



Department of Human Resources DCHR (BE)

MISSION

The mission of the D.C. 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 work force.

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, performance management, compliance, audit assessments, legal guidance on personnel matters, and professional development.

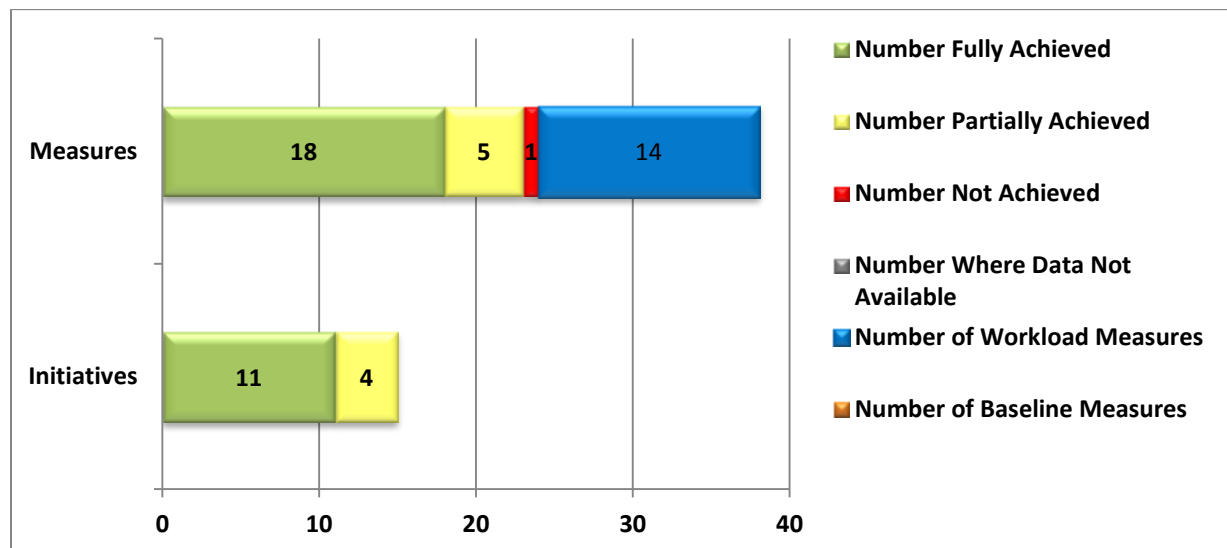
ACCOMPLISHMENTS

- ✓ Implemented the CPM Six Sigma Methodology for Records Management.
- ✓ Successfully transitioned to a paperless process with approximately 98% of job applications submitted online.
- ✓ Launched and completed DPW “Thriving In the Workplace” program.

