Department of Human Resources
DCHR *(BE)*

MISSION
The mission of the DC Department of Human Resources (DCHR) 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, as well as oversight controls for effective recruitment and staffing, 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.

ACCOMPLISHMENTS

✓ *Implemented e-Recruit module of PeopleSoft 9.0:* In partnership with OCTO the upgrade of the recruitment module of PeopleSoft was successfully completed on June 29, 2010. These enhancements allow applicants to create a single resume that can be used to apply for multiple jobs. It also introduces the competencies component to the recruiting process.

✓ *Implemented Employee Self-Service via the Internet:* In partnership with OCTO the ability to access PeopleSoft from home in via a secure portal was successfully implemented in November 2009. This portal allows employees to view and update their personal information such as address and benefits from any computer that has access to the internet.

✓ *Increased number of District employees who participate Direct Deposit to 93%* by reaching out to employees and working with financial institutions to encourage the use of direct deposit. As a result, around $600K cost savings have been realized through the elimination of postage, paper, and printing costs previously paid by DC Government.

OVERVIEW OF AGENCY PERFORMANCE
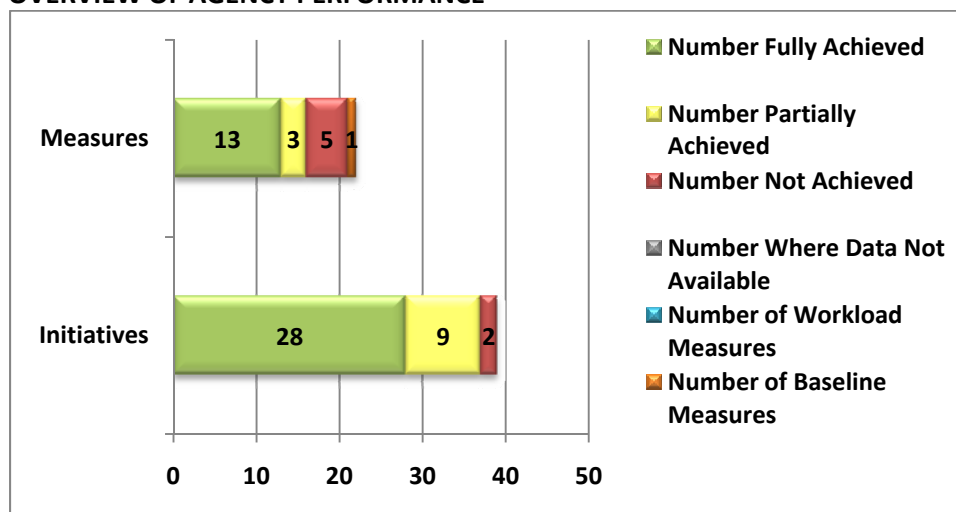
Performance Assessment Key:

⬤ Fully achieved ⬤ Partially achieved ⬤ Not achieved ⬤ Data not reported

ADMINISTRATIVE SERVICES DIVISION

OBJECTIVE 1: ATTRACT A HIGHLY QUALIFIED AND DIVERSE WORKFORCE FOR THE DISTRICT OF COLUMBIA.

- ⬤ **INITIATIVE 1.1: Implementation of the e-Recruit module of PeopleSoft 9.0.**
  In partnership with OCTO the upgrade of the recruitment module of PeopleSoft was successfully completed on June 29, 2010. The enhancements to this module allow applicant to create a single resume that can be used to apply for multiple jobs. It also introduces the competencies component to the recruiting process. Fully implemented.

- ⬤ **INITIATIVE 1.2: Expand Resume Reader**.
  Due to challenges with the implementation of upgrade to the recruitment module within PeopleSoft, this initiative was not started. DCHR will begin implementation of this initiative in second quarter of FY-11 by scanning the applications for the seasonal workers at DPW and DDOT.

- ⬤ **INITIATIVE 1.3: Communication Plan for e-Recruit.**
  DCHR sent out several notices announcing the upgrade of the recruitment module within the PeopleSoft system. These notices were sent to employees, HR personnel and Agency Directors.

OBJECTIVE 2: RETAIN AND DEVELOP A QUALITY WORK FORCE THROUGH A RE-ENGINEERING OF KEY DCHR PROCESSES.

- ⬤ **INITIATIVE 2.1: Implement Employee Self-Service via the Internet.**
  In partnership with OCTO the ability to access PeopleSoft from home in via a secure portal was successfully implemented in November 2009. This portal allows employees to view and update their personal information such as address and benefits from any computer that has access to the internet.

