



**FY 2012 AGENCY 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 advancing opportunities for employment, helping employers find workers, tracking changes in employment and other national economic measurements impacting the District of Columbia and by improving employee working conditions.

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’ workforce bureau provides job seekers with workforce development and training programs that create pathways to job readiness, to new jobs, 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 DOES also 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

PERFORMANCE PLAN DIVISIONS

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

AGENCY WORKLOAD MEASURES Measure	FY2009 Actual	FY2010¹ Actual	FY2011 Target	FY2011 Actual
District of Columbia unemployment rate as reported by the USDOL Bureau of Labor Statistics (not seasonally adjusted)	9.87%	10.1%	10.8%	10.22%
The job growth per year in the District of Columbia	0.65%	0.81%	1.81%	-0.74%

Note: Last year, the Agency reported, in its Performance Accountability Report, FY10 Actuals of 10.78% (Unemployment Rate) and 1.81% (Job Growth). This data represented preliminary percentages subject to revisions and benchmarking. As a result, the FY10 Actuals have been revised, but are still subject to benchmarking.

¹ FY 10 based on a 12-month average (Oct 2009 through Oct 2010) of revised data.



Workforce Development Program (WDP)

SUMMARY OF SERVICES

The Workforce Development Program provides 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 three full-service and five satellite locations, the Virtual One-Stop internet-based system (VOS)², the Business Services Group³; 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 2012 include:

OBJECTIVE 1: Implement an Integrated Workforce System that will improve customer service for employers and job seekers.

INITIATIVE 1.1: One City • One Hire.

One City • One Hire is an employer-driven hiring initiative with the goal of putting District residents back to work. One City • One Hire is an innovative economic development strategy that serves as a catalyst to jump-start Mayor Gray's pledge to put all unemployed District residents—in every Ward of the city—back to work. While this initiative is not limited to District employers, if every business in the District of Columbia and Washington metropolitan area with a job opening hired just ONE unemployed District resident, the boost to the District and regional economy would be felt almost immediately.

INITIATIVE 1.2: Integrate all DOES workforce programs and services to promote efficiency of operations, improve customer service for employers and job seekers, and capture critical performance data.

DOES currently has six program areas that provide services to job seekers and employers. They include One-Stop Operations, Special Programs, Apprenticeship Training, Business Services, Transitional Employment (Project Empowerment), and Unemployment Insurance services. Currently most of these programs operate in silos and are not aligned to promote efficiencies in serving our customers as well as capturing performance data to meet our annual goals. It is critical to develop an integrated workforce system that aligns and leverages all

² *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.

³ *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. The purpose of the OES activity, which operates within the context of the One-Stop system, is to provide technical assistance, recruitment, referral, placement, planning, and oversight services to area employers/businesses so they can hire qualified District residents.



our internal resources available to our customers, and to also make the necessary external linkages to critical city agencies and community-based organizations. In this new integration, our Office of Policy, Performance and Economics (OPPE) will establish the labor market by industries and job seeker data for our *Integrated Workforce System-One-Stop System* to implement and manage. This integration will support all of the DOES objectives in putting District residents back to work in FY 2012 and FY 2013.

INITIATIVE 1.3: Building an Integrated One-Stop Career Center System Model in the District of Columbia.

The Department plans to 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. All of DOES will be integrated and the DC Works! Career Centers will serve as a single point of entry to provide all services for employers and job seekers. The introduction of placement teams as a new innovation will be established to focus on screening, matching, and filling employer needs. These placement teams will work in concert with the Business Services Group (BSG) to manage employers' needs. Moreover, DOES will rebrand the One-Stops with improvements to initial assessments, self-service, and staff-guided services using a newly designed, customer-friendly environment. The Department will establish additional Workforce Investment Act (WIA) partnerships and other appropriate public and private partners to provide support services to job-seekers. Throughout FY 2012, DOES will also initiate facility openings and closures, relocations and redesigns; with the goal of sustaining at least three full-service centers to serve the District of Columbia. This transformation will continue in FY 2013 to include new technology-based services such as distance learning opportunities and marketing of specific services designed to establish an Employer One-Stop Center office to promote continued relationship building and programming.

