# D.C. DEPARTMENT OF HUMAN RESOURCES

## FY 2025 PERFORMANCE ACCOUNTABILITY REPORT

**JANUARY 15, 2026**

GOVERNMENT OF THE
DISTRICT OF COLUMBIA
MURIEL BOWSER, MAYOR

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# 1  INTRODUCTION

This document is the Fiscal Year 2025 Performance Accountability Report (PAR) for the D.C. Department of Human Resources.

The PAR is the second of two agency performance documents published each year. A Performance Plan is published at the start of the fiscal year when budget decisions have been finalized. A PAR is published in January following the end of the fiscal year. Each PAR assesses agency performance relative to its annual Performance Plan.

**PAR Structure:** PARs 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 address questions about an agency's overall performance, the performance of an organizational unit, program, or service, or the implementation of a major project. Performance 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 in the Performance Plan along with the Objective, Administrative Structure, Activity, or Project that they measure.

| 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" |
| 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" |

| Measure Type | Measure Description | Example |
|---|---|---|
| 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" |

**Targets:** 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 their PAR.

Not all measures are associated with a target. Newly added measures do not require targets for the first year, as agencies determine a data-informed benchmark. Changes in some measures may not indicate better or worse performance. They may be "neutral" measures of demand or input or 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   D.C. DEPARTMENT OF HUMAN RESOURCES OVERVIEW

**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.

**Objectives:**

1. DCHR strategically and expeditiously sources, selects and on-boards highly talented individuals with the acumen, aptitude, and attitude to thrive in District Government.

2. DCHR engages District employees to ensure that each person is in the right job and has been provided with the right resources to leverage their knowledge, skills, and behaviors to meet District goals and sustain organizational success.

3. DCHR defines the pathways, programs and processes to create opportunities to continuously develop District employees and residents through assignments and activities aimed at advancing their career trajectory.

4. Efficient, Transparent, and Responsive Government

# 3 2025 ACCOMPLISHMENTS

## 3.1 DISTRICT WELLNESS PROGRAM

In 2025, the District Wellness Program earned the Aetna Workplace Wellness Platinum Level Award. Key achievements include (2) Mental Health First Aid training for HRAs and Wellness Leaders, Quarterly Virtual Mental Health First Aid Trainings (4) 4-week, District-Wide holistic well-being challenges. Over 2,000 employees participated from across 80 agencies. (2) District-wide Health campaigns, including biometric screenings and immunization clinics across 9 agencies, to increase reach across all wards. CareFirst also sponsored a new 7-month pilot program with a trusted health and wellness CBE.

**Impact:** The program offerings cover all 8 dimensions of wellness, including physical health, mental health, emotional health, spiritual health, environmental health, financial health, occupational health, and social health.

## 3.2 HR SERVICE DELIVERY

DCHR enhanced the HR ticketing system in ServiceNow by adding new service categories for Classification, Training, Benefits, Retirement, and Distribution services. Each category has a dedicated request type with a form to simplify submissions. Additionally, DCHR integrated the AWS call center with the HR ticketing system to streamline call intake and case management. Furthermore, DCHR and the Office of the Chief Technology Officer communicated Districtwide to highlight: -Streamlined Requests -Real-Time Tracking -Dedicated Specialist Support -Comprehensive Resource Hub

**Impact:** Throughout FY25, over 15,000 tickets were submitted and processed across all categories. The AWS integration allows Customer Care representatives to answer calls and manage tickets within the same platform, ensuring that each call generates interaction records, including transcripts and recordings. Dashboards and tracking features provide insights into call activities, and service level agreements alert supervisors about prolonged cases.

