

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser



Office of the City Administrator

January 15, 2021

Fiscal Year (FY) 2020 was an unprecedented year for all DC residents, businesses and the District Government. In March 2020—the second quarter of the fiscal year—Mayor Bowser declared a public health emergency and District government quickly pivoted to respond to the COVID-19 global health pandemic. To align with recommended social distancing and public safety guidelines, in just one day, over 60 percent of District government employees transitioned to a telework posture. In addition, many District agencies limited or temporarily ceased most in-person activities and services.

The global health emergency required the District to significantly reallocate financial and personnel resources to respond to the pandemic. With the change in operations and a substantial decrease in revenues, the District's response required all agencies to determine how to best provide services to District residents, visitors and employees, while maintaining the necessary protocols to help slow the spread of COVID-19.

As such, the global health pandemic greatly impacted some agencies' abilities to meet their FY20 key performance indicators (KPIs) and strategic initiatives established prior to its onset as agencies shifted resources to respond to COVID-19. Therefore, outcomes for KPIs and strategic initiatives reflect a shift in District priorities and efforts during this crisis. While we continue to believe strongly in performance tracking to improve District services, the data for FY20 is not fully indicative of agencies' performance and should be reviewed factoring in the unprecedented challenges encountered in FY 2020.

Sincerely,

A handwritten signature in black ink that reads 'Kevin Donahue'.

Kevin Donahue
Interim City Administrator



D.C. Department of Human Resources FY2020

Agency D.C. Department of Human Resources

Agency Code BE0

Fiscal Year 2020

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.

2020 Accomplishments

| Accomplishment | Impact on Agency | Impact on Residents |
|--|--|---|
| <p>Pandemic Processes: Due to the COVID-19 pandemic, DCHR successfully:</p> <ul style="list-style-type: none"> Created a return to work guide and associated website Launched over 150 virtual training courses with over 7,000 participants Hosted a special open enrollment Virtual onboarding Issued guidance on COVID sick leave, emergency hiring, and Detailed over 2,000 employees to assist various partner agencies. | <p>This ensured that agencies across the District had the needed resources and tools during the pandemic.</p> | <p>This ensured that residents were able to receive the services they needed during the pandemic.</p> |
| <p>Electronic Processes: This fiscal year, DCHR successfully transitioned to electronic processes for:</p> <ul style="list-style-type: none"> SMART Trip benefit enrollment, Official Personnel Folder requests, Credentialing requests, and Employee verification notices. <p>In addition, DCHR launched a position description library, frequently asked questions webpage, and new hire portal.</p> | <p>This provides a time-savings for processes that employees can complete via self-service and provides more customer friendly services.</p> | <p>This provided virtual seamless services for District resident employees which saves employees the time needed to travel to DCHR to complete this processes and/or allows employees to complete the processes on their own.</p> |
| <p>Learning and Development Opportunities: This fiscal year, in addition to virtual classes, DCHR launched the below L & D opportunities:</p> <ul style="list-style-type: none"> Tier 1 of the HR Certificate program that trained over 20 HR professionals across the District on key HR topics such as compensation, leave management, Americans with Disabilities Act, and qualification analysis Retirement Seminars who prepare employees to transition to a smooth retirement Coaching sessions of managers that provide an opportunity for managers to receive critical engagement around areas of potential growth while also supporting peers through the learning and sharing process. | <p>This facilitates a more trained workforce that can respond to customer needs better because of the acquired training.</p> | <p>For employees who are District residents, this provides them with training and skills that prepares them for a more successful future.</p> |

2020 Key Performance Indicators

| Measure | Frequency | FY 2017 Actual | FY 2018 Actual | FY 2019 Actual | FY 2020 Target | FY 2020 Quarter 1 | FY 2020 Quarter 2 | FY 2020 Quarter 3 | FY 2020 Quarter 4 | FY 2020 Actual | KPI Status | Explanation for Unmet FY 2020 Target |
|---|-----------|----------------|----------------|----------------|----------------|-------------------|-------------------|-------------------|-------------------|----------------|------------|---|
| 1 - DCHR strategically and expeditiously sources, selects and on-boards highly talented individuals with the acumen, aptitude, and attitude to thrive in District Government. (3 Measures) | | | | | | | | | | | | |
| Percent of new hires that are DC residents | Quarterly | 49% | 51.4% | 50.9% | 55% | 63.1% | 51.4% | 54.9% | 53% | 55.2% | Met | |
| Average number of days to fill vacancy from post to offer acceptance | Quarterly | 93.5 | 74 | 75 | 64 | 90.2 | 88 | 79 | 89 | 86.6 | Unmet | Our target this year was a stretch goal for this measure. Our hiring population size was also smaller this year due to the emergency. |