- ⬤ **INITIATIVE 2.2: Upgrade computer desktop software.**
  Project was successfully completed on April 2010. DCHR upgrade all office automation software to Microsoft 2007. The agency has also implemented the web-based version of the retirement calculation software package GRB. The web version of this software is more effective in providing real-time service computations as well as retirement calculation worksheets. Since the software is now hosted by the vendor it also receives security patches, and update releases in a timely manner.

- ⬤ **INITIATIVE 2.3: Implement FileNet.**
  FileNet is an electronic document management system that was initially implemented in August 2008 as part of an OCTO electronic content management pilot program for document conversion. Due to tight timeframes, the baseline system was implemented quickly and shortcuts were taken to get the system up and running. . It is now time to re-assess the system and improve the quality of the electronic Official Personnel Files (OPF). One key element of

the project is to implement the Kofax KTM system as a means to "clean-up" the electronic files including properly separating them and assigning accurate document types. This project will allow easier access to documents in an organized manner.

OBJECTIVE 3: ENHANCE CUSTOMER SERVICE TO JOB APPLICANTS.

● **INITIATIVE 3.1: Alternative Locations for Job Applicants.**

DCHR has placed kiosk equipment in each ward of the District to allow applicant without computer access a method for applying for jobs online. The applicants now have an alternative to using paper applications. This equipment can also be used to check the status of an application once it has been completed.

● **INITIATIVE 3.2: Enhance the customer care center.**

The customer care center has now been configured to provide computer access for employees who do not work in an office environment. These employees can use the center to review and update their information, modify their benefit information including beneficiary information. They can also use the center to print their paystubs.

● **INITIATIVE 3.3: Implement Customer Satisfaction Surveys.**

DCHR has implemented an online customer satisfaction survey. This optional survey allows users of any of our online services to complete a customer satisfaction survey before they leave the system. We are now working towards a method of sending surveys to our telephonic customers.

BENEFITS & RETIREMENT DIVISION

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

● **INITIATIVE 1.1: Survey employees to determine benefits needs on a quarterly basis.**

Employees are surveyed daily on a walk-in basis.

● **INITIATIVE 1.2: Have Summary Plan Descriptions (SPD) and other benefits information readily available on the DCHR website.**

SPDs have been made available, along with other informational materials, on DCHR's website. Fully implemented.

● **INITIATIVE 1.3: Improve and/or add one benefit offering each plan year.**

Commuter benefits (metro and parking) and AFLAC supplemental benefits were added January 2010.

OBJECTIVE 2: RETAIN AND DEVELOP A QUALITY WORK FORCE THROUGH A RE-ENGINEERING OF KEY DCHR PROCESSES.

● **INITIATIVE 2.1: Increase employee participation in Deferred Compensation 457(b).**

ING continues to conduct seminars and one-on-one meetings to encourage employee

participation in the plan. Partially implemented. In FY 11, DCHR will continue to work with its' partner, ING, to encourage more employees to participate.

- ● **INITIATIVE 2.2: Conduct monthly Retirement Readiness Seminars.**
  ING conducts several seminars monthly to educate employees on retirement issues and readiness.

- ● **INITIATIVE 2.3: Establish a trust model for 401(a) and 457(b) oversight, with transition of plan administration back to DCHR.**
  The trust model is on hold due to the retirement legislation being put on hold.

OBJECTIVE 3: Enhance customer service to job applicants.

- ● **INITIATIVE 3.1: Ensure that employees can access pertinent information via Employee Self Services (ESS) that will eliminate the need for paper forms.**
  We continue to see increase in employee enrollment with the establishment of electronic pay stubs, eTime and absence management. We anticipate an increase in ESS during open enrollment.

- ● **INITIATIVE 3.2: Direct Deposit Initiative.**

  Approximately 90% of the District's employees are participating in direct deposit.   Financial vendors have been included in all events since last open season to encourage use of direct deposit.

COMPENSATION & CLASSIFICATION DIVISION

OBJECTIVE 1: ATTRACT A HIGHLY QUALIFIED AND DIVERSE WORKFORCE FOR THE DISTRICT OF COLUMBIA.

- ● **INITIATIVE 1.1: Begin to define educational and experience requirements on all position descriptions.**
  In FY10, CCA began adding educational and experience requirements on standard position descriptions. We are continuing to progress with the initiative and it will continue into FY11.

