



# **DEPARTMENT OF EMPLOYMENT SERVICES**

## **FY 2024 PERFORMANCE PLAN**

**DECEMBER 1, 2023**

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# 1 DEPARTMENT OF EMPLOYMENT SERVICES

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*Mission:* The Department of Employment Services (DOES) mission is to connect District residents, job seekers, and employers to opportunities and resources that empower fair, safe, effective working communities.

*Services:* DOES, the District of Columbias lead labor and workforce development agency, provides customers with a comprehensive menu of workforce development services funded through a combination of federal grants and Local appropriations. DOES delivers basic income support services to unemployed or underemployed persons who lost their jobs through no fault of their own through the Unemployment Insurance division. 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 Districts wage-and-hour laws, and provides hearing and adjudication services to settle workers compensation disputes. DOES' Workforce Development division provides job seekers with workforce development and training programs and services to ensure employers have access to qualified job candidates. Finally, DOES provides District youth with job training, academic enrichment, leadership, and employment opportunities through its Year-Round, Summer Youth, Mayors Youth Leadership Institute, and other youth programs.

## 2 2024 OBJECTIVES

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### Strategic Objective

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Unemployment Insurance - Deliver unemployment compensation benefits and unemployment tax services to claimants and District employers.

Labor Standards - Administer programs and systems to promote workplace safety, prevent workers from exposure to unsafe working environments, and from falling beneath an unacceptable income level at times of unemployment due to injury or illness.

Workforce Development: Improve employment outcomes for District residents by providing high-quality training programs for adults and youth that are aligned with the District's high demand occupations and lead to credentials recognized nationally by employers.

Organizational Excellence: Establish standards and processes to engage and motivate staff to deliver services that fulfill internal and external stakeholder needs.

Ensure employers are connected to the American Job Centers to address their workforce needs thereby ensuring positive employment and placement outcomes for residents.

Universal Paid Family Leave Benefits - Implementing the program to provide temporary weekly benefits to eligible individuals.

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

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### 3 2024 OPERATIONS

| Operation Title  | Operation Description  | Type of Operation |
|--|--|-------------------|
| <b>Unemployment Insurance - Deliver unemployment compensation benefits and unemployment tax services to claimants and District employers.</b>  |  |                   |
| Unemployment Benefits  | Providing temporary weekly benefits to workers who become unemployed due to no fault of their own.   | Daily Service     |
| <b>Labor Standards - Administer programs and systems to promote workplace safety, prevent workers from exposure to unsafe working environments, and from falling beneath an unacceptable income level at times of unemployment due to injury or illness.</b>               |  |                   |
| Hearings & Adjudication  | Conducts formal administrative workers' compensation hearings for private and public sector employees and employers in the District of Columbia, so that rights and responsibilities are determined fairly, promptly, and according to due process.  | Daily Service     |
| <b>Workforce Development: Improve employment outcomes for District residents by providing high-quality training programs for adults and youth that are aligned with the District's high demand occupations and lead to credentials recognized nationally by employers.</b> |  |                   |
| Infrastructure Academy   | The District of Columbia Infrastructure Academy (DCIA) is a key initiative of Mayor Muriel Bowser's Administration to meet the need for skilled infrastructure professionals in Washington, DC. DCIA coordinates, trains, screens and recruits residents to fulfill the needs of the infrastructure industry and infrastructure jobs with leading companies in this high-demand field.   | Daily Service     |
| Office Of Apprenticeship Info & Training   | The Office of Apprenticeship, Information and Training (OAIT) oversees the apprenticeship system in the District of Columbia. OAIT also safeguards the well-being of apprentices, ensures the quality of programs, provides integrated employment and training information to sponsors, employers and trainers. OAIT also staffs the District of Columbia Apprenticeship Council. Applicants for apprenticeships must be at least 16 years old and meet the sponsor's qualifications. Generally, applicants must demonstrate to sponsors that they have the ability, aptitude, and education to master the rudiments of the occupation and complete related instruction. | Daily Service     |

