



## FY 2011 PERFORMANCE PLAN Department of Employment Services

### MISSION

The Department of Employment Services (DOES) fosters and promotes the welfare of job seekers and wage earners by improving their working conditions, advancing opportunities for employment, helping employers find workers, and tracking changes in employment and other national economic measurements impacting the District of Columbia.

### SUMMARY OF SERVICES

DOES, the District of Columbia's lead labor and workforce development agency, provides customers with a comprehensive menu of workforce development services funded through a combination of federal grants and local appropriations. DOES delivers basic income support services to unemployed or underemployed persons who lost their jobs through no fault of their own. The Labor Standards Program ensures a safe and healthy work environment for workers in the District; administers a program to provide benefits to qualified individuals with employment-related injuries or illnesses; administers the District's wage-and-hour laws; and provides hearing and adjudication services to settle workers' compensation disputes. DOES's workforce bureau provides job seekers with workforce development and training programs that create pathways to job readiness, a new job, or to new educational opportunities. The workforce bureau also offers services to ensure employers have access to qualified job candidates as well as general employment services support. Finally, DOES provides District youth with job training, academic enrichment, leadership, and employment opportunities through its year-round, summer youth, and Mayor's Youth Leadership Institute programs.

### PERFORMANCE PLAN DIVISIONS

- Unemployment Insurance Program
- Labor Standards Program
- Workforce Development Program
- Operations and Agency Management Program [Office of the Director]

### AGENCY WORKLOAD MEASURES

| Measure   | FY2009 Actual | FY2010 YTD |
|---|---------------|------------|
| District of Columbia unemployment rate as reported by the US DOL Bureau of Labor Statistics (not seasonally adjusted) | 9.87%         | 9.6%       |
| The job growth per year in the District of Columbia   | 0.65%         | 1.1%       |



## *Unemployment Insurance Program*

### **SUMMARY OF SERVICES**

The Unemployment Insurance Program provides temporary weekly benefits to qualified workers who become unemployed without fault; administers a comprehensive revenue program that determines employer liability; collects taxes from employers doing business in the District, and performs audits. In addition, the Department of Employment Services participates with the Office of Administrative Hearings (OAH) on Unemployment Insurance appeals for which the Department of Employment Services is a party.

### **OBJECTIVE 1: Increase timeliness and accuracy of unemployment compensation benefits and services to unemployment insurance claimants.**

#### **INITIATIVE 1.1: Continue Full Modernization of the District of Columbia's Unemployment Compensation System.**

Building on the late FY2010 transformation initiative within the Office of Unemployment Compensation, DOES will initiate a multi-year undertaking to completely modernize the Office of Unemployment Compensation's computer systems focusing on developing and deploying a fully integrated (benefits and tax) web based robust solution. Nearly every state in the Unemployment system needs to make these systems upgrades and all are further strained under the demands this recession has created. Using funds from the American Recovery & Reinvestment Act and the District's Capital Budget, the agency will begin replacing the Office of Unemployment Compensation's aging mainframe legacy computer system with a new multifaceted, state-of-the-art technology system that will simplify, certify, and secure the Unemployment benefits claims intake and total management process resulting in increased timeliness and accuracy of benefits and superb customer service for both claimants and employers. Modernization initiatives in FY11 include: all phases of electronic fraud prevention and detection will be operational, installation of a collections unit and a web-based tax portal for employers, development of state-of-the art computer system, and execution of a robust call center environment. The project will be fully complete by FY2012.

#### **INITIATIVE 1.2: Launch of Integrated Electronic Fraud Prevention and Detection Program.**

By December 2010, DOES's Office of Unemployment Compensation (OUC) will strengthen its partnership with the Office of the Inspector General and the United States Attorney's Office to further identify and intensify efforts to ensure that any individual who fraudulently claims or collects benefits in the District of Columbia is prosecuted to the fullest extent of the law. The OUC will also implement two new electronic detection systems – IRME (Internet Response Module for Employers) and EWAN (Electronic Wage Audit Notification) into its operations. Both of these detection systems are nationally recognized electronic fraud detection systems. Finally, the OUC will employ the National Directory of New Hires, a national directory of employment and unemployment insurance information, to detect overpayments caused by individuals who



return to work and fail to report earnings at the onset or during their claim. NDNH provides enhanced visibility with earlier detection results.

