



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

ACCOMPLISHMENTS

- ✓ Despite a still-sluggish national economy and historically high unemployment rates in the District, in November 2011 alone, the unemployment rate dropped by nearly half a percentage point. Although, the District still has a long way to go, the number of private-sector jobs in the District has increased by 17,000 (or 3.7 percent) since Mayor Gray took office. **Job Creation**

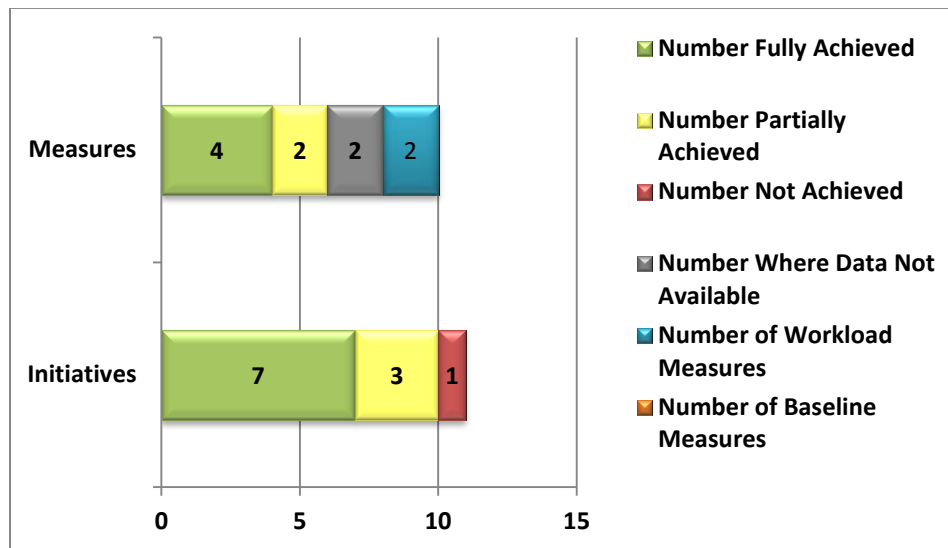
- ✓ Increased hiring of city residents through *One City • One Hire* and more District contractors hiring District residents:
The *One City • One Hire* Program is connecting unemployed District residents with jobs: The new Department of Employment Services led project has, in its first four months, placed more than 1,400 previously jobless D.C. residents in positions for which they are qualified —and in its second phase, is registering employment seekers who were previously unknown to DOES and connecting them with jobs and job-training opportunities. More than 350 employers have signed on to participate in the program and new ones are signing up almost daily. More District contractors are hiring District residents: The District of Columbia's First Source Law requires city contractors to hire a certain percentage of city residents. In FY 2011, new legislation was signed by the Mayor to strengthen the District's capacity to implement the First Source Law. The enforcement mechanism of the First Source law was elevated and as a result, this catapulted the District to a 51 percent hire rate in March 2011 for the first time in over a decade. In July 2011, the District achieved a new hire percentage rate of 74% — the highest percentage to date. **Job Creation**

- ✓ The agency successfully reformed the Summer Youth Employment Program (SYEP): Unlike previous years – which were marred by huge cost overruns and significant programmatic glitches – in FY 2011 the



program employed 14,062 youths, matched young people to jobs that suited their skills sets and career goals, and had virtually no complications and came in under budget. **Job Creation**

OVERVIEW OF AGENCY PERFORMANCE





Performance Initiatives – Assessment Details

Performance Assessment Key:

-  Fully achieved  Partially achieved  Not achieved  Data not reported

Unemployment Insurance Program

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

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

Response: Funded by grants from the American Recovery and Reinvestment Act and the District's Capital Budget, the agency engaged in a concerted modernization effort across all its supporting systems. The goal was to create a fully integrated, web-based system of applications and programs to facilitate the convenient payment of UI taxes, support the efficient and secure distribution of UI benefits, foster the creation of employment opportunities within the District, and effectively assist residents as they search for work. In the pursuit of this modernization effort, the agency methodically applied resources across system stabilization, process improvement, research and analysis, and new systems development initiatives. Throughout FY2011 and into FY2012, these initiatives have included the following: creation of UI Standard Operating Procedures (ongoing), improvements to the Interactive Voice Response (IVR) System including Spanish language support, the leveraging of available Federal data to enforce UI integrity through wage and hiring checks, phase 1 of the One City • One Hire Initiative, the elimination of unnecessary paper through UI Benefits Document Imaging, Benefits Payments through debit card and the elimination of paper checks. In FY2012 these initiatives will include: a Web-based portal for employer registration, reporting and payment, Electronic Signature implementation, the State Information Data Exchange System (SIDES) implementation, continued data validation and payment recovery automation initiatives, and the decommissioning of legacy systems in favor of a more robust, secure and reliable IT infrastructure. These various programs comprise a coordinated effort which will minimize the cost of agency services, increase efficiency and integrity throughout its operations. Many of these initiatives are already **fully achieved** and the Agency remains committed to pushing the remaining components toward completion in FY2012.

