



## Department of Human Resources DCHR (BE)

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### 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

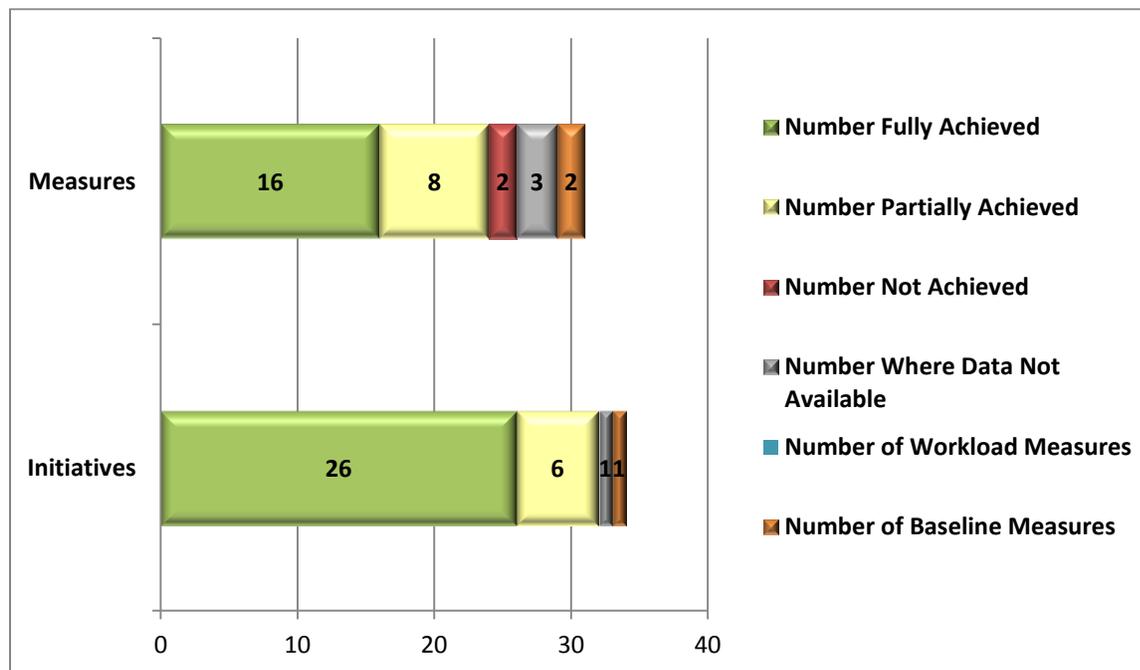
DCHR offers executive management to District government officials and/or agencies by providing personnel-related services to help each agency meet daily mission mandates. Specific services provided include position classification and recruitment services, the interpretation of personnel-related policy, 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 benefits, compensation guidance, performance management, legal guidance on personnel matters, and training and professional development.

### ACCOMPLISHMENTS

- ✓ Launched a new learning management system via PeopleSoft where all District employees can self-register and view their training transcripts. The new learning management system also provides registration confirmation and/or cancellations via email notification. Managers can now approve or deny employee training requests and employees can view those actions in real-time.
- ✓ Provided technical assistance to 4,695 job applicants via the Customer Care Center. DCHR Staff were available to assist applicants with understanding the new online features such as creating an online resume and using it to apply for multiple job openings. Most importantly, staff helped applicants complete and successfully submit applications.
- ✓ Conducted Human Resources Advisors' Summit and ongoing monthly meetings to provide substantive training, networking and information sharing forums intended to stimulate development of the District's HR professionals.



