



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

SUMMARY OF SERVICES

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

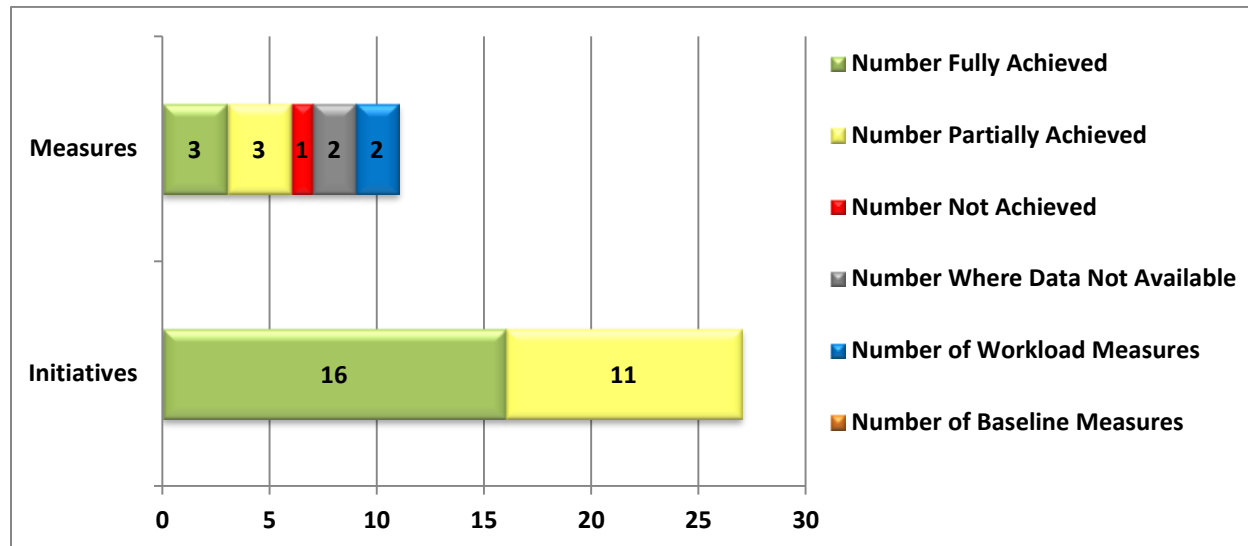
ACCOMPLISHMENTS

- ✓ One City, One Hire matched over 5,000 DC residents to jobs.
- ✓ Saved nearly \$5 million by relocating staff, launching UI debit cards, fraud recovery, and insourcing payroll functions.
- ✓ Placed 14,000 in jobs with renewed Summer Youth Employment Program.

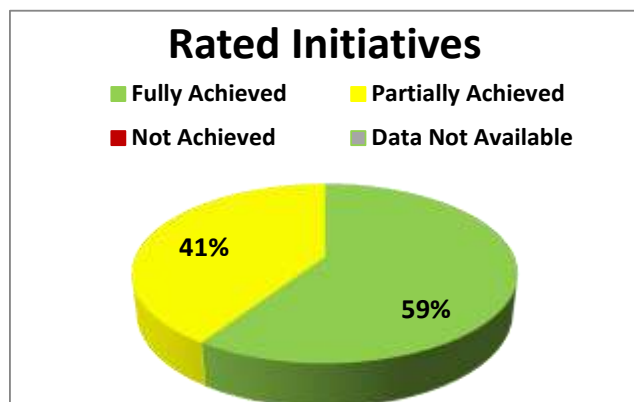
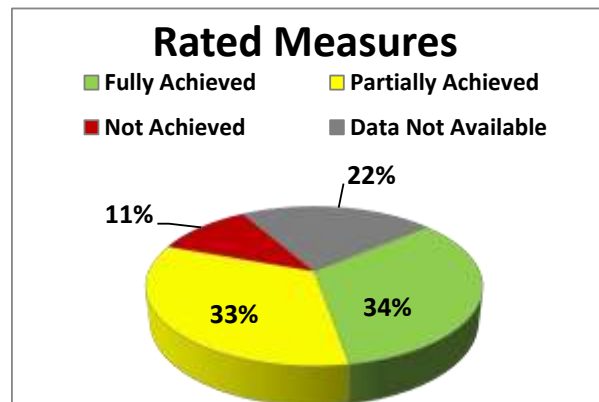


OVERALL OF AGENCY PERFORMANCE

TOTAL MEASURES AND INITIATIVES



RATED MEASURES AND INITIATIVES



Note: Workload and Baseline Measurements are not included

Default KPI Rating:	
$\geq 100\%$	Fully Achieved
75 - 99.99%	Partially Achieved
$< 75\%$	Not Achieved



Performance Initiatives – Assessment Details

Performance Assessment Key:

-  Fully achieved  Partially achieved  Not achieved  Data not reported

Agency Management

OBJECTIVE 1: Improve Office of the Director Management and Administration

INITIATIVE 1.1: Agency-Wide Digitization.

