

Department of Employment Services FY2020

Agency Department of Employment Services

Agency Code CFO

Fiscal Year 2020

Mission The Department of Employment Services (DOES) puts people to work by providing the necessary tools for the District of Columbia workforce to become more competitive.

Strategic Objectives

Objective Number	Strategic Objective
1	Unemployment Insurance - Improve the efficiency, integrity, and performance of unemployment compensation benefits and unemployment tax services provided to claimants and District employers.
2	Labor Standards - Provide a more efficient and effective system to prevent workers from exposure to unsafe working environments and from falling beneath an unacceptable income level at times of unemployment due to injury or illness.
3	Workforce Development -Improve employment outcomes for District residents by providing high-quality training programs for adults and youth that are aligned with the District's high demand occupations and lead to credentials recognized nationally by employers.
4	Organizational Excellence- Ongoing efforts to establish standards and processes intended to engage and motivate staff to deliver services that fulfill internal and external customer requirements.
5	Ensure employers are connected to the American Job Centers to address their workforce needs thereby ensuring positive employment and placement outcomes for residents.
6	Universal Paid Family Leave Benefits - Implementing the program to provide temporary weekly benefits to eligible individuals.
7	Create and maintain a highly efficient, transparent, and responsive District government.

Key Performance Indicators

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target
1 - Unemployment Insurance - Improve the efficiency, integrity, and performance of unemployment compensation benefits and unemployment tax services provided to claimants and District employers. (3 Measures)					
Percent of all first unemployment insurance payments made to eligible claimants within 14 days	Up is Better	88.8%	91.5%	91%	87%
Percent of new unemployment insurance status determinations made within 90 calendar days	Up is Better	77.6%	82.2%	80.2%	70%
Percent of Nonmonetary Determinations (Separations and Nonseparations) made within 21 days of the date of detection	Up is Better	New in 2020	New in 2020	New in 2020	New in 2020
2 - Labor Standards - Provide a more efficient and effective system to prevent workers from exposure to unsafe working environments and from falling beneath an unacceptable income level at times of unemployment due to injury or illness. (1 Measure)					
Percent of workers compensation formal hearings finalized within 120 calendar days	Up is Better	91.7%	94%	93.8%	80%
3 - Workforce Development -Improve employment outcomes for District residents by providing high-quality training programs for adults and youth that are aligned with the District's high demand occupations and lead to credentials recognized nationally by employers. (2 Measures)					
Average number of business days between Training Application and Training Begin Date	Down is Better	Not Available	Not Available	Waiting on Data	45
Percent of program participants that complete occupational skills trainings	Up is Better	New in 2020	New in 2020	New in 2020	New in 2020

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target
4 - Organizational Excellence- Ongoing efforts to establish standards and processes intended to engage and motivate staff to deliver services that fulfill internal and external customer requirements. (5 Measures)					
Percent of telephone calls answered (CNC)	Up is Better	New in 2020	New in 2020	New in 2020	New in 2020
Average telephone call wait time (CNC)	Down is Better	New in 2020	New in 2020	New in 2020	New in 2020
Average telephone call hold time (CNC)	Down is Better	New in 2020	New in 2020	New in 2020	New in 2020
Email response time percentage (CNC)	Up is Better	New in 2020	New in 2020	New in 2020	New in 2020
Voicemail response time percentage (CNC)	Up is Better	New in 2020	New in 2020	New in 2020	New in 2020
5 - Ensure employers are connected to the American Job Centers to address their workforce needs thereby ensuring positive employment and placement outcomes for residents. (2 Measures)					
Percent of the First Source Agreements executed by the District that are monitored	Up is Better	99.5	100	100	85
Percent of the First Source Agreements executed by the District that are enforced	Up is Better	New in 2020	New in 2020	New in 2020	New in 2020
6 - Universal Paid Family Leave Benefits - Implementing the program to provide temporary weekly benefits to eligible individuals. (1 Measure)					
Percent of Employers registered in Employer Self Service Portal	Up is Better	New in 2020	New in 2020	New in 2020	New in 2020

Core Business Measures

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
7 - Create and maintain a highly efficient, transparent, and responsive District government. (10 Measures)				
Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent	Up is Better	New in 2019	New in 2019	Waiting on Data
Financial Management - Percent of local budget de-obligated to the general fund at the end of year	Down is Better	New in 2019	New in 2019	Waiting on Data
Financial Management - Quick Payment Act (QPA) Compliance - Percent of QPA eligible invoices paid within 30 days	Up is Better	New in 2019	New in 2019	97.7%
Human Resource Management - Average number of days to fill vacancy from post to offer acceptance	Down is Better	New in 2019	New in 2019	Waiting on Data
Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft	Up is Better	New in 2019	New in 2019	Waiting on Data
Human Resource Management - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft	Up is Better	New in 2019	New in 2019	77.4%
IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal	Up is Better	New in 2019	New in 2019	Not Available
IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension	Down is Better	New in 2019	New in 2019	Waiting on Data