(continued)

| Operation Title                               | Operation Description   | Type of Operation |
|---|---|-------------------|
| Transitional Employment (Project Empowerment) | For over fifteen years, Project Empowerment (TEP) has helped to reduce economic disparity in the District by serving thousands of individuals with multiple barriers to employment. The Program's work readiness model is designed to provide nearly 700 unemployed District residents with opportunities to grow in education, training, and subsidized employment placements each year. Project Empowerment achieves its mission of moving participants into the workforce by partnering with government, non-profit, and private businesses across the DMV area to recruit, train, match, and coach candidates for successful employment.                                | Daily Service     |
| On-the-Job Training                           | On-the-Job (OJT) training is a workforce development strategy where employers of all sizes have an opportunity to train, mentor, and hire candidates toward a specific skillset or job function. Through the OJT model, candidates receive the training necessary to increase their skills. This strategy ensures unemployed and underemployed jobseekers have a chance to enter and reenter the workforce through an "earn and learn" model. The streamlined approach developed between employers and the Department of Employment Services (DOES) reimburses employers at an established wage rate in exchange for the training provided to participating OJT candidates. | Daily Service     |
| DC Career Connections                         | DC Career Connections is a work readiness program designed to provide more than 400 out-of-school and unemployed young adults with opportunities to gain valuable work experience, skills training, and individualized coaching and support to obtain employment. An integral component of Mayor Muriel Bowser's Safer, Stronger DC Initiative, DC Career Connections actively seeks to engage District youth   | Daily Service     |
| Year Round Youth Program                      | The Year Round Youth program is federally funded opportunities for young people 14-24 to gain work experience and job readiness training. In-School Youth will continue their secondary school studies while having counseling and coaching to prepare them for the workplace. Out-of-School Youth, 18-24, have either already completed secondary school or are working toward a GED or other nationally recognized secondary school equivalence while receiving coaching and job leads.   | Daily Service     |

(continued)

| Operation Title                                     | Operation Description   | Type of Operation |
|---|---|-------------------|
| Senior Service (SCSEP - Federal Program - from DSI) | The Senior Community Service Employment Program (SCSEP) is a federal program to help older Americans get back into or remain active in the workforce. It is a part-time community service and work-based training program where participants gain career skills through on the job training in community based organizations in identified growth industries. SCSEP also works with the business community to identify employers who are interested in hiring qualified, trained mature workers.  | Daily Service     |
| Veteran Affairs                                     | The DC Department of Employment Services (DOES) requires that Priority of Service be given to veterans and eligible spouses who meet the eligibility criteria in accordance with applicable laws, policies and federally mandated programs. Priority of service also requires that veterans and eligible spouses receive priority over non-covered persons earlier in time for the full array of services provided at an American Job Centers (AJC). These services include the receipt of employment, training, and placement services in any workforce preparation program directly funded, in whole or in part, by the US Department of Labor. Specialized federal services such as the Vocational Rehabilitation & Employment (VR&E) program are also available to eligible veterans. | Daily Service     |
| Job Centers   | Providing job seekers with a number of employment opportunities. Each center provides career counseling, resume assistance, job placement, vocational training, access to online services, information about local and national labor markets, and unemployment insurance.  | Key Project       |
| Marion Barry Youth Leadership Institute (MBYLI)     | The Marion Barry Youth Leadership Institute (MBYLI) was founded in 1979 as a year-round program to train District of Columbia youth in the concepts of leadership and self-development. The MBYLI training model emphasizes practical, hands-on experience and a holistic approach to developing leaders for the 21st century. Each year, 150 young people participate in the year-round program and 350 youth participate in the Summer Training Program. Thousands of DC youth have received leadership training to date.   | Key Project       |
| Summer Youth Employment Program                     | The Marion Barry Summer Youth Employment Program (MBSYEP or Summer Youth) is a program allowing young people 14-24 to gain work experience during the school year's summer break. This locally funded program is considered one of the best in the country with thousands of young people finding employment through the program.   | Key Project       |

**Organizational Excellence: Establish standards and processes to engage and motivate staff to deliver services that fulfill internal and external stakeholder needs.**

(continued)

| Operation Title          | Operation Description   | Type of Operation |
|--------------------------|---|-------------------|
| Professional Development | Provide opportunities for staff to enhance and develop skill sets to improve efficiency and customer service.   | Key Project       |
| Customer Experience      | Deliver professional, helpful, high quality service in a timely manner while providing clear thoughtful and deliberate messaging to both internal and external customers. | Daily Service     |

**Ensure employers are connected to the American Job Centers to address their workforce needs thereby ensuring positive employment and placement outcomes for residents.**

|  |  |               |
|--|--|---------------|
| Talent and Client Services                           | Manage employer relationships, connect them to the American Job Centers, and brokers products and services provided by DOES. Encourage local businesses to participate in District employment programs and to take advantage of the many free services that support their business needs; e.g., Office of Safety and Health consultations. | Daily Service |
| First Source Management, Monitoring, and Enforcement | Manage and monitor First Source Employment Agreements as well as handle all reporting regarding the agreements specified in the "First Source Employment Agreement Act"; e.g. the regular reports sent to the Council of the District of Columbia.   | Daily Service |