- Partially Achieved.** DOES has continued to make progress in migrating the collection and management of information in electronic formats that was prior collected in paper form. In addition DOES has created in house software tools that enable UI documents to be digitized and placed in a repository that is accessible and affiliated with related claims or employers. Although these initiatives have greatly reduced the amount of paper based information that the Agency must manage, we are still actively pursuing a single application solution that can be leveraged throughout all DOES business processes to both manage document storage and document workflow. Once deployed this application will replace the mitigating solutions we currently have in place.

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

- Fully Achieved.** The new DOES website was launched in early August 2012. This effort converted the site from our antiquated DSF web platform to our new, easier to use Drupal web platform, updates all content, and now displays a contemporary look and feel that visitors should experience when coming to a District government website. The site also provides a more citizen centric design with enhanced navigation and usability, which now makes it easier for visitors to access the programs and services that DOES has to offer and allows us to better connect with the public. The new site reflects the work of multiple OCTO teams and DOES staff setting up the infrastructure, developing the new web templates, and assisting in the migration and transition to the new site.

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

Replacement Initiative.

- Partially Achieved.** In FY12, the OCFO worked with OCTO to create unique combination codes in PeopleSoft that would allow for proper time and labor distribution directly in PeopleSoft; which in turn eliminated the need for manual entry into the DOL FARS. This effort was undertaken to improve the accuracy and timeliness of programmatic and financial reporting. OCFO lead several trainings of DOES staff in early FY13 to ensure all employees are familiar with the new way of reporting time in PeopleSoft through the use of combination codes; in order to ensure that time is properly allocated to the grant programs by DOL function where required. Since the implementation of Enterprise Business Solution (EBS), "SOAR Replacement" is citywide, DOES' finance team continues



to work with the OCFO to implement the necessary components required for DOES into EBS.

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

Partially Achieved. Office of Information Technology (OIT) is in the process of procuring an asset management software package that will allow and support the capability to remotely manage and administer Agency desktop resources. The Numara Footprints application that is being purchased will serve as an enterprise change management tool that will be leveraged to support various Agency program areas, including Office of Information Technology, Office of Administrative Services, Human Resources, and other program areas as needed. The purchase and installation of the software will be completed by December 2011 with full scale implementation completed by April 2012.

- The Numara Footprints applications will provide critical change management capabilities and also provide desktop management functions including asset discovery and tracking; operating system and applications software deployment; software patch management; and remote management. This application will also serve as a centralized Incident Reporting, Tracking, and Management tool. The result of this initiative will be standardized change management and incident management capabilities which will allow management to have a single desktop view of the status of all change and incident requests. This will create an environment where incidents will be managed quickly and efficiently, with a minimum of waste and duplicated effort, creating substantial costs savings for the Agency while simultaneously improving business processes.

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

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

● **INITIATIVE 1.6: Improved Facilities Management and Sustainability of the Fleet Vehicles.**

Fully Achieved. In FY12, DOES successfully relocated approximately one-hundred (100) employees from the Labor Standards Bureau to the DOES HQ in NE DC. The agency saved



\$1.7 million in lease costs. The consolidation of the Agency to the new headquarters has allowed DOES to centralize the location and management of its vehicle fleet. This practice has enabled DOES to reduce and better manage/resolve ticket activity resulting in 90% of the total fleet being ticket free which better positions the agency to qualify to exchange existing vehicles for more compact fuel efficient cars as they become available through DPW. Additionally, usage data shows that continuing efforts to encourage fleet share participation coupled with METRO and Bike Share accessibility to the new building presents an opportunity for DOES to further reduce their vehicle fleet by two or three cars. Additionally, DOES has developed and implemented standardized policy and procedures for the Fleet program. This policy defines responsibilities of operators, managers, as well as that of the Office of Administrative Services which has oversight for the program. It further clarifies the difference between the DOES Fleet Program and the District's Fleet Share program in which DOES employees are enrolled and outlines procedures for DOES employees to participate in both programs.

