

**GOVERNMENT OF THE DISTRICT OF COLUMBIA  
Department of Human Resources**



**Responses to Fiscal Year 2018-2019  
Performance Oversight Questions**

**Ventris Gibson  
Director, Department of Human Resources**

**Submission to**

**Committee on Labor and Workforce Development  
Council of the District of Columbia  
The Honorable Elissa Silverman, Chairperson**

February 8, 2019

John A. Wilson Building  
1350 Pennsylvania Ave. NW  
Washington, DC 20004

**DEPARTMENT OF HUMAN RESOURCES**  
**FY18-19 Performance Oversight Questions**  
**Committee on Labor and Workforce Development**  
**Councilmember Elissa Silverman (At-Large), Chair**

I. Agency Priorities, Performance, and Evaluation.....	2
II. Budget and Expenditures .....	11
Budget.....	11
III. Agency Organization and Personnel.....	14
IV. Hiring, District Residency, and Classification .....	18
V. Employment and Work Conditions.....	22
VI. Employee Benefits and Taxes .....	25
VII. DCHR Operations .....	28
VIII. Agency Operations and Disputes.....	29

**I. Agency Priorities, Performance, and Evaluation**

1. Please discuss DCHR’s **top five priorities**.
  - a. How did the agency address its top five priorities in FY2018?

**Answer: Please see response below.**

**Streamlined Classification:** In FY18, as a result of desk audits, DCHR processed over 300 classification actions (i.e., promotions and re-classifications). The Classification project continues to move forward with the heaviest workload centered on the ongoing requests for desk audits and classification reviews, which also result in the correction of employee pay issues. DCHR also established standard positions—those common across almost every agency—to facilitate the hiring process.

**Career Pathing:** In FY18, DCHR completed implementation of Phase 1 of the Career Path website. The Career Path website features position information (e.g., duties, qualifications, education requirements) for each cluster segmented into career-specific tracks. Additionally, the website features the “District on Demand” section, which will highlight the top 10 most hired positions in the District over the last two years. This will allow applicants to match their skill sets with positions in high demand. DCHR also created a demo of the Navigation Tool (found [here](#)), which shows the site’s various capabilities, cabinet interviews, and includes position-specific information. OCTO provided DCHR with a dedicated scope of work that includes the prototype design and development of the final tool, which will include various mission-critical careers, career and mentoring resources, and labor market data.

**Shared Services (referred to in FY18 as Centralization):** In FY18, DCHR finalized a structure for the shared services model, which included workflow processes, human capital, and technology resources. We identified Remedyforce as the technology solution to manage workflow processes and created a high-level timeline for its implementation. DCHR hired nine LEAP interns to serve as assistants during centralized processing. DCHR produced training materials based on the new model for the LEAP interns, and then conducted a three-week HR training and two-week PeopleSoft training for the new HR Processors (i.e., LEAP interns). Finally, DCHR developed a transition plan that outlines responsibilities and service level agreements.

**Sexual Harassment:** In FY18, DCHR implemented a mandatory, online District-wide sexual harassment training program. DCHR is proud to report that as of January 2019, 29,709 employees completed sexual harassment training. In addition, during new employee orientation all new hires are informed that they must complete the training within the first 30 days of hire. DCHR facilitated in-person sexual harassment training for all managers. 87 percent of managers have completed this training. DCHR also collaborated with the Metropolitan Police Department and the Mayor's Office of Legal Counsel to create and implement a District-wide in-person training for all Sexual Harassment Officers (SHO). DCHR is currently developing a web-based training and brown bag discussions for SHOs to receive timely training. DCHR also collaborated with the Office of Human Rights to create and update the District Government list of agencies' SHOs.

**Increased Retirement Participation:** In FY18, the DC Council passed the Deferred Compensation Program Enrollment Amendment Act of 2017, which authorizes automatic contribution of five percent of newly hired eligible employees' salary into a 457(b) account. DCHR drafted needed rules, employee notification letters, and frequently asked questions, and has created a dedicated section on our website to provide employees with additional information. DCHR also worked with the OCTO to implement the PeopleSoft capabilities needed to facilitate automatic enrollment, as well as to change or stop deductions. In addition, DCHR briefed the HR community of the upcoming changes, which we believe will be fully implemented in the second quarter of FY19.

- b. What are the agency's top five priorities in FY2019? Please explain how the agency expects to address these priorities in FY2019.

**Centralized Processing:** In FY18, DCHR identified a centralized processing model for District-wide HR processing. Under this model, we can provide HR services more consistently and efficiently. In addition to an improved workflow, DCHR can assess performance with service level agreements, metric benchmarks, and real-time customer feedback. In FY19, DCHR will launch this model across District agencies.

**Streamlined Classification:** In FY18, DCHR began to streamline the classification process by conducting desk audits and processing employee career ladders. In FY19, DCHR will continue to streamline the process by creating a position description (PD) library, conduct desk audits and process career ladders, and assess and create a business requirement document for an automated classification solution.

**PeopleSoft:** PeopleSoft is the District's Human Resource Information System and serves as the official record for personnel matters. In FY19, DCHR, in collaboration with OCTO, will integrate PeopleSoft with the DMV's interface to better verify District residency, coordinate with the DC Bar Association to verify legal good standing, and develop a classification workflow. These innovations will allow DCHR to ensure compliance consistently and quickly.

**Trauma-Informed Care:** District employees in various capacities (i.e., firefighters, police officers, social workers) may experience work-related trauma that may lead to symptoms similar to post-traumatic stress disorder (PTSD). To be proactive and prepare employees to be mentally ready and resilient to handle traumatic situations, DCHR will educate employees about the impact of trauma on co-workers, family members, and themselves and how to identify coping strategies. DCHR will also provide resources employees may use to assist in handling traumatic situations.

**Electronic Onboarding:** In FY19, DCHR will draft business requirements as well as develop, test, and implement an electronic onboarding system that will replace hardcopy paperwork completed during employee onboarding. This effort will increase our efficiency, modernize our processes, and improve the quality of our record keeping across the District.

2. Please list each **program** or body of work operated or administered by the DCHR during FY2018 and FY2019, to date. Highlight any programs new in FY2018 or FY2019. For each program, please provide a description of the program, the office that carries out the program, activities in FY18 and FY19, and any documented results of the program.

**Answer: Please see attachment 2 (2-DCHR Activities and Programs).**

3. Please describe any **initiatives** that the DCHR implemented in FY2018 or FY2019, to date, to improve the internal operations of the agency or the interaction of the agency with external parties. Please describe the results, or expected results, of each initiative.

**Answer: Please see response below.**

**5 Minute Fact Videos:** The five minute fact videos are quick presentations, posted online, to help explain various HR topics. An example of one of these videos, on how to understand your paycheck, has over 21,000 views and can be seen on [YouTube](#).

**Monthly Labor Meeting:** DCHR collaborated with our union partners to host monthly labor and management meetings. During the meetings, representatives from both labor and management discuss upcoming items of concern, challenges, and paths forward. The meetings have resulted in a more cohesive union/management strategy.

**Automated Dashboards:** DCHR collaborated with OCTO to create the automated DCHR Monthly Executive Dashboard within the BI tool, Microstrategy. The dashboard displays HR metrics, such as time-to-fill, District residency, and number of new hires. The interactive dashboard updates daily and allows Executives to filter data by various timeframes.

**Official Personnel Folder Scanning:** To strategically manage our resources, DCHR developed and implemented a process to scan all inactive Official Personnel Folders (OPFs) prior to sending or archiving them at the National Archives Center. This new process saves DCHR time and money, as a specialist can review a complete file online without having to request and wait to receive the file from the National Archives Center.