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

Response: In FY2011, the Department of Employment Services instituted several programs designed to minimize the various vectors for the introduction of fraud into our systems, detect existing fraud (both intentional and unintentional), and to recover monies either owed to the District or paid out by the agency as the result of fraudulent actions. These programs consist of the following: the implementation of the US Department of Labor recommended National Directory New Hires (NDNH) procedures which provide the agency data that can be used to verify reported wages as well as identify claimants who may still be collecting unemployment while having returned to work, inter-agency data sharing programs, and internal business intelligence processes and applications to flag potential suspect claimants and employers. In FY2012, the agency will continue to expand these efforts to include offsetting of owed funds through an agreement with the US Treasury, wage verification through data exchange with the IRS, better reporting of wages and separation information through participation in the SIDES program, as well as several planned data gathering



and policy enforcement applications. These efforts will help the agency to create an environment of accountability and integrity among the District's residents while operating within responsible fiscal guidelines. The agency's FY2011 integrity efforts were **fully realized** within FY2011, and subsequent FY2012 efforts are also projected to be fully realized within the fiscal year.

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

Response: The Office of Occupational Safety and Health (OSH) **fully (100%)** achieved, and exceeded, the residential construction initiative for FY 2011 by completing 92 visits to residential construction sites.

The outcome of the OSH program visits was the reduction in work-related injuries and illness and their associated lost productivity. The internal activities to accomplish this include promotional visits by consultants to employers to encourage their participation in the program, site visits to identify hazards and suggest corrective action, and follow-up visits to provide training and serious hazard correction verification. Other than funding by the US Department of Labor, no event or condition external to the program has a direct importance to the intended beneficiaries and/or the public.

Workforce Development Program

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

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

Response: The reorganization and transformation of the One-Stop Career System have involved the alignment of strategic partnerships, upgrading and integrating technology, integrating internal systems for seamless service delivery, enhancing customer training and employment opportunities, providing appropriate and relevant staff professional development, and improving career center operations.

Specifically, during FY 2011, the one-stop career centers were rebranded as DC! Works One-Stop Career Centers; the DCNetworks was upgraded to version 11.1 which gives customers, employers, career counselors a wider range of tools to access first source jobs, set veteran priorities for positions, track eligibility, and key labor market data for regional employers. These upgrades to DCNetworks moved the District from Virtual One Stop (VOS) version 10.05 to version 11.1. New features also include ease of use for self-service customers, employers and career counselors and include a new financial planning section, multiple log ins for employers, security clearance information for customers and employer vacancies, and better ways to view customer services so that career counselors get a more comprehensive picture of customer needs and options. In addition, access to DCNetworks.org provides a web-based program that serves as a job bank and has other employment-related information stored for customer usage.

To broaden and enhance employment services, the agency relocated its two full-service career centers in PY 2011. The career centers, located in larger facilities, provides additional classrooms, increased privacy for customer assessments, and larger orientation and workshop rooms to accommodate job readiness skills training, adult literacy, and numeracy training, employer screening



and employment fairs. In addition, a new full-service center was opened in Northwest and a new Career and Information Center was opened at DOES Headquarters at Minnesota Avenue. Along with the Career and Information Center/CVS Pharmacy Training Center, these additions have broadened DOES's reach to the population most in need of its services.

Our new centers have been co-located with other service providers. The new DCWorks! One-Stop Career Center Northeast is on the Community College of the District of Columbia campus; the new DCWorks! One-Stop Career Northwest is in the Reeves Center, which is a hub of diverse DC Government offices and Community-Based Organizations (CBOs); and the new DCWorks! One-Stop Career Center Southeast is partnered within the Unity Healthcare building.

Partnerships with community organizations such as Workplace DC, Goodwill, Dress for Success, and sister agencies permit the District to concentrate on job skills, "soft" skills, and supportive services for all customers.