Labor Standards Program (LSP)

OBJECTIVE 1: 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/illness.

INITIATIVE 1.1: Upgrade the Office of Workers' Compensation's (OWC) CORE/ICIS automated document case management system.

Partially Achieved. The legacy nature of the OWC's CORE/ICIS system presents unique challenges to the maintenance and modernization of these systems. DOES is working closely with the original system vendor to move the architecture onto a stable, robust platform. Given the scale and scope of this system the planning required has been extensive, but that work is now complete and DOES is entering the Implementations Phase. DOES projects completion of this project on the previously communicated schedule (end of FY 2013). Once complete, OWC's system will be much more flexible and more amendable to integration into DOES' overall modernization strategy.

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

Partially Achieved. Along with the stabilization and system improvements referenced in 1.1 above, DOES is working towards a unified approach to document imaging and workflow management. A single system, leveraged across the Agency's various business units, will enable DOES to benefit from increased efficiencies while reducing system maintenance and overhead. OWC is planned to be a pilot department in this implementation, utilizing their acquired experience and expertise across these types of business processes. Document Imaging and Workflow Management is an essential component of DOES' overall modernization strategy and building a reliable and configurable management engine will be a key factor in the successor that initiative. Executing this strategy will be a major initiative in DOES OIT throughout FY2013.



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

Fully Achieved. During FY 2012, OSH conducted a total of 373 visits of all kinds. Of these, 268 were in area of emphasis (high hazard establishments, i.e. residential construction, etc.), and includes initial, training and follow-up visits. This number exceeded expectation. Addition accomplishments resulting from OSH visits conducted: • 743 serious hazards were identified • 6,740 employees were removed from risk • Safety training was provided on-site for 496 employees • 99% of visits were for smaller employers.

Office of Policy, Performance & Economics

OBJECTIVE 1: Increase the identification and implementation of best practice policies and continuous improvement, standard operating procedures, and utilization of tools with which to assess the future and economic state of jobs and job statutes; assess the viability of available jobs, unemployment, and wages to ensure the accuracy and efficiency of data collected across departments, offices, and programs.

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

Partially Achieved. OPPE conducted a comprehensive assessment of all WIA programs to address issues identified by the U.S. Department of Labor (DOL) to develop a swift course of action to respond to our customers and federal partners. In order to accomplish a thorough assessment, OPPE established Focus Groups that included managers, frontline staff, and support staff to identify several underlying causes for underperformance and late, error-ridden reports. Consequently, the Workgroups conducted analysis that identified impediments to programs meeting performance goals. As a result of this engaged leadership, and effective communication of the organizational vision, mission, goals, and requirements, the agency has consistently met performance goals and adhered to reporting requirements, including overall improvement in customer service and increased confidence among employers and key stakeholders, resulting in more efficient and timely responses to our clients, especially our disadvantaged population. The new technologies improved operational efficiency and increased capacity, enabling staff to achieve efficiencies and enhance services to clients. DOES concluded Program Year (PY) 2011 by meeting or exceeding all three negotiated levels of workforce performance for WIA Adults as required by DOL , achieving an entered employment rate of nearly 60 percent, an employment retention rate of 77.6 percent, and an average earnings rate of \$13,013. The employment retention and earnings outcomes both exceeded negotiated levels of performance by 17.6 percentage points and \$1,263, respectively. The Agency met or exceeded the negotiated performance standards for the dislocated worker program, achieving an entered employment rate of 67.2 percent, an employment retention rate of 85 percent, and average earnings of \$21,064. The employment retention and earnings outcomes exceeded negotiated levels by 16.8 percentage points and \$6,064, respectively.



