

D.C. Department of Human Resources FY2021

Agency D.C. Department of Human Resources

Agency Code BEO

Fiscal Year 2021

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.

2021 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Response to the Pandemic: DCHR was instrumental in providing employee support and guidance during the pandemic. This ranged from: publishing guidance on various issues including COVID sick leave, social distancing, and vaccination and related incentives, expanding wellness opportunities, detailing employees to assist with urgent needs such as the 2020 election, and providing needed legal guidance and Districtwide employee communication.	DCHR's functions continued throughout the emergency. Employees within the agency were provided with the necessary information to maintain engagement, health and to stop the spread via communications about social distancing, return to work policies and precautions, and general wellness.	This accomplishment allowed for DC Residents to receive essential services through the continuation of functions throughout the pandemic. DC Residents received assistance at the polls during the 2020 election due to DCHR detailing employees to assist.
Updated Electronic Processes: To enhance delivery of services, DCHR updated and/or enhanced key electronic processes that included upgrading to a new learning management platform that provides a tailored employee experience with recommended training and books based on topic areas selected by the employee. In the first quarter after release 3,578 unique users accessed content with a 61% return rate and earned 7,155 badges. In addition, DCHR drafted business requirements that will allow personnel action attachments in our Human Resources Information System, a call back feature in our call management system, a chat feature on our website, and updated business intelligence dashboards.	As a result of this accomplishment, DCHR has a more modern approach to learning/development, processing personnel actions, communication with internal and external partners, and data analysis.	This accomplishment will allow for DC Residents to have easier and more modern communication channels with DCHR, through the call management call back feature and the website chat feature. DC Residents will also benefit from receiving services provided by workers with increased training.
Career Pathways: During the fiscal year, DCHR recruited and selected our first set of apprentices who then began their formal apprenticeship programs. DCHR provided needed coaching, training, and support to selected apprentices and associated guidance to sponsor agencies. In addition, DCHR collaborated with multiple stakeholders across the District to draft standards including educational curriculum for additional apprentice programs.	DCHR developed the Pathways program and training that will help to develop the skillsets of apprentices. Also, one of the apprentice programs is an HR Program, which will help to improve and enhance the next generation of HR professionals within DCHR and HR offices throughout the District.	DCHR selected, coached, and trained the DC Resident apprentices – giving them an opportunity to gain a foothold into middle-class, public service careers. This accomplishment will continue to positively impact DC Residents, through the selection and training of additional apprentices.

2021 Key Performance Indicators

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
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)											
Average number of days to fill vacancy from post to offer acceptance	Quarterly	75	86.6	60	75	69	78	88	77.5	Unmet	Our target this year was a stretch goal for this measure. Our progress with this measure shows in the decrease from 86.6 days in FY20 to 77.5 days in FY21.
Percent of new hires that are DC residents	Quarterly	50.9%	55.2%	60%	55%	49.9%	54.9%	51.5%	52.7%	Unmet	We increased our goal this fiscal year to challenge our agency with this measure. We aim to meet our target in the coming fiscal year with the help of our Strategic Recruitment and Pathways Enhancement initiatives.

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
Percent of DC Government employees that are DC residents	Annually	New in 2020	43.7%	60%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	42.8%	Unmet	This was a stretch goal for DCHR, we will continue our efforts to increase District residency in FY22.
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)											
Percent of DC Government employees participating in the deferred compensation program	Quarterly	40.7%	45%	60%	50%	50.5%	50.1%	54%	51.1%	Unmet	New Employees are automatically enrolled into the 457(b) program upon hire, with the option to opt out. DCHR increased the target for this measure from 40% in FY20 to 60% in FY21. The percentage enrolled increased from 45% in FY20 to 51.1% in FY21, reflecting the consistent improvement in this measure. We will continue our efforts through retirement seminars and information sessions to facilitate further increase in this measure. We anticipate a steady increase in this as hiring and automatic enrollment continues.
New Hire Turnover Rate	Annually	8.4%	5.4%	10%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	6.93%	Met	
Percent of Official Personnel Folders converted to electronic files	Annually	New in 2021	New in 2021	New in 2021	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0%	New in 2021	
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)											
Percent of DC Government employee performance plans completed (excludes DCPS and independent agencies)	Annually	91%	93.2%	93%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	93.75%	Met	
Percent of DC Government employee performance evaluations completed (excludes DCPS and independent agencies)	Annually	85.1%	88.4%	88%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	92.87%	Met	