## 3.3 STRATEGIC HIRING AND RESIDENT PREPAREDNESS

DCHR held its first community conversation where participants learned best practices on resume writing, interview skills, and applying for District government jobs. In addition, participants received feedback on their resumes and participated in a mock interview. DCHR also held three hiring events: 1. Fall Hiring Event: In collaboration with DCNG and MOVA 2. Winter Hiring Event 3. Gateways to District Careers: a hiring event dedicated for current or former Federal employees or contractors. This event included workshops including Creating a Powerful LinkedIn Account and Resume Writing

**Impact:** In total , over 2,300 candidates attended these events and over 100 job offers were provided. DCHR also formalized a partnership with Work for America, a non-profit organization, that matches candidates who are interested in being public servants with government job opportunities. Through the partnership, DCHR can post District vacancies and announcements on Work for America's portal. DCHR also enhanced our LinkedIn use by determining how to identify if a candidate who reviewed a posting on LinkedIn applied for the position. This helps to track the effectiveness of the LinkedIn postings.

# 4  OBJECTIVES

## 4.1  DCHR STRATEGICALLY AND EXPEDITIOUSLY SOURCES, SELECTS AND ON-BOARDS HIGHLY TALENTED INDIVIDUALS WITH THE ACUMEN, APTITUDE, AND ATTITUDE TO THRIVE IN DISTRICT GOVERNMENT.

| Measure Type | Directionality | Q1 | Q2 | Q3 | Q4 | Annual | Target |
|---|---|---|---|---|---|---|---|
| **New Hire Turnover Rate** | | | | | | | |
| Outcome | Down is Better | Annual | Annual | Annual | Annual | 4.97% | **8%** |
| **Percent of DC Government employees that are DC residents** | | | | | | | |
| Outcome | Up is Better | Annual | Annual | Annual | Annual | 44.25% | **60%** |
| **Percent of new hires that are DC residents** | | | | | | | |
| Outcome | Up is Better | 62.42% | 52.8% | 55.75% | 50.75% | 55.43% | **65%** |
| **Average number of days to fill vacancy from post to offer acceptance** | | | | | | | |
| Efficiency | Down is Better | 106 | 104 | 108 | 155 | 118.25 | **60** |

*Explanation of Missed Targets:*

1. Percent of DC Government employees that are DC residents: We retain a stretch goal for this measure. We aim to meet this target in the new Fiscal Year.

2. Percent of new hires that are DC residents: We retain a stretch goal for this target and aim to meet it in the new Fiscal Year.

3. Average number of days to fill vacancy from post to offer acceptance: Based on the hiring freeze, when agencies were able to hire, they may have used vacancy postings that were started several months prior.

## 4.2  DCHR ENGAGES DISTRICT EMPLOYEES TO ENSURE THAT EACH PERSON IS IN THE RIGHT JOB AND HAS BEEN PROVIDED WITH THE RIGHT RESOURCES TO LEVERAGE THEIR KNOWLEDGE, SKILLS, AND BEHAVIORS TO MEET DISTRICT GOALS AND SUSTAIN ORGANIZATIONAL SUCCESS.

| Measure Type | Directionality | Q1 | Q2 | Q3 | Q4 | Annual | Target |
|---|---|---|---|---|---|---|---|
| **Percent of DC Government employees participating in the deferred compensation program** | | | | | | | |
| Outcome | Up is Better | 67% | 67% | 67% | 68% | 67.25% | **65%** |
| **Percent of employees that completed an online training (through Percipio)** | | | | | | | |
| Outcome | Up is Better | Annual | Annual | Annual | Annual | 16.31% | **30%** |

*Explanation of Missed Targets:*

1. Percent of employees that completed an online training (through Percipio): We retain a stretch goal for this measure and we aim to reach in the next Fiscal Year.