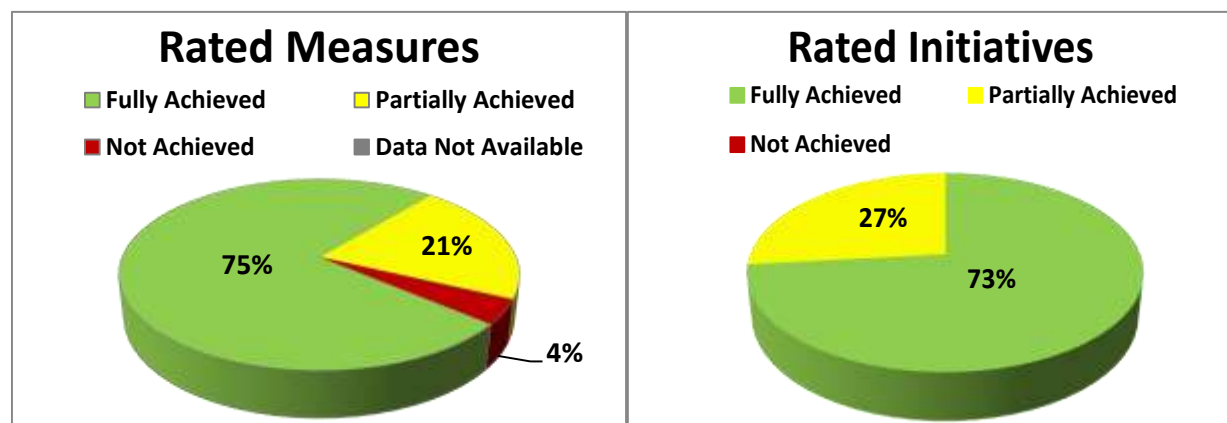


OVERALL AGENCY PERFORMANCE

TOTAL MEASURES AND INITIATIVES



RATED MEASURES AND INITIATIVES



Note: Workload and Baseline Measurements are not included

Default KPI Rating:	
>= 100%	Fully Achieved
75 - 99.99%	Partially Achieved
< 75%	Not Achieved



Performance Initiatives – Assessment Details

Performance Assessment Key:

 Fully achieved  Partially achieved  Not achieved  Data not reported

Benefits and Retirement Services

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

INITIATIVE 1.1: Define, partner and launch a comprehensive educational series on "Thriving Across America" to increase employees' knowledge and participation in the D.C. Government benefits programs and activities.

This initiative was fully achieved. During FY 2013, DCHR introduced its wellness campaign "Live Well, Choose Well, Be Well" with the launch of Benefits Open Enrollment Health Fair on November 13, 2012 reaching approximately 478 participants. Between October and November 2012, DCHR also started an educational series with a financial retirement seminar and partnered with external vendors and DC Government agencies to host 101 financial and health related educational series reaching over 3,600 employees. DCHR launched two campaigns in FY 2013, Physical Fitness Campaign "Thrive Across America" (this was a competitive activity that encourages employees to engage in at least 30 minutes of physical activity per day), the primary sponsor of this activity was Kaiser. Currently, DCHR has formed a strong partnership with our carriers to promote benefits by providing wellness seminars and educational seminars on preparing for retirement and the importance of preventive care. DCHR has again completed a successful Thrive Across America program in FY 2013 and increased the number of programs in previous years. DCHR continues to encourage the District employees and agencies to utilize these programs.

Business Operations Group

OBJECTIVE 1: Develop and re-engineer key DCHR processes to improve delivery of services.

INITIATIVE 1.1: Define, document and launch a comprehensive District Personnel Manual (DPM) training program for the key policy areas for the HR community.

This initiative was fully achieved. The key DPM policy areas of focus for FY 2013 have been identified using feedback from the HR community, Managers and common processing errors. The areas are as follows: Chapter 14 (Performance Management), Chapter 13 (Employee Development/MSS), Chapter 12 (Telecommute), and Chapter 18 (Ethics). A comprehensive training was launched for chapter 14 for plans, evaluations and performance. The MSS program was launched and is currently being assessed and monitored to support continuous improvement required for MSS learning and development. The Telecommute Program is currently being reviewed and system enhancements have been identified. DCHR has defined and conducted agency-specific and regularly scheduled learning opportunities for the following targeted areas: Progressive Discipline, Performance Management and Telework in addition to other DPM related policies and programs. Performance Management conducted a total of 29 trainings this fiscal year, training over 391 District Government employees. The Telework program has been enhanced with an IT solution that is complete and will be launched in FY 2014. Several sessions were conducted with the Telework Coordinators to obtain feedback and determine the opportunities for improvement for the Telework program. In addition the Telework policy has been strengthened and will be reviewed further to identify other potential opportunities to increase telework in the District.



INITIATIVE 1.2: Re-engineer the processes and systems used to store, retrieve and archive the Official Personnel Folders.

