



## Department of Employment Services DOES (CFO)

### MISSION

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

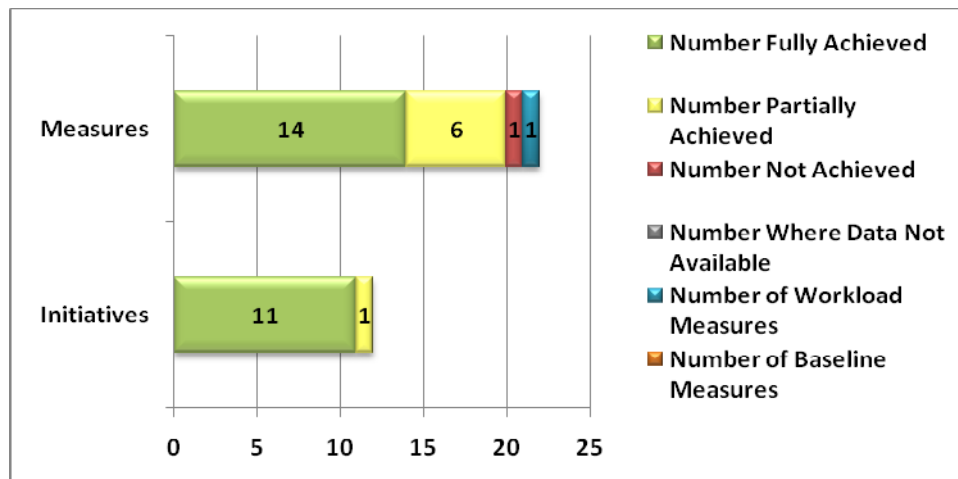
### SUMMARY OF SERVICES

DOES provides customers with a comprehensive menu of workforce development services funded through a combination of federal grants and local appropriations. In addition, 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. The department also delivers income support services to unemployed or underemployed persons, as well as worker protection and dispute resolution services to workers and employers. These services are provided through the Offices of Unemployment Compensation, Workers' Compensation, Safety and Health, and Wage-Hour.

### ACCOMPLISHMENTS

- ✓ DOES Office of Unemployment Compensation began reform and modernization of its outdated legacy system while still providing services during the worst recession since the Great Depression. Expansion included an additional 20 weeks of locally funded unemployment benefits to those about to lose unemployment insurance. This was the only program of its kind in the nation. A new dependents allowance of \$15 per child per week (up to \$50) makes unemployment claimants eligible to pursue education and training in high growth sectors while receiving unemployment compensation benefits.
- ✓ In response to the very challenging economic conditions created by the national recession, DOES invested \$30 million in adult job training to develop a skilled workforce essential to our economic recovery. These investments include \$2.56 million dollars to provide occupational skills / jobs training in the high-demand / high-growth sectors of Green Jobs, Health Care and IT; \$1,290,000 for job readiness, skills building and re-employment support services to residents in coordination with the District's One Stop Career Centers.
- ✓ DOES successfully completed a 2010 Summer Youth Employment program to match the success of 2009 - the largest of its kind in the nation Summer Youth Employment Program to provide jobs to nearly 21,000 youth. The program established proven evaluation tools to measure its future success.

### OVERVIEW OF AGENCY PERFORMANCE





## Performance Initiatives – Assessment Details

### Performance Assessment Key:

 Fully achieved     Partially achieved     Not achieved     Data not reported

### WORKFORCE DEVELOPMENT DIVISION

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

##### ● **INITIATIVE 1.1: Redesign of the Career Service Center Model in the District of Columbia.**

In FY10, DOES began the much-needed highly structured work to reinvigorate the One Stop Career Center system by improving services delivery and upgrading the physical conditions of the Career Centers. DOES improved internet connectivity upgrades to allow for faster and improved Internet connection. As a result of an analysis conducted of the full service centers, a number of infrastructure changes were made, including repositioning the scan card machines to encourage customer usage and reorganizing customer waiting areas for greater efficiency. Additionally, DOES implemented new staff training, created new partnerships with Community Based Organization, and developed a standardized workshop calendar was developed for use at all centers.

