



# **D.C. DEPARTMENT OF HUMAN RESOURCES**

## **FY 2023 PERFORMANCE ACCOUNTABILITY REPORT**

**JANUARY 16, 2024**

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# 1 D.C. DEPARTMENT OF HUMAN RESOURCES

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*Mission:* The mission of the DC Department of Human Resources (DCHR) is to strengthen individual and organizational performance and enable the District government to attract, develop, and retain a highly qualified, diverse workforce

*Services:* DCHR offers executive management to District government officials and/or agencies by providing personnel-related services to help each agency meet daily mission mandates. Specific services provided include position classification and recruitment services, the interpretation of personnel-related policy, as well as oversight control (such as the adherence to regulatory requirements) for effective recruitment and staffing, strategic and financial restructuring through realignment assistance, and resource management. In addition, the agency provides D.C. government employees with a variety of services, including employee benefits and compensation guidance, performance management, compliance, audit assessments, legal guidance on personnel matters, and training/development.

## 2 2023 ACCOMPLISHMENTS

Accomplishment	Impact on Agency	Impact on Residents
<p>In FY23, DCHR hosted three Districtwide hiring events: a virtual winter hiring event on December 8th and 9th, the “Spring into a New Career” In-person Hiring Event on April 9th, and the “Hot Days Hot Jobs 2.0” In-Person Hiring Event on September 11th. DCHR’s hiring events connect the most qualified District residents with positions within and outside DC Government in the private sector. Before each quarterly hiring event, DCHR hosts preparation sessions focused on the critical interviewing skills and resume writing techniques needed for engaging conversations and hiring event success. During these sessions, applicants learn how to describe transferable skills that are directly related to the desired position, emphasize the importance of demonstrating interest while answering questions concisely during a hiring event, answer common difficult interview questions, and stand out to recruiters who are speaking with many candidates. In total, 411 employees were hired from these events.</p>	<p>These events allow DCHR employees to connect directly with the residents and keep a pulse on their wants and interests. DCHR can use this information to ensure that the hiring events are always improving and that they are proving to be beneficial to DC residents.</p>	<p>These events gave DC residents the opportunity to learn crucial interviewing skills and tips as well as to be connected directly with hiring managers and to apply on the spot to positions within the District and in the private sector.</p>
<p>In FY23, DCHR provided training and mentorship that resulted in the first ever graduation of ten HR apprentices. Through hands-on guidance with current HR staff and associated classroom training, apprentices were able to learn and apply HR strategies across the HR spectrum including benefits, retirement, employee relations, learning and development, classification, and recruitment. All ten apprentices secured permanent positions within the District during or after program completion.</p>	<p>As this was the first cohort to graduate from this program, this was a major success for DCHR, especially as the graduates were able to secure positions within the District as a result of this program.</p>	<p>Members of the apprenticeship program must be District resident graduates. This program provides District resident graduates a pathway to employment in the District Government.</p>

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Accomplishment	Impact on Agency	Impact on Residents
<p>In FY23, DCHR collaborated with the Office of the Chief Technology Officer to draft system requirements and select an implementation partner for the Customer Relationship Management (CRM). This project has a multiphase approach, with phase 1 focused on DCHR services under benefits, retirement, and customer care. DCHR, OCTO and the vendor also created a various service intake forms and knowledge articles that will be used to support employee self services. The platform will also contain an employee portal with a modern look and will be user-friendly for employees. The soft launch of the platform is expected for November 3, 2023.</p>	<p>This will allow DCHR to better track customer services requested and to complete requests more efficiently.</p>	<p>This accomplishment will allow DC residents to communicate with and requests services from DCHR in a more streamlined and efficient way.</p>

### 3 2023 OBJECTIVES

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#### Strategic Objective

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DCHR strategically and expeditiously sources, selects and on-boards highly talented individuals with the acumen, aptitude, and attitude to thrive in District Government.

DCHR engages District employees to ensure that each person is in the right job and has been provided with the right resources to leverage their knowledge, skills, and behaviors to meet District goals and sustain organizational success.

DCHR defines the pathways, programs and processes to create opportunities to continuously develop District employees and residents through assignments and activities aimed at advancing their career trajectory.

Create and maintain a highly efficient, transparent, and responsive District government.