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual
1 - Background checks and drug and alcohol screening (2 Measures)							
Number of drug/alcohol tests conducted	8809	9753	426	658	1935	3373	6392
Number of criminal checks conducted	17,313	32,546	1836	4170	8219	9491	23,716
1 - Call and Walk-in Center (1 Measure)							
Number of customer resource center walk-ins	14,511	4110	0	0	0	0	0
1 - Position classification and management (1 Measure)							
Number of Desk Audits Completed	148	67	0	0	1	4	5
1 - Recruitment and Staffing Services (3 Measures)							
Number of new hires	7043	6333	836	1004	1423	2178	5441
Number of job postings	2548	2284	484	689	710	773	2656
Number of Actions Processed	10,824	9386	2487	2069	2235	2504	9295
2 - Employee Relations (3 Measures)							
Number of grievances processed	53	23	0	1	1	3	5
Number of Customer Calls to Customer Care Center and Benefits	New in 2021	New in 2021	13,737	10,157	9659	12,385	45,938
Number of customers engaging website	New in 2021	New in 2021	101,945	71,811	77,850	102,808	354,414
2 - Health, Pension, Retirement, and Wellness Programs (2 Measures)							
Number of retirements	542	445	Annual Measure	Annual Measure	Annual Measure	Annual Measure	627
Number of Retirement Readiness trainings delivered	New in 2021	New in 2021	1	3	0	0	4
3 - Learning and Development Programs (3 Measures)							
Number of unique employees completing training	20,333	20,659	2462	2377	1875	709	7423
Number of individual trainings completed	22,840	323	172	97	54	29	352
Number of Individual Training Courses Completed Through Online Training Platform (SkillPort)	17,733	21,220	22,486	15,742	15,825	10,180	64,233
4 - Shared Services (4 Measures)							
Number of employees completing a diversity or inclusion training class	New in 2021	New in 2021	131	292	59	87	569
Number of employees trained as sexual harassment officers	New in 2021	New in 2021	105	0	0	34	139
Number of managers trained on sexual harassment prevention	New in 2021	New in 2021	30	204	10	1	245
Number of managers trained on disability inclusion	New in 2021	New in 2021	No data available	No data available	No data available	No data available	No data available

2021 Operations

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. (6 Activities)		
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
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

Operations Title	Operations Description	Type of Operations
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
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)		
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
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)		
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
4 - Create and maintain a highly efficient, transparent, and responsive District government. (1 Activity)		
Shared Services	The consolidation of administrative and support functions from several agencies into a single, stand-alone organizational entity (DCHR).	Key Project

2021 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Health, Pension, Retirement, and Wellness Programs (1 Strategic Initiative)				
Wellness Program Enhancement	DCHR will enhance our wellness programs to focus on trauma informed care and employees' mental, emotional and financial wellness. DCHR will also provide various virtual wellness opportunities including wellness webinars/seminars on several topics including virtual fitness, stress management, and work/life balance.	Complete	In FY21, DCHR successfully transitioned wellness programming to virtual opportunities and provided virtual Webinars and Seminars. The agency partnered with providers to facilitate courses including mental health/mindfulness at home, stress management, nutrition and fitness, financial well-being and trauma incidents. DCHR also offered Health Coaching and Assessments including tobacco cessation, diabetes management, disease management, health risk assessments, biometric health screenings promotion, and flu shot immunization promotion. DCHR continued to utilize the wellness suite to help to prepare the District Workforce for the return to work and the associated adjustments. DCHR hosted over 150 wellness events during FY21. In FY22, DCHR aims to return to fully hosting onsite health screenings, flu shot clinics, and open enrollment fairs.	
HR Information Systems Administration (1 Strategic Initiative)				