INITIATIVE 1.4: Improved Compliance efficiencies and enforcement processes of the First Source, Apprenticeship, Wage-and-Hour, and Labor Standards programs.

DOES will design an integrated system and create a compliance team that will integrate all existing DOES programs into one cluster to strengthen and align our processes for enforcing First Source and other compliance programs.

To ensure employers of District-funded contracts hire a minimum of 51% of city residents on new jobs created on those contracts and to prepare for reforms in first source law, the Department continues implementing the first phase of the online compliance database. This database provides employers covered by First Source law requirements the ability to enter compliance data online; this allows the Department to capture and track the First Source employers' performance and new hires. The online compliance database improves the ability to identify non-compliant employers and secures feedback from employers. The program will also revise all forms, internal business processes, and develop multi-agency collaborations. 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/job coach 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 1.5: Develop a comprehensive, citywide, year-round youth employment action plan that includes incorporating national youth employment best practices and standards, to increase support 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 FY 2012, the Agency will develop a comprehensive, city-wide action plan to increase "wrap-around" support to the District's disconnected youth population. This multi-year strategic collaboration, beginning in October 2011, is an effort between the Deputy Mayor for Education, the Workforce Investment Council's Youth Investment Council, 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 support to youth (14-21) who have dropped out of school or who are at-risk of dropping out.

The FY 2012 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 partnerships 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-year Agency increases in the following areas: literacy, numeracy, and employability for this population. Such increases directly correlate to improved economic security for young people and their families.

INITIATIVE 1.6: Increase Support for On-the-Job Training (OJT) Programs.

In addition to the locally supported Transitional Employment Program (Project Empowerment), which provides subsidized training, DOES will implement an On-the-Job Training (OJT) program to reimburse employers up to 90% of wages if they hire and train unemployed city residents.



INITIATIVE 1.7: Develop a Customized Workforce Strategy for Wards 7 and 8

Understanding that the same approach will not work for all of our workforce, the Department will establish a special emphasis team to focus on bringing together all DOES resources, external city and federal partners, foundations, and key stakeholders to develop a strategy to incorporate comprehensive services for workers in Wards 7 and 8, as well as other city workers who fall within similar demographics. The goal is to use innovate approaches to reduce unemployment and poverty in these communities. Additionally, DOES will continue to maintain comprehensive services across all Wards within the District of Columbia.

INITIATIVE 1.8: Elevate Workforce Services for VETS in the District.

Veterans in our city are an important group of skilled and disciplined workers. The Department will establish a VETS FOCUS Team that will work toward innovating and elevating the services for our veterans. A key deliverable is to develop a strategy with key program improvements to increase employment for both able and disabled veterans in the District.

PROPOSED FY 2012 KEY PERFORMANCE INDICATORS— Workforce Development Program

Measure	FY10 Actual	FY11 Target	FY11 Actual	FY12 Target	FY13 Target	FY14 Target
KPI 1.1: Number of adult participants completing workforce development training program [New for FY2011]	1126*	1290	1597*	TBD	TBD	TBD
KPI 1.2: # of SYEP youth participants referred to summer jobs	21,243	12,000	14,062	14,000	14,000	TBD
KPI 1.3: Percent of unemployed adult customers placed in full-time unsubsidized employment.	60.90%	Currently unavailable	Currently unavailable	TBD	TBD	TBD

*KPI 1.1 data represents the following: numbers based on the date range listed below, of all adult and/or dislocated workers successfully completing training (300 series with a successful Completion Indicator).

Data Ranges: FY 11 represents October 1, 2010 to September 30, 2011; FY 10 represents October 1, 2009 to September 30, 2010.

KPI 1.2: The FY 2011 Actual and FY 12 and FY 13 Projected Targets have been impacted by legislative, administration, and budget changes that limit the number of SYEP participants.



Unemployment Insurance (UI) Program

SUMMARY OF SERVICES

The Unemployment Insurance (UI) 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, DOES participates with the Office of Administrative Hearings (OAH) on Unemployment Insurance appeals for which DOES is a party.

