



## Department of Employment Services DOES (CFO)

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### 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 the labor market and other national economic measures impacting the District of Columbia (District), and by safeguarding employee working conditions.

### SUMMARY OF SERVICES

DOES, the District's lead labor and workforce development Agency, provides customers with a comprehensive menu of 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, new jobs, and educational opportunities. The workforce bureau also offers services to ensure employers have access to qualified job candidates as well as general employment services support. DOES provides District youths 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 unemployment insurance benefits to people who lost jobs in the District through no fault of their own. Finally, 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, manages the District's wage and hour requirements, and provides hearing and adjudication services to settle workers' compensation disputes.

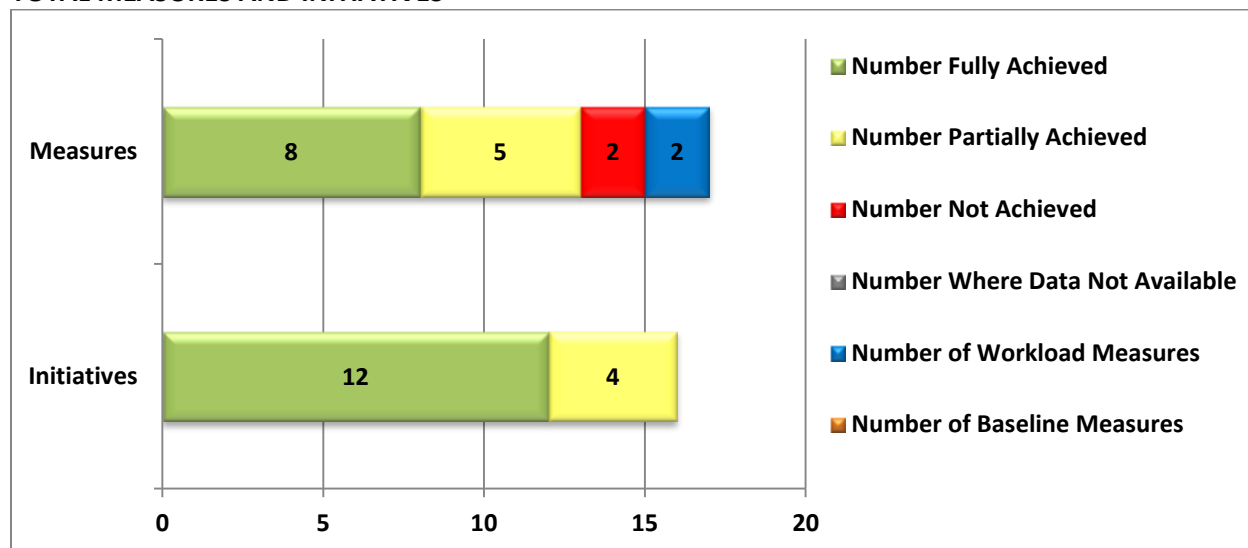
### ACCOMPLISHMENTS

- ✓ OneCity•OneHire – 900 employers, 7,000 DC residents hired through FY13 Staff retreat,
- ✓ Quality customer service and topical training for all DOES staff
- ✓ 14,000 District youth in summer jobs; 42% decrease in truancy through coordinated campaign