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

Partially Achieved. Beginning in the First Quarter of FY12, OPPE in collaboration with program managers throughout DOES established working groups to review current programmatic procedures. The goal was to develop and archive Standard Operating Procedures (SOP)s and policies and make them easily and widely available to all DOES employees and to the public, as appropriate. The result of the working group was the development of SOPs for the following program areas: American Job Center operations; Business Solutions Group; Unemployment Insurance; Youth Services; Apprenticeship; Workforce Investment Act (WIA) Adults and Dislocated Workers; Special Programs, and the Transitional Employment Program. The first installment SOPs was completed on November 1, 2011. The majority of SOPs were completed in draft form on April 6, 2012, and the final installment of the draft SOPs were completed on June 6, 2012. All SOPs are currently undergoing an intensive review and approval process. These SOPs will support employee productivity and improve their work product, promote transparency, and allow for a centralized, archiving process to ensure predictable end results, even if employees depart or leadership changes.

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

Fully Achieved. The work of the Office of Labor Market Research and Information (OLMRI) is governed by two documents: the LMI Cooperative Agreement with the Bureau of Labor Statistics (BLS) and the Workforce Information Grant (WIG) provided by the US Department of Labor. OLMRI complied with the BLS LMI Cooperative Agreement and met all major deliverables in a timely and accurate manner. To comply with the requirements of the WIG, OLMRI met the following deliverables: continued to populate its DC Analyzer Internet System (which serves as the Workforce Information Database) with state and local data; produced and disseminated 10-year industry and occupational employment projections for DC and the Washington MSA as well as 2-year projections for DC; conducted and published relevant economic analyses, special workforce information, and/or economic studies (including the 2011 Annual Economic Report for DC) of benefit to the Mayor and the Workforce Investment Council (WIC); posted products, information and reports on the internet; and collaborated and consulted on a continuing basis with the WIC and other key workforce and economic development partners and stakeholders to improve LMI-WI products, tools, and information services to meet evolving customer needs. In FY12, the DC Analyzer website had 6,652 visits, 77,874 page views, and 212,788 hits. OLMRI responded to weekly LMI requests from the WIC, the Executive Office of the Mayor, DMPED, OSSE, DCPS, MPTD, and other divisions within DOES. OLMRI consults and communicates with these customers to better understand their data needs and tailor the provided information and analysis accordingly. OLMRI awarded a grant that will survey and interview employers and training providers to map out employer hiring preferences and the skills gap in DC. The



grantee will use economic modeling to determine the multiplier effect and economic impact of growth in DC's top industries.

Unemployment (UI) Program

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

INITIATIVE 1.1: Debit Card Solution for UI Benefits Payments.

- **Fully Achieved.** The Department of Employment Services launched its debit card program in December 2011. The debit card is now the primary method of payment for UI payments, eliminating the expense and significant amount of manpower used to process and distribute paper check payments. Payment of benefits by debit card also helps to ensure that claimants receive benefits in a timely manner and eliminates check fraud. The project resulted in a \$1,041,764 savings in FY12, as calculated by the Office of Finance and Treasury.

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

- **Fully Achieved.** The Department of Employment Services initiated the TOP program as a part of the greater federal imperative to increase the prevention, detection, and collection of Unemployment Insurance (UI) overpayments. These overpayments represent a significant drain on the District's Unemployment Trust Fund. As of September 30, 2012, the District has more than \$8,000,000 in outstanding overpayments. In spite of its initiation at the end of the FY2012 tax season, the District was able to recoup more than \$360,000 in overpayments through the TOP program. With increased automation of the process and an earlier start, DOES expects that TOP will continue to yield higher ratios of dollars recovered, and decrease the amount of manual intervention required by DOES staff during the collection process. The District has excelled at detection for the past few years, and is now shifting focus to prevention and collection. Based on the increase in recoveries reported by other states entering the TOP program, the District estimates an additional \$2 million dollars a year in overpayment recoveries from federal tax offsets. Additionally, using the access granted to the District through the IRS, TOP has the capability to provide delinquent debtor locator and address information, which will assist the District with updating claimant information and facilitate other collection activities. The UI program will also see a significant reduction in postage fees, as claimants whose debts are fully recovered through TOP will no longer be sent notices of overpayment and restitution requests.

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

- **Partially Achieved.** The UI Tax Division will soon be expanding the use of services offered to employers online. This UI Tax Portal will allow staff to quickly and accurately register new employers. The portal will also allow employers to check their accounts, make



payments, and receive messages online. This long-awaited enhancement, coupled with the latest version of our completed electronic UI Tax Audit Package (launched January 2012) will allow for more efficient UI Tax Operations. This expansion will reduce manual processing of wage reports and payments, reduce the number of errors in matching reports and payments, and shorten the length of time required for “peak period” processing. Current management is working to further define the business requirements and document vital workflow updates needed to ensure that the employer portal is fully operational at the end of the third quarter FY2013.

