



## 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 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 deliver 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.

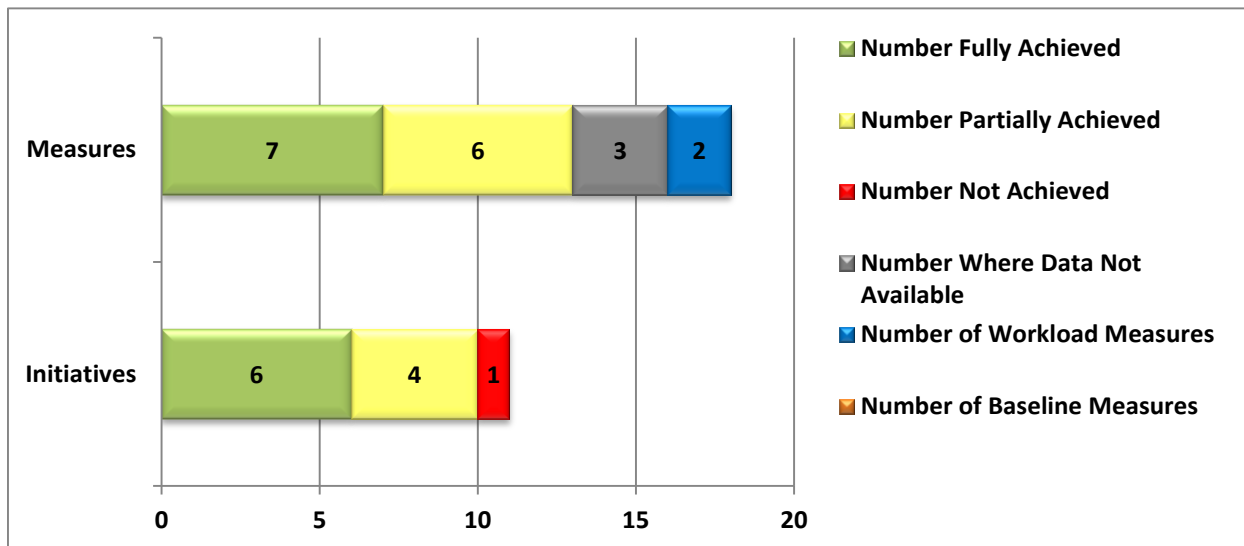
### ACCOMPLISHMENTS\*

- ✓ OneCity●OneHire exceeded goal of matching 10,000 D.C. residents to jobs through FY14. DOES was able to achieve this goal by linking nearly 1,200 participating employers with qualified District residents.
- ✓ American Job Center-Southeast certified as the District's first ever Comprehensive One-Stop Center. On July 8, 2014, AJC-SE was certified by the Workforce Investment Council. As a result of this process, more than 20 guidance issuances were created or revised, over 20 staff members were moved to ensure each AJC is appropriately staffed, and over 200 hours of training was provided to staff.
- ✓ 13,766 SYEP Youth referred to summer jobs. The Summer Youth Employment Program connects District youth with relevant and valuable work experiences.

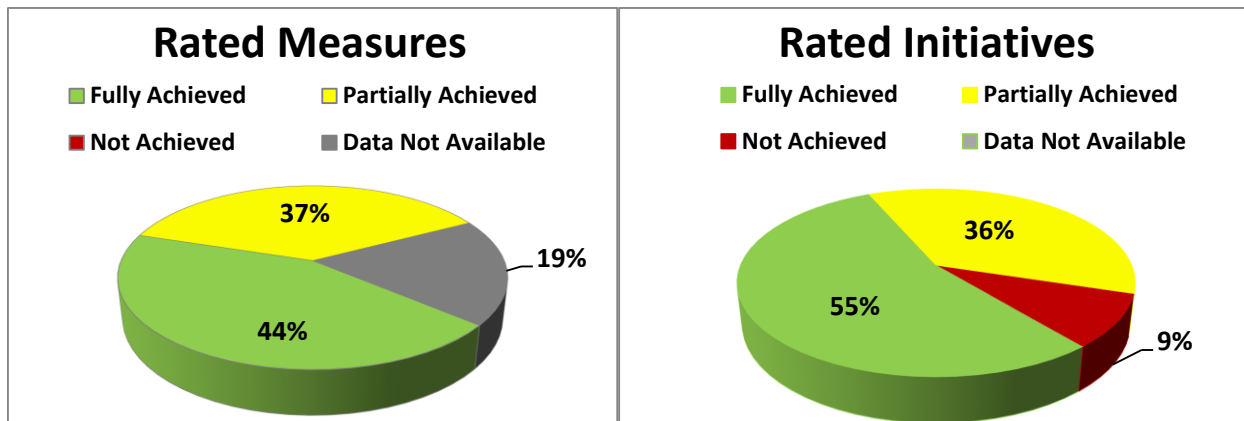


## OVERVIEW AGENCY PERFORMANCE

### 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 the Office of the Director, Management and Administration

**INITIATIVE 1.1: Implement a Leadership Development Training program for DOES employees Partially Achieved.** Although a consistent emphasis on continued training and personal growth is an ongoing emphasis at the Agency, a change in administration has triggered a reevaluation of the best method to achieve this goal. During FY14 DOES achieved great success and garnered positive feedback through its COALESCE initiative, which was formulated to improve Agency-wide communication, teamwork, and performance through a program of challenges and events. DOES will formalize managerial training policies in the first quarter of FY2015.