- ● **INITIATIVE 1.2: Strategic compensation option development.**
  While DCHR has begun research for this initiative, completing the initiative will need to coincide with the compensation and classification reform project. This initiative will be fully implemented in FY11.

OBJECTIVE 2: RETAIN AND DEVELOP A QUALITY WORK FORCE THROUGH A RE-ENGINEERING OF KEY DCHR PROCESSES.

- ● **INITIATIVE 2.1: Begin tracking historic performance ratings and provide departments with agency assessments on usage.**
  PeopleSoft's performance module ePerformance provides archived rating information and rating distribution charts and graphs to indicate employee performance ratings for

participating agencies in a given year.   While CCA has provided the City Administrator's office with rating distributions and trends in the past, we have not provided this information to subordinate agencies as they can view their own rating distributions in the ePerformance system. CCA has however, through website information and training to HR Advisors, supervisors and other agency employees, provided ongoing information on how to effectively evaluate employees, so that the rating distributions accurately reflect employee performance. Additionally, we continue to provide information to agencies on how to access the ratings information on their own. This initiative is fully complete.

● **INITIATIVE 2.2: Begin the compensation and classification reform project.**
The compensation and classification reform project began in June 2009. DCHR is current working with the Office of Labor Relations and Collective Bargaining and Union Representatives to continue the development of the new system and to ensure its completion by the end of FY11.

● **INITIATIVE 2.3: Ensure consistent compensation and classification practices audit of agencies.**
With much of the focus related to compensation and classification on the reform project, a moratorium was issued on new classification actions that were not a priority for continued District operations. As a result, while we accomplished a few practices audits of agencies, we have not fully implemented this initiative. We expect to conduct more audits in FY11.

● **INITIATIVE 2.4: Successfully transition e-Performance into the latest version of PeopleSoft (9.0) scheduled for implementation in Spring 2010.**
Due to a few transition-related glitches in ePerformance the deadline for finalizing performance plans in ePerformance was extended to July 16, 2010. The evaluation phase began on October 1, 2010. October 8, 2010 marked the deadline for completing self-evaluations. Currently supervisors are working to create official evaluations and submit them to their reviewer. In anticipation of problems that users may encounter in ePerformance, CCA distributed a troubleshooting guide to HR Advisors. CCA has also sent HR Advisors emails on the importance of saving frequently, how to clear cache and turn off the pop-up blocker. In addition, the instructions on how to generate status reports was also been sent to HR Advisors. CCA is working closely with its partners in OCTO to resolve problems with the print icon and to generate additional status reports requested by HR Advisors. This initiative was fully accomplished.

OBJECTIVE 3: ENHANCE CUSTOMER SERVICE TO JOB APPLICANTS

● **INITIATIVE 3.1: Begin to communicate total rewards information to applicants and current employees.**
In FY10, DCHR added information to DCHR's website on the benefits available to employees and potential District employees. This information included a benefits overview, along with detailed information on the benefits packages, rates and benefits providers for the various insurance plans, retirement services and ancillary benefits available to inquirers. This is an ongoing initiative that will continue into FY11 as we continue to expand on communicating total rewards. This initiative was fully accomplished.

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

● **INITIATIVE 1.1: Sponsor and/or participate in job fairs and community events.**

The DCHR was asked and participated in five (5) job fairs during fiscal year 2010. This initiative was fully accomplished.

OBJECTIVE 2: RETAIN AND DEVELOP A QUALITY WORK FORCE THROUGH A RE-ENGINEERING OF KEY DCHR PROCESSES.

● **INITIATIVE 2.1: Online access to D.C. personnel regulations.**

Though D.C. personnel regulations are continuously updated, the online regulations contained in Subtitle B of Title 6 of the DCMR are accessible via the Office of the Secretary's DC Regulation system and DCHR's web site. As the chapters are amended, the online regulations will be updated accordingly.

● **INITIATIVE 2.2: Electronic processing.**

Within fiscal year 2010, the PAD continued to develop comprehensive vacancy announcements for Tier III agencies (agencies (subordinate or independent) in which DCHR provides a full range of HR services). Specifically, that ensured announcements included job-related ranking and selective placement factors. This initiative was fully accomplished. Note: In accordance with Mayor's Order 2008-81, dated June 5, 2008, twenty-three (23) agencies were jointly delegated the authority to function as personnel authority for recruitment and section for Career, Legal, and Management Supervisory Service positions.

