D.C. DEPARTMENT OF HUMAN RESOURCES

FY 2024 PERFORMANCE ACCOUNTABILITY REPORT

JANUARY 15, 2025

GOVERNMENT OF THE
DISTRICT OF COLUMBIA
MURIEL BOWSER, MAYOR

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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   2024 ACCOMPLISHMENTS

Accomplishment	Impact on Agency	Impact on Residents
In FY24, DCHR has hosted quarterly in-person hiring events. During the fiscal year, close to a total of 7,500 prospective employees attended the events, and nearly 500 job offers were made. To provide candidates with the needed resources to be successful, DCHR hosts several hiring event preparation sessions that focus on resume and interview best practices and tips and how to market yourself at a hiring event. DCHR also expanded its partnership with LinkedIn to post all District government job announcements using a process called wrapping. To give high visibility to hard-to-fill positions within the District, DCHR can highlight posted vacancies from the DC Careers website along with identified hard-to-fill positions. In the last 3 months of the fiscal year, the job postings on LinkedIn have garnered a total of 170,033 views and 18,609 clicks from individuals applying for these positions.	This allowed us to quickly hire well-qualified and diverse candidates in support of our agency mission.	This provided training and employment opportunities for District residents and allowed agencies to quickly fill positions that are critical as they support services provided to residents.

Accomplishment	Impact on Agency	Impact on Residents
HR Symposium: In FY24, DCHR hosted a HR Symposium entitled Finetuning our HR Skills. The symposium provided HR professionals with opportunities to learn best practices from external subject matter experts including those from the Society for Human Resources Management (SHRM) and receive training on District specific processes and procedures. Sessions included: Building Meaningful Union Relationships, Harmonizing Dialogue: The Art of Effective Communication, Building a Strong and Inclusive Workforce, How to Recognize Employee Behavior and Take the Appropriate Action, Classification Overview, Getting Comfortable with Conflict, Understanding Service Computation Dates, Compensation Best Practices, Leave Without Pay, and much more. Over 200 HR professionals joined the two-day event.	This furthers our mission to retain employees by empowering our HR professionals to excel within the agencies and provide the services that employees need.	This provided a training opportunity for HR professionals so they can provide the needed guidance to agency managers and employees and thus leading to more effective managers and more satisfied employees.

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Accomplishment	Impact on Agency	Impact on Residents
In FY24, DCHR's Wellness Program had another successful year. The program earned the Aetna Workplace Wellness Gold Level Award for the second consecutive year and increased the number of onsite wellness events by 25%. New initiatives like the Summer Self-Care Challenge, Go Gold Olympic theme challenge, and most recently Walktober contributed to increased employee engagement, and opportunities for employees to make positive behavior changes to their overall health including increased physical activity, improved mental wellness, and stronger social wellness. The program also focused on addressing mental health with its robust employee assistance program and behavioral health offerings through healthcare provider employee plans, addressing chronic diseases, engaging with agency wellness leaders, recruiting new agencies, and maintaining strong vendor relationships. Key achievements include: - 2 Mental Health First Aid at Work Certification Trainings for Management and Wellness Leaders - 3 District-wide holistic well-being challenges - 120+ onsite wellness events spanning across over 30 agencies - Over 200 health and wellness webinars	Wellness supports DCHR's mission of retaining employees as wellness programs lead to higher engagement and morale.	Having healthy employees helps agencies fulfill their missions in support of residents.

3 2024 OBJECTIVES

Strategic Objective
DCHR strategically and expeditiously sources, selects and on-boards highly talented individuals with the acumen, aptitude, and attitude to thrive in District Government.
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.
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.
Create and maintain a highly efficient, transparent, and responsive District government.