INITIATIVE 1.4: Implementation of the IRS Data Exchange Program.

Fully Achieved. Employers have, for years, engaged in Questionable Employment Tax Practices (QETP) in order to evade the payment of employment taxes to the government and employee benefit. One of the ways in which employers engage in this practice is by misclassifying workers as independent contractors and issuing a 1099-MISC IRS form instead of a W-2. It is estimated nationally that 30 percent of employers misclassify workers. When employers improperly classify workers as independent contractors instead of employees, those workers do not receive protections and benefits to which they are entitled, and the employers may fail to pay some taxes they would otherwise be required to pay. The IRS has a program in place whereby it will make available federal tax data to DOES by providing specific data extracts on a recurring basis to assist with unemployment tax administration. This data share with the IRS will enable the Agency to identify potential violators and target audits in high-risk industries. Data transmission and extract delivery is administered by the IRS. DOES completed the IRS required security protocols to allow the data-sharing and is awaiting IRS access approval. Once approved, DOES will be allowed to receive IRS data extracts. DOES, in turn, will provide quarterly updates to the IRS on the worker misclassification initiatives. The anticipated program launch is April 2013. However, note that this launch date is dependent on IRS’ access approval.

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

Implementation.

Fully Achieved. The District’s SIDES program became fully operational in September 2012. Designed to update the District’s technology and business protocols, SIDES enables secure communication and transmission of UI information that includes, but is not limited to, separation information between State Workforce Agencies (SWAs), large employers, and third party agents (TPAs). The SIDES Employer Website (SEW) will allow employers/TPAs to provide separation information electronically to the District, which will increase the quality of the District’s initial eligibility determinations. This project will improve the timeliness and quality of separation determinations, reduce the number of errors in processing separation information, reduce overpayments, and provide cost-effective resource utilization. Improvement in the timeliness, accuracy, and quality of service in UI program operations is a priority of USDOL. The reduction of errors in processing separation determinations and the concomitant improvement in the



timeliness, accuracy and quality thereof, with the resulting reduction in costs through the decrease in overpayments, is in alignment with these priorities, and is an animating feature of SIDES. As this program was launched just recently, the first performance data and evaluation of SIDES' impact will not be available until the end of the first quarter FY2013.

INITIATIVE 1.6: Increased Automated Fraud Detection Systems.

Fully Achieved. In recent years, the availability and quality of data that will aid the District in the accurate and efficient operation of the UI program has increased exponentially. Beginning at the end of FY2010, with the implementation of the National Directory of New Hires (NDNH), DOES has systematically leveraged these various data sources, integrating them into our business processes and allow for early detection of fraudulent practices. DOES has expanded the use of Social Security Administration (SSA) data, National Directory of New Hire (NDNH) data, as well as increased internal data mining. Combining all of these data sources into a unified business intelligence system is allowing DOES to efficiently manage every aspect of its UI Fraud program. Another tool being utilized by the District is the State Unemployment Tax Act (SUTA) Dumping Detection System (SDDS). This system provides software used by state tax agencies to detect movement of employees between business and track the resultant tax rate assigned to business as a result of the shifting of employees, in an effort to avoid high tax liability, i.e., SUTA dumping. There are several schemes SUTA has identified on a national level, and in an effort to address this issue nationally, the Department of Labor worked with state agencies to develop the software currently employed by DOES to identify and inform employers of improper tax practices.

INITIATIVE 1.7: Stabilization, Research & Modernization of Agency Legacy UI Benefit and Tax systems.

Partially Achieved. The District's Unemployment Insurance program operates on costly legacy mainframe systems. While mainframe systems have allowed DOES to handle a staggering volume of data over the years, mainframe computer systems were not built to easily adapt to frequent programming changes, requiring extensive time and manpower to execute program changes. To reduce overall cost and improve reliability, DOES has begun to implement a series of stabilization initiatives as part of the overall modernization effort: leveraging robust, web-based technology and interfacing with the legacy systems; increasing collaboration between program and Office of Information Technology; and researching the possibility of consortium involvement to improve the likelihood of timely completion, and ensuring a full cadre of Subject-Matter-Experts dedicated to the UI modernization initiative. In addition, an internal team has been put in place, and we are moving forward with UI operations upgrades while initiating the first steps in requirements gathering. While the District is exploring potential partnerships, we remain committed to ensuring independence from outside vendors upon completion of the project. "As-Is" Process documentation has been completed by the National Association of State Workforce Agencies in collaboration with current UI



