



FY 2015 PERFORMANCE PLAN Department of Employment Services

MISSION

The Department of Employment Services (DOES) puts people to work. DOES achieves its mission by providing the necessary tools for the District of Columbia workforce to become more competitive using tailored approaches to ensure that workers and employers are successfully paired. DOES also fosters and promotes the welfare of job seekers and wage earners by ensuring safe working conditions, advancing opportunities for employment, helping employers find qualified workers, and tracking labor market information and other national economic measurements impacting the District of Columbia.

Summary of Services

DOES, the District of Columbia's lead labor and workforce development agency, provides customers with a comprehensive menu of workforce development services funded through a combination of federal grants and Local appropriations. DOES delivers basic income support services to unemployed or underemployed persons who lost their jobs through no fault of their own through the Unemployment Insurance division. The Labor Standards division ensures a safe and healthy work environment for workers in the District, administers a program to provide benefits to qualified individuals with employment-related injuries or illnesses, administers the District's wage-and-hour laws, and provides hearing and adjudication services to settle workers' compensation disputes. DOES's Workforce Development division provides job seekers with workforce development and training programs and services to ensure employers have access to qualified job candidates. Finally, DOES provides District youth with job training, academic enrichment, leadership, and employment opportunities through its Year-Round, Summer Youth, Mayor's Youth Leadership Institute, and other youth programs.

PERFORMANCE PLAN DIVISIONS

- Workforce Development Program
- Unemployment Insurance Program
- Labor Standards Program
- Agency Management Program

AGENCY WORKLOAD MEASURES

Measure	FY 2012 Actual	FY 2013 Actual	FY 2014 YTD ¹
Number of Work Opportunity Tax Credits Processed	3,617	3,888	3,317 ²
Number of customers visiting American Job Centers	25,012	22,540	20,234

¹ As of August 12, 2014

² The Work Opportunity Tax Credit (WOTC) program's legislative authority for all WOTC target groups expired on December 31, 2013. As a result, the program is currently undergoing an authorization lapse and is in "hiatus". Per the U.S. Department of Labor's Training and Employment Guidance Letter (TEGL) 08-13, State Workforce Agencies will continue to accept and process applications for valid target groups that are timely filed for employers' new hires made on or before December 31, 2013. Furthermore, the District's WOTC team will continue to accept and mark as timely all certification requests for employers' new hires made on or after January 1, 2014 that are received during the hiatus and are filed within the 28 days of the applicant's start of employment, until informed otherwise by ETA. However, no new eligibility certifications will be issued for these applications unless the program is reauthorized.



Workforce Development Programs

SUMMARY OF SERVICES

DOES, the District of Columbia's lead labor and workforce development agency, provides customers with a comprehensive menu of workforce development services funded through a combination of federal grants and local appropriations. Job seekers are connected to career opportunities through several programs that allow District residents to access services and job-driven training opportunities that will develop skills and increase employability. DOES is also attuned to employers needs and seeks to provide services that will help them access well qualified District residents to their fill vacancies.

Another component to workforce development in the District is catered towards youth and young adults ages 14 – 24. DOES provides District youth with job training, academic enrichment, leadership, and employment opportunities. The youth are able to engage in various programs such as the DOES Year-Round program, Summer Youth Employment Program, and Mayor's Youth Leadership Institute.

OBJECTIVE 1: Expand the District's integrated workforce system to improve customer service and outcomes for employers and job seekers. (One City Action Plan: Actions 1.1.5, 2.3.1, 2.3.6, 3.1.1 and Indicators 1A, 1C, 1D and 2C).