Additional information about the DCWorks! Career Centers is available by reading the District of Columbia Strategic Workforce Investment Plan and the PY 2010 Workforce Investment Act Annual Report available at the DOES website: <http://does.dc.gov>

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

Response: Each aspect of this initiative was **100% achieved** as outlined below.

The First Source Electronic Compliance Database was officially launched in January 2011 by working with the DOES IT department through the Peoplefirst application; it was tested through a three-month Pilot program initiated in February 2011 and placed online in April 2011. This system provides First Source employers the ability to enter compliance data online. Only the employer, the contractors, and authorized DOES staff have the ability to view this information. The First Source Electronic Compliance Database allows the department the ability to capture first source data in a timely manner, to track the employer's performance and new hires, and affords the department the ability to identify non-compliant employers.

In the past, the program manually collected this data through a hard-copy, paper-based system. As a result of the online system, this collection process has, de facto, been expedited. Once the employer enters their information into this new online system, First Source staff is instantly able to view the information and plan its site visits. This information is also reviewed and verified by the First Source quality assurance staff person in a timelier manner and suspect/inconsistent entries can be discovered and corrected quicker than afforded by the manual system. This helps to ensure that all First Source Agreements (FSA) are completed appropriately prior to being executed and processed into the database. The First Source representative is also able to monitor entries in the First Source database to ensure the accurate reporting of first source data. Along with acquiring this information faster, the First Source program also increased its compliance with the District's paper reduction act.

The program also achieved 100% compliance with the goal of revising pertinent and applicable forms, improvements to its internal business processes, and the development of multiple agency collaborations needed to improve efficiency and enforcement. The First Source Agreement (FSA) form was modified to accommodate the social security number entry method, thus aiding in the prevention of identity theft and increased confidentiality of employee information. The First Source program no longer requires employers to enter social security numbers when submitting First Source Agreements. Employers are now required to enter this information into the Compliance Database



for verification purposes; however, the application is secure and encrypted. In addition, First Source employees are only able to view the employee's name in the system; the actual social security number is not visible.

To ensure that all contractor information is accurately documented regarding the First Source Employment Agreement contract, the following revisions included:

- An Employer Contract Award line that documents individual contractor awards
- A project start date was added to differentiate between the actual project start date and the start date of the employer
- A justification sheet to provide a detailed explanation justifying why the Employer will not be hiring new District residents.
- In addition, the First Source Employment Agreement and Employment Plan have been revised as a fillable document (with the exception of the signature line) which will allow employers to complete the documents electronically.

The First Source program conducted meetings with internal DOES programs and external contract agents (e.g., Office of Contracting and Procurement, each District contracting agency, and independent contracting authorities) responsible for submitting First Source Agreements in order to brief them on system changes, the First Source agreement, and compliance requirements. These changes create a more efficient and smoother exchange between DOES and contractors.

To better assist the First Source employers in attaining the percentage goal, a job matching division was created within the First Source program. This division employs the First Source job developer (aka job matching specialist). The matching specialist came on board at the beginning of FY 2011. This individual collaborates with the Department's Business Solutions Group, One-Stop Career Center and unemployment program representatives to identify, prescreen, and match qualified DC residents currently registered with DOES.

As a result of achieving 100% completion of each element of this initiative, the First Source law was elevated and this catapulted the District to a 51 percent hire rate in March 2011 for the first time in over a decade. In July 2011, the District achieved a new hire percentage rate of 74% — the highest percentage to date. Therefore, the success of this initiative was validated by reaching over 51% twice during the time frame in question.

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

* DOES utilized its American Recovery & Reinvestment Act (ARRA) funding to train adults in growth industries, including Green Jobs, Health Care and Information Technology with a focus on job readiness, skills building and re-employment support services. The objectives were achieved by awarding 15 service providers, representing various community-based job-training organizations, **\$2,566,428.00**, in stimulus and local funds to conduct job training and offer services in three critical areas: (1) Intensive Occupational Skills Training for Adults in Green Jobs, (2) Intensive Re-employment Services for Adults, and (3) Intensive Occupational Skills Training in Healthcare, or Broadband/Information Technology.

Additionally, ARRA funds were used to implement an innovative Workforce Partnership Pilot Program which worked in collaboration with DOES to provide customers with intensive supportive



services, in conjunction with those offered by DC Work! Career Centers (Southeast), to prepare them for job placement and long-term employment in the District's workforce.

The chart below reflects customer achievements under the various Workforce Development Training Programs supported by stimulus funding.