management. There are several areas in which immediate improvements are being made while simultaneously working toward building a modernized core system. Convening with jurisdictions such as Mississippi, Maryland, Virginia, and Connecticut has also been an invaluable part of the District's UI Modernization project. These visits have confirmed that our intended approach is reasonable and should mitigate some of the challenges that other states have had with regard to vendor management, timelines, and ensuring adequate subject-matter-expertise for the duration of the project.

Workforce Development Program

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

INITIATIVE 1.1: One City • One Hire.

Fully Achieved. Mayor Gray, in conjunction with DOES, launched One City • One Hire as an ambitious, locally-funded hiring initiative that asks area employers to hire just one unemployed District resident. This employer-driven hiring initiative applies an innovative economic development strategy that supports the District efforts to increase employment opportunities and improve DC's economic health through DOES' workforce programs. Path2Work and Path2Career, a program under One City • One Hire, launched in summer 2012, is designed as a series of recruiting events for distinct populations, including Unemployment Insurance (UI) Reemployment and Eligibility Assessment customers, youth, mature workers and veterans to connect them to viable employment job opportunities with employers in specific industries such as hospitality, District and federal governments, armed forces and public safety, and other high growth industries. <http://does.dc.gov/node/173412>. To date, DOES has partnered with 828 employers who have hired 5,026 District residents through one of the 8 large pre-screening hiring events held since April 2012 or connecting participants in DOES programs directly to employers. DOES expects to continue to match qualified DC residents to available jobs through its Path2Career and Path2Work programs which are a series of career fairs/recruiting events for various and distinct populations (e.g., youth, mature workers, veterans, etc.). Path2Career offers a myriad of services and trainings to assist residents in their efforts to obtain sustainable employment and put them on a path to work.

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

Partially Achieved. In FY12, DOES contracted with a vendor to train DOES American Job Center staff to ensure they are equipped with the knowledge and resources necessary to share and analyze labor market information with job seekers who will need to transfer their existing skills to new opportunities. In FY13, employees will be trained on this technique and DOES will evaluate this new training model to ensure job-seekers receive improved service to support their job searches. Similarly, DOES implemented new assessment tools to ensure the agency can assess the skill levels of job seekers. Since June 2012, three thousand five-hundred fifty seven (3,757) individuals took assessment



tests to measure basic skills needed in the workplace such as problem solving, listening, customer service. DOES also assessed over 615 English and ABE learners, GED® candidates, as well as multiple modalities such as reading, listening, math, writing, and speaking as a service to employers. Each assessment also offered job seekers opportunities to improve their skills through training. Additionally, the District entered into a Memorandum of Understanding with the required partners as mandated by the U.S. Department of Labor. The MOU, which was signed by the Mayor and the Workforce Investment Council, allows DOES to coordinate and interact with other District agencies to ensure best possible services for all customers seeking workforce development services. This agreement had not been finalized in years past and is considered a great first-step to ensure coordinated services. The agreement was also signed by Department of Human Services, Office of the State Superintendent for Education, DC Housing Authority, Job Corps Washington, DC, and the Department of Disability Services.

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

Partially Achieved. In FY12, DOES began transformation of the city’s career centers. The Centers are becoming the city’s single point of entry for all centers. Centers have been rebranded in July to the District of Columbia American Job Center, as suggested by the U.S. Department of Labor. Centers served 16,600 customers in FY12 through Workforce Investment Act and Wagner-Peyser funds, including 616 who received workplace readiness assessments, and 6,200 who received reemployment eligibility services. DOES met or exceeded all Workforce Investment Act performance requirements. DOES also made plans to relocate services from the AJC in Southwest to nearby Southeast location. As part of this transformation, DOES is planning to co-locate services with the Department of Human Services (DHS), the District government agency that provides social services to low-income individuals and families to maximize their potential for economic security and self-sufficiency through programs such as Temporary Assistance to Needy Families (TANF), Supplemental Nutrition Assistance (SNAP), and the Family Services Administration (FSA). DOES continues to operate four Centers in the city and a Veterans’ Center in NW DC.