**PROPOSED KEY PERFORMANCE INDICATORS – Unemployment Insurance**

| <b>Measure</b>  | <b>FY2009<br/>Actual</b> | <b>FY2010<br/>Target</b> | <b>FY2010<br/>YTD</b> | <b>FY2011<br/>Target</b> | <b>FY2012<br/>Target</b> | <b>FY2013<br/>Target</b> |
|---|--------------------------|--------------------------|-----------------------|--------------------------|--------------------------|--------------------------|
| % of all first unemployment insurance payments made to eligible claimants within 14 days of the first compensable week-ending date<br>[87% is the Federal Standard] | 70.73%                   | 87%                      | 68.59%                | 87%                      | 87%                      | 87%                      |
| District of Columbia re-employment rate as reported by USDOL.   | Not Available            | Not Available            | 54.4%                 | 56%                      | 60%                      | TBD                      |



***Labor Standards Program***

**SUMMARY OF SERVICES**

The Labor Standards Program ensures a safe and healthy work environment for workers in the District; administers a program to provide benefits to qualified individuals with employment-related injuries or illnesses; administers the District’s wage-and-hour laws; and provides hearing and adjudication services to settle workers’ compensation disputes.

**OBJECTIVE 1: Provide a more efficient and effective system to prevent workers from exposure to unsafe working environments (Occupational, Safety and Health program) and from falling beneath an unacceptable income level at times of unemployment due to injury/illness (Workers’ Compensation Program).**

**INITIATIVE 1.1: Conduct Consultation Visits of Residential Building Construction, Remodeling and Renovation Sites**

The *US DOL/OSHA FY2011 Operating Plan--Projected Program Activities Areas of Emphasis* identifies the North American Industrial Classification System (NAICS) code 23611 as an “Emphasis Industry.” This industry comprises generally of small employers primarily responsible for construction or remodeling and renovation of single-family and multifamily residential buildings. During FY2011, the DC/OSH will conduct 36 initial consultation visits to sites in NAICS code 23611. These visits will promote fewer on the job injuries and increase productivity.

**PROPOSED FY 2011 KEY PERFORMANCE INDICATORS – Labor Standards Program**

| <b>Measure</b>   | <b>FY2009 Actual</b> | <b>FY2010 Target</b> | <b>FY2010 YTD</b> | <b>FY2011 Target</b> | <b>FY2012 Target</b> | <b>FY2013 Target</b> |
|--|----------------------|----------------------|-------------------|----------------------|----------------------|----------------------|
| % of back wages collected from employers on valid complaints               | 99.33%               | 97%                  | 99.82%            | 97%                  | 97%                  | 97%                  |
| % of workers compensation formal hearings resolved within 120 working days | 83.08%               | 80%                  | 84.84%            | 80%                  | 80%                  | 80%                  |



## ***Workforce Development Program***

### **SUMMARY OF SERVICES**

Provide a comprehensive range of employment-related services to both job seekers and employers to support the economic health of the District; prepare residents for the workplace through vocational training, apprenticeship, transitional employment, and youth programs; connect employers and job seekers through employer services, the One-Stop Career Center system consisting of two full-service and five satellite locations, the Virtual One-Stop internet-based system (VOS)<sup>1</sup>, the Business Services Group<sup>2</sup>; and provide intensive services to targeted populations including veterans, seniors, dislocated workers, ex-offenders, and at-risk youth. Identified objectives and initiatives essential to the improvement of division-level performance in FY 2011 include:

### **OBJECTIVE 1: Develop a prepared workforce and improve employment opportunities.**

#### **INITIATIVE 1.1: Reorganization and transformation of the DC One-Stop Career System.**

The Department plans to reorganize and transform the One-Stop Career Center system to ensure that it becomes the first choice for employment services for both the job seeker and the employer. Career Centers will offer expanded self-serve and staff-guided services in a newly designed, customer friendly environment in the first year of this reorganization. DOES will establish additional partnerships with Workforce Investment Act (WIA) required partners and other appropriate public and private partners to provide support services. Throughout FY11, DOES will also initiate facility closures, relocations, redesigns, and openings with the goal of sustaining one full service center in each of the District's quadrants. This transformation will continue in FY12 to include new technology based services such as distance learning opportunities and marketing specific services designed to establish and maintain long-term relationship with employers.

