

D.C. Department of Human Resources FY2019

Agency D.C. Department of Human Resources

Agency Code BE0

Fiscal Year 2019

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.

2019 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Centralized Processing of HR Personnel Actions	This initiative provides DCHR with ownership of ensuring accurate and timely processing of HR personnel actions. DCHR has provided and will continue to provide needed training and quality assurance to limit the number of HR personnel errors.	This initiative centralizes the processing of all HR personnel actions under DCHR. Centralization ensures that personnel actions are processed accurately and consistently which will control the number of HR personnel action errors that may have a financial implication for the city.
457(b) Auto Enrollment- DCHR implemented the auto-enrollment feature of the District's 457 Deferred Compensation program. Effective July 7, 2019, newly hired employees and rehired employees (with a break in service of three (3) workdays or more) in the District who are eligible to participate in the 457(b) Plan are automatically enrolled to contribute five percent (5%) of their annual base salary on a pre-tax basis.	This initiative facilitates DCHR efforts to prepare all employees for retirement.	With auto-enrollment, DCHR can ensure that our employees, including District residents, are educated about retirement and are contributing to their retirement savings from day one.
Technology Enhancements of Electronic Onboarding and Electronic District Personnel Manual (eDPM)- With electronic onboarding, employees will complete onboarding documents prior to attending new employee orientation. The eDPM is a modern, user friendly website that facilitates easier access for personnel regulations.	Electronic onboarding will allow new employees more time to learn about the District government's offerings, our ethics, and the impact that they will have on District residents. It will make it easier for DCHR to onboard new employees. The eDPM tracks search terms, allowing us to understand what topics are most important to our customers, giving us the opportunity to be more strategic with future policy and training development.	These initiatives facilitate more efficient businesses and thus provide employees with more time to serve residents.

2019 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
1 - 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 employee performance plans completed	Annually	91.4%	91%	93%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	91%	Nearly Met	Due to strict adherence of deadlines, this goal was not met.
Percent of employee performance evaluations completed	Annually	86.2%	84.2%	88%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	85.1%	Nearly Met	Due to strict adherence of deadlines, this goal was not met.
Upward Mobility Rate (Promotion Rate)	Annually	55.5%	56.7%	50%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	63%	Met	
Internal Hire Rate (Percent of total hires)	Annually	26%	43.5%	25%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	31.4%	Met	
Percent of employees participating in deferred compensation program	Quarterly	35.9%	38.2%	40%	41%	41%	39.1%	42.3%	40.7%	Met	
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. (4 Measures)											

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
Percent of new hires that are DC residents	Quarterly	49%	51.4%	55%	59.4%	51.3%	55%	47.3%	50.9%	Nearly Met	Although we have encountered obstacles in striving to meet this KPI, our increased efforts have shown progress through the Fiscal Year, with the exception of Quarter 4. DCHR will redouble our efforts to continue the momentum in the upcoming Fiscal Year.
Percent of personnel actions completed within same pay period of effective date	Quarterly	61.4%	70%	75%	59.3%	66.2%	70%	69%	64.8%	Unmet	In FY19, as a part of the PeopleSoft clean-up initiative, DCHR worked to close out previously opened personnel actions. This project caused the data to skew. We will strive to improve our strength in this area in the coming Fiscal Year.
Average number of days to fill vacancy from post to offer acceptance	Annually	93.5	74	64	Annual Measure	Annual Measure	Annual Measure	Annual Measure	75	Unmet	DCHR continues to explore all available means to reduce the time it takes to fill competitive positions.
New Hire Turnover Rate	Annually	10.6%	10.8%	13%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	8.4%	Met	
4 - Create and maintain a highly efficient, transparent and responsive District government. (8 Measures)											
HR MANAGEMENT - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	No Target Set	
HR MANAGEMENT - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
FINANCIAL MANAGEMENT - Quick Payment Act Compliance - Percent of QPA eligible invoices paid within 30 days (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	94.5%	No Target Set	
FINANCIAL MANAGEMENT - Percent of local budget de-obligated to the general fund at the end of year (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
CONTRACTS AND PROCUREMENT - Percent of Small Business Enterprise (SBE) annual goal spent (Updated by OCA)	Annually	New in 2019	New in 2019	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
IT POLICY AND FOIA COMPLIANCE - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal - (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	50%	No Target Set	
IT POLICY AND FOIA COMPLIANCE - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension - (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
HR MANAGEMENT - Average number of days to fill vacancy from post to offer acceptance (Updated by OCA)	Annually	New in 2019	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	