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

Fully Achieved. In FY12, DOES First Source office began integrating its system to align with the One City One Hire initiative, the umbrella initiative for all DOES workforce programs. The First Source informed employers of the Path2Work and Path2Career opportunities through the eight (8) large scale and dozens of smaller events in which District residents were assessed for work-readiness, screened, and referred to training prior to meeting with employers to interview for available jobs. District residents who met or exceeded screening requirements met with First Source employers who are required to hire District residents for 51% of their new positions. The First Source team also updated its online compliance database based on employer feedback and developed an initial employment plan to assist in implementing the District of Columbia



Workforce Intermediary and First Source Reform Act of 2011. First Source also drafted new First Source agreements for construction and non-construction employers, as well as drafted a First Source Revised Employment Plan and Information Packet which will be launched in FY13. DOES' Office of the General Counsel also began drafting the regulations for the new law. Finally, the team met with Office of Contracting & Procurement (OCP), Department of General Services (DGS), District of Columbia Public Libraries (DCPL), and DC Housing Finance Agency (DCHFA) to advise them on the new requirements of the District of Columbia's Workforce Intermediary and First Source Reform Act of 2011.

INITIATIVE 1.5: Develop a comprehensive, citywide, year-round youth employment action plan that includes incorporating national youth employment best practices and standards, to increase support to the District's disconnected youth population

Fully Achieved. In FY 2012, in collaboration with the aforementioned stakeholders, DOES developed a comprehensive, city-wide action plan to increase "wrap-around" support to the District's disconnected youth population and to strengthen our youth workforce development system so that it is better equipped to comprehensively deliver services to the District's growing "disconnected" youth population. The plan outlines that DOES' Year-Round Youth Program will serve as a catalyst for fostering innovative linkages between employment and social services, which are critical to re-engaging disconnected youth. The FY 2013 Year-Round Youth Program has been restructured to incorporate national youth employment best practices and standards through a series of professional development sessions led by the National Youth Employment Coalition (NYEC). In late FY2012, the WIC and DOES issued a Request for Application to identify providers to serve out-of-school youth using federal WIA funds in a newly structured year-round youth employment program. In October 2012, DOES granted awards to five community-based organizations with a proven track record of providing structured programming to disconnected youth. The WIC and DOES plan to serve 210 youth through these programs in two different models. All youth will also receive academic support, job search and placement assistance, and wrap-around support services to help ensure they will be successful. In addition to the newly reformed Year-Round Youth Employment Program, DOES will also continue to provide services to disconnected youth through its Pathways for Young Adults Program (PYAP) which is administered in partnership with UDC-CC. To date, more than 100 youth have participated in this program that provides youth with work readiness training, occupational skills training that will lead to the attainment of an industry-recognized credential.

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

Fully Achieved. In March 2012, Mayor Gray announced the availability of \$2 million for a new On-the-Job Training Program (OJT) to be administered by DOES. The program is designed to help support unemployed D.C. residents in their search for permanent employment. Modeled after the Department of Labor's OJT program and funded with local dollars, the District will pay 90 percent of a participant's salary during the training



period up to \$34 an hour and a maximum of \$8,000 up to six months. The former federally-funded OJT program expired on June 30, 2012. Since its launch the program has partnered with 65 employers who have hired approximately 150 formerly unemployed District residents who are now on-the-job and learning new skills in the construction, information technology, healthcare, and accounting fields. The average length of training is 3 months at an approximate wage of \$17 per hour. In FY13, DOES will expand this program to include even more outreach to employers by industry sector through One City • One Hire and will more closely match those graduating from DOES and WIC approved training programs to employers who are hiring.

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

Fully Achieved. With the launch of One City One Hire, DOES ensured special outreach efforts to Wards 7 and 8 residents, including participating in the Mayor’s Ward 8 Summits and developing outreach opportunities in the Community Room at DOES Headquarters in Ward 7. DOES also held events at the Dept. of Housing & Community Development housing facilities in Ward 8 to encourage Ward 8 residents to register for One City One Hire. As a result of these efforts, 40% of One City One Hire registrants from Ward 8 are new to DOES and 28% of all One City One Hire hires are from Ward 7 and 8 (1,389). DOES coordinated with DMPED and other District agencies to apply for a \$300K grant offered through the Ward 8 Budget Challenge initiative. In August, the District Dept. of Transportation issued a Request for Qualifications for design-build services for the Saint Elizabeths East Campus for Stage 1 Infrastructure Improvement Project. This estimated \$51 million contract provides DOES and its partners a unique opportunity to collaborate to ensure that job training and support mechanisms for Ward 8 job seekers are aligned with the needs of employers who will be awarded contracts on this project. The funding is 100% local, which provides greater opportunity to prepare and match qualified Ward 8 DC residents to new jobs created on this project.