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|---|-----------|----------------|----------------|----------------|----------------|-------------------|-------------------|-------------------|-------------------|----------------|------------|---|
| Percent of DC Government employees that are DC residents | Annually | 43.3% | 43.1% | 43.3% | 45% | Annual Measure | Annual Measure | Annual Measure | Annual Measure | 43.67% | Nearly Met | Although we have encountered obstacles in striving to meet this KPI, our increased efforts have shown progress and produced a percentage increase from the previous Fiscal Year. We also had a 4.3% increase in DC Resident new hires from the previous Fiscal Year. DCHR will continue our efforts for additional improvement in the upcoming Fiscal Year. |
| 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. (2 Measures) | | | | | | | | | | | | |
| New Hire Turnover Rate | Annually | 10.6% | 10.8% | 8.4% | 13% | Annual Measure | Annual Measure | Annual Measure | Annual Measure | 5.36% | Met | |
| Percent of DC Government employees participating in the deferred compensation program | Quarterly | 35.9% | 38.2% | 40.7% | 40% | 44% | 45% | 46% | 50% | 45% | Met | |
| 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. (2 Measures) | | | | | | | | | | | | |
| Percent of DC Government employee performance plans completed (excludes DCPS and independent agencies) | Annually | 91.4% | 91% | 91% | 93% | Annual Measure | Annual Measure | Annual Measure | Annual Measure | 93.15% | Met | |
| Percent of DC Government employee performance evaluations completed (excludes DCPS and independent agencies) | Annually | 86.2% | 84.2% | 85.1% | 88% | Annual Measure | Annual Measure | Annual Measure | Annual Measure | 88.38% | Met | |

2020 Workload Measures

| Measure | FY 2018 Actual | FY 2019 Actual | FY 2020 Quarter 1 | FY 2020 Quarter 2 | FY 2020 Quarter 3 | FY 2020 Quarter 4 | FY 2020 PAR |
|--|----------------|----------------|-------------------|-------------------|-------------------|-------------------|-------------|
| 1 - Background checks and drug and alcohol screening (2 Measures) | | | | | | | |
| Number of drug/alcohol tests conducted | 8632 | 8809 | 1002 | 845 | 3461 | 4445 | 9753 |
| Number of criminal checks conducted | 18,824 | 17,313 | 3311 | 3444 | 10,408 | 15,383 | 32,546 |
| 1 - Call and Walk-in Center (1 Measure) | | | | | | | |
| Number of customer resource center walk-ins | 11,783 | 14,511 | 2117 | 1993 | 0 | 0 | 4110 |
| 1 - Position classification and management (1 Measure) | | | | | | | |
| Number of Desk Audits Completed | New in 2019 | 148 | 56 | 9 | 1 | 1 | 67 |
| 1 - Recruitment and Staffing Services (3 Measures) | | | | | | | |
| Number of new hires | 8113 | 7043 | 1362 | 1392 | 1666 | 1913 | 6333 |

| Measure | FY 2018 Actual | FY 2019 Actual | FY 2020 Quarter 1 | FY 2020 Quarter 2 | FY 2020 Quarter 3 | FY 2020 Quarter 4 | FY 2020 PAR |
|--|----------------|----------------|-------------------|-------------------|-------------------|-------------------|-------------|
| Number of job postings | 3542 | 2548 | 692 | 792 | 337 | 463 | 2284 |
| Number of Actions Processed | New in 2019 | 10,824 | 3086 | 2222 | 1660 | 2418 | 9386 |
| 2 - Employee Relations (1 Measure) | | | | | | | |
| Number of grievances processed | 33 | 53 | 10 | 8 | 5 | 0 | 23 |
| 2 - Health, Pension, Retirement, and Wellness Programs (1 Measure) | | | | | | | |
| Number of retirements | 473 | 542 | Annual Measure | Annual Measure | Annual Measure | Annual Measure | 445 |
| 3 - Learning and Development Programs (3 Measures) | | | | | | | |
| Number of unique employees completing training | 31,745 | 20,333 | 1547 | 1364 | 9836 | 7912 | 20,659 |
| Number of individual trainings completed | 1854 | 22,840 | 138 | 57 | 65 | 63 | 323 |
| Number of Individual Training Courses Completed Through Online Training Platform (SkillPort) | New in 2019 | 17,733 | 15,048 | 875 | 3203 | 2094 | 21,220 |