*Mayoral agencies include agencies under the Health and Human Services, Education, Public Safety and Justice, Operations and Infrastructure, Economic Development, and Internal Services clusters. It excludes all independent agencies and select EOM agencies.

*The HR management, Financial Management, IT Policy and FOIA Compliance, and Contracts and Procurement measures were collected for all mayoral agencies in FY 2019. OCA calculates these measures based on summary-level data from various agencies, and cannot verify the accuracy of any calculations.

*The 2019 DC Enterprise Data Inventory (EDI) contains datasets published on DC's Open Data Portal, which is current as of March 9, 2019, and any datasets published to the portal after the above date were not included in the measure's calculation.

*Due to data lags, FY 2019 data for the following core business measures will be published in March 2020: Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent; Financial Management - Percent of local budget de-obligated to the general fund at the end of year; Human Resource Management - Average number of days to fill vacancy from post to offer acceptance; Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft; and IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension.

2019 Workload Measures

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual
1 - Recruitment and Staffing Services (4 Measures)							
Percent of all employees who are District residents	43.3%	43.1%	43.4%	43.4%	43.4%	43.1%	43.3%
Number of new hires	7671	8113	1400	1274	1894	2475	7043
Number of job postings	2413	3542	616	49	37	565	1267
Number of criminal checks conducted	Not Available	18,824	2915	3105	5513	5780	17,313
2 - Customer Service Management (1 Measure)							
Number of customer resource center walk-ins	12,121	11,783	3736	3426	3760	3589	14,511
2 - Drug and Alcohol Enforcement Compliance (2 Measures)							
Number of drug/alcohol tests conducted	1548	8632	1133	1617	3201	2858	8809
Number of grievances processed	Not Available	33	5	5	35	8	53
2 - Position classification and management (1 Measure)							
Number of Desk Audits Completed	New in 2019	New in 2019	35	24	23	66	148
2 - Retirement and Death Claims Processing (1 Measure)							
Number of retirements	557	473	140	125	101	176	542
2 - Training Administration/Records (2 Measures)							
Number of unique employees completing training	14,929	31,745	6930	4158	5084	4161	20,333
Number of individual trainings completed	1043	1854	648	9964	3734	8494	22,840
3 - Succession Planning – Training Mandates and Compliance (1 Measure)							
Number of Clicks on Career Paths Website	New in 2019	New in 2019	No data available	No data available	No data available	No data available	Not Available
3 - Training Resources (e.g., eLearning, Vendors, facilities, etc.) (1 Measure)							
Number of Individual Training Courses Completed Through Online Training Platform (SkillPort)	New in 2019	New in 2019	416	1872	7349	8096	17,733
4 - Shared Services (1 Measure)							
Number of Actions Processed	New in 2019	New in 2019	2380	2784	2198	3462	10,824

2019 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - DCHR strategically and expeditiously sources, selects and on-boards highly talented individuals with the acumen, aptitude, and attitude to thrive in District Government. (4 Activities)			
TRAINING AND DEVELOPMENT	Onboarding	Transitioning employees to District Government service includes providing information of government ethics, benefits, and common workplace practices.	Daily Service
PERSONNEL	Executive/Excepted Service Hiring	Hiring the District Government's executive leadership and positions excepted from competitive hiring practices.	Daily Service
RECRUITING AND STAFFING	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
POLICY	Residency Preference Compliance	Ensuring that those District employees who say they live in the District actually do.	Daily Service