4. Please provide a copy of the DCHR's FY2018 **performance accountability report**.

**Answer: Please see attachment 4 (4-FY18 Performance Accountability Report).**

- a. Please explain which performance plan strategic objectives and key performance indicators (KPIs) were met or completed in FY18 and which were not.

**Answer: Please see attachment 4 (4-FY18 Performance Accountability Report).**

- b. For any met or completed objective, also note whether they were completed by the project completion date of the objective and/or KPI and within budget. If they were not on time or within budget, please provide an explanation.

**Answer: All completed initiatives were completed by the project completion date and within budget.**

- c. For any objective not met or completed, please provide an explanation.

**Answer: Please see attachment 4 (4-FY18 Performance Accountability Report).**

5. Regarding the DCHR's FY2019 **performance plan**:

- a. Please provide a copy of the DCHR's FY2019 performance plan as submitted to the Office of the City Administrator.

**Answer: Please see attachment 5 (5-DCHR FY19 Agency Plan.pdf).**

- b. Discuss any changes to any outcomes measurements in FY2018 or FY2019, including the outcomes to be measured or changes to the targets or goals of outcomes; list each specifically and explain why it was dropped, added, or changed.

**Answer: Please see response below.**

**The following outcomes are removed for FY19:**

*Average cost per person personnel action* – removed because an internal and external benchmark did not exist. In order to identify a benchmark, DCHR had conversations with surrounding jurisdictions and with Gartner, a global think tank that specializes in multiple fields including HR. The local jurisdictions and Gartner advised that this was not a metric that was monitored.

*Percent of employees under the Mayor’s authority enrolled in telecommuting and alternate work schedule program* – removed because this is not currently a priority initiative.

**The following targets are increased for FY19:**

*Percent of personnel actions completed within the same pay period of effective date* – increased from 65 percent to 75 percent in FY19 because FY18 target was met.

*Percent of employee plans completed* – increased from 92 percent to 93 percent in FY19 because FY18 target was met.

**The following targets are decreased for FY19:**

*Average number of days to fill vacancy from post to offer acceptance* – decreased from 78 days to 64 days in FY19 due to an aggressive focus to decrease time-to-fill.

*New Hire Turnover Rate* – decreased from 16 percent to 13 percent because FY19 target was met.

*Percent of employees participating in deferred compensation program* – decreased from 45 percent to 40 percent due to little movement in percentage in several years. Target will be adjusted with implementation of new 457(b) auto-enrollment.

6. Please provide a list of all **studies, research papers, reports, evaluations, and analyses**, including those provided by contractors or consultants, that the DCHR prepared or contracted for during FY2018 and FY2019, to date.
  - a. For each study, paper, report, or analysis, please include:
    1. Report name;
    2. Author name, whether the agency or an outside party;
    3. Status, including actual or expected completion date;

4. Purpose and description of contents; and
  5. Contract number or grant name if the report was produced by a contractor or grantee.
- b. Please attach a copy if the study, research paper, report, or analysis is complete.

**Answer: No formal studies, research papers, reports, evaluations or analyses were prepared or contracted for during FY18 or FY19, to date.**

7. Please list and describe any **investigations, audits, or reports by outside entities** that have requested or required participation by the DCHR or any employee that were conducted during FY2018 and FY2019, to date, or that are ongoing. *Attach copies* of any such document. Include any routine or ad hoc monitoring, site reviews, desk audits, or other reviews or audits by federal agencies, the Office of the Inspector General, the DC Auditor, or *any other* local or federal governmental entity.

**Answer: Please see response below.**

#### **Office of the District of Columbia Auditor (ODCA)**

The Office of the District of Columbia Auditor conducted an audit in early 2018 on the drivers of overtime for four District agencies: DFS, DYRS, DPW, and DOC. DCHR was consulted by ODCA during the course of the audit. A copy of the audit is included as attachment 7 (7-ODCA Overtime Audit Report).

#### **Annual Financial Audits**

The following annual audits were completed by an independent third-party vendor selected by the Office of the Chief Financial Officer in FY18, and are currently in progress for FY19:

1. **Comprehensive Annual Financial Report (CAFR);**
  - **Comprehensive Annual Financial Report (CAFR):** The annual CAFR was conducted by SB & Company and examines the financial completeness and accuracy of new hire and termination actions within the District. Also examined is the technology used for recruiting and hiring employees (i.e., PeopleSoft).
    - **FY18:** Clean audit report (found [here](#)).
    - **FY19:** The auditors completed all necessary field work and have expressed verbally that all testing is complete and accurate.
2. **Pension Plan Audit 401(a) and 457(b); and**
  - **Pension Plan Audit:** F.S. Taylor & Associates is currently conducting the annual audit of the retirement programs in the District, which consist of the **457(b) Deferred Compensation Plan and the 401(a) Defined**

**Contribution Pension Plan.** The Pension Plan audit examines the operations and assets of the plans, including verifying that employees are enrolled correctly and contributing the correct amounts.

- **FY18:** Clean audit report.
- **FY19:** Fieldwork is in progress and DCHR has not received any final finding(s) or recommendation(s).

**3. Other Post-Employment Benefits (OPEB) Audit.**

- **Other Post-Employment Benefits (OPEB) Audit:** SB & Company is preparing the actuarial valuation of the OPEB Fund. This audit examines the completeness and accuracy of the offering, enrollment, and deduction of funds for other post-employment benefits.
  - **FY18:** Clean audit report.
  - **FY19:** Fieldwork is in progress and DCHR has not received any final finding(s) or recommendation(s).

**Investigation**

**In FY18, the Office of the Inspector General, FBI, and the U.S. Attorney’s Office for the District of Columbia requested the opportunity to interview DCHR employees for a pending investigation related to a former DCHR employee and a former DCHR vendor.**

8. Please list all **recommendations identified by the Office of the Inspector General, DC Auditor, or other federal or local oversight entities** during FY2017, FY2018, or FY2019, to date about the DCHR or District’s implementation of WIOA or use of WIOA funds. Please provide an update on what actions have been taken to address each recommendation. If the recommendation has not been implemented, please explain why.

**Answer: DCHR does not receive any WIOA funds.**

9. Please list all **reports or reporting** currently required of the agency in federal law, the DC Code, or municipal regulations. For each, include
- a. The statutory code or regulatory citation;
  - b. Brief description of the requirement;
  - c. Any report deadlines;
  - d. Most recent submission date; and
  - e. A description of whether the agency is in compliance with these requirements, and if not, why not.

**Answer: Please see response below.**

**(1) Voluntary Leave Transfer Program (D.C. Official Code § 1-612.38): DCHR must provide a Voluntary Transfer of Leave Program Report to the Council on or before**

February 1 of each year. Last year, the report was filed with the Council on July 10, 2018, but was otherwise in compliance.

(2) **Agency Performance Report (D.C. Official Code § 1-614.13)**: DCHR must develop and submit to the Council a performance report covering all major programs of the agency no later than January 15. DCHR submitted its report in January 2019.

(3) **New Employee Quarterly Report (D.C. Official Code § 1-608.01(g))**: DCHR must submit to the Mayor and the Council quarterly reports detailing the names of all new employees and their pay schedules, titles, and place of residence. The report shall also explain the reasons for employment of non-District residents. Every quarter, DCHR publishes a Public Body Employee information report with current personnel information on the DCHR website. The most recent report is from September 30, 2018. DCHR will issue a report in compliance with the requirements of the District Government Employee Residency Amendment Act of 2018 once it becomes law.