● **INITIATIVE 2.3: Extend recruitment efforts to enhance recruitment and retention.**

In FY 2010, the PAD conducted research into the feasibility of utilizing vendors for educational and credit verifications as a means of conducting a more detailed background review of applicants. Due to budgetary constraints, this initiative was not completed in FY 2010. In the event budget issues improve, it is anticipated that in FY 2011, the PAD can move forward with this initiative.

OBJECTIVE 3: ENHANCE CUSTOMER SERVICE TO JOB APPLICANTS.

● **INITIATIVE 3.1: Plans for decreasing number of days for vacancy postings.**

In FY 2010, PAD encouraged Tier III agencies to recruit for vacancies for 10 days or less. The PAD has seen fewer postings beyond the 10-day period. This initiative was fully accomplished.

● **INITIATIVE 3.2: Expedite the employment application and hire process.**

This initiative has been partially accomplished. In fiscal year 2010, a significant number of online application submissions and DEP processing requests were completed; however, online e-recruit processing and the issuance of electronic selection certificates have not yet been fully implemented. The delay stemmed from system processing changes/additional modifications needed to PeopleSoft 9.0.

● **INITIATIVE 3.3: Enhancement training.**

Within fiscal year 2010, the PAD continued to develop comprehensive vacancy announcements for Tier III agencies (agencies (subordinate or independent) in which DCHR provides a full range of HR services). Specifically, that ensured announcements included job-related ranking and selective placement factors.   This initiative was fully accomplished. Note: In accordance with Mayor's Order 2008-81, dated June 5, 2008, twenty-three (23) agencies were jointly delegated the authority to function as personnel authority for recruitment and section for Career, Legal, and Management Supervisory Service positions.

WORKFORCE DEVELOPMENT DIVISION

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

● **INITIATIVE 1.1: Streamline our marketing efforts to attract candidates for the Capital City Fellows Program.**

In addition to creating a Capital City Fellows Facebook Fan page, the Workforce Development Administration (WDA) has worked to target graduates from other fields in addition to public policy and public administration graduates. WDA has increased outreach to schools with social work, business, public health and education graduates. WDA has also participated in video and teleconference information sessions with schools outside of the local area. These video and teleconference sessions allow our team to reach more students without incurring unnecessary expenses for travel or commuting.

● **INITIATIVE 1.2: Establish a presence on Facebook and other social networking mediums.**

Facebook pages were created for three of the ELP program, namely HSIP, CCIP, and CCF. Former participants in all three programs were asked to "fan" the respective pages. Program information, pictures, and relevant historical information was posted on all the pages.

OBJECTIVE 2: RETAIN AND DEVELOP A QUALITY WORK FORCE THROUGH A RE-ENGINEERING OF KEY DCHR PROCESSES.

● **INITIATIVE 2.1: Create a variety of training initiatives.**
Major training initiatives that were launched in FY10 include the incorporation of the Managerial Supervisory Service (MSS) and Supervisory training into a two-tiered Management and Leadership Development series. Both MSS and non-MSS managers are now able to access classes in the series. The mandatory FY10 MSS course was an online series of classes for managers on leading change. As well, WDA launched the "Empower Hour" series utilizing District subject matter experts (SMEs), universities, and other partners. Another major training initiative was the launch of the first two phases of the Shared Services model (outreach and recruitment of SMEs) to facilitate and supplement training at WDA.

● **INITIATIVE 2.2: Further increase online learning with custom-made, District focused, online training programs.**
DCHR increased the District's e-Learning menu with external vendors such as Rosetta Stone and SHRM. Initial work has started in creating online classes on Workplace Violence and Safety with the Office of Risk Management. In addition, several instructor-led courses

relevant to the District are scheduled to be converted to online classes.

- **INITIATIVE 2.3: Implement a succession planning and career path development program that will reach out to all District agencies.**
  First phase of the career path development program commenced with the development of the Career Development Series - an initial set of training offerings covering areas such as professional image, career exploration, and personality assessment.

- **INITIATIVE 2.4: Implement a District Knowledge Transfer program.**

  To address the fact that a significant portion of District employees are eligible to retire, WDA launched a District Knowledge Transfer program in order to tap, transfer, and retain valuable information from experienced employees. DCHR WDA developed the Google KT online assessment and conducted a pilot project of the program with select agencies.

