D.C. Department of Human Resources FY2017

▼ FY2017 Performance Accountability Report

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, and key performance indicators (KPIs).

▼ 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

▼ Summary of 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.

▼ FY17 Top Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Career Pathing: DCHR created a competency bank with questions to use in succession planning. Career paths for several occupational series have been completed. DCHR completed the beta version of the career pathing website. Positions listed in the career paths are linked to competencies and to classes offered at DCHR.	This accomplishment will cultivate talent for the future District-wide.	Employees, including those who are district residents, will now be able to understand how to grow and prosper in careers within the District government.
DC Residency Enhancement Laws: legislation for highly compensated employees, hard-to-fill positions, student loan payments, and streamlined residency verification (District Government Employee Residency Amendment Act of 2017) was sent to the Council committee.	This impacted our agency by providing more flexibility in the hiring process and assisting in retaining well qualified employees that live in the District by providing tuition aid.	This impacts the residents of DC by increasing the number of residents that compose our work force.
Increase Knowledge, Understanding, and Preparation for Retirement: the development of an on-going educational series to increase employees' knowledge of District of Columbia retirement benefits. DCHR conducted a total of 115 onsite seminars that were held at Agency locations throughout the District for employees.	The retirement seminars in addition to the proposal of an automated 457 enrollment system will prepare employees for retirement and a thriving post career.	DCHR conducted a total of 115 onsite seminars that were held at Agency locations throughout the District for employees. Topics included the DC 401(a) defined contribution plan, voluntary retirement savings in the 457(b) deferred compensation plan, and other financial investment seminars. Over a thousand employees attended, which included District residents.

▼ 2017 Strategic Objectives

Objective	Strategic Objective

Number	
1	DCHR engages District employees to ensure that each person is in the right job and is provided with the right resources to leverage their knowledge, skills, and behaviors to meet District goals and sustain organizational success
2	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.
3	DCHR strategically and expeditiously sources, selects and on-boards highly talented individuals with the acumen, aptitude and attitude to thrive in District Government
4	Create and maintain a highly efficient, transparent and responsive District government**

2017 Key Performance Indicators

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY 2017	KPI Status	Explanation
1 - DCHR engages District employees to ensure that each person is in the right job and is provided with the right resources to leverage their knowledge, skills, and behaviors to meet District goals and sustain organizational success (5 Measures)									
Percent of new hires that are DC residents	Quarterly	60%	51%	43.5%	52.6%	48%	49%	Unmet	We are continuing to increase our outreach to increase the number of District residents.
Average number of days to fill vacancy from post to offer acceptance	Quarterly	80	86	119	93	76	93.5	Unmet	The average number of days to fill a vacancy from post to offer acceptance for FY17 was 93.5 days. A barrier to meeting this KPI target was agencies with hard to fill positions. Hard to fill positions drive up the average time to fill.
New Hire Turnover Rate	Annually	16%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	10.6%	Met	
Percent of personnel actions completed within same pay period of effective date	Quarterly	60%	55.6%	65.7%	56.2%	69.2%	61.4%	Met	
Average cost per personnel action	Annually	81.51	Annual Measure	Annual Measure	Annual Measure	Annual Measure	112.8	Unmet	Employees at various grades process actions and thus the average rate is higher.
2 - 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. (1 Measure)									
Percent of employees under the Mayor's authority enrolled in telecommuting and alternate work schedule program	Annually	14%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	13.2%	Nearly Met	Although we came very close to meeting our goal this Fiscal Year, we did fall short due to there currently being no requirement for employees at agencies to participate in telecommuting or alternate work schedule program. However, we do anticipate an increase in percentage in FY18 due to our partnership with Sustainable

									DC. We will continue to promote this opportunity to the DC Government Community.

3 - DCHR strategically and expeditiously sources, selects and on-boards highly talented individuals with the acumen, aptitude and attitude to thrive in District Government (5 Measures)

Percent of employees participating in deferred compensation program	Annually	45%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	35.9%	Unmet	Based on a survey conducted by ICMA-RC barriers included employee understanding of the importance of retirement planning (i.e. employees do not believe they will retire) and the lack of an automated enrollment system, which has recently been proposed to Council.
Percent of employee performance plans completed	Annually	91%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	91.4%	Met	
Percent of employee performance evaluations completed	Annually	87%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	86.2%	Nearly Met	This goal was 99.2% fulfilled for this Fiscal Year. DCHR will remain diligent and continue working in concert with its agency partners to meet this goal in the new Fiscal Year.
Upward Mobility Rate (Promotion Rate)	Annually	12%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	55.5%	Met	This is the first time that we are tracking this measure and we are working to reassess a reasonable target.
Internal Placement Rate	Annually	11%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	26%	Met	