As the chart reflects, the initiative's projected outcomes were not achieved. The target service level was 1113; achieved 518. The program outcomes suffered due to delayed program start-up, and multiple customer barriers requiring intensive supportive services. **Partially achieved**

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

Response: Over the last few years, the Year-Round Youth Employment Programs suffered as a result of the previous administration prohibiting enrollment as well as several on-going procurement challenges that prevented the District from awarding new contracts. During this time period, enrollment of WIA-eligible youth into both the In-School and Out-of-School programs reached an all-time low. As a result, both programs failed to meet the minimum federal performance requirements mandated by USDOL and consistently under-spent WIA funds. The agency engaged in best practices and standards research and hired staff dedicated to the disconnected youth population; in addition, the agency worked with the city's Workforce Investment Council's (WIC) youth committee.

The District sought to boost enrollment and improve its performance by issuing a new solicitation for service providers that would establish significant program improvements that would facilitate enrollment, ensure program quality measures were upheld, and introduce performance-based payment to providers. Due to on-going procurement challenges, the contracts that were ultimately awarded were canceled by the District shortly thereafter. This meant that new youth were unable to enroll in the program.

The problems were reviewed and an action plan was developed. As a result, contracts were ultimately awarded and signed in August 2011. A total of nine contracts were awarded, seven of which were awarded to Out-of-School providers representing a total of 403 available Year-Round Youth Employment Program slots (323 for youth out-of-school and 80 for youth who are in school).

An orientation/training session was held for these new providers at the DC Department of Employment Services Headquarters from August 23 to August 25. Department of Labor representatives from the Northeast Regional Office attended this training and provided technical assistance in the area of performance monitoring, assessment, effective recruitment strategies, and case management. Additionally, providers were instructed on District practices for certifying enrollment, referring youth to providers, monitoring performance, using the DCNetworks system to expose youth to job seeking and work readiness resources, training on time-and-attendance entry and payroll practices, and the process for receiving on-going support from District staff.

By securing these youth service providers in FY2011, the District is on track to fulfilling its overall goal of improving services to disconnected youth. Going forward, the District is working on a pilot program with the Community College of DC (CCDC) that will provide even more employment and training opportunities to District youth throughout FY2012.



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

Response: The agency engaged in a number of discussions focusing on the Department of Homeland Security at St. Elizabeth's project. Crafting a study and plan for workforce needs was part of the discussions. However, this initiative was never implemented. **Not achieved**

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

Response: As a result of slow economic growth and the restructuring of various programs and services, our employer partners the Washington Hospital Center, Ardent 360LLC and the DC Project were not able to fulfill the mandates of the agreements previously established. This modification resulted in DOES refocusing its efforts to develop additional On-the-Job Training partnership opportunities with an array of small and medium size not-for-profit and private employers throughout the Washington DC Metropolitan Area. Innovative partnerships have been developed with over 40 employers, providing District dislocated workers the opportunity to acquire new skills and enhance current skills in areas such as project management, information technology, green construction, business administration/administrative services, healthcare, aviation and other in demand occupations. To date, 43 participants have been enrolled in full-time positions with hourly wages up to \$38.00/hour. **Partially achieved**

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

Response: The agency, along with the support of the Mayor's office and the private sector, has implemented its One City • One Hire initiative. This program challenges employers to hire District residents and offers the recruitment, screening, resume culling and other supports to ensure that employers have access to qualified District Residents. Additionally, DOES is exploring ways to strengthen relationships with DC agencies, offering assistance with training and hiring.

For example, DOES will serve as the primary outreach and recruitment catalyst for the Fire and Emergency Medical Services (FEMS) training program. Candidates for the FEMS training will come from District communities as well as those residents working with the one-stops. By partnering with other agencies such as the Department of Human Services (DHS), the District of Columbia Housing Authority (DCHA), the Department of Disability Services (DDS) and the Office of Risk Management (ORM), DOES can engage many District residents with an integrated service strategy that addresses their employment needs as well as those issues that create barriers to employment.

As noted above in the Workforce Development Program Initiative 1.2, the online database (First Source Compliance Database) to allow the department to track the employers' performance, new hires, and to identify non-compliant employers more easily was launched in January 2011, was successful during it's the pilot stage, and was placed fully online in April 2011 to provide first source employers the ability to enter compliance data online. Only the employer, the contractors, and authorized DOES staff have the ability to view this information.

In addition, in order to better assist the First Source employers in attaining the percentage goal, a job matching division was created within the First Source program. This division employs the First Source job developer (aka job matching specialist). He came on board at the beginning of FY 2011. This developer collaborates and works with the BSG, One-Stop Career Center representative, UI program to identify, prescreen and match qualified DC residents who are currently registered with DOES.