INITIATIVE 1.1: Establish performance benchmarks for job training providers. (One City Action Plan: Action 2.3.1, Sustainable DC Plan Jobs & the Economy Action 2.2). DOES is working with the Workforce Investment Council (WIC) and other key partners to establish performance benchmarks to assess the effectiveness of training providers. In FY 2014 the WIC continued to implement new eligibility and performance polices, designed to ensure that training providers are accountable for results. In FY 2015 DOES and the WIC plan to conduct a study on the effectiveness of training programs in the District, using the data to better aligned with demand occupations. In addition, DOES and the WIC will implement new monitoring and oversight procedures aligned with these new requirements. **Completion Date: September 2015**

INITIATIVE 1.2: Expand existing programs to train 100 District residents in the latest green construction skills. (Sustainable DC Plan Built Environment Action 3.3 and Energy Action 3.4)) In FY14, DOES, through its Office of Apprenticeship Information and Training, funded several construction pre-apprenticeship programs. In addition to general construction and trade specific training each of the following programs in its respective discipline areas exposed District residents green construction practices. Ninety five (95) District residents received green construction training, conducted by a relevant union sponsor entity in the following areas and disciplines: Steam-fitting, Electrical, Plumbing, and Sheet metal. In FY15, DOES plans to fund these programs again and is exploring opportunities to fund pre-apprenticeship programs in other construction trades that would feature a training component related to current green construction industry standards. DOES will also explore options to partner with local institutions to train residents in renewable energy and energy-efficiency work.

Completion Date: September 2015



INITIATIVE 1.3: Promote the local On-The-Job Training Initiative (One City Action Plan: Action 2.3.6). DOES plans to reinstate the local On-The-Job training initiative in FY15, with a newly designed program that requires interested companies to demonstrate that the positions for which they are seeking to utilize OJT are legitimate, as evidenced by the opening being fully funded and posted in the agency's DCNetworks virtual one-stop system. The program will deemphasize the use of OJT for entry level positions, as other DOES programming focuses on this area. In the alternative, OJT will be focused on career ladder positions with demonstrated evidence of promotion potential. The OJT funding will be directed to defraying the participating company's onboarding and initial training costs rather than functioning as a long-term wage supplement. Participating companies will be required to develop and show proof of successful execution of a specific training plan for each employee they receive OJT funding for in order to receive full reimbursement under the program.

Completion Date: September 2015

INITIATIVE 1.4: Increase the number of District residents hired by District-funded contracts (One City Action Plan: Action 1.1.5). With more than \$60 billion in the District's development pipeline, the office continues to monitor contractors and subcontractors to ensure that First Source hiring and apprenticeship requirements are met by these employers. Better compliance equals more jobs for city residents. In FY 2015, the First Source Employment Program will continue efforts to expand its online employer reporting system as part of the ongoing effort to facilitate the hiring of District residents and tracking of employee data. First Source is working with the DOES Office of Information Technology to finalize the next version of the online system. The new online system is in the final testing phase and DOES began training companies to use the system in FY 2014.

For the period of January 1, 2014 to June 30, 2014 First Source recorded a 45.8% hiring rate reported by businesses on projects or contracts subject to First Source Employment Agreements. This percentage represents a 12.5% increase from the preceding reporting period. For FY15 First Source will work with employers to increase this effort to 60%.

Completion Date: September 2015

INITIATIVE 1.5: Establish a program to prepare hard-to-employ citizens for the new economy. In FY14, DOES aimed to enter into a Memorandum of Understanding with the Office of the State Superintendent of Education (OSSE) and Department of Human Services (DHS) to implement job readiness training for our hardest to employ citizens. Among the proposed deliverables was the creation of a Career Navigation course, which would provide educational assessment, occupational literacy and/or postsecondary education, career assessment, career exploration, career counseling, workshops (on customer service, resume preparation, professional dress and etiquette, and interviewing techniques), and/or other related services.

The goal for FY14 was for DHS to identify up to 200 Supplemental Nutrition Assistance Program (SNAP) recipients to attend a DOES' Career Navigation course. However, due to Supplemental Budget Actions affecting the FY14 budget, DOES was unable to enter



into the Memorandum of Understanding between DOES, DHS and OSSE for FY 14, to fund the Career Essential Boot Camps, occupational literacy, postsecondary education and training services for Supplemental Nutrition Assistance Program (SNAP) customers. Although lack of funding prevented the implementation of the initiative in FY 14, the agencies continue to collaborate in preparation of implementation pending funding availability in FY 15. The agencies' continued collaboration have helped to develop needed programmatic components for implementation such as creation of program flyer, in-take process, customer referral flow and process, e-CASAS certification of DHS staff just to name a few.

