

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Department of Human Resources



Responses to Fiscal Year 2018-2019
Performance Oversight Questions

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

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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

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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.
- Attach copies* of all intra-district MOUs.
 - 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>
CAB No. P-1066	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

Position	Start Date	End Date
HR Specialist Classification	12/17/18	1/16/20
HR Specialist Classification	12/9/18	1/8/20
HR Specialist Classification	11/26/18	12/25/19
HR Specialist Classification	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>
Continuing	5	2	40%
Term	5	3	60%
Temporary	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>
Chief of Staff	00087376	<i>Separation</i>	<i>10/15/18</i>	<i>No return</i>	<i>Paid</i>	<i>Separated</i>
Admin Officer	00047234	<i>Separation</i>	<i>1/3/19</i>	<i>No return</i>	<i>Paid</i>	<i>Separated</i>
Senior Advisor	00044153	<i>Separation</i>	<i>1/8/19</i>	<i>No return</i>	<i>Paid</i>	<i>Separated</i>

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>
Ron Williams	Chief of Staff		10	
LaVerne Harvey	Admin Officer		10	

Kena Cofield	Senior Advisor		10	
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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				
DCHR	APRIL 2018	500	15	7	47%
DDOT	MAY 2018	183	47	44	94%
DOES	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 of 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:
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ESS Upgrade	A video posted “Understanding my Paycheck” for employees.	Completed Fall 2018
PeopleSoft hardware upgrade	Upgraded PeopleSoft servers to improve system performance.	Completed November 2018
eRecruit modifications	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
Auto-enrollment	New employees will automatically have 5% of their paycheck auto-enrolled in retirement.	Projected February 2019
Applicant Disposition Notification	Automatic notification sent to applicants when the status of their application changes.	Projected April 2019
DMV Interface	Interface with DMV to verify compliance for residency requirements	Projected June 2019
DC Bar Association	Interface with DC Bar association for attorney verification and compliance.	Projected August 2019
Automation of Classification workflow	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:

- 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)
<u>AFSCME 2019</u> <i>Union challenges safety-sensitive designation of Sanitation Workers</i> Pending arbitration	<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
DCHR	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.
DCHR	Filed with OHR	Supervisor	Allegations of	OHR	DCHR disagrees	OHR

			discrimination and retaliation.	investigation pending.	with the merits of the complaint.	investigation pending.
DCHR	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.

Q 2 DCHR Programs and Activities

Attachment 2-DCHR Programs and Body of Work

Administration(s)	Operations/Program	Operations Description	Activities	Results
Benefits and Retirement Administration	Health and Wellness Programming	Wellness programs include activities such as exercise, weight-loss competitions, educational seminars, tobacco-cessation programs and health screenings that are designed to help employees eat better, lose weight and improve their overall physical health	Coordinating multiple wellness events District-wide including flu shot clinics, mammovan, and wellness challenges	
Benefits and Retirement Administration	Annual Leave Bank Administration	Administration of the District Government workforce's Annual Leave Bank	Working with employees, agencies and the Office of Payroll and Retirement Services to facilitate transfer and utilization of donated leave	
Benefits and Retirement Administration	Retirement Plan Management	Coordinating the administration of the District Government workforce's (Civil Service Retirement System and 401(a)) Retirement Plans.	Administering enrollment, distribution (401(a) and 457(b)) and ongoing other transactions associated with District retirement programs Collaborating with federal Office of Personnel Management and ICMA-RC to coordinate District employee retirement services	
Benefits and Retirement Administration	Health, Vision, Dental, Disability & Indemnity Insurance Plan Administration	Running all aspects of the District Government's employee insurance plan offerings	Answering employee questions about enrollment and benefits in various insurance programming Collaborating with various vendors that provide District employee insurance services	
Benefits and Retirement Administration	Retirement and Death Claims Processing	Executing all DC Government retirements and life insurance death claims	Assisting employees to determine retirement eligibility and benefits that will be taken into retirement. Coordinate retirement of eligible employees in conjunction with health and life insurance providers and OPM and 401(a)/457(b) administrators	473 retirements processed in FY18.
Benefits and Retirement Administration	Employee Assistance Program Coordination	Coordinating the support and resourcing for District employees to assist in resolving personal problems that may be adversely affecting the employee's performance	Partner with District EAP service provider to coordinate support such as; Grief & individual counseling, Legal services, Financial services, Savings planning, Identity theft services, Webinar training, Work-life referral services for child and elder care, home repairs, pet care, Wellness coaching and more.	
Benefits and Retirement Administration	Union Transit Subsidy Administration	Administration of the SmartTrip transit subsidy benefits for participating union members	Partner with WMATA to coordinate enrollment and utilization of \$25 or \$50 transit subsidy for employees who are members of covered collective bargaining units	
Benefits and Retirement Administration	Flexible Spending Accounts	Administration of healthcare, transit, parking, commuter flexible spending accounts	Partner with benefit resource provider to administer enrollment and coordination of pre-tax flexible spending accounts	
Benefits and Retirement Administration	Employee Discount Program	Partnering with local and national companies to facilitate group discounts for District employees on products and services	Entertainment, health, wellness, technology, transportation and other services and products.	
Center for Learning and Development	University Partnerships	Partnering with universities to secure employee tuition reimbursement	Collaborating with local universities and colleges to provide tuition reimbursement Advertising discounts to employees	Partnerships with more than 10 universities/colleges
Center for Learning and Development	Employee Training	Instructional training including working with vendors, including eLearning vendor	Facilitating employee training Managing and collaborating with vendors, including eLearning vendor, to schedule employee training Developing agency-specific training	Over 31,000 employees completed over 1,800 unique trainings.
Center for Learning and Development	Learning and Development Programs	Includes development programs such as, Certified Public Managers, District Leadership Program, Six Sigma, Capital City Fellows and Learn, Earn, Advance, Prosper (LEAP)	Collaborating with various agencies to match learning opportunities with the participant Advertising and evaluating applicants for programs Providing guidance and mentorship to participants	
Center for Learning and Development	Coaching Program	This program facilitated trainings and coaching clinics for managers within District Government agencies where managers can obtain advice and other coaching resources. The impact of this program was measured through using pre- and post-surveys.	Training managers on effective coaching techniques Providing managers with coaching resources	Overall, the post-training feedback showed improvement of 3.2%, with variation between 2-6%

Q 2 DCHR Programs and Activities

Attachment 2-DCHR Programs and Body of Work

Administration(s)	Operations/Program	Operations Description	Activities	Results
Center for Learning and Development/ HR Solutions Administration	Onboarding	Transitioning new employees to District Government service includes providing information on the history of the District, government ethics, benefits, and common workplace practices. Employees also receive credentials (badges) during this time	Full-day new employee orientations that includes presentations from DCHR and partners District-wide	Over 8,000 new employees hired in FY18
HR Solutions Administration	Executive/Excepted Service Hiring	Hiring the District Government's executive leadership and positions excepted from competitive hiring practices.	Facilitating new employee orientation for Excepted and Executive Service employees	
HR Solutions Administration	Recruitment and Staffing Services	Recruiting and hiring the District Government's managerial and non-managerial personnel according to the dictates of the DC Government's hiring practices.	Reviewing documentation submitted from subordinate agencies to ensure compliance and accuracy	Over 8,000 new employees hired and over 3,000 jobs posted in FY18
HR Solutions Administration	Classification management	Job classification is a system for objectively and accurately defining and evaluating the duties, responsibilities, tasks, and authority level of a job.	Classifying positions based on associated duties Recertifying position descriptions Conducting desk audits	Over 100 desk audits and 300 processed classification actions in FY18.
HR Solutions Administration	Exit Interviews and Off-boarding	Transitioning employees from District Government service by providing information regarding temporary benefits coverage, leave payments, and severance, if applicable.	Meeting with exiting employees to provide exit interview and describe continuing benefits	
HR Solutions Administration	Realignments/Reorganizations	DCHR assists with the movement of District employees when there is a transfer, consolidation, abolition or authorization of functions or hierarchy of an agency between or among a District government agency or agencies, that affects the structure or structures of the agency or agencies. DCHR also assists with the movement of District employees when an agency takes an action that affects the internal structure or functions of an agency, but does not constitute a reorganization.	Meeting with agency leadership to understand new structure Assisting with new organizational structure charts	
IT	PeopleSoft Helpdesk	PeopleSoft technical assistance including PeopleSoft password support, error messages, creating reports, and escalation of errors to OCTO.	Answering employee and job applicant questions via phone and email Analyzing call trends to provide needed training	Over 1,000 tickets handled in FY18.
Office of the General Counsel	FOIA and Litigation Support	Responding to Freedom of Information Act requests from the public.	Communicating with requestor to understand what is being requested Drafting responses to FOIA requests	Over 40 FOIA requests in FY18.
Benefits and Retirement Administration/ Office of the General Counsel	Police and Firefighters' Retirement and Relief Board	Providing assistance during the hearings for Police and Firefighter retirements.	Reviewing medical documentation for each case Drafting retirement decisions	Over 20 cases handled in FY18.
Office of the General Counsel	Legal guidance and interpretation of the Comprehensive Merit Personnel Act/DPM and other federal and District personnel and employment laws	Providing legal interpretation of the CMPA when it pertains to legislation changes.	Communicating with requestor to understand issue Researching applicable rules, regulations, etc. Drafting formal responses	
Office of the General Counsel	Drafting responses to formal inquiries, investigations, or anything else DCHR is required to respond to by law (e.g. Office of the Inspector General investigations, pay claims, overpayment appeals)	Drafting responses to formal inquiries, investigations, or anything else DCHR is required to respond to by law (e.g. Office of the Inspector General investigations, pay claims, overpayment appeals).	Communicating with requestor to understand issue Researching applicable rules, regulations, etc. Drafting formal responses	
Policy and Compliance Administration	Grievances	Handling all policy related aspects of employee grievances.	Communicating with employee and/or representative Providing recommendations for resolving the grievance	33 grievances managed in FY18.
Policy and Compliance Administration	Employee Relations	Managing employee complaints and concerns.	Communicating with employee and/or representative and agency representatives Providing recommendations for resolving the complaint/concerns	
Policy and Compliance Administration	Auditing	Reviewing and examining agency compliance with District rules and regulations including residency requirements. Providing recommendations for improvements as needed.	Verifying residency for Excepted Service employees and those who selected residency preference Verifying attorney good standing status	
Policy and Compliance Administration	Suitability Actions	Ensuring that employees comply with various requirements of District Government employment including conducting applicable background checks.	Reviewing information provided during a background check Investigating certain cases to determine if applicant is suitable for specific job	Over 18,000 background checks conducted in FY18.

Q 2 DCHR Programs and Activities

Attachment 2-DCHR Programs and Body of Work

Administration(s)	Operations/Program	Operations Description	Activities	Results
Policy and Compliance Administration	Family and Medical Leave Act/Paid Family Leave Administration	Managing all aspects of FMLA claims including answering employee questions, verifying agency approved FMLA hours, and when applicable working with the Office of Payroll and Retirement Services to ensure accurate employee access and reporting of FMLA hours. Also includes data analysis of FMLA trends.	Collaborating with agencies and the Office of Payroll and Retirement Services to ensure employees receive need PFL/FMLA hours Training and answering questions regarding PFL/FMLA	
Policy and Compliance Administration	Telework and Alternative Work Schedule Programs	Managing all aspects of the District Government's Telework and AWS programs.	Answering employee and agency questions Revising policies as needed	
Policy and Compliance Administration	Drug and Alcohol Enforcement Compliance	Drug and Alcohol Enforcement Compliance	Collaborating with vendor to conduct various drug and alcohol tests Analyzing documentation received from vendors Recommending applicable employee actions when needed	Over 8,600 drug and alcohol tests conducted.
Policy and Compliance Administration	Legislative development, amendment, and guidance/interpretation of the Comprehensive Merit Personnel Act	Managing the updates and proposed amendments to the CMPA	Drafting needed changes Collaborating with external partners to review and approve changes Publish and communicate new changes	
Policy and Compliance Administration	Compensation Management	Aligning employee compensation with internal and industry standards and practices	Advising and recommendations salary changes to the Office of Labor Relations and Collective Bargaining Analyzing compensation trends Completing compensation surveys Creating salary schedules	
Policy and Compliance Administration	Policy development, amendment, and guidance/interpretation of D.C. personnel regulations contained in the DC Municipal Regulations/District Personnel Manual	Managing updates necessary to the DPM	Drafting needed changes Collaborating with external partners to review and approve changes Publish and communicate new changes	10 major issuances published in FY18.
Strategic Human Capital	HR Program Measurement and Analysis	Measuring and monitoring HR data including responding to data requests and creating dashboards	Running report and analyzing various data	
Strategic Human Capital	Customer Service Management	Interfacing with and providing customer care for the DCHR clientele to include calls, emails, walk-ins, and mail.	Answering employee calls/in-person questions	Over 11,000 walk-ins and over 44,000 calls in FY18.
Strategic Human Capital	Employee verification	Confirming employee employment dates and positions to outside entities such as loan/mortgage companies and apartment leasing offices.	Responding to requestors regarding employee employment dates, salary, etc.	
Strategic Human Capital	Records Management	Maintaining the District Government workforce's employee Official Personnel Files	Updating OPFs Ensuring accuracy of documents in OPFs Archiving and requesting OPFs from Archives	
Strategic Human Capital	Unemployment Claims	Verifying employment data for the Department of Employment Services	Researching and inputting unemployment information in Department of Labor's electronic system	
Strategic Human Capital	Credentialing (issuing and revoking badges)	Issuing ID badges required in District building	Issuing badges to employees, contractors, and volunteers	
Strategic Human Capital	Employee Performance Management	Running the District's Performance Management system including customer care, training, reporting, and managing all aspects of the DC Government's personnel performance management platform	Agency, employee, and manager training Technical assistance Report running Compliance monitoring	91% of eligible employees had completed performance plans in FY17 and FY18.