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Human Resource Management – Percent of new hires that are DC residents (excludes temporary workers and contractors) (Updated by OCA)	Up is Better	New in 2020	New in 2020	New in 2020
Human Resource Management – Percent of employees that are DC residents (excludes temporary workers and contractors) (Updated by OCA)	Up is Better	New in 2020	New in 2020	New in 2020

*The above measures were collected for all mayoral agencies in FY2019. The 2019 open data inventory includes data for calendar year 2018. Due to data lags, FY2019 data for the following core business measures will be available in March 2020: Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent; Financial Management - Percent of local budget de-obligated to the general fund at the end of year; Human Resource Management - Average number of days to fill vacancy from post to offer acceptance; Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft; and IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension.

Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Unemployment Insurance - Improve the efficiency, integrity, and performance of unemployment compensation benefits and unemployment tax services provided to claimants and District employers. (1 Activity)			
BENEFITS	Unemployment Benefits	Providing temporary weekly benefits to workers who become unemployed due to no fault of their own.	Daily Service
2 - Labor Standards - Provide a more efficient and effective system to prevent workers from exposure to unsafe working environments and from falling beneath an unacceptable income level at times of unemployment due to injury or illness. (1 Activity)			
OAH: ADMINISTRATIVE HEARINGS DIVISION	Hearings & Adjudication	Conducts formal administrative workers' compensation hearings for private and public sector employees and employers in the District of Columbia, so that rights and responsibilities are determined fairly, promptly, and according to due process.	Daily Service
3 - Workforce Development -Improve employment outcomes for District residents by providing high-quality training programs for adults and youth that are aligned with the District's high demand occupations and lead to credentials recognized nationally by employers. (12 Activities)			
LOCAL ADULT TRAINING	Senior Service (BTW50+ -- local job program)	The District of Columbia has a diverse population of talented job seekers between the ages of 50 and 64 looking to enter or reenter the workforce and assume roles as productive, full-time employees. Back to Work 50+ (BTW50+) is an initiative launched by the Department of Employment Services in collaboration with AARP Foundation which expands employment opportunities for mature job seekers from all eight wards of the District.	Daily Service
LOCAL ADULT TRAINING	Infrastructure Academy	The District of Columbia Infrastructure Academy (DCIA) is a key initiative of Mayor Muriel Bowser's Administration to meet the need for skilled infrastructure professionals in Washington, DC. DCIA coordinates, trains, screens and recruits residents to fulfill the needs of the infrastructure industry and infrastructure jobs with leading companies in this high-demand field.	Daily Service
LOCAL ADULT TRAINING	Office Of Apprenticeship Info & Training	The Office of Apprenticeship, Information and Training (OAIT) oversees the apprenticeship system in the District of Columbia. OAIT also safeguards the well-being of apprentices, ensures the quality of programs, provides integrated employment and training information to sponsors, employers and trainers. OAIT also staffs the District of Columbia Apprenticeship Council. Applicants for apprenticeships must be at least 16 years old and meet the sponsor's qualifications. Generally, applicants must demonstrate to sponsors that they have the ability, aptitude, and education to master the rudiments of the occupation and complete related instruction.	Daily Service