In FY 15 the agencies' will focus on program needs and coordination of services to ensure that the program will be well positioned for implementation upon funding availability. DHS staff now having a full understanding of available services offered through the American Job Center network, and are capable of describing these and other services offered through DOES offerings in their counseling sessions with customers to encourage participation. Through this ongoing partnership, SNAP recipients will continue to receive information about and take advantage of the many career services offered through DOES and OSSE. **Completion Date: September 2015**

OBJECTIVE 2: Ensure the District's youth employment program provides occupational skills training, work experience, academic enrichment and life skills training to facilitate the development of work habits and skills that are essential for success in the workplace. (One City Action Plan: Action 2.3.4, and 5-Year Economic Development Strategy 2.10).

INITIATIVE 1.1: Integration of federal and local youth programs. During FY15, the DOES Office of Youth Programs intends to integrate its federally appropriated Workforce Investment Act (WIA) funds with its local year round youth employment funds to develop a coordinated, streamlined set of programs and services that is designed to meet the needs of the diverse youth population we serve. The integrated program and service delivery model will allow the DOES Office of Youth Programs to better serve and serve more youth, particularly those who fall below the federal poverty guidelines. Through this model, youth will be afforded the opportunity to complete training programs, work experiences, and access services that will help them obtain long-term career success and full-time employment.

This initiative includes several key goals:

- To develop a streamlined youth service delivery strategy for the District with a uniform and transparent intake, enrollment, and referral process.
- To ensure that all youth, providers, and partners to have a consistent, positive experience.
- To ensure that all youth programs and services align with the required ten elements of WIA Youth Programs, as mandated by federal law.
- To boost our WIA enrollment by 70% and offer more comprehensive support to help youth meet outcomes and improve the District's overall performance.



We anticipate allocating at least \$4M of federal funds and at least \$4M in local year round youth employment funds towards this initiative. We anticipate serving up to 1,000 youth in year-round youth employment programs. **Completion Date: September 2015**

KEY PERFORMANCE INDICATORS - Workforce Development Program

Measure	FY 2013 Actual	FY 2014 Projection	FY 2014 YTD ³	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Number of adult participants completing workforce development training program [Established in FY2011]	1,643	1,500	1,152	1,500	1,500	1,600
Number of SYEP youth participants referred to summer jobs	14,927	14,000	13,766	14,000	14,000	14,000
Percent of D.C. residents filling new available positions [Established in FY2013] [One City Action Plan Indicator 1D]	27.0% ⁴	27.5%	27.0% ⁵	28%	28.5%	29%
Percent of young adults, ages 20-24, who are employed [Established in FY2013] [One City Action Plan Indicator 2C]	62.1% ⁶	63%	57.6%	64%	65%	66%
Number of long-term unemployed residents that obtained jobs through the On-the-Job Training initiative ⁷ [One City Action Plan Action 2.3.6]	70	N/A	N/A	50	75	100
Job growth in District [One City Action Plan Indicator 1A] ⁸	0.22% ⁹	0.8%	1.1%	1.0%	1.25%	1.5%
District of Columbia unemployment rate (as reported by the USDOL Bureau of Labor Statistics – not seasonally adjusted) [One City Action Plan Indicator 1C]	8.6% ¹⁰	8.1%	7.5%	8%	7.5%	7%
Private sector's participation in the District economy [One City Action Plan Indicator 1B]	67.4% ¹¹	67.9%	68.4%	68.4%	68.9%	69.3%

³ As of August 12, 2014

⁴ The source for this indicator is U.S. Census Bureau, On the Map. On the Map data refers to calendar (as opposed to fiscal) years and there is a 2-year lag time in when the data is collected and when it is reported. The current base line is from 2011 data. 2013 data will not be available until 2015.

⁵ See Footnote #1

⁶ July 2012 - June 2013 12-month average

⁷ DOES' On-The-Job Training Initiative was suspended in early FY13 and will not operate as outlined. DOES will report on specialized training progress mid-year FY14.