Operations Header	Operations Title	Operations Description	Type of Operations
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. (39 Activities)			
TRAINING AND DEVELOPMENT	Training Administration/Records	Managing all aspects of the Center for Learning and Development except for instruction itself including customer registration calls, ordering of needed training materials, and providing training to online learning platform.	Daily Service
RECRUITING AND STAFFING	Technical (Processing) Assistance (Human Capital Technology/PeopleSoft)	PeopleSoft technical assistance including PeopleSoft password support, error messages, creating reports, and escalation of errors to OCTO.	Daily Service
BENEFITS OPERATION UNIT	Disability Insurance Management	Running all aspects of the District Government workforce's Disability Insurance Plan.	Daily Service
BENEFITS OPERATION UNIT	Health and Wellness Programming	Wellness programs include activities such as exercise, weight-loss competitions, educational seminars, tobacco-cessation programs and health screenings that are designed to help employees eat better, lose weight and improve their overall physical health.	Daily Service
BENEFITS OPERATION UNIT	COBRA/TCC Administration	Managing all aspects of Temporary Continuation of Coverage for separated employees.	Daily Service
BENEFITS OPERATION UNIT	Annual Leave Bank Administration	Running the District Government workforce's Annual Leave Bank.	Daily Service
ANALYTICS	HR Program Measurement and Analysis	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
CUSTOMER SERVICE	Customer Service Management	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
COMPENSATION	Merit Pay/Incentives/Rewards	Executing raises and dispensing bonuses for exceptional service.	Key Project
CUSTOMER SERVICE	Employee verification	Confirming employee employment dates and positions to outside entities such as loan/mortgage companies and apartment leasing offices.	Daily Service
LEGAL	FOIA and Litigation Support	Responding to Freedom of Information Act requests from the public.	Daily Service
LEGAL	Supporting the Police and Firefighters' Retirement and Relief Board	Providing assistance during the hearings for Police and Firefighter retirements.	Daily Service
POLICY	Grievances	Handling all policy related aspects of employee grievances.	Daily Service
POLICY	Employee Relations	Managing employee complaints and concerns.	Daily Service
POLICY	Span of Control Oversight	Understanding what the District Government and its various aspects are responsible for.	Daily Service
POLICY	Auditing	Reviewing and examining agency compliance with District rules and regulations. Providing recommendations for improvements as needed.	Daily Service
POLICY	Suitability Actions	Ensuring that employees comply with various requirements of District Government employment including conducting applicable background checks.	Daily Service
POLICY	Family and Medical Leave Act Administration	Managing all aspects of FMLA claims including answering employee questions, verifying agency approved FMLA hours, and when applicable working with the Office of Payroll and Retirement Services to ensure accurate employee access and reporting of FMLA hours. Also includes data analysis of FMLA trends.	Daily Service
POLICY	Paid Family Leave Administration	Managing all aspects of Paid Family Leave (PFL) claims including answering employee questions, verifying agency approved PFL hours, and when applicable working with the Office of Payroll and Retirement Services to ensure accurate employee access and reporting of PFL hours. Also includes data analysis of PFL trends.	Daily Service
POLICY	Telework and Alternative Work Schedule Programs	Managing all aspects of the District Government's Telework and AWS programs including answer questions, revising policies as needed, and identifying usage trends.	Daily Service
POLICY	Drug and Alcohol Enforcement Compliance	Drug and Alcohol Enforcement Compliance.	Daily Service
POLICY	Development/amendment of Mayor's Administrative Orders/Memorandums, and DCHR's Administrative Orders/Directives	Ensures that community is aware of changes made to the District Personnel Manual through communication sent via email.	Daily Service