To meet increasing demand, DOES opened a Base Realignment and Closure (BRAC) transitional employment career center to respond to the widespread effects of the federal government actions to close, consolidate and realign federal military installations.

In addition, DOES opened two new Career Center locations in Northwest and Southeast Washington communities, in addition to providing a customer service center in Northeast Washington at the agency's newly constructed headquarters. With the new Career Center locations and services, DOES will strengthen partnerships, create new environments to educate and train a diverse workforce, and help fulfill the staffing needs of area companies and businesses.

##### ● **INITIATIVE 1.2: Implement Innovative Adult Career and Technical Training Program.**

Career Technical Education programs (CTE) were hosted and operated by the DC Department of Employment Services during the PY09 as piloted programs. These programs aimed to offer career training in high-growth job sectors enabling participants to gain the skills and experience necessary to obtain entry-level positions. The trades offered this program year included: carpentry, construction and hospitality. The Construction Academy CTE Program was offered at Cardozo Senior High School in partnership with the DC Students Construction Trades Foundation and the Community College of the District of Columbia. The program provided training to 29 participants over a 36-week period. Participants learned the skills necessary to enter the construction industry as an apprentice in the HVAC-R field and upon completion earned an industry recognized pre-apprenticeship certification. To this point 14 of the 29 graduates have been placed in full-time employment positions or a construction apprenticeship program. Placement measures for the remaining graduates are underway and will continue. The Pre-Apprenticeship Carpentry CTE Program was offered at the Phelps Vocational High School in partnership with the Joint School of Carpentry (JSC). Seven participants enrolled in the nine-week program and learned the skills necessary for entry into a carpentry apprenticeship program



including job-readiness, training and math enrichment. All 7 participants successfully completed coursework and graduated with industry-recognized certifications. Two of the graduates have been successfully placed in full time employment. Placement measures for the remaining graduates are underway and will continue. The Hospitality CTE Program was offered at Roosevelt Senior High School in partnership with The Washington Hospitality Foundation and the Community College of the District of Columbia. Participants completed nine weeks of training and a 90-day externship in the hospitality industry. During this reporting year, we have hosted 4 cohorts of the program. In total, 52 participants have completed training and 10 have been successfully placed with full-time employment. Placement measures for the remaining graduates are underway and will continue.

● **INITIATIVE 1.3: Develop quality standards and criteria for evaluating Summer Youth Employment Program (SYEP).**

The Office of Youth Programs (OYP) has taken several measures to increase the quality of the Summer Youth Employment Program (SYEP) and to measure its long-term effectiveness for program participants. One of the initiatives that OYP has undertaken is a full-scale evaluation of the 2010 SYEP. OYP contracted with Brandeis University, Heller School for Social Policy and Management to conduct an assessment of the program based on a series of interviews with OYP staff members and host coordinators, site observations, and an analysis of program data and demographic information. Their findings will be included in a final report; which will identify areas needing improvement and recommendations for future consideration. An additional measure implemented during the 2010 SYEP involved requiring worksite supervisors to conduct a pre and post work readiness assessment with all of their assigned youth. The work readiness assessments were based on foundational employment skills and performance expectations which the Department of Labor, Employment and Training Administration identified as being the most valued skills by employers nationwide. Supervisors were instructed to conduct the assessment for each of their youth during the second week of the program. Post-assessments were conducted during the final week of the program. This was meant to provide supervisors and youth with a tool to measure the youth's progress throughout the summer. Finally, after the conclusion of the 2010 SYEP, OYP staff conducted a series of meetings and focus groups with host employers and agency representatives in order to solicit feedback on elements that worked and those which needed improvement. Representatives from local government, the private sector, and community-based organizations have been engaged in this process.

● **INITIATIVE 1.4: Integrate pre-apprenticeship opportunities and District youth programs.**

DOES is expanding enrollment of at-risk and disconnected youth into existing DOES pre-apprenticeship/apprenticeship programs in construction and green jobs and through increased communication on employment and training opportunities with its contracted service providers. Later this year, the Office of Youth Programs (OYP) will locate staff at DOES Career Centers.