4 2024 OPERATIONS

Operation Title	Operation Description
DCHR strategically and expeditiously sources, selects and on-boards highly talented individuals with the acumen, aptitude, and attitude to thrive in District Government.	
Recruitment and Staffing Services: Daily Service	Recruiting and hiring the District Government's managerial and non-managerial personnel according to the dictates of the DC Government's hiring practices.
HR Information Systems Administration: Daily Service	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.
Credentialing (issuing and revoking badges): Daily Service	Issuing ID badges required in secure areas of the facilities; such as employee work spaces.
Background checks and drug and alcohol screening: Daily Service	Drug and Alcohol Enforcement Compliance.
Position classification and management: Daily Service	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.
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.	
Merit Pay/Incentives/Rewards: Key Project	Executing raises and dispensing bonuses for exceptional service.
Health, Pension, Retirement, and Wellness Programs: Daily Service	Administering all aspects of the District Government workforce's Pension, Retirement, and Wellness Programs.
Employee Relations: Daily Service	Managing employee complaints and concerns, addressing grievances, and advising on disciplinary actions.
Auditing and Compliance Enforcement: Daily Service	Reviewing and examining agency compliance with District rules and regulations. Providing recommendations for improvements as needed.
Family and Medical Leave Act and Paid Family Leave Act Administration: Daily Service	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.
Measurement, Analysis, and Planning: Daily Service	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.
Policy development, amendment, and guidance/interpretation of D.C. personnel regulations contained in the DC Municipal Regulations/District Personnel Manual: Daily Service	Managing updates necessary to the District Personnel Manual (DPM) and Comprehensive Merit Personnel Act (CMPA).
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.	

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Operation Title	Operation Description
Employee Performance Management: Daily Service	Running DCHR's Performance Management system including customer care, training, reporting, and managing all aspects of the DC Government's personnel performance management platform.
Learning and Development Programs: Daily Service	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.

Create and maintain a highly efficient, transparent, and responsive District government.

Operation Title	Operation Description
Call and Walk-in Center: Daily Service	Interfacing with and providing customer care for the DCHR clientele to include calls, emails,walk-ins, and mail. Also includes analyzing visitor trends.
Shared Services: Key Project	The consolidation of administrative and support functions from several agencies into a single, stand-alone organizational entity (DCHR).
FOIA and Litigation Support: Daily Service	Responding to Freedom of Information Act requests from the public.

5   2024 STRATEGIC INITIATIVES

In FY 2024, D.C. Department of Human Resources had 4 Strategic Initiatives and completed 50%.

Title	Description	Update
Employee Retention	In FY24, DCHR will launch several initiatives focused on employee retention including: an emerging leaders program, feedback surveys, and a manager toolkit portal.	Completed to date: 25-49% ​In FY24, DCHR led a working group to receive feedback on and finalize an employee perspective survey similar to the Federal Viewpoint Survey. In addition a project plan and draft communication was developed. In FY25, DCHR will pilot test the survey within DCHR to receive feedback on the questions and develop sample reports and actions items. DCHR also developed a hiring manager and new employee survey that we hope to launch in PeopleSoft in FY25. DCHR has worked to receive feedback on the surveys in FY24 and aims to launch in FY25.
HR Training	In FY24, DCHR will develop and launch comprehensive HR training for managers and the HR community. The training will focus on topics to include the recruitment process, compensation, and employee relations.	Completed to date: 50-74% In FY24, DCHR met with agency partners to receive their feedback on needed HR training for the HR community and managers. DCHR also created an Internal Working Group members to focus on key components of the program's structure and to further identify specific training needs. DCHR began to provide HR training during an hour of the HR Advisors meetings. These hour-long trainings provided opportunities for the HR community to receive refresher training, learn best practices, and participate in case studies. Training topics includes: hiring packages, recruitment, leave management, performance allowances, compensation, performance management, building HR and General Counsel relationships, retirement readiness, using dashboards, and coaching. In addition, DCHR hosted a two-day long HR Summit entitled Finetuning our Skills. During the summit, HR community members participated in various learning opportunities including sessions on the Family Medica and Leave Act, Leave without Pay, Service Computation Dates, Position Management, Career Conversations, Building a Strong Workplace Culture, Inclusive Hiring, and Managing Stress and Burnout. Over 200 HR community members participated in the sessions. DCHR has made great progress on this initiative and aims to officially launch the comprehensive training in FY25.