Operations Header	Operations Title	Operations Description	Type of Operations
LOCAL ADULT TRAINING	Summer Youth Employment Program	The Marion Berry Summer Youth Employment Program (MBSYEP or Summer Youth) is a program allowing young people 16-24 to gain work experience during the school year's summer break. This locally funded program is considered one of the best in the country with thousands of young people finding employment through the program.	Daily Service
TRANSITIONAL EMPLOYMENT	Transitional Employment (Project Empowerment)	For over fifteen years, Project Empowerment (TEP) has helped to reduce economic disparity in the District by serving thousands of individuals with multiple barriers to employment. The Program's work readiness model is designed to provide nearly 700 unemployed District residents with opportunities to grow in education, training, and subsidized employment placements each year. Project Empowerment achieves its mission of moving participants into the workforce by partnering with government, non-profit, and private businesses across the DMV area to recruit, train, match, and coach candidates for successful employment.	Daily Service
TRAINING AND EMPLOYEE DEVELOPMENT	On-the-job Training	On-the-Job (OJT) training is a workforce development strategy where employers of all sizes have an opportunity to train, mentor, and hire candidates toward a specific skillset or job function. Through the OJT model, candidates receive the training necessary to increase their skills. This strategy ensures unemployed and underemployed jobseekers have a chance to enter and reenter the workforce through an "earn and learn" model. The streamlined approach developed between employers and the Department of Employment Services (DOES) reimburses employers at an established wage rate in exchange for the training provided to participating OJT candidates.	Daily Service
TRAINING AND EMPLOYEE DEVELOPMENT	DC Career Connections	DC Career Connections is a work readiness program designed to provide more than 400 out-of-school and unemployed young adults with opportunities to gain valuable work experience, skills training, and individualized coaching and support to obtain employment. An integral component of Mayor Muriel Bowser's Safer, Stronger DC Initiative, DC Career Connections actively seeks to engage District youth	Daily Service
LOCAL ADULT TRAINING	LEAP	L.E.A.P. (Learn, Earn, Advance, Prosper) is a network of interconnected partners utilizing the "earn-and-learn" approach to link the city's unemployed residents with employment, education and training opportunities. The earn-and-learn approach applies the apprenticeship model to skill development, allowing individuals to earn a wage while participating in an on-the-job training experience and concurrently participating in related technical instruction.	Daily Service
YEAR ROUND YOUTH PROGRAM	Year Round Youth Program	The Year Round Youth program is federally funded opportunities for young people 14-24 to gain work experience and job readiness training. In-School Youth will continue their secondary school studies while having counseling and coaching to prepare them for the workplace. Out-of-School Youth, 18-24, have either already completed secondary school or are working toward a GED or other nationally recognized secondary school equivalence while receiving coaching and job leads.	Daily Service
SENIOR SERVICES	Senior Service (SCSEP – Federal Program – from DSI)	The Senior Community Service Employment Program (SCSEP) is a federal program to help older Americans get back into or remain active in the workforce. It is a part-time community service and work-based training program where participants gain career skills through on the job training in community based organizations in identified growth industries. SCSEP also works with the business community to identify employers who are interested in hiring qualified, trained mature workers.	Daily Service
VETERAN AFFAIRS	Veteran Affairs	The DC Department of Employment Services (DOES) requires that Priority of Service be given to veterans and eligible spouses who meet the eligibility criteria in accordance with applicable laws, policies and federally mandated programs. Priority of service also requires that veterans and eligible spouses receive priority over non-covered persons earlier in time for the full array of services provided at an American Job Centers (AJC). These services include the receipt of employment, training, and placement services in any workforce preparation program directly funded, in whole or in part, by the US Department of Labor. Specialized federal services such as the Vocational Rehabilitation & Employment (VR&E) program are also available to eligible veterans.	Daily Service

Operations Header	Operations Title	Operations Description	Type of Operations
ONE-STOP OPERATIONS	Job Centers	Providing job seekers with a number of employment opportunities. Each center provides career counseling, resume assistance, job placement, vocational training, access to online services, information about local and national labor markets, and unemployment insurance.	Key Project
4 - Organizational Excellence- Ongoing efforts to establish standards and processes intended to engage and motivate staff to deliver services that fulfill internal and external customer requirements. (2 Activities)			
TRAINING AND EMPLOYEE DEVELOPMENT	Professional Development	Provide opportunities for staff to enhance and develop skill sets to improve efficiency and customer service.	Key Project
CUSTOMER SERVICE	Customer Experience	Deliver professional, helpful, high quality service in a timely manner while providing clear thoughtful and deliberate messaging to both internal and external customers.	Daily Service
5 - Ensure employers are connected to the American Job Centers to address their workforce needs thereby ensuring positive employment and placement outcomes for residents. (2 Activities)			
EMPLOYER SERVICES	Talent and Client Services	Manage employer relationships, connect them to the American Job Centers, and brokers products and services provided by DOES. Encourage local businesses to participate in District employment programs and to take advantage of the many free services that support their business needs; e.g., Office of Safety and Health consultations.	Key Project
FIRST SOURCE	First Source Management, Monitoring, and Enforcement	Manage and monitor First Source Employment Agreements as well as handle all reporting regarding the agreements specified in the "First Source Employment Agreement Act"; e.g. the regular reports sent to the Council of the District of Columbia.	Daily Service
6 - Universal Paid Family Leave Benefits - Implementing the program to provide temporary weekly benefits to eligible individuals. (1 Activity)			
UNIVERSAL PAID FAMILY LEAVE	Paid Family Leave Benefits Implementation	Implement the program to provide temporary weekly benefits to eligible individuals.	Key Project
7 - Create and maintain a highly efficient, transparent, and responsive District government. (2 Activities)			
TRAINING AND EMPLOYEE DEVELOPMENT	Staff Professional Development	Providing opportunities for staff to enhance and develop skill-sets to improve efficiency and customer service.	Key Project
CUSTOMER SERVICE	Service Delivery	Providing and delivering services to all customers in a professional and timely manner.	Daily Service