● **INITIATIVE 1.5: Effectively Implement American Recovery & Reinvestment Act (ARRA) Job Training Funds.**



DOES was awarded \$10.7 million in ARRA grants. With this stimulus funding, DOES created several special programs in addition to strengthening existing adult, dislocated, and youth programs. A \$1 million grant was awarded to community based organizations to provide occupational skills/job training in the high-demand / high-growth sectors of Green Jobs, Health Care and IT and nearly \$1.3 million in grants were issued for job readiness, skills building and re-employment support services to residents in coordination with the District's DC Works! Career Centers. To combat the exceptionally high youth unemployment rate caused by the national recession, DOES created the Young Adult Internship Program which provided occupational up to 21 weeks of paid employment & work readiness training to nearly 600 youth facing multiple employment barriers. DOES also used the one-time available ARRA funds to pay salaries for eligible youth, helping to provide summer employment to over 19,000 youth in 2010.

● **INITIATIVE 1.6: Provide education and training opportunities for residents collecting unemployment benefits.**

Program was launched with 122 participants in training. Program is being further enhanced to support payment of benefits for additional 26 weeks of benefits for those claimants who would like and are eligible to participate in approved training for high demand jobs (Healthcare, IT and Green jobs focused). This expansion is possible through American Reinvestment & Recovery Act (ARRA) unemployment modernization.

#### UNEMPLOYMENT INSURANCE PROGRAM

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

● **INITIATIVE 1.1: Complete upgrades to the Unemployment Insurance (UI) system to enhance District of Columbia employer access.**

Tax Portal on target for November 2010 implementation. In addition, DOES announced this year the launch of a major modernization effort to replace the outdated legacy IT system. The modernization effort will greatly improve service, timeliness and accuracy for all UI customers. Some changes have already been implemented, including the implementation of the National Directory of New Hires (NDNH) anti-fraud database and SSN validation, as well as Claims Examiner training, accountability and productivity standards, and improved business processes.

● **INITIATIVE 1.2: Improve Unemployment Compensation Benefit Payment Systems.**

Current UI management agreed to postpone implementation of debit card until best practices could be leveraged from States who have already implemented (including fee structure negotiations, take rates, etc.) and where direct deposit processes were modernized. In partnership with Treasury, the UI direct deposit process has been modernized as of September 2010 and we are finalizing debit card execution plans based on what we learn from other States. Target project re-start January 2011.

● **INITIATIVE 1.3: Improve Timeliness of Unemployment Compensation Appeals Cases.**

DOES met with Office of Administrative Hearings (OAH) and agreed to management oversight and measurements as a condition of payment. Appeals timeliness has met the Federal ALP (Accepted Level of Performance).

#### LABOR STANDARDS PROGRAM

**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: Streamline workers' compensation methods for uniformity, faster adjudication, and**



**paper reduction.**

The DOES Workers' Compensation Program is working to fully implement an automated, electronic case management and information system to the Office of Workers' Compensation (OWC) with the Administrative Hearings Division (AHD) and the Compensation Review Board (CRB). This system will foster uniformity, faster information acquisition and case adjudication, better case history tracking, and reduced paper usage. This initiative is still in the operational planning phase. The agency's lead office, Office of Information Technology, is currently in negotiations with a vendor to move forward in completing the final phase of the electronic case management system over the next two years.

● **INITIATIVE 1.2: Strengthen Enforcement of Employers who Violate Wage and Hour Laws.**

The Office of Wage and Hour (OWH) is committed to strengthen enforcement efforts regarding wage and hour laws. The OWH has taken several steps to complete this initiative. Access to the building without the need for identification cards was made easier for day laborers (and other clients) by staff escorting customers to the office from the lobby. Staff met with the agency's Office of Information Technology to develop plans for implementing an on-line automated system where individuals can file complaints electronically. During FY2010, the OWH was able to increase the referral of cases to the D.C. Office of the Attorney General. Efforts to increase communication were actively pursued by collaborating with union and community groups. Meetings were attended and held with various day laborer (and other) advocates to exchange information on enhancing services to clients and enforcement activities.