**Universal Paid Family Leave Benefits - Implementing the program to provide temporary weekly benefits to eligible individuals.**

|   |   |               |
|---|---|---------------|
| Paid Family Leave Benefits Implementation | Implement the program to provide temporary weekly benefits to eligible individuals. | Daily Service |
|---|---|---------------|

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

|                                |   |               |
|--------------------------------|---|---------------|
| Staff Professional Development | Providing opportunities for staff to enhance and develop skill-sets to improve efficiency and customer service. | Key Project   |
| Service Delivery               | Providing and delivering services to all customers in a professional and timely manner.                         | Daily Service |



## 4 2024 STRATEGIC INITIATIVES

| Title                               | Description   | Proposed Completion Date |
|-------------------------------------|---|--------------------------|
| DC APPRENTICESHIP MANAGEMENT SYSTEM | This project will replace the legacy DCAMS system and improve functionality, reliability, and performance and lower ongoing expenses to maintain the system. The replacement system will serve the job seekers, apprentices, and job sponsors of the District. This will impact the Apprenticeship team by providing a comprehensive system that is secure, robust, flexible, and fully automated, which will improve staff productivity.   | 9/30/2024                |
| DC Infrastructure Academy           | The DC Infrastructure Academy will build a new facility that focuses on occupational skills training and work-based learning initiatives related to the utility, energy efficiency, and transportation and logistics sectors. At the Academy, industry partners, training providers, such as labor unions and trade associations, will offer diverse skills training allowing District residents to obtain the tools to begin and sustain careers. The participants will be able to access career counseling and planning, resume assistance, direct job placement, and information about local and regional infrastructure jobs and apprenticeships. | 9/30/2024                |
| UI Modernization Project            | The objective of this project is to develop and deploy a robust, fully-integrated Unemployment Benefits and Tax Solution resulting in efficiencies and the ability to offer broader services to the residents of DC. All systems within the Unemployment Insurance will be integrated including the Document Imaging System and ACD/IVR System. Finally, with the deployment of the project, the agency will reduce its dependency on external contractors.   | 9/30/2024                |

## 5 2024 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

### Key Performance Indicators

| Measure  | Directionality | FY 2021       | FY 2022 | FY 2023 | FY 2024 Target |
|--|----------------|---------------|---------|---------|----------------|
| <b>Unemployment Insurance - Deliver unemployment compensation benefits and unemployment tax services to claimants and District employers.</b>  |                |               |         |         |                |
| Percent of new unemployment insurance status determinations made within 90 calendar days   | Up is Better   | 87.1%         | 84.4%   | 84.3%   | 70%            |
| Percent of Nonmonetary Determinations (Separations and Nonseparations) made within 21 days of the date of detection  | Up is Better   | 43.4%         | 40.7%   | 67.1%   | 80%            |
| <b>Labor Standards - Administer programs and systems to promote workplace safety, prevent workers from exposure to unsafe working environments, and from falling beneath an unacceptable income level at times of unemployment due to injury or illness.</b>               |                |               |         |         |                |
| Percent of workers compensation formal hearings finalized within 120 calendar days   | Up is Better   | 89.9%         | 83.4%   | 80.9%   | 80%            |
| Percent of Memoranda of Informal Conferences sent out within 20 business days of holding the Informal Conference   | Up is Better   | New in 2022   | 97.9%   | 93.5%   | 90%            |
| <b>Workforce Development: Improve employment outcomes for District residents by providing high-quality training programs for adults and youth that are aligned with the District's high demand occupations and lead to credentials recognized nationally by employers.</b> |                |               |         |         |                |
| Number of workers enrolled in sectoral job training programs   | Up is Better   | New in 2022   | 58      | 111     | No Target Set  |
| <b>Organizational Excellence: Establish standards and processes to engage and motivate staff to deliver services that fulfill internal and external stakeholder needs.</b>   |                |               |         |         |                |
| Percent of telephone calls answered (CNC)  | Up is Better   | 82.9%         | 92.9%   | 77.4%   | 80%            |
| Average telephone call wait time (CNC)   | Down is Better | 24            | 10      | 8       | 5              |
| Voicemail response time percentage (CNC)   | Up is Better   | Not Available | 99.8%   | 100%    | 90%            |
| Average telephone call hold time in minutes (CNC)  | Down is Better | 3.3           | 2.6     | 2.3     | 0.5            |
| Average Email Response Time  | Up is Better   | 3.5           | 4.3     | 9.3     | 90             |
| <b>Universal Paid Family Leave Benefits - Implementing the program to provide temporary weekly benefits to eligible individuals.</b>   |                |               |         |         |                |
| Percentage of Claims Approved  | Up is Better   | 86.7%         | 91.1%   | 79.4%   | 80%            |