OBJECTIVE 1: Increase the efficiency and integrity of unemployment compensation benefits and unemployment tax services provided to unemployment insurance claimants and District employers through the creation and leveraging of technological solutions.

INITIATIVE 1.1: Debit Card Solution for UI Benefits Payments.

Targeting a launch in December 2011, DOES will initiate a Prepaid Debit Card Solution for Benefit Payments. This solution will reduce, and eventually eliminate, the high costs and inefficiencies inherent in paper check production and distribution. Additionally, this method of payment distribution will provide the Agency with better visibility and controls over payments while increasing the financial and communications options available for the claimant.

INITIATIVE 1.2: Implementation of the IRS Treasury Offset Program to aid in the recovery of Benefits Overpayments.

Unemployment overpayments, whether occurring as the result of error or fraud, represent a significant drain on the District's Unemployment Trust Fund. In an effort to aid in the recovery of identified unemployment overpayments, DOES will integrate recovery processes with the Department of the Treasury Tax Offset Program (TOP). The Agency's current outstanding UI overpayment debt exceeds \$7 million dollars, which is an increase from the \$6.6 million dollar outstanding balance owed to the District as of 03/31/2010. Current trending reflects a significant increase in the District's outstanding overpayment balance each year and stagnant recovery numbers. The District's expectations are that TOP will yield higher ratios of dollars recovered and will produce better collection results in an area that is currently deficient. TOP also has the capability to provide delinquent debtor locator and address information that will assist the District with updating claimant information in our system and facilitating additional collection activities. Based on the increase in recoveries reported by other states entering the TOP program, the District estimates an additional \$2 million dollars a year in overpayment recoveries from federal tax offsets and a significant reduction in postage fees. This initiative will be in place in Q1 2012 in order to capitalize on the 2011 Tax season.



INITIATIVE 1.3: Web Portal Solution for Employer Reporting and Payment of Unemployment Taxes.

In February 2012, DOES will roll out the first phase of the Employer Web Portal designed to serve as a platform for communication between District employers and the Agency, as well as providing a tool for processing inquiries, edits, and modifications of data associated with the employer's account in accordance to UI laws and DOES standard operational rules and procedures. This portal will allow employers to manage their account information twenty-four hours a day/seven days a week, reduce the number of phone calls that must be handled by Unit Staff, increase the timeliness and accuracy of information, and reduce postage costs. The second phase of this initiative will enable employers to make their unemployment insurance payments directly online. This expansion will reduce manual processing of wage reports either performed by employers or by the Agency/contractor, reduce manual processing of payments performed by entities other than the Agency, reduce volume of manual operation and a high number of errors in matching reports/payments, and shorten Peak Period processing.

INITIATIVE 1.4: Implementation of the IRS Data Exchange Program.

Employers have, for years, engaged in Questionable Employment Tax Practices (QETP) in order to evade the payment of employment taxes to the government and employee benefit. One of the ways in which employers engage in this practice is by misclassifying workers as independent contractors and issuing a 1099-MISC IRS form instead of a W-2. It is estimated nationally that 30 percent of employers misclassify workers. When employers improperly classify workers as independent contractors instead of employees, those workers do not receive protections and benefits to which they are entitled, and the employers may fail to pay some taxes they would otherwise be required to pay. The IRS has a program in place whereby it will make available federal tax data to DOES by providing specific data extracts on a recurring basis to assist with unemployment tax administration. This data share with the IRS will enable the Agency to identify potential violators and target audits in high-risk industries. DOES will implement a comprehensive data sharing program and fraud detection system by June 2012.

INITIATIVE 1.5: UI Separation Information Data Exchange System (SIDES) Implementation.