Operations Header	Operations Title	Operations Description	Type of Operations
POLICY	Legislative development, amendment, and guidance/interpretation of the Comprehensive Merit Personnel Act	Managing the updates and proposed amendments to the CMPA.	Daily Service
RECRUITING AND STAFFING	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
BENEFITS OPERATION UNIT	Health and Retirement Plan Management	Running all aspects of the District Government workforce's Health and Retirement Plans.	Daily Service
BENEFITS OPERATION UNIT	Retirement and Death Claims Processing	Executing all DC Government retirements and death claims.	Daily Service
LEGAL	Legal guidance and interpretation of the Comprehensive Merit Personnel Act/DPM and other federal and District personnel and employment laws	Providing legal interpretation of the CMPA when it pertains to legislation changes.	Daily Service
RECRUITING AND STAFFING	Displaced Employee Programs	DCHR assists employees displaced due to reduction-in-force or otherwise rendered without employment through no fault of their own. This assistance is primarily in the form of assisting with finding employment.	Daily Service
PERSONNEL	Exit Interviews and Off-boarding	Transitioning employees from District Government service by providing information regarding temporary benefits coverage, leave payments, and severance, if applicable. Also includes analysis of exit interview data trends.	Daily Service
PERSONNEL	Records Management	Maintaining the District Government workforce's employee records; specifically their Official Personnel Files.	Daily Service
POLICY	Compensation Management	Aligning employee compensation with internal and industry standards and practices.	Daily Service
POLICY	Criminal Background Check Compliance	Ensuring that District Government employees pass a criminal background check.	Daily Service
RECRUITING AND STAFFING	Credentialing (issuing and revoking badges)	Issuing ID badges required in secure areas of the facilities; such as employee work spaces.	Daily Service
TRAINING AND DEVELOPMENT	Organizational development (e.g., change management, needs assessments, culture change, etc.) Consulting	Advising agencies on organizational structure and processes.	Daily Service
RECRUITING AND STAFFING	Realignments/Reorganizations	DCHR assists with the movement of District employees when there is a transfer, consolidation, abolition or authorization of functions or hierarchy of an agency between or among a District government agency or agencies, that affects the structure or structures of the agency or agencies. DCHR also assists with the movement of District employees when an agency takes an action that affects the internal structure or functions of an agency, but does not constitute a reorganization.	Daily Service
SPECIAL PROGRAMS	Shared Services	The consolidation of administrative and support functions from several agencies into a single, stand-alone organizational entity (DCHR).	Key Project
LEGAL	Drafting responses to formal inquiries, investigations, or anything else DCHR is required to respond to by law (e.g. Office of the Inspector General investigations, pay claims, overpayment appeals)	Drafting responses to formal inquiries, investigations, or anything else DCHR is required to respond to by law (e.g. Office of the Inspector General investigations, pay claims, overpayment appeals).	Daily Service
LEGAL	Filings before administrative tribunals (Office of Human Rights, Office of Employee Appeals, Equal Employment Opportunity Commission)	Filings before administrative tribunals (Office of Human Rights, Office of Employee Appeals, Equal Employment Opportunity Commission).	Daily Service
POLICY	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.	Daily Service
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. (7 Activities)			

Operations Header	Operations Title	Operations Description	Type of Operations
TRAINING AND DEVELOPMENT	Tuition Reimbursement – University Partnerships	Partnering with universities to ensure that employees have tuition reimbursement- capped at a certain amount.	Key Project
TRAINING AND DEVELOPMENT	Succession Planning – Training Mandates and Compliance	Preparing for wave of retirements and loss of institutional knowledge.	Key Project
TRAINING AND DEVELOPMENT	Training Resources (e.g., eLearning, Vendors, facilities, etc.)	Instructional resources outside of the classroom including working with the online training vendor, securing rooms and materials for training.	Daily Service
PERFORMANCE MEASUREMENT	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
TRAINING AND DEVELOPMENT	Learning and Development Programs	Coursework designed and/or led by Center for Learning and Development, including vendor-led training. Includes development programs such as, Certified Public Managers, District Leadership Program, Capital City Fellows and Learn, Earn, Advance, Prosper (LEAP).	Daily Service
PERSONNEL	Employee Engagement Programming	Raising the morale of the District Government workforce through programming.	Key Project
POLICY	Professional Certification Program	Developing the District Government's workforce through certification opportunities.	Daily Service
4 - Create and maintain a highly efficient, transparent and responsive District government. (4 Activities)			
SPECIAL PROGRAMS	Shared Services	The consolidation of administrative and support functions from several agencies into a single, stand-alone organizational entity (DCHR).	Key Project
BENEFITS OPERATION UNIT	Business Process Improvement	The closing of process performance gaps through the review of previous processes and implementation of innovative improvements.	Key Project
POLICY	Auditing Compliance	Performing comprehensive reviews in order to ensure data accuracy, the potential for process improvement, and general adherence to DCHR and District regulations.	Daily Service
ANALYTICS	Quality Control/Assurance	Correcting the retirement coding errors discovered through extensive audit.	Key Project