Workload Measures

| Measure  | FY 2021       | FY 2022       | FY 2023 |
|--|---------------|---------------|---------|
| <b>Unemployment Benefits</b>   |               |               |         |
| Average number of issues resolved by Benefits Claims Examiners   | 461           | 314.5         | 178.2   |
| <b>DC Career Connections</b>   |               |               |         |
| Number of participants placed in unsubsidized employment   | 40            | 35            | 38      |
| Number of participants completing occupational skills training   | New in 2022   | 0             | 4       |
| Number of participants enrolled in occupational skills training  | 33            | 23            | 5       |
| <b>Infrastructure Academy</b>  |               |               |         |
| Number of participants newly enrolled in a DCIA training program   | 219           | 361           | 670     |
| Percent of new enrollments from Wards 7 & 8 at DC Infrastructure Academy   | Not Available | 69%           | 67%     |
| <b>Job Centers</b>   |               |               |         |
| Number of participants that earn a nationally or regionally recognized credential  | 33            | 37            | 44      |
| Percentage of participants successfully completing skills training through an Individual Training Account (ITA)                                  | 75%           | Not Available | 78.7%   |
| Percentage of New Enrollments with barriers to employment  | Not Available | Not Available | 91.5%   |
| Number of referrals made at the American Job Centers by Workforce Development Specialists to assistive programs at DOES or at other DC Agencies. | Not Available | Not Available | 369     |
| Total number of Unique Customers who come to American Job Centers (unique)   | Not Available | Not Available | 9,089   |
| Total number of Visits to all American Job Centers   | Not Available | Not Available | 3,525   |
| Number of workers completing sectoral job training programs  | New in 2022   | 17            | 43      |
| <b>Marion Barry Youth Leadership Institute (MBYLI)</b>   |               |               |         |
| Total participants in the Marion Barry Youth Leadership Institute (MBYLI)  | 440           | 405           | 530     |
| <b>On-the-Job Training</b>   |               |               |         |

Workload Measures (continued)

| Measure   | FY 2021       | FY 2022       | FY 2023       |
|---|---------------|---------------|---------------|
| Percent of program completers who remain with the company at least six (6) months | Not Available | 71.4%         | 12%           |
| Percentage of participants completing the program                                 | 52.9%         | 58.3%         | 83%           |
| <b>Senior Service (SCSEP - Federal Program - from DSI)</b>                        |               |               |               |
| Employment Rate: 2nd quarter after exit   | 4.2%          | Not Available | 60.8%         |
| Employment Rate: 4th quarter after exit   | 18.5%         | Not Available | 64%           |
| <b>Summer Youth Employment Program</b>  |               |               |               |
| Number of Applicants  | 20,570        | 19,473        | 20,215        |
| <b>Transitional Employment (Project Empowerment)</b>                              |               |               |               |
| Number of participants placed in unsubsidized employment                          | 156           | 211           | 66            |
| Number of participants enrolled in occupational skills training                   | 46            | 96            | 73            |
| <b>Veteran Affairs</b>  |               |               |               |
| Employment Rate: 2nd quarter after exit   | 55.9%         | Not Available | 52.8%         |
| Employment Rate: 4th quarter after exit   | 51.5%         | Not Available | 52.6%         |
| <b>Year Round Youth Program</b>   |               |               |               |
| Number of applicants  | 53            | 163           | 6,222         |
| Number of participants that earn a credential                                     | 40            | 64            | Not Available |
| Percent of participants successfully completing the program                       | 42%           | 90.3%         | 100%          |
| Total Enrollments   | Not Available | 146           | 1,175         |
| <b>Customer Experience</b>  |               |               |               |
| Total number of telephone calls received (CNC)                                    | 1,319,340     | 386,597       | 211,292       |
| Total number of emails received (CNC)   | 29,594        | 33,250        | 19,465        |
| Total number of voicemails received (CNC)   | 56,174        | 2,176         | 3,849         |
| <b>First Source Management, Monitoring, and Enforcement</b>                       |               |               |               |
| Number of beneficiaries fined   | 48            | 67            | 32            |
| Number of beneficiaries that paid fines   | 17            | 25            | 22            |
| <b>Talent and Client Services</b>   |               |               |               |
| Number of new employers self-registered in DC Networks                            | 613           | Not Available | 325           |

Workload Measures (continued)

| Measure  | FY 2021 | FY 2022 | FY 2023 |
|--|---------|---------|---------|
| <b>Paid Family Leave Benefits Implementation</b> |         |         |         |
| Number of New Claims Filed                       | 2,944   | 4,267   | 19,213  |