LEAVE BENEFITS

Implement Universal Paid Family Leave Benefits to provide temporary weekly benefits to eligible individuals.

3.7 EFFICIENT, TRANSPARENT, AND RESPONSIVE GOVERNMENT

Create and maintain a highly efficient, transparent, and responsive District government.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of agency staff who were employed as Management Supervisory Service (MSS) employees prior to 4/1 of the fiscal year that had completed an Advancing Racial Equity (AE204) training facilitated by ORE within the past two years	Outcome	Up is Better	N/A	18.45%	*
Percent of employees that are District residents	Outcome	Up is Better	54.2%	53.47%	*
Percent of new hires that are current District residents and received a high school diploma from a DCPS or a District Public Charter School, or received an equivalent credential from the District of Columbia	Outcome	Up is Better	43.82%	40.48%	*
Percent of new hires that are District residents	Outcome	Up is Better	65.19%	62.61%	*
Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time	Outcome	Up is Better	42.59%	28.57%	*

*Specific targets are not set for this measure

4 ADMINISTRATIVE STRUCTURES

4.1 OFFICE OF UNEMPLOYMENT BENEFITS & TAX

Deliver unemployment compensation benefits and unemployment tax services to claimants and District employers.

Activities under OFFICE OF UNEMPLOYMENT BENEFITS & TAX:

1. Unemployment Benefits: Providing temporary weekly benefits to workers who become unemployed due to no fault of their own.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of new unemployment insurance status determinations made within 90 calendar days (UI TAX)	Efficiency	Up is Better	84.3%	80.10%	**70%**
Percent of Nonmonetary Determinations (Separations and Nonseparations) made within 21 days of the date of detection (UI Benefits)	Efficiency	Up is Better	67.1%	39.1%	**60%**
Average number of issues resolved by Benefits Claims Examiners	Quantity	Neutral	178.16	346	*
Percent of all first unemployment insurance payments made to eligible claimants within 14 days (UI Benefits)	Quality	Up is Better	New in 2025	New in 2025	**New in 2025**
Percent of payments (current employers) that are processed within three business days (UI TAX)	Efficiency	Up is Better	New in 2025	New in 2025	**New in 2025**
Percent of the fraudulent registrations out of the total new registrations (UI TAX)	Quality	Up is Better	New in 2025	New in 2025	**New in 2025**

4.2 LABOR STANDARDS BUREAU

Administer programs and systems to promote workplace safety, 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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of Memoranda of Informal Conferences sent out within 20 business days of holding the Informal Conference	Efficiency	Up is Better	93.5%	97.5%	**90%**
Percent of workers compensation formal hearings finalized within 120 calendar days	Outcome	Up is Better	80.9%	88.5%	**80%**
Average number of working days between assignment of Workers' Compensation Act Applications for Review ("AFR") of Compensation Orders to panel, and disposition of Decisions and Orders	Outcome	Down is Better	New in 2025	New in 2025	**New in 2025**

*Specific targets are not set for this measure

Activities under LABOR STANDARDS BUREAU:

1. 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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of beneficiaries fined	Quantity	Neutral	32	46	*
Number of beneficiaries that paid fines	Quantity	Neutral	22	17	*

4.3 CUSTOMER NAVIGATION CENTER (CUSTOMER EXPERIENCE)

Establish standards and processes to engage and motivate staff to deliver services that fulfill internal and external stakeholder needs.

Activities under CUSTOMER NAVIGATION CENTER (Customer Experience):

1. 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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Average telephone call wait time (CNC)	Efficiency	Down is Better	8	9.20	**8**
Percent of telephone calls answered (CNC)	Efficiency	Up is Better	79.8%	78.25%	**75%**
Total number of emails received (CNC)	Quantity	Neutral	19,465	N/A	*
Total number of telephone calls received (CNC)	Quantity	Neutral	211,292	199,569	*
Total number of voicemails received (CNC)	Quantity	Neutral	3,849	N/A	*
Average telephone call hold time in minutes (CNC)	Efficiency	Down is Better	2.26	3.28	**4**
Voicemail response time percentage (CNC)	Efficiency	Up is Better	100%	100%	**90%**

4.4 OFFICE OF PAID FAMILY LEAVE

Provides temporary weekly benefits to eligible individuals.

Activities under OFFICE OF PAID FAMILY LEAVE:

1. Paid Family Leave Benefits Implementation: Implement the program to provide temporary weekly benefits to eligible individuals.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of New Claims Filed	Quantity	Neutral	19,213	20,178	*
Number of PFL Claims Filed-Family	Quantity	Up is Better	New in 2025	New in 2025	**New in 2025**
Total Amount of Benefits Disbursement	Quantity	Up is Better	New in 2025	New in 2025	**New in 2025**
Percent of Claims Processed Within 10 Business Days	Outcome	Up is Better	New in 2025	New in 2025	**New in 2025**
Total Amount of Paid Family Leave Payments Processed (PFL Tax)	Efficiency	Up is Better	New in 2025	New in 2025	**New in 2025**
Number of PFL Claims Filed – Medical	Quantity	Neutral	New in 2025	New in 2025	**New in 2025**
Number of PFL Claims Filed – Parental	Quantity	Neutral	New in 2025	New in 2025	**New in 2025**
Number of PFL Claims Filed – Pre-natal	Quantity	Neutral	New in 2025	New in 2025	**New in 2025**

4.5 WORKFORCE DEVELOPMENT

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.