This initiative was fully achieved. DCHR has addressed records management in a two-fold manner. The first was an internal group in charge of the maintenance of the OPFs and an external group (CPM team) responsible for process and system analysis. The internal group conducted an internal SWOT analysis of the records management process as it relates to OPFs and worked to address the maintenance of the OPFs, while the external group defined the problem statement and presented opportunities for improvement. The scope of the system and process was defined and examined using the Lean Six Sigma methodology for process improvement. The internal group identified the areas that need to be addressed. Staff also participated in the eDPM review on Chapter 31A - Records Management and Privacy of Records. After multiple meetings and extensive work, the records management application was developed. The OPF process improvement proposal was submitted and accepted as part of the Certified Public Manager's Program (CPM) for FY2013 which has resulted in phenomenal results for the agency. The CPM team which included a member of the DCHR team identified the immediate gaps, solutions and long term opportunities. DCHR implemented an OPF information technology solution in August and has already experienced positive changes and results. The process for retrieving and archiving OPFs has been strengthened and members of the DCHR team have been trained on the new process and system. Standard operating procedures have been drafted and are currently going through the review and approval process. The processing of OPFs for hires has been enhanced and challenges identified in processing terminations that requires further analysis and exploration for solutions.

Compensation & Classification

OBJECTIVE 1: Develop and re-engineer key DCHR processes to improve delivery of services.

INITIATIVE 1.1: Define and implement the Compensation and Classification Reform Process, System and Program.

This initiative was partially achieved. DCHR was able to reduce the number of outstanding job specifications to 330 for the close of the first quarter of FY 2013. The Compensation and Classification team worked diligently with agency partners and the Labor Management Task Force (LMTF) to finalize all non-supervisory job specifications in FY 2013 DCHR identified, tested and refined the new job specification processes in which employees were engaged in learning more about the new process and system. DCHR completed trainings for the HR Community and supervisors on the new system and its implementation (i.e., how employees will be mapped into the new job specifications). Currently, almost all HR Community members have had introductory or higher level training to the new system. More detailed training continues to be developed as each stage of the project reaches completion points.

Office of the Director

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

INITIATIVE 1.1: Enhance, market and communicate the Management Supervisory Staff (MSS) education series to promote the continuous development and growth of managers in the District of Columbia government.

This initiative was fully achieved. During FY 2013, the MSS program was revamped and officially communicated to the MSS staff on December 7, 2012. An Empower Hour was conducted in November and a draft of the revamped MSS program was shared at one of the HR Advisors meeting. The program introduced two (2) new instructor-led courses based on feedback received from managers and supervisors. A pilot of the new Management Fundamentals instructor-led



course was conducted on December 14, 2012. The MSS Program is being closely managed to identify further enhancement opportunities from a program content and process perspective. In February 2013, new management courses were also offered (Intro to Management and Principles of Management); and DCHR will continue to monitor participant feedback and make modifications when appropriate. Several actions were utilized to enhance and market to MSS staff during FY 2013:

- Monthly email messages to educate MSS employees on the Core course requirement.
- WebEx to get feedback on developing MSS New Employee Orientation.
- Survey soliciting feedback on developing MSS New Employee Orientation.
- Met with the Training Coordinators to solicit their support in educating MSS employees on the core course requirement and the MSS suite.
- MSS employees received survey requesting feedback on the current WDA training courses, recommended future courses, training gaps, etc.
- Developed agency-specific reports for distribution and worked with individual agencies.
- Utilized WebEx to discuss not only the HRE L&D Strategy we encouraged HRA's, MSS and Training Coordinators on FY13 MSS goals; and
- Distributed flyer electronically and in the Customer Care Center on MSS training. DCHR began MSS Orientation between August and September 2013. Currently, DCHR increased the number of on-site agency-specific trainings and utilized this is an opportunity to promote MSS training and FY13 goals.

OBJECTIVE 2: Enhance customer service to internal and external customers.

INITIATIVE 2.1: Define, partner and enhance the customer care resource center services to support DC residents and others in the employment process.