The Separation Information Data Exchange System (SIDES) platform is an initiative funded by the Department of Labor and developed by the Information Technology Support Center. This electronic-based system enables secure communication and transmission of UI separation, and other, information between State Workforce Agencies (SWAs), large employers and third party agents (TPAs). The SIDES Employer Website (SEW) will allow employers/TPAs to provide separation information electronically to the District which will increase the quality of the District's initial eligibility determinations. Improvement in the timeliness, accuracy, and quality of service in UI program operations is a priority of USDOL. The reduction of errors in processing separation determinations and the concomitant improvement in the timeliness, accuracy and quality thereof, with



the resulting reduction in costs through the decrease in overpayments, is in alignment with these priorities, and is an animating feature of SIDES. DOES will rollout our Agency SIDES solution in July 2012.

INITIATIVE 1.6: Increased Automated Fraud Detection Systems. In recent years, the availability and quality of data sources that can aid the District in the accurate processing of benefits claims and unemployment tax has increased exponentially. DOES will systematically leverage these various data sources, integrating them into our business processes and utilizing them to increase our effectiveness as an Agency, while at the same time reducing fraudulent practices. To this end, DOES will expand our use of Social Security Administration (SSA) data, National Directory of New Hire (NDNH) data, as well as increase data mining of our own internal wage and benefits databases. In addition to these existing data sources, DOES will be establishing new relationships to acquire IRS tax and wage information along with SIDES program information. Combining all of these data sources into a unified business intelligence system will allow DOES to quickly identify, minimize, and rectify instances of UI fraud. These various data sources will be integrated through several Office of Information Technology (OIT) initiatives beginning in December 2011 and extending through FY2012.

INITIATIVE 1.7: Stabilization, Research & Modernization of Agency Legacy UI Benefit and Tax systems. For more than half a decade, DOES has been working to modernize its UI Program, primarily by leveraging resources from the Vendors/Contractors chosen to administer the Agency's UI Program. Both programs operate mainly on a costly legacy mainframe (Guide) system. While the mainframe systems have allowed DOES to handle a staggering volume of data over the years, mainframe computer systems were not built to easily adapt to frequent programming changes, or to be interactive—meaning that changes to UI Programs require extensive time and manpower to execute. In these difficult economic times where changes and modifications are the norm, it is unacceptable to take months to program Congressionally dictated changes to UI Benefits programs. Mainframe computers require highly specialized, costly programmers to run and maintain the system.

Finally, to reduce overall cost and to improve reliability and maintainability, DOES has begun to implement a series of stabilization initiatives as part of the overall modernization effort: 1) leveraging more robust technology and interfacing with the legacy systems; 2) migrating to a 4.0 dot Net platform via a third party while developing a new system; and 3) joining a consortium of states to design and develop a completely new modernized system. These components will overlap with multiple deliverables starting in the 4th quarter 2011.

INITIATIVE 1.8: Upgrade, Augment, and Modernize the Agency's Web Presence.

The advent of the Internet has brought vast improvements to the conduits of communication and mechanisms through which both public and private sector business is accomplished. Although DOES initially was a leader in implementing



this technology to serve the UI community, in recent years the Agency has lagged behind our sister states. Beginning in December 2011 and continuing through FY 2012, DOES will close this gap through a series of coordinated initiatives designed to update the appearance and ease of use of our WWW assets as well as update the content of our sites. These initiatives will include design, mobility, and functional enhancements throughout the Agency. Additionally, we will streamline the process through which changes/additions to those sites are proposed and approved to better enable our very knowledgeable staff to communicate with their customer base. These enhancements will enable us to present a professional, functional, unified face to the public while decreasing our telephony and postage communication costs.

PROPOSED FY 2012 KEY PERFORMANCE INDICATORS – Unemployment Insurance

Measure	FY2010 Actual	FY2011 Target	FY2011 Actual	FY2012 Target	FY2013 Target	FY2014 Target
KPI 1.1: % of all first unemployment insurance payments made to eligible claimants within 14 days of the first compensable week-ending date [87% is the Federal Standard]	67.40%	87%	69.36%	87%	87%	TBD
KPI 1.2: District of Columbia re-employment rate as reported by USDOL. ⁴	46.5%	56%	44.71%	60%	TBD	TBD

KPI 1.2 explanation: The Agency previously reported KPI 1.2 FY 2010 Actual as 43.70%. USDOL now reports this result as 46.5%. Please note that the performance data charts generated by USDOL regarding the re-employment query is based on data extracted from the UI database on the date and time this query is executed. Because the UI database is dynamic, charts based on data extracted at other times may differ since states occasionally submit amended reports. USDOL also attempts to verify outliers and correct obviously erroneous data from time to time. The run date for the FY 2009 and FY 2010 re-employment percentages was Saturday, September 10, 2011.