D.C. Department of Human Resources FY2018

▼ FY2018 Performance Accountability Report

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives, and key performance indicators (KPIs).

▼ Mission

The mission of the DC Department of Human Resources (DCHR) is to strengthen individual and organizational performance and enable the District government to attract, develop, and retain a highly qualified, diverse workforce

▼ Summary of Services

DCHR offers executive management to District government officials and/or agencies by providing personnel-related services to help each agency meet daily mission mandates. Specific services provided include position classification and recruitment services, the interpretation of personnel-related policy, as well as oversight control (such as the adherence to regulatory requirements) for effective recruitment and staffing, strategic and financial restructuring through realignment assistance, and resource management. In addition, the agency provides D.C. government employees with a variety of services, including employee benefits and compensation guidance, performance management, compliance, audit assessments, legal guidance on personnel matters, and training/development.

▼ FY18 Top Accomplishments

What is the accomplishment that your agency wants to highlight?	How did this accomplishment impact residents of DC?	How did this accomplishment impact your agency?
Medicare Advantage	In FY18, DCHR implemented the addition of Medicare (Part C) Advantage plan offerings for District retirees, which keeps the District aligned with other employer offerings, and closes the coverage gap experienced by many seniors.	The plans selected by DCHR exceed the value of the existing benefits offered and are more cost effective for the District and the retirees. These cost savings average roughly \$2,000 per year per enrolled retiree for both the retiree and the District.
Citywide Lean Six Sigma	The projects completed by the team lead to business efficiencies that reduce cost and/or employee time.	The projects implemented increased efficiency in several everyday business processes.
Workplace Coaching Program	The pilot program included the Department of Consumer and Regulatory Affairs, the Department of Housing and Community Development, and the Department of Youth Rehabilitation Services. DCHR has identified four external agencies that will participate in the FY19 Workplace Coaching Program. This accomplishment impacted DC residents through training and coaching managers, which will in turn prepare their employees to better serve the District community.	Through the pre-training survey, we received an overall response rate of 50.6% and a post-training survey response rate of 47.1%. Overall, the post-training feedback demonstrated improvement of 3.2%, with variation between 2-6%. This initiative impacts DCHR through giving it a better view into what managers need in training and coaching across the District.

▼ 2018 Strategic Objectives

Objective Number	Strategic Objective
1	DCHR increases the pool of highly talented individuals with the acumen, aptitude, and attitude to thrive in District Government
2	DCHR engages District employees to ensure that each person is in the right job and is provided with the right resources to leverage their knowledge, skills, and behaviors to meet District goals and sustain organizational success
3	DCHR enhances the pathways, programs and processes to increase opportunities to continuously develop District employees and residents through assignments and activities aimed at advancing their career trajectory.
4	Create and maintain a highly efficient, transparent and responsive District government**

2018 Key Performance Indicators

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
1 - DCHR increases the pool of highly talented individuals with the acumen, aptitude, and attitude to thrive in District Government (5 Measures)									
Percent of employee performance plans completed	Annually	92%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	91%	Nearly Met	This goal was 92% fulfilled for this Fiscal Year. DCHR will remain diligent and continue working in concert with its agency partners to meet this goal in the new Fiscal Year.
Percent of employee performance evaluations completed	Annually	88%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	84.2%	Nearly Met	A barrier to meeting this initiative was adjustment to the new performance management system within the PeopleSoft 9.2 upgrade.
Percent of employees participating in deferred compensation program	Quarterly	45%	37.3%	39.5%	37.9%	38.1%	38.2%	Unmet	A barrier to completing this initiative was the lack of the automated enrollment system, an initiative that has been postponed.
Upward Mobility Rate (Promotion Rate)	Annually	50%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	56.7%	Met	
Internal Hire Rate (Percent of total hires)	Annually	25%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	43.5%	Met	
2 - DCHR engages District employees to ensure that each person is in the right job and is provided with the right resources to leverage their knowledge, skills, and behaviors to meet District goals and sustain organizational success (5 Measures)									
Average cost per personnel action	Annually	81.5	Annual Measure	Annual Measure	Annual Measure	Annual Measure	99	Unmet	Employees at various grades process actions and thus the average rate is higher, however, this rate significantly decreased since FY17.
Percent of new hires that are DC residents	Quarterly	60%	55.8%	48.5%	53.8%	49.4%	51.4%	Unmet	Although we have encountered obstacles in striving to meet this KPI, our increased

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
									efforts have shown improvement on the previous Fiscal Year's figure and DCHR will redouble our efforts to continue the momentum in the upcoming Fiscal Year.
Percent of personnel actions completed within same pay period of effective date	Quarterly	65%	63.3%	62.7%	77.8%	75.9%	70%	Met	
Average number of days to fill vacancy from post to offer acceptance	Quarterly	78	No data available	No data available	73	74.9	73.96	Met	
New Hire Turnover Rate	Annually	16%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	10.8%	Met	
3 - DCHR enhances the pathways, programs and processes to increase opportunities to continuously develop District employees and residents through assignments and activities aimed at advancing their career trajectory. (1 Measure)									
Percent of employees under the Mayor's authority enrolled in telecommuting and alternate work schedule program	Annually	15%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	16%	Met	

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

2018 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	FY 2018
1 - Recruitment and Staffing Services (4 Measures)						
Percent of all employees who are District residents	Quarterly	43%	42.9%	43.3%	43.3%	43.1%
Number of new hires	Quarterly	1408	1417	2724	2564	8113
Number of job postings	Quarterly	647	881	1007	1007	3542
Number of criminal checks conducted	Quarterly	2440	2552	4420	9412	18,824
2 - Customer Service Management (1 Measure)						
Number of customer resource center walk-ins	Quarterly	2883	2260	2361	4279	11,783

Measure	Freq	Q1	Q2	Q3	Q4	FY 2018
2 - Drug and Alcohol Enforcement Compliance (1 Measure)						
Number of drug/alcohol tests conducted	Quarterly	1015	2622	3398	1597	8632
2 - Grievances (1 Measure)						
Number of grievances processed	Quarterly	4	5	7	17	33
2 - Retirement and Death Claims Processing (1 Measure)						
Number of retirements	Quarterly	145	102	105	121	473
2 - Training Administration/Records (2 Measures)						
Number of unique employees completing training	Quarterly	3628	21,692	15,190	13,322	31,745
Number of individual trainings completed	Quarterly	204	316	663	671	1854

2018 Strategic Initiatives

Title	Description	Complete to Date	Status Update	Explanation
ANALYTICS (1 Strategic Initiative)				
Retirement Accuracy	<p>In Fiscal Year 2017, DCHR began a data review and cleanup to address ongoing errors in employee retirement coding. In Fiscal Year 2018, DCHR will continue this work by:</p> <ul style="list-style-type: none"> • Creating standard operating procedures that provide detailed instructions for correct retirement plan coding at employee hire • Training the HR community on appropriate retirement coding • Collaborating with the Office of Finance Treasury (OFT) and Office of Payroll and Retirement Services (OPRS) to draft legislation, similar to the Federal Erroneous Retirement Coverage Corrections Act (FERCCA) that would help address existing and alleviate future retirement coding errors 	75-99%	In FY18, DCHR worked with a contractor to determine retirement plan eligibility for the 401a, Civil Service, Fire/Police, and Teachers Plans. We coordinated with and reviewed over 2,000 personnel files both at agencies under and independent of the Mayor's Personnel Authority. We 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 implemented a pilot training with our new HR processing team. Based on feedback provided, changes will be made prior to implementing 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. In July 2018, DCHR notified active employees with tax deduction errors that correct deductions would be taken out of their paychecks. To answer any employee questions, a dedicated phone line and email box were created.	This initiative was not completed due to the need to coordinate with independent and external agencies.

Title	Description	Complete to Date	Status Update	Explanation
BENEFITS OPERATION UNIT (1 Strategic Initiative)				
Implementation of Automated Retirement Counseling Requests and Case Files	Leveraging the previously developed automated retirement fund distribution process, DCHR will develop and implement an automated system to capture and track retirement cases and counseling requests. Automating the counseling request process and associated case files will allow for the establishment of defined workflows that will drive consistency in both documentation and employee experience. The revised process will also allow for increased data integrity and reduced human error, while shortening turnaround time for counseling requests. This automated process will also ensure increased coordination with other District agencies that support the retirement process by creating opportunities for shared data access.	25-49%	DCHR researched opportunities to leverage the existing framework of the retirement distribution automated request process. DCHR began mapping the current and future states of the retirement counseling request process, outlining opportunities for program enhancement. DCHR also identified the need to incorporate the retirement incentive award tracking process as part of this initiative and began work with the OCA to determine process requirements. As part of the greater retirement corrections process, a draft workflow has been established for processing tracking retirement corrections. Considering the ongoing retirement coding correction project, however, this project has been postponed. While we have determined the platform to be used, SharePoint, DCHR will await the finalization of the coding project so that the developed processes can be incorporated into this implementation.	This project has been postponed, in light of the ongoing retirement coding correction project
POLICY (3 Strategic initiatives)				
Mediation and Grievance Education	During Fiscal Year 2017, the Policy and Compliance Administration worked to finalize a revised mediation program, which is a component of the grievance procedures. In Fiscal Year 2018, we will engage in educational outreach and finalize the mediator program.	25-49%	In Quarter 1, the Employee Relations (ER) Team engaged in mediation training; specifically, facilitative mediation associated with the Alternative Dispute Resolution (ADR) process. In Quarter 2, all relevant personnel received training for mediation. Subsequently, we had planned to provide mediation training to begin building out the program. However, this will be delayed due to unexpected priorities.	The Employee Relations team rolled out the District-Wide Sexual Harassment Training in FY18, which was an unexpected initiative.
Citywide Lean Six Sigma Program	In Fiscal Year 2018, the DCHR Center for Learning and Development will launch a citywide Lean Six Sigma Program that will be available to all agencies. The program, which will be designed to educate the District's workforce on business process improvement, will include a Green Belt Training and Certification program, a Black Belt Training and Certification program, and Champion Training. In addition to training and coaching, participants will demonstrate their understanding of the Lean Six Sigma methodology through the completion of projects focused on saving time, energy and	Complete	In Fiscal Year 18, DCHR successfully launched the Citywide Lean Six Sigma Program. Eight District employees participated in the Champion training, and nearly 50 participants total in the Green Belt Training, representing several agencies including DCHR, DC Department of Transportation, Department of Human Services, and Child and Family Services Agency. In Quarter 4, DCHR successfully closed out all eleven projects demonstrating a completion rate of 100%. Forty-five (45) persons have received certification status as Lean Six Sigma Green Belts. DCHR also hosted two Lean Six Sigma Program Information sessions to recruit additional Green Belt and Black Belt candidates for FY19.	

