



FY 2015 Performance Accountability Report Department of Employment Services

INTRODUCTION

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives' progress and key performance indicators (KPIs).

MISSION

The Department of Employment Services (DOES) fosters economic development and growth in the District of Columbia by providing workforce development services, bringing together employers and jobseekers, compensating injured workers, providing needed benefits to the unemployed, and promoting safe and healthy workplaces. DOES achieves its mission by providing the necessary tools for the District of Columbia workforce to become more competitive using tailored approaches to ensure that jobseekers and workers are successfully paired with businesses and employers. The agency advances opportunities for employment, helping employers find qualified workers, and tracking labor market information and other national economic measurements that relate to the District of Columbia. Regardless of the department or program, the agency's services focus on the District's employers, job seekers, and employees.

SUMMARY OF SERVICES

DOES is District of Columbia's lead labor and workforce development agency, providing customers with comprehensive workforce development services funded through a combination of federal grants and local appropriations. The agency delivers basic income support services via the Unemployment Insurance Compensation Division to unemployed or underemployed persons who lost their jobs through no fault of their own. The Labor Standards Division 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. The Workforce Development Division provides jobseekers with workforce development and training programs and services to ensure employers have access to qualified job candidates. Lastly, the agency provides District youth with job training, academic enrichment, leadership, and employment opportunities through its Year-Round, Summer Youth, Youth Leadership Institute, and other youth programs.

OVERVIEW – AGENCY PERFORMANCE

The following section provides a summary of DOES performance in FY 2015 by listing DOES's top three accomplishments, and a summary of its progress achieving its initiatives and progress on key performance indicators.



TOP THREE ACCOMPLISHMENTS

The top three accomplishments of DOES in FY 2015 are as follows:

- ✓ The District’s unemployment rate was reduced by one full percentage point, from 7.8% to 6.8%, totaling approximately 5,100 jobs. Of those 5,100 jobs, the agency filled 3,600 with hard-to-hire residents, which are those who have been unemployed for 12 months or more. Many of the hard-to-hire residents were connected to entry level jobs in various fields. One successful tactic of connecting residents to employers was hosting job fairs.
- ✓ The agency launched the LEAP (Learn, Earn, Advance, Prosper) Academy. Working with District Government agencies, educational institutions, and private sector employers DOES created a network of interconnected partners utilizing the “earn-and-learn” approach that links the city’s unemployed residents with paid employment, education, and training opportunities. To date, over 100 District residents have participated in the LEAP Academy.
- ✓ The agency successfully expanded the Marion Barry Summer Youth Employment Program (MBSYEP) to include 22 to 24 year-olds. There were 844 participants in said age range.