### Labor Standards Program

**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: Commence document digitization efforts for Administrative Hearings Division and the Compensation Review Board to improve efficiency in the workers' compensation system. Partially Achieved.** Due to budgetary challenges related to the contracting mechanism, efforts on this project were delayed. However, those issues have been resolved, and document digitization for the Administrative Hearings Division (AHD) and Compensation Review Board (CRB) commenced in the fourth quarter of FY2014. It is expected that the initiative will be complete by the end of first quarter FY2015.

### Unemployment Insurance 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: Implement UI State Information Data Exchange System Electronic Response (SIDES E-Response) for District employers**

**Fully Achieved.** DOES has successfully implemented and fully integrated SIDES into Agency unemployment compensation processes. Since the program's implementation DOES has consistently ranked among the top states for employer E-response rate. In June 2014 DC was rated #1 in participation, in July DC was #2. SIDES successfully provides employers who have smaller numbers of employees and handle Unemployment Insurance claims in-house an easy way for them to electronically respond to DOES questions and requests. Larger employers and third-party administrators (TPAs) now have a more automated and efficient data-sharing and file-tracking interface through which to fulfill Agency related data requests.



## Workforce Development Program

**OBJECTIVE 1: Expand the District's integrated workforce system to improve customer service and outcomes for employers and job seekers. (One City Action Plan: Actions 1.1.5, 2.3.1, 2.3.6, 3.1.1 and Indicators 1A, 1C, 1D and 2C, and the Sustainable DC Plan: Actions 3.3 and 3.4).**

**INITIATIVE 1.1: To adopt certification standards and measures of excellence to be flexibly applied at American Job Centers (AJCs) and achieve better service integration.**

**Partially Achieved.** In July 2014, the Workforce Investment Council voted to certify American Job Center-SE as the District's Comprehensive Center. DOES is currently finalizing the requisite business plans for the additional three American Job Centers, which when approved will serve to certify those AJCs as Satellite Centers. The AJC operator agreement is under review by the agency's legal team. Once finalized, the agreement will formalize and solidify DOES' role as the AJC Operator for D.C. The new Memorandum of Agreement (MOA) is nearing completion. When implemented, the MOA will help to improve the coordination of services provided through the city's AJC network. The District developed a comprehensive plan and strategic approach to overcoming systemic deficiencies in the AJCs. An education and training plan was developed and with technical assistance staff were trained and prepared to deliver high-level services to the constituents of the District. To ensure the service delivery strategies and programming were optimal, the District requested technical assistance that has included training of all AJC and programmatic staff, systemic assessments, and other strategic direction to enhance the services that the agency provides to job seekers and employers. Throughout FY14, DOES has strengthened partnerships as well as renewed and finalized agreements with the Office of the State Superintendent of Education, the Department of Disability Services and the Rehabilitation Services Administration. DOES leadership is scheduled to meet with the Department of Human Services (DHS). These robust connections will allow for greater coordination in the delivery of services to District residents. DOES has also made great strides in integrating the Transitional Employment Program (TEP) and Youth Programs into the AJC system to serve customers as holistically as possible.

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

**Fully Achieved.** In FY14, the WIC implemented the new eligibility training provider (ETP) initial eligibility and performance requirements, which were officially implemented on October 1, 2014. The providers who applied after October 1 are now rolling into the subsequent eligibility period, and as part of that process will be required to submit performance reports for all Workforce Investment Act (WIA)-funded participants served during FY 2014. The WIC and DOES will begin to issue joint "report cards" on all providers in FY 2015. Due to pending outcome data, the report cards will not be final until 3rd quarter after end of performance period. However, once sufficient data is available the WIC will work with DOES to include this performance data on DCNetworks to ensure job seekers have necessary information to support training decisions. In addition, DOES conducted a monitoring of the AJC System in July 2014, and a final report was produced in August. Finally, DOES also conducted monitoring of all youth service providers to ensure compliance with applicable laws and regulations, and adequate transparency, performance accountability and integrity.