## OVERVIEW OF AGENCY PERFORMANCE





## Performance Initiatives – Assessment Details

### Performance Assessment Key:

- Fully achieved ● Partially achieved ● Not achieved ● Data not reported ● Baseline measurement

### Administrative Services Division

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

##### ● INITIATIVE 1.1: Eliminate Ranking Factors in Job Applications.

We continue to research the US OPM related guidance and practices to move away from the rating and ranking factors. During the interim, to ensure more consistency in the evaluation of candidates we have reinforced the existing rating and ranking tabulation protocol. Achieved

##### ● INITIATIVE 1.2: Expand Resume Reader.

Utilizing Resume Reader software, DCHR was able to streamline data entry and improve the efficiency of the hiring process. Achieved

##### ● INITIATIVE 1.3: Communication Plan for Talent Acquisition Module.

The initial PeopleSoft 9.0 communications plan was made available on OCTO's shared document library for broader dissemination/communication across the District of Columbia. Achieved

#### OBJECTIVE 2: Retain and develop a quality work force through a re-engineering of key DCHR processes.

##### ● INITIATIVE 2.1: Upgrade computer desktop software.

WDA expanded its online training offering, which enabled employees to complete coursework at their work locations and at their own pace; thus reducing the amount of time spent away their offices. Through the use and deployment of Camptasia and Captivate advance training software, the training team has enabled itself to design, develop, and deploy a broader range of online trainings. Achieved

##### ● INITIATIVE 2.2: Expand Use of FileNet to provide access to Personnel Folders.

For the supported agencies, DCHR scanned pre-PeopleSoft official personnel folders (OPFs) into FileNet. The scanning effort continues with DCHR scanning OPFs for all newly hired employees upon onboarding. Achieved

#### OBJECTIVE 3: Enhance customer service to job applicants.

##### ● INITIATIVE 3.1: Enhance the customer care center.

Operating procedures have been updated to include steps to aid and support employees and residents in the submission of their applications. DCHR's Customer Care Center provides guidance and technical assistance to support job seekers. The Center also receives and ensures proper submission of paper applications. Achieved

##### ● INITIATIVE 3.2: Implement Customer Satisfaction Surveys.

DCHR consolidates and reviews feedback whether gathered via the web, paper surveys, suggestion boxes, etc. Feedback from surveys was carefully reviewed and turned into actionable items where appropriate. Achieved



### **Benefits & Retirement Division**

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

● **INITIATIVE 1.1: Distribute Benefits Survey to Employees on a quarterly basis.**

In lieu of benefits surveys, DCHR conducted site visits at agencies to gather information on current offerings and new services that would benefit District employees. Achieved

#### **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).**

The agency was able to increase participation in the Deferred Compensation Plan by increasing the number of retirement education and financial literacy seminars conducted by DCHR. Achieved

● **INITIATIVE 2.2: Establish a Board for 401(a) and 457(b) Retirement Plan Oversight.**

This initiative was discontinued under the previous administration. Data not reported / Initiative Discontinued.

#### **OBJECTIVE 3: Enhance customer service to job applicants.**

● **INITIATIVE 3.1: Promote the Direct Deposit Initiative.**

The campaign to promote and increase direct deposit participation rates was successful in FY2011. Currently 97.73% of employees enrolled in ESS receive their earnings via direct deposit. Achieved

### **Compensation & Classification Division**

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

● **INITIATIVE 1.1: Identify new and innovative Total Rewards options for District employees.**

All information regarding Total Rewards Packages offered to District employees are posted on DCHR's website. DCHR has been able to identify new rewards through cellular service providers discounts, gym membership discounts and membership club discounts. DCHR, through the Classification and Compensation Reform Project, will review additional reward options. Achieved.

#### **OBJECTIVE 2: Retain and develop a quality work force through a re-engineering of key DCHR processes.**

● **INITIATIVE 2.1: Utilize performance rating information to provide departments with tools to help maximize employee and agency performance.**

DCHR continues to refine tools and training to ensure employees can fully leverage performance management theory and practice to move their agencies and the District forward. FAQs and guidance packages were developed and disseminated via website and customized technical assistance sessions. WDA continues to offer training in Performance Management and Progressive Discipline. In September 2011 at the HR Summit hosted by DCHR, performance management training was provided to all HR Advisors. We've also developed an online training module for "Setting Performance Plans" that will be deployed in FY2012. Partially achieved