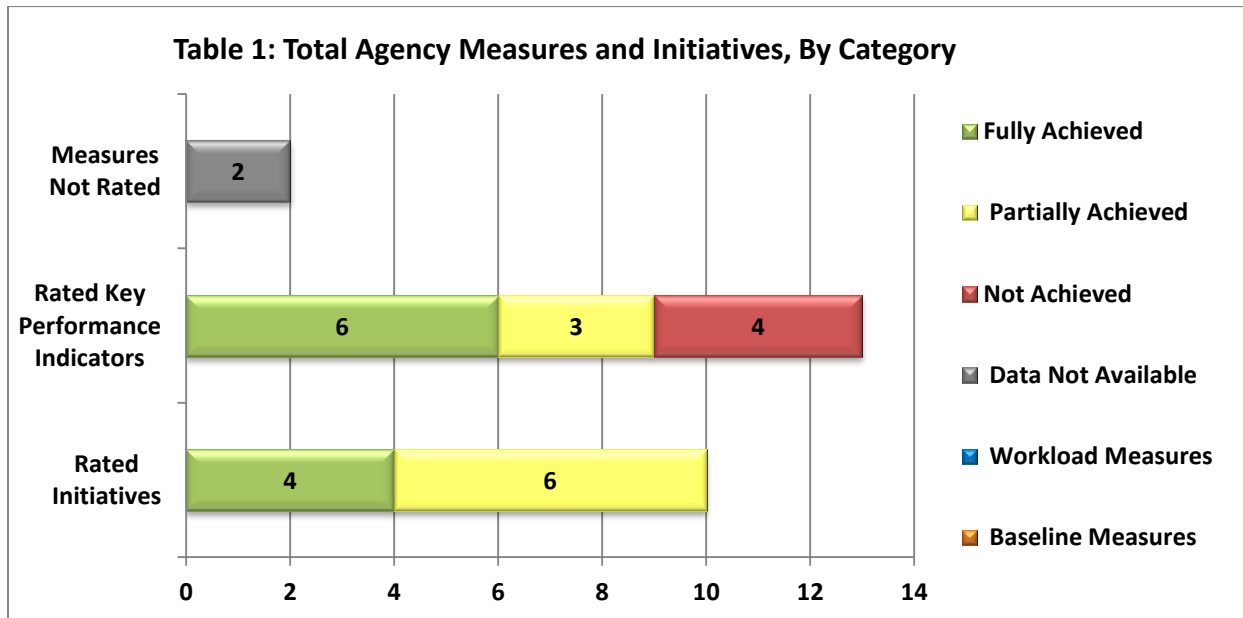




Chart 1: Total Rated Agency Key Performance Measures, by Achievement Level

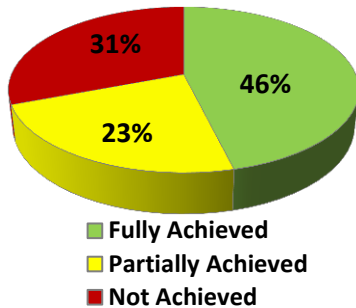
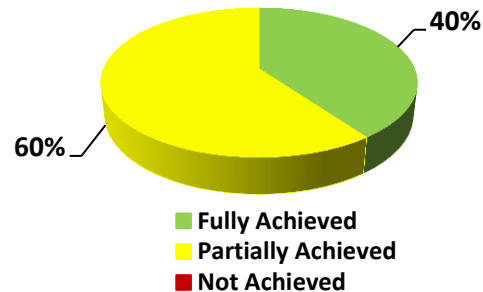


Chart 2: Total Agency Initiatives, by Achievement Level



Default KPI Rating:

$\geq 100\%$	Fully Achieved
75 - 99.99%	Partially Achieved
$< 75\%$	Not Achieved

In FY 2015, DOES fully achieved almost half of its initiatives and its rated key performance measures. **Table 1** provides a breakdown of the total number of performance metrics DOES uses, including key performance indicators and workload measures, initiatives, and whether or not some of those items were achieved, partially achieved or not achieved. **Chart 1** displays the overall progress is being made on achieving DOES objectives, as measured by their rated key performance indicators. Please note that chart 2 contains only rated performance measures. Rated performance measures do not include measures where data is not available, workload measures or baseline measures. **Chart 2** display the overall progress DOES made on completing its initiatives, by level of achievement.

PERFORMANCE INITIATIVES – ASSESSMENT DETAILS

Workforce Development Programs

OBJECTIVE 1: Expand the District’s integrated workforce system to improve customer service and outcomes for employers and job seekers.

INITIATIVE 1.1: Establish performance benchmarks for job training providers. DOES is working with the Workforce Investment Council (WIC) and other key partners to establish performance benchmarks to assess the effectiveness of training providers. In FY 2014 the WIC continued to implement new eligibility and performance polices, designed to ensure that training providers are accountable for results. In FY 2015 DOES and the WIC plan to conduct a study on the effectiveness of training programs in the District, using the data to better aligned with demand occupations. In addition, DOES and the WIC will implement new monitoring and oversight procedures aligned with these new requirements.

