

# Department of Employment Services FY2022

**Agency** Department of Employment Services

**Agency Code** CFO

**Fiscal Year** 2022

**Mission** The Department of Employment Services (DOES) mission is to connect District residents, job seekers, and employers to opportunities and resources that empower fair, safe, effective working communities.

## 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 (KPIs)

Measure	Directionality	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Target
<b>1 - Unemployment Insurance - Improve the efficiency, integrity, and performance of unemployment compensation benefits and unemployment tax services provided to claimants and District employers. (2 Measures)</b>					
Percent of new unemployment insurance status determinations made within 90 calendar days	Up is Better	80.2%	85.2%	87.1%	70%
Percent of Nonmonetary Determinations (Separations and Nonseparations) made within 21 days of the date of detection	Up is Better	New in 2020	76%	43.4%	80%
<b>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. (2 Measures)</b>					
Percent of workers compensation formal hearings finalized within 120 calendar days	Up is Better	93.8%	98.3%	89.9%	80%
Percent of Memoranda of Informal Conferences sent out within 20 business days of holding the Informal Conference	Up is Better	New in 2022	New in 2022	New in 2022	New in 2022
<b>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. (1 Measure)</b>					
Percentage of applicants accepted into the Marion Barry Youth Leadership Institute (MBYLI)	Neutral	New in 2022	New in 2022	New in 2022	New in 2022
<b>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)</b>					

Measure	Directionality	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Target
Percent of telephone calls answered (CNC)	Up is Better	New in 2020	61.6%	82.9%	80%
Average telephone call wait time (CNC)	Down is Better	New in 2020	36.5	24	5
Voicemail response time percentage (CNC)	Up is Better	New in 2020	98.2%	No Applicable Incidents	90%
Average Email Response Time	Up is Better	New in 2020	Not Available	3.5	90
Average telephone call hold time in minutes (CNC)	Down is Better	New in 2020	1.9	3.3	0.5
<b>6 - Universal Paid Family Leave Benefits - Implementing the program to provide temporary weekly benefits to eligible individuals. (3 Measures)</b>					
Percentage of Claims Approved	Up is Better	New in 2021	New in 2021	86.7%	80%
Number of New Claims Filed	Neutral	New in 2021	New in 2021	2944	No Target Set
Percent of Employers registered in Employer Self Service Portal	Up is Better	New in 2020	92.7%	87.8%	50%

## Operations

Operations Title	Operations Description	Type of Operations
<b>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)</b>		
Unemployment Benefits	Providing temporary weekly benefits to workers who become unemployed due to no fault of their own.	Daily Service
<b>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)</b>		
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
<b>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. (11 Activities)</b>		
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
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 Title	Operations Description	Type of Operations
Summer Youth Employment Program	The Marion Berry Summer Youth Employment Program (MBSYEP or Summer Youth) is a program allowing young people 14-24 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 (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
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
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
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 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	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
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
Marion Barry Youth Leadership Institute (MBYLI)	The Marion Barry Youth Leadership Institute (MBYLI) was founded in 1979 as a year-round program to train District of Columbia youth in the concepts of leadership and self-development. The MBYLI training model emphasizes practical, hands-on experience and a holistic approach to developing leaders for the 21st century. Each year, 150 young people participate in the year-round program and 350 youth participate in the Summer Training Program. Thousands of DC youth have received leadership training to date.	Key Project
<b>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)</b>		
Professional Development	Provide opportunities for staff to enhance and develop skill sets to improve efficiency and customer service.	Key Project
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

Operations Title	Operations Description	Type of Operations
<b>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)</b>		
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 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
<b>6 - Universal Paid Family Leave Benefits - Implementing the program to provide temporary weekly benefits to eligible individuals. (1 Activity)</b>		
Paid Family Leave Benefits Implementation	Implement the program to provide temporary weekly benefits to eligible individuals.	Key Project
<b>7 - Create and maintain a highly efficient, transparent, and responsive District government. (2 Activities)</b>		
Staff Professional Development	Providing opportunities for staff to enhance and develop skill-sets to improve efficiency and customer service.	Key Project
Service Delivery	Providing and delivering services to all customers in a professional and timely manner.	Daily Service

## Workload Measures (WMs)

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual
<b>1 - Unemployment Benefits (1 Measure)</b>			
Average number of issues resolved by Benefits Claims Examiners	414	936	461
<b>3 - DC Career Connections (2 Measures)</b>			
Number of participants placed in unsubsidized employment	97	74	40
Number of participants enrolled in occupational skills training	New in 2020	46	33
<b>3 - Infrastructure Academy (2 Measures)</b>			
Percent of new enrollments from Wards 7 & 8 at DC Infrastructure Academy	New in 2022	New in 2022	New in 2022
Number of participants newly enrolled in a DCIA training program	2012	237	219
<b>3 - Job Centers (6 Measures)</b>			
Percentage of New Enrollments with barriers to employment	New in 2022	New in 2022	New in 2022
Number of referrals made at the American Job Centers by Workforce Development Specialists to assistive programs at DOES or at other DC Agencies.	New in 2022	New in 2022	New in 2022
Total number of Unique Customers who come to American Job Centers (unique)	New in 2022	New in 2022	New in 2022
Total number of Visits to all American Job Centers	New in 2022	New in 2022	New in 2022