(4) **Incentive Awards Report (6B DCMR §§ 1904 and 1908)**: Approved exemplary performance awards by agencies must be submitted to DCHR for final review and reported to the Mayor, City Administrator, and the Council. An incentive awards annual report shall list the name, title, and grade of each recipient, the type of incentive award, summary of accomplishments or justifications of the award, and the amount of each monetary award. A report of approved monetary awards shall be forwarded to the Council. The District started issuing incentive awards in FY17. No report was submitted to Council in FY18 or FY19, to date. DCHR did not receive or approve any exemplary performance, monetary, or other incentive awards during FY18 or FY19.

(5) **Annual Leave Bank Report (6B DCMR § 1258)**: DCHR shall maintain for each leave year quarter, an accounting of the total hours and corresponding dollar value of employee annual leave donations to and withdrawals from the Annual Leave Bank for employees in subordinate agencies. DCHR shall review and compile the accounting reports and provide a written report to the Mayor within 60 calendar days following the end of each leave year. DCHR did not issue a report last year but is working to issue the next report by March 1.

(6) **Suitability Compliance Report (6B DCMR § 440)**: DCHR must prepare and submit suitability compliance reports to the Mayor every six months. DCHR produced a report in December 2018 covering the months of April through October, 2018. The next report will be issued in April 2019.

(7) **Financial Disclosure Statement Report (6B DCMR § 1810)**: DCHR must provide to the Board of Ethics and Government Accountability (BEGA) a list of all public officials who must file Public Financial Disclosure Statements, and a list of all designees who must file Confidential Financial Disclosure reports no later than

March 1 of each year. DCHR submitted the most recent report on March 1, 2018. DCHR also must notify employees of their confidential filers' designation on or before April 15 of each year. DCHR most recently notified its employees on April 13, 2018. Lastly, DCHR must submit to BEGA the confidential filers' certification report by June 1 of each year. DCHR last submitted its report on May 31, 2018. DCHR is in compliance with all reporting deadlines.

**(8) Freedom of Information Act (FOIA) Report (1 DCMR § 413): DCHR must compile and submit to the Secretary its FOIA report covering the preceding fiscal year on or before December 31 of each year. DCHR submitted its last report on December 12, 2018 and is in compliance with the reporting deadline.**

10. Please attach a copy the agency's **FOIA disclosure report(s)** for FY2017 and FY2018.

**Answer: Please see attachment 10 (10A-Fiscal Year 2017 DCHR FOIA Report and 10B-Fiscal Year 2018 DCHR FOIA Report).**

11. Regarding **FOIA requests** for FY2018 and FY2019, as of Feb. 1, 2019, that were submitted to your agency, please complete the following table.

**Answer: Please see table below.**

	<i>FY18</i>	<i>FY19, as of Feb. 1, 2019</i>
<i>Total FOIA requests received</i>	43	14
<i>Number of requests granted in full (no exemptions claimed)</i>	12	1
<i>Number of requests granted but which redacted or omitted some material according to FOIA exemptions</i>	13	4
<i>Number of requests denied in full (i.e., all requested material exempt from disclosure)</i>	2	2
<i>Number of requests for which the agency identified no responsive documents or records</i>	21	7

The total number of FOIA requests completed or closed out in FY18 was 48. Of those 48, 41 were received in FY18 and seven were carried over from FY17. Two additional FOIA requests received in FY18 were carried over and completed in FY19. The total number of FOIA requests completed or closed out in FY19 to date is 14. Of these 14 completed requests, 12 were received in FY19 and two were carried over from FY18. The two remaining FOIA request received in FY19 will be completed in the time allowed by statute.

12. Please attach a **log of all FOIA requests** received in FY2017, FY2018, and FY2019 with the request number, the name of the requestor, and a brief description of the information requested. Alternatively, if this information is hosted online, please provide the Committee the url and, if necessary, a login to the relevant website.

**Answer: Please see attachment 12 (12–FOIA Requests).**

13. The DC Government [FOIA Reading Room](#) does not have any DCHR submissions since Jan. 2017. Does DCHR post all FOIA requests and responses on the FOIA Reading Room website? If not, please explain why not.

**Answer: Please see response below.**

**No. DCHR is not required to post FOIA requests and responses to the FOIA Reading Room. District agencies utilize the FOIA Reading Room to post responses to inquiries that are frequently requested by members of the public. The requests that DCHR typically receives are specific, distinct, and of a nature that requires the protection of personal privacy. Often, individuals who submit FOIA requests to DCHR are seeking their own personal information or the personal information of an employee. Responses to these personal inquiries would not be of any particular value to the public at large. For requests that would be useful to the public, e.g., public salary information of employees or policies and procedures of DCHR, this information is made publicly available on DCHR’s website and on the Open Government and FOIA webpage. Moving forward, DCHR will review any new requests it receives and responses it issues to determine whether such requests and responses should be disclosed to the public in the FOIA Reading Room.**

## **II. Budget and Expenditures**

### **Budget**

14. **Budget.** Please *complete the attached table* in Excel showing your agency’s budget, including Council-approved original budget, revised budget (after reprogrammings, etc.), and actual expenditures, by fund source, program and activity, for FY2018, and the first quarter of FY2019. Please also include any over- or under-spending in each program and activity. Explain any variation between the revised budget and actual expenditures for FY2018 for each program and activity code.

**Answer: Please see attachment 14 (14-Budget).**

15. Please provide the following information for all **intra-District memoranda of understanding (MOUs)** for FY2018 and FY2019 to date, *including anticipated MOUs* for the remainder of FY2019.
- a. *Attach copies* of all intra-district MOUs.
  - b. Please *complete the attached table* in Excel for each MOU, including anticipated MOUs.

**Answer: Please see attachment 15.**

16. Please provide the following information for all **intra-District memoranda of agreement (MOAs)** for FY2018 and FY2019 to date, including anticipated MOAs for the remainder of FY2019.
- Attach copies* of all intra-district MOAs, other than those for overhead or logistical services, such as routine IT services or security.
  - For each MOU, including anticipated MOUs, complete the table below; add rows as necessary.

**Answer: DCHR does not have any MOAs.**

17. Please *complete the attached table* for each **interagency reprogramming** of funds into and out of the agency for FY2018 and FY2019, to date, including anticipated inter-agency reprogrammings for the remainder of FY2019.
- Please *attach copies* of the reprogramming documents, including the Agency Fiscal Officer's request memo and the attached reprogramming chart.
  - For each reprogramming, including anticipated reprogrammings, complete the attached chart in Excel

**Answer: Please see attachment 15.**

18. Please *complete the attached table* for each **intra-agency reprogramming** *within* your agency during FY2018 and FY2019, to date, as well as any anticipated intra-agency reprogramming for the remainder of FY2019.
- Please *attach copies* of any reprogramming documents.
  - Please *complete the attached table* in Excel for each reprogramming, including anticipated reprogramming, *complete*

**Answer: Please see attachment 15.**

19. Please attach all **budget enhancement requests** submitted by your agency to the Mayor or Chief Financial Officer as part of the budget process for previous fiscal years of FY2017, FY2018, and FY2019.

**Answer: DCHR works with the Mayor's Office of Budget and Performance and the Deputy City Administrator to develop our budget. The FY18 and FY19 budgets submitted as part of the Mayor's budget submission reflects those efforts.**

20. For FY18 and FY19, to date, please identify any **special purpose revenue funds** maintained by, used by, or available for use by the agency. For each fund identified, provide:
- The revenue source name and fund code;
  - A description of the program that generates the funds;
  - The revenue funds generated annually by each source or program;
  - The fund balance at the end of FY18, the current fund balance as of Feb. 1, 2019, and the expected balance at the end of FY19.