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## 4 2023 OPERATIONS

Operation Title	Operation Description
<b>DCHR strategically and expeditiously sources, selects and on-boards highly talented individuals with the acumen, aptitude, and attitude to thrive in District Government.</b>	
Recruitment and Staffing Services: Daily Service	Recruiting and hiring the District Government's managerial and non-managerial personnel according to the dictates of the DC Government's hiring practices.
HR Information Systems Administration: Daily Service	DCHR administers the Districts HR Information Systems which helps maintain accurate records on personnel, and facilitates numerous HR functions such as payroll, performance, compliance, training, recruiting, and benefits.
Credentialing (issuing and revoking badges): Daily Service	Issuing ID badges required in secure areas of the facilities; such as employee work spaces.
Background checks and drug and alcohol screening: Daily Service	Drug and Alcohol Enforcement Compliance.
Position classification and management: Daily Service	Job classification is a system for objectively and accurately defining and evaluating the duties, responsibilities, tasks, and authority level of a job. Position management refers to the HRMS system relationships between organization structure, jobs, positions and employees with all of their associated characteristics. It also needs to incorporate the process of how positions are created and maintained within the organization.
Call and Walk-in Center: Daily Service	Interfacing with and providing customer care for the DCHR clientele to include calls, emails, walk-ins, and mail. Also includes analyzing visitor trends.
<b>DCHR engages District employees to ensure that each person is in the right job and has been provided with the right resources to leverage their knowledge, skills, and behaviors to meet District goals and sustain organizational success.</b>	
Merit Pay/Incentives/Rewards: Key Project	Executing raises and dispensing bonuses for exceptional service.
Health, Pension, Retirement, and Wellness Programs: Daily Service	Administering all aspects of the District Government workforce's Pension, Retirement, and Wellness Programs.
Employee Relations: Daily Service	Managing employee complaints and concerns, addressing grievances, and advising on disciplinary actions.
Auditing and Compliance Enforcement: Daily Service	Reviewing and examining agency compliance with District rules and regulations. Providing recommendations for improvements as needed.
Family and Medical Leave Act and Paid Family Leave Act Administration: Daily Service	Managing all aspects of FMLA and PFL claims including answering employee questions, verifying agency approved FMLA/PFL hours, and when applicable working with the Office of Payroll and Retirement Services to ensure accurate employee access and reporting of FMLA/PFL hours. Also includes data analysis of FMLA/PFL trends.
Measurement, Analysis, and Planning: Daily Service	Measuring and monitoring HR data including responding to data requests, creating dashboards, providing biweekly reports to management; Managing all aspects of the District Government's Performance Management Platform.
Policy development, amendment, and guidance/interpretation of D.C. personnel regulations contained in the DC Municipal Regulations/District Personnel Manual: Daily Service	Managing updates necessary to the District Personnel Manual (DPM) and Comprehensive Merit Personnel Act (CMPA).

(continued)

Operation Title	Operation Description
<b>DCHR defines the pathways, programs and processes to create opportunities to continuously develop District employees and residents through assignments and activities aimed at advancing their career trajectory.</b>	
Employee Performance Management: Daily Service	Running DCHR's Performance Management system including customer care, training, reporting, and managing all aspects of the DC Government's personnel performance management platform.
Learning and Development Programs: Daily Service	Developing course work and instruction for all in-house training course; administering vendor-led courses; and designing and administering various development programs such as the District Leadership Program and Capital City Fellows program.
<b>Create and maintain a highly efficient, transparent, and responsive District government.</b>	
Shared Services: Key Project	The consolidation of administrative and support functions from several agencies into a single, stand-alone organizational entity (DCHR).
FOIA and Litigation Support: Daily Service	Responding to Freedom of Information Act requests from the public.



## 5 2023 STRATEGIC INITIATIVES

In FY 2023, D.C. Department of Human Resources had 5 Strategic Initiatives and completed 40%.