Operations and Agency Management (Office of the Director)

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

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

Response: The agency successfully moved into the Minnesota-Benning Government Center, located at 4058 Minnesota Avenue, NE, Washington, DC, Ward 7, on the weekends of December 10 and 17, 2010. With these moves, the Department of Employment Services (DOES) consolidated its New York Avenue and H Street, N.E., offices and opened a DC! Works One-Stop employment center. This property is also known as the Department of Employment Services Headquarters Building.

This newly constructed 232,000 square foot, five-story office and retail building was completed December 16, 2010. The building has been accredited with the Leadership in Energy and Environmental Design^[1] (LEED) Silver status (tracking towards Gold status) with LEED construction and design elements such as daylight harvesting, green roof, and use of rapidly renewable materials. The building has office space for approximately 500 employees and is conveniently located directly adjacent to two mass transit options: the Minnesota Avenue Metro Bus Station and the Minnesota Avenue Metro Rail station. The existing floor features and occupants include, among others, an employment and business center, a large community meeting room, a local ANC 7D office, and the community constituent office for Ward 7 Councilmember Yvette Alexander.

In addition, a 2,000+ Randolph Sheppard Facility (RSF) convenience store is scheduled to open by the third quarter of FY 2012. This RSF convenience store is through the District's Department of Disability Services – Rehabilitation Services Administration Randolph Sheppard Program “DC Business Enterprise for the Blind.” The mission of the DC Business Enterprise for the Blind (also known as the Randolph Sheppard Vending Facilities Program) is to provide remunerative employment in the District of Columbia for individuals who are legally blind

With regard to performance management, data driven measurement, and robust unit statistical analysis —a new administration became effective in January 2011. In April 2011, Director Mallory was chosen to lead a dramatic transformation of the city's workforce development and labor agency. She immediately instituted a full effort to review all programs and operational aspects of DOES, which also activated an organizational review. As a result, critical positions, vacant for several years, were filled in the third quarter of FY11: Deputy Director for the Office of Policy, Performance and Economics (OPPE) and the Associate Director for One-Stop Operations (OSO). The OPPE was re-created and restructured; this unit leads and performs, among other things, performance and data validation activities. The OPPE Policy and Performance Data Validation Manager came on board in September 2011. With the initiation of this structure, the achievement of quality performance management, excellent staff management, data driven measurement and robust statistical analysis are all on the priority fast track.

With regard to staff development, a Training and Development Specialist was hired in the DOES Office of Human Resources to prioritize and lead this function. As a result, development features have included, but are not limited to, lunch time discussions, team development facilitation, and action circle presentations on diversity, intergenerational communications for business, and change management patterns and strategies. **Fully achieved**

^[1] **Leadership in Energy and Environmental Design (LEED)** consists of a suite of rating systems for the design, construction and operation of high performance green buildings, homes and neighborhoods. Visit http://en.wikipedia.org/wiki/Leadership_in_Energy_and_Environmental_Design



Key Performance Indicators – Details

Performance Assessment Key:

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

Agency Management								
		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	FY2011 YE Actual	FY2011 YE Rating	Budget Program
●	1.1	% of subgrantee's budget spent on programmatic costs	0	65%				AGENCY MANAGEMENT
●	1.2	% of scheduled monitoring reports defined in agency monitoring plan completed for each grant award	0	100%				AGENCY MANAGEMENT
●	1.3	District of Columbia unemployment rate (not seasonally adjusted)	10.8	10.8		10.22%		AGENCY MANAGEMENT
●	1.4	Job growth per year in the District of Columbia	1.81	1.81		-0.74%		AGENCY MANAGEMENT
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	67.4	87%		69.36%	79.72%	UNEMPLOYME NT INSURANCE
●	1.2	District of Columbia re-employment rate as reported by USDOL	43.7	56		44.71%	79.84%	UNEMPLOYME NT INSURANCE
Labor Standard Program								
●	1.1	Percent of back wages collected from employers on valid complaints	99.86	97		97%	100%	LABOR STANDARDS
●	1.2	Percent of formal hearings resolved within 120 working days	84.03	80		80.09%	100.11%	LABOR STANDARDS
Workforce Development								
●	1.1	Number of adult participants completing workforce development training programs	1,126	2,212	1,290	1,597	123.8%	WORKFORCE DEVELOPMENT
●	1.2	Number of SYEP youth participants referred to summer jobs	21,243	12,000		14,062	117%	WORKFORCE DEVELOPMENT