Completion Date: September 2015



- **Performance Assessment Key: Partially Achieved.** The WIC successfully expanded the list of training providers from eight (8) to 14. Additionally, the agency developed scorecards to be used for the agency's programs and training providers and/or vendors. The goal is to utilize the scorecards in FY 2016 to identify the gap between actual and targeted performance, and to determine organizational effectiveness and operational efficiency both programmatically and fiscally. The Scorecard will use success metrics based upon the Agency Goals in a formula to calculate the percentage between actual and targeted performance, scoring or grading vendor and DOES performance. Lastly, the agency switched to the use of Human Care Agreements as the form of contractual agreements between the government and training providers allowing flexibility in the contract to scale up and scale down according to performance of the training provider.

INITIATIVE 1.2: Expand existing programs to train 100 District residents in the latest green construction skills. (Sustainable DC Plan Built Environment Action 3.3 and Energy Action 3.4) 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, Electrical, Plumbing, and Sheet metal. 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. In addition, DOES will explore options to partner with local institutions to train residents in renewable energy and energy-efficiency work. **Completion Date: September 2015**

- **Performance Assessment Key: Partially Achieved.** In FY 2015, the DOES Associate Director responsible for both the Office of Apprenticeship and Business Services met several times with the District Department of the Environment, renamed the Department of Energy and Environment (DOEE), regarding partnership opportunities in green jobs. Working with DOEE and the DC Sustainable Energy Utility, DOES formed a core group and began designing a curriculum for career pathways in green jobs. Focus on career pathways is consistent with requirements for the implementation of the Workforce Innovation and Opportunity Act (WIOA). The DOES Agency Director traveled to New York to assess Sustainable South Bronx and the Department of General Services visited Baltimore.

INITIATIVE 1.3: Promote the local On-The-Job Training. DOES plans to reinstate the local On-The-Job training initiative in FY15, with a newly designed program that requires interested companies to demonstrate that the positions for which they are seeking to utilize OJT 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 functioning 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. **Completion Date: September 2015**

- **Performance Assessment Key: Fully Achieved.** In addition to launching the LEAP Program, the agency created a legal framework for private sector OJT and received approval from the Office of the Chief Financial Officer for reimbursement to businesses via direct payment.

INITIATIVE 1.4: Increase the number of District residents hired by District-funded contracts. With more than \$60 billion in the District's development pipeline, the office continues to monitor contractors and subcontractors to ensure that First Source hiring and apprenticeship requirements are met by these employers. Better compliance equals more jobs for city residents. In FY 2015, the First Source Employment Program will continue efforts to expand its online employer reporting system as part of the ongoing effort to facilitate the hiring of District residents and tracking of employee data. First Source is working with the DOES Office of Information Technology to finalize the next version of the online system. The new online system is in the final testing phase and DOES began training companies to use the system in FY 2014.

For the period of January 1, 2014 to June 30, 2014 First Source recorded a 45.8% hiring rate reported by businesses on projects or contracts subject to First Source Employment Agreements. This percentage represents a 12.5% increase from the preceding reporting period. For FY15 First Source will work with employers to increase this effort to 60%. **Completion Date: September 2015**

- **Performance Assessment Key: Partially Achieved.** The Semiannual First Source Report for the period of January 1, 2015 to June 30, 2015 reflects a 47.32% hiring rate on projects subject to First Source Employment Agreements. This percentage reflects a 6.8% increase from the preceding reporting period, July 2014 to December 2014. In January 2016 employers will report the December 2015 numbers, which will lead to a further increase in the percentage.

As it pertains to the online system, in FY 2015 the agency continued its efforts to expand the online employer reporting system as part of the ongoing effort to facilitate the hiring of District residents and to track data. The DOES division responsible for First Source Compliance is working with the agency's Office of Information Technology to finalize the next version of the online system, which is slated for completion in FY 2016. The agency will train companies to use the system once it is complete.

INITIATIVE 1.5: Establish a program to prepare hard-to-employ citizens for the new economy. In FY14, DOES aimed to enter into a Memorandum of Understanding with the Office of the State Superintendent of Education (OSSE) and Department of Human Services (DHS) to implement job readiness training for our hardest to employ citizens. Among the proposed deliverables was the creation of a Career Navigation course, which would provide educational assessment, occupational literacy and/or postsecondary education, 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 goal for FY14 was for DHS to identify up to 200 Supplemental Nutrition Assistance Program (SNAP) recipients to attend a DOES' Career Navigation course. However, due to Supplemental Budget Actions affecting the FY14 budget, 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 Supplemental Nutrition Assistance Program (SNAP) customers. Although 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. The agencies' continued collaboration have helped to develop needed programmatic components for implementation such as creation of program flyer, in-take process, customer referral flow and process, e-CASAS certification of DHS staff just to name a few.