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Optimize HR Information Technology Program	In FY21, 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.	50-74%	This fiscal year, DCHR collaborated with OCTO to draft business requirements for the electronic official personnel folder. To draft requirements, DCHR met with internal stakeholders and the external HR community to understand the best way to ensure adoption, customer ease, and success of this project. DCHR and OCTO used business requirements to build a prototype for the attachment framework in the HR Processing component of PeopleSoft. This major component for the eOPF is scheduled for release in December 2021. In FY22, Q1 DCHR will pilot test this new functionality with the HR community, and gather feedback. OCTO will also begin work on the other needed components for the eOPF, including the employee and administrator work center.	OCTO developed the majority of the attachment framework that DCHR and partners will begin testing. Additional components will be built during the first two quarters of FY22.

Learning and Development Programs (3 Strategic initiatives)

Identifying Skills Gaps	In FY21, DCHR will launch a series of learning opportunities that will bridge identified skills gaps and provide opportunities for cross organizational skill development. DCHR will also expand its coaching and mentoring program to better equip managers with the skills needed to lead productive and engaged teams. DCHR will conduct or coordinate 10 or more trainings in FY21.	Complete	In FY21, DCHR created and implemented several tools and/or technology to improve the identification and addressing of skill gaps. These include: 1. A skill gap analysis tool that was tested with several agencies. This tool assists agencies and managers in determining critical future skills and the level of those skills currently in the organization. The tool then helps managers identify potential strategies for increasing needed skills. 2. An electronic mentoring platform piloted by two agencies that assist new and current employees in building key skills including business communication, leadership, and strategic thinking skills. The pilot test was highly successful and DCHR is determining how the program can be extended. 3. Enhanced coaching opportunities are provided bi-weekly with small groups. The coaching experience focuses on collective dialogue, appreciative inquiry, and peer learning amongst the MSS and leadership levels.	
Pathways Program	In FY21, DCHR will promote pathways to entry-level DC government jobs for resident District graduates via a partnership and apprenticeship program. DCHR will (a) establish a team, operating framework, and process that will create at least 3 partnerships to promote the hiring of resident District graduates into entry-level positions, (2) work with relevant stakeholders to identify five apprenticeable DC government occupations, and (3) develop a program structure and curriculum development plan. DCHR will employ heavy marketing strategies in Wards 7 & 8.	Complete	In FY21, DCHR and the Department of Employment Services, Office of Apprenticeship, Information and Training established four apprenticeship programs approved by the District Apprenticeship Council in the critical areas of Information Technology, Human Resources and Medicaid program support. Recruitment for three of the apprenticeship programs commenced in December 2020 and continued through March of 2021. The first Apprenticeship program with the Department of Parks and Recreation started February 2021. The Career Pathways Program and HRSA conducted joint trainings with the District Human Resources Officers and Agency HR teams. The District-wide meetings focused on explaining the Career Pathways legislations; and the process for recruitment and hiring to include who qualifies for the career pathways priority, position posting requirements, how candidates apply for positions, are screened, and evaluated. Also, DCHR released Issuance Career Pathways Entry Level Jobs for Resident District Graduates 1-2021-11, which provides additional information about the Career Pathways Program, how District agencies support the Program, and how District residents may take advantage of the Program to gain a foothold into middle-class, public service careers. In addition, DCHR increased the number of courses in the areas of Writing for Essential Communication, Strategic Communication, Emotional Intelligence, Administrative Professionalism, and Unpacking Bias and Understanding JEDI (Justice, Equity, Diversity, and Inclusion). Additionally, we have offered the technical courses to include Understanding the District's Budget, Grants Management (City University), Contracting and Procurement (City University). With the launch of Percipio, the District's newest e-Learning platform, the District's workforce has access to over 500+ curated course channels, journeys, and multi-modality offerings that support 21st Century Skills development and attainment. Through this platform, employees will have real-time access to a myriad of skills offerings while earning digital badges and technical certification exam prep opportunities.	
Preparing for a Season of Change	To ensure successful adaption of workforce changes during and after the COVID-19 pandemic, DCHR will create and implement manager training that prepares managers to address changing employee needs. In addition, DCHR will evaluate and update current policies to better align with the updated employee experience.	Complete	In FY21, DCHR hosted a weeklong manager summit entitled "From Challenge to Change" to assist managers with adopting to changes due to the pandemic. The weeklong event included over 25 different courses that addressed mental health, employee productivity, unconscious bias, emotional intelligence, mindfulness, and stress relief, building motivation and increasing morale, and wellness. Over 1,200 unique managers participated during the week and provided very positive feedback. DCHR recorded the sessions and shared those presentations with all the managers. DCHR also led a Future of Work working group that included stakeholder and external partners on the future of telework in the District. DCHR and a partner vendor interviewed leadership across the District, surveyed non-union employees, and hosted a two-day event to gather input. A final recommendation for the future of work was provided.	