Workload Measures

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
1 - Unemployment Benefits (1 Measure)			
Average number of issues resolved by Benefits Claims Examiners	New in 2018	1690	Waiting on Data
3 - DC Career Connections (9 Measures)			
Number of individuals enrolled in DC Career Connections Program	524	522	390
Number of participants completing Job Readiness Training	81	373	240
Number of participants placed in subsidized employment	269	178	147
Number of participants placed in unsubsidized employment	137	140	97
Number of participants that retained unsubsidized employment for 6 months	Not Available	Not Available	276

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of participants enrolled in occupational skills training	New in 2020	New in 2020	New in 2020
Number of participants that earn a credential from occupational skills training	New in 2020	New in 2020	New in 2020
Number of employers that participate in subsidized employment	New in 2020	New in 2020	New in 2020
Number of participants enrolled in post-subsidized employment job search	New in 2020	New in 2020	New in 2020
3 - Infrastructure Academy (4 Measures)			
Number of participants enrolled in a DCIA training program	Not Available	965	2012
Number of participants completing a DCIA training program	Not Available	388	408
Number of participants that completed a DCIA training program and placed in unsubsidized employment	Not Available	15	105
Number of participants that completed a DCIA training program and retained unsubsidized employment for 6 months	Not Available	Not Available	90
3 - Job Centers (7 Measures)			
Number of applicants enrolled in Wagner-Peyser	12,702	7977	9627
Number of applicants enrolled in WIOA	912	1060	1261
Number of participants enrolled in a skills training program through an Individual Training Account (ITA)	342	398	326
Number of participants successfully completing skills training through an Individual Training Account (ITA)	283	325	213
Number of participants that earn a nationally or regionally recognized credential	221	137	151
Number of participants placed in unsubsidized employment after receiving any career services, including training	835	316	546
Number of participants that retained unsubsidized employment for 6 months after placement and program exit	Not Available	Not Available	832
3 - LEAP (10 Measures)			
Number of NON-TANF individuals enrolled	Not Available	39	10
Number of TANF individuals enrolled	Not Available	20	36
Number of NON-TANF participants currently active (open program application)	Not Available	67	154
Number of TANF participants currently active (open program application)	Not Available	50	91
Number of NON TANF participants completing the program	31	24	63
Number of TANF participants completing the program	23	21	23
Number of NON TANF participants placed in unsubsidized employment	0	0	37
Number of TANF participants placed in unsubsidized employment	0	0	17
Number of NON-TANF participants that retained unsubsidized employment for 6 months	Not Available	Waiting on Data	5

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of TANF participants that retained unsubsidized employment for 6 months	Not Available	Waiting on Data	11
3 - Office Of Apprenticeship Info & Training (2 Measures)			
Number of participants placed in unsubsidized employment	0	Not Available	18
Number of participants that retained unsubsidized employment for 6 months	Not Available	Not Available	0
3 - On-the-Job Training (4 Measures)			
Number of individuals enrolled in the program	0	Not Available	39
Number of participants completing the program	0	Not Available	10
Number of participants placed in unsubsidized employment	0	Not Available	10
Number of participants that retained unsubsidized employment for 6 months	Not Available	Not Available	3
3 - Senior Service (BTW50+ -- local job program) (5 Measures)			
Number of Applicants	51	115	2655
Number of individuals enrolled in the program	47	105	56
Number of participants completing work readiness training	36	116	39
Number of participants placed in unsubsidized employment	16	55	29
Number of participants that retained unsubsidized employment for 6 months	Not Available	Not Available	80
3 - Senior Service (SCSEP – Federal Program – from DSI) (4 Measures)			
Number of DOES SCSEP participants actively participating in Subsidized Employment	0	0	107
Number of DOES SCSEP participants that Entered Unsubsidized Employment	0	0	8
Number of DOES SCSEP participants that retained unsubsidized employment for 6 months after placement and exit	Not Available	Waiting on Data	10
Number of DOES SCSEP participants that retained unsubsidized employment for 12 months after placement and exit	Not Available	Waiting on Data	16
3 - Summer Youth Employment Program (3 Measures)			
Number of Applicants	Not Available	Waiting on Data	18,718
Number of individuals enrolled in the program	Not Available	Waiting on Data	11,358
Number of participants completing the program	Not Available	Waiting on Data	9939
3 - Transitional Employment (Project Empowerment) (9 Measures)			
Number of individuals enrolled in the program	946	892	848
Number of participants completing work readiness training	728	745	620
Number of participants placed in unsubsidized employment	495	387	321