We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

⌄ 2017 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	FY 2017
1 - Customer Service Management (1 Measure)						
Number of customer resource center walk-ins	Quarterly	3238	2919	3058	2906	12121
1 - Drug and Alcohol Enforcement Compliance (1 Measure)						
Number of drug/alcohol tests of incumbent employees	Quarterly	11	645	462	430	1548
1 - Retirement & Death Claims Processing (1 Measure)						
Number of retirements	Quarterly	162	140	135	120	557
1 - Training Administration (2 Measures)						

Number of unique employees completing training	Quarterly	3866	2994	4516	3553	14929
Number of individual trainings completed	Quarterly	198	208	290	347	1043
3 - Recruitment & Staffing Services (3 Measures)						
Percent of all employees who are District residents	Quarterly	43.2%	43.1%	43.4%	43.3%	43.3%
Number of new hires	Quarterly	1244	1469	2359	2599	7671
Number of job postings	Quarterly	584	656	615	558	2413

2017 Strategic Initiatives

Title	Description	Complete to Date	Status Update	Explanation
ANALYTICS (1 Strategic Initiative)				
Absenteeism	In FY16, DCHR began monitoring absenteeism by developing and reporting on the absenteeism rate on a quarterly basis. In addition, DCHR met with District agencies to review the Time Reporting Codes (TRCs) used to report time. Based on findings and best practices, in FY17 DCHR will continue to report on the quarterly absenteeism rate, educate and train District managers on absenteeism and best practices to reduce the absenteeism rate, specifically the sick leave rate. In addition, DCHR will establish/update any policies related to absenteeism, if applicable.	75-99%	DCHR worked with the Office of the Chief Technology Officer to create unscheduled Time Reporting Codes (TRC) for annual and sick leave. Once implemented, all employees with have access to these Time Reporting Codes, which will improve the tracking of leave. In addition, DCHR has begun to develop a TRC data dictionary which will provide definitions and examples of how to use the TRCs.	DCHR is collaborating with multiple agencies to ensure that the data dictionary includes the accurate definitions of all the TRCs. This process has taken longer than expected.
BENEFITS OPERATION UNIT (2 Strategic initiatives)				
Increase employee knowledge, understanding, and preparation for retirement	DCHR will develop an on-going educational series to increase employees' knowledge of District of Columbia retirement benefits and retirement savings programs. DCHR will engage internal and external stakeholders to coordinate and implement pre-retirement seminars and a retirement handbook for employees and HR personnel.	Complete	DCHR worked to finalize the customer opinion survey for employees, which has an expected release date of late October 2017. Additionally, DCHR has worked with the mayoral administration to propose a bill that would have automatically enrolled future District new hires into the 457(b) program. The bill is set for council review and vote during Q1 2018. Lastly, in FY17, ICMA-RC hosted a total of 368 seminars and workshops.	
Increase engagement and	DCHR has established a framework and foundation for the District's workplace wellness program. In FY17,	Complete	DCHR assisted at least 25 agencies with 59 wellness	

participation in the District's workplace wellness program across agencies District-wide	DCHR will provide continued leadership, guidance, and resource management to Wellness Leaders from each agency, in coordination with the District's healthcare vendors, and provide health outcomes tracking through a comprehensive health outcomes evaluation. DCHR will seek to increase the number of District Agencies participating in the workplace wellness program.		events including seminars, screenings, fitness classes, etc. DCHR also hosted eight onsite health screening events, which are open to all employees. These events included the "Lose and Win" event, which was an eight-week onsite weight-loss program. DCHR also brought the "Mammovan", which is a self-contained mobile unit that offers one-stop mammogram screenings, to several agencies. This year, DCHR also installed blood pressure machines at 17 different DC Government worksites.	

CUSTOMER SERVICE (1 Strategic Initiative)

Customer Service Management (CSM)	DCHR's CSM initiative will focus on streamlining its practices, strategies and technologies to manage and analyze customer interactions, with the goal of improving relationships with customers and meeting service level agreements. Specifically, DCHR will 1) identify a technology solution to serve as an information warehouse/database; 2) co-locate staff and services which will enable customers to resolve a variety of questions/issues in a single location; and 3) use/compile customer data to better serve internal/external customers.	75-99%	In FY17, we introduced the capability for customers to sign in electronically in order to better track customer service volume. DCHR also allotted time to research the best practices of Customer Service. Lastly, DCHR refined the use of an iterative Microsoft Excel workbook as a knowledge sharing tool and the repository for storing frequently requested information/data. The workbook will continually be updated based on user feedback.	This initiative was not completed because we were not able to implement the co-location of staff. This will be done during the implementation of Shared Services.