This initiative was fully achieved. In FY 2013, DCHR facilitated classes such as Resume Writing, Interviewing Skills, Completing the DC Employment Applications, and Ranking Factors for District Residents. DCHR also intensified its collaboration and partnership with DOES to assist the DC community better through the launch of the One City Fellows Program. DCHR successfully trained 10 individuals to support the facilitation of the new classes. DCHR served 380 plus residents (216 of these residents were served in the classroom within the Customer Care Resource Center and 100 at the Reeves Center). Through the collaboration and partnership with the Office of African Affairs a "Job Circle" was created to assist residents with employment through workshops and job fairs. A job fair was held and over 100 residents attended. DHS reported offering positions to 8 job seekers from the job fair, another 35 were served at the Office of Returning Citizens, and 15 students trained at Howard University. DCHR is currently working to secure full administrative access to DC Networks.

INITIATIVE 2.2: Research and develop a District-wide employee survey to assess delivery of HR service and to identify service improvement opportunities.

This initiative was fully achieved. DCHR engaged the services of AON to obtain feedback from the HR Community, Directors/Agency Heads, and MSS staff regarding HR culture, effectiveness and training services. An employee survey was developed and launched to further assess and track HR service effectiveness. The survey provided the percentage of employees rating overall HR service (timeliness of service) as "Good". The purpose of the survey was to gain an understanding of the satisfaction levels of its current services and to help DCHR to plan for a future in-depth analysis of both HR service and culture. It is also intended to provide insight into the HR Cultural Transformation initiative that has officially launched in September. The survey consisted of 7 questions and was distributed district-wide to all active employees via the District's global email



address listing. The survey was accessible online from February 20th through March 29th, 2013. A total of 3,295 employees responded. District government employees were asked industry standard questions to rate overall satisfaction of services provided by DCHR. 66% were satisfied, 23% were not satisfied and 11% had no opinion of the service received from DCHR. As a result of the survey, the number one area of opportunity is to establish a directory of services to include updated and correct contact information. Additionally, a call management system to better respond to the inquiries made to the various HR departments. DCHR has upgraded the call management system in September 2013 and is now monitoring that system to ensure configuration, usage and management of calls are effective for our customers. More work will be done to further analyze the comments and make recommendations for improvement.

Policy, Legal & Compliance Administration

OBJECTIVE 1: Develop and re-engineer key DCHR processes to improve delivery of services. (Including One City Action Plan Action 3.8.2)

INITIATIVE 1.1: Continue the revision and updates to the DPM and e-DPM to improve policies that affect government employees and provide consistency of rule application across the District.

- **This initiative was partially achieved.** DCHR is moving closer to the final stages of review for the DPM Review Project. To date the assigned team has moved through approximately 75% of the DPM. This includes the chapters moving through initial editing and updates due to changes in the Comprehensive Merit Personnel Act, working group sessions with subject matter experts, Management/HR and Labor partners and legal sufficiency reviews on many of the chapters.

INITIATIVE 1.2: Develop a comprehensive system to track agency compliance with Child & Youth, Safety & Health Omnibus Amendment Act requirements for criminal background checks, and drug and alcohol testing.

- **This initiative was fully achieved.** In FY 2013, DCHR collected data from each agency that allowed assessing compliance with Child & Youth, Safety & Health Omnibus Amendment Act (CYSHA). DCHR also analyzed data received via the Special Evaluation Questionnaire in order to provide recommendations regarding deficiencies and best practices. DCHR also begun to utilize an internal electronic system that does not only house the data collected, but can also efficiently create reports in order to track each agency's compliance with applicable law. Simultaneous to this effort, DCHR partnered with the Legal Administration to amend the law and policy driving the criminal background check and drug/alcohol testing programs. A database has been created to maintain records of drug and alcohol testing. Procedures are in place to audit new hire and incumbent employee records on a quarterly basis. Currently, DCHR is revamping the required manager and employee training as outlined by CYSHA and will implement the updates in November 2013.

INITIATIVE 1.3: Implement an automated system to capture case information and increase staff productivity with regard to case management.