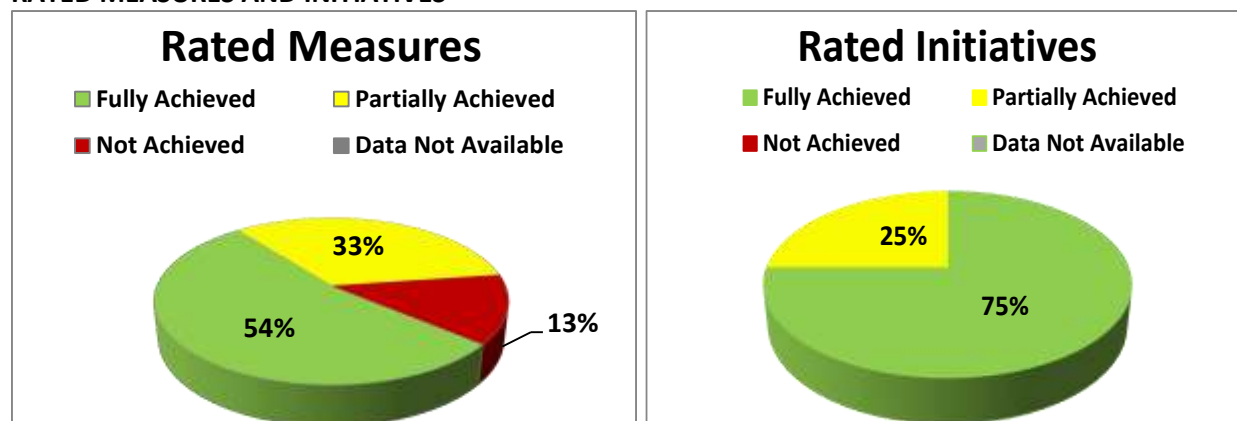


## OVERVIEW AGENCY PERFORMANCE

### TOTAL MEASURES AND INITIATIVES



### RATED MEASURES AND INITIATIVES




**Note:** Workload and Baseline Measurements are not included

Default KPI Rating:	
≥ 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 the Office of the Director, Management and Administration

##### INITIATIVE 1.1: Implement a Comprehensive Employee Training and Morale Improvement Program

**Fully Achieved.** Throughout FY13, DOES Leadership Team planned and implemented an array of employee trainings and morale building activities. In February, DOES conducted an Employee Climate and Culture Survey to establish priorities for future development and improvement of agency programs and services. After the results were analyzed, Agency Management held an all-staff meeting to discuss the findings and to facilitate a town-hall style conversation. Also in February, Agency Management sought volunteers for the 2013 Employee Advisory Council (EAC). The purpose of the EAC is to facilitate communication among employees and the Director of DOES and act as a liaison between DOES employees. In April 2013, the Office of the Director organized an All Staff Customer Service Training to provide an interactive learning experience on delivering quality customer service. In June, Agency Management organized an all-staff retreat at the District's historic Lincoln Theatre, which gave each division an opportunity to educate the agency about their purpose and programs. The retreat also featured team-building addresses from Director Mallory, Deputy Mayor Hoskins, and Mayor Gray. Also, in September, a second customer service training was offered, which focused on assessing and measuring improvement as well as strategies for implementing improvements to enhance customer service. Furthermore, DOES initiated the DOES Diversity Series, which featured speakers from the Mayor's Offices on Asian and Pacific Islander Affairs, African Affairs, and Gay, Lesbian, Bisexual, Transgender (GLBT) Affairs. In addition, the Agency Management has continued the Employee Appreciation Program, which seeks to recognize employees for achievement in business objectives, exemplary performance, exceptional customer service, and dedication to the mission of DOES. Recognizing the accomplishments of employees contributes to a supportive work environment that attracts and retains committed, engaged employees.

### Labor Standards Program

#### OBJECTIVE 1: Provide a more efficient and effective system to prevent workers from exposure to unsafe working environments

##### INITIATIVE 1.1: Continue to upgrade the Office OWC CORE/ICIS automated document case management system to a more dynamic platform to improve efficiency in the workers' compensation system.

**Partially Achieved.** The legacy nature of the OWC's CORE/ICIS system has presented unique challenges in its integration, maintenance and modernization. DOES, in working with the original vendor to move the architecture to a more stable platform, has provided the vendor with the informational base to guarantee the applicability of the resulting protocols to the Act's statutory framework. Given the scale and scope of this system, the planning required has been extensive, but that work is now nearing completion and DOES is entering the implementation phase. DOES has



completed its programmatic input into the project on schedule (Sept. 30, 2013) and will await the completion of the final required technical components. With the completion of the technical modules of the project, OWC's system will be more flexible and responsive, therefore, rendering it compatible with DOES' overall modernization strategy. The improvements will result in substantial time savings for staff, fewer site visits by stakeholders, and increased scheduling efficiencies. Agency dispute resolution functions are also expected to increase their program efficiencies which will translate to customer cost-savings. The initiative is anticipated to be completed by October 30, 2013.