District Branding and Marketing	In FY24, DCHR will focus on marketing the District as an employer of choice by increasing the use of social media, creating and posting informative videos that showcase District employees, and expanding the way DCHR engages with applicants.	Completed to date: Complete In FY24, DCHR increased our use of LinkedIn by posting most positions on the platform and spotlighting hard-to-fill positions. DCHR also increased its social media content designed to market the District Government as an employer of choice. One video series highlights Employee Testimonials and features brief stories from current employees sharing their positive experiences working with the District Government and/or at DCHR. This series emphasizes the supportive work environment and career growth opportunities that are available to District employees and directs the public on how to apply for District Government jobs. In addition, DCHR has posted about Tip Tuesdays, tips for applying online via PeopleSoft, Hot Jobs, which highlight various vacant positions across our government, and various District events sponsored or attended by DCHR. DCHR also began a rebrand of the Résumé and Interviewing Courses facilitated in partnership with DC Public Library available to District residents. DCHR will launch that rebrand entitled Community Conversations in FY25.
HR Service Delivery	In FY24, DCHR will collaborate with the Office of the Chief Technology Officer (OCTO), to research, procure, and implement improvements to the HR Service Delivery that will lead to a more efficient and streamlined applicant and employee process.	Completed to date: Complete In FY24, DCHR in partnership with the Office of the Chief Technology Officer (OCTO) launched the employee HR portal that includes knowledge articles and tips on various HR topics with a specific focus on benefits, retirement, and customer care employee portal. An automated email to ticket functionality was also implemented for the benefits team that creates tickets from emails sent to the benefits generic email box. This allows the team to ensure all emails are properly addressed and completed within the given service level agreements. DCHR also collaborated with a vendor to add classification and additional benefits/retirement services into the employee portal. These services will launch in Q1 of FY25. In addition, DCHR worked with OCTO's Tech Enablement Team to record an informative video that explains the purpose and shows employees how to navigate to and create ServiceNow tickets. This video and written guidance was sent to all District employees.

6 2024 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators

Measure	Directionality	FY 2022	FY 2023	FY 2024 Q1	FY 2024 Q2	FY 2024 Q3	FY 2024 Q4	FY 2024	FY 2024 Target	Was 2024 KPI Met?	Explanation of Unmet KPI
DCHR strategically and expeditiously sources, selects and on-boards highly talented individuals with the acumen, aptitude, and attitude to thrive in District Government.											
Percent of new hires that are DC residents	Up is Better	55.1%	53.5%	55%	47.4%	58%	51.3%	52.9%	65%	Unmet	We retain a stretch goal for this measure and hope to reach it in the next Fiscal Year.
Percent of DC Government employees that are DC residents	Up is Better	43.3%	44%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	43.8%	60%	Unmet	We retain a stretch goal for this measure and hope to reach it in the next Fiscal Year.
New Hire Turnover Rate	Down is Better	9%	13.2%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	12.6%	8%	Unmet	We retain a stretch goal for this measure and hope to reach it in the next Fiscal Year.
Average number of days to fill vacancy from post to offer acceptance	Down is Better	73.5	86	88	92	97.6	101	94.7	60	Unmet	We retain a stretch goal for this measure and hope to reach it in the next Fiscal Year.
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.											
Percent of DC Government employees participating in the deferred compensation program	Up is Better	57.5%	61.5%	64%	65%	64%	66%	64.8%	65%	Nearly Met	
Percent of Employees That Completed an Online Training (Through Percipio)	Up is Better	New in 2023	33.3%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	15.4%	30%	Unmet	We retain a stretch goal for this measure and hope to reach it in the next Fiscal Year.
Percent of District Leadership Program Participants (who are not returning to school) hired into District Employment	Up is Better	New in 2023	10.5%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	54.5%	70%	Unmet	We retain a stretch goal for this measure and hope to reach it in the next Fiscal Year.
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.											
Percent of DC Government employee performance plans completed (excludes DCPS and independent agencies)	Up is Better	93%	94%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	94.3%	94%	Met	