Measurement, Analysis, and Planning (3 Strategic initiatives)

--	--	--	--	--

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Understanding and Addressing Various Customer Needs	To build a more efficient workforce in the HR Community, DCHR will draft, implement and analyze feedback surveys to better identify and address various customer needs. This will include a Hiring Managers Survey, an Exit Interview Survey, an Engagement Survey, and an HR Community Survey.	Complete	In FY21, DCHR launched a new exit interview survey for all separating employees and a telework survey for all non-union employees. DCHR also drafted a survey for employees and managers of new employees and a HR community survey that will be released in early FY22.	
Diversity, Equity and Inclusion	To ensure diversity, equity and inclusion across the District government, DCHR will publish and analyze quarterly data for all agencies on the District's workforce representation and identify where under-representation is evident. DCHR will then use this data to assist agencies in recruiting and workforce planning efforts that result in a more diverse workforce. In addition, DCHR will develop and conduct trainings for employees on diversity, equity and inclusion.	Complete	In FY21, DCHR implemented and provided community access to a dashboard that shows the gender, ethnicity, and age of current employees. DCHR also developed and distributed a user guide for this dashboard. In addition, DCHR hosted a managers' summit for all District managers. During the summit, DCHR presented an "Understanding and Unpacking Bias" training. 262 managers attended the training and it received many kudos. In addition to regularly offering this course, DCHR also provided agency-specific sessions for the class. Finally, DCHR worked to secure a vendor that will implement a LGBTQ study. The purpose of the study is to evaluate the hiring, retention, and promotion of employees who identify as transgender and non-binary. The study will also analyze employee experiences and any pay disparities for employees who identify as transgender and non-binary. DCHR selected the vendor and the vendor is working to release the survey in early FY22.	
Human Resources Information System (HRIS) Strategic Plan	In FY21, DCHR will collaborate with the Office of the Chief Technology Officer to create a three-year HRIS strategic plan. The plan will focus on previous accomplishments, identified gaps, yearly priorities, user training, and governance structure.	50-74%	In FY21, DCHR met with stakeholders and drafted a project plan and draft strategic plan that examines the current environment of the District Human Resources Information System (HRIS), client feedback and a SWOT analysis, a framework of enabling, enterprise, and business initiatives, and future investment for success. In FY22, DCHR will work with partners to finalize the strategic plan.	A draft plan was created, but will be finalized in FY22.
Shared Services (1 Strategic Initiative)				
Outreach for Agency Partners	In FY21 to better serve the HR community, DCHR will pilot a multi-functional DCHR outreach team that will visit 10 agencies twice during the fiscal year, with heavy emphasis on engaging HR staff. The effort will provide seminars on a variety of topics, as well as an engagement forum that will allow DCHR to better understand their clients' needs. DCHR will also work to strengthen the collaborative relationships within the Districtwide HR Community by establishing communities of practices for Talent Acquisition, HR Policies, Employee Relations, and Strategic Human Capital.	Complete	In FY21, DCHR introduced communities of practice that focus on the HR community sharing best practices and learning from each other about various HR topics. Based on discussions, the HR community suggested five communities of practice: diversity, equity, and inclusion, recruitment and onboarding, employee relations, data analytics/reporting, and payroll/time and labor. DCHR created Microsoft Team sites for the five communities of practice and they are now engaging. Although this work will continue, the initial implementation is complete.	