#### **INITIATIVE 1.2: Improved efficiency and enforcement processes of the First Source program.**

To ensure employers of District-funded contracts hire 51% District residents on new jobs created on those contracts, the Department will develop an online compliance database to improve the efficiency of the First Source program which monitors hiring requirements of these contractors. DC This database will provide employers covered by first source law the ability to enter compliance data online; allow the department the ability to capture first source data in a timely manner and track the employers' performance, new hires, and

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<sup>1</sup> *Virtual One-Stop System (VOS)*—an advanced web-based workforce development application providing access to a comprehensive array of services for job seekers, employers, training providers, benefit applicants, students, youth, and other one-stop customers (in one location, via the Internet). VOS allows users to research the status of unemployment benefits, assess their skills, prepare resumes, research and compare training opportunities, explore the regional labor market, and search and apply for jobs in the Washington Metropolitan area.

<sup>2</sup> *Business Services Group (BSG)*— is a division within the Office of Employer Services (OES) with the goal to work collaboratively with businesses, public/private entities and local organizations to build and deliver innovative answers to workforce challenges, and to align employment services with economic development.



improve the ability to identify non-compliant employers. The program will also revise all forms, internal business process improvements, and develop multiple agency collaboration as needed to improve efficiency and enforcement. Finally, the unit will work across the agency to better match and prepare District residents with First Source jobs through the creation of a job developer function that will confirm employer job creation projections and work closely with the agency's Business Services Group, One-Stop Career Centers, and the Unemployment Insurance program.

**INITIATIVE 1.3: Maximize American Recovery & Reinvestment Act Investment to train adults in growing industries - Green Jobs, Health Care and Information Technology with a focus on job readiness, skills building and re-employment support services.**

An additional \$2.5 million investment using American Recovery & Reinvestment Act funds will help 1,300 District residents gain job skills and re-employment assistance in FY11 to respond to the very challenging economic condition created by the national recession. Seventeen job training organizations, who won competitive awards, will provide job training in the high-demand / high growth sectors of Green Jobs, Health Care and Information Technology, including weatherization, energy conservation, solar technology, computer recycling, maintenance repair, IT training, digital data scan, home healthcare aide training, medical administrative assistance, and additional training in the health information technology sector. Community-based organizations will also provide job readiness, skills building, reemployment services, life skills, Graduate Equivalency Diploma (GED) or National Early Diploma Program (NEDP), soft skills and vocational training in construction to residents through intensive re-employment services for adults, including women and Latinos with disabilities. Both of these initiatives are in coordination with the agency's One Stop Career Centers.

**INITIATIVE 1.4: Develop a comprehensive, city-wide year-round youth employment action plan, which includes incorporating national youth employment best practices and standards, to increase supports to the District's disconnected youth population.**

Nearly 10% of the District's 16-24 year olds, about 9,000 youth, are "disconnected:" not in school and not working. In FY11, the agency will develop a comprehensive, city-wide action plan to increase supports to the District's disconnected youth population. This multi-year strategic collaboration, beginning in October 2011, is an effort between District agencies, community organizations, the business community, local philanthropy, and national leaders to strengthen our youth workforce development system so that it is better equipped to comprehensively deliver services to the District's growing disconnected youth population. A core component of the action plan will be DOES' year-round youth program, which provides job training, employment and educational supports to youth (14-21) who have dropped out of school or who are at-risk of dropping out.

The 2011 year-round youth program has been restructured to incorporate national youth employment best practices and standards; emphasize program outcomes



and evaluation; increase alignment with federal Workforce Investment Act requirements; and place a stronger emphasis on partnership between DOES and its contractors. The program will also serve more disconnected youth than in previous years.

As a core component of DOES' citywide disconnected youth action plan, the year-round youth program will be positioned as a catalyst for fostering innovative linkages between employment and social services. These linkages are critical to re-engaging youth who have dropped out of high school, are transitioning from the foster care or juvenile justice system, are runaway youth or homeless, consistently unemployed, or underemployed. Ultimately, this programmatic strategy shift will result in future years increased agency gains in literacy, numeracy, and employability for this population, which directly correlates to increased economic security for young people and their families.

**INITIATIVE 1.5. Craft a Study and Plan for workforce needs to develop job training for the Department of Homeland Security at St. Elizabeth's project.**

DOES is developing a detailed Labor Market Study and plan which outlines long-term skilled employment opportunities which will be created as result of the relocation of the new Department of Homeland Security (DHS) campus at St. Elizabeth's, which is slated to be complete in 2016. Once implemented, the training plan will assist in connecting District residents to DHS opportunities, as well ancillary employment opportunities as a result of the consolidation. DOES is also developing a strategy to connect skilled unemployed professionals with the jobs created by this DHS project and to align DC residents with training programs to better prepare them for DHS and other federal employment opportunities.