**INITIATIVE 1.3: Expand existing programs to train 100 District residents in the latest green construction skills. (Sustainable DC Plan: Actions 3.3 and 3.4)**

**Partially Achieved.** In FY14, DOES, through its Office of Apprenticeship Information and Training, funded several construction pre-apprenticeship programs. In addition to general construction and



- trade specific training, each of the following programs in its respective discipline areas exposed District residents to green construction practices. Ninety five (95) District residents received green construction training, conducted by a relevant union sponsor entity in the following areas and disciplines: Steam-fitting (10 residents), Electrical (25 residents), Plumbing (15 residents), and Sheet metal (30 residents). IN FY15, DOES plans to fund these programs again and is exploring opportunities to fund pre-apprenticeship programs in other construction trades that would feature a training component related to current green construction industry standards.

**INITIATIVE 1.4: Promote the local On-The-Job Training Initiative (One City Action Plan: Action 2.3.6).**

- **Fully Achieved.** In FY14, DOES hired a new program manager for OJT, and redesigned its OJT program design. DOES plans to reinstate the local On-The-Job training initiative in FY15, with the redesigned program that requires interested companies to demonstrate that the positions they are seeking to utilize OJT for are legitimate as evidenced by the opening being fully funded and posted in the agency's DCNetworks virtual one-stop system. The program will deemphasize the use of OJT for entry level positions, as other DOES programming focuses on this area. In the alternative, OJT will be focused on career ladder positions with demonstrated evidence of promotion potential. The OJT funding will be directed to defraying the participating company's onboarding and initial training costs rather than serving as a long term wage supplement. Participating companies will be required to develop and show proof of successful execution of a specific training plan for each employee they receive OJT funding for, in order to receive full reimbursement under the program.

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

- **Fully Achieved.** The First Source Program staff worked closely with subject companies to ensure employers were reporting on the revised monthly electronic database. The First Source Program contacted its database of employers to discuss the barriers to hiring District residents. Working collaboratively with the Business Services Group and Job Bank Services played a significant role in strengthening the success of the companies subject to First Source Agreement that were not fulfilling requirements and those experiencing difficulty with recruiting District residents. In FY 14, First Source and Business Services Group staff accomplished the following: • Compliance Monitor performed greater oversight of First Source Employment plan process with BSG • BSG Program Analyst are assigned referred employers and required to make contact within 24 hours. • Job Bank staff engages employer for DCNetworks registration and job posting process. • BSG Program Analysts negotiate referral and recruitment process for business partner continuity practices. • Job placement outcomes are retrieved via First Source tools and recorded for program performance. For the period of January 1, 2014 to June 30, 2014, First Source recorded a 45.8 percent hiring rate reported by businesses on projects or contracts subject to First Source Employment Agreements. This percentage represents a 12.5 percent increase from the preceding reporting period.

**INITIATIVE 1.6: Establish a program to prepare hard-to-employ citizens for the new economy.**

- **Not Achieved.** As a result of the approval of the Supplemental Budget Actions to the Fiscal Year 2015 Budget Support Act of 2014, which reflects a reduction in the DOES Adult Training Fund, DOES was unable to enter into the Memorandum of Understanding between DOES, DHS, and OSSE for FY 14 to fund the Career Essential Boot Camps, occupational literacy, postsecondary education and training services for the Supplemental Nutrition Assistance Program (SNAP) customers. Though the lack of funding prevented the implementation of the initiative in FY 14, the agencies continue to



collaborate in preparation of implementation pending funding availability in FY 15. Additionally, DHS customers, including SNAP recipients, continue to have the opportunity to participate in all available services offered to District residents by DOES via the American Job Centers and/or OSSE. Despite an inability to enter into an MOU, the agencies continued collaboration includes in-person meetings, conference calls, and electronic exchanges to identify and create needed programmatic components for implementation, such as creation of a program flyer, in-take process, customer referral flow and process, and e-CASAS certification. The continued collaboration and focus on program needs and coordination of services will ensure the agencies are well positioned for implementation upon funding availability.

**OBJECTIVE 2: Ensure the District’s youth employment program provides occupational skills training, work experience, academic enrichment and life skills training to facilitate the development of work habits and skills that are essential for success in the workplace. (One City Action Plan: Action 2.3.4, and 5-Year Economic Development Strategy 2.10).**

**INITIATIVE 2.1: 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.** The Office of Youth Programs worked diligently to outreach, engage, develop, train and ultimately connect disconnected youth to the workforce. Our Pathways to Young Adult Program, initially launched in 2012, has seen youth all over the District obtain credentials in various areas of the workforce and enter the workforce with full-time employment opportunities. The program has a 93% completion rate and an 89% placement rate. Youth have been offered opportunities with wages as high as \$28 per hour. Additionally, youth have received opportunities all over the country and have been placed in various sectors of the workforce.