**OPERATIONS AND AGENCY MANAGEMENT (OFFICE OF THE DIRECTOR)**

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

● **INITIATIVE 1.1: Require all agency units to provide data-driven measurement and statistical reporting to Office of the Director.**

Over the past two years, each unit in DOES has identified specific indicators of performance measurement in areas such as the number of customers served, timeliness of service, and cost effectiveness of service as appropriate for each unit. The Office of the Director holds regular meetings with senior management from each unit to review progress and identify areas for improvement. Additionally, each unit performs regular self-evaluations using these measurements.



## Key Performance Indicators – Details

### Performance Assessment Key:

● Fully achieved  
 ● Partially achieved  
 ● Not achieved  
 ● Data not reported  
 ● Workload Measure

	Measure Name	FY2009 YE Actual	FY2010 YE Target	FY2010 YE Actual	FY2010 YE Rating	Budget Program
<b>WORKFORCE DEVELOPMENT DIVISION</b>						
●	1.1 District of Columbia unemployment rate [Not Seasonally Adjusted]	9.87	12.4	10.78%	115.03%	Labor Market Information
●	1.2 The job growth per year in the District of Columbia	0.65	0.22	1.81%	824.81%	Labor Market Information
●	1.3 % of senior service slot employees placed in unsubsidized jobs	33.47	37	35%	94.59%	SENIOR SERVICES
●	1.4 % of training providers who receive technical assistance through formal instruction	90.54	92	94.21%	102.41%	PROGRAM PERFORMANCE MONITORING
●	1.5 % of District residents enrolled in pre-apprenticeship programs transitioning to unsubsidized employment	59.26	50	58.57%	117.14%	OFFICE OF APPRENTICESHIP INFO & TRAINING
●	1.6 % Transitional Employment Program (TEP) participants enrolled in subsidized employment transitioning to unsubsidized employment	53.34	45	46.48%	103.29%	Transitional Employment
●	1.7 % unemployed adults customers placed in full-time unsubsidized employment	55.09	65	60.90%	93.69%	One-Stop Operations
●	1.8 Number of pay issues resolved in 48 hours	62	65	92.51%	142.33%	Summer Youth Employment Program
●	1.9 Number of participants enrolled in all workforce development programs	0	18000	58494	324.97%	WORKFORCE DEVELOPMENT PROGRAM
●	1.1 Number of staff-assisted and self-served customers seen through the network of One-Stop services	0	75000	53843		One-Stop Operations
●	1.11 Cost per U.I. recipient trained	0	5894	3,913.15	150.62%	WORKFORCE DEVELOPMENT PROGRAM



UNEMPLOYMENT INSURANCE PROGRAM						
1.1	% of all first unemployment insurance payments made to eligible claimants within 14 days of the first compensable week-ending date.	70.73	87	67.40%	77.47%	Benefits
1.2	The District of Columbia re-employment rate as reported by the United States Department of Labor	0	45.24	43.68%	96.55%	UNEMPLOYMENT INSURANCE PROGRAM
1.3	Cost per program compliance review	0	544.64	412.93	131.90%	Benefits
LABOR STANDARDS DIVISION						
1.1	% of back wage recovery on valid complaints	99.33	97	99.86%	102.95%	Office of Wage Hour
1.2	% of initial consultation visits in high-hazard establishments	91.88	95	91.87%	96.71%	Office of Occupational Safety and Health
1.3	% of informal conference decisions issued within 20 working days from the date of the conference	90.92	88	98.36%	111.77%	Office of Workers Compensation
1.4	% of lump sum settlements/stipulations processed within 10 working days from the date of receipt	94.79	94	95.50%	101.59%	Office of Workers Compensation
1.5	% of formal hearings resolved within 120 working days	83.08	80	84.03%	105.04%	Administrative Hearings Division
1.6	% of Compensation Review Board (CRB) written reviews of case decisions issued by the Administrative Hearings Div and/or Office of Workers' Compensation completed within 45 working days of the appeal (Application for Review)	50	55	10%	18.18%	Compensation Review Board
1.7	Number of private-sector workers injured in the District of Columbia	10034	10034	10045	99.89%	Office of Workers Compensation
1.8	Cost per workers' compensation claim	592.28	822.38	569.72	144.35%	Office of Workers Compensation