INITIATIVE 1.8: Elevate Workforce Services for VETS in the District

Fully Achieved. DOES Veteran Services include a range of services to all veterans, with special attention to those who are disabled and homeless. Each veteran employment specialist is directly connected to a variety of resources, agencies, programs, and partners to assist in servicing our veterans. Throughout FY12, veteran staff members attended Career & Hiring Fairs, Symposiums, and Workshops in an effort to continuously develop partnerships and networking opportunities with veteran friendly organizations and agencies. Veteran staff facilitates a successful Quarterly two-day Job Readiness Workshop in which veterans gain job readiness skills, learn about networking, resume writing, the federal hiring process and interviewing skills. Employers from the public and private sectors speak to veterans about job opportunities and hiring processes within their respective organizations. Employers also interact with the veterans and take the resumes of those who are interested in their organizations. FY12 highlights: •Three-hundred seventy two (372) veterans served through DC’s American Job Centers and 672



veterans served at the US Veterans Assistance Center located in the Dept. of Veterans Affairs office. •In FY12, the District issued 70 Gold Card with 25 of these veterans being placed in a job as part of the US DOL's program to provide up to 6 months of intensive services to Post 9/11 Era Veterans, including orientation, assessments, resume assistance, career counseling, and job search assistance. •The Veterans Retraining Assistance Program is part of the President's Vow to Hire Heroes Act of 2011, which offers qualified veterans up to 12 months of educational assistance under the Montgomery GI-Bill at a maximum pay rate of \$1473 per month in an approved high demand occupational program. To date, DC has had 5 veterans successfully complete a program and earn a credential.



Key Performance Indicators – Details

Performance Assessment Key:

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

	KPI	Measure Name	FY 2011 YE Actual	FY 2012 YE Target	FY 2012 YE Revised Target	FY2012 YE Actual	FY2012 YE Rating	Budget Program	
Agency Management									
	●	1.1	% of agency-wide cost savings	0	0		3.92%	Not Rated (No Target)	AGENCY MANAGEMENT
Workforce Development									
	●	1.1	Number of adult participants completing workforce development training programs	1,597	1,400		1028	73.43%	WORKFORCE DEVELOPMENT
	●	1.2	Number of SYEP youth participants referred to summer jobs	14,062	14,000		14352	102.51%	WORKFORCE DEVELOPMENT
	●	1.3	Percent of unemployed adult customers placed in full-time unsubsidized employment	61.5%	72%		57.68%	80.11%	WORKFORCE DEVELOPMENT
	●	1.4	District of Columbia unemployment rate (not seasonally adjusted) - Workload Measure	10.22%	0		9.39%	Not Rated	WORKFORCE DEVELOPMENT
	●	1.5	Job growth per year in the District of Columbia - Workload Measure	-0.74%	0		-96.88%	Not Rated	WORKFORCE DEVELOPMENT



	KPI	Measure Name	FY 2011 YE Actual	FY 2012 YE Target	FY 2012 YE Revised Target	FY2012 YE Actual	FY2012 YE Rating	Budget Program	
Unemployment Insurance									
	●	1.1	% of all first unemployment insurance payments made to eligible claimants within 14 days of the first compensable week-ending date	69.36%	87%		66.6%	77.7%	UNEMPLOYMENT INSURANCE
	●	1.2	District of Columbia re-employment rate as reported by USDOL	44.71%	60%		49%	82%	UNEMPLOYMENT INSURANCE
Office of Policy, Performance & Economics									
	●	1.1	% of performance data validations accurately completed (New FY12)	0%	90%			No Data	AGENCY MANAGEMENT
Labor Standards Program									
	●	1.1	% of back wages collected from employers on valid complaints	97%	97%		99.42%	102.49%	LABOR STANDARDS
	●	1.2	% of workers compensation formal hearings resolved within 120 working days	80.09%	80%		84.52%	105.65%	LABOR STANDARDS