- **INITIATIVE 2.5: Enhance the Certified Public Manager program by providing participants with Six Sigma Greenbelt training.**
  DCHR was successful in developing and integrating the Green Belt Six Sigma training into the District's Certified Public Manager (CPM) program. Cohort 22 is the inaugural cohort to successfully complete both requirements and earn the Six Sigma and CPM certifications in FY10.

OBJECTIVE 3: ENHANCE CUSTOMER SERVICE TO JOB APPLICANTS.

- **INITIATIVE 3.1: Utilize e-Recruit for Emerging Leaders Program applicants.**
  DCHR continues to utilize e-Recruit for the application and selection processing of all applicants for the four ELP programs.

Performance Assessment Key:

⬤ Fully achieved ⬤ Partially achieved ⬤ Not achieved ⬤ Data not reported

		Measure Name	FY2009 YE Actual	FY2010 YE Target	FY2010 YE Actual	FY2010 YE Rating	Budget Program
	ADMINISTRATIVE SERVICES DIVISION						
⬤	1.1	Percent of management employees reporting satisfaction with human resources services	96.21	95	99.34%	104.57%	DC OFFICE OF PERSONNEL
⬤	1.2	Percentage of MSS Employees that are District Residents	4	0	39.75%		DC OFFICE OF PERSONNEL
⬤	2.1	Percent of non-management employees reporting satisfaction with human resources services	93.2	95	99.24%	104.47%	DC OFFICE OF PERSONNEL
⬤	3.1	Percent of applicants reporting satisfied or extremely satisfied with DCHR customer service	97.7	80	98.54%	123.18%	CUSTOMER SERVICE
⬤	3.2	Percentage of responses to customer inquiries within 24 hours	0	80	100%	125%	DC OFFICE OF PERSONNEL
⬤		Percent of Applicants that are District residents	36	40	41.69%	104.22%	
	BENEFITS AND RETIREMENT DIVISION						
⬤	2.1	% of employees participating in Deferred Compensation	39	50	39.17%	78.35%	
⬤	3.1	% of employees enrolled in ESS	93	75	93.14%	124.18%	
⬤	3.2	% of employees enrolled in Direct Deposit	92	75	93.49%	124.65%	
	COMPENSATION AND CLASSIFICATION DIVISION						

🟢	1.1	# of ePerformance training sessions offered to District employees	0	20	143	715%	COMPENSATION AND CLASSIFICATION
🔴	1.2	% of HR Advisors having a positive view of classification and position description enhancements	0	80		0%	COMPENSATION AND CLASSIFICATION
🟢	1.3	% of salary surveys completed within 14 days or survey deadline	0	95	97.18%	102.30%	COMPENSATION AND CLASSIFICATION
🔴	2.1	% of new position descriptions written with minimum qualifications	0	80	23.12%	28.90%	COMPENSATION AND CLASSIFICATION
🟡	2.2	# of classification actions	892	600	786	76.34%	COMPENSATION AND CLASSIFICATION
🟢	2.3	# of audit reports submitted to agency leadership on compensation and classification issues	0	4	5	125%	COMPENSATION AND CLASSIFICATION
🟢	3.1	# of communication documents posted online for current and prospective employees as it relates to total rewards	0	2	79	395.00%	COMPENSATION AND CLASSIFICATION
POLICY AND AUDIT DIVISION							
🔴	1.1	# of audits conducted in District government agencies	19	23	7	30.43%	POLICY, PROGRAM AND PROF. DEVELOPMENT
🔴	3.1	% of electronic recruitment processing completed within 48 hours		80	29.08%	36.36%	POLICY, PROGRAM AND PROF. DEVELOPMENT
WORKFORCE DEVELOPMENT DIVISION							
🟡	2.1	% of Certified Public Managers transitioning into management positions and/or leadership roles within one year of certification	25	30	27.27%	90.91%	CENTER FOR WORKFORCE DEVELOPMENT

🔴	2.2	Average time (hours) spent per employee in WDA instructor led training		8	5.37	67.10%	CENTER FOR WORKFORCE DEVELOPMENT
🟢	2.3	Average time (hours) spent per employee in WDA online training		4	4.76	118.89%	CENTER FOR WORKFORCE DEVELOPMENT
🟢	3.1	% of Capital City Fellows & Emerging Leaders accepting District positions upon completion of program	58.8	30	47.37%	157.89%	CENTER FOR WORKFORCE DEVELOPMENT