PERFORMANCE MEASUREMENT (1 Strategic Initiative)

Executive Performance Management Program	DCHR is establishing the annual Executive Performance Management Program (EPMP) to monitor the performance of Executives (Agency Directors and Deputy Mayors) under the Mayor's Authority to ensure accountability to District stakeholders. Beginning in Fiscal Year 2017, DCHR is creating a performance plan template that allows District Executives to outline and monitor major programs, initiatives, projects, and priorities to be achieved for the fiscal year. A process will also be crafted for District Leadership (Deputy Mayors, City Administrator and Mayor) to ensure that each executive's priorities are aligned with those of the Mayoral administration. Throughout the year, DCHR will	Complete	During this Fiscal Year, DCHR collaborated with the Office of the City Administrator to send the executive performance plan template to Directors and Deputy Mayors. Based on feedback, DCHR updated the Executive Performance Management Program template to include a more proactive approach and introduced the Results and	

	facilitate ongoing feedback along with the review and modification of plans as needed. Upon the closing of the fiscal year, DCHR will coordinate the performance review and ratings for all District Executives.		Development Plan for FY18. Executives were notified regarding the change in early August and plans were due in September.	

PERSONNEL (2 Strategic initiatives)

Employee Engagement	In FY17, DCHR will define and implement a District-wide engagement survey that will examine employee development, recognition, and resources. Based on analysis of the results, DCHR will develop a targeted engagement toolkit that will provide managers with tools to engage their employees. In addition, DCHR will train managers on the importance of engagement and effective tools for engaging employees.	75-99%	In FY17, DCHR has acquired polling technology that allows employees to anonymously answer questions. DCHR also worked to create a quarterly awards program through developing it's framework as well as creating a website and an electronic nomination process through collaboration with the Office of the Chief Technology Officer. Finally, DCHR created a flyer and marketing video and is working to finalize details of the program.	DCHR is working with the OCA to finalize the rules and regulations to launch the program.
Electronic Official Personnel Folder (OPF)	In FY16, DCHR began the clean-up effort of paper OPFs and images stored in FileNet. In FY17, DCHR will conduct an assessment of current technology (FileNet and Infolinx) and business processes for the electronic archiving and viewing of official personnel folders under the Mayor's Authority. In addition, DCHR will assess the technology needed to integrate FileNet with PeopleSoft and create a plan for finalizing the electronic OPF.	50-74%	DCHR has collaborated with the Office of the Chief Technology Officer (OCTO) to begin to transition to electronic Official Personnel Files (eOPF). OCTO completed the procurement and licensing of software to begin scanning inactive OPFs. DCHR staff has trained on the new software and is continuing to scan inactive OPFs prior to archiving. Finally, DCHR met and discussed eOPF (electronic Official Personnel File) business needs with several vendors.	Although DCHR is scanning inactive OPFs, these can only be viewed when an employee separates from the District. DCHR will be working to transition this to all active employees in Fiscal Year 19.

POLICY (4 Strategic initiatives)

D.C. Residency Enhancement Laws	In FY17, DCHR will develop and submit to the Council amendment to the Comprehensive Merit Personnel Act that will bring enhancements to our objective of increasing the number of D.C. residents who make up our work force. The legislation will require highly compensated employees to be District residents, provide direct-appointment authority of D.C. residents to hard-to-fill positions, authorize agency payment of student loans (up to a maximum amount) for employees hired	Complete	During the third quarter, the "District Government Employee Residency Amendment Act of 2017" (Bill 22-0212) was referred to the Council's Committee on Labor and Workforce Development for review and consideration.	