2020 Operations

| Operations Header | Operations Title | Operations Description | Type of Operations |
|---|--|--|--------------------|
| 1 - DCHR strategically and expeditiously sources, selects and on-boards highly talented individuals with the acumen, aptitude, and attitude to thrive in District Government. (6 Activities) | | | |
| RECRUITING AND STAFFING | 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. | Daily Service |
| CUSTOMER SERVICE | 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. | Daily Service |
| SUITABILITY | Background checks and drug and alcohol screening | Drug and Alcohol Enforcement Compliance. | Daily Service |
| CLASSIFICATION | 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. | Daily Service |
| CREDENTIALING | Credentialing (issuing and revoking badges) | Issuing ID badges required in secure areas of the facilities; such as employee work spaces. | Daily Service |
| INFORMATION SYSTEMS | 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. | Daily Service |
| 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. (8 Activities) | | | |
| POLICY | 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 DPM and CMPA. | Daily Service |
| PLANNING AND ANALYTICS | 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. | Daily Service |
| COMPENSATION | Merit Pay/Incentives/Rewards | Executing raises and dispensing bonuses for exceptional service. | Key Project |
| LEGAL | FOIA and Litigation Support | Responding to Freedom of Information Act requests from the public. | Daily Service |
| EMPLOYEE RELATIONS | Employee Relations | Managing employee complaints and concerns, addressing grievances, and advising on disciplinary actions. | Daily Service |
| COMPLIANCE | Auditing and Compliance Enforcement | Reviewing and examining agency compliance with District rules and regulations. Providing recommendations for improvements as needed. | Daily Service |
| LEAVE PROGRAMS ADMINISTRATION | 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. | Daily Service |
| BENEFITS ADMINISTRATION | Health, Pension, Retirement, and Wellness Programs | Administering all aspects of the District Government workforce's Pension, Retirement, and Wellness Programs. | Daily Service |
| 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. (2 Activities) | | | |
| LEARNING AND DEVELOPMENT | 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. | Daily Service |

| Operations Header | Operations Title | Operations Description | Type of Operations |
|--|---------------------------------|---|--------------------|
| PERFORMANCE MEASUREMENT | 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. | Daily Service |
| 4 - Create and maintain a highly efficient, transparent, and responsive District government. (1 Activity) | | | |
| SHARED SERVICES | Shared Services | The consolidation of administrative and support functions from several agencies into a single, stand-alone organizational entity (DCHR). | Key Project |

2020 Strategic Initiatives

| Strategic Initiative Title | Strategic Initiative Description | Completion to Date | Status Update | Explanation for Incomplete Initiative |
|--|--|--------------------|--|--|
| Learning and Development Programs (1 Strategic Initiative) | | | | |
| Pathways Program | In FY20, DCHR will promote pathways to entry-level DC government jobs for resident District graduates via a partnership and apprenticeship program. DCHR will (a) establish a team, operating framework, and process that will create at least 3 partnerships to promote the hiring of resident District graduates into entry-level positions, (2) work with relevant stakeholders to identify five apprenticeable DC government occupations, and (3) develop a program structure and curriculum development plan. DCHR will employ heavy marketing strategies in Wards 7 & 8. | 75-99% | In FY20, DCHR worked to develop a comprehensive list of entry-level positions for which resident District graduates might qualify for as determined by the level of experience/education. DCHR met with the Office of State Superintendent of Education and DC Public Schools to begin determining which Career Technical Programs currently exist and lead to potential on-the-job training opportunities for students/recent graduates. Upon receiving feedback, DCHR gathered apprenticeship standards guidance from DOES that could also become a framework for a pre-apprenticeship/internship program model. DCHR also used PeopleSoft to structure the internal DCHR tracking of those candidates who apply to and qualify for Career Pathways positions. In addition, DCHR hosted focus group discussions with several stakeholder agencies on various topics including The Benefits for the Development of an Apprenticeship Program and Apprenticeship Training and Education Costs. DCHR continued the progression of its work through collaboration and coordination of Apprenticeship Program Training as delivered in partnership with the University of the District of Columbia and Strayer University. A memorandum of agreement was established September 2020. DCHR also held critical executive discussions to prepare for the final submission of the Career Pathways Implementation Plan to the District of Columbia Apprenticeship Council. The plan was submitted to the Council in August 2020. Lastly, DCHR developed and finalized the proposal for four apprenticeship program models to include a (1) Human Resources Pathway, (2) Medical Billing and Coding Pathway, (3) Information Technology Pathway, and (4) Information Technology Pathway for Graduating Seniors. | The plan was submitted to the Apprenticeship Council in FY20. The recruitment process will take place in early FY21. |
| Measurement, Analysis, and Planning (1 Strategic Initiative) | | | | |
| Workforce/Succession Planning | To promote a resilient District workforce, in FY20 DCHR will pilot workforce and succession planning strategies at District agencies. In Practice, DCHR will first implement the program internally, before engaging at least two agencies to develop a workforce and succession plan. In addition, DCHR will research and forecast workforce trends to ensure resilience to labor market changes in terms of demographics, technology, and environment. | Complete | In FY20, DCHR developed a workforce planning toolkit that includes several tools and guides and reviewed and revised the toolkit based on feedback received from meetings with District Agencies and after presenting the content at a Human Resources Advisors meeting. DCHR collaborated with OCTO to develop and finalize a workforce planning dashboard that examines key workforce planning data including average age of employees, years of service, and retirement eligibility. Lastly, DCHR is finalizing a webpage dedicated to workforce planning that includes resources and tools that agencies can use to map needed skills for future roles, skills gaps and plans to address workforce skill gaps. | |
| Policy development, amendment, and guidance/interpretation of D.C. personnel regulations contained in the DC Municipal Regulations/District Personnel Manual (1 Strategic Initiative) | | | | |
| Attracting the Workforce of the Future | In order to attract and retain a highly qualified and productive workforce, DCHR will research and evaluate additional incentives, including but not limited to pet insurance, housing tax incentives, child care incentives, and tuition reimbursement. The assessments will be pitched at the Annual "Legislative Fest" and if pushed forward will obtain a Fiscal Impact Statement by OCFO. The resulting assessment will shape our future benefit offerings. | 0-24% | In Fiscal Year 20, DCHR began drafting proposed rules for childcare allowances that, if approved, would allow agencies to award up to \$10,000 of their available funds to employees with eligible dependent children. Additionally, DCHR launched the Call for Hire program, which provides District agencies direct access to a qualified talent pool made up of only veterans and their spouses. The Call for Hire Program will further assist veterans and their spouses seeking employment by providing District agencies with the ability to directly hire eligible and qualified District resident veterans and their spouses. Lastly, DCHR began drafting the proposal for student loan allowances, which would allow agencies to use and identify funds within their budget structure to contribute to employee's student loan repayment costs. Progress on this initiative was halted during this Fiscal Year due to the COVID-19 emergency and the resulting revenue shortfalls. | Progress on this initiative was halted during this Fiscal Year due to the COVID-19 emergency and the resulting revenue shortfalls. |
| Recruitment and Staffing Services (1 Strategic Initiative) | | | | |

