



# **D.C. DEPARTMENT OF HUMAN RESOURCES**

## **FY 2022 PERFORMANCE AND ACCOUNTABILITY REPORT**

**JANUARY 15, 2023**

# CONTENTS

---

- Contents** **2**
- 1 D.C. Department of Human Resources** **3**
- 2 2022 Accomplishments** **4**
- 3 2022 Objectives** **5**
- 4 2022 Operations** **6**
- 5 2022 Strategic Initiatives** **8**
- 6 2022 Key Performance Indicators and Workload Measures** **12**

# 1 D.C. DEPARTMENT OF HUMAN RESOURCES

---

*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.

*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.

## 2 2022 ACCOMPLISHMENTS

Accomplishment	Impact on Agency	Impact on Residents
Electronic Official Personnel Folder	DCHR collaborated with the Office of the Chief Technology Officer to implement an attachment framework for HR personnel and recruitment actions that are processed with associated document retention. Guidance documents and training sessions were provided to the HR community to ensure successful change management. This project will significantly impact DCHR, by allowing it to maintain digital personnel records for employees rather than developing physical folders for new employees.	Employees and former employees who are District residents will soon have the ability to view their personnel documents from their employee portal, rather than having to request physical files from DCHR.
HR Policy Updates - DCHR published key HR policies including updates to the post-accident and incident drug and alcohol testing issuance, requests for local environmental pay, updated COVID and leave guidance, and changes to the year recertification requirement for classifications.	This accomplishment impacted DCHR by allowing us to continue to grow and shape the HR policies from which the HR community operates. These policy changes also streamline existing processes to increase overall efficiency.	This initiative impacts DC Resident DC government employees by updating and clarifying several HR Policies to lessen any ambiguity regarding said policies. Additionally, it is important that the District government have clear and up to date HR policies to ensure the continued functioning of the District Government and so that District employees may continue to service District residents.
Pathways Program Expansion	DCHR hosted multiple informational sessions for the DCHR HR Apprenticeship and DHS, DPR, DDOT, and DCHR IT apprentice programs resulting in over 700 applications and the selection of nine HR apprentices that were onboarded in Q4 and six (6) IT apprentices that will be onboarded in FY23. Seventeen apprentices participated in the DOES Call Center program and 75 in the MPD cadet program.	This program promotes pathways to entry-level DC government jobs for resident District graduates via a partnership and apprenticeship opportunity. In this Fiscal Year, DCHR expanded the apprentice program and drafted and received approval from the Department of Labor Apprenticeship Board for several additional standards including the Department of Employment Services Call Center, the Metropolitan Police Department Cadet Program, and additional IT programs at the Department of Human Services (DHS), the Department of Transportation (DDOT), and internally for DCHR.

### 3 2022 OBJECTIVES

---

Strategic Objective	Number of Measures	Number of Operations
DCHR strategically and expeditiously sources, selects and on-boards highly talented individuals with the acumen, aptitude, and attitude to thrive in District Government.	3	6
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	8
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	2
Create and maintain a highly efficient, transparent, and responsive District government.	11	1

---

## 4 2022 OPERATIONS

Operation Title	Operation Description	Type of Operation
<b>DCHR strategically and expeditiously sources, selects and on-boards highly talented individuals with the acumen, aptitude, and attitude to thrive in District Government.</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
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>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.</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

(continued)

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

## 5 2022 STRATEGIC INITIATIVES

In FY 2022, D.C. Department of Human Resources had 6 Strategic Initiatives and completed 83.33%.

Title	Description	Completion to Date	Update	Explanation for Incomplete Initiative
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.	Complete	In FY22, DCHR expanded the apprentice program and drafted and received approval from the Department of Labor Apprenticeship Board for several additional standards including the Department of Employment Services Call Center, the Metropolitan Police Department Cadet Program, and additional IT programs at the Department of Human Services (DHS), the Department of Transportation (DDOT), and internally for DCHR. DCHR hosted multiple informational sessions for the DCHR HR Apprenticeship and DHS, DPR, DDOT, and DCHR IT apprentice programs resulting in over 700 applications and the selection of nine HR apprentices that were onboarding in Q4 and six (6) IT apprentices that will be onboarded in Quarter 1 of FY23. Seventeen apprentices participated in the DOES Call Center program and 75 in the MPD cadet program. DCHR worked with agency and external partners to provide training and mentoring to apprentices throughout the fiscal year.	
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.	0-24%	In FY22, DCHR updated the exit interview process and the questions asked to better understand why employee turnover occurs. In addition, a turnover dashboard was created to better track turnover on a regular basis. Drafts for an employee onboarding survey and a hiring manager survey were created to measure successful onboarding and make any needed improvements.	The work for this initiative will continue into the new Fiscal Year and the initiative is being rolled over.



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.	Complete	In FY22, DCHR collaborated with the Office of the Chief Technology Officer to implement an attachment framework for HR personnel and recruitment actions that are processed with associated document retention. In addition, an administrative page that displays all the attachments was created to allow document maintenance. Stakeholders provided input after implementation to facilitate more streamlined attaching of required documentation. Guidance documents and training sessions were provided to the HR community to ensure successful change management.
--	---	----------	--

Strategic  
Recruit-  
ment

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.