⁴ USDOL description: *Facilitation of Re-employment*; further, USDOL identifies re-employment as a core measure linked with the following: *Percent of UI claimants who become re-employed within the quarter following their first UI payment.*



Office of Policy, Performance and Economics (OPPE)

SUMMARY OF SERVICES

The Office of Policy, Performance and Economics (OPPE) develops long and short-range plans and evaluations; the development of policy recommendations, standard operating and agency compliance recommendations, and economic impact statements. The OPPE provides policy guidance and assists in formulating departmental priorities and operating procedures; provides technical assistance, statistical and programmatic information to the Director, other local/state agencies, and the general public; and represents the Department on economic issues to a variety of private and public organizations.

OBJECTIVE: Increase the identification and implementation of best practice policies and continuous improvement, standard operating procedures, and utilization of tools with which to assess the future and economic state of jobs and job statutes; assess the viability of available jobs, unemployment, and wages to ensure the accuracy and efficiency of data collected across departments, offices, and programs.

INITIATIVE 1.1: Develop credible and appropriate measures of performance (Performance)

As recipients of WIA funds, DOES is required to maintain and report accurate program and financial information. The U.S. Department of Labor, Employment and Training Administration (U.S.DOL/ETA) mandates annual data element validation to maintain and demonstrate system integrity, ensure completeness of data, assess the accuracy of participant data records, and identify and correct specific problems associated with reporting processes.

Workforce performance measures establish the basis for accountability, offer evidence of program effectiveness, and provide customer feedback to foster continuous improvement. Accordingly, DOES has embraced performance measurement as a tool for improving their services and proving their worth.

Current performance measurement techniques are not sufficient and this information is needed for effective management. Performance outcomes will be monitored in a systematic and timely way in order to provide guidance and assistance in the most effective manner possible. OPPE will conduct program evaluation and performance reviews to examine and assess service delivery.

This initiative will be implemented through a collaborative, centralized format to be housed and monitored in OPPE. This process is designed to increase and promote program accountability, transparency and accuracy.

- This initiative will be completed in 3 phases through the course of FY12:
Phase I: Cataloging of all reports—Completed by end Q1 2012 with modification each quarter, as necessary



Phase II: Gradual implementation of new reporting processes by each program to allow resolution and compliance for delinquent reports beyond 90 days and to implement tracking of ongoing current reports beginning October 1st through Q1 2012 and continuing through Q2 and Q3 2012. This phase may require additional staff training, cross training, and review for accuracy and understanding of specific designated reports

Phase III: Tracking of implemented processes over each quarter to determine challenges and modifications and overall performance Q1, Q2, Q3, Q4 and annual program reports to establish a baseline and benchmark for FY 2013

Targeted Outcomes:

- On-time submission of reports to USDOL, ETA
- Improved performance
- Individual and program accountability
- Increased public confidence for job training and placement
- Improved decision making processes
- Strategically informed policymaking and improved resource allocation

INITIATIVE 1.2: DOES conducts targeted reviews of workforce programs operation procedures to improve services and ensure that information and services provided to customers are in accordance with federal requirements.

Current procedures manuals that govern the manner in which the Agency's programs perform their functions and tasks are dated. OPPE will plan and implement a comprehensive review of Standard Operating Procedures (SOPs). The review verifies if current practices are in compliance with established policies and procedures and determines whether the procedures require updating.

The process will facilitate the Agency operating in a cohesive and consistent manner. This process will increase individual and program accountability and will also document key performance measures designed to correlate to the performance validation function. This will be a multi-step process to ensure accuracy and documentation of core program procedures and processes.