**Answer: Please see attachment 15.**

21. For each **special purpose revenue** fund, provide an itemized list of all **expenditures**, showing the recipient name (if an outside vendor) or receiving activity code and CSG code, and specific purpose of each expenditure.

**Answer: Please see attachment 15.**

## Expenditures

22. Please list each **grant, sub-grant, or other types of payments**, such as federal payments, received by your agency in FY2018 and FY2019, to date. List the following:
- a. Source;
  - b. Purpose;
  - c. Timeframe;
  - d. Dollar amount received;
  - e. Amount expended;
  - f. How the grant or payment is agreed to be allocated if it is a multi-year payment; and
  - g. Whether any FTEs are partially or wholly dependent on each grant's or payment's funding, and if the grant or payment is set to expire, what plans, if any, are in place to continue funding the FTEs.

**Answer: DCHR has not received any grants, sub-grants, or other type of payments such as federal payments.**

23. Please *complete the attached table* in Excel with information on each **grant** awarded by your agency during FY2018 and FY2019, as of Feb. 1, 2019.

**Answer: There were no grants awarded by the agency.**

24. Please *complete the attached table* in Excel with the following information on each **contract, procurement, and lease** leveraged in FY2018 and FY2019 as of Feb. 1, 2019, with a value amount of \$10,000 or more. "Leveraged" includes any contract, procurement, or lease used by the agency as a new procurement, contract extension, or contract option year execution. This also includes direct payments, if applicable. Treat Human Care Agreements as contracts—aggregating information by vendor for all task orders under the HCA, where relevant.

**Answer: Please see attachment 24 (24–DCHR Contracts and Procurements FY18 and FY19).**

25. Please complete the following table with information on all **credit card, p-card, or purchase card purchases and expenditures** for FY2018 and 2019, to date; add rows as necessary. Alternatively, you may attach monthly statements with this same information; however, please name the ultimate vendor and specific purpose of the

purchase for any PayPal or other transaction with an indirect payment service like PayPal.

**Answer: Please see attachment 25 (25-PCard Report).**

26. Were any protests or complaints filed with the **Contract Appeals Board** in FY2018 or 2019 to date, against or involving your agency or any employee of the agency? If so, please complete the following table with information on each complaint; add rows as necessary.

**Answer: Please see the table below.**

**Contract Appeals Board cases filed FY2018 or FY2019, as of Feb. 1, 2019**

<i>Case number</i>	<i>Name of complainant</i>	<i>Date of complaint</i>	<i>Description of complaint</i>	<i>Status of complaint</i>
<b>CAB No. P-1066</b>	Dominion Dental Services, Inc.	November 9, 2017	Protest under solicitation no. Doc332301	Dismissed

**III. Agency Organization and Personnel**

27. Please provide an **organizational chart** for the agency, arranged by division and subdivision, as of Feb. 1, 2019.

- a. Show for each division and subdivision:
  - 1. The names and titles of all personnel;
  - 2. The number of vacant, frozen, and filled positions;
- b. Note on the chart the date of the information if not Feb. 1, 2019.

**Answer: Please see attachment 27 (27-Org Chart).**

28. Please *complete the attached table* in Excel with a **chart of all positions (i.e., Schedule A)** at the agency, as of February 1, 2019.

**Answer: Please see attachment 28 (28-Schedule A).**

29. Please list each vacant position’s position number and provide: (1) the date on which it became vacant and (2) the step or status of the hiring process for the position as of Feb. 1.

**Answer: Please see response below.**

**Position Title: Administrative Officer**

**Position Number: 00047234**

**Date of Vacancy: January 18, 2019**

**Status of Hiring: Frozen to obtain vacancy savings**

30. Regarding **term and temp employees**:

- a. For each term or temp employee included in the schedule A who started in the position in FY2018 or FY2019, please provide a brief narrative to specify why the hire was done on a term or temp basis and not on a continuing basis.

**FY18:**

**Term Appointments:**

- **The Capital City Fellows Program selects Fellows to be a part of a set, 18-month term appointment;**
- **The Classification Project is based on term appointments; and**
- **Personnel Services hires for MOU-funded positions.**

**Temp Appointment:**

- **The District Leadership Program selects participants for seasonal appointments (i.e., eight months in the fall, and four months in the summer; and**
- **LEAP individuals are hired for a set, 12month temp appointment.**

**FY19:**

- **Classification Project- Project based term appointment; and**
- **Personnel Services- MOU funded positions.**

- b. For each term or temp employee included in the schedule A, indicate the start date of the position and the expected end date; and

**Classification Reform**

<b>Position</b>	<b>Start Date</b>	<b>End Date</b>
<b>HR Specialist Classification</b>	12/17/18	1/16/20
<b>HR Specialist Classification</b>	12/9/18	1/8/20
<b>HR Specialist Classification</b>	11/26/18	12/25/19
<b>HR Specialist Classification</b>	1/22/19	2/21/20

- c. For each term employee employed during FY2018 or FY2019 whose hire date is before FY2015, please explain why the employee is term and has not been converted to a permanent employee.

**Answer: Daniel Thornton is a DOES, MOU-funded position as a LEAP Program Coordinator.**

31. Please complete the following table on **contract workers** who worked from the agency (e.g., embedded contract workers) during FY2018 or FY2019; add rows as necessary.

Answer: Please see the table below.

**Contract Workers who worked from an agency location, FY18 and FY19**

<i>Contract worker's name (e.g., John Smith)</i>	<i>Contracting company (vendor) name</i>	<i>Contract number</i>	<i>Job title or position name</i>	<i>Hourly rate</i>	<i>Name of project assigned to and type of work duties</i>
Jean Stokes	Midtown		Classifier		Classification for DC government positions

32. Please complete the following table on each **employee detailed** to or from your agency during FY2018 or FY2019, to date. Add rows as necessary.

Answer: Please see the table below.

**Employees Detailed to and from the Agency, FY18-FY19**

<i>Employee name</i>	<i>Name and office (activity) of home agency</i>	<i>Name of agency and office of detail</i>	<i>Reason for detail</i>	<i>Start date of detail</i>	<i>End date (actual or protected)</i>
Martha Walls	OCTO	DCHR	Career Enhancement	12/10/18	9/30/19

33. How many and what percentage of employees at the agency as of Feb. 1, 2019, were **District residents**?

Answer: 73 percent (195 employees).

34. Please complete the following charts about the **residency of new hires** in FY18 and FY19, to date:

Answer: Please see the table on the next page.

**DC Residency of Employees Hired in FY 2018**

<i>Position Type</i>	<i>Total Number</i>	<i>Number who are District Residents</i>	<i>Percent of total who are District residents</i>
Continuing	4	3	75%
Term	41	33	80%
Temporary	167	130	77%

**DC Residency of Employees Hired in FY 2019, as of Feb. 1, 2019**

<i>Position Type</i>	<i>Total Number</i>	<i>Number who are District Residents</i>	<i>Percent of total who are District residents</i>
<b>Continuing</b>	5	2	40%
<b>Term</b>	5	3	60%
<b>Temporary</b>	27	16	59%

35. Please complete the following table regarding employees on **administrative leave** in FY2018 or FY2019.

**Answer: Please see the table below.**

**Employees on Administrative Leave During FY18 and FY19**

<i>Employee's job title</i>	<i>Position number</i>	<i>Brief description of the reason placed on leave</i>	<i>Start date of administrative leave</i>	<i>Actual or expected date of return, or note if they did not or will not return</i>	<i>Whether the leave was/is paid or unpaid</i>	<i>Their current status (as of Feb. 1, 2019).</i>
<b>Chief of Staff</b>	00087376	Separation	10/15/18	No return	Paid	Separated
<b>Admin Officer</b>	00047234	Separation	1/3/19	No return	Paid	Separated
<b>Senior Advisor</b>	00044153	Separation	1/8/19	No return	Paid	Separated

36. For FY2018 and FY2019, to date, please complete the following table on each **employee separated** from the agency, other than due to retirement. Add rows as necessary.