Title	Description	Update
CRM System Acquisition	In FY23, DCHR will collaborate with the Office of the Chief Technology Officer to research, procure, conduct user acceptance testing and implement a Customer Relationship Management (CRM) system. This technology will lead to more efficient and streamlined customer engagement and proactive monitoring of customer requests and questions.	Completed to date: 75-99% In FY23, DCHR collaborated with the Office of the Chief Technology Officer to draft system requirements and select an implementation partner for the Customer Relationship Management (CRM). The project will have a multiphase approach, with this phase 1 focused on DCHR services under benefits, retirement, and customer care. DCHR created user stories and gathered standard operating procedures for business processes to incorporate in to building the new platform, conducted user acceptance testing, and training for representatives on processing employee requests. DCHR, OCTO and the vendor also created a various service intake forms and knowledge articles that will be used to support employee self services. The platform will also contain an employee portal with a modern look and will be user-friendly for employees. The soft launch of the platform is expected for November 3, 2023. Full implementation is scheduled for Nov. 3.
PFL System Implementation	In FY23, DCHR will implement The District Government Paid Leave Enhancement Amendment Act of 2022 by updating needed policies and associated documentation, providing both in-person and virtual training, and implementing an electronic process with workflows for leave requests.	Completed to date: 75-99% In FY23, DCHR released an updated Paid Family and Medical Leave (PFML) issuance which includes Frequently Asked Questions (FAQs) based on the new legislative changes. DCHR has also worked to improve the application process. In collaboration with the Office of the Chief Technology Officer, DCHR implemented an electronic PFML application submission process in PeopleSoft. The new electronic application process allows employees to access their benefits more easily compared to paper applications and forms. It also allows our District government HR professionals the ability to process applications more efficiently so that employees can get their benefits when they need them. DCHR communicated the new process to employees and facilitated training for agency coordinators, so they are comfortable using the new electronic process. DCHR also created several informational trainings and videos to help employees understand their PFML benefits, and how they can apply for and use their leave. We are currently in the process of updating our rules associated with PFML to complement the changes and process reflected in our issuance, and these draft rules are now awaiting approval. We have also drafted and reviewed business requirements necessary to combine the annual and voluntary leave bank into a single PFML bank, which we will implement in FY24. Electronic process in PeopleSoft, issuance, video, and training are all complete. Rule changes are now in the approval process and leave bank is not yet implemented.

PeopleSoft Improvement	<p>In FY23, DCHR will collaborate with the Office of the Chief Technology Officer to implement additional functionality and system logic in our HRIS, PeopleSoft, to improve Human Resources operations. Enhancements will include implementation of an automated offboarding process, discipline tracking, survey framework, and Paid Family Leave tracking enhancement.</p>	<p>Completed to date: Complete          In FY23, DCHR collaborated with the Office of the Chief Technology Officer to develop an automated Paid Family Leave employee self-service tile and electronic workflow process and associated administration page. DCHR and OCTO also transitioned our Aflac plans to be administered electronically via PeopleSoft and enhanced the attachment framework that allows HR personnel to attach documents in various PeopleSoft modules. Finally, DCHR also created additional training and development functionality such as a Manager Training employee-self-service tile, pop-up blocker guidance, and enhanced the District's careers website to have a more friendly user interface. This work included drafting business requirements, meeting with OCTO developers to ensure proper requirement implementation, and conducting user acceptance testing.</p>
Future of Work Continuation	<p>In FY23, DCHR will continue the work started in FY22 in determining the Future of Work within the District Government. DCHR will utilize the research conducted in the previous Fiscal Year to recommend program and policy changes which will increase recruitment and retention within District agencies.</p>	<p>Completed to date: 75-99%          In FY23, DCHR engaged stakeholders across District agencies to design an annual employee viewpoint survey for all District government employees regarding job satisfaction, workplace climate, accountability, demographics, and total rewards. Survey implementation was approved for Quarter 2 of FY24 and DCHR drafted a project plan and agency/employee communication that will be used when the survey launches. Finally, DCHR researched and procured surveying technology that will be used for survey implementation.          Survey proposal complete and approval secured. Will be implemented in Q2, FY24.</p>
Diversity, Equity and Inclusion	<p>To ensure diversity, equity and inclusion across the District government, DCHR will pilot the use of the Racial Equity Impact Assessment (REIA) tool to evaluate key employee policies. DCHR will work with the Office of Racial Equity to adapt the tool for internal human resources related policies.</p>	<p>Completed to date: Complete          In FY23, the Racial Equity Action Team (REAT) was actively involved in several initiatives to advance racial equity. This work included conducting an internal scan, analyzing focus group surveys, and compiling historical data to gain valuable insights for their strategic planning process. They also developed a clear agency vision statement based on their findings, which serves as a guiding principle for their work. In addition, they conducted internal assessments focused on community engagement, racial equity tools, and improving office cultures, practices, and data standards. Finally, they used this work to prepare for the finalization of the Racial Equity Action Plan (REAP) and made plans for future community engagement initiatives. Through these efforts, the REAT aims to drive meaningful change and promote racial equity in their organization and community.</p>