Title	Description	Complete to Date	Status Update	Explanation
	effort; eliminating waste and redundancies; and increasing staff/customer satisfaction.			
HR Auditing Program	In Fiscal Year 2018, we will implement a new Human Resources auditing program. The program will include defined quarterly and annual audits. The audits will aide in identifying areas for improvement, policy updating, and policy enforcement.	Complete	In Fiscal Year 18, DCHR researched and defined what audits need to be conducted per regulations and our priorities. DCHR finalized auditing relating to attorney licensing and residency requirements. DCHR also began the revision of our auditing strategy and developed a proposed list of required and planned audits for FY19. Additionally, we began to create a Standard Operating Procedure for Investigations, which will include: an Issuance to agencies regarding how to request an investigation; a process map and an executive overview of the investigation process; and a newly developed SharePoint site to house investigations files and documents. DCHR also, with assistance from DCRA, performed a preliminary audit on positions that require certifications and/or licensure. This initial audit primarily focused on trade certifications. From this audit, DCHR is now developing a two-year plan to ensure that all employees whose positions are subject to licensure requirements are properly certified in the District. Finally, DCHR began preliminary work on other audits as defined in our plan including lawyer certification, residency certification, and temporary/term appointments.	
RECRUITING AND STAFFING (2 Strategic initiatives)				
Communication of Talent Acquisition Rules	During Fiscal Year 2017, the Policy and Compliance Administration has been developing Talent Acquisition regulations to complement the Human Resources Solution Administration's efforts to modernize our talent acquisition processes. In Fiscal Year 2018, these rules will be finalized and published in the District of Columbia Register.	50-74%	In Fiscal Year 18, the project team reviewed the draft regulations in their entirety and marked areas for discussion/revision. Following this review, a completed draft of the rules were provided to DCHR leadership for final review. The general proposals were presented at the HR Advisors meeting in May 2018. Revisions were made to the draft regulations based on feedback from agency HR officers. We also developed a communication map that may be used with labor partners as we move forward. Given changes in priorities (sexual harassment training and guidance), we experienced significant delays in finalizing the rules. Due to this change, rulemaking is slightly delayed. Our current target for publication in the DC Register is Q2 of FY2019.	This initiative was not completed this fiscal year due the need for rule revisions after receiving feedback in Quarter 4.
Streamlined Classification	Streamlined Classification: In FY18, DCHR will update and streamline the current classification process by: creating a position description (PD) library, auditing current	75-99%	DCHR completed Phase 1 of the Department of General Services (DGS) and Department of Parks and Recreation desk audits and classification reviews. Desk audits continue in DGS, which also involve determining the correct salary schedules of	This initiative was not completed due to increase in workload added

Title	Description	Complete to Date	Status Update	Explanation
	position descriptions to ensure they accurately reflect the duties and responsibilities that are being performed, standardizing position descriptions, and researching and recommending the implementation of an automated solution for position design and management (designing positions, job evaluation, classification) that will digitize, automate, optimize, track, monitor, and report on these activities and allow for an easily accessible database from multiple users.		employees previously assigned to Educational Service pay schedule. DCHR also received requests for desk audits from District Department of Transportation (Civil Engineers/Equipment Operators); Department of Parks and Recreation (39 from Union Representatives and employees in Warehouse Unit); and Department of Public Works (Engineering Equipment Operators). As of September 30, 2018, approximately 139 desk audits were completed that resulted in over 300 classification actions processed (promotions and re-classifications). The Classification project continues to move forward with the heaviest workload still centered around the ongoing requests for desk audits and classification reviews which also result in the correction of employee pay issues. DCHR also established standard positions for agency use to facilitate the hiring process and will continue with the review and standardizing of other common positions across agencies.	to initial project scope.
SPECIAL PROGRAMS (1 Strategic Initiative)				
Shared Services	In Fiscal Year 2017, DCHR began planning the transition of HR into a shared services delivery model, which enables delivery of HR services in a more consistent, efficient, and cost-effective manner. During Fiscal Year 2018, DCHR will complete and implement various Six Sigma re-engineered business processes including hiring, back pay processing, and leave management. In addition, DCHR will develop service level agreements, benchmark metrics, and continue the business process improvement for various HR processes. Finally, DCHR will implement a change in management approach that will heavily focus on District-wide HR community engagement.	75-99%	In Fiscal Year 18, DCHR finalized a draft structure for the new team, with an additional 22 FTEs, and began to draft new position descriptions for the team. Additionally, we identified RemedyForce as the technology solution that will be used for workflow processes and created a high-level timeline for its implementation. DCHR worked with OCTO to develop the RemedyForce templates and completed User Acceptance Testing (UAT) and training documents for Tier 3 agencies. DCHR hired LEAP interns to serve as assistants during centralized processing and we recruited, interviewed, and selected nine LEAP interns to serve in this capacity. DCHR also outlined SLAs that the team will use to monitor timeliness of service. DCHR identified key trainings and drafted training materials to be used to provide a comprehensive HR training for the LEAP interns. DCHR then conducted a three-week HR training and two-week PeopleSoft training for the new HR Processors (LEAP interns) and, upon completion, provided them with PeopleSoft Access. Finally, DCHR developed a transition plan that outlines SLAs, POCs, and team duties as well as an MOU for transfer of agency vacancies.	This initiative was not completed due to a delay in resource identification.
TRAINING AND DEVELOPMENT (2 Strategic initiatives)				

Title	Description	Complete to Date	Status Update	Explanation
Workplace Coaching Program	In Fiscal Year 2018, the DCHR Center for Learning and Development will launch a new Workplace Coaching Program. The program will include training for managers within District Government agencies, and coaching clinics where managers can obtain advice and other coaching resources. We will complete the pilot phase initiated in Fiscal Year 2017 and measure the impact of the coaching initiative using pre- and post-surveys. We will introduce the 9 in 90 campaign which challenges managers to have 9 coaching conversations in 90 days.	Complete	In Fiscal Year 18, DCHR completed the Workplace Coaching pilot initiative. All the pilot agencies (Department of Youth Rehabilitation Services, Department of Housing and Community Development, and Department of Consumer and Regulatory Affairs) continue to be actively engaged in the pilot program. DCHR facilitated a 30-day Coaching Support period to assist them in their coaching efforts. Additionally, DCHR completed the implementation and evaluative measurement of this initiative. Overall, the post-training feedback showed improvement of 3.2%, with variation between 2-6%. Finally, DCHR notified the agency Directors and begun coordinating pre-training interviews to ensure that training needs are gathered to prepare for training delivery. DCHR also introduced a Coaching with Intention course for managers and non-managers.	
Career Pathways Education and Training	In Fiscal Year 2018, the DCHR Center for Learning and Development will finalize the Career Pathways implementation by providing access to career path information, career resources, and skill development tools using a website that will be accessible to current and future employees. In addition, the DCHR Center for Learning and Development will create a marketing strategy and communications plan to announce the website. We will also educate agency employees about the Career Pathways initiative by conducting workshops at the agencies and at DCHR, providing guidance to employees on the tools and resources available.	75-99%	In Fiscal Year 18, DCHR completed Phase 1 implementation of the Career Path website. The career path website will feature position information (duties, qualifications, education requirements) for each cluster segmented into career-specific tracks. Mission critical positions such as Forensic Scientist, Human Resources Assistant, Recreation Specialist, Program Analyst are featured on the website. Additionally, the website will feature the District on Demand section which will highlight the top 10 most hired positions in the District over the last 2 years, allowing applicants to match skill sets with high position demand within the District. DCHR also created a brief demonstration of the Navigation Tool demonstrating 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 final tool that will be hosted by the District and include various mission critical career/positions, career and mentoring resources, and labor market data. DCHR is currently working with OCTO to further develop the prototype in preparation for UAT Testing in FY19 Q2.	This initiative was not completed in FY18 because the tool went through several levels of review and revision.

FY 2019 PERFORMANCE PLAN

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.

Strategic Objective #1: TALENT ACQUISITION

DCHR strategically and expeditiously sources, selects and on-boards highly talented individuals with the acumen, aptitude, and attitude to thrive in District Government.

KEY PERFORMANCE INDICATORS

- Percent of new hires that are DC residents
- Time-to-fill: Average number of days to fill vacancy from post to offer acceptance
- New Hire Turnover Rate
- Percent of personnel actions completed within the same pay period of the effective date

WORKLOAD MEASURES

- Percent of all employees who are District residents
- Number of new hires
- Number of job postings

FY19 DCHR Performance Plan**Strategic Objective #2: TALENT MANAGEMENT**

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.

INITIATIVES

Streamlined Classification – In Fiscal Year 2018, DCHR began to streamline the classification process by conducting desk audits and processing employee career ladders. In Fiscal Year 2019, DCHR will continue to streamline the process by creating a position description (PD) library, continuing to conduct desk audits and process career ladders, and assessing and creating a business requirement document for an automated classification solution.

Workforce Retirement Preparation – In Fiscal Year 2018, Council passed the Deferred Compensation Program Enrollment Act of 2017. In Fiscal Year 2019, DCHR will develop and implement an electronic process for automatically enrolling new hires in the 457 deferred compensation program, create and train employees on related regulations and guidance, and provide retirement focused seminars, including with the Social Security Administration.

KEY PERFORMANCE INDICATORS

- Percent of employees participating in deferred compensation program
- Percent of employee performance plans completed
- Percent of employee performance evaluations completed

WORKLOAD MEASURES

- Number of customer resource center walk-ins
- Number of drug/alcohol tests conducted
- Number of criminal checks conducted
- Number of grievances processed
- Number of retirements
- Number of desk audits completed

FY19 DCHR Performance Plan**Strategic Objective #3: TALENT DEVELOPMENT**

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.

INITIATIVES

Workplace Coaching Program – In Fiscal Year 2018, DCHR piloted the workplace coaching program at 3 District agencies. Based on feedback provided in pre- and post-surveys. In Fiscal Year 2019, DCHR will launch the formal workplace coaching program in at least four District agencies. The program will include formal training for managers within identified agencies and coaching clinics where managers can obtain advice and other coaching resources.

HR Certification – In Fiscal Year 2019, DCHR will develop and launch a formal comprehensive HR certification program for the HR community District-wide. The three-tiered level program will focus primarily on fundamental/core Human Resources subject areas, Human Resources specialty fields (specializations), and Strategic Leadership/Advisement.

KEY PERFORMANCE INDICATORS

- Upward Mobility Rate
- Internal Hire Rate

WORKLOAD MEASURES

- Number of unique employees completing training
- Number of individual trainings completed
- Number of individual training courses completed through Online Training Platform (SkillPort)
- Number of clicks on career paths website

FY19 DCHR Performance Plan**Strategic Objective #4: GOOD GOVERNANCE**

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

INITIATIVES

Centralized Processing – In Fiscal Year 2018, DCHR identified a processing model for District-wide centralized HR processing. In Fiscal Year 2019, DCHR will launch, monitor, and adjust, as needed, the centralized processing model, which enables the delivery of HR services in a more consistent manner. Under this model, DCHR will monitor service level agreements, metric benchmarks, and customer feedback.

Data Quality Review – In FY18, DCHR reviewed and corrected retirement and tax errors. In FY19, DCHR will develop and begin to implement a comprehensive data quality review strategy that will focus on the consistency and accuracy of personnel data.

Electronic Onboarding – In Fiscal Year 2019, DCHR will draft business requirements as well as develop, test, and implement an electronic onboarding system that will replace hard-copy 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.

WORKLOAD MEASURES

- Number of actions processed



May 25, 2018

Ventris Gibson
Director
Department of Human Resources
441 4th Street, N.W.
Suite 330 South
Washington, DC 20001

Dear Ms. Gibson:

Attached is our report entitled, **District Overtime Tops \$108 Million; Better Management and Additional Staff Could Reduce Cost**, including your Department's written comments and our response. I greatly appreciate your— and your team's — cooperation and collaboration on this and other efforts to improve District services.

I am also including in this package a **Recommendation Compliance Form** that is part of our ongoing compliance reporting which typically begins three months following publication of a report. Please fill out this form to indicate what action your agency has taken or plans to take to implement the recommendations contained in this report. This form should be completed and returned to our office no later than **August 17, 2018**, to odca.compliance@dc.gov. Please let me know if you have any questions regarding the report or the compliance process.

Thank you very much.

Sincerely yours,

A handwritten signature in blue ink that reads "Kathleen Patterson". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Kathleen Patterson
District of Columbia Auditor

cc: Betsy Cavendish, EOM

District Overtime Tops \$108 Million; Better Management and Additional Staff Could Reduce Costs

May 22, 2018



A report by the Office of the District of Columbia Auditor
Kathleen Patterson, District of Columbia Auditor



Audit Team:

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www.dcauditor.org



Executive Summary

District Overtime Tops \$108 Million; Better Management and Additional Staff Could Reduce Costs

May 22, 2018

What ODCA Found

The District's overtime paid from local funds increased by 167 percent in six years, from \$40.5 million in FY 2011 to \$108.2 million in FY 2017, including 41 employees who more than doubled their annual salaries by working overtime. Major contributors were the Metropolitan Police Department and Fire and Emergency Medical Services Department, whose overtime use has been reviewed previously. Also experiencing increases were the Department of Youth Rehabilitation Services (DYRS), the Department of Public Works (DPW), the Department of Forensic Sciences (DFS), and the Department of Corrections (DOC) whose policies and procedures were reviewed by ODCA.