⁸ Projection numbers could change given current and historical trends.

⁹ This figure represents the annual growth rate from August 2012 through August 2013. The September 2013 data will not be available from the U.S. DOL Bureau of Labor Statistics until at least late October.

¹⁰ FY13 Actual based on the 12-month average from September 2012 – August 2013. FY13 Actual will not be available until the end of October 2013.

¹¹ FY13 Actual is based on the 12-month average from September 2012 – August 2013.



Unemployment Insurance Program

SUMMARY OF SERVICES

The Unemployment Insurance (UI) division provides temporary income replacement services to workers unemployed through no fault of their own. The division consists of the following three sections: Tax Collection, Benefits, and Appeals.

OBJECTIVE 1: Increase the efficiency and integrity of unemployment compensation benefits and unemployment tax services provided to unemployment insurance claimants and District employers through the creation and leveraging of technological solutions.

INITIATIVE 1.1: Implement technological solution to provide customers with access to unified reemployment services via a single portal. Currently, the District's UI program does not allow for a single point of entry for all UI services. The existing system provides separate interfaces for claimants and employers, while workforce services are offered through another distinct system. This disjointed process increases average UI claim duration, fosters improper UI payments, and hinders rapid reemployment strategies designed to reduce the unemployment rate.

To address these issues, DOES plans to implement an Integrated Workforce Registration System (IWRS) that will allow District residents accessibility to unified reemployment services via one portal. Although this integrated system will roll out in a modular fashion, once complete the modules will form a single entry point for District customers. The first module, the Employer Self-Service Portal (ESSP) is schedule for launch September 30th, 2014. The IWRS combines unemployment benefits and workforce services that will aid UI claimants to more promptly return to the workforce, reduce unemployment claim durations, and decrease fraudulent UI claims and payments.

Completion Date: September 2015



KEY PERFORMANCE INDICATORS - *Unemployment Insurance Program*

Measure	FY 2013 Actual	FY 2014 Projection	FY 2014 YTD ¹²	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Percentage of all first unemployment insurance payments made to eligible claimants within 14 days of the first compensable week-ending date. [87% is the Federal Standard/ Industry Standard]	74.14%	87%	67.7% ¹³	87%	87%	87%
Percentage of new unemployment insurance status determinations made within 90 days of the ending date of the first quarter of liability	79.2% ¹⁴	70%	79.2% ¹⁵	70%	70%	70%
District of Columbia re-employment rate as reported by USDOL ¹⁶	52.8% ¹⁷	60%	54.2% ¹⁸	60%	60%	60%

Labor Standards Program

¹² Refer to each KPI for "As of" date

¹³ As of June 30, 2014

¹⁴ FY13 Actual is based on data collected from October 1, 2012 – August 31, 2013.

¹⁵ As of December 31, 2013

¹⁶ USDOL identifies re-employment as a core measure linked with the following: "Percent of UI claimants who become re-employed within the quarter following their first UI payment." Please note that the performance data charts generated by USDOL regarding the re-employment query are based on data extracted from the UI database on the date and time this query is executed. Because the UI database is dynamic, data extracted at other times may differ as states occasionally submit amended reports. USDOL also attempts to verify outliers and correct obviously erroneous data from time to time.

¹⁷ Please note that the performance data charts generated by USDOL regarding the re-employment were based on data extracted from the UI database at the date and time this query is executed. Because the UI database is dynamic, data extracted at other times may differ since states occasionally submit amended reports. USDOL also attempts to verify outliers and correct obviously erroneous data from time to time.

¹⁸ As of December 31, 2013



SUMMARY OF SERVICES

The Labor Standards Program (LSP) provides worker protection and dispute resolution services for District workers and employers. The division contains five activity areas: Office of Wage-Hour (OWH); Office of Occupational Safety and Health (OSH); Office of Workers' Compensation (OWC); Administrative Hearings Division (AHD); and Compensation Review Board (CRB).