**INITIATIVE 1.6: Increase Support to On-the-Job Training Programs.**

In addition to the \$11 million support for on-the-job training (OJT) through Transitional Employment Program, DOES will pilot an on-the-job training to dislocated workers through a partnership with the Washington Hospital Center, Ardent360LLC, a local green construction firm, and the DC Project. Using a \$627,000 American Recovery and Reinvestment Act (ARRA) grant, this training program will help 75 individuals learn while they earn by providing on-the-job training for occupations in the health care system. The Washington Hospital Center will train and provide full-time employment for at least six months to entry-level dislocated workers. DOES will pilot this full-time, six month, OJT program in partnership with an array of small and medium sized "green" non-profit and private employers. District dislocated workers will acquire "green" skills in business administration and management, building retrofit, weatherization, and construction trades. Ardent360 LLC, a local green construction firm, has committed to hire dislocated workers as part of this OJT opportunity.

**INITIATIVE 1.7: Increase Program Support to Hire District Residents.**

DOES will attempt to increase hiring of District residents through four key efforts. First, the agency will work with other District agencies, including District





Department of Transportation (DDOT), Office of Public Education & Facilities Modernization (OPEFM), and the Department of Parks & Recreation (DPR), to ensure training programs are matched with the workforce needs of the employers of these District funded projects. Second, the agency will develop an online database to allow the department to track employers' performance, new hires, and to identify non-compliant employers more easily. Third, DOES will create a job developer function that will confirm employer job creation projections to better match and prepare District residents with First Source jobs. Finally, the agency will increase collaboration between the agency's Business Services Group, One-Stop Career Centers, and the Unemployment Insurance program will better match and train qualified District residents on District funded projects.

**PROPOSED FY 11 KEY PERFORMANCE INDICATORS— Workforce Development Program**

| <b>Measure</b>   | <b>FY09 Actual</b> | <b>FY10 Target</b> | <b>FY10 YTD</b> | <b>FY11 Target</b> | <b>FY12 Target</b> | <b>FY13 Target</b> |
|--|--------------------|--------------------|-----------------|--------------------|--------------------|--------------------|
| Number of adult participants completing workforce development training program | 1,453              | 1,000              | 845             | 2,212              | 2,000              | 1,800              |
| # of SYEP youth participants referred to summer job                            | 21,000             | 21,000             | 21,000          | TBD                | TBD                | TBD                |





*Operations and Agency Management (Office of the Director)*

**SUMMARY OF SERVICES**

The purpose of the Office of the Director (OD) is to provide administrative support to achieve the agency’s operational and programmatic goals.

**OBJECTIVE 1: Improve Office of the Director Management and Administration.**

**INITIATIVE 1.1: Successfully relocate and ensure continuity of Agency operations during and after move to new building on Minnesota Avenue.**

In the first quarter of FY11, DOES will move to a new building adjacent to the Minnesota Avenue Metro station. This new building will be the DC government’s flagship facility in Ward 7 and replaces DOES’s H Street facilities and consolidates many offices now at 64 New York Avenue. (The Labor Standards Bureau will continue to operate from the office at New York Avenue). The 229,000 square foot building will include a One-Stop employment and business center. The Office of the Director will ensure continuity during and after this move and continue to improve Agency performance management by requiring all units to perform data-driven measurement and provide robust statistical analysis of their units to the Office of the Director. Emphasis will be placed on staff development, quarterly performance management, and excellent staff management.

**PROPOSED KEY PERFORMANCE INDICATORS-Operations and Agency Management**

| Measure  | FY2009 Actual | FY2010 Target | FY2010 YTD    | FY2011 Projection | FY2012 Projection | FY2013 Projection |
|--|---------------|---------------|---------------|-------------------|-------------------|-------------------|
| % of subgrantee’s budget spent on programmatic costs <sup>3</sup>  | Not Available | Not Available | Not Available | 65%               | 65%               | 65%               |
| % of scheduled monitoring reports as defined in agency monitoring plan completed for each grant award <sup>4</sup> | Not Available | Not Available | Not Available | 100%              | 100%              | 100%              |

<sup>3</sup> The Wise Giving Alliance of the Better Business Bureau identifies 65% to be an industry standard for this measure <http://www.bbb.org/us/Charity-Standards/>. This metric measures all subgrantees’ programmatic costs as a percentage of their overall costs.

<sup>4</sup> Pursuant to 11.4 of the Grants Manual and Source Book all District agencies must complete monitoring reports. All District agencies should be in compliance with this standard. The standard is 100%.