In FY 15 the agencies' will focus on program needs and coordination of services to ensure that the program will be well positioned for implementation upon funding availability. DHS staff now having a full understanding of available services offered through the American Job Center network, and are capable of describing these and other services offered through DOES offerings in their counseling sessions with customers to encourage participation. Through this ongoing partnership, SNAP recipients will continue to receive information about and take advantage of the many career services offered through DOES and OSSE. **Completion Date: September 2015**

- **Performance Assessment Key: Fully Achieved.** As previously mentioned the agency launched the LEAP Program; where initially the primary targeted population was individuals involved in the Department of Human Services' (DHS') Rapid Rehousing Program and those reaching the 60-month maximum time limit to receive cash benefits within the Temporary Assistance for Needy Families (TANF) program. Hard-to-Hire has been defined as those who have been unemployed for 12 months or more. The DHS customers previously mentioned often are hard-to-hire and are in extraordinarily precarious financial positions and would benefit tremendously from the employment, education, and training opportunities through the LEAP Academy. The agency is also partnering with DHS by regularly sending staff members from both DOES Project Empowerment and the American Job Centers to Adams Place, the city's daytime service center for homeless individuals. DOES staff work with the Adams Place attendees, providing job placement assistance and referrals to training programs and opportunities. Additionally, the agency is working with the Department of Corrections to create an American Job Center "behind the wall", a pre-release program targeting incarcerated individuals several weeks prior to their release date to prepare them to enter into the workforce.

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.



INITIATIVE 2.1: Integration of federal and local youth programs. During FY15, the DOES Office of Youth Programs intends to integrate its federally appropriated Workforce Investment Act (WIA) funds with its local year round youth employment funds to develop a coordinated, streamlined set of programs and services that is designed to meet the needs of the diverse youth population we serve. The integrated program and service delivery model will allow the DOES Office of Youth Programs to better serve and serve more youth, particularly those who fall below the federal poverty guidelines. Through this model, youth will be afforded the opportunity to complete training programs, work experiences, and access services that will help them obtain long-term career success and full-time employment.

This initiative includes several key goals:

- To develop a streamlined youth service delivery strategy for the District with a uniform and transparent intake, enrollment, and referral process.
- To ensure that all youth, providers, and partners to have a consistent, positive experience.
- To ensure that all youth programs and services align with the required ten elements of WIA Youth Programs, as mandated by federal law.
- To boost our WIA enrollment by 70% and offer more comprehensive support to help youth meet outcomes and improve the District's overall performance.













We anticipate allocating at least \$4M of federal funds and at least \$4M in local year round youth employment funds towards this initiative. We anticipate serving up to 1,000 youth in year-round youth employment programs. **Completion Date: September 2015**

- **Performance Assessment Key: Partially Achieved.** We have started the integration process beginnings with the SYEP expansion for youth ages 22-24. This included a total of 844 youth who participated in the program this summer, 246 of whom were connected to employment by nature of their engagement in the program.

There will be more to come in FY16, including the full implementation of the recently launched DC Career Connections program, the expansion of our Pathways for Young Adults Program, and the creation of the new Youth Earn and Learn Program for disconnected youth ages 18-24.