**INITIATIVE 1.2: Conduct outreach campaign for prevention of fall fatalities in construction and heat illnesses among outdoor workers.**

**Fully Achieved.** Falls are a leading cause of death in construction. Nationally, in 2010, 264 of 744 total construction fatalities were from falls. Many of these deaths are preventable. The federal Occupational Safety and Health Administration (OSHA) instituted a nationwide campaign to raise awareness among workers and employers about the hazards of falls from ladders, scaffolds and roofs. The District's OSH division is participating by advocating fall protection and providing fall protection posters and training materials in English and Spanish on all our construction site visits. Additionally, every year, thousands of workers become sick from heat exhaustion and heat stroke, and may die. OSHA conducted a nationwide outreach campaign to raise awareness among workers and employers about heat illness awareness and prevention by distributing posters and material in English and Spanish on all visits to outdoor worksites, such as construction, landscaping/lawn care, paving and other similar outdoor work environments. During FY2013, the DOES Office of Safety and Health completed approximately 105 employer visits which involved both heat prevention and fall protection activities.

**Unemployment**

**OBJECTIVE 1: Increase the efficiency and integrity of unemployment compensation benefits and unemployment tax services**

**INITIATIVE 1.1: Benefits Operations: Improve claims taking and benefits processing activities.**

**Fully Achieved.** DOES restructured the UI Benefits Division to improve processes in four main areas: claims intake, claims validation, fact-finding investigations and low and high-skill adjudications. Subject matter expertise and duties that previously were housed with individual staff members are now shared by multiple individuals in work groups. In FY13, the Office of Unemployment Compensation established a Quality Assurance Division to provide support to program operations and to assist in the development of Standard Operating Procedures, provide performance monitoring and reporting on key UI performance measures. We anticipate that the automated scheduling component used in our current business model will be revised and deployed within the first quarter of FY14. Further, we are developing a workforce management solution that addresses scheduling and workload issues attributed to absenteeism and holidays. Through the Quality Review Unit, quality assurance procedures have been incorporated in each step of claims processing to ensure that relevant information is captured, reviewed and recorded accurately. These operational changes rely on close collaboration with the agency's Office of Information Technology. Under the restructured claims processing model, DOES has realized successes in the speed in which first payments are processed. In July and August of 2013, DOES has shown marked improvement in the processing of first payments, achieving timeliness measures of 87.84% and 80.13% respectively during this time period. This is a tremendous increase and represents a historical achievement for DOES.



### **INITIATIVE 1.2: Enhance the UI Tax Division to support efficiencies in UI Tax Operations.**

**Partially Achieved.** The UI Tax Division has initiated across-the-board strategies to enhance efficiencies in UI Tax Operations to include the following: Full utilization of the contractual arrangement currently in place with the off-site vendor who processes the bulk of the quarterly contribution and wage reports for DOES. The vendor also serves to streamline the quarterly reporting process, which has captured data in the initial process to alleviate systems bottleneck; Online filing and self-service functionality are in the development phase of the Tax Modernization Project, of which DOES is scheduled to launch an online interface for employers' quarterly report filings and payments effective December 2013; An agency-wide strategy to create, refresh, and update Standard Operating Procedures (SOPs) for all workflow activities and program documentation in line with Department of Labor (DOL) standards to include Tax Performance System (TPS) and other UI quality programs. Additionally, subject matter knowledge is shared and retained in the event of staffing changes and attrition. DOES is currently awaiting DOL's feedback and approval of UI Tax Division SOPs; Ongoing staff training continues to be an integral part of DOES's strategy. A monthly training schedule has been developed to conduct new and refresher sessions for staff. The UI Tax Division also takes part in other on-site webinars, and off site conferences and seminars. Successful and consistent staff training has contributed significantly to the Division passing the CY2012 TPS review for Status-New, Status-Successor, Status-Inactivation/Termination, and Field Audit functions; Using SUTA Dumping software and our partnership with the IRS to identify employers who use evasive practices in an attempt to pay lower unemployment insurance taxes.