Phase I: Collection and review of General SOPs for each core program Q1 and Q2 through data mining and organizing an archived SOP storage folder on the Shared drive for reference

Phase II: Information and Gap analyses of core program's processes and program flow to determine accuracy and development of SOPs by meeting with key program managers and staff Q1 Q2 Q3

Phase III: Meeting with program managers to review and establish critical operational process flow and coordinating umbrella policies as the SOP foundation for each program and establishing key liaisons and points of contact for each program. Additionally, staff may need to be trained or re-trained on



existing, new, or updated polices to implement performance measures and measure against key performance indicators. Q1, Q2, Q3, Q4.

Outcome:

- Improved performance
- Policy posted online
- Provide accountability measures
- Increased public confidence
- Standard Operating Procedures updated

INITIATIVE 1.3: To provide quality economic and workforce information and analysis to guide the District’s policy makers and benefits the Agency’s customers. (Economics)

Labor Market Information (LMI), within OPPE, is the source of a wide array of information on the District’s labor market, including information on jobs, unemployment, wages, industries, and occupations. LMI produces a diverse range of products and services that assist the Workforce Investment Council (WIC), economic development activities, educational institutions and many city and private organizations. LMI functions as the central information and statistical research support group for the OPPE and the agency.

- Goal is to develop information, conduct research and analysis, and provide products and services in the following critical areas –
 - Employment and Unemployment Data
 - Data on industries
 - Data on occupations
 - Wage information
 - Employer databases
 - Analysis of labor market trends
 - County and regional data analysis
 - Labor Market Information website availability
 - Presentations, training, conferences, publications, press releases on LMI information
 - Workforce and economic research
 - Detailed responses to internal and external workforce and economic requests for information
- Specific Objectives
 - Populate the Workforce Information Database (WID) with state and local data
 - Produce and disseminate industry and occupational employment projections
 - Publish an annual economic analysis report for the mayor and the WIC
 - Post and expand content of products, information, and reports on the Internet



- Partner and consult on a continuing basis with workforce investment boards and key talent development partners and stakeholders
- Conduct special studies and economic analyses
- Comply with Bureau of Labor Standards (BLS) cooperative agreement-required deliverables in a timely and accurate manner
- Output:
 - Number of visitors to Web Page
 - Number of Times Technical Assistance is Provided
 - Contract deliverables produced on time and meet federal quality parameters

**PROPOSED FY 2012 KEY PERFORMANCE INDICATORS—
Office of Policy, Performance and Economics**

Measure*	FY10 Actual	FY11 Actual	FY12 Target	FY13 Target	FY14 Target
KPI 1.1: % of performance data validation accuracy [New for FY12]	Not Available	Not Available	TBD	TBD	TBD

*Note: This measure will include a combination of the Program Year (July 1 to June 30) and Fiscal Year (Oct 1 to Sept 30) periods.



Labor Standards Program (LSP)

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: Upgrade the Office of Workers' Compensation's (OWC) CORE/ICIS automated document case management system to a more dynamic platform to improve efficiency in the workers' compensation system.

In 2012, OWC will collaborate with OIT, the Project Lead, to upgrade its current dually-integrated automated document case management system, better known as the CORE/ICIS system, to a fully operational system utilizing IBM's P8/Sharepoint platform in Phase III. While both of these applications are integrated, they were developed on different platforms; thus it is not truly an integrated system. Upgrading the CORE/ICIS to P8/Sharepoint will stabilize the system and improve its efficiency; document management-assigned task workflows; decrease the amount of time it takes to process claims; and allow for the integration of data for OWC, Hearings and Adjudication and Compensation Review Board.

Moreover, this initiative requires the purchase of new hardware such as computers, scanners, servers, and software that supports the equipment and system. Much of the current hardware and software is now obsolete and is not supported for maintenance from the manufacturers and developers. In this vein, OWC will also purchase current maintenance agreements in support of the upgraded system.

The completion date is in conjunction with and primarily dependent upon OIT time lines. Upon this basis, it is anticipated to be completed by the end of FY 2013.