- **This initiative was fully achieved.** The Police and Firefighters' Retirement and Relief Board (PFRRB) received the updated Business Requirement document from OCTO. The ProLaw Case Management system was implemented to input, track and monitor all board cases.



INITIATIVE 1.4: Revise and implement Board rules and regulations.

This initiative was partially achieved. PFRRB has completed the revisions to the Rules and Regulations and submitted to DCHR-Policy for implementation. Additional revisions are being submitted for inclusion to the existing revised rules and regulations. After discussions with Policy and Compliance, further revisions and inclusions are necessary. Therefore, additional time is needed to complete this initiative.

Recruitment & Staffing Administration

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

INITIATIVE 1.1: Define, partner and re-establish recruiting practices to position the District of Columbia to attract highly qualified human capital.

This initiative was partially achieved. DCHR researched best practice methods during FY 2013 to align with the re-write of applicable chapters with the District Personnel Manual. The Compensation and Classification Reform will have a lasting effect on this initiative as qualifications and other required skill sets will be clearly defined for potential candidates. In conjunction with the Compensation and Classification Reform project, DCHR is also reengineering business processes for HR effectiveness as it relates to Staffing. DCHR has continued its efforts around HR Effectiveness, partnering with agency stakeholders and the HR community to explore best practices on sourcing and selection processes to not only improve service delivery but also reduce time to onboard identified candidates. DCHR has defined high-level business requirements and IT solution that incorporates best practices and other industry standards.

INITIATIVE 1.2: Work collaboratively with partner agencies and candidates to re-engineer and streamline hiring process to reduce the number of days to on-board candidates or transition incumbent employees.

This initiative was fully achieved. DCHR has partnered with the agency HR community, creating focus groups to review proposed policy and procedures as it relates to the on-boarding process. DCHR transitioned to paperless applications in the last quarter of the fiscal year as a result of collaborative efforts with both District agencies and community partners. DCHR was able to successfully identify agency and community partners to provide computer access, internet availability and computer literacy training to District residents.

Workforce Development Administration

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

INITIATIVE 1.1: Define, partner and launch a comprehensive marketing and communication strategy to promote training and professional development of employees in the various agencies within the D.C. Government

This initiative was fully achieved. During FY 2013, DCHR communicated to its customers and stakeholders regarding their services and programs in the following ways: Posted Weekly Course calendar on website, Performed monthly meetings, Developed & distributed a double-sided hand-out of all classes, Created an “Available Seat” flyer which advertises classes with low enrollment, and The aforementioned marketing tools (Monthly List of Classes and Weekly Available Seat). DCHR initiated partnerships with agencies and organizations to promote professional development opportunities for District government employees. The University of the District of Columbia Community College is a valued partner in the “Thriving in the Workplace” Pilot Program for wage-grade employees at the DC Department of Public Works. In addition to the Thriving in the Workplace partnership, UDC-CCDC continues to invest in District employees by offering two



free online courses. DCHR negotiated an agreement with the University of Phoenix to provide another option for employee development and the University of Phoenix Workforce Solutions Education Partner Grant program provides an added discount to provide eligible students with substantial tuition reductions through August 2014. DCHR also developed and implemented a Human Resources Enterprise Learning & Development Communication plan. During monthly Human Resource Advisor's (HRA) meetings, and Training Coordinator's meetings, MSS updates were provided including Sexual Harassment training, Core required training as well as the HRE L&D strategy. During the push for MSS on-site training, we utilized the time to promote WDA current and FY2014 course offerings and HRE L&D strategy that included the launch of the enhanced Enterprise Learning Management (ELM) system.

INITIATIVE 1.2: Re-institute a Capital City Fellow Advisory Board to support recruitment, selection, funding and permanent hire of Capitol City Fellows into DC government agencies. This initiative was fully achieved.