**Answer: Please see table on the next page. Based on the District's personnel law and regulations, OCA is unable to provide the reasons for separation or the separation payment received by individuals.**

**Employees Separated from Agency, FY18 and FY19**

<i>Employee name</i>	<i>Program, Activity, and Job title</i>	<i>Amount of separation pay, if relevant</i>	<i>Number of weeks of separation pay, if relevant</i>	<i>The reason for the separation; specify it was due to probation, performance, or discipline</i>
<b>Ron Williams</b>	Chief of Staff		10	
<b>LaVerne Harvey</b>	Admin Officer		10	

Kena Cofield	Senior Advisor		10	
--------------	----------------	--	----	--

**IV. Hiring, District Residency, and Classification**

37. For FY2018 and FY2019, to date, please *complete the attached table* in Excel with the following information for each District Government agency, including independent agencies and instrumentalities: the current total number of all employees within the agency, the number of employees residing in DC within agency, and the **percentage of employees residing in DC** among all employees; and the number and percentage of DC residents within each of the following groups:

- Group 1 Career Service, Competitive positions Grades 9 or below;
- Group 2 Term or Temporary positions Grades 9 or below;
- Group 3 remaining Career Service, Competitive positions;
- Group 4 remaining Term or Temporary positions;
- Group 5 Management and Supervisory Service positions;
- Group 6 Legal Service positions;
- Group 7 Excepted Service positions; and
- Group 8 Executive Service positions.

**Answer: Please see attachment 37 (37–Agency Employee Data).**

38. Please provide for each District agency, including independent agencies and instrumentalities, the following data for FY2018: the total number of new hires and the percent of new hires who are **District residents**; the number of all employees who received or had a waiver of residency requirements; and the number of incumbent employees who failed to maintain residency as required under any law.

**Answer: Please see attachment 38 (38–New Hire Residency Breakdown).**

39. What efforts, if any, has DCHR undertaken to **increase hiring of District residents** into District Government employment in FY18 and what are the agency’s plans in FY19? Have the efforts been successful? Why or why not?

**Answer: Please see response and table on the next page.**

**In FY18, DCHR hosted multiple hiring events for District residents that allowed agencies to conduct interviews and make contingent offers on the spot. In addition to these events, DCHR continues to work with District agencies to encourage the hiring of District residents.**

AGENCY	DATE	VISITORS	#OFFERS	DC RESIDENTS	%
DDOT	NOV 2017	375	51	46	90%
DMV	DEC 2017	187	10	9	90%
DHCF	APRIL	516	15	8	53%

	2018				
<b>DCHR</b>	APRIL 2018	500	15	7	47%
<b>DDOT</b>	MAY 2018	183	47	44	94%
<b>DOES</b>	JAN 2019	127	21	14	67%

**DCHR actively participated in the selection and onboarding of LEAP interns, all District residents, creating a pathway to the middle class.**

**DCHR also participated in numerous community events around the District to provide information on employment opportunities and professional development resources.**

**Examples include:**

- **The Department of Human Services (DHS) Supplemental Nutrition Assistance Program (SNAP) Employment & Training Career Resource and Employment Fair;**
- **Ask Rayceen Community Forum at the Human Rights Campaign;**
- **Temple of Praise Employment Ministry Spring 2018 Job Fair;**
- **The Mayor’s Office on Latino Affairs Hispanic Heritage Month Kickoff Event; and**
- **The DC AmeriCorps Job Fair.**

**Additionally, in FY18, DCHR entered into an MOU with the Department of Disability Services’ Rehabilitation Services Administration (DDS-RSA) to increase the number of District residents with disabilities who apply for employment opportunities within District Government. DCHR collaborated with DDS-RSA, Department of Veterans Affairs, other District Government agencies, community-based service providers, and local colleges and universities to offer and/or host 14 employment-related workshops or events in FY18. The 14 events attracted a total of 1,176 attendees. Thanks in part to these efforts, the number of DDS-RSA consumers who ultimately obtained employment in District Government in FY18 doubled compared to FY17. These consumers were all residents of the District.**

**DCHR also worked very hard to strengthen the District Government’s partnerships with local colleges and universities by participating in career fairs at Georgetown University and the University of the District of Columbia.**

**In FY19, DCHR will continue to focus on Direct Hiring Events, as this has proven to be very effective in increasing District residency employment. We will have a minimum of three District wide events this year, one in each of the remaining quarters, in which all District agencies are encouraged to attend.**

**DCHR will also continue to support individual agencies with smaller and more target-driven events whenever there is a need. DCHR will continue to support**

established relationships with our colleges and universities and our community partners as they serve as a feeder of talent to the District. DCHR will also continue to strengthen our partnerships with agencies like DDS-RSA, with a focus on how to leverage the talent pipeline between such agencies' consumers and DCHR.

40. Please *complete the attached table* in Excel organized by each District Government agency, including independent agencies and instrumentalities, with the number and percentage of new hires in FY17, FY18 and FY19 as of Feb. 1, 2019, that were **Term or Temporary**. Explain any trends upward or downward in the numbers provided for each agency.

**Answer: Please see response below and attachment 40 (40–Temp and Term Hiring).**

**Overall, the percentage of new hires who are Term declined from 19 percent in FY17 to 13 percent in FY18, and to 12 percent in FY19 as of February 1. Of the 81 agencies tracked, 58 had their proportion of Term new hires decrease or remain constant from FY17 to FY18.**

**In terms of Temp employees, there was a one percent increase from FY17 to FY18. However, this represents an increase in the number of internship program participants, adjunct professors, substitute teachers, afterschool aides, or temporary election workers.**

41. Please provide an update on activities in FY18 and FY19 related to updating and **streamlining the current classification process** and any data capturing their results.

**Answer: Please see response below.**

**Phase 1 Activities:**

- **Desk Audits: DCHR continues to correct classification errors throughout the District, with approximately 511 classification reviews (including desk audits) completed as of December 2018.**
- **Career Ladders: Approximately 309 career ladder promotions were processed in February 2018.**

**Phase 2 Activities:**

- **Position Description Standardizing: Standardized position descriptions are intended to facilitate agency recruitment and ensure classification consistency of same or similar positions throughout the District. Some agencies are acting slower than others to implement the standard positions because they are too generalized and may not precisely capture the work performed by employees. DCHR will continue to standardize positions to facilitate the recruitment process but will encourage, rather than mandate, the use District-wide.**

### Phase 3 Activities:

- **Position Description Library:** DCHR has developed a draft of the classification automation process, which will include a PD library in PeopleSoft and what is needed in the initial phase of the automation.
42. Please provide an update on activities in FY18 and FY19 related to **finalizing the agency's Career Pathways program implementation** and any data capturing their results.

