



## **FY09 PERFORMANCE PLAN D.C. Department of Human Resources**

### **MISSION**

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

### **SUMMARY OF SERVICES**

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

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

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

By the end of December 2008, DCHR will establish on-site computer kiosks at strategic District facilities including 441 4<sup>th</sup> Street, the Reeves Center and Department of Employment Services Employment Centers. DCHR will also leverage technology through the District's computer resources in public libraries, to increase accessibility to jobs and provide an additional resource for applicants to apply directly for the positions which have been posted on agency websites. The strategic placement of computer kiosks is intended to increase accessibility to jobs in areas of the city that are experiencing severe employment challenges. DCHR will also fully implement the electronic ranking module of PeopleSoft that provides the capability to automatically rank each application after the applicant responds to questions regarding knowledge, skills and abilities. This new feature will not only eliminate the need for applicants to write lengthy ranking factors but will result in a more objective review of an applicant's abilities, since the ranking will be based solely on the responses provided to the computer generated questions.

By the end of December 2008, the Office of the Chief Technology Officer will install a resume reader tool in the Peoplesoft system. This tool will extract basic information from the document and place it in required fields, without requiring intervention from the applicant. The tool will allow for the extraction of key words from the applicant's resume and thereby give a better indication of prior work experience. It will also provide the hiring manager with a better summary of the applicant pool. The implementation of the Peoplesoft upgrade will take place throughout FY09 with full implementation to be completed during the first quarter of FY10.

The expected outcome is a more candidate-friendly job application process, an objective evaluation of a candidate's knowledge, skills and abilities, a streamlined entry-on-duty process for new hires and improved accessibility to pertinent information by all the interested parties.

#### **INITIATIVE 1.2: Increase the number of applicants for employment with the District Government by conducting focused recruitment efforts at targeted populations through increased visibility and marketing.**

DCHR will work with subordinate agencies to increase the applicant pool for hard-to-fill positions, conduct out-of-town recruitment to attract applicants for positions where there is a positive education requirement and develop recruitment strategies to attract applicants from



groups that are under-represented. This effort will be based on recently acquired equal employment opportunity data. These focused recruitment campaigns will extend beyond the use of the DCHR website to using other marketing forms. By the end of December 2008, DCHR will establish relationships with such on-line recruiting sites such as Monster, the Washington Post, Career Builder and Yahoo Jobs. More importantly, DCHR will establish a presence on social meeting sites used by job seekers such as Facebook and MySpace. Finally, DCHR, through working with agency public affairs officers and HR Advisors, will establish links with the career offices of colleges and universities throughout the country with special emphasis on community colleges, Historically Black Colleges/Universities and institutions that focus on some of the areas where the District experiences hard-to-fill positions such as engineering, social work and forensics. Having not established a baseline previously, DCHR anticipates that these enhanced recruiting efforts will result in an overall 15 percent increase in the number of hard-to-fill online applications for District Government jobs.

**INITIATIVE 1.3: Reform current retirement plan offered to District employees.**

DCHR will be implementing the next phases of retirement reform through the revamping of existing legislation, the rollout of educational seminars on deferred compensation, defined benefit programs and planning for retirement.

Commencing in October 2008 and continuing until the end of the fiscal year, the DCHR will propose broad new changes in the retirement options available for post-1987 employees. These include significant increases in the employer contribution to the 401(a) program; establishing an employer match program to encourage employee savings; increasing the investment options for employees through the 457 plan; changing the vesting period that would allow employees to have access to a portion of their 401(a) contributions at two years; re-engineering the manner in which the District provides post-retirement health care benefits to retirees and their families; establishing a mechanism to allow employees, who have become disabled, to retire on disability and restructuring the governance and investment of retirement dollars so that the District can obtain the best return of its investments on behalf of its employees.

The expected outcome of these initiatives is a more robust retirement program for post-1987 employees, significant cost savings to the District resulting from the restructuring of the health care post-retirement benefit based on years of service and additional bargaining tools to be used to attract senior managers and executives to the District of Columbia.

**OBJECTIVE 2: Retain and develop a quality work force.**

**INITIATIVE 2.1: Implement new performance evaluation system.**

The District's current performance evaluation system (PES) and performance management plan (PMP) evaluation reward system has not been updated since it was established in the late 1980s. DCHR will replace these systems with the implementation of the E-Performance module in PeopleSoft to link the annual performance evaluation process with the rest of the District's personnel databases to allow for a more thorough analysis of employee performance and rewards. The expected impact will be a more effective and rational employee reward system, designed to boost performance.