During FY 2013, DCHR met with Agency Heads and senior level persons to discuss enhancements to the Capital City Fellows Program. The Advisory Board was one of the items discussed. The Advisory Board is made up of three committees that were all in place by June 2013. The board established the following committees with defined roles and responsibilities: 1) Executive Committee 2) Program Committee 3) Marketing Committee

- The Capital City Fellow Advisory Board has 12 active members representing 5 internal agencies and 1 external organization. Several enhancements to the process included strengthening the tools for submission of agency proposals and evaluation of proposals. The Board changed the length of the program for FY2014 from two years to 18 months to support the permanent employment of Fellows when the need and an organizational fit exist. In addition, the Board developed and delivered its first proposal writing workshop for agency leaders. The Program Committee worked with agencies to pilot a cluster rotation for the new FY2014 cohort. The Board has and will continue to engage the input and feedback of Capital City Fellows particularly through the establishment of a current Capital City Fellow as a non-voting member on the Board.



Performance Initiatives – Assessment Details

Performance Assessment Key:

● Fully achieved
 ● Partially achieved
 ● Not achieved
 ● Data not reported
 ● Workload Measure
 ● Baseline Measure

	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
Office of the Director								
●	2.1	Percent of employees rating overall HR service-Timeliness as "Good"	NA	45%		66.07%	146.83%	AGENCY MANAGEMENT PROGRAM
●	2.2	Percent of MSS employees completing required training	NA	40%		58.03%	145.07%	AGENCY MANAGEMENT PROGRAM
●	2.3	Average number of days from vetting to hire for Excepted and Executive Service positions	NA	45%		13.1	343.57%	AGENCY MANAGEMENT PROGRAM
●	2.4	Number of employees & residents reached through outreach activities	NA	9,000		10,000	111.11%	AGENCY MANAGEMENT PROGRAM
●	2.5	Percent of customers completed evaluations rating HR service as satisfactory or better	96.4%	97%		99%	102.06%	AGENCY MANAGEMENT PROGRAM
Business Operations Group								
●	1.1	Percent of new hire/rehire personnel files with all required documents	NA	95%		99.31%	104.53%	BUSINESS OPERATIONS GROUP
●	1.2	Percent of termination personnel files with all required documents ¹	NA	95%		25.93%	27.29%	BUSINESS OPERATIONS GROUP

¹ The percent of termination personnel files with all required documents was a new KPI measure for DCHR in FY13. During the auditing for this new measure, process deficiencies were uncovered which resulted in much lower results than targeted. DCHR is currently implementing a more effective and clear process of filing required documentation into the OPFs, with standard operating procedures to be developed. This revised process should drastically improve the performance of this measure in the future.



	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
●	1.3	Percent of system processing tickets/errors that are personnel action related	NA	71%		84.87%	83.66%	BUSINESS OPERATIONS GROUP
Benefits and Retirement Services								
●	1.1	Percent of employees participating in deferred compensation program	44.11%	40%		46.53%	116.32%	BENEFITS AND RETIREMENT SERVICES
●	1.2	Percent of employees enrolled in Employee Self Service	96.31%	95%		97.22%	102.34%	BENEFITS AND RETIREMENT SERVICES
●	1.3	Percent of employees participating in Direct Deposit	94.35%	97%		96.68%	99.67%	BENEFITS AND RETIREMENT SERVICES
Compensation & Classification								
●	1.1	Number of new jobs requested	385	495		619	79.97%	COMPENSATION AND CLASSIFICATION
●	1.2	Percent of new jobs requested that have an existing job specification	43%	43%		95.25%	221.51%	COMPENSATION AND CLASSIFICATION
●	1.3	Percent of Managers and HR Community trained on Compensation and Classification Program and Process	NA	5%		61.68%	1233.60%	COMPENSATION AND CLASSIFICATION
Policy, Legal and Compliance Administration								
●	1.1	Percent of managers and HR community trained on District Personnel Manual	NA	7%		56.35%	805.02%	COMPLIANCE AND LEGAL ADMINISTRATION
●	1.2	Percent of decisions issued within 21 days	NA	45%		56.67%	125.93%	COMPLIANCE AND LEGAL ADMINISTRATION
●	1.3	Percent of cases reversed or remanded by DC Court of appeals	6%	10%		0%	1233.60%	COMPLIANCE AND LEGAL ADMINISTRATION