Complete

In FY22, DCHR hosted 3 virtual hiring events and cohosted 1 hiring event with the Department of Employment Services (DOES). Additionally, DCHR helped coordinate 4 agency partner events (Department of Public Works (DPW), District Department of Transportation (DDOT) (x2) and DOES) and participated in 4 events supporting various initiatives, centered around providing resources and opportunities to District residents including "Jobs Not Guns Fair"-11/2021, "Mayor's Office of Latino Affairs - MOLA'S Multicultural/Multilingual Networking and Matchmaking Career Mixer"-11/2021, "Boys and Girls Club of Washington 1st Annual Career Fair"-09/2022, "Mayor Bowser's 5th Annual National Maternal and Infant Health Summit" - 09/2022. Over 20,000 participants attended the DCHR sponsored events that offered over 1,500 opportunities resulting in over 300 hires. DCHR also held participant preparation sessions that discussed interview and resume best practices, tips on virtual interviewing, and technology platform frequently asked questions. In addition, DCHR finalized a LinkedIn partnership that will allow District positions to be posted on the website and facilitate proactive sourcing via LinkedIn's database of users.

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.	Complete	In FY22, DCHR implemented the following improvements to provide an enhanced customer experience: a customer call back feature that facilitates callers leaving their information and receiving an automated call-back from a customer care representative, texting technology that is being pilot tested and will be implemented to all District Government owned cell phones, and an updated website with interactive 24-7 chat feature that will answer frequently asked questions and connect customers to representatives when needed. Website and chat implementation will occur in Quarter 1 of Fiscal Year 2024.
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.	Complete	In FY22, DCHR partnered with the Office of Racial Equity (ORE) to market training and to post in PeopleSoft a manager training entitled: Advancing Racial Equity: The Role of Government. DCHR also worked with the ORE to host a Diversity, Equity, and Inclusion panel and training during the District's Manager Summit week. In FY23, DCHR is participating in the second cohort of ORE's racial equity cohort and will be creating a racial equity statement and tool for the agency.

## 6 2022 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

### Key Performance Indicators

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
<b>DCHR strategically and expeditiously sources, selects and on-boards highly talented individuals with the acumen, aptitude, and attitude to thrive in District Government.</b>											
Average number of days to fill vacancy from post to offer acceptance	Down is Better	86.6	77.5	60	84	67	71	72	73.5	Unmet	We retain a stretch goal for this measure but our progress is trending in the right direction, with FY20's average being 86.6 Days, FY21, 77.5 Days and FY22 being 73.5 days. We hope to continue this progress in the new Fiscal Year.
Percent of new hires that are DC residents	Up is Better	55.2%	52.7%	65%	60.3%	50.7%	56.3%	53%	55.1%	Unmet	We have implemented at stretch goal for this measure and are trending in the correct direction, increasing from 52.7% in FY21 to 55.1% in FY22.
Percent of DC Government employees that are DC residents	Up is Better	43.7%	42.8%	60%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	43.29%	Unmet	We have a stretch goal for this measure and are trending in the correct direction, increasing from 42.80% in FY21. We aim to increase in this measure in FY23.
<b>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.</b>											

Key Performance Indicators (continued)

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Percent of DC Government employees participating in the deferred compensation program	Up is Better	45%	51.1%	65%	57.3%	57.2%	56.4%	59.1%	57.5%	Unmet	We came very close to meeting the 60% goal in Quarter 4, with us reaching 59%. Employees are able to opt out of the 457b program which impacts the overall percentage. We will continue to encourage employees to participate in this program in the new Fiscal Year.
New Hire Turnover Rate	Down is Better	5.4%	6.9%	9%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	9%	Met	
Percent of Official Personnel Folders converted to electronic files	Up is Better	New in 2021	0%	30%	0%	0%	0%	0%	0%	Unmet	In FY22, we focused our efforts on ensuring that all new hire folders are digitized before we focus on existing employees, so we will be postponing this KPI for another period.
<b>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.</b>											
Percent of DC Government employee performance plans completed (excludes DCPS and independent agencies)	Up is Better	93.2%	93.8%	93%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	93%	Met	
Percent of DC Government employee performance evaluations completed (excludes DCPS and independent agencies)	Up is Better	88.4%	92.9%	90%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	90.3%	Met	

Workload Measures

Measure	FY 2020	FY 2021	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022
<b>Background checks and drug and alcohol screening</b>							
Number of drug/alcohol tests conducted	9753	6392	1530	957	2258	1345	6090
Number of criminal checks conducted	32,546	23,716	6198	5335	9405	12,903	33,841
<b>Call and Walk-in Center</b>							
Number of customer resource center walk-ins	4110	0	0	0	0	0	0
<b>Position classification and management</b>							
Number of Desk Audits Completed	67	5	1	1	4	4	10
<b>Recruitment and Staffing Services</b>							
Number of new hires	6333	5441	1310	1427	2221	2468	7426
Number of job postings	2284	2656	774	1102	981	972	3829
Number of Actions Processed	9386	9295	2762	2380	2753	3143	11,038
<b>Employee Relations</b>							
Number of grievances processed	23	5	0	3	1	3	7
Number of Customer Calls to Customer Care Center and Benefits	New in 2021	45,938	9302	14,199	9797	12,830	46,128
Number of customers engaging website	New in 2021	354,414	143,416	124,488	105,404	129,365	502,673
<b>Health, Pension, Retirement, and Wellness Programs</b>							
Number of retirements	445	1254	Annual Measure	Annual Measure	Annual Measure	Annual Measure	560
Number of Retirement Readiness trainings delivered	New in 2021	4	0	0	0	0	0
<b>Learning and Development Programs</b>							
Number of individual trainings completed	323	352	23	23	20	28	94
Number of unique employees completing training	20,659	7423	437	692	589	696	2414
Number of Individual Training Courses Completed Through Online Training Platform (Percipio)	21,220	64,233	14,884	22,808	27,391	35,605	100,688
<b>Shared Services</b>							
Number of employees completing a diversity or inclusion training class	New in 2021	569	23	125	8	102	258
Number of employees trained as sexual harassment officers	New in 2021	139	95	0	0	0	95
Number of managers trained on sexual harassment prevention	New in 2021	245	11	0	8	63	82