All training on the use of the E-performance module, will take place between October 1, 2008 and December 1, 2008. All FY09 E-performance plans will be in the system no later than the first month of the second quarter (January 2009). The E-performance program will be fully implemented and operational with completed performance evaluations by the end of FY09.



**INITIATIVE 2.2: Revise the District's compensation and classification systems.**

Current compensation and classification systems have not been upgraded since 1987, and the District has not kept current on new requirements and conditions that support high performing, fluid and responsive workforces. This prevents the District from managing its human resources with an efficient and effective compensation and classification system. DCHR will: 1) define requirements for a new classification/compensation system; 2) implement an electronic classification system and position description library and 3) revise the District's Classification and Compensation Policy. The expected impact will be a reduction in the time required to classify positions and better assimilation of current market compensation packages by the District.

During FY09, Compensation will select a vendor to collect the job analysis data, write position descriptions and implement the associated modules in the HRIS/PeopleSoft system. It is anticipated that with the selection of a vendor by March 2009, the entire project will be completed by the end of July 2010.

**INITIATIVE 2.3: Strengthen District employees' skills, knowledge of industry standards and preparation to meet program objectives, in the modern, dynamic and competitive global environment.**

Currently the Center for Workforce Development largely uses traditional classroom instruction to train employees on work-related issues. This is a very costly approach and takes employees away from their duty stations for long periods of time. The District also lacks a comprehensive skills needs and succession plan, which causes agencies to try to meet their skills deficits on a reactive rather than proactive basis. By the end of July 2009, DCHR will: 1) implement a succession planning and career path development program that will reach out to all District agencies; 2) promote on-line training available through the Workforce Development Administration for required training courses (e.g., Family and Medical Leave Act, Ethics, Americans with Disabilities Act, Sexual Harassment, Management Supervisory Service, etc.); 3) implement the E-learning module in PeopleSoft to replace the current tracking system for employee training, and; 4) establish partnerships with agency training coordinators to develop agency-specific training plans.

The goal of these changes is to strengthen the skill set of every employee by offering training at every level and every skill set. Enhanced training and development opportunities for employees will not only have a positive impact on the employee and their chosen careers, but also directly impact the agency's ability to meet agency objectives and better serve the public. Finally, the overall benefit of moving towards e-learning is that there is a direct savings of government resources in terms of time spent away from the office, the purchase of materials and the cost of paying for vendors to provide instructor-led courses.

**OBJECTIVE 3: Improve customer service to job applicants.**

**INITIATIVE 3.1: Maintain the Customer Care Center to assist applicants.**

DCHR has established the HR Answers Customer Care Center that provides assistance to customers in a wide variety of areas. All HR Answers staff members, regardless of position level, possess basic knowledge about all aspects of HR including customer service, compensation, recruitment, policy, performance management and HR information systems. The expected impact is a more customer service based interaction with the District's internal and external candidates.



DCHR will continue to measure its success by conducting customer service surveys which will be available online, accessed via DCHR's website and sent electronically to internal and external customers. Customer satisfaction results will be reported quarterly as reported by applicants, employees and managers.



**PROPOSED KEY PERFORMANCE INDICATORS**

Measure	FY07 Actual	FY08 Target	FY08 YE Actual	FY09 Projection	FY10 Projection	FY11 Projection
<b>Objective 1</b>						
% of new hires brought on board within 30 business days after job closing	N/A	60%	78%	85%	90%	92%
% of MSS positions held by DC residents	N/A	15%	36%	40%	50%	60%
Increase in number of applicants for hard-to-fill positions or under-represented populations based on focused recruiting efforts	N/A	N/A	4%	15%	25%	33%
<b>Objective 2</b>						
% of new hires retained one year after probationary period	N/A	50%	98%	80%	85%	90%
Percent of certified Public Managers transitioning into management positions within one year of certification	N/A	Establish baseline	42%	10%	10%	10%
% of highly rated Capital City Fellows & Emerging Leaders accepting District positions upon completion of program	N/A	30%	47%	45%	50%	60%
<b>Objective 3</b>						
Percent of managers indicating satisfaction with application delivery. The customer care team will establish a quarterly survey instrument to be used by managers to evaluate the effectiveness of DCHR service delivery.	N/A	60%	80%	80%	85%	85%
Percent of applicants reporting satisfied or extremely satisfied with DCHR customer service. Customer care team will use online survey instruments.	N/A	65%	93.5%	80%	85%	90%