

# D.C. Department of Human Resources FY2022

Agency D.C. Department of Human Resources

Agency Code BE0

Fiscal Year 2022

**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

## Strategic Objectives

Objective Number	Strategic Objective
1	DCHR strategically and expeditiously sources, selects and on-boards highly talented individuals with the acumen, aptitude, and attitude to thrive in District Government.
2	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.
3	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.
4	Create and maintain a highly efficient, transparent, and responsive District government.

## Key Performance Indicators (KPIs)

Measure	Directionality	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Target
<b>1 - DCHR strategically and expeditiously sources, selects and on-boards highly talented individuals with the acumen, aptitude, and attitude to thrive in District Government. (3 Measures)</b>					
Average number of days to fill vacancy from post to offer acceptance	Down is Better	75	86.6	77.5	60
Percent of new hires that are DC residents	Up is Better	50.9%	55.2%	52.7%	65%
Percent of DC Government employees that are DC residents	Up is Better	New in 2020	43.7%	42.8%	60%
<b>2 - 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. (3 Measures)</b>					
Percent of DC Government employees participating in the deferred compensation program	Up is Better	40.7%	45%	51.1%	65%
New Hire Turnover Rate	Down is Better	8.4%	5.4%	6.9%	9%
Percent of Official Personnel Folders converted to electronic files	Up is Better	New in 2021	New in 2021	0%	30%
<b>3 - 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. (2 Measures)</b>					
Percent of DC Government employee performance plans completed (excludes DCPS and independent agencies)	Up is Better	91%	93.2%	93.8%	93%
Percent of DC Government employee performance evaluations completed (excludes DCPS and independent agencies)	Up is Better	85.1%	88.4%	92.9%	90%

## Operations

Operations Title	Operations Description	Type of Operations
<b>1 - DCHR strategically and expeditiously sources, selects and on-boards highly talented individuals with the acumen, aptitude, and attitude to thrive in District Government. (6 Activities)</b>		
Recruitment and Staffing Services	Recruiting and hiring the District Government's managerial and non-managerial personnel according to the dictates of the DC Government's hiring practices.	Daily Service

Operations Title	Operations Description	Type of Operations
HR Information Systems Administration	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.	Daily Service
Credentialing (issuing and revoking badges)	Issuing ID badges required in secure areas of the facilities; such as employee work spaces.	Daily Service
Background checks and drug and alcohol screening	Drug and Alcohol Enforcement Compliance.	Daily Service
Position classification and management	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.	Daily Service
Call and Walk-in Center	Interfacing with and providing customer care for the DCHR clientele to include calls, emails, walk-ins, and mail. Also includes analyzing visitor trends.	Daily Service
<b>2 - 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. (8 Activities)</b>		
Merit Pay/Incentives/Rewards	Executing raises and dispensing bonuses for exceptional service.	Key Project
FOIA and Litigation Support	Responding to Freedom of Information Act requests from the public.	Daily Service
Policy development, amendment, and guidance/interpretation of D.C. personnel regulations contained in the DC Municipal Regulations/District Personnel Manual	Managing updates necessary to the DPM and CMPA.	Daily Service
Health, Pension, Retirement, and Wellness Programs	Administering all aspects of the District Government workforce's Pension, Retirement, and Wellness Programs.	Daily Service
Employee Relations	Managing employee complaints and concerns, addressing grievances, and advising on disciplinary actions.	Daily Service
Auditing and Compliance Enforcement	Reviewing and examining agency compliance with District rules and regulations. Providing recommendations for improvements as needed.	Daily Service
Family and Medical Leave Act and Paid Family Leave Act Administration	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.	Daily Service
Measurement, Analysis, and Planning	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.	Daily Service
<b>3 - 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. (2 Activities)</b>		
Employee Performance Management	Running DCHR's Performance Management system including customer care, training, reporting, and managing all aspects of the DC Government's personnel performance management platform.	Daily Service
Learning and Development Programs	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.	Daily Service
<b>4 - Create and maintain a highly efficient, transparent, and responsive District government. (1 Activity)</b>		
Shared Services	The consolidation of administrative and support functions from several agencies into a single, stand-alone organizational entity (DCHR).	Key Project