**Answer:** In FY18, DCHR completed implementation of Phase 1 of the Career Path website. The Career Path website features position information (e.g., duties, qualifications, and more) for each cluster segmented into career-specific tracks. Additionally, the website features the “District on Demand” section which will highlight the top 10 most hired positions in the District over the last two years. This will allow applicants to match their skill sets with positions in high demand. DCHR also created a demo of the Navigation Tool ([found here](#)), which shows the various site capabilities, cabinet interviews, and included position-specific information. OCTO provided DCHR with a dedicated scope of work that includes the prototype design and development of the final tool, which will include various mission-critical careers, career and mentoring resources, and labor market data.

43. The **District Government Employee Residency Amendment Act** of 2017 was passed by the Council on December 18, 2018 and will become enacted law in 2019. It will improve and strengthen requirements and verification of District residency for District Government employees. Please explain DCHR's implementation plans and provide a timeline for completing all of the Act's requirements, including hiring of any new staff, the offices (departments) in which staff will work, outreach to other agencies to inform them of new requirements (including to independent agencies and instrumentalities regarding reporting requirements), completion date of new technology required to implement the new District residency verification and auditing requirements, and the timeline for issuing relevant regulations and policies.

**Answer:** DCHR has started the process of implementing this Act. We are already working with OCTO to set up data sharing with the DMV, with a projected completion date of summer 2019. DCHR is actively mapping business processes and working on implementing regulations. We will begin drafting rulemaking and guidance materials in the coming weeks.

In terms of informing agencies and staff of the upcoming changes, DCHR announced the passage of the legislation to HR officers in January 2019 and provided an overview of the changes and new requirements. Both the rulemaking and the guidance materials will be developed consistent with our standard practices, which include policy development roundtables when we invite agencies to hear about the proposed policy changes and provide their feedback and ideas. Once the

**policies and procedures are finalized, we will engage in a communication campaign. All these outreach efforts will include agencies under DCHR's personnel authority as well as independent personnel authorities.**

44. Please provide an update on the **LEAP program** in FY18 and FY19, including total number of participants, number of participants by agency, number who completed, number who obtained unsubsidized employment after completion, and any other relevant information.

**Answer: No LEAP program participants were onboarded or hired in FY19 as of January 30, 2019. Please see attachment 44 for FY18 data. (44-LEAP Program Participants).**

45. Please provide the following information regarding **residency preference points** in FY18 and FY19, to date. Please provide the data for each agency, including independent agencies and instrumentalities.

- a. Total number of applicants to open positions;
- b. Number of applicants who were District residents;
- c. Number of applicants who claimed residency preference points in their applications;
- d. Number of applicants were District residents but did not receive preference points in their applications;
- e. Total number of new hires
- f. Number of new hires who were District residents;
- g. Number of new hires who claimed residency preference points; and
- h. Number of new hires who were District residents but did not claim preference points in their applications.

**Answer: Please see attachment 45 (45-FY 18-19 Applicants and Hires).**

## **V. Employment and Work Conditions**

46. For FY18 and FY19, to date, please attach a searchable chart in Excel with the following information on **complaints or grievances filed** or reported to DCHR regarding the District Government's hiring process and hiring practices, work conditions, or any other matter. Please include the type of complaint filed, the employing/hiring agency of the complainant, whether the complainant was an employee or applicant, the date of complaint filing, the nature of the allegations alleged (e.g. hiring process, discrimination, sexual harassment, etc.), any steps taken to resolve the case and by whom/which agency, and the status of the case as of Feb. 1, 2019.

**Answer: Please see attachment 46 (46-Complaints and Grievances Rcvd)**

47. In DCHR's FY18 Performance Oversight responses, DCHR reported that it "has been working with the Office of Human Rights to fully implement the **Mayor's order on sexual harassment**. Specifically, DCHR drafted policy on how to conduct sexual harassment investigations, provided sample sexual harassment prevention posters to agencies, and training a cadre of professionals to participate in a train-the-trainer session on sexual harassment. Each trained DCHR employee will assist in meeting the district-wide manager training mandate beginning in February."

- a. Please provide details regarding DCHR's partnership with the Office of Human Rights (OHR) and how DCHR's role in implementing the Mayor's order on sexual harassment differs from OHR's role.

**Answer: The following are some ways DCHR has partnered with OHR:**

- **Created and maintained an up to date list of SHOs. We also collaborated on tracking agencies' progress in designating their SHOs.**
- **Served on the Sexual Harassment Taskforce, along with EOM, to brainstorm and discuss ideas around implementing the Mayor's Order.**
- **Drafted and reviewed guidance and training materials used to implement the Mayor's order.**
- **Collaborated to provide answers to agencies on specific questions related to the sexual harassment complaint process.**

**Besides the differences in roles specified in the Mayor's Order, the practical difference has been that OHR has taken responsibility for ensuring that the list of agency SHOs is made publicly available on its website, and DCHR has taken responsibility for creating and providing the general sexual harassment trainings, the managers-specific trainings, and the SHOs' trainings.**

- b. Please provide a copy of policies written in support of implementing the Mayor's order. If these policies are confidential and cannot be disclosed to the public, please provide a description of the policies and the basis for nondisclosure. If there are policy drafts still pending, please summarize the policies and provide a timeline of when those policies will be completed.

**Answer: The guidance implementing the Mayor's Order is available online and is included as attachment 47 (47-Sexual Harassment Reports and Investigations).**

- c. Please provide an update on the status of sexual harassment training for all District employees subject to the Mayor's order, including employees in management roles. Please identify the number of employees who have not completed trainings, and for each employee or category or employees, explain

why the training was not completed and whether disciplinary or other measures are being taken against these employees.

**Answer: As of January 2019, about 29,709 District employees under the Mayor's purview have been trained in sexual harassment prevention. This includes both in-person classes and the online module in SkillPort. Non-managerial employees were instructed to complete the online course and sign the acknowledgement/pledge in PeopleSoft. Managers and supervisors were instructed to complete additional live training taught by subject matter experts.**

**As of January 25, 3,194 District employees have not completed training. The overall number of completions is impacted by daily fluctuating values of active employees, which is influenced by factors such as: new hires who have not yet completed the training, employees are no longer with the District or recently separated, and employees are on various categories of approved leave.**

**All communications regarding the sexual harassment prevention training made clear that it was required under the Mayor's Order for all employees under her authority. Therefore, failure to comply could constitute insubordination, and subject an employee to disciplinary action.**

- d. Please detail any forthcoming plans for further implementation of the Mayor's order, if any, and include a timetable for the execution of those plans.

**Answer: DCHR is committed to ensuring the long-term success of the Mayor's sexual harassment policy. To further implement the order DCHR is:**

- **Developing a web-based sexual harassment training for SHOs, which will ensure that new SHOs can immediately receive necessary training and current SHOs can receive refresher training at any time. The goal is to have this web training launched sometime in February.**
- **Planning brown bag discussions to provide SHOs an opportunity to learn from each other and discuss best practices for conducting sexual harassment investigations. These brown bag discussions will occur at least on an annual basis, with the first one probably occurring later in the year.**
- **Evaluating the creation of a Lead Sexual Harassment Officer for the District who would help monitor the work of agency SHOs (i.e., providing assistance and guidance to help SHOs manage their responsibilities and produce comprehensive and timely investigations), and track concerns and issues that arise to provide targeted SHO trainings and support.**
- **Continuing its partnership with EOM and OHR through the Sexual Harassment Taskforce.**

48. In FY18 or FY19, to date, how many **sexual harassment-related referrals** of any sort (inquiry, agency complaint, mediation, etc.) were received by DCHR from agencies or employees? How many such sexual harassment issues were resolved by the agency or DCHR? Please provide details, including the agency name; description of the matter, including relationship between individuals involved (e.g. colleagues or supervisor and employee); date the matter was resolved or closed; and the dollar amount of any settlement; any other remedies; and any other details that may be disclosed.