Insufficient permanent staff was a common element in three of the four agencies. For instance, DOC has seen extensive growth in the District's inmate population from about 1,600 a few years ago to around 2,100 in September 2017. This growth has required DOC to create, through overtime, about 60 recurring posts daily for safety and security. DFS has kept up with growing responsibilities assigned to its Crime Scene Services Division using overtime. DPW has used existing staff on overtime for parking enforcement along the Street Car route.

At DYRS, unauthorized staff absences were a large contributor to overtime use, requiring other staff to work overtime to fill necessary positions.

ODCA examined policies and practices on overtime documentation at the four agencies, and found instances of failure to comply with DCHR's guidance for overtime authorization and lax internal controls, creating a risk of waste, fraud, and abuse. One audited agency, DFS, used a paper overtime approval system until March 2016, but changed to an electronic one that could serve as a model for a District-wide switch to electronic overtime approval records.

Why ODCA Did This Audit

ODCA conducted this audit to:

1. Understand the drivers of overtime at four agencies and make recommendations to reduce costs to taxpayers and;
2. Determine whether overtime internal controls at DFS, DYRS, DPW, and DOC are consistent with the District's Department of Human Resources (DCHR) guidelines and agency policies and procedures, and are sufficient to prevent waste, fraud, and abuse.

What ODCA Recommends

- District agencies including the four audited agencies should take steps to minimize the use of overtime, including staffing needs assessments and permanent hires where possible and – in the case of DYRS – should improve management to minimize unauthorized absences.
- DYRS, DPW, and DFS should consistently comply with DCHR's guidance that overtime requests and approvals be documented with an approval form. These agencies should also improve their policies and internal controls to minimize the opportunities for waste, fraud, and abuse.
- DCHR should implement an electronic overtime request and approval system through the District's personnel time management system, PeopleSoft, and should strengthen existing regulations on overtime approvals.

See the report for specific recommendations to each agency.

For more information, contact

diane.shinn@dc.gov, 202-727-3600.

District Overtime Tops \$108 Million; Better Management and Hiring Permanent Staff Could Reduce Costs

A report by the
Office of the D.C. Auditor

41 

Number of D.C. employees who made more than twice their annual salary in overtime in FY 2016

421 

Number of D.C. employees who made more than half their base salary in overtime in FY 2016

68% 

Percentage locally funded District overtime is public safety related

2014 

Year Paid Family Leave was introduced, likely increasing overtime needs

OVERTIME spending in D.C. is up 167%, climbing from \$40.5 million in fiscal year 2011 to \$108.2 million in fiscal year 2017.

ODCA recommends that District agencies:

1

Minimize the need for overtime where possible.

- Hire permanent staff where necessary to reduce the need to fill positions using overtime.

2

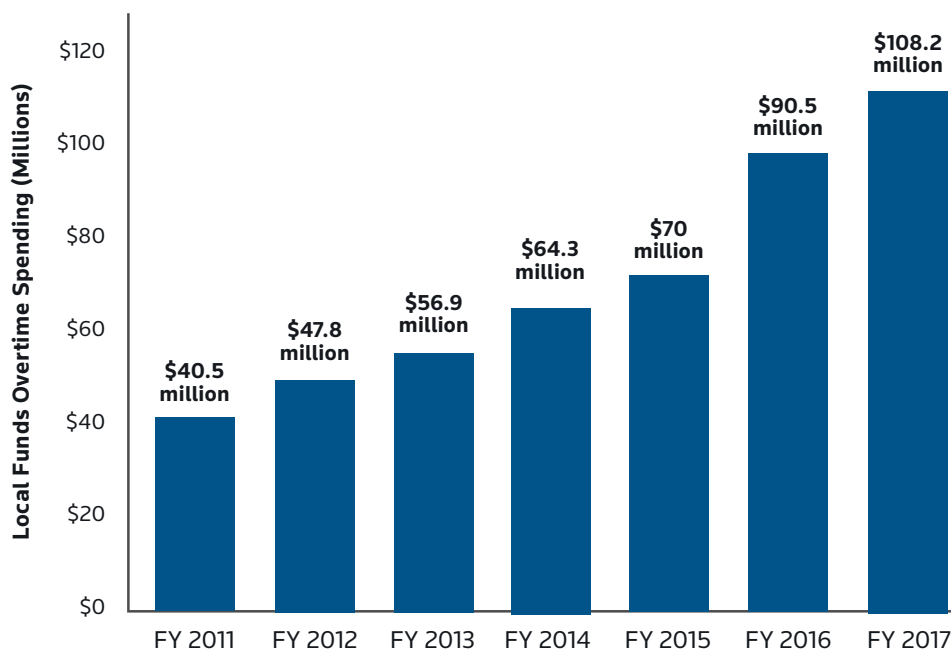
Improve internal controls to increase documentation and verification.

- Use overtime approval forms to reduce the possibility of payment errors or fraud.
- Create and enforce policies that require cross-checking time entries with approval forms to reduce the likelihood of payment errors or fraud.

3

Implement a District-wide electronic overtime documentation and approval system.

Overtime spending in D.C. has more than doubled over the past six fiscal years



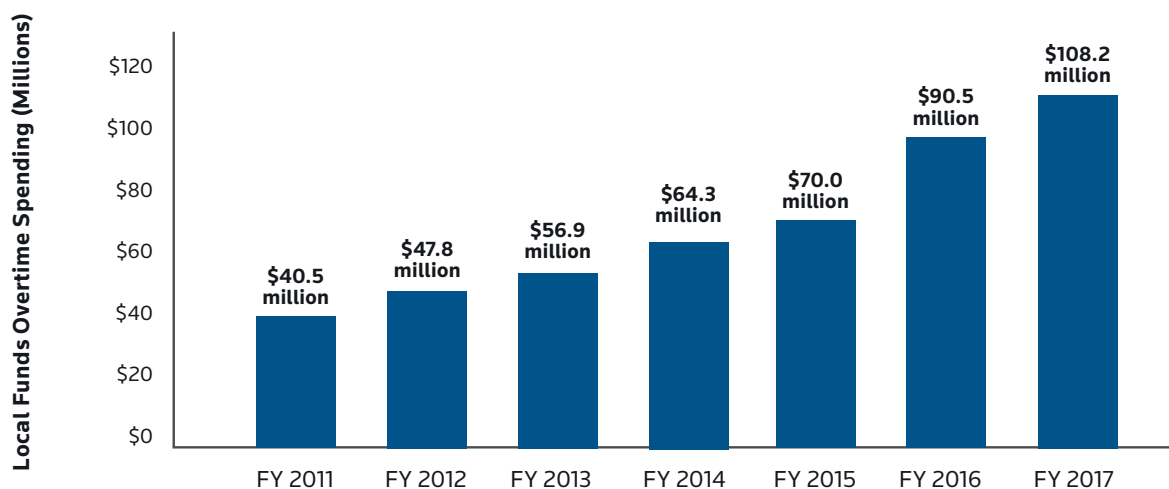
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Background

Overtime spending in the District of Columbia has more than doubled over the past six fiscal years. In FY 2011, the District spent \$40.5 million in local funds¹ on overtime work performed by government employees. As Figure 1 below demonstrates, that amount has grown each subsequent year; as of 2017 payments have ballooned to \$108.2 million, a 167 percent increase.

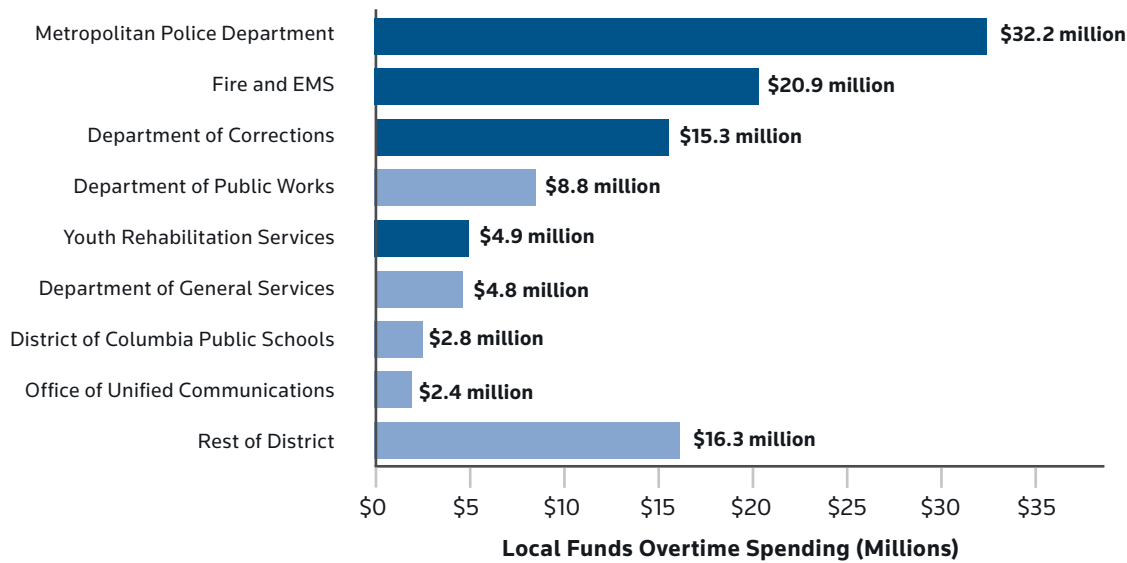
Figure 1: Local Funds Overtime Spending, FY11 to FY17



Source: SOAR

The largest users of overtime are public safety and law enforcement agencies, including the Metropolitan Police Department (MPD), Fire and Emergency Medical Services (FEMS), the Department of Corrections (DOC), and the Department of Youth Rehabilitation Services (DYRS). Combined, these four agencies accounted for more than 68 percent of the \$108.2 million in overtime spending in FY 2017, with MPD (\$32.2 million) and FEMS (\$20.9 million) leading the group. Other municipal service providers also spent large amounts on overtime, however, including the Department of Public Works (DPW) (\$8.8 million), the Department of General Services (DGS) (\$4.8 million), and the District of Columbia Public Schools (DCPS) (\$2.8 million). Figure 2 on the following page shows the overtime spending of select District agencies for FY 2017, with public safety agencies listed in dark blue.

¹ All overtime analysis and figures in this report refer to "local funds," which primarily represent money spent from the District's three main tax revenue sources—property, sales, and income taxes. This does not include additional overtime paid from federal grant funds, enterprise funds, or special purpose revenue funds or overtime later reimbursed by the federal government.

Figure 2: Local Funds Overtime Spending for Select Agencies in FY17

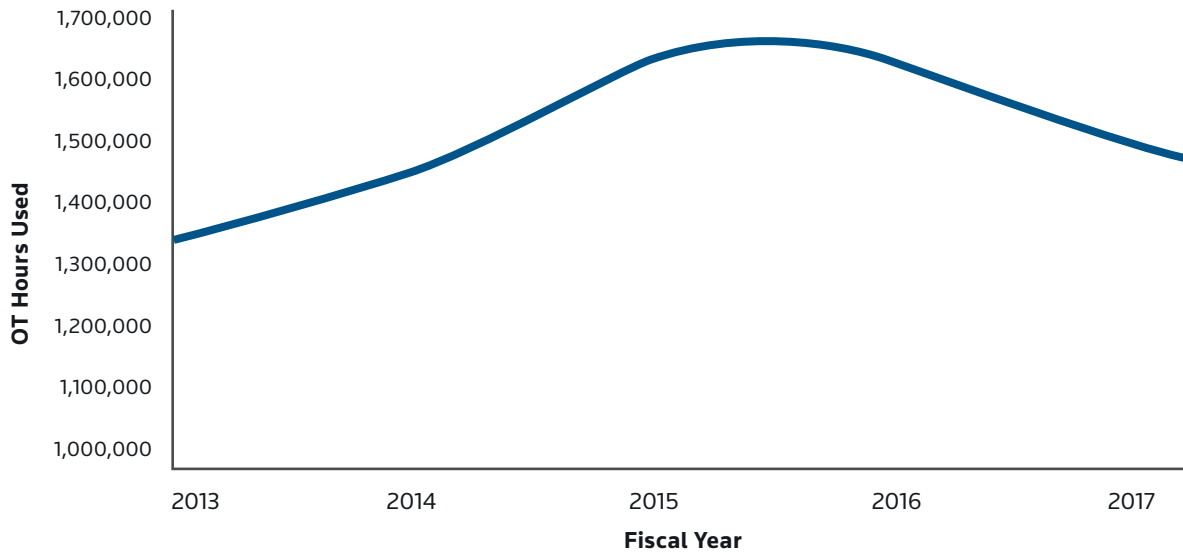
Source: SOAR

The growth in District overtime spending—which accelerated substantially in FY 2016 and FY 2017—has occurred across many of these same agencies, including MPD, FEMS, DOC, DPW, and DYRS. Some of this growth is readily explainable. For instance, beginning in FY 2015 the District implemented a paid family leave program for government employees that guaranteed eight weeks of paid leave per year to care for an ill family member or for the birth or adoption of a child.² To cover employee absences during this program, agencies that are required to maintain service (particularly public safety agencies like MPD and FEMS) likely saw increased overtime use. Figure 3 on the following page shows that between FY 2013 (two years before paid leave took effect) and FY 2017, the total number of overtime hours at MPD, FEMS, DPW, and the Child and Family Services Agency (CFSA) increased from 1.34 million hours to 1.50 million hours (12 percent), according to statistics provided by the District’s Department of Human Resources (DCHR). Partially because of this increase in overtime use, overtime costs at these four agencies increased from a total of \$33.7 million in FY 2013 to \$63.0 million in FY 2017.