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual
Percentage of participants successfully completing skills training through an Individual Training Account (ITA)	New in 2021	New in 2021	75%
Number of participants that earn a nationally or regionally recognized credential	151	102	33
<b>3 - Marion Barry Youth Leadership Institute (MBYLI) (1 Measure)</b>			
Total participants in the Marion Barry Youth Leadership Institute (MBYLI)	New in 2022	New in 2022	New in 2022
<b>3 - On-the-Job Training (2 Measures)</b>			
Percent of program completers who remain with the company at least six (6) months	New in 2022	New in 2022	New in 2022
Percentage of participants completing the program	New in 2021	New in 2021	52.9%
<b>3 - Senior Service (SCSEP – Federal Program – from DSI) (2 Measures)</b>			
Employment Rate: 2nd quarter after exit	New in 2021	New in 2021	4.2%
Employment Rate: 4th quarter after exit	New in 2021	New in 2021	18.5%
<b>3 - Summer Youth Employment Program (1 Measure)</b>			
Number of Applicants	18,718	19,897	20,570
<b>3 - Transitional Employment (Project Empowerment) (2 Measures)</b>			
Number of participants enrolled in occupational skills training	New in 2020	38	46
Number of participants placed in unsubsidized employment	321	244	156
<b>3 - Veteran Affairs (2 Measures)</b>			
Employment Rate: 2nd quarter after exit	New in 2021	New in 2021	55.9%
Employment Rate: 4th quarter after exit	New in 2021	New in 2021	51.5%
<b>3 - Year Round Youth Program (4 Measures)</b>			
Total Enrollments	New in 2022	New in 2022	New in 2022
Number of applicants	201	129	53
Percent of participants successfully completing the program	New in 2021	New in 2021	42%
Number of participants that earn a credential	90	3	40
<b>4 - Customer Experience (3 Measures)</b>			
Total number of voicemails received (CNC)	New in 2020	133	56,174
Total number of emails received (CNC)	New in 2020	27,562	29,594
Total number of telephone calls received (CNC)	New in 2020	604,406	1,319,340

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual
<b>5 - First Source Management, Monitoring, and Enforcement (2 Measures)</b>			
Number of beneficiaries fined	6	18	48
Number of beneficiaries that paid fines	5	6	17
<b>5 - Talent and Client Services (1 Measure)</b>			
Number of new employers self-registered in DC Networks	810	831	613

## Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
<b>Job Centers (1 Strategic Initiative)</b>		
Jobs First Program	This two pronged program will begin in FY2022. The first report, due 15 December 2021 deals with the grants to Employers participating in the program. There must be at least two employer participants. A total of three hundred (300) unemployed DC Residents with at least one barrier to employment (lack of consistent work history, history of criminal record or substance abuse, housing insecurity, or mental illness) who shall be assisted with getting work through the employer grantees AND receive continuing supportive services for twelve (12) months after placement. The structure of services given both before and after placement as well as overall progress toward full implementation of the program will be reported quarterly for the first year.	09-30-2022
<b>Paid Family Leave Benefits Implementation (1 Strategic Initiative)</b>		
Paid Family Leave Changes	The Office of Paid Family Leave has added a new leave category, which will provide individuals with up to 2 weeks for pre-natal care, and expanded the number of weeks available for medical leave from 2 weeks to 6 weeks beginning October 1, 2021. The Office of Paid Family Leave will document this expansion of benefits to include Prenatal Leave, as well as the steps necessary to prepare for the further expansion beginning in 2022.	09-30-2022
<b>Professional Development (1 Strategic Initiative)</b>		
Language Line	The DOES Language Access Program will provide ongoing Language Access training to all DOES new hires, employees, and grantees. Track and measure training compliance measures, and expand training offerings through virtual platforms. These trainings include, but are not limited to, Language Access Compliance Training, Language Access Training for Contractors and Grantees, Language Access Resources at DOES (Intranet Site & DOES en español) and How to use Language Line. Measures: Number of Trainings, Number of people trained.	09-30-2022
<b>Service Delivery (1 Strategic Initiative)</b>		
DataWorks - Agency Data Integration, Management and Governance Project	This project will focus on seven primary goals to improve agency transparency and lead us towards data-driven agency culture: <ol style="list-style-type: none"> <li>1. Establish a data governance program</li> <li>2. Perform a comprehensive data gap analysis</li> <li>3. Design a master data architecture</li> <li>4. Create a data warehouse for all DOES data assets</li> <li>5. Develop a front-end application to the data warehouse to allow staff to quickly access all workforce data and monitor program status in real-time</li> <li>6. Create a public portal to help residents make more informed decisions about workforce opportunities</li> <li>7. Improve interagency data integration</li> </ol>	12-31-2023
<b>Unemployment Benefits (2 Strategic initiatives)</b>		

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Payments for Delayed Unemployment Claims	For unemployment claims between 16 March 2020 and 1 July 2021 that claims were delayed by at least sixty (60) days, the ten thousand (10,000) claimants with the longest time between filing and receipt of payment shall be issued \$500.	09-30-2022
Videos to Explain Unemployment and other DOES Administered Compensation.	In conjunction with the Mayor's Office, DOES shall create two videos in English to address the lack of customer understanding of the rules of unemployment compensation. The first video includes the rules for weekly income reporting, including a definition of income for the purposes of filing for unemployment. The second video will explain the requirement that the claimant be available to work during the reporting period including the work search requirement. Alternative audio shall be recorded and made available on the videos in Spanish, Amharic, Chinese, and French with other languages made available in the future. The videos must be viewable on the DOES website on phones as well as computers.	09-30-2022
<b>Year Round Youth Program (1 Strategic Initiative)</b>		
School Year Internship Program	Selection of 350 District high school students to participate in a school year internship program. The first quarter response should outline the selection and matching process. All notifications of internship placement should be made by 5 January 2022 (first year) and by 15 September 2022 (second year, with 15 September being the date for all future years). Interns are to remain with their placement through 31 May and responses should include any problems with retention in placements whether by the intern or by the employer with whom they are placed.	09-30-2022