	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
●	1.4	Percent of DC government employees completing ethics training	89%	100%		80%	80%	COMPLIANCE AND LEGAL ADMINISTRATION
Workforce Development								
●	1.1	Number of employees completing workforce development training	7,821	8,500		16,694	196.40%	WORKFORCE DEVELOPMENT ADMINISTRATION
●	1.2	Percent of Capitol City Fellows hired into DC government positions in less than 2 years	20%	46%		46.67%	101.45%	WORKFORCE DEVELOPMENT ADMINISTRATION
●	1.3	Percent of employees completing at least two training sessions	16%	18%		25.81%	143.36%	WORKFORCE DEVELOPMENT ADMINISTRATION
Recruitment and Staffing Administration								
●	1.1	Average number of days to fill a vacancy from post to onboard	NA	90		104.1	86.45%	RECRUITMENT & STAFFING ADMINISTRATION
●	1.2	Percent of applications submitted online	NA	80%		98.65%	123.31%	RECRUITMENT & STAFFING ADMINISTRATION
●	1.3	Percent of new hires that are DC residents	NA	40%		41.74%	104.34%	RECRUITMENT & STAFFING ADMINISTRATION
Agency Management								
●	1.1	Number of customer resource center walk-ins	13,938	Not Applicable		16,140	Workload Measure Not Rated	AGENCY MANAGEMENT PROGRAM
●	1.2	Number of retirements	212	Not Applicable		493	Workload Measure Not Rated	BENEFITS AND RETIREMENT SERVICES
●	1.3	Percent of all employees who are District residents	43.01%	Not Applicable		42.7%	Workload Measure Not Rated	RECRUITMENT & STAFFING ADMINISTRATION
●	1.4	Number of employees completing training	8,156	Not Applicable		21,200	Workload Measure Not Rated	WORKFORCE DEVELOPMENT ADMINISTRATION
●	1.5	Number of new hires	5,056	Not Applicable		2,729	Workload Measure Not Rated	RECRUITMENT & STAFFING ADMINISTRATION
●	1.6	Number of job postings	1,620	Not Applicable		3,568	Workload Measure Not Rated	RECRUITMENT & STAFFING ADMINISTRATION



	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
●	1.7	Number of drug tests of incumbent employees	1,053	Not Applicable		1,063	Workload Measure Not Rated	AGENCY MANAGEMENT PROGRAM
●	1.8	Number of alcohol tests of incumbent employees	176	Not Applicable		348	Workload Measure Not Rated	AGENCY MANAGEMENT PROGRAM
●	1.9	Number of drug tests of applicants	1,683	Not Applicable		1,558	Workload Measure Not Rated	AGENCY MANAGEMENT PROGRAM
●	1.10	Number of criminal background checks of incumbent employees	429	Not Applicable		2,627	Workload Measure Not Rated	AGENCY MANAGEMENT PROGRAM
●	1.11	Number of criminal background checks of applicants	1,264	Not Applicable		1,237	Workload Measure Not Rated	RECRUITMENT & STAFFING ADMINISTRATION
●	1.12	Number of criminal background checks of volunteers / contractors	877	Not Applicable		2,010	Workload Measure Not Rated	BUSINESS OPERATIONS GROUP
●	1.13	Percent of performance plans completed	69%	Not Applicable		81%	Workload Measure Not Rated	BUSINESS OPERATIONS GROUP
●	1.14	Percent of performance evaluations completed	79.79%	NA		NA	Workload Measure Not Rated	AGENCY MANAGEMENT PROGRAM