Activities under WORKFORCE DEVELOPMENT:

1. DC 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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of participants newly enrolled in a DCIA training program	Quantity	Neutral	N/A	359	*
Percent of new enrollments from Wards 7 & 8 at DC Infrastructure Academy	Quantity	Neutral	71.9%	231.70%	*
Number of new enrollments in DCIA	Outcome	Down is Better	New in 2025	New in 2025	**New in 2025**
Number of participants in unsubsidized placements	Outcome	Up is Better	New in 2025	New in 2025	**New in 2025**
Number of participant completions	Outcome	Neutral	New in 2025	New in 2025	**New in 2025**

2. 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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Employment Rate: 2nd quarter after exit	Outcome	Neutral	52.80%	Data is pending	*
Employment Rate: 4th quarter after exit	Outcome	Neutral	52.6%	Data is pending	*

3. Senior Service (SCSEP): 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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Employment Rate: 2nd quarter after exit	Outcome	Neutral	60.80%	Data is pending	*
Employment Rate: 4th quarter after exit	Outcome	Neutral	64%	Data is pending	*

4. Summer Youth Employment Program: The Marion Barry 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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of Applicants	Quantity	Neutral	20,215	21,182	*

5. 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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of applicants	Quantity	Neutral	3,111	2,659	*
Number of participants that earn a credential	Quantity	Neutral	No data available	22	*
Percent of participants successfully completing the program	Outcome	Neutral	100%	No data available	*
Total Enrollments	Quantity	Neutral	1,175	1,167	*

6. 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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Total participants in the Marion Barry Youth Leadership Institute (MBYLI)	Quantity	Neutral	530	530	*

7. 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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Total number of individuals entering the program	Quantity	Up is Better	New in 2025	New in 2025	**New in 2025**
Total number of individuals completing the program	Efficiency	Up is Better	New in 2025	New in 2025	**New in 2025**
Number of credentials earned among participants that completed the program	Quantity	Up is Better	New in 2025	New in 2025	**New in 2025**

8. Transitional Employment (TEP): For over 20 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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of participants enrolled in occupational skills training	Quantity	Neutral	73	17	*
Number of participants placed in unsubsidized employment	Quantity	Neutral	285	21	*
Number of participants who completed Job Readiness Training (JRT)	Outcome	Neutral	No data available	99	*
Number of participants who completed Work Experience (WEX)	Outcome	Neutral	N/A	25	*
Number of participants who enrolled in Job Readiness Training (JRT)	Outcome	Neutral	N/A	114	*
Number of participants who enrolled in Work Experience (WEX)	Outcome	Neutral	N/A	43.9	*
Percent of individuals who completed JRT and were subsequently employed	Efficiency	Up is Better	New in 2025	New in 2025	**New in 2025**

(continued)

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of participants who enrolled in DSI Special Programs	Quantity	Up is Better	New in 2025	New in 2025	**New in 2025**
Number of participants who completed DSI Special Programs	Outcome	Up is Better	New in 2025	New in 2025	**New in 2025**
Number of participants who obtained unsubsidized employment (All Programs)	Quantity	Up is Better	New in 2025	New in 2025	**New in 2025**

9. American 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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of participants that earn a nationally or regionally recognized credential	Quantity	Neutral	49	134	*
Number of referrals made at the American Job Centers by Workforce Development Specialists to assistive programs at DOES or at other DC Agencies	Quantity	Neutral	369	572	*
Number of workers completing sectoral job training programs	Outcome	Up is Better	43	N/A	*
Percent of New Enrollments with barriers to employment	District-Wide Indicator	Neutral	91.5%	385.22%	*
Total number of Unique Customers who come to American Job Centers (unique)	Quantity	Neutral	9,089	22,268	*
Total number of Visits to all American Job Centers	Quantity	Neutral	3,525	10,936	*
Percent of participants successfully completing skills training through an Individual Training Account (ITA)	Quantity	Neutral	78.9%	95%	*

4.6 EMPLOYER SERVICES

Ensure employers are connected to the Department of Employment Services to address their workforce needs thereby ensuring positive employment and placement outcomes for residents.

Activities under EMPLOYER SERVICES:

1. 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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of new employers self-registered in DC Networks	Quantity	Neutral	325	518	*

5 PROJECTS

5.1 DC INFRASTRUCTURE ACADEMY

Proposed Completion Date: October 01, 2025

The DC Infrastructure Academy will build a new facility that focuses on occupational skills training and work-based learning initiatives related to the utility, energy efficiency, and transportation and logistics sectors. At the Academy, industry partners, training providers, such as labor unions and trade associations, will offer diverse skills training allowing District residents to obtain the tools to begin and sustain careers. The participants will be able to access career counseling and planning, resume assistance, direct job placement, and information about local and regional infrastructure jobs and apprenticeships.

5.2 DC APPRENTICESHIP MANAGEMENT SYSTEM

Proposed Completion Date: October 01, 2025

This project will replace the legacy DCAMS system and improve functionality, reliability, and performance and lower ongoing expenses to maintain the system. The replacement system will serve the job seekers, apprentices, and job sponsors of the District. This will impact the Apprenticeship team by providing a comprehensive system that is secure, robust, flexible, and fully automated, which will improve staff productivity.

5.3 UI MODERNIZATION PROJECT

Proposed Completion Date: October 01, 2025

The objective of this project is to develop and deploy a robust, fully-integrated Unemployment Benefits and Tax Solution resulting in efficiencies and the ability to offer broader services to the residents of DC. All systems within the Unemployment Insurance will be integrated including the Document Imaging System and ACD/IVR System. Finally, with the deployment of the project, the agency will reduce its dependency on external contractors.