## **Workforce Development Program**

### **OBJECTIVE 1: Implement an integrated workforce system that will improve customer service and outcomes for employers and job seekers, including young adults**

#### **INITIATIVE 1.1: Build an integrated model District of Columbia American Job Center system.**

**Partially Achieved.** Transformation of the District's AJCs has been ongoing in FY 2013. This includes development of a plan to reestablish a hard-to-employ program; during the fiscal year DOES worked in conjunction with the Department of Human Services (DHS) and the Office of the State Superintendent of Education (OSSE) to develop a job readiness training MOU for our hardest to employ citizens. Among the proposed deliverables that will be implemented in FY 2014 is the creation of a Career Navigation training. The District is committed to strengthening the overall performance of the workforce delivery system. With assistance from a nationally-recognized consultant supported under a technical assistance grant from the U.S. Department of Labor, DOES and the Workforce Investment Council (WIC) engaged in a comprehensive policy review and development process intended to make the system more efficient and effective. In addition, in July 2013, the revitalized WIC and DOES established an American Job Center certification policy. This policy signals the federally required certification process, which will be done for the first time in the District of Columbia in FY2014. The certification process allows the AJCs to implement national best practices, strategic planning methodologies, and effective measurement and analysis of workforce programs, resulting in more efficient service delivery and increased connection for District residents to workforce training and jobs. The new certification standards require DOES' Office of AJC Operations to submit a business plan to the WIC for each of the five AJC's in the District. It will also detail service delivery strategies for various target populations, including dislocated workers. The first certification review for a comprehensive AJC will be conducted by January 2014.



**INITIATIVE 1.2: Establish performance benchmarks for job training providers. (One City Action Plan Action 2.3.1).**

**Fully Achieved.** The District’s Workforce Investment Council (WIC) is a 33-member board responsible for advising the Mayor, the Council of the District of Columbia and other entities on the development, implementation and continuous improvement of an integrated and effective workforce investment system. In July 2013, the WIC approved new eligibility criteria for adult job training providers, establishing minimum performance standards with respect to employment and earnings outcomes, and requiring that all training programs be linked to a targeted list of in-demand occupations. The new policy also requires that the WIC and DOES publish annual performance reports for each training provider to ensure that jobseekers have the information they need to select a program that suits their career goals. DOES and the WIC will implement the new trainer eligibility requirements in October 2013, and will publish the first set of “report cards” for providers in November 2013.

**INITIATIVE 1.3: Develop a citywide action plan for disconnected youth in order to provide wrap-around services for disconnected youth. One City Action Plan Action 2.3.4).**

**Fully Achieved.** In FY13 DOES and the Child and Family Services Agency (CFSA) developed an MOU that will be implemented in FY14. The partnership will offer a job readiness training program for CFSA youth ages 17–20. DOES will provide intensive employment services, resources, and technical assistance to CFSA youth to prepare them for entrance into the labor market. In FY13, the DOES Office of Youth Programs (OYP) partnered with DC Public Schools to combat school truancy. One of the best ways to ensure that youth are successful in the workplace is to ensure that they are successful in school, and being absent from school limits the opportunities that youth will have available to them. OYP identified 2,500 SYEP youth participants with an excessive number of unexcused school absences and encouraged them to improve during the final two quarters of the 2012-2013 school year. Of the participants who had excessive absences, more than 40% managed to accrue zero additional unexcused absences for the remainder of the school year. Those who did not improve were offered 9 opportunities to attend the SYEP 2013 Truancy Summit workshops, during which youth were provided useful information about the importance of school attendance and resources they could access to support them. In FY13, the DOES Office of Youth Programs also launched the Fast Track to Success (FTS) program. The Fast Track Program is designed to provide employability skills training to youth and to ensure they are prepared for various job openings available to District residents through the One City•One Hire program and other DOES partnerships. Through this program, 115 youth have been served, 20 youth have been connected to full-time employment, 4 have enrolled in advanced training programs, and 3 have enrolled in post-secondary education.