INITIATIVE 1.2: Stabilize, Upgrade & Modernize the Agency's Legacy Worker's Compensation System.

OWC is charged with the processing and monitoring of claims filed by District private-sector employees injured in the workplace. In order to more effectively manage the documents and workflow associated with these claims, DOES is moving away from a legacy FileNet Panagon system. The Agency started the initial phase in July 2011 to stabilize the legacy systems. Subsequent phases will



involve evaluation and testing of candidate replacement systems, culminating in deployment of a new solution by September 2012. This upgrade will decrease the cycle time for processing and approving claims, minimizing cost to the Agency while getting benefits into the hand of injured workers more quickly. DOES is also looking to the future by examining the cost effectiveness and feasibility of leveraging the chosen OWC document management solution across other Agency departments.

INITIATIVE 1.3: Decrease significant workplace injuries and illness through direct intervention to reduce workers exposure to unsafe working environments.

The DOES Office of Occupational Safety and Health (OSH) is mainly funded by a USDOL/OSHA grant. As a result of this grant, each year USDOL OSHA sets a focus activity. The area of emphasis is similar to last year's because of the large amount of residential construction and injuries associated with this industry. However, this year, the primary area of emphasis is residential building construction and renovation. The goal of the initiative is to reduce injuries and fatalities in the construction industry associated with the four leading causes of workplace death – falls, electrocutions, caught in or between, and struck by incidents. Activities related to this initiative include:

- Promotion of the program to smaller, high-hazard employers
- On-site occupational safety and health on-site consultation visits
- Follow –up visits to ensure the abatement of serious hazards
- Training
- Assistance in developing safety programs

OSH expects to complete 145 total visits in the area of emphasis. This number is higher than in years past because OSHA is now counting total visits (which include training, program assistance, and follow-up visits), rather than just initial visits.

Additional activities will be conducted in commercial and institutional building construction and highway, street, and bridge construction and in the prevention of amputation injuries and in dental and dialysis clinics, auto repair, warehousing, and landscaping industries.

This focus will commence on October 1, 2011, be conducted throughout the fiscal year, and be completed by September 30, 2012. USDOL contacts the DOES OSH each quarter for informal status reports.



**PROPOSED FY 2012 KEY PERFORMANCE INDICATORS –
Labor Standards Program**

Measure	FY10 Actual	FY11 Target	FY11 Actual	FY12 Target	FY13 Target	FY14 Target
% of back wages collected from employers on valid complaints	99.86%	97%	97%	97%	97%	TBD
% of workers compensation formal hearings resolved within 120 working days	84.03%	80%	80.09%	80%	80%	TBD

Note: FY 2011 YTD is through August 31, 2011



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: Agency-Wide Digitization.

As part of Agency stabilization and modernization, the Agency is focused on converting internal paper and manual processes into digitized, automated workflows. This will entail converting existing legacy and active paper files and folders into electronic files that can be accessed easily by multiple users. This digitized library will be organized in such a way that it will enable Benefits, Tax, OWC and other Agency departments to contribute and retrieve unique information regarding our customer base. The processing of claims and determinations will be electronic with little need for collecting and distributing files manually along the approval chain. As a result, claimants and employers will spend less time engaging with DOES systems and interfaces, and will receive faster responses, thus reducing paper and storage costs while increasing customer service and satisfaction. This initiative will begin a planned roll out through Agency departments starting in Q1 2012.

INITIATIVE 1.2: Upgrade, Augment, and Modernize the Agency's Web Presence.⁵

The advent of the Internet has brought vast improvements to the conduits of communication and mechanisms through which both public and private sector business accomplished. Although DOES initially was a leader in implementing this technology to serve the UI community, in recent years the Agency has lagged behind our sister states. Beginning in December 2011 and continuing through FY 2012, DOES will close this gap through a series of coordinated initiatives designed to update the appearance and ease of use of our WWW assets as well as update the content of our sites. These initiatives will include design, mobility, and functional enhancements throughout the Agency. Additionally we will streamline the process through which changes/additions to those sites are proposed and approved to better enable our very knowledgeable staff to communicate with their customer base. These enhancements will enable us to present a professional, functional, unified face to the public while decreasing our telephony and postage communication costs.