**INITIATIVE 2.2: Connect District youth to local technology companies (5-Year Economic Development Strategy 2.10).**

**Fully Achieved.** The Office of Youth Programs worked diligently to expose and develop youth within the Technology field. As of October 2013 the Pathways for Young Adults Program has partnered with the United Planning Organization/Hope Project and Opportunities Industrialization Center to recruit, engage, develop, train and ultimately connect disconnected youth to careers within the Information Technology field. Over the past year, more than 100 youth have received the COMPTIA A+ certification. Additionally, these youth were also exposed to next level workforce credential opportunities, including Network+ and Security+. Youth have received fulltime employment at various companies throughout the Metropolitan area such as Lockheed Martin, World Bank, Kesem Technology, Competitive Innovations, and Washington Center for Aging Services, Lehigh Technical Service and a host of other technology firms. Through the United Planning Organization partnership with the District’s chapter of the HelpDesk Institute, PYAP participants have participated in various networking and career development workshops and seminars.



## Key Performance Indicators – Details

### Performance Assessment Key:

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

	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
<b>Operations and Agency Management</b>								
●	1.1	% of agency-wide cost savings	N/A	4%		N/A (Data not reported)	N/A <sup>1</sup> Not Rated	AGENCY MANAGEMENT
●	1.2	Number of mandatory staff agency-wide trainings	4	5		5	100%	AGENCY MANAGEMENT
<b>Workforce Development</b>								
●	1.1	Number of adult participants completing workforce development training programs	1,643	1,500		2,362	157.47%	WORKFORCE DEVELOPMENT
●	1.2	Number of SYEP youth participants referred to summer jobs	14,927	14,000		13,766	98.33%	WORKFORCE DEVELOPMENT
●	1.3	District of Columbia unemployment rate as reported by the USDOL Bureau of Labor Statistics (not seasonally adjusted)	8.6	8.1		8.08%	100.21%	WORKFORCE DEVELOPMENT
●	1.4	Job growth per year in the District of Columbia	0.22%	0.8*		1.85%	231.16%	WORKFORCE DEVELOPMENT

<sup>1</sup> DOES respectfully requested, and was approved, to remove this KPI from our FY15 Performance Plan and FY14 Performance Accountability Report, as this KPI is not sustainable at this time for the agency. This KPI was created when the agency consolidated facilities and staff into one location and SYEP payroll was brought in-house, which resulted in significant cost savings, which we wanted to highlight as an accomplishment at the time. However, these items are non-recurring, and it is therefore not sensible to continue employing this KPI.



	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
●	1.5	Percent of D.C. residents filling new available positions (One City Action Plan Indicator 1D)	27%	27.5%		N/A <sup>2</sup> (Data not reported)	Not Rated	WORKFORCE DEVELOPMENT
●	1.6	Percent of young adults, ages 20-24, who are employed (One City Action Plan Indicator 2C)	62.1%	63%		56.54%	89.75%	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)	70	NA		N/A <sup>3</sup> (Data not reported)	Not Rated	WORKFORCE DEVELOPMENT
●	1.8	Private sector participation in the District economy (One City Action Plan Indicator 1B)	67.4%	67.9%		68.36%	100.68%	WORKFORCE DEVELOPMENT
●	1.9	Number of Work Opportunity Tax Credits Processed	3,888	Not Applicable		3,389	Workload Measure Not Rated	WORKFORCE DEVELOPMENT

<sup>2</sup> On 8/21/14, The U.S. Census Bureau released the following statement regarding the source of this data: “The production of LODES data for 2012 has been postponed due to the unavailability of key state-sourced input data. When these data do become available, production and public release of LODES data will resume. This will delay the release of updates to LEHD’s OnTheMap data product.” DOES will enter the data once it is released from the Census Bureau.

<sup>3</sup> The On-the-Job Training (OJT) program was suspended during FY14 to allow for a program redesign, therefore there is no performance data available for this period. As is indicated in the Performance Plan Manager-Response To Initiative, OJT has a new program manager and revitalized design, and will be launched the first quarter of FY2015.





	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
●	1.1	Number of customers visiting American Job Centers (AJCs)	24,984	Not Applicable		30,662	Workload Measure Not Rated	WORKFORCE DEVELOPMENT
<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	74.14%	87%		68.28%	78.49%	UNEMPLOYMENT INSURANCE
●	1.2	District of Columbia re-employment rate as reported by USDOL	52.8%	60%		52%	86.67%	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	79.2%	70%		80.98%	115.69%	UNEMPLOYMENT INSURANCE
<b>Labor Standard Div.</b>								
●	1.1	% of back wages collected from employers on valid wage and hour complaints	100%		97 %	100%	103.09%	Labor Standard Division
●	1.2	% of workers compensation formal hearings resolved within 120 working days	84.50%		80%	77.9%	97.38%	Labor Standard Division



	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
	● 1.3	Rank: Per premium rate to secure workers compensation coverage in the District of Columbia	47	51		45	88.24%	Labor Standard Division