**INITIATIVE 1.4: Expand the use of local On-The-Job Training initiative (One City Action Plan Action 2.3.6).**

**Partially Achieved.** The DOES On-The-Job Training Initiative was suspended in early FY13, however there were 125 District residents enrolled in OJT during the period of October 1 – December 31, 2012. Out of the 125 trainees, 70 participants were retained in unsubsidized employment after the subsidized job training was completed. A new specialized training will be initiated in FY14.



**INITIATIVE 1.5: Increase the number of District residents hired by District-funded contracts (One City Action Plan Actions 1.1.5).**

**Fully Achieved.** The next generation of the First Source on-line application was previewed by the Office of Information Technology (OIT) on September 16, 2013; this included a live demonstration of the capabilities of the new system. The system is currently in the final testing stages and is under review by OIT. The new functions include a simplified process for employers to input and update required hiring and workforce data, the ability to view cumulative hiring data over the life of a contract or project, enhanced automated fraud controls, enhanced ability for general contractors to review and utilize data related to their subcontractors, and the ability to assign specific start and end dates to subcontractors who have completed their scope of work on an ongoing project or contract. This technology upgrade also gives First Source the ability for the first time to run a variety of reports in real time, from aggregated program data down to cumulative hiring statistics for lower tier subcontractors. This combined with automated functions that will prompt employers to input complete and accurate data into the system, will free up additional staff time to identify and execute more targeted support strategies for individual first source employers. OIT estimates that the new application will launch by November, 2013. DOES also created and revised necessary agreements and forms to support the program. Each of these documents will be available in PDF form on the DOES website.

**INITIATIVE 1.6: Develop procedures to improve the efficiency of recruitment and referral of suitable District residents for First Source employers (One City Action Plan Action 2.3.7).**

**Partially Achieved.** First Source initiated a series of meetings and presentations at the beginning of 2013 with District agency partners and business groups, designed to share information on the provisions of the first source law and to receive feedback on how projects and contracts are monitored. To date First Source has had multiple meetings with the Office of the Deputy Mayor for Planning and Economic Development, and other District agencies to discuss expanded information sharing, the increased role the lead agency will assume in stressing the importance of first source compliance and discussion of benchmarking and statistics on current active projects. These lead agencies generate and manage the District's development and construction projects, which make up the vast majority of contracts subject to first source. First Source has also conducted presentations for business and labor groups in relation to construction projects. First Source has also had initial conversations with the Office of Contracting and Procurement to discuss first source requirements related to non-construction contracts, placing an increased focus on capturing more employment opportunities. Planning is underway to host a larger meeting within the first quarter of FY14 with OCP contracting officers to further these discussions. First Source has begun efforts for an integrated approach to matching employers subject to the law with job seekers through the American Job Centers (AJCs) and the Business Services Group (BSG). First Source began sharing information with both the AJCs and BSG, on active agreements and positions employers are seeking to fill. First Source has attended and presented at the staff meetings of each group. First Source, the AJCs and BSG are actively working to finalize the information sharing process and language that will be added to each unit's respective SOP. The First Source SOP formalizing these relationships will be finalized and posted by November 2013.



**INITIATIVE 1.7: Assistance with the development of a workforce program for the Fire and Emergency Medical Services (Department (FEMS) (One City Action Plan Action 3.1.1).**

**Fully Achieved.** DOES collaborated with the DC Fire and Emergency Medical Services Department to continue both the Firefighter Cadet and the Emergency Medical Technician training programs for District residents. By the conclusion of FY13, 12 District youths between the ages of 17 and 21 began training for the Cadet program. In June 2013, 108 participants began a four-week preparation course consisting of CPR certification and a basic overview of relevant terms and concepts in order to ensure readiness for the EMT course. On July 1, 2013, 100 District residents began training to be prepared to take the National Registry of Emergency Medical Technicians exam. As of September 30, 2013, 67 participants completed the requisite curriculum for the course