	under the D.C. hiring preference, and streamline the residency verification process for applicants and employees			
Compensation Report and Recommendation	In FY17, DCHR will develop a process to annually create a comprehensive compensation report and recommendation for submission to the Mayor each year. The report will outline our general compensation standing relative to key markets and will provide recommendations for modifications to the salary schedules, which can be considered in the annual budget cycle. The reports can also serve as a reference for labor negotiations and provide immediate salary data when requested.	75-99%	DCHR conducted an assessment of current compensation practices within the District, which produced survey data that will be utilized to provide salary recommendations on positions. DCHR also developed a process flow and outline for the annual compensation report. Part of the process of the annual review of compensation practices is to review the policies to ensure they meet industry standards and are up to date. DCHR finalized the policy on setting pay without salary history and is rolling out guidance on the new policy in October 2017.	We are continuing to evaluate compensation analysis products from select vendors to enable us to develop a comprehensive compensation report for the Mayor on an annual basis.
Classification and Compensation Reform	In FY17, DCHR will finalize all components of the Job Evaluation Model; update the market data and create new salary schedule; and submit new compensation and classification system for Council approval and develop and launch a District-wide roll-out plan. DCHR will also train agency Managers and HR staff on the process and system.	0-24%	In FY17, the project originally developed by the Labor Management Task Force was determined to exceed funding available to implement. It was decided that DCHR will conduct an analysis of the District's current classification system. DCHR will also analyze career ladder positions, complete desk audits, and examine classification inequities while researching options that offer new and modern systems. To date, DCHR has hired 2 Specialists and 1 Project Manager to begin with the revised compensation project.	Due to the change of scope that occurred in Quarter 3, this initiative was not completed, but will continue into FY18 and will be updated within our "Streamlined Classification" Initiative.
Updating Personnel Laws	In FY17, DCHR will develop proposed amendments to the Comprehensive Merit Personnel Act (CMPA). These updates may include, among other things, revisions to personnel authority, statutory support of the Comp & Class Reform Project, statutory support for Shared Services, provisions for Total Rewards, clarification of benefits, updates to workers' compensation laws and updates to reduction-in-force laws. Overall, these amendments will support the city's long-term personnel objectives. (Some portions of the updates will likely take	Complete	DCHR completed its review of the Comprehensive Merit Personnel Act (CMPA) as well as the proposed changes. The draft Comprehensive Merit Personnel Act bill is complete and is being circulated internally for review.	

	place within FY17. However, due to the size of the CMPA, other portions may not be updated until FY18.)			

RECRUITING AND STAFFING (1 Strategic Initiative)

Consolidated Recruitment Procedures	In FY17, DCHR will define and implement District-wide recruitment policies and procedures, collapsing numerous provisions (often conflicting) into a single regulatory chapter. Based on these new rules, covering all services, DCHR will develop guide and training materials to ensure consistent and transparent recruitment activities.	75-99%	DCHR developed a project plan for implementing the Chapter 2 and presented it to the HR Community. DCHR hosted three focus groups comprised of managers and recruiters to receive feedback on the recruitment process. DCHR then drafted a new DPM Chapter, Talent Acquisition. When implemented, it will impact chapters 1, 4, 7A 7B, 8, 11B, 14, and 38. Chapters 7A, 7B, and 38 of the DPM will be repealed entirely. Chapter 8 will continue to house recruitment procedures for Uniformed Fire, Police, and EMS employees.	While we were not able to fully implement the chapter this year, we have concrete concepts of how our processes will work moving forward. This will be captured as procedural guidance on topics such as workforce planning, staffing plans, and marketing. We are also preparing materials for the launch of a District-wide employee value proposition to coincide with the release of the new chapter.

SPECIAL PROGRAMS (1 Strategic Initiative)

Shared Services Project	At the request of the Mayor, DCHR will investigate the feasibility of transitioning human resources activities for agencies under the authority of the mayor to a Shared Services delivery model. This model enables delivery of a suite of HR services in a consistent, efficient, and cost-effective manner to organizations that have differing requirements, expectations, budgets, collective bargaining arrangements, and vary in size, scope and complexity. Based upon its findings, DCHR will propose a HR service delivery model that increase the level of service provided to District employees and residents by improving efficiency, effectiveness, employee experience, economies of scale and education.	50-74%	The team researched best practices, visited several shared services providers, and solicited feedback from the HR community. During Q4, it was decided that shared services would be implemented in FY19. To continue planning, six working groups (best practices, innovations, communication, customer care, cultural transition, and employee engagement) began identifying key deliverables. DCHR launched a SharePoint website, which provides the HR community with updates. DCHR also scheduled a meeting with the OCFO to begin the MOU planning process.	In Quarter 4, it was decided that shared services would not be implemented in phases, but instead would be implemented District-wide in Fiscal Year 19.

TRAINING AND DEVELOPMENT (1 Strategic Initiative)

Career Pathways	In FY17, DCHR will develop a career path and succession management framework that will assist agencies in identifying business needs, identifying roles that are critical to the agency in achieving its mission, identifying the skills sets which make these roles critical, and building plans around those roles. In addition to providing a framework to assist agencies in identifying critical skill sets, DCHR will also equip agencies with the tools to develop talent in key competency areas to ensure a robust leadership bench. With successful completion, employees will be able to understand how to grow and prosper in careers within the District government.	75-99%	DCHR created a competency bank with assessment questions for agencies to use in succession planning. DCHR also completed the career paths for the 100, 200, 300, 400, and 500 level occupational series according to the OPM standards. Lastly, DCHR completed the beta version of the career pathing website. Positions listed in the career paths are linked to competencies and to classes offered at DCHR. Currently, there is at least one full career path represented in the 0000-0500 occupational series with more to be added in Q1 of FY18.	The first phase of the website is complete. Completion for the project will be accomplished once every single position has a career path and is displayed on the website. The succession plan proposal is complete and awaiting approval.	