2019 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Business Process Improvement (1 Strategic Initiative)				
Electronic Onboarding	In Fiscal Year 2019, DCHR will draft business requirements as well as develop, test, and implement an electronic onboarding system that will replace hard-copy paperwork completed during employee onboarding. This effort will increase our efficiency, modernize our processes, and improve the quality of our record keeping across the District.	Complete	DCHR, in collaboration with OCTO, implemented electronic onboarding in PeopleSoft in October 2019. This effort included reviewing and updating ten District onboarding documents previously completed on paper during new employee orientation (NEO), creating electronic versions of the documents (including the I-9 form) in PeopleSoft, testing PeopleSoft to ensure accurate functionality, providing training and user guides for users, creating a new hire portal that includes a welcome video, and drafting employee notifications. With this implementation, new employees will complete their forms prior to NEO, which allows for a more valuable use of that time. In addition, it is the first step in creating an electronic employee personnel file.	
Employee Engagement Programming (1 Strategic Initiative)				
Workplace Coaching Program	In Fiscal Year 2018, DCHR piloted the workplace coaching program at 3 District agencies. Based on feedback provided in pre- and post-surveys. In Fiscal Year 2019, DCHR will launch the formal workplace coaching program in at least four District agencies. The program will include formal training for managers within identified agencies and coaching clinics where managers can obtain advice and other coaching resources.	Complete	In FY19, DCHR launched and completed the Workplace Coaching Training with the Department of Energy and Environment (DOEE) on January 30 after completing the required Stakeholder Meetings and pre-training interviews and, after the completion, gathered and assessed their feedback. DCHR then engaged with the Metropolitan Police Department (MPD) to assess the current coaching culture within the organization and to conduct stakeholder's interviews, Stakeholder Introductory Engagement sessions, and the Executive Stakeholder interviews before completing their Workplace Coaching Training in Quarter 4. DCHR also launched a post-assessment survey to engage DCHR employees around potential outcomes and impact of the training on the internal, teams, and organizational culture. Lastly, DCHR worked with OCP to determine FY20 Workplace Coaching Rollout along with the training launch within the Department of General Services.	