**INITIATIVE 1.8: Establish a program to prepare hard-to-employ citizens for the new economy**

**Fully Achieved.** In partnership with the Department of Human Services (DHS) and Office of the State Superintendent of Education (OSSE), DOES has been working to establish a program to prepare hard-to-employ citizens for the new economy. Throughout FY13 the three agencies have collaborated to execute a MOU to develop a job readiness training program for our hardest to employ citizens. Among the proposed deliverables is the creation of Career Navigation course, which includes, but is not limited to, the following: educational assessment, career assessment, career exploration, career counseling, workshops (on customer service, resume preparation, professional dress and etiquette, and interviewing techniques), and/or other related services. The program is intended to identify eligible SNAP customers and refer them to the program, which may be followed up with occupational literacy and/or postsecondary training. DHS will identify up to 200 Supplemental Nutrition Assistance Program (SNAP) recipients to attend a Career Navigation course that will be conducted by a certified OSSE provider. In FY14 the agencies aim to identify and engage up to 200 SNAP eligible participants, and to ensure that 75% of eligible participants earn a Career Navigation Certificate of Completion.

**INITIATIVE 1.9: Place all relevant job openings for universities and hospitals on the DOES website (5-Year Economic Development Strategy 1.10).**

**Fully Achieved.** Most major Washington, D.C. area universities have created profiles with DOES. Throughout FY13, DOES' encouragement of local colleges, universities, and healthcare facilities resulted in the posting of more than 2,900 jobs on the agency's job bank website. Common positions listed include: Education Administrators, Accountants, IT Specialists, Paramedics, Office Assistants, and Pharmacy Technicians. Additionally, on March 14, 2013, DOES hosted a Path2Work Academia event at the Katzen Arts Center on the American University campus. Numerous District universities were in attendance to recruit, including: American University; George Washington University; Georgetown University; The Catholic University of America; and Trinity University. Also, in May 2013 DOES hosted a hiring initiative as part One City•One Hire in conjunction with DC Hospital Association, which pre-screened unemployed District residents for available job openings at area hospitals.

**INITIATIVE 1.10: Celebrate businesses that employ District residents, especially those that hire through the One City • One Hire program (5-Year Economic Development Strategy 1.13).**

**Fully Achieved.** Through FY13, 815 businesses received a One City•One Hire certificate of recognition for hiring District residents. Additionally, DOES hosted numerous Path2Work Events that recognized District employers. In November 2012, DOES hosted a Path2Work Veterans Hiring Event at the Kellogg Conference Center, which recognized the following District employers: Access





Green; America Works; Clark Construction; DC Department of Human Services; DC Department of Insurance, Securities and Banking; DC Department of Youth Rehabilitation Services; Dupont Circle Hotel; Elysian Energy; Evolver; Lynch Consultants; MV Transit; and Scaffold Resource, LLC. On March 14, 2013, DOES hosted a Path2Work Academia event at the Katzen Arts Center on the American University campus, which featured: American University; George Washington University; Georgetown University; The Catholic University of America; and Trinity University. On July 25, 2013, DOES hosted a Path2Work hiring event at the Walter E. Washington Convention Center, which recognized the following District employers: DC Department of Employment Services; DC Department of Human Services; DC Office of Contracting and Procurement; DC Department of Public Works; EYP Architecture & Engineering; Giant Supermarkets; Lime Fresh Grill; and TJMaxx. Hiring employers were also recognized during special press conferences by the Mayor & media reports, including the Wal-Mart partnership with One City•One Hire Washington Post article, published on September 19, 2013 (<http://wapo.st/18Downr>), the Lime Fresh Ribbon Cutting on August 20, 2013, the One City•One Hire partnership with the DC Hospital Association and District hospitals, published on May 6, 2013 (<http://wj.la/12cakVd>), and the One City•One Hire mobile app launch Washington Post article (<http://wapo.st/SexOsu>).