## Workload Measures (WMs)

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual
<b>1 - Background checks and drug and alcohol screening (2 Measures)</b>			
Number of drug/alcohol tests conducted	8809	9753	6392
Number of criminal checks conducted	17,313	32,546	23,716
<b>1 - Call and Walk-in Center (1 Measure)</b>			
Number of customer resource center walk-ins	14,511	4110	0
<b>1 - Position classification and management (1 Measure)</b>			
Number of Desk Audits Completed	148	67	5
<b>1 - Recruitment and Staffing Services (3 Measures)</b>			
Number of Actions Processed	10,824	9386	9295
Number of new hires	7043	6333	5441
Number of job postings	2548	2284	2656
<b>2 - Employee Relations (3 Measures)</b>			
Number of grievances processed	53	23	5
Number of Customer Calls to Customer Care Center and Benefits	New in 2021	New in 2021	45,938
Number of customers engaging website	New in 2021	New in 2021	354,414
<b>2 - Health, Pension, Retirement, and Wellness Programs (2 Measures)</b>			
Number of retirements	542	445	627
Number of Retirement Readiness trainings delivered	New in 2021	New in 2021	4
<b>3 - Learning and Development Programs (3 Measures)</b>			
Number of unique employees completing training	20,333	20,659	7423
Number of Individual Training Courses Completed Through Online Training Platform (SkillPort)	17,733	21,220	64,233
Number of individual trainings completed	22,840	323	352
<b>4 - Shared Services (3 Measures)</b>			
Number of employees completing a diversity or inclusion training class	New in 2021	New in 2021	569
Number of managers trained on sexual harassment prevention	New in 2021	New in 2021	245
Number of employees trained as sexual harassment officers	New in 2021	New in 2021	139

## Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
<b>Learning and Development Programs (1 Strategic Initiative)</b>		
Pathways Program Expansion	In FY22, DCHR will expand the pathways program to launch at least two additional apprenticeship programs and establish related program structure and curriculum to hire at least 20 additional apprentices.	09-30-2022
<b>Measurement, Analysis, and Planning (2 Strategic initiatives)</b>		

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Future of Work	DCHR will research key workplace trends and seek employee feedback to recommend policies and develop manager and HR tools to create an engaging employee environment that focuses on employee flexibilities, rewards and recognition, and emotional wellness.	09-30-2022
Optimize HR Information Technology Program	In FY22, DCHR will optimize its Information Technology program through converting physical official personnel files to electronic official personnel files for more effective and refined record keeping.	09-30-2022
<b>Recruitment and Staffing Services (1 Strategic Initiative)</b>		
Strategic Recruitment	DCHR will develop a strategic recruitment plan that focuses on acquiring the right talent for the right position. Key deliverables include: 1. providing agencies with the needed tools and training to conduct effective outreach and marketing to attract qualified applicants and specifically District residents; 2. creating and providing training on dashboards to help agencies track key hiring metrics; and 3. collaborating with agencies to ensure that they meet internal hiring targets such as time-to-fill and number of residents hired.	09-30-2022
<b>Shared Services (2 Strategic initiatives)</b>		
Customer Experience	To improve and streamline the customer experience, DCHR will launch and enhance at least three communication tools including but not limited to: a website chatbot, a customer call back feature, interactive customer videos, and recruitment application upgrades.	09-30-2022
Diversity, Equity and Inclusion	To ensure diversity, equity and inclusion across the District government, DCHR will partner with the Office of Racial Equity to expand current diversity, equity, and inclusion training offerings. In addition, DCHR will pilot the use of the Racial Equity Impact Assessment (REIA) tool to evaluate key employee policies.	09-30-2022