2. Paid family leave is triggered by one of the following qualifying events:

- (A) The birth of a child of the employee;
- (B) The legal placement of a child with the employee (such as through adoption, guardianship, or foster care);
- (C) The placement with the employee of a child for whom the employee permanently assumes and discharges parental responsibilities; or
- (D) The care of a family member of the employee who has a serious health condition.

See D.C. Code § 1-612.03c(g)(4).

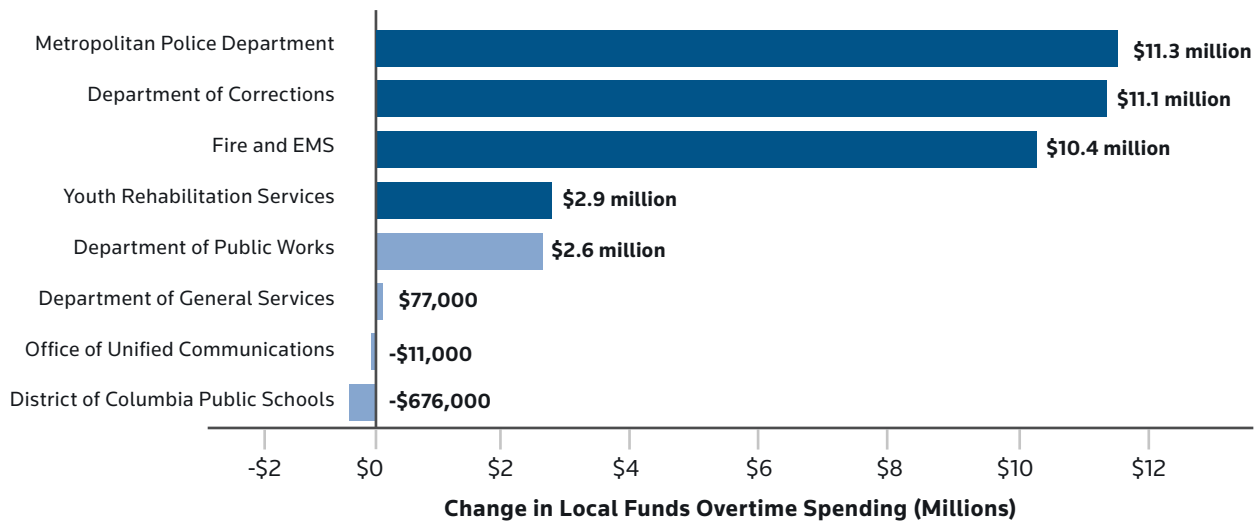
Figure 3: Total Overtime Hours (MPD, FEMS, DPW, CFSA) FY13 to FY17

Source: DCHR

At FEMS family leave use has created a strain on personnel. Following the passage of the District's paid family leave program for government employees in 2014, the average monthly number of hours of family leave used by FEMS staff increased from just 4 in FY 2014 to 3,093 in FY 2015 and 5,397 in FY 2016. This use was projected to increase the agency's need to use overtime to fill empty positions by an estimated \$3.75 million in FY 2017, according to FEMS.

The implementation of paid family leave was only one factor in overtime growth across the District, however. The District has also increased employee salaries across the board through annual 3 percent cost of living adjustments in FYs 2015, 2016, and 2017. These adjustments have, likewise, increased the cost of overtime by a comparable amount.

Additionally, various agencies experienced overtime spending growth due to specific operational needs. For instance, both MPD and FEMS incurred overtime costs related to the presidential inauguration in January 2017. For the three-day period encompassing the day before the inauguration, the day of the inauguration, and the day following (which was the day of the Women's March on Washington), MPD indicated the agency spent \$3.47 million on overtime. For the inauguration itself, FEMS told ODCA the agency spent \$1.19 million on staff overtime. The federal government later reimbursed the District for these expenditures, according to MPD and FEMS. Those reimbursements are not included in the calculations of total overtime in Figures 1 and 2 above, as ODCA could not independently verify the specific amounts. Additionally, FEMS began paying overtime at time-and-a-half (1.5 times the usual hourly rate) after 42 hours rather than after 53 hours worked in an average work week based on the settlement of a long-running contract dispute with Washington D.C. Fire Fighters Association Local 36, the union representing firefighters. This requirement accounted for most of the increase in overtime at FEMS, according to the agency.

Figure 4: Change in Local Funds Overtime Spending FY15 to FY17

Source: SOAR

Overtime growth has multiple explanations, including the increases at DOC, DYRS, and DPW. Figure 4 above shows how costs at several District agencies changed from FY 2015 to FY 2017. While some agencies—including the DGS, DCPS and the Office of Unified Communications (OUC)—experienced decreases in total overtime spending, these decreases are the exception, not the rule. Overall, the general trend has been significant growth in spending.

One result of the growth is that dozens of full-time District employees more than doubled their annual salary by working overtime in FY 2017. According to data provided to ODCA by the Office of the Chief Financial Officer (OCFO)'s Office of Pay and Retirement Services (OPRS) for that year, 41 District employees worked so much overtime that they received additional pay that surpassed their base salaries. Mirroring the overall spending that Figure 2 presents above, most of these District government employees also work in public safety roles, such as at MPD, FEMS, and DOC. Of the 41 full-time individuals across the District government who earned more in overtime than in regular salary, 16 worked for MPD, 11 worked for DOC, and 1 worked for FEMS. All told, 421 full-time District government employees made between 50 percent and 100 percent of their base salary in overtime in FY 2017, again mostly in public safety roles. Figure 5 shows the breakdown of agencies where the 421 who employees made more than 50 percent of their base salary in overtime in FY 2017.

**Figure 5: Breakdown by Agency of 421 D.C. Employees
Who Made 50 Percent or More of Their Salary in Overtime in FY17**

Agency	# of Employees
Metropolitan Police Department (MPD)*	153
Department of Corrections (DOC)*	96
Department of General Services(DGS)	51
Fire and Emergency Medical Services (FEMS)*	39
Department of Public Works (DPW)	33
District of Columbia Public Schools (DCPS)	14
Office of Unified Communications (OUC)	14
Department of Youth Rehabilitation Services (DYRS)*	10
Special Education Transportation (SET)	7
District Department of Transportation (DDT)	2
Department of Behavioral Health (DBH)	1
University of the District of Columbia (UDC)	1
Total	421

*Public safety agencies

Source: ODCA analysis of OPRS data

Increasing Overtime Increases Risk

Increased growth in overtime spending and the high number of individuals who work large amounts of overtime create a number of inherent risks. First, there is a risk that taxpayer dollars are not being used efficiently and that individuals may be receiving payment for overtime they did not work, either through fraud or error. Second, excessive overtime means some District employees are working longer hours on less rest, creating a higher risk of inattentiveness that can lead to injury to themselves or others, and potentially threaten to undermine an agency's mission.

Several previous audits and studies of local government agencies across the United States have highlighted these risks. For example, a 2016 audit of police overtime in Seattle by that city's auditor found overtime errors and inefficiencies, including more than \$160,000 in potential duplicate payments to officers.³ Similarly, a February 2017 audit of fire department overtime by the City of Sacramento Auditor found insufficient documentation supporting overtime use, including a lack of sufficient internal controls that increased risk.⁴ A June 2017 audit by the King County Auditor's Office in Washington state found a direct correlation between the number of hours of overtime worked by King County sheriff officers and the likelihood of "negative incidents" occurring the following week, including accidents, uses of force, ethics violations, and professionalism complaints.⁵

Adding to the risks found in other local governments are previously identified lapses in the District's

³ Office of the Seattle City Auditor. *Seattle Police Department Overtime Controls Audit*. (City of Seattle, 2016).

⁴ City of Sacramento Auditor. *Audit of Fire Department Overtime Use*. (City of Sacramento, 2017).

⁵ King County Auditor. *King County Sheriff's Office Overtime: Better Strategy Could Reduce Hidden Costs and Safety Risks*. (King County, 2017).

own management of overtime payments. In 1997, the U.S. Government Accountability Office (GAO) found that the District's overtime costs (at the time \$82.9 million and 6 percent of total salary costs) were higher than those of surrounding jurisdictions. The GAO said the District lacked controls designed to reduce the risk of fraud, such as requiring written justification for overtime work.⁶ A 2009 audit by the OCFO's Office of Integrity and Oversight found "blatant time and attendance fraud" within DPW's Solid Waste Management Administration (SWMA) with staff members being paid for work they did not perform.⁷ The report also highlighted the disproportionate distribution of overtime among employees within two of DPW's administrations (SWMA and the Fleet Management Administration)—a small number of employees within these units worked a large number of overtime hours.

The District's Office of the Inspector General (OIG) also has issued reports relating to specific agencies that have uncovered problems relating to overtime spending. In 2006, a review of overtime at DCPS found that overtime payments were not properly authorized and lacked the required overtime request forms. Further, the review said DCPS did not maintain all the required documentation to support many overtime payments.⁸ Another OIG report from 2013 said that FEMS used excessive amounts of overtime to fill absences and vacant positions.⁹

Because of these risks to taxpayers and government employees resulting from the sheer increase in overtime payments and the potential for improper management, the Office of the District of Columbia Auditor (ODCA) initiated an audit of overtime policies, procedures, and practices in the District of Columbia. This audit is intended to identify drivers of overtime and lapses in internal controls that increase the risk of waste, fraud, and abuse. The review includes recommendations to reduce costs and improve accountability.

6. Government Accountability Office. *District of Columbia Government - Overtime Costs Exceed Those of Neighboring Governments*. (Government Printing Office, 1997).

7. Office of The Chief Financial Officer. *Audit of Overtime Approval and Monitoring at the Department of Public Works*. (Government of the District of Columbia, 2009).

8. Office of the Inspector General. *Audit of the District of Columbia Public Schools Overtime*. (Government of the District of Columbia, 2006).

9. Office of the Inspector General. *FEMS Fails to Address Critical Staffing Shortages*. (Government of the District of Columbia, 2013).

Objectives, Scope, and Methodology

Objectives

At the DC Auditor's discretion and consistent with ODCA's mission to improve the effectiveness, efficiency, and accountability of District government, ODCA conducted this audit of overtime policies, procedures, and practices to better understand the drivers behind the recent growth in spending at various District agencies and to determine whether those policies, procedures, and practices present a significant risk of waste, fraud, or abuse of taxpayer dollars.

The objectives of the audit were to:

- Develop an understanding of the root causes and drivers of overtime spending at the agencies audited and recommend ways that the agencies and District can improve personnel practices to reduce overtime use and cost.
- Determine whether the internal controls of the audited agencies are consistent with the guidance issued by DCHR and the agencies' own policies and procedures on overtime approvals, and whether those internal controls practiced are sufficient to minimize the risk of waste, fraud, or abuse.

Scope

The initial scope for this audit included review of overtime spending by all District agencies for fiscal years 2014 through 2017. After ODCA selected agencies for review, the scope also included overtime payments made to District government employees by those agencies in fiscal year 2016.

ODCA did not examine overtime in every District agency but instead conducted a risk assessment to determine which agencies to audit. ODCA staff examined total overtime spending by all District agencies for FYs 2014, 2015, and 2016 and weighed the overall change in spending against levels of risk identified from previous audits or other investigations as well as other factors, such as age of the agency and sensitivity of mission. Based on the risk assessment, ODCA selected four District agencies for review. Below is a list of the four agencies selected as well as a summary of their primary missions and responsibilities.