**INITIATIVE 1.11: Connect District youth to local technology companies (5-Year Economic Development Strategy 2.10).**

**Fully Achieved.** The programs described below, including Pathways for Young Adults (PYAP), provide the District's youth (disconnected and non-disconnected) with opportunities that lead to educational/certificate attainment, employment, and professional development. The District of Columbia Department of Employment Services (DOES) Office of Youth Programs (OYP) is currently offering a high quality, structured, information technology (IT) focused workforce development program for DC residents between the ages of 16 and 24 entitled YouthTech. In July 2013, OYP released a Request for Applications (RFA) for the YouthTech program. Applications were received and reviewed in August 2013, with grantee selections occurring in September 2013. The program will operate throughout FY14. Through this first year, OYP's goal is to serve at least 150 youth through YouthTech. The goals of YouthTech are to provide young people with the opportunity to: gain a nationally recognized credential in the IT field; learn and develop the skills, attitudes, and technical abilities needed to maintain employment within the IT industry and be successful; gain exposure and hands-on training while working with dynamic professionals; and receive a letter of recommendation or transition into full-time employment. The program is structured into three phases which include occupational training, work readiness, and internship exposure.



**Key Performance Indicators – Details**

**Performance Assessment Key:**  
 ● Fully achieved   ● Partially achieved   ● Not achieved   ● Data not reported   ● Workload Measure

	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
<b>Agency Management</b>								
●	1.1	% of agency-wide cost savings	3.92%	4%			103.09%	AGENCY MANAGEMENT
●	1.2	Number of mandatory staff agency-wide trainings	0	4		4	100%	AGENCY MANAGEMENT
<b>Unemployment Insurance Program</b>								
●	1.1	% of all first unemployment insurance payments made to eligible claimants within 14 days of the first compensable week-ending date	67.72%	87%		70.70%	81.27%	UNEMPLOYMENT INSURANCE
●	1.2	District of Columbia re-employment rate as reported by USDOL	0	60%		48.83%	81.38%	UNEMPLOYMENT INSURANCE
●	1.3	Percentage of new unemployment insurance status determinations made within 90 days of the ending date of the first quarter of liability	79.31%	70%		79.23%	113.18%	UNEMPLOYMENT INSURANCE
<b>Labor Standards Program</b>								
●	1.1	% of back wages collected from employers on valid wage and hour complaints	99.06	97		100%	103.09%	LABOR STANDARDS



	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
●	1.2	% of workers compensation formal hearings resolved within 120 working days	86.68%	80%		84.11%	105.14%	LABOR STANDARDS
<b>Workforce Development Program</b>								
●	1.1	Number of adult participants completing workforce development training programs	1,028	1,400		1,643	117.36%	WORKFORCE DEVELOPMENT
●	1.2	Number of SYEP youth participants referred to summer jobs	13,360	14,000		14,927	106.62%	WORKFORCE DEVELOPMENT
●	1.3	District of Columbia unemployment rate as reported by the USDOL Bureau of Labor Statistics (not seasonally adjusted)	9.4%	9%		8.58%	104.86%	WORKFORCE DEVELOPMENT
●	1.4	Job growth per year in the District of Columbia	1.13%	1.48%		0%	0%	WORKFORCE DEVELOPMENT
●	1.5	Percent of D.C. residents filling new available positions (One City Action Plan Indicator 1D)	27.6%	29.45%		27.03%	91.79%	WORKFORCE DEVELOPMENT
●	1.6	Percent of young adults, ages 20-24, who are employed (One City Action Plan Indicator 2C)	61.5%	66.5%		62.12%	93.42%	WORKFORCE DEVELOPMENT
●	1.7	Number of long-term unemployed residents that obtained jobs through the On-the-Job Training initiative (One City Action Plan Action 2.3.6)	125	200		70	35%	WORKFORCE DEVELOPMENT



	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
●	1.8	Private sector's participation in the District economy (One City Action Plan Indicator 1B)	66.7%	67.5%		67.40%	99.86%	WORKFORCE DEVELOPMENT
●	1.9	Number of Work Opportunity Tax Credits Processed	3,617	3,500 (Target Not Required)		3,888	Workload Measure Not Rated	WORKFORCE DEVELOPMENT
●	1.1	Number of customers visiting American Job Centers (AJCs)	25,014	26,265 (Target Not Required)		24,984	Workload Measure Not Rated	WORKFORCE DEVELOPMENT