INITIATIVE 1.3: DOES Support of System of Accounting and Reporting (SOAR) Replacement Initiative.

⁵ INITIATIVE 1.2 is also listed under the Unemployment Insurance (UI) Program as 1.8; This INITIATIVE appears to have two target areas: UI and the agency as a whole. The results for these areas will be reported out under the appropriate division.



The Office of the Chief Financial Officer (OCFO) is moving to replace their legacy financial management system. The new system, based on Oracle Financials, will improve the District's financial operations by establishing an integrated financial management system; enhancing oversight and direct supervision; producing consistently accurate, relevant, and timely financial reports; maintaining and monitoring sufficient financial controls; and inspiring and increasing public confidence. DOES will be working in concert with OCFO and OCTO to integrate the Agency's existing processes, applications, and data into the District's new Oracle eBusiness Suite. This effort began in FY 2011 and the OCFO has assigned an October 2012 go-live date.

INITIATIVE 1.4: Deploy a Unified Agency Change and Incident Management System.

OIT is in the process of procuring an asset management software package that will allow and support the capability to remotely manage and administer Agency desktop resources. The Numara Footprints application that is being purchased will serve as an enterprise change management tool that will be leveraged to support various Agency program areas, including Office of Information Technology, Office of Administrative Services, Human Resources, and other program areas as needed. The purchase and installation of the software will be completed by December 2011 with full scale implementation completed by April 2012. The Numara Footprints applications will provide critical change management capabilities and also provide desktop management functions including asset discovery and tracking; operating system and applications software deployment; software patch management; and remote management. This application will also serve as a centralized Incident Reporting, Tracking, and Management tool. The result of this initiative will be standardized change management and incident management capabilities which will allow management to have a single desktop view of the status of all change and incident requests. This will create an environment where incidents will be managed quickly and efficiently, with a minimum of waste and duplicated effort, creating substantial costs savings for the Agency while simultaneously improving business processes.

INITIATIVE 1.5: Deployment of a Centralized Solution for Desktop Maintenance, Asset Management and System Upgrades.

OIT will utilize the Numara Footprints software purchased as part of Initiative 1.4, above, to perform remote desktop management maintenance, automated asset management, inventory, and upgrade functions which will enable IT staff to monitor, update, and maintain a standardized software environment for all Agency computers. The deployment of this centralized solution will be completed in February 2012. This project will significantly decrease the level of effort and amount of time that it takes IT to perform routine patch maintenance and software upgrade tasks, reducing costs while increasing staff productivity. Additionally this technological toolset will provide IT technicians the ability to monitor and review installed software applications on Agency computers to ensure compliance with Agency software baseline standards and industry best practices. The software and associated workflows will be implemented in phases



starting in Q4 2011 reaching complete deployment throughout the Agency in Q1 2012.

INITIATIVE 1.6: Improved Facilities Management and Sustainability Vehicle Fleet

In late 2010, DOES relocated the majority of its offices to the new headquarters at 4058 Minnesota Avenue, NE. This relocation did not include Labor Standards Bureau which is currently located at 64 New York Avenue, NE. DOES has opted out of a previously negotiated high lease agreement and reconfigured swing space to relocate Labor Standards to DOES HQ. This move will take place in early FY2012 and will result in significant cost savings. Additionally, in FY2012, DOES will reduce per unit costs of its vehicle fleet inventory by 17% by using smaller, more fuel efficient vehicles and maximizing employee use of the District's DC Fleetshare system, which managed by DPW.

**PROPOSED FY 2012 KEY PERFORMANCE INDICATORS-
Operations and Agency Management**

Measure	FY10 Actual	FY11 Target	FY11 YTD	FY12 Projection	FY13 Projection	FY14 Projection
% of agency-wide cost savings	Not Available	Not Available	Not Available	5%	10%	TBD