**Answer: Pursuant to Mayor’s Order 2017-313, when an allegation of sexual harassment is reported, agencies must notify the Mayor’s Office of Legal Counsel of the allegation. Therefore, DCHR does not maintain a list of all the District’s sexual harassment referrals. To the extent that DCHR has received a sexual harassment complaint directly, such complaints are included in attachment 48 (48–Sexual Harassment Complaints).**

## **VI. Employee Benefits and Taxes**

49. In total across District Government, how many requests for **paid parental leave** were granted in FY18 and FY19, to date? What was the average length of the leave?

**Answer: For FY18 and FY19 (as of January 24, 2019), 972 employees requested parental leave. For those employees, 95,690 hours were approved, which equates to an average of 99 hours per employee. (Note: this is hours approved, not hours taken.)**

50. In total across District Government, how many claims for **paid family leave** other than parental leave (e.g., family caregiving, but not including annual sick leave) were granted in FY18 and FY19 (to date)? What was the average length of the leave?

**Answer: For FY18 and FY19 (as of January 24, 2019), 2,180 employees requested family leave (excluding parental leave). For those employees, 214,088 hours were approved, which equates to 98 hours per employee. (Note: this is hours approved, not hours taken.)**

51. Does DCHR track the number of **requests made for leave that were not granted**? If so, please provide the number of requests not granted for each agency.

**Answer: DCHR does not track this information.**

52. Please attach a chart in Excel with the following information on **leave taken** by employees in each District agency, including independent agencies and instrumentalities. Provide data for FY18 and separately for FY19 (as of Feb. 1, 2019). If any agency does not utilize People Soft or DCHR otherwise does not have this information for the agency, please list the agency name in your response. Each row should be for each agency name; the following are column headings.

a. Total number of individuals who took paid family leave;

- b. Total number of paid family leave hours taken;
- c. Number of parental leave hours taken;
- d. Number of individuals taking parental leave;
- e. Family caregiving leave hours taken;
- f. Number of individuals taking family caregiving leave;
- g. Number of annual leave hours taken;
- h. Number of individuals taking annual leave;
- i. Number of Sick leave hours taken;
- j. Number of individuals taking sick leave;
- k. All other types of leave (e.g. bereavement, jury duty): # of hours taken; and
- l. Number of individuals taking other types of leave.

**Answer: Please see attachment 52 (52–Leave Taken).**

53. What percentage of District Government employees participated in the **voluntary 457(b) Deferred Contribution retirement savings plan** in FY18? On average, what percentage of their salary did they contribute to their 457 plan?

**Answer: In FY18, 39 percent of the workforce (15,139 employees out of 39,004) participated in the Districts 457(b) plan. On average, employees contributed 5.5 percent of their annual salary.**

54. What percentage of District Government employees who are eligible for the **401(a) plan** are fully vested in the 401(a) plan? What percentage are partially vested?

**Answer: Of the 27,687 eligible employees, 73 percent of participating employees are fully vested in the 401(a) plan, 19 percent are partially vested and the remaining eight percent are not yet vested within their first two years of creditable service.**

55. Please provide an update on activities in FY18 and FY19 related to **increasing employee participation in the 457(b) plan** and any data capturing their results.

**Answer: Please see the response below.**

**Significant steps were taken in FY18 to increase participation in the 457(b) plan. DCHR partnered with DC Council, OCFO, OCTO, and ICMA-RC to implement the three percent 457(b) matching program for employees of the DC Council, the Office of the District of Columbia Auditor, and the Office of Advisory Neighborhood Commissions. DCHR also coordinated with the same partner agencies to implement the 457(b) automatic enrollment feature, as prescribed in the Deferred Compensation Program Enrollment Act of 2017. Final rulemaking is forthcoming for the program, which will automatically enroll new hires into the 457(b) plan at five percent salary contribution level. This will take effect during the second quarter of FY19.**

**In partnership with ICMA-RC, enrollment in the 457(b) deferred compensation plan was promoted at 455 events and seminars throughout the fiscal year. These events range from benefits fairs to New Employee Orientations, and other onsite seminars focusing on such topics as investing, retirement readiness, credit maintenance, and social security. These events drew 8,798 participants. Targeted communications are also sent via email (monthly) and by mail (quarterly) to employees on subjects such as plan awareness, encouraging increased deferral elections, and general financial education.**

**During FY18, DCHR processed 4,417 new 457(b) enrollments.**

56. Please provide an update on the **tax withholding error** that DCHR discovered in FY17. The District entered into a contract with KPMG, a professional services and accounting firm, to review this payroll tax withholding error. As of FY18 Performance Oversight, DCHR reported to the Committee that the investigation was ongoing. Please provide the current status of this investigation, including a status of this contract, and a timeline of its expected or actual completion (whichever is applicable). Please summarize and explain the findings of KPMG's review, including the cost to District Government to correct the error. Please explain and describe DCHR's implementation plan for correcting the error.

**Answer: The KPMG review is expected to be finalized in spring 2019, including the estimated cost to the District Government to correct the error. KPMG's contract is through May 2019.**

**DCHR has been in contact with the IRS and Social Security Administration (SSA), most recently in December 2018, about appropriate next steps for correcting the errors.**

**To prevent future errors, DCHR drafted a Retirement Coding standard operating procedure (SOP) that was shared with multiple stakeholders for feedback. Based on the SOP, we developed training that included various scenarios and real-life examples. We piloted the training internally and will make needed changes prior to implementation with the larger HR community. To increase employee knowledge, we created and posted on our website two employee self-audit videos that explain the details listed on a paycheck, specifically tax and retirement plan deductions. These videos are also shared at new employee orientation.**

57. The Committee has received feedback from former District Government employees regarding **DCHR's guidance to former employees on retirement matters**. Specifically, former employees who participated in the Civil Service Retirement System (CSRS) have informed the Committee that DCHR was not fully responsive with the information these retirees needed for full access to their retirement accounts.
- a. How many staff are assigned to provide customer service in this area? What office is responsible for handling these inquiries and related matters?

- b. What process does DCHR have in place to ensure that all inquiries from former employees-related to retirement or other matters—are responded to quickly and in full?
- c. What is the target number of days to respond to complaints related to CSRS customer service issues?

**Answer: See response below.**

- a. **DCHR’s Benefits & Retirement Administration is responsible for handling CSRS related inquiries. This administration has three full-time retirement specialists that work on these matters who report to the Benefits Officer. We also have one Supervisory HR Specialist who administers some CSRS retirements as well. While all these individuals are involved in processing CSRS cases, none are exclusively dedicated to CSRS customer service and miscoding issues, as they handle other types of and benefits matters.**
- b. **The Benefits & Retirement Administration does not currently have a formal customer relationship management system in place to manage customer inquiries.**

**Many of the recent CSRS retirement escalations are due to retirement coding errors. Since CSRS is managed by the federal Office of Personnel Management, DCHR must coordinate extensively with federal and District partner agencies to correct these errors. This necessary collaborative approach often results in delays in providing status updates. DCHR is developing a Retirement Coding SOP to reduce such errors and standardize the correction process. DCHR has met several times with OPM to discuss any ongoing issues and will inquiry to see if a regular quarterly meeting can be established.**

- c. **DCHR does not have specific target number of days to respond to complaints related to CSRS customer service matters. However, we strive to respond as quickly as possible with updates on inquiries. As previously stated, CSRS are not exclusively managed by DCHR and this limits DCHR’s ability to consistently provide timely updates in every instance.**

**VII. DCHR Operations**

58. For FY18 and FY19, to date, please provide the Committee with a list of **upgrades to the PeopleSoft system**. For each upgrade project, please include a brief explanation of the upgrade and its purpose including which functionalities were changed and how, the date when the upgrade began, the date that the upgrade was completed or the expected date of completion (whichever is applicable), the contractor name, and the expenditures (total expected and actual so far). If an upgrade has been delayed, please state the reason for the delay.