- **The Department of Corrections (DOC):** DOC's mission is "to provide a safe, secure, orderly, and humane environment for the confinement of pretrial detainees and sentenced inmates, while affording those in custody meaningful rehabilitative opportunities for successful community reintegration." The department operates the District's two detention facilities—The Central Detention Facility and the Correctional Treatment Facility—that together house approximately 2,100 inmates (as of September 2017).

- **The Department of Public Works (DPW):** DPW’s mission is “to provide environmentally healthy municipal services that are both ecologically sound and cost effective.” The agency includes three major administrations—Solid Waste Management, Parking Enforcement, and Fleet Management—that are responsible for carrying out that mission. Solid Waste Management handles trash, recycling, leaf, and litter can collection as well as street and alley cleaning and snow removal. The Parking Enforcement Administration handles parking citations and towing of vehicles. Fleet Management takes care of the District government vehicle fleet, including regular maintenance, fuel services, and new vehicle acquisitions.
- **The Department of Youth Rehabilitation Services (DYRS):** DYRS’s mission is “to give court-involved youth the opportunity to become more productive citizens by building on the strengths of youths and their families in the least restrictive, most homelike environment consistent with public safety.” The agency provides supervision, custody, and care for juveniles who have been charged with a delinquent act and are either: 1) awaiting adjudication; or 2) committed to a DYRS facility for a term period as part of a sentence. The agency operates two facilities in the District—New Beginnings and the Youth Service Center—which can collectively house 148 youths at full capacity.
- **The Department of Forensic Sciences (DFS):** DFS’s mission is “to provide high-quality, timely, accurate, and reliable forensic science” using “best available technology and practices, unbiased science, and transparency with the overall goal of enhancing public health and safety.” The agency serves as the District’s “CSI” service, collecting and processing criminal evidence from crime scenes and providing the results of that collection and analysis to the judicial system.

These agencies vary in size and budget, from DPW with a FY 2017 budget of approximately \$172 million and 1,463 Full Time Equivalent (FTE) employees to DFS with a budget of \$24 million and an FTE count of 195.2. Figure 6 below shows each of the agencies’ FY 2017 budgets, FTE counts, overtime budgets, and overtime spending. As the figure makes clear, all four of the agencies exceeded their approved overtime budgets in FY 2017 by a significant amount, with DOC spending more than double the agency’s approved budget. While this shows DFS spending more than four times the approved amount, the new agency faced the unique situation of its mission expanding faster than hiring and training could match, which is explained in an October 2, 2017, letter to ODCA included here as Appendix A.

Figure 6: Selected Agency Budget and Spending for FY17

Agency	FY 2017 Budget	FY 2017 FTE Count	FY 2017 OT Budget	FY 2017 OT Spending
DOC	\$146,923,266	1,162.0	\$7,515,745	\$15,345,112
DPW	\$172,267,587	1,463.0	\$4,738,407	\$8,763,789
DYRS	\$101,872,794	554.5	\$2,700,000	\$4,910,189
DFS	\$24,076,399	195.2	\$89,248	\$391,644

Source: District of Columbia FY 2018 Approved Budget and SOAR

Notes: Overtime budget and spending represent local funds only. Not included are federal grants or special revenue funds.

ODCA chose these agencies based on several factors. Among those was the percent change in overtime spending between FY 2014 and FY 2016 (FY 2017 data was not yet available when the audit team was selecting agencies for review). Each of the four agencies experienced substantial annual overtime

spending growth during this period: DOC's overtime grew from \$3.7 million to \$9.7 million; DPW's, from \$6.4 million to \$7.2 million; DYRS's, from \$2.7 million to \$4.3 million; and DFS's, from approximately \$13,000 to \$402,000. As Figure 6 above shows, overtime costs grew even more in all these agencies except DFS in FY 2017.

In addition, ODCA assessed the risk of waste, fraud, and abuse at these agencies based on a review of their policies and procedures as well as information from previous audits, investigations, and news reports regarding misuse of taxpayer dollars. For example, previous audits of the DPW by ODCA and other District agencies, including the previously mentioned 2009 audit by the OCFO, found misuse and abuse of funds related to the District's snow removal program and "blatant time and attendance fraud" with regard to the DPW's use of overtime.¹⁰ GAO's 1997 audit found that DOC's overtime costs at the time represented a staggering 17.8 percent of the agency's salary payments due to an extreme shortage of personnel.¹¹

In assessing risk, ODCA also considered the age of an agency. DFS was included because, in addition to its large overtime spending growth, the District created the agency just five years ago. As a new agency, DFS recently developed policies and procedures to govern appropriate staff behavior, including overtime documentation and verification. And finally, ODCA selected agencies with a wide variety of missions to better understand the reasons agencies use overtime and the demands that drive that use.¹²

Methodology

This audit is based on research, data collection, and analysis by ODCA staff. The research and analysis combines information gathered by the audit team from sources that include District government financial and data systems, official government documents, and interviews with officials at the audited agencies as well as DCHR and OPRS.

ODCA began by reviewing previous reports and audits on overtime spending both within the District of Columbia and in cities nationwide to understand the scope and potential risks that result from insufficient policies and procedures.

Second, ODCA catalogued overtime documentation and approval requirements within the District of Columbia generally and each of the four agencies specifically by reviewing the District of Columbia Code (DC Code), the District of Columbia Municipal Regulations, the District's Personnel Manual (DPM) issued by DCHR, relevant federal laws and regulations such as the Fair Labor Standards Act (FLSA), and supplemental policies and procedures issued by the four agencies. ODCA also reviewed all relevant collective bargaining agreements between the agencies and their respective employee unions. This allowed ODCA to create a set of criteria against which to measure whether agencies have complied with their requirements under relevant laws and policies.

Third, ODCA obtained from OPRS a series of datasets for FY 2016. They contain, for each of the four audited agencies, a list of each employee who was paid overtime and the number of overtime hours paid

¹⁰ Office of the District of Columbia Auditor. D.C. *Spent \$41 Million in Emergency Contingency Funds Responding to Winter Storm Jonas, and Could Have Saved Money through Negotiation and Improved Management of Retainer Contracts*. (Government of the District of Columbia, 2017). and Office of the Chief Financial Officer. *Audit of Overtime Approval and Monitoring at the Department of Public Works*. (Government of the District of Columbia, 2009).

¹¹ Government Accountability Office. *District of Columbia Government - Overtime Costs Exceed Those of Neighboring Governments*. (Government Printing Office, 1997).

¹² ODCA chose not to include MPD or FEMS in this review. While the agencies represent the largest overtime spenders in the District, their role protecting residents requires overtime to fill gaps in service. Further, ODCA judged that both agencies are subject to sufficient government scrutiny to provide accountability.

to that employee for each pay period in FY 2016. These datasets were large, ranging in size from 1,635 cases (DFS) to 24,281 cases (DPW). ODCA constructed two samples of employee overtime payments for each agency to test compliance with DCHR's guidance and each agency's policies and procedures. The first was a simple random sample of 25 individual employee-pay period records, chosen via a random number generator. ODCA constructed the second sample by obtaining a list of the top five overtime earners in each agency for FY 2016 and using a random number generator to select four pay periods to review, resulting in another 20 cases for testing in each agency.¹³ The four randomly selected two-week pay periods based on pay period end date were: April 30, 2016; May 28, 2016; July 23, 2016; and September 3, 2016.

Fourth, ODCA combined the two samples and tested a total of 45 individual employee-pay period records for each of the four agencies audited.¹⁴ To do this, ODCA requested that DOC, DPW, DYRS, and DFS provide the project team access to all overtime authorization forms for FY 2016. The team pulled the forms matching the employees and pay periods selected in the samples. ODCA then compared the hours of overtime authorized by those forms against the number of hours the District paid staff to work during the pay period. The comparison allowed the team to determine whether the agencies complied with documentation requirements for overtime work. In cases where ODCA could not immediately find a perfect match between hours authorized and hours paid, ODCA worked with the agency to determine whether it could locate any missing records prior to reaching a conclusion about overall compliance.

Fifth, based on the results of the testing, ODCA determined whether each of the four agencies complied with DCHR's guidance to officially document overtime approvals. Although ODCA tested only a fraction of the total number of cases for FY 2016, the nature of random sampling allows ODCA to be reasonably confident the findings are valid as long as the sample is large enough. Using GAO's recommended approach for sampling control tests, ODCA's sample size of 45 means that ODCA should expect to see no more than one mismatch between authorized and paid overtime hours to be 90 percent confident that the agency was properly following DCHR's internal control guidance.¹⁵

Finally, ODCA requested information and documentation from each agency regarding the drivers of overtime costs. This included budget documents, staffing assessments, service agreements and contracts, memorandums of understanding, and email correspondence. ODCA independently reviewed this information and supplemented it with additional data pulled from the District's financial accounting system and other sources. This process allowed ODCA to develop an understanding of the main causes of overtime at each of the four agencies and to craft recommendations designed to help reduce the overall cost to District taxpayers.

We conducted this performance audit in accordance with Generally Accepted Government Auditing Standards (GAGAS). Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

¹³ For DPW, one of the top five overtime earning employees only received overtime hours in one of the four pay periods selected, resulting in only 17 additional cases for that agency. For DFS, one of the top five overtime earning employees only received overtime hours in three of the four pay periods selected, resulting in only 19 additional cases for that agency.

¹⁴ For DPW the number was 42 cases, and for DFS, the number was 44 cases. (see previous footnote).

¹⁵ Government Accountability Office. *GAO/PCIE Financial Audit Manual*. (Government Printing Office, 2008). Pp. 450-453.

Audit Results and Recommendations

ODCA's findings from its review of overtime use at DOC, DPW, DYRS, and DFS are described in two following sections:

- I. Drivers of Overtime at Audited Agencies
- II. Compliance with DCHR Guidance and Agency Specific Overtime Policies and Procedures

I. Drivers of Overtime at Audited Agencies

This section focuses on the factors that have driven increases in overtime costs at the four agencies. As part of its analysis, ODCA reviewed budget documents, internal agency staffing assessments and evaluations, agreements for services, contracts, memorandums of understanding, and correspondence provided by each agency. Using this information, ODCA developed an understanding of why overtime costs have risen so substantially between FY 2014 and FY 2017. Overall, the goal of ODCA's analysis is to develop findings and recommendations to help reduce overtime and the cost to District taxpayers.

Chronic, unexcused staff absences at DYRS have substantially increased the agency's overtime use.

In FY 2013 DYRS enacted a new time and attendance policy with the goal of curbing excessive employee absenteeism through strict disciplinary measures for tardiness and unauthorized absences.¹⁶ The policy mandated progressive discipline up to termination after the sixth occurrence of tardiness or the fourth unauthorized absence within a six-month period. The policy replaced a more lenient directive, issued in 2008, which allowed for up to eight instances of tardiness or unauthorized absence before termination.

The agency, however, did not properly negotiate these new disciplinary measures with the union representing DYRS's program staff, resulting in a grievance with the District's Public Employee Relations Board (PERB). Ultimately, in October 2014, the PERB granted the union's request that DYRS rescind the policy and all related disciplinary actions. This forced DYRS to return to its more permissive 2008 policy.

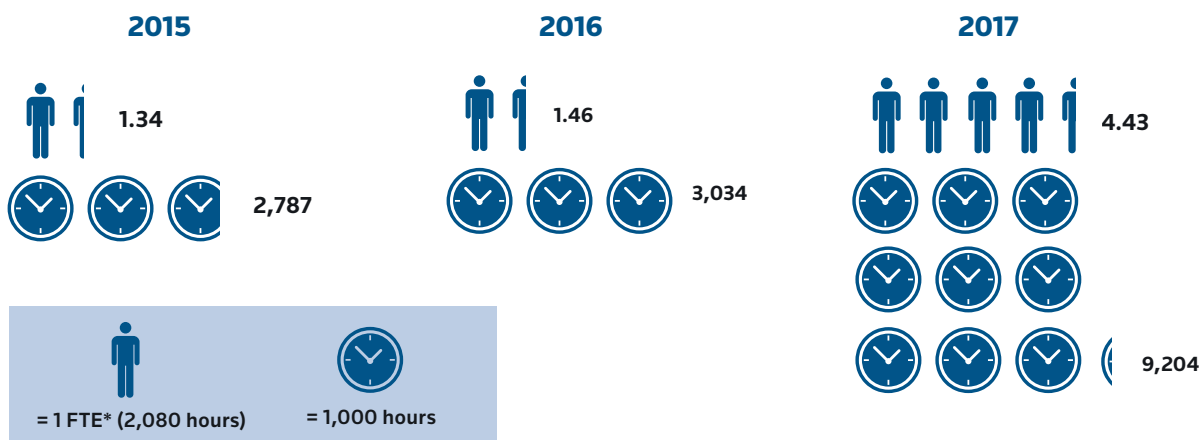
Over the next two years, DYRS experienced a large number of unauthorized absences. These absences, termed "absent without leave" (AWOL) or "absent without pay" (AWOP), meant that thousands of work hours had to be covered by other employees—often through overtime—to maintain the agency's staffing requirements. In FY 2015, DYRS reported a total of 2,787 hours (or equivalent to 348 eight-hour shifts) involving staff members who were AWOL or AWOP. In FY 2016, this number increased to 3,034 hours—an amount equivalent to 379 eight-hour shifts, or more than one shift per day, on average. Figure

¹⁶ DFS's time and attendance policy covers non-probationary Youth Development Representatives (YDRs) and account for the majority of DYRS's employees.