Measure	Directionality	FY 2022	FY 2023	FY 2024 Q1	FY 2024 Q2	FY 2024 Q3	FY 2024 Q4	FY 2024	FY 2024 Target	Was 2024 KPI Met?	Explanation of Unmet KPI
Percent of DC Government employee performance evaluations completed (excludes DCPS and independent agencies)	Up is Better	90.3%	93.2%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	86%	91%	Nearly Met	We retain a stretch goal for this measure and hope to reach it in the next Fiscal Year.
Create and maintain a highly efficient, transparent, and responsive District government.											
Percent of new hires that are District residents	Up is Better	New in 2023	47.8%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	42.9%	-	-	
Percent new hires that are current District residents and received a high school diploma from a DCPS or a District Public Charter School, or received an equivalent credential from the District of Columbia	Up is Better	New in 2023	23.1%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	32.5%	-	-	
Percent of employees that are District residents	Up is Better	New in 2023	51.8%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	49.4%	-	-	
Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time.	Up is Better	New in 2023	43.5%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	69.6%	-	-	
Percent of agency staff who were employed as Management Supervisory Service (MSS) employees prior to 4/1 of the fiscal year that had completed an Advancing Racial Equity (AE204) training facilitated by ORE within the past two years.	Up is Better	New in 2023	New in 2023	Annual Measure	Annual Measure	Annual Measure	Annual Measure	45%	-	-	

Workload Measures

Measure	FY 2022	FY 2023	FY 2024 Q1	FY 2024 Q2	FY 2024 Q3	FY 2024 Q4	FY 2024
Background checks and drug and alcohol screening							
Number of drug/alcohol tests conducted	6,090	6,072	1,836	1,054	2,602	2,184	7,676
Number of criminal checks conducted	33,841	36,393	12,287	5,638	8,494	9,188	35,607
Position classification and management							
Number of Desk Audits Completed	10	12	0	0	10	14	24
Number of positions classified	New in 2023	304	Semi-Annual Measure	175	Semi-Annual Measure	Semi-Annual Measure	414
Recruitment and Staffing Services							
Number of new hires	7,426	7,333	1,239	1,624	2,338	2,040	7,241
Number of job postings	3,829	3,612	804	816	765	759	3,144
Number of Personnel Actions Processed in the Human Resources Information System (HRIS), PeopleSoft	11,038	11,528	2,567	2,541	2,338	2,494	9,940
Employee Relations							
Number of grievances processed	7	5	1	2	0	0	3
Health, Pension, Retirement, and Wellness Programs							
Number of retirements	560	475	Annual Measure	Annual Measure	Annual Measure	Annual Measure	437
Number of Retirement Readiness trainings delivered	0	2	0	9	4	3	16
Learning and Development Programs							
Number of unique employees completing at least one training	2,414	7,955	533	1,773	33,670	3,291	39,267
Number of unique trainings completed	94	87	32	87	90	69	278
Number of Individual Training Courses Completed Through Online Training Platform (Percipio)	100,688	135,028	42,699	11,989	1,764	2,581	59,033
Call and Walk-in Center							
Number of customer resource center walk-ins	0	0	0	0	0	131	131
Number of Customer Calls to Customer Care Center and Benefits	31,929	52,649	11,292	11,989	7,183	8,557	39,021
Number of customers accessing DCHR's website	502,673	439,781	98,685	102,570	87,951	90,524	379,730
Shared Services							
Number of employees completing a diversity or inclusion training class	258	19	0	37	75	0	112

Workload Measures *(continued)*

Measure	FY 2022	FY 2023	FY 2024 Q1	FY 2024 Q2	FY 2024 Q3	FY 2024 Q4	FY 2024
Number of employees trained as sexual harassment officers	95	12	52	122	0	0	174
Number of managers trained on sexual harassment prevention	82	326	44	10	2,418	51	2,523