OBJECTIVE 1: Provide a more efficient and effective system to prevent workers from exposure to unsafe working environments and from falling beneath an unacceptable income level at times of unemployment due to injury/illness.

INITIATIVE 1.1 Continue document digitization efforts for Administrative Hearings Division and the Compensation Review Board to improve efficiency in the workers' compensation system. Both DOES' Administrative Hearings Division, which provides formal administrative hearings in accordance with the workers' compensation acts, and the Compensation Review Board, which provides administrative review of case decisions (compensation orders) issued by the Administrative Hearings Division and/or the Office of Workers' Compensation, will effectively convert hardcopy files and records totaling nearly 1 million images into a digital format to not only further modernize and create efficiency within the workers' compensation system but also to use a workplace sustainability tip, "be green at work." The effort will create a digital file repository in which DOES users can access all files that have been digitized by entering key searches criteria. Furthermore, this effort will reduce the agency's hardcopy paper footprint once files have been converted to a digital format. Due to budgetary challenges with the contracting mechanism, the original April 2014 kickoff was delayed.

Completion Date: March 2015

KEY PERFORMANCE INDICATORS - *Labor Standards Program*

Measure	FY 2013 Actual	FY 2014 Projection	FY 2014 Actual	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Percentage of back wages collected from employers on valid wage and hour complaints	100%	97%	100% ¹⁹	97%	97%	97%
Percentage of workers' compensation formal hearings resolved within 120 working days	84.5%	80%	77.9%	80%	80%	80%
Rank: Per premium rate to secure workers compensation coverage in the District of Columbia ²⁰	N/A ²¹	51st (Least Expensive)	N/A	51st (Least Expensive)	51st (Least Expensive)	51st (Least Expensive)

¹⁹ Data as of March 31, 2014. The Office of Wage and Hour (OWH) is undergoing a restructuring to include the implementation of automated reporting.

²⁰ In FY2012, the District was listed as the 47th least expensive out of 51 states measured. In other words, the city was among the top 5 least expensive jurisdictions. The target is to become the least expensive premium rate jurisdiction for workers' compensation coverage in the country. [Note: FY2014 rankings will be published in October 2014].

²¹ FY13 Actual Ranking will be available in January 2014



Agency Management (Office of the Director)

SUMMARY OF SERVICES

The purpose of the Office of the Director (OD) is to provide administrative support and the required tools to achieve operational and programmatic results. This division is standard for all agencies using performance-based budgeting.

OBJECTIVE 1: Improve the Office of the Director, Management and Administration

Initiative 1.1: Implement a Leadership Development Training program for DOES employees. DOES Management will offer comprehensive leadership and management training to all DOES staff. The training will be mandatory for all agency managers, and available to all other staff members striving to improve their potential and advance into management. The training aligns with the District’s Department of Human Resources (DCHR) learning and development career continuum and will cover topics such as priority management, teambuilding, effective communication and collaboration, conflict resolution, and change management. By leveraging DCHR’s existing curriculum DOES will be able to quickly deploy and coordinate a rich spectrum of beneficial training. **This coordinated effort will be complete by September 30, 2015.**

INITIATIVE 1.2 Conduct agency sustainability assessment using OCA approved criteria developed by DDOE and OP in accordance with Mayor’s Order 2013-209 (Sustainable DC Governance Goal 1, Action 1.2; Built Environment Goal 3)
Within one hundred twenty (120) days after the City Administrator approves sustainability assessment criteria developed jointly by the District Department of the Environment and the Office of Planning, each agency head subject to the authority of the mayor shall use the criteria to evaluate the sustainability of their respective operations in accordance with the requirements of Mayor’s Order 2013-209, the Sustainable DC Transformation Order, and submit to his or her responsible Deputy Mayor and the Office of the City Administrator the results of the agency’s internal assessment.
Completion Date: April 2015

KEY PERFORMANCE INDICATORS - Operations and Agency Management

Measure	FY 2013 Actual	FY 2014 Projection	FY 2014 Actual	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
Number of mandatory staff agency-wide trainings	4	5	5	5	5	5