KEY PERFORMANCE INDICATORS- Workforce Development Program

   	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual (KPI Tracker)	FY 2015 YE Rating (KPI Tracker)	Budget Program (KPI Tracker)
	1.1	Number of adult participants completing workforce development training program [Established in FY2011]	1,152	1,500	Not Applicable	1,116	74.4%	Workforce Development
	1.2	Number of SYEP youth participants referred to summer jobs	13,766	14,000	Not Applicable	14,067	100.48%	Workforce Development
	1.3	Percent of D.C. residents filling new available positions	27.0%	28%	Not Applicable	Not Applicable	Not Applicable	Workforce Development
	1.4	Percent of young adults, ages 20-24, who are employed	57.6%	64%	Not Applicable	70.10%	137.17%	Workforce Development
	1.5	Number of long-term unemployed residents that obtained jobs through the On-the-Job Training positions	Not Applicable	50	Not Applicable	Not Applicable	Not Applicable	Workforce Development
	1.6	Job growth in District	1.1%	1.0%	Not Applicable	-1.1%	0%	Workforce Development
	1.7	District of Columbia unemployment rate (as reported by the USDOL Bureau of Labor Statistics – not seasonally adjusted)	7.5%	8%	Not Applicable	7.3%	119.4%	Workforce Development
	1.8	Private sector's participation in the District economy [One City Action Plan Indicator 1B]	68.4%	68.4%	Not Applicable	69.00%	101.3%	Workforce Development



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 technological solution to provide customers with access to unified reemployment services via a single portal. Currently, the District's UI program does not allow for a single point of entry for all UI services. The existing system provides separate interfaces for claimants and employers, while workforce services are offered through another distinct system. This disjointed process increases average UI claim duration, fosters improper UI payments, and hinders rapid reemployment strategies designed to reduce the unemployment rate.

To address these issues, DOES plans to implement an Integrated Workforce Registration System (IWRS) that will allow District residents accessibility to unified reemployment services via one portal. Although this integrated system will roll out in a modular fashion, once complete the modules will form a single entry point for District customers. The first module, the Employer Self-Service Portal (ESSP) is scheduled for launch September 30th, 2014. The IWRS combines unemployment benefits and workforce services that will aid UI claimants to more promptly return to the workforce, reduce unemployment claim durations, and decrease fraudulent UI claims and payments.

- **Performance Assessment Key: Partially Achieved.** The first module, the Employer Self-Service Portal (ESSP) launched in October 2014. The IWRS combines unemployment benefits and workforce services that will aid UI claimants to promptly return to the workforce, reduce unemployment claim durations, and decrease fraudulent UI claims and payments.



KEY PERFORMANCE INDICATORS- Unemployment Insurance Program

	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual (KPI Tracker)	FY 2015 YE Rating (KPI Tracker)	Budget Program (KPI Tracker)
	1.1	Percentage of all first unemployment insurance payments made to eligible claimants within 14 days of the first compensable week-ending date. [87% is the Federal Standard/ Industry Standard]	67.7%	87%	Not Applicable	81.59%	93.78%	Unemployment Insurance
	1.2	Percentage of new unemployment insurance status determinations made within 90 days of the ending date of the first quarter of liability	79.2%	70%	Not Applicable	75.98%	108.54%	Unemployment Insurance
	1.3	District of Columbia re-employment rate as reported by USDOL	54.2%	60%	Not Applicable	57.37%	95.61%	Unemployment Insurance



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 Continue document digitization efforts for Administrative Hearings Division and the Compensation Review Board to improve efficiency in the workers' compensation system. Both DOES' Administrative Hearings Division, which provides formal administrative hearings in accordance with the workers' compensation acts, and the Compensation Review Board, which provides administrative review of case decisions (compensation orders) issued by the Administrative Hearings Division and/or the Office of Workers' Compensation, will effectively convert hardcopy files and records totaling nearly 1 million images into a digital format to not only further modernize and create efficiency within the workers' compensation system but also to use a workplace sustainability tip, "be green at work." The effort will create a digital file repository in which DOES users can access all files that have been digitized by entering key searches criteria. Furthermore, this effort will reduce the agency's hardcopy paper footprint once files have been converted to a digital format. Due to budgetary challenges with the contracting mechanism, the original April 2014 kickoff was delayed. **Completion Date: March 2015**

- **Performance Assessment Key. Partially Achieved.** DOES started the process of effectively converting hardcopy files and records totaling nearly 1 million images into a digital format to further modernize and create efficiency within the workers' compensation system. This effort has reduced the agency's hardcopy paper footprint as files have been converted to a digital format. As previously stated, once complete, this effort will create a digital file repository in which DOES users can access all digitized files by entering key search criteria.