● **INITIATIVE 2.2: Complete the compensation and classification reform project.**

The project had a pause period from January 12, 2011 to August 23, 2011. Currently, the taskforce is negotiating a new contract with the vendor. The delay is due to a longer than anticipated time to complete the review of the new draft job specifications, the foundation from which the new classification and compensation system will be built. While DCHR did not fully complete the final job specifications for all positions, significant progress has been made. CCD has worked closely through



the Labor Management Task Force (LMTF) to communicate new policies and practices. Partially achieved

● **INITIATIVE 2.3 Audit the classification and compensation system.**

In FY2011, the statutorily required signed certification from agency management as to duties, responsibilities, and organizational structure for all new and existing position descriptions, continued to be CCD's primary method to ensure the accuracy of position descriptions. In addition, CCD continued to utilize formal ("desk audits") and informal (discussions with managers, supervisors and incumbents) classification reviews to validate position descriptions. Achieved

**OBJECTIVE 3: Establish Organizational and Position Structures that Promote the Development of Effective Agency Missions and Operations.**

● **INITIATIVE 3.1: Educate Management Staff on Position Management Practices.**

As part of the Class and Compensation Reform initiative, many activities have been outlined for implementation, including job specification review sessions, job dilution, and classification impact on existing or proposed position and organizational structures. Partially achieved

**Compliance and Legal Division**

**OBJECTIVE 1: Retain and develop a quality work force through a re-engineering of key DCHR processes.**

● **INITIATIVE 1.1: Criminal background checks for incumbent employees.**

DCHR actively conducted, and continues to conduct, criminal background checks for incumbent employees in CYSHA-covered positions. Partially achieved

**OBJECTIVE 2: Enhance customer service to job applicants.**

● **INITIATIVE 2.1: Expand the number of drug testing facilities for CYSHA-covered positions.**

DCHR has continued to evaluate the need and determined that our testing facility is adequate and sufficient to meet the current demand. Partially achieved

**OBJECTIVE 3: Produce fair, timely and quality legal written decisions in disability retirement cases involving the police and firefighters.**

● **INITIATIVE 3.1: Reduce the number of Police Firefighters' Retirement and Relief Board (PFRRB) disability and retirement decisions that are either reversed or remanded back to the Board by the D.C. Court of Appeals by thirty percent.**

Throughout FY2011, training was provided to the Board staff with the purpose of expanding their capacity to write clear decisions that address the relevant law and state the conclusion. The training led the reduction of remanded cases. Achieved

**OBJECTIVE 4: Maintain a Certified Pool of Eligible Police Firefighters' Retirement and Relief Board Members.**

● **INITIATIVE 4.1: Identify and Increase the Pool of candidates who are eligible to be appointed to the PFRRB.**

Candidates for management Board positions are referred by their agency head and public Board members are referred by existing members and other outside groups. The Board has ensured that each sitting member has an identified alternate. Achieved

● **INITIATIVE 4.2: Implement an educational program for Board members.**

In FY2011, DCHR provided the Board with the following trainings: Ethics and Responsibility; How to



question witnesses to get information for the record; Calculation of Retirement Annuity; and Labor Market Survey. Achieved

### **Policy & Audit Division**

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

##### **● INITIATIVE 1.1: Enhance the DCHR Internet/Intranet Sites Electronic-District Personnel Manual (E-DPM).**

The DCHR policy team has made information more accessible on the agency's website and disseminated information to the HR community. In FY2012, DCHR will transition to a more user-friendly web format, which will further improve the availability of information. Achieved

##### **● INITIATIVE 1.2: Develop Content for the HR Information Browser and Computer Based Training (CBT) Modules.**

In FY2011, PAD in conjunction with WDA, continues to develop computer-based training modules to meet the needs of the HR community. Partially achieved

#### **OBJECTIVE 2: Retain and develop a quality workforce through a re-engineering of key DCHR processes.**

##### **● INITIATIVE 2.1: Encourage Efficient Use of the E-Recruit PeopleSoft Module.**

DCHR continues to work with the HR Advisor community to increase the usage of the full functionality of our HRIS system. Achieved