7 below shows the number of staff hours DYRS employees have been AWOL or AWOP for fiscal years 2015-2017.

In FY 2016, the agency negotiated a new time and attendance policy, effective July 6, on discipline and termination for unauthorized absences. But, despite the tougher standards, the new policy has not curbed the problem. Indeed, the opposite has occurred: The number of hours that spent AWOL or AWOP grew substantially.

Figure 7: Total DYRS AWOL/AWOP Hours and Equivalent FTEs, FY15 to FY17



*FTE stands for Full-Time Equivalent Employees, a measure of the number of full time staff an agency employs.

Source: ODCA analysis of data provided by DYRS

As Figure 7 shows, DYRS reported a total of 9,204 hours for FY 2017 of staff either AWOL or AWOP—a more than threefold increase from the year before. This increase may be attributable to clearer guidelines for managers for how and when to classify their staff's absences as unauthorized along with increased enforcement of those policies. Nonetheless, unauthorized leave still represents a significant driver of controllable overtime for the agency. In total, that amount of unauthorized leave adds up to more than four full-time equivalent employees (at 2,080 hours per year per employee). When the agency must pay other full-time employees to cover these unexcused absences at an overtime rate, it must spend thousands of dollars annually on overtime.

Despite the increases in AWOL and AWOP hours, there have been surprisingly few terminations of DYRS staff for unauthorized absences or excessive tardiness. Based on data provided to ODCA by DYRS, the agency terminated just two individuals between FY 2013 and FY 2017 for those reasons (one in FY 2016 and another in FY 2017). DYRS did state that there could have been additional terminations due to poor attendance, but these two were the only ones coded as such in the agency's records. This suggests that DYRS is not enforcing its time and attendance penalties and may be incorrectly coding staff terminations, not reflecting that they were due to poor attendance.

While AWOL and AWOP employees do not represent most absences at DYRS, they are a contributor to the total amount of time off taken by employees each year. Additionally, unlike sick leave, annual leave,

and paid family leave, unauthorized leave represents abuse of the leave system that DYRS has the authority and responsibility to prevent.

ODCA recommends that within the next six months, DYRS revise the agency's time, attendance, and hiring practices to strengthen enforcement and prevention of unauthorized leave. These changes could involve stricter and more consistent enforcement of punishments for violations of policies, increased training of new hires to clarify the conduct expected of them, increased use of background checks or references regarding an employee's attendance record at previous jobs, or other measures.

In addition, ODCA also recommends that DYRS strengthen performance requirements for managers to include proper supervision of subordinates' attendance. Ultimately, managers must enforce the agency's time and attendance policies, and DYRS should make this clear. The agency should require managers to report on unauthorized subordinate absences to the agency's HR staff and develop and implement penalties for managers who do not comply with those policies.

Recommendation 1

Within six months, DYRS should strengthen internal controls and prevent abuse of leave by employees through additional oversight and better management.

DPW spent \$1,139,580 beyond its approved FY 2017 overtime budget enforcing ticketing and towing of parked vehicles, largely along the DC Streetcar route as a result of a memorandum of understanding with DDOT. DPW could save almost \$200,000 annually if directly appropriated the funding to cover the needed FTEs.

In FY 2015, DPW and the District Department of Transportation (DDOT) entered into a memorandum of understanding (MOU) regarding parking enforcement along H Street and Benning Road NE to allow the unimpaired operation of the DC Streetcar. Under this MOU, DPW issues citations and tows cars that are parked along the route of the DC Streetcar during its operating hours. DPW then bills DDOT for the hourly costs of providing those services and DDOT reimburses DPW through an intra-district transfer of funds from a special purpose revenue fund that is administered by the director of DDOT.¹⁷

DPW does not have dedicated funding or FTEs associated with providing these services. As a result, all parking enforcement for the DC streetcar is paid through overtime to DPW employees whose normal job involves other work. Indeed, the MOU indicates that only overtime will be used to cover DPW enforcement—the MOU calculates the total cost of services for parking officers, tow truck operators, and supervisors based solely on an overtime rate. See Figure 8 on the following page for a reproduction of the FY 2017 cost breakdown provided to ODCA by DPW.

¹⁷ See D.C. Code § 50-921.13, The "District Department of Transportation Enterprise Fund for Transportation Initiatives".

Figure 8: Reproduction of DPW's Cost Estimate for Streetcar Enforcement, FY 2017

Weekly Schedule	Wkly Hours	Reg Rate	OT Rate	31% overhead	Total Per/ Hr OT	Total / Week	Grand Total / Year
Parking Officer	17	\$26.48	\$39.72	\$8.21	\$47.93	\$814.83	\$42,371.14
Parking Officer	17	\$26.48	\$39.72	\$8.21	\$47.93	\$814.83	\$42,371.14
Supervisory Parking Officer	17	\$31.16	\$46.74	\$9.66	\$56.40	\$958.72	\$49,853.25
MVO/Tow Crane Operator	67	\$26.93	\$40.40	\$8.35	\$48.75	\$3,266.35	\$169,850.03
MVO/Tow Crane Operator	67	\$26.93	\$40.40	\$8.35	\$48.75	\$3,266.35	\$169,850.03
Supervisor/ MVO Tow Crane Operator	67	\$30.67	\$46.01	\$9.51	\$55.52	\$3,719.76	\$193,427.69
Compter Assistant/IT Support	17	\$25.61	\$38.41	\$7.94	\$46.35	\$787.89	\$40,970.30
						Subtotal	\$708,693.59
Equipment Hours	145					\$4,016.50	\$208,858.00
						Grand Total	\$917,551.59

Source: DPW

As the figure shows, when DPW submitted its cost estimate to DDOT for FY 2017, all costs were calculated as overtime. ODCA determined this by taking the "Total/Week" cost estimate for each position and dividing it by the "Total Per/Hr OT" column in the chart. This equaled the "Wkly Hours" column, indicating that DPW expected to incur all expenses as overtime work.

According to this chart, DPW and DDOT are spending thousands of taxpayer dollars on overtime for work that had been planned and agreed to months beforehand by the two agencies. Using the estimate provided by DPW for FY 2017 in Figure 8 above, ODCA calculated the cost of providing the same services without the use of overtime to be \$721,779.87, or \$195,771.71 less than DPW's estimate of costs using overtime.

ODCA recommends that the City Administrator determine whether DPW should continue to provide parking enforcement and towing services for the DC Streetcar operations. If DPW does continue to provide those services, ODCA recommends that the Mayor and Council consider providing adequate budget and FTEs to DPW to hire dedicated staff for this purpose. By gaining direct funding and FTE authority, DPW could hire necessary staff and negate the need for overtime while saving District taxpayers nearly \$200,000 annually.

Recommendation 2

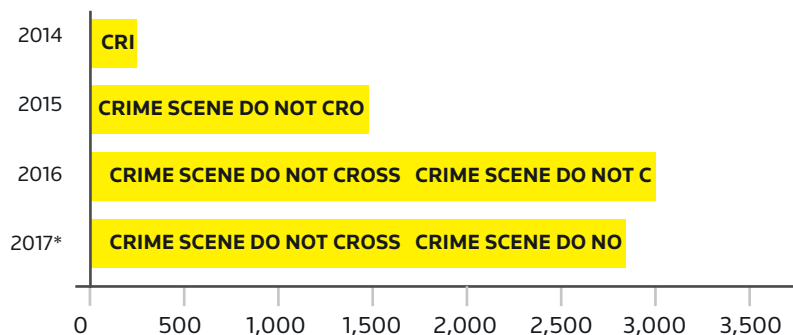
The City Administrator should develop and implement an option to secure parking and towing enforcement for the DC Streetcar operations that does not require use of overtime.

DFS exceeded the agency's FY 2017 approved overtime budget of \$89,248 by \$302,396 to support the agency's expanding mission while working to fully staff its Crime Scene Services Division.

DFS is a relatively new District government agency, formed in FY 2013 to take over most evidence analysis and cataloging of nonviolent crime scenes from the MPD. At that time, DFS had initial staffing of 64 FTEs, a number that was not sufficient to properly manage the agency's mission without the need for overtime. Over subsequent fiscal years, DFS received increases in budget and FTE authority, including a 50 FTE increase in FY 2014, an 18 FTE increase in FY 2015, and an 87 FTE increase in FY 2016.

The FY 2016 increase in FTEs corresponded with an expansion of the agency's mission to cover evidence cataloging and analysis of all crime scenes, not just nonviolent ones. Previously, MPD had maintained its role in investigating most violent crimes, but that job was transferred to DFS under the Safer, Stronger DC initiative of 2015. The expansion approximately doubled the number of crime scenes to which the agency responds annually. DFS provided ODCA with the information presented below in Figure 9, which shows the total number of crime scenes processed each fiscal year since the agency's creation (including the first 10 months of FY17). DFS's total number of crime scenes processed increased from 1,444 in FY 2015 to 3,048 in FY 2016.

Figure 9: Crime Scenes Processed by DFS, FY14 to FY17



* 2017 represents the first 10 months of the fiscal year (October 2016 – July 2017)

Once its mission expansion was finalized, DFS began staffing up its Crime Scene Sciences Division (CSSD) to accommodate the additional responsibilities. Nonetheless, the agency's vacancy rate has remained high. By November 2016, the agency still had an overall vacancy rate of approximately 28 percent with the CSSD at 34 percent. According to DFS, the primary reason for the high vacancy rate has been the large increase in authorized FTEs and difficulty in filling those positions quickly. Even once positions are filled, however, new staff members must undergo a rigorous training program before they formally begin service with the agency. Depending on the level of the position being filled, this process can take up to five months. Entry-level employees, for example, undertake a training academy program

that lasts up to four months, followed by a four-week field training and evaluation process. For new employees with previous experience, the training takes less time, but is still significant.

DFS says that this lengthy process is necessary, but acknowledges that in the short term the process has resulted in continued use of overtime to respond to the growing workload. As a result, the agency spent \$391,644 on overtime in FY 2017, exceeding the agency's approved local funds budget of \$89,248 by \$302,396, or more than 300 percent.

DFS states that this overtime is necessary to fulfill its goals. The agency's mission requires its existing crime scene scientists to catalogue evidence rapidly after a crime has occurred to preserve evidence integrity for investigation and/or trial. DFS's annual performance plan calls for the agency to have a crime scene scientist on site within 30 minutes, on average, after receiving a request for a scientist from the MPD. Due to the unpredictable nature and timing of crimes, the agency must have enough staff present at all times to cover the potential workload, which has required the use of overtime while the agency seeks to fill open positions.

Further, DFS's crime scene scientists are expected to stay on site at a crime scene until they have catalogued all the relevant evidence—and they often cannot predict how long that process will take. Employees are sometimes called out to a scene in the last few hours of their shift and expected to work overtime before going off the clock. Thus, overtime is viewed as a necessary component of DFS's workload and underscores the reality that the agency cannot predict when crimes will occur or how long it will take a crime scene scientist to fully investigate a scene. Other factors cited by the agency as overtime drivers include a backlog in firearms and fingerprint cases and, as seen in other agencies, increases in staff use of paid family leave.

ODCA understands that DFS's work requires a rigorous, months-long training process that has contributed to the ongoing high vacancy rate at the agency. The agency received a large increase in funding and hiring authority (87 more FTEs) in FY 2016 in part due to its expansion under the Safer, Stronger DC initiative and has made progress in hiring additional staff since that time and it appears that overtime actuals are declining.

Recommendation 3

DFS should maintain a comprehensive recruitment strategy that assesses the barriers to achieving a full staff complement (such as availability of qualified individuals, visibility of job postings, etc.) and identifies solutions that allow the agency to staff up fully by the close of FY 2018 (September 30, 2018).