## 4.3 DCHR DEFINES THE PATHWAYS, PROGRAMS AND PROCESSES TO CREATE OPPORTUNITIES TO CONTINUOUSLY DEVELOP DISTRICT EMPLOYEES AND RESIDENTS THROUGH ASSIGNMENTS AND ACTIVITIES AIMED AT ADVANCING THEIR CAREER TRAJECTORY.

| Measure Type | Directionality | Q1 | Q2 | Q3 | Q4 | Annual | Target |
|---|---|---|---|---|---|---|---|
| **Percent of DC Government employee performance plans completed (excludes DCPS and independent agencies)** | | | | | | | |
| Outcome | Up is Better | Annual | Annual | Annual | Annual | 95.04% | **94%** |

## 4.4 EFFICIENT, TRANSPARENT, AND RESPONSIVE GOVERNMENT

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

| Measure Type | Directionality | Q1 | Q2 | Q3 | Q4 | Annual | 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 | Annual | Annual | Annual | Annual | 28.57% | Target not required |
| **Percent of employees that are District residents** | | | | | | | |
| Outcome | Up is Better | Annual | Annual | Annual | Annual | 46.85% | Target not required |
| **Percent of new hires that are District residents (Peoplesoft)** | | | | | | | |
| Outcome | Up is Better | Annual | Annual | Annual | Annual | 40% | Target not required |
| **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 (eRecruit)** | | | | | | | |
| Outcome | Up is Better | Annual | Annual | Annual | Annual | 11.11% | Target not required |
| **Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time** | | | | | | | |
| Outcome | Up is Better | Annual | Annual | Annual | Annual | 84.44% | Target not required |

# 5  ACTIVITIES

## 5.1  SHARED SERVICES

The consolidation of administrative and support functions from several agencies into a single, stand-alone organizational entity (DCHR).

*No Related Measures*

## 5.2  RECRUITMENT AND STAFFING SERVICES

Recruiting and hiring the District Government's managerial and non-managerial personnel according to the dictates of the DC Government's hiring practices.

| Measure Type | Directionality | Q1 | Q2 | Q3 | Q4 | Annual | Target |
|---|---|---|---|---|---|---|---|
| **Number of job postings** | | | | | | | |
| Quantity | Up is Better | 879 | 705 | 201 | 417 | 2,202 | Target not required |
| **Number of new hires** | | | | | | | |
| Quantity | Up is Better | 1,219 | 1,204 | 1,949 | 1,775 | 6,147 | Target not required |
| **Number of personnel actions processed in the District's Human Resources Information System (HRIS), PeopleSoft** | | | | | | | |
| Quantity | Neutral | 2,190 | 2,076 | 1,957 | 1,952 | 8,175 | Target not required |

## 5.3  MERIT PAY/INCENTIVES/REWARDS

Executing raises and dispensing bonuses for exceptional service.

*No Related Measures*

## 5.4  EMPLOYEE PERFORMANCE MANAGEMENT

Running DCHR's Performance Management system including customer care, training, reporting, and managing all aspects of the DC Government's personnel performance management platform.

| Measure Type | Directionality | Q1 | Q2 | Q3 | Q4 | Annual | Target |
|---|---|---|---|---|---|---|---|
| **Percent of DC Government employee performance evaluations completed (excludes DCPS and independent agencies)** | | | | | | | |
| Outcome | Up is Better | Annual | Annual | Annual | Annual | 91.56% | **91%** |

## 5.5  HR INFORMATION SYSTEMS ADMINISTRATION

DCHR administers the Districts HR Information Systems which helps maintain accurate records on personnel, and facilitates numerous HR functions such as payroll, performance, compliance, training, recruiting, and benefits.

*No Related Measures*

## 5.6  CREDENTIALING (ISSUING AND REVOKING BADGES)

Issuing ID badges required in secure areas of the facilities; such as employee work spaces.