##### **● INITIATIVE 2.2: Extend Recruitment Services for District Agencies' Summer Hiring Processes.**

DCHR has leveraged its CCIP guidelines and procedures for hiring non-SYEP students. The PAD drafted a volunteer agreement to be used in conjunction with the process. Achieved

#### **OBJECTIVE 3: Enhance customer service to job applicants.**

##### **● INITIATIVE 3.1: Reduce the Number of Days for Vacancy Postings.**

Overall, with the exception of the public safety positions, hard-to-fill positions, and open until filled positions, internal vacancies were consistently posted for five days, while external vacancies remained open for 10 days. Agencies also had the option of posting until filled, with the first screening being conducted at either five or 10-day intervals, depending on the area of consideration. The benefits of doing so enabled agencies to reduce the time to hire. Achieved

##### **● INITIATIVE 3.2: Introduce Online Employment Fairs.**

It was determined that this initiative was not feasible with the current HRIS system. It was also determined that the costs were too prohibitive. DCHR continues to evaluate methods for attracting highly-qualified and diverse candidates. **Neutral Rating – Baseline Year**

#### **OBJECTIVE 4: Training for Human Resources Advisors (HRAs).**

##### **● INITIATIVE 4.1: Develop Curriculum for Human Resource Basic Training Course.**

DCHR held monthly HR Advisors meetings to provide training, networking and information sharing forums intended to stimulate development of the District's HR Professionals. Also, in September, DCHR hosted its HR Summit which included two days of substantive training for the District's HR community. Finally, through partnership with the Community College of the District of Columbia, The Society for Human Resource Professionals, George Washington University and the Graduate School, WDA has outlined plans to develop and implement a more robust curriculum for its HR Advisors. Partially achieved



### **Workforce Development Division**

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

- **INITIATIVE 1.1: Canvass college students to compete for project-based District internships.**  
Agencies completed proposals that were submitted to WDA for review, which WDA then assigned to CCIPs to related projects based on their academic strengths and interests (e.g., a Howard medical student was assigned to the Department of Health). A Facebook page was developed as a marketing tool to expand their outreach to potential candidates. Achieved
- **INITIATIVE 1.2: Expand the High School Internship Program.**  
FY2011 was the first year that 12th graders were included in the program. There were a total of 20 participants of which 14 were seniors and 6 were juniors. The juniors completed their 60 hours of academic or community service. WDA offered professional development courses to the 20 participants in the areas of: Communications; Professional Etiquette; Customer Service; Networking; Resume Writing; and Interviewing Skills. Achieved

#### **OBJECTIVE 2: Retain and develop a quality work force through a re-engineering of key DCHR processes.**

- **INITIATIVE 2.1: Generate the New Employee Orientation exercise.**  
DCHR implemented a two-hour NEO format with a new video. The condensed orientation provides new employees with important employee information and allows for the employee to actively participate at their agency on their first day of employment. Achieved
- **INITIATIVE 2.2: Launch a mobile training application.**  
DCHR's mobile app was launched in FY2011. It allows District employees to enroll in courses via smartphones and other mobile devices. Achieved
- **INITIATIVE 2.3: Implement a new Learning Management System.**  
WDA launched a new learning management system via PeopleSoft where all District employees can self-register and view their training transcripts. The new learning management system also provides registration confirmation and/or cancellations via email notification. Managers are able to approve or deny employee training requests and employees can view those actions in real-time. Achieved

#### **OBJECTIVE 3: Enhance training opportunities.**

- **INITIATIVE 3.1: Increase the variety of online and instructor-led training opportunities.**  
A targeted marketing campaign was launched in FY2011 to increase MindLeaders utilization. We launched a wellness course through our shared services program. Our MSS annual "multi-generational" course was offered using both instructor-led and online formats. Achieved



**Key Performance Indicators – Details**

**Performance Assessment Key:**  
 ● Fully achieved   ● Partially achieved   ● Not achieved   ● Data not reported   ● Baseline measurement