## 6 2023 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

### Key Performance Indicators

Measure	Directionality	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?	Explanation of Unmet KPI
<b>DCHR strategically and expeditiously sources, selects and on-boards highly talented individuals with the acumen, aptitude, and attitude to thrive in District Government.</b>											
Average number of days to fill vacancy from post to offer acceptance	Down is Better	77.5	73.5	80	84	80	100	86	60	Unmet	We retain a stretch goal for this measure, but aim to get closer to the mark in FY24.
Percent of new hires that are DC residents	Up is Better	52.7%	55.1%	58.3%	53.8%	51%	50.8%	53.5%	65%	Unmet	We retain a stretch goal for this measure and hope to reach it in the next Fiscal Year.
Percent of DC Government employees that are DC residents	Up is Better	42.8%	43.3%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	44%	60%	Unmet	We have implemented at stretch goal for this measure and are trending in the correct direction, increasing from 43% in FY22 to 44% in FY23.
New Hire Turnover Rate	Down is Better	6.9%	9%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	13.2%	8%	Unmet	DCHR has decreased the target for this goal several times in the last few fiscal years, making it a stretch goal.
<b>DCHR engages District employees to ensure that each person is in the right job and has been provided with the right resources to leverage their knowledge, skills, and behaviors to meet District goals and sustain organizational success.</b>											
Percent of DC Government employees participating in the deferred compensation program	Up is Better	51.1%	57.5%	60.5%	61%	61.8%	62.6%	61.5%	65%	Nearly Met	We are very close to meeting the stretch goal of 65%, with our current rate of 62.6% - an increase of our FY22 percentage 57.5%. A barrier to meeting this KPI are employees that may opt out of the deferred compensation plan.
Percent of Employees That Completed an Online Training (Through Percipio)	Up is Better	New in 2023	New in 2023	Annual Measure	Annual Measure	Annual Measure	Annual Measure	33.3%	New in 2023	New in 2023	
Percent of District Leadership Program Participants (who are not returning to school) hired into District Employment	Up is Better	New in 2023	New in 2023	Annual Measure	Annual Measure	Annual Measure	Annual Measure	10.5%	New in 2023	New in 2023	

Key Performance Indicators (continued)

Measure	Directionality	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?	Explanation of Unmet KPI
<b>DCHR defines the pathways, programs and processes to create opportunities to continuously develop District employees and residents through assignments and activities aimed at advancing their career trajectory.</b>											
Percent of DC Government employee performance plans completed (excludes DCPS and independent agencies)	Up is Better	93.8%	93%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	94%	94%	Met	
Percent of DC Government employee performance evaluations completed (excludes DCPS and independent agencies)	Up is Better	92.9%	90.3%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	93.2%	91%	Met	

Workload Measures

Measure	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023
<b>Background checks and drug and alcohol screening</b>							
Number of drug/alcohol tests conducted	6,392	6,090	1,346	1,581	1,458	1,687	6072
Number of criminal checks conducted	23,716	33,841	7,982	7,982	12,447	7,982	36,393
<b>Call and Walk-in Center</b>							
Number of customer resource center walk-ins	0	0	0	0	0	0	0
<b>Position classification and management</b>							
Number of Desk Audits Completed	5	10	0	9	2	1	12
Number of positions classified	New in 2023	New in 2023	Semi-Annual Measure	118	Semi-Annual Measure	186	304
<b>Recruitment and Staffing Services</b>							
Number of new hires	5,441	7,426	1,361	1,550	2,165	2,257	7333
Number of job postings	2,656	3,829	904	954	823	931	3612
Number of Personnel Actions Processed in the Human Resources Information System (HRIS), PeopleSoft	9,295	11,038	3,132	2,729	3,168	2,499	11,528
<b>Employee Relations</b>							
Number of grievances processed	5	7	1	4	0	0	5
Number of Customer Calls to Customer Care Center and Benefits	45,938	31,929	6,050	23,987	12,607	10,005	52,649
Number of customers accessing DCHR's website	354,414	502,673	123,784	117,617	98,588	99,792	439,781
<b>Health, Pension, Retirement, and Wellness Programs</b>							
Number of retirements	627	560	Annual Measure	Annual Measure	Annual Measure	Annual Measure	475
Number of Retirement Readiness trainings delivered	4	0	0	0	0	2	2
<b>Learning and Development Programs</b>							
Number of unique employees completing at least one training	7,423	2,414	276	138	581	6,960	7955
Number of unique trainings completed	352	94	16	11	24	36	87
Number of Individual Training Courses Completed Through Online Training Platform (Percipio)	64,233	100,688	38,619	8,216	41,506	46,687	135,028
<b>Shared Services</b>							
Number of employees completing a diversity or inclusion training class	569	258	0	0	0	19	19

Workload Measures (continued)

Measure	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023
Number of employees trained as sexual harassment officers	139	95	0	0	6	6	12
Number of managers trained on sexual harassment prevention	245	82	0	0	81	245	326