*No Related Measures*

## 5.7 BACKGROUND CHECKS AND DRUG AND ALCOHOL SCREENING

Drug and Alcohol Enforcement Compliance.

| Measure Type | Directionality | Q1 | Q2 | Q3 | Q4 | Annual | Target |
|---|---|---|---|---|---|---|---|
| **Number of criminal checks conducted** | | | | | | | |
| Quantity | Neutral | 6,087 | 6,239 | 5,444 | 7,849 | 25,619 | Target not required |
| **Number of drug/alcohol tests conducted** | | | | | | | |
| Quantity | Neutral | 1,960 | 1,441 | 3,281 | 1,729 | 8,411 | Target not required |

## 5.8 POSITION CLASSIFICATION AND MANAGEMENT

Job classification is a system for objectively and accurately defining and evaluating the duties, responsibilities, tasks, and authority level of a job. Position management refers to the HRMS system relationships between organization structure, jobs, positions and employees with all of their associated characteristics. It also needs to incorporate the process of how positions are created and maintained within the organization.

| Measure Type | Directionality | Q1 | Q2 | Q3 | Q4 | Annual | Target |
|---|---|---|---|---|---|---|---|
| **Number of Desk Audits Completed** | | | | | | | |
| Quantity | Neutral | 15 | 6 | 19 | 34 | 74 | Target not required |
| **Number of positions classified** | | | | | | | |
| Quantity | Neutral | Semi-annual | 448 | Semi-annual | 448 | 735 | Target not required |

## 5.9 HEALTH, PENSION, RETIREMENT, AND WELLNESS PROGRAMS

Administering all aspects of the District Government workforce's Pension, Retirement, and Wellness Programs.

| Measure Type | Directionality | Q1 | Q2 | Q3 | Q4 | Annual | Target |
|---|---|---|---|---|---|---|---|
| **Number of retirements** | | | | | | | |
| Quantity | Neutral | Annual | Annual | Annual | Annual | 135 | Target not required |
| **Number of Retirement Readiness trainings delivered** | | | | | | | |
| Outcome | Neutral | 3 | 3 | 3 | 3 | 12 | Target not required |

## 5.10 LEARNING AND DEVELOPMENT PROGRAMS

Developing course work and instruction for all in-house training course; administering vendor-led courses; and designing and administering various development programs such as the District Leadership Program and Capital City Fellows program.

| Measure Type | Directionality | Q1 | Q2 | Q3 | Q4 | Annual | Target |
|---|---|---|---|---|---|---|---|
| **Number of employees completing a diversity or inclusion training class** | | | | | | | |
| Quantity | Neutral | 5 | 1 | 1,274 | 1,046 | 2,326 | Target not required |

| Measure Type | Directionality | Q1 | Q2 | Q3 | Q4 | Annual | Target |
|---|---|---|---|---|---|---|---|
| **Number of employees trained as sexual harassment officers** | | | | | | | |
| Quantity | Neutral | 0 | 122 | 122 | 5 | 249 | Target not required |
| **Number of individual training courses completed through online training platform (Percipio)** | | | | | | | |
| Quantity | Neutral | 9,960 | 7,975 | 7,926 | 1,340 | 27,201 | Target not required |
| **Number of managers trained on sexual harassment prevention** | | | | | | | |
| Quantity | Neutral | 31 | 68 | 72 | 236 | 407 | Target not required |
| **Number of unique employees completing at least one training** | | | | | | | |
| Quantity | Up is Better | 3,467 | 2,581 | 2,773 | 7,411 | 16,232 | Target not required |
| **Number of unique trainings completed** | | | | | | | |
| Quantity | Up is Better | 76 | 90 | 85 | 69 | 320 | Target not required |

## 5.11   EMPLOYEE RELATIONS

Managing employee complaints and concerns, addressing grievances, and advising on disciplinary actions.

| Measure Type | Directionality | Q1 | Q2 | Q3 | Q4 | Annual | Target |
|---|---|---|---|---|---|---|---|
| **Number of grievances processed** | | | | | | | |
| Quantity | Down is Better | 1 | 0 | 0 | 1 | 2 | Target not required |

## 5.12   AUDITING AND COMPLIANCE ENFORCEMENT

Reviewing and examining agency compliance with District rules and regulations. Providing recommendations for improvements as needed.