		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	FY2011 YE Actual	FY2011 YE Rating	Budget Program
<b>Agency Management</b>								
●	1.1	Percent of management employees reporting satisfaction with human resources services	99.3%	97%		100%	103.09%	
●	1.2	Percentage of MSS Employees that are District Residents	37%	4%	35%	36.27%	103.62%	
●	2.1	Percent of non-management employees reporting satisfaction with human resources services	99.2%	97%		99.08%	102.15%	
●	3.1	Percent of applicants reporting satisfied or extremely satisfied with DCHR customer service	98.5%	90%		98.58%	109.53%	
●	3.2	Percentage of responses to customer inquiries received by Ask the Director within 24 hours	82%	90%		99.17%	110.18%	
<b>Benefit and Retirement Division</b>								
●	2.1	% of employees participating in deferred compensation	39.1%	53.00%	40%	40.44%	110.18%	
●	3.1	% of employees enrolled in in ESS	93.1%	90.00%		97.73%	107.91%	
●	3.2	% of Employees enrolled in Direct Deposit	93.5%	90.00%		95.73%	106.37%	



		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	FY2011 YE Actual	FY2011 YE Rating	Budget Program
<b>Compensation and Classification Division</b>								
●	1.1	# of ePerformance training sessions offered to District employees	143	30	20	19	95%	
●	1.2	% of salary surveys completed within 14 days or survey deadline	0	95%	80%	82.61%	103.26%	
●	2.1	% of new position descriptions written with minimum qualifications	23.1%	90%	25%	27.68%	110.71%	
●	2.2	# of classification actions (new job specifications or re-certifications) completed	786	400		455	113.75%	
●	2.3	# of audit reports submitted to agency leadership on compensation and classification issues	5	4		7	175%	
●	3.1	# of HR Advisors and other management staff trained on position management	NA	90		NA	NA	
<b>Compliance and Legal Division</b>								
●	1.1	# Criminal background checks of incumbent employees	2145	2000	648	559	82.27%	
●	1.2	# Criminal background checks of applicants	1493	2500	900	849	93.96%	
●	1.3	# Criminal background checks of volunteers	2619	3000	1900	1656	87.16%	
●	2.1	# Drug tests of applicants	1521	1150		1048	91.13%	
●	2.2	# Drug tests of incumbents	8370	1150		996	86.61%	
●	2.3	# Alcohol tests of incumbents	141	355		179	102.29%	
●	3.1	# of cases that are continued for hearings	NA	0		23 (Baseline)	NA	



		<b>Measure Name</b>	<b>FY2010 YE Actual</b>	<b>FY2011 YE Target</b>	<b>FY2011 YE Revised</b>	<b>FY2011 YE Actual</b>	<b>FY2010 YE Rating</b>	<b>Budget program</b>
●	3.2	# of cases reversed/remanded by DC Court of Appeals	NA	NA		NA	NA	
●	3.3	% of Cases decided within two years	NA	NA		101% (Baseline)	NA	
●	4.1	# of training seminars for PFRRB members	0	4		4	100%	
<b>Policy &amp; Audit Division</b>								
●	2.1	# of audits conducted in District agencies	7	NA		NA	NA	
●	3.1	Total # of vacancies	1,978	1500	1000	775	129.03%	
●	3.2	% of electronic recruitment processing completed within 48 hours for Tier III agencies	29%	90.00%	80%	3.35%	3.72%	
<b>Workforce Development Division</b>								
●	2.1	% of Certified Public Managers transitioning into management positions and/or leadership roles within one year of certification	27%	35%		38.89%	111.11%	
●	2.2	Average time (hours) spent per employee in WDA instructor led training	5.4	10	6	5	83.33%	
●	2.3	Average time (hours) spent per employee in WDA online training	4.80	6	3	2.89	96.29%	
●	3.1	% of Capital City Fellows & Emerging Leaders accepting District positions upon completion of program	47%	40%		22.22%	55.56%	