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Health and Retirement Plan Management (1 Strategic Initiative)				
Workforce Retirement Preparation	In Fiscal Year 2018, Council passed the Deferred Compensation Program Enrollment Act of 2017. In Fiscal Year 2019, DCHR will develop and implement an electronic process for automatically enrolling new hires in the 457 deferred compensation program, create and train employees on related regulations and guidance, and provide retirement focused seminars, including with the Social Security Administration.	Complete	In FY19, DCHR completed the regulations for 457 auto-enrollment and received approval from the Office of the Attorney General, Office of the Chief Financial Officer, and the Executive Office of the Mayor. DCHR also worked with the Office of the Chief Technology Officer to ensure that the auto-enrollment and cancellation will work properly in PeopleSoft. DCHR developed 457(b) enrollment related material to be shared at new employee orientation, including FAQs and a website. The 457(b) Auto-enrollment feature went live in PeopleSoft for employees starting on 7/7/19, all employees who are in benefits-eligible positions are being appropriately enrolled. Since going live in July 2019, the 457(b) Auto-enrollment feature has been an overall success. The data shows that several employees have chosen to stay in the plan after being automatically enrolled, which has helped increase overall enrollment. Subsequently, DCHR continues to work with ICMA-RC to increase 457(b) enrollments for employees that were hired before 7/7/19. Additionally, DCHR coordinated with agency HR staff for opportunities to conduct retirement readiness discussions with agency staff nearing retirement age and worked to incorporate all feedback to build a robust retirement preparation series, which is slated to go live in early 2020.	
Learning and Development Programs (1 Strategic Initiative)				
HR Certification	In Fiscal Year 2019, DCHR will develop and launch a formal comprehensive HR certification program for the HR community District-wide. The three-tiered level program will focus primarily on fundamental/core Human Resources subject areas, Human Resources specialty fields (specializations), and Strategic Leadership/Advisement.	Complete	In FY19, DCHR provided pilot training of the HR Certification courses to various members of the HR Community. The HR Community was engaged and attended the DCHR developed and designed courses that feature a more in-depth and comprehensive overview into the specific Human Resources subject matters representative of the Human Resources spectrum. DCHR reviewed the delivered course portfolio in an effort to prioritize which courses will provide the most solid foundation for the Human Resources professional from an entry level to a management level function. At the close of this Fiscal Year, DCHR finalized eleven HR fundamental topics to be included in the Tier I Spring 2020 official program launch. The intended cohort for the HR Certification Program Tier I Courses are HR professionals with less than three years of work experience within the human resources field.	
Position classification and management (1 Strategic Initiative)				
Streamlined Classification	In Fiscal Year 2018, DCHR began to streamline the classification process by conducting desk audits and processing employee career ladders. In Fiscal Year 2019, DCHR will continue to streamline the process by creating a position description (PD) library, continuing to conduct desk audits and process career ladders, and assessing and creating a business requirement document for an automated classification solution.	50-74%	In FY19, DCHR concluded the desk audit reviews for positions in the trade area of Department of General Services and made corrections to all the positions that were misclassified from their 2012 reorganization. DCHR also concluded the reviews in the Department of Parks and Recreation and corrected the classification of Roving Leaders and the Warehouse staff. At the conclusion of this review, DCHR expanded the scope based on the initial findings and at the request of agencies and the unions. Several positions were identified in DGS with a need to be reevaluated for employees in the trades area without required licensure, to determine if and where they can be placed in suitable positions. DGS's request to reevaluate work in the trades area was delayed in Quarter 3, however, due to other DGS pressing classification needs. DCHR resumed work with DGS on the classification desk audit for the trade positions in Quarter 4. Additionally, DCHR initiated work on the business requirement for the automation of a revised and updated classification system and met with the Office of the Chief Technology Officer regarding the system. DCHR completed the first steps of creating the system by establishing and testing the automated position description (PD) library	Additional work is being conducted on the PD Library to bring this initiative to completion.
Quality Control/Assurance (1 Strategic Initiative)				
Data Quality Review	In FY18, DCHR reviewed and corrected retirement and tax errors. In FY19, DCHR will develop and begin to implement a comprehensive data quality review strategy that will focus on the consistency and accuracy of personnel data.	Complete	DCHR completed an internal automated quality assurance (QA) system in Tableau that checks for processing errors such as missing/incorrect NTE dates, missing/incorrect WGI dates, incorrect Retirement Codes, and incorrect Appointment Types. The results from the automated QA check are then verified as true errors and shared with the correction team on a biweekly basis. Results are also analyzed to determine training needs. The team is beginning to create an external QA dashboard that can be shared with external agencies	
Shared Services (1 Strategic Initiative)				

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Centralized Processing	<p>In Fiscal Year 2018, DCHR identified a processing model for District-wide centralized HR processing model. In Fiscal Year 2019, DCHR will launch, monitor, and adjust, as needed, the centralized processing model, which enables the delivery of HR services in a more consistent manner. Under this model, DCHR will monitor service level agreements, metric benchmarks, and customer feedback.</p>	75-99%	<p>DCHR implemented centralized processing with approximately 75% of impacted agencies. This effort included: hiring and training new processing staff, creating processing service level agreements based on type of action, implementing a tracking system in RemedyForce, updating PeopleSoft access and roles, communicating and meeting with impacted agencies, and gathering feedback from agencies on needed tools, resources, and other recommendations. Processing for remaining agencies will be centralized on November 12.</p>	<p>The remaining 25% of agencies have not yet been centralized but the final stage of their centralization is expected to occur on November 12, 2019.</p>