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of participants that retained unsubsidized employment for 6 months	Not Available	Waiting on Data	285
Number of employers that participate in subsidized employment	New in 2020	New in 2020	New in 2020
Number of participants placed in post-subsidized employment job search	New in 2020	New in 2020	New in 2020
Number of participants enrolled in occupational skills training	New in 2020	New in 2020	New in 2020
Number of participants that earn an occupational skills training credential	New in 2020	New in 2020	New in 2020
Number of participants placed in subsidized employment	New in 2020	New in 2020	New in 2020
3 - Veteran Affairs (2 Measures)			
Number of participants that are employed 6 months after placement and program exit	New in 2020	New in 2020	New in 2020
Number of participants that are employed 12 months after placement and program exit	New in 2020	New in 2020	New in 2020
3 - Year Round Youth Program (4 Measures)			
Number of applicants	375	439	201
Number of participants enrolled in a training program	296	296	254
Number of participants completing a training program	180	184	191
Number of participants that earn a credential	123	188	90
4 - Customer Experience (4 Measures)			
Total number of telephone calls received (CNC)	New in 2020	New in 2020	New in 2020
Total number of emails received (CNC)	New in 2020	New in 2020	New in 2020
Total number of voicemails received (CNC)	New in 2020	New in 2020	New in 2020
Total number of Unemployment Initial Claims received via the IVR (CNC)	New in 2020	New in 2020	New in 2020
5 - First Source Management, Monitoring, and Enforcement (4 Measures)			
Number of agreements executed and submitted to DOES	Not Available	Waiting on Data	1112
Number of beneficiaries meeting the first source standard	Not Available	Waiting on Data	722
Number of beneficiaries fined	Not Available	Waiting on Data	6
Number of beneficiaries that paid fines	Not Available	Waiting on Data	5
5 - Talent and Client Services (3 Measures)			
Number of Employers who hired DOES customers for unsubsidized jobs	Not Available	Waiting on Data	269
Number of new employers registered into DC Networks	717	913	810

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of new employers who hired at least one DOES customer	Not Available	Waiting on Data	5

Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Customer Experience (1 Strategic Initiative)		
Rebrand the "Customer Experience" at DOES Customer Navigation Center	<p>In FY20, the Department of Employment Services (DOES) will improve customer service and the customer experience by redesigning the Customer Navigation Center (CNC) to serve as the main communication hub for the Agency. The CNC will re-engineer processes and procedures and integrate technology that will allow the Agency to provide quality and timely responses to customers via, calls, email, chat, and social media, while tracking all communication from entry to resolution. The CNC will improve service delivery by establishing customer service standards at every customer entry point (calls, live, email, chat, social media) to ensure consistency in the quality of service provided to stakeholders.</p> <p>In FY20, the DOES will also redesign the Agency's Interactive Voice Response System (IVR) by providing self-service options as well as efficient live support to ensure customers have a positive experience when navigating the IVR.</p>	09-30-2020
Job Centers (1 Strategic Initiative)		
Align Education and Workforce Strategies to Improve Outcomes	<p>In FY20, DOES will promote the alignment of education and workforce strategies for improved outcomes by designing and releasing a set of "playbooks" that identify challenges and promote potential solutions related to serving the following target groups:</p> <ol style="list-style-type: none"> 1) DC's Opportunity Youth, defined as young adults between the ages of 16 and 24 who are neither in school or the workforce. 2) DC's College Students 3) DC Adults with low literacy levels <p>With each playbook, DOES will also provide resources and information for facing the challenges through recommendations for improved practices and tools to serve the target population and improve outcomes for educational and workforce success. This is in line with both DOES' Strategy and the Workforce Investment Opportunity Act Unified State Plan.</p>	09-30-2020
Professional Development (1 Strategic Initiative)		
Improve and Increase Staff Capabilities	In FY20, The Office of Training and Professional Development (OTPD) aims to improve the capabilities of DOES staff by registering at least one third of managers in management and leadership training, expand Academy DOES to include a Management Essentials program, implement a Data Management program within Academy DOES, and facilitate manager-focused training to occur at least quarterly.	09-30-2020