**Answer: Please see table below.**

Project	Description	Timeframe:
---------	-------------	------------

<b>ESS Upgrade</b>	A video posted “Understanding my Paycheck” for employees.	Completed Fall 2018
<b>PeopleSoft hardware upgrade</b>	Upgraded PeopleSoft servers to improve system performance.	Completed November 2018
<b>eRecruit modifications</b>	Automatic SAVE so applicants do not lose their data prior to submitting their application.  Extended the timeout feature to improve the applicant experience.	Completed November 2018
<b>Auto-enrollment</b>	New employees will automatically have 5% of their paycheck auto-enrolled in retirement.	Projected February 2019
<b>Applicant Disposition Notification</b>	Automatic notification sent to applicants when the status of their application changes.	Projected April 2019
<b>DMV Interface</b>	Interface with DMV to verify compliance for residency requirements	Projected June 2019
<b>DC Bar Association</b>	Interface with DC Bar association for attorney verification and compliance.	Projected August 2019
<b>Automation of Classification workflow</b>	Automate the classification and approval workflow for job classification.	Projected August 2019

59. Please provide an update on activities in FY18 and FY19 continuing the process of implementing a **shared services delivery** model and any data capturing their results.

**Answer: In FY18, DCHR finalized a structure for the shared services model, which included workflow processes, human capital, and technology resources. We identified Remedyforce as the technology solution to manage workflow processes and created a high-level timeline for its implementation. DCHR hired nine LEAP interns to assist during centralized processing. DCHR conducted a three-week HR training and two-week PeopleSoft training for the new HR Processors (i.e., LEAP interns). Finally, DCHR developed a transition plan that outlines responsibilities and service level agreements.**

**VIII. Agency Operations and Disputes**

60. Please list in chronological order any **grievances filed by labor unions** against DCHR or any employee of the agency in FY17, FY18, or FY19, to date. Include on the list any earlier grievance that is still pending in any forum. Also include any grievances filed by unions about a current employee of the agency that is related to a matter that arose at previous District Government employment of the employee at another agency. For each grievance:
- a. Provide the union name and local number, a brief description of the matter, and the current status.

- b. Describe the response to each complaint or grievance and any change to agency policies or procedures as a result.
- c. For any complaint or grievance that was resolved in FY18 or FY19, to date, describe the resolution or outcome.

**Answer: Please see table below.**

Union, Description, and Status	Response / Policy Changes	Outcome (if resolved)
<b><u>AFSCME 2019</u></b> <i>Union challenges safety-sensitive designation of Sanitation Workers</i> <b>Pending arbitration</b>	<i>DCHR/DPW denied the grievance. Positions meet criteria for safety-sensitive designation. In addition, the Union's grievance was untimely pursuant to the applicable CBA and MOA.</i>	Pending Arbitration

61. Please list in chronological order any other (non-union) **grievances or complaints against or regarding DCHR or any of its personnel, filed by any District Government employee**, that were filed or pending in FY18 or FY19. Include complaints filed in any forum, including with other District agencies; complaints on any matter, including human resources, personnel, sexual harassment, financial, or other matters; and complaints filed against a current agency employee related to their employment at the agency, or related to any previous employment at another District agency. Include on the list any earlier grievance that is still pending in any forum, including review by another District agency. For each grievance or complaint:
- a. Provide the agency name and office of the complainant at the time the matter occurred.
  - b. Provide the name of the forum or agency to which the complaint was filed.
  - c. Specify if the complaint concerns a colleague or supervisor.
  - d. Provide a brief description of the matter and the current status.
  - e. Describe the response to the complaint or grievance, including any disciplinary action taken and any changes to agency policies or procedures
  - f. For any complaint or grievance that was resolved in FY18 or FY19, to date, describe the resolution or outcome.

**Answer: Please see table below.**

Agency/ Office	Forum	Colleague or supervisor?	Description	Current status	Response	Outcome
<b>DCHR</b>	Filed with EEO counselor - Informal EEO Complaint Process	Supervisor	Allegations of discrimination and retaliation.	Closed	DCHR disagreed with the merits of the complaint.	Employee was issued an exit letter by the EEO Counselor.
<b>DCHR</b>	Filed with OHR	Supervisor	Allegations of	OHR	DCHR disagrees	OHR

			discrimination and retaliation.	investigation pending.	with the merits of the complaint.	investigation pending.
<b>DCHR</b>	Filed with OHR; transferred to U.S. EEOC	Supervisor	Allegation of discrimination and retaliation.	Closed	DCHR disagreed with the merits of the complaint.	EEOC dismissed this charge.

62. Please list in chronological order all **administrative grievances or complaints filed by parties outside District Government** against DCHR regarding services provided by or actions of the agency or any employee of the agency in FY2018 or FY2019, to date. Include on the chronological list any earlier grievance that is still pending in any forum.
- Describe the complainant (e.g. [Program name] customer)
  - For each grievance or complaint, give a brief description of the matter as well as the current status.
  - Please describe the process utilized to respond to the complaint or grievance and any changes to agency policies or procedures as a result.
  - For any complaints or grievances that were resolved in FY2018 or FY2019, to date, describe the resolution.

**Answer: None.**

63. Please list all **lawsuits** that name or are concerned with DCHR, any division, or employee of the agency (related to the employee’s work) as a party, which are pending or which concluded in FY2018 or FY2019, to date.
- Provide the case name, court, where claim was filed, case docket number, current status of case, and a description of all causes of action, counts, and/or allegations in the filed complaint.
  - Attach a copy of each complaint and any response filed by the agency or its legal representative.

**Answer: Please see the response below and attachment 63 (63–McFarland Complaint).**

***John McFarland v. DCHR/DCRA (2017) is a cause before the Superior Court of the District of Columbia. Mr. McFarland seeks to overturn DCHR’s classification of his position as a Grade 9. A scheduling order was delayed so parties could discuss settlement.***

64. Please list all **settlements** entered into by DCHR or by the District on behalf of the agency in FY2018 or FY2019, to date, including any covered by D.C. Code § 2-402(a)(3), which requires the Mayor to pay certain settlements from agency operating budgets if the settlement is less than \$10,000 or results from an incident within the last two years. For each, provide
- The parties’ names;
  - The date the settlement was entered into;

- c. The amount of the settlement; and
- d. If related to litigation, the case name, court where claim was filed, case docket number, and a description of the case; or
- e. If unrelated to litigation, please describe the underlying issue or reason for the settlement (e.g. Administrative complaint related to sexual harassment, etc.).

**Answer: None.**

65. Does your agency prepare a **legislative agenda**? If so, please attach a copy. Please discuss any **legislation** your agency plans to submit to the Council in FY2019 or FY2020.

**Answer: DCHR works with the Mayor's Office of Policy and Legislative Affairs and the Office of the City Administrator to develop its legislative agenda.**

66. Please identify any **recommendations for ways the Council could facilitate or improve your agency's operations.**

**Answer: None at this time.**