KEY PERFORMANCE INDICATORS- Labor Standards Program

 	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual (KPI Tracker)	FY 2015 YE Rating (KPI Tracker)	Budget Program (KPI Tracker)
	1.1	Percentage of back wages collected from employers on valid wage and hour complaints	100%	97%	Not Applicable	97%	102.79%	Labor Standards
	1.2	Percentage of workers' compensation formal hearings resolved within 120 working days	77.9%	80%	Not Applicable	80%	75.96%	Labor Standards
	1.3	Rank: Per premium rate to secure workers compensation coverage in the District of Columbia	Not Applicable	51st (Least Expensive)	Not Applicable	51 st (Least Expensive)		Labor Standards

Office of the Director

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

Initiative 1.1: Implement a Leadership Development Training program for DOES employees. DOES Management will offer comprehensive leadership and management training to all DOES staff. The training will be mandatory for all agency managers, and available to all other staff members striving to improve their potential and advance into management. The training aligns with the District's Department of Human Resources (DCHR) learning and development career continuum and will cover topics such as priority management, teambuilding, effective communication and collaboration, conflict resolution, and change management. By leveraging DCHR's existing curriculum DOES will be able to quickly deploy and coordinate a rich spectrum of beneficial training.

This coordinated effort will be complete by September 30, 2015.

- Performance Assessment Key. Fully Achieved.** In FY 2015, the agency implemented Strategic Doing, a framework developed by Purdue University, which teaches people how to form collaborations quickly, move them toward measurable outcomes, and make adjustments along the way. It enables leaders to



design and guide new networks that generate innovative solutions. It is the strategy DOES is using to implement the Workforce Innovation and Opportunities Act (WIOA) throughout the District of Columbia. A district-wide team coordinated by DOES was trained and is certified as Strategic Doing Practitioners. Incorporating Strategic Doing, the Director's office coordinated three (3) agency wide professional development days. In FY 2016, the agency will continue to utilize Strategic Doing for WIOA Implementation and intra agency training. The Director's office also ensured all managers received Ethics Training and training on the Language Access Act, which was also provided to key personnel and/or front line staff.

INITIATIVE 1.2 Conduct agency sustainability assessment using OCA approved criteria developed by DDOE and OP in accordance with Mayor's Order 2013-209 (Sustainable DC Governance Goal 1, Action 1.2; Built Environment Goal 3)

Within one hundred twenty (120) days after the City Administrator approves sustainability assessment criteria developed jointly by the District Department of the Environment and the Office of Planning, each agency head subject to the authority of the mayor shall use the criteria to evaluate the sustainability of their respective operations in accordance with the requirements of Mayor's Order 2013-209, the Sustainable DC Transformation Order, and submit to his or her responsible Deputy Mayor and the Office of the City Administrator the results of the agency's internal assessment.

Completion Date: April 2015

- **Performance Assessment Key. Fully Achieved.** The agency completed the aforementioned assessment and asked for confirmation from the District Department of Environment, now the Department of Energy and Environment (DOEE), on Thursday, May 28, 2015. DOEE provided confirmation on Monday, January 4, 2016.

KEY PERFORMANCE INDICATORS- Operations and Agency Management

	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual (KPI Tracker)	FY 2015 YE Rating (KPI Tracker)	Budget Program (KPI Tracker)
	1.1	Number of mandatory staff agency-wide trainings	5	5	Not Applicable	5	60%	Agency Management



WORKLOAD MEASURES – APPENDIX

WORKLOAD MEASURES ●

Measure Name	FY 2013 YE Actual	FY 2014 YE Actual	FY 2015 YE Actual	Budget Program
Number of Work Opportunity Tax Credits Processed	3,888	3,317	5,343	Workforce Development
Number of customers visiting American Job Centers	22,540	20,234	26,900	Workforce Development