*No Related Measures*

## 5.13   FAMILY AND MEDICAL LEAVE ACT AND PAID FAMILY LEAVE ACT ADMINISTRATION

Managing all aspects of FMLA and PFL claims including answering employee questions, verifying agency approved FMLA/PFL hours, and when applicable working with the Office of Payroll and Retirement Services to ensure accurate employee access and reporting of FMLA/PFL hours. Also includes data analysis of FMLA/PFL trends.

*No Related Measures*

## 5.14   MEASUREMENT, ANALYSIS, AND PLANNING

Measuring and monitoring HR data including responding to data requests, creating dashboards, providing biweekly reports to management; Managing all aspects of the District Government's Performance Management Platform.

*No Related Measures*

## 5.15  POLICY DEVELOPMENT, AMENDMENT, AND GUIDANCE/INTERPRETATION OF D.C. PERSONNEL REGULATIONS CONTAINED IN THE DC MUNICIPAL REGULATIONS/DISTRICT PERSONNEL MANUAL

Managing updates necessary to the District Personnel Manual (DPM) and Comprehensive Merit Personnel Act (CMPA).

*No Related Measures*

## 5.16  FOIA AND LITIGATION SUPPORT

Responding to Freedom of Information Act requests from the public.

*No Related Measures*

## 5.17  CALL AND WALK-IN CENTER

Interfacing with and providing customer care for the DCHR clientele to include calls, emails, walk-ins, and mail. Also includes analyzing visitor trends.

| Measure Type | Directionality | Q1 | Q2 | Q3 | Q4 | Annual | Target |
|---|---|---|---|---|---|---|---|
| **Number of customer resource center walk-ins** | | | | | | | |
| Quantity | Neutral | 82 | 2,348 | 486 | 309 | 3,225 | Target not required |
| **Number of Customer Calls to Customer Care Center and Benefits** | | | | | | | |
| Outcome | Neutral | 9,705 | 10,015 | 9,383 | 9,371 | 38,474 | Target not required |
| **Number of customers accessing DCHR's website** | | | | | | | |
| Outcome | Neutral | 85,037 | 95,934 | 87,951 | 84,250 | 353,172 | Target not required |

# 6   PROJECTS

## 6.1   STRATEGIC HIRING AND RESIDENT PREPAREDNESS

**Related Activity Name**: Recruitment and Staffing Services

**Project Description:** DCHR will host strategic hiring events and prepare District residents for government opportunities by facilitating community career conversations and informative job preparedness conversations that focus on applying and interviewing for District job opportunities.

**Start Date:** October 1, 2024
**Planned Completion Date:** September 30, 2025
**Current Project Phase:** No Updates

## 6.2   EMPLOYEE PROFESSIONAL DEVELOPMENT

**Related Activity Name**: Learning and Development Programs

**Project Description:** DCHR will review and revamp our professional development opportunities at various workforce levels. Special emphasis will be placed on upskilling and reskilling to ensure that employees are prepared for the implementation of AI in their daily work.

**Start Date:** October 1, 2024
**Planned Completion Date:** September 30, 2025
**Current Project Phase:** No Updates

## 6.3   HR TRAINING

**Related Activity Name**: Learning and Development Programs

**Project Description:** DCHR will continue to develop and launch comprehensive HR training for the HR community to increase efficiency. The training will provide real-life examples and user guides to assist with knowledge application.

**Start Date:** October 1, 2024
**Planned Completion Date:** September 30, 2025
**Current Project Phase:** No Updates

## 6.4   HR SERVICE DELIVERY

**Related Activity Name**: HR Information Systems Administration

**Project Description:** DCHR will collaborate with the Office of the Chief Technology Officer (OCTO), to research, procure, and implement improvements to the HR Service Delivery that will lead to a more efficient and streamlined employee process by facilitating the tracking and completion of HR services such as benefits, retirement, and classification.

**Start Date:** October 1, 2024
**Date Completed:** September 30, 2025
**Current Project Phase:** Completed