| Strategic Initiative Title | Strategic Initiative Description | Completion to Date | Status Update | Explanation for Incomplete Initiative |
|--|---|--------------------|--|--|
| Centralized Processing | In FY19, DCHR completed three of the four phases of the new centralized processing model. In FY20, DCHR will roll out the model to the remaining 25% agencies and enforce a framework encompassing quality assurance, training, standard operating procedures, and SLA reporting tools. | Complete | In FY20, DCHR implemented centralized processing with all proposed agencies under the Mayor's Authority. DCHR also pilot tested an updated RemedyForce ticketing system with several District agencies and received feedback on the system's functionality. DCHR worked to finalize a centralization dashboard in MicroStrategy that reviews the number of actions processed, number of vacancies posted, and SLAs. The dashboard will be piloted and then updated with additional metrics as needed. Lastly, DCHR continuously updated the biweekly quality assurance audit to capture data errors in HR Processing, Position Management, and other HR fields. | |
| Shared Services (2 Strategic initiatives) | | | | |
| Outreach Teams for Agency Partners | In FY20 to better serve the HR community, DCHR will pilot a multi-functional DCHR outreach team that will visit 10 agencies twice during the fiscal year, with heavy emphasis on engaging HR staff. The effort will provide seminars on a variety of topics, as well as an engagement forum that will allow DCHR to better understand their clients' needs. | 0-24% | In FY20, DCHR developed a framework for the partnership and selected 10 agencies to include. DCHR received feedback on the proposed framework in Quarter 2 and was beginning to contact agencies for the first round of meetings, however this was delayed due to the emergency declaration. DCHR will implement this initiative next year as virtual communities of practices across the HR community that focuses on strategic HR, employee relations, and recruitment. | This initiative was delayed due to the emergency declaration. DCHR will implement this initiative next year as virtual communities of practices across the HR community that focuses on strategic HR, employee relations, and recruitment. |
| Leveraging Technology to Improve Employee Experience | In FY20, DCHR will create a more modern employee experience by (a) introducing automation in at least two high-volume processes such as retirement, credentialing, and appointment scheduling; and (b) developing and launching a new hire portal to better welcome and onboard our new employees. | Complete | In FY20, DCHR completed the project to digitize the credentialing request form. DCHR also procured a vendor for visitor management solution to capture data on District residents and employees that visit the agency. DCHR also installed tables in the Customer Care Center for visitor check in. The check in application captures information such as "Reason for Visit" and "District Residency". In Quarter 3, DCHR temporarily suspended deploying this application due to the COVID-19 emergency. During this time, DCHR explored methods for "touchless check-in" for visitor management. This application in conjunction with the appointment scheduling app we have identified will support social distancing and health safety protocol. Lastly, DCHR has published a "New Hire Portal" available on the DCHR website as a resource for new employees joining the District Government Workforce. | |