Given the rapid changes in DFS's mission and caseload over just the past five years, ODCA recommends that DFS undertake a comprehensive staffing needs assessment to inform its annual budget request to the Mayor and Council. This assessment should include several basic components, among them data on the number of crime scenes investigated, average time per case spent cataloguing evidence, and staff leave use. Equally important, it should also include a detailed analysis of the agency's overtime use over the past year. DFS should then determine whether the agency needs additional staff and, if so, request the additional budget and FTE authority necessary to limit overtime use while maintaining critical services.

Recommendation 4

DFS should regularly assess personnel needs with respect to ongoing changes in the agency's mission or caseload and ensure that the agency's annual budget submission reflects the FTE levels necessary to minimize the need for overtime.

Insufficient staffing at DOC has led the agency to use overtime to fill necessary posts, but additional staff positions and funding provided in FY 2018 should reduce overtime costs.

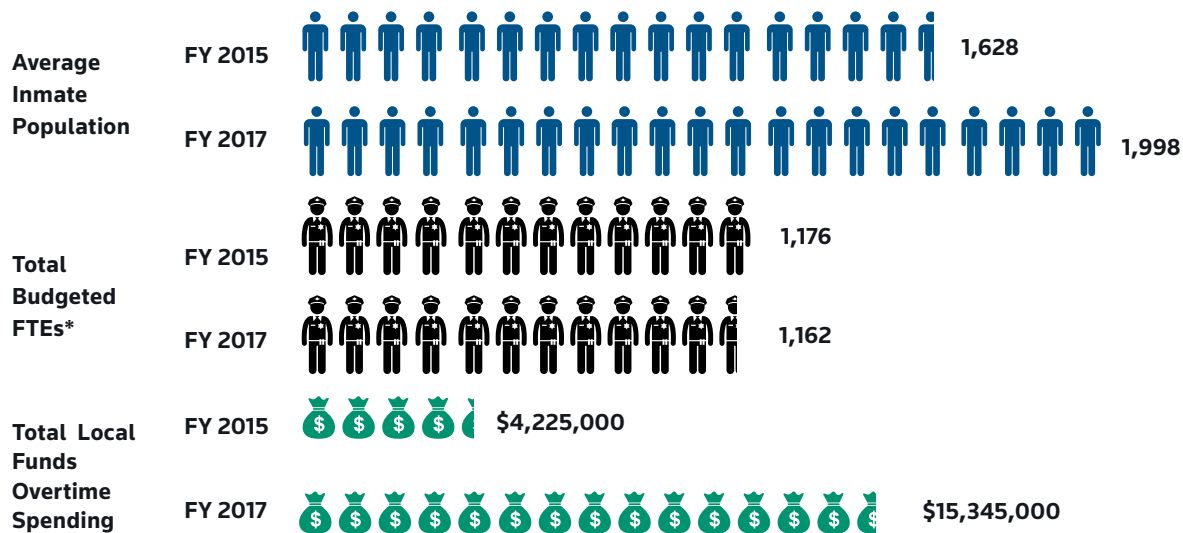
DOC is responsible for maintaining a safe and secure correctional and rehabilitative environment for incarcerated individuals within the District of Columbia. The District's two correctional facilities collectively house approximately 2,100 inmates (as of September 2017), requiring a 24-hour security presence. In addition, DOC staff also transport inmates to and from court appearances, take custody of inmates from MPD (called takeovers), and accompany inmates when they leave the facilities for any reason (such as a medical emergency). These responsibilities require DOC to have sufficient staff present at all times to keep order and to ensure the safety of both inmates and correctional officers, whether inside or outside of the facility.

As recently as 2015, D.C.'s inmate population was much lower (approximately 1,600 versus 2,100). That year, according to a comprehensive staffing assessment DOC conducted in June 2017, the agency operated five fewer housing units within the Central Detention Facility (CDF). Because of the increased population, DOC has had to activate and staff those housing units—each of which holds approximately 100 inmates—with enough correctional officers to monitor them. According to DOC, the agency needs 18 FTEs per 100 inmates to cover 3 shifts of security (6 officers per shift). In addition, the larger population has also led to increases in the transportation requirements and number of medical takeovers (instances when an individual arrested by MPD is injured and DOC must take custody of them at a hospital), which require at least two additional correctional officers at all times. In total, DOC estimates that the population increases led to a need for approximately 115 additional FTEs beyond the agency's FY 2017 budgeted levels.¹⁸

Without additional authorization and funding to hire more staff, DOC has covered many of the posts in recent years through overtime. DOC's overtime policy requires the agency "to minimize the use of overtime to the extent practicable, consistent with the security and operations needs of the institutions and other units in the department." Further, the policy says, overtime should be limited "to staff essential security posts and respond to emergency situations." Consequently, DOC's comprehensive staffing assessment estimates that the agency has created, through overtime, an average of 60 recurring posts each day, which "have been deemed necessary to operate safely." DOC's overtime costs have increased more than threefold between FY 2015 and FY 2017, from \$4.2 million to \$15.3 million. Figure 10 below shows the relationship between DOC's overtime use, facility population, and budgeted FTEs over that three-year period.

¹⁸ DOC's staffing assessment stated that the agency needed an additional 125 FTEs to meet needs in total, but when ODCA summed the individual categories of FTEs needed, they only added up to 115.

Figure 10: DOC's Population, Total Budgeted FTEs, and Total Local Funds Overtime Spending, FY15 to FY17



*FTE stands for Full-Time Equivalent Employee, a measure of the number of full time staff an agency employs. Prior to the end of February 2017, DOC contracted out administration of the Correctional Treatment Facility to the Corrections Corporation of America. To facilitate a consistent comparison, however, the FTEs from that facility are included in the total FTE count for each year in this chart.

Sources: DOC inmate population averages are ODCA calculations based on data provided by DOC. Budgeted FTEs obtained from District's FY 2015 and FY 2017 budgets. Total Local Funds Overtime Spending from SOAR.

Beginning on October 1, 2017 (the start of FY 2018), DOC received an additional \$5,017,259 and authorization to hire 78 more correctional officers to “support the safety and security of the facilities and aid in the reduction of overtime.” That amount works out to \$64,324 per additional FTE. ODCA conducted an analysis of DOC correctional officer salaries and benefits for FY 2017 with data provided by OPRS and similarly found that the average correctional officer makes \$68,143 in salary and benefits (including healthcare, retirement, etc.). According to ODCA's analysis, the average cost of paying one or more correctional officers to work the equivalent of a full year's worth of overtime (40 hours x 52 weeks or 2,080 hours) is \$86,558, or \$18,415 more than hiring an additional officer. Overall, this analysis shows that DOC will likely save approximately \$1,436,357 in net personnel costs by hiring the additional 78 correctional officers.

Even with 78 more officers, DOC would be 37 short of the 115 additional FTEs that they agency predicted it needed to minimize overtime use in the agency's June 2017 staffing assessment. If that assessment correctly describes DOC's needs, ODCA's analysis of salary and benefit costs suggests that DOC could save approximately \$681,349 more per year in net personnel costs if given the authority to hire an additional 37 correctional officers.

Therefore, ODCA recommends that DOC continue to closely monitor staffing needs and overtime use while hiring the additional officers provided for in the FY 2018 budget. If DOC determines that additional staffing did not sufficiently minimize the need for overtime, ODCA recommends that the agency, to reduce overtime costs further, request additional funding and FTEs through the budget process.

Recommendation 5

DOC should continue monitoring overtime use and FTE needs to determine whether the additional FTEs in the FY 2018 budget are sufficient for the agency to meet its mission with minimal need for overtime. If insufficient, the agency should inform the Mayor and Council of the need for more staff to further reduce overtime costs to taxpayers.

Likewise, ODCA recommends that policymakers pay close attention to DOC's ongoing overtime use in FY 2018 and determine whether the additional 78 correctional officer positions allotted to the agency are sufficient to minimize overtime use. The agency should be required to provide detailed overtime spending information as part of the annual budget and performance oversight process and answer detailed questions at related hearings. If the Council determines the additional FTEs provided in FY 2018 are not sufficient to minimize overtime, it should increase the agency's budget to support additional positions that will further reduce total personnel costs.

Recommendation 6

The Council should monitor DOC's overtime use through the budget and performance oversight process and, if needed, modify the agency's budget to allow DOC to hire additional FTEs and reduce the need for overtime.

II. Compliance with DCHR Guidance and Agency Specific Overtime Policies and Procedures

DCHR's overtime approval documentation guidance is insufficient to ensure District agencies document approval of overtime work in a way that minimizes the risk of wasteful or fraudulent payments.

District of Columbia government employees are paid based on records maintained in DCHR's PeopleSoft database that essentially informs the Office of Pay and Retirement Services to issue paychecks based on time entered by individual employees and confirmed by designated supervisors. Employees record and supervisors (or designees) approve time worked by category, including "regular pay" and "overtime worked."¹⁹ Chapter 11-B of the District's Personnel Manual (DPM) includes provisions pertaining to payment for overtime work. DCHR provides additional overtime guidance in Instruction No. 11-88, effective November 23, 2016. That Instruction outlines classifications of District employees eligible to receive overtime and under what circumstances they may do so. It also lays out approval and documentation guidance that is over and above the routine payroll operations in PeopleSoft. DCHR states (emphasis added):



"Overtime work must be officially ordered and approved in advance. Agency heads, and their designees, are authorized to order and approve overtime work provided the agency has sufficient funding available. Overtime should be approved using DCSF No. 11B-12, *Request for Authorization of Overtime Work*.... However, when responding to an immediate operational need, pre-approval may be memorialized in any written form, such as e-mail, and followed-up with the official overtime approval. Completed overtime forms and any supporting documentation should be submitted to the employee's timekeeper for processing."²⁰

In a discussion with DCHR, the agency made clear that the only requirement is that overtime "must be officially ordered and approved in advance." DCHR also wrote that "the [statements beginning with should] refer to *how* the requirement for officially ordered and approved takes place. Agencies *should* use [form DCSF No. 11B-12], but they can come up with another mechanism for approving and evidencing the pre-approval of overtime." As written, Instruction No. 11-88 does not mandate that

¹⁹. Office of Pay and Retirement Services. *Time and Labor Reporting Standard Operating Procedures*. (Government of The District of Columbia, 2006). Pp. 5-6.

²⁰. District of Columbia Human Resources Department. "District Personnel Instruction No. 11-88, Overtime." (District of Columbia Government, 2016). P. 4.

agencies create a paper trail for overtime approvals. Therefore, DCHR ultimately leaves it up to agencies to decide how best, or whether, to memorialize these approvals, providing guidance in the form of a sample approval form.

The lack of mandatory documentation requirements, however, can contribute to laxity in verifying overtime hours worked and creates a risk that agencies will not do so (which is borne out in subsequent findings in this report). ODCA also assessed the strength of internal controls at agencies—evidenced through each agency’s individual policies, procedures, and practices governing the approval and management of overtime—to determine the potential for waste, fraud, and abuse to occur. Through a random sample of overtime hours, ODCA sought to determine whether hours approved in each agency’s official documentation matched hours for which employees were paid. In cases when agencies were unable to produce a second level of documentation of approved overtime that matched payments beyond what is maintained in PeopleSoft, ODCA could not rule out error or fraud.

Recommendation 7

DCHR should update issuance bulletin 11-88 requiring all subordinate agencies to document overtime approvals that match time worked. That instruction should include specific criteria regarding the information such approvals must contain and how those approvals should inform employee time entry.

DFS has implemented an electronic overtime approval and tracking system that could serve as a model for a District-wide system to improve internal controls related to overtime verification.

In early 2016, DFS replaced a paper approval system with an online, electronic system for employees to request overtime work authorizations from supervisors. To accomplish this task, DFS created a form in Microsoft SharePoint, a web-based collaboration and document management tool that contains highly customizable systems. The DFS form allows employees to initiate a request for overtime for the current pay period by inputting the hours they expect to work or have worked along with supporting information such as the date of the work and a detailed description of the work performed. After entry, the employee submits the form to his or her supervisor for review. The supervisor then receives an email notification of a request pending and must log into SharePoint to approve or deny the request.

In implementing the system, DFS experienced some instances in which established, appropriate controls were not followed. However, DFS is the only agency in this audit to have implemented an all-electronic overtime approval system; DYRS, DPW, and DOC all continue to use paper systems. While those systems vary in accurately documenting overtime approvals and hours worked, DFS’s electronic system provides three key features that can improve the quality of internal controls:

- Automatic, error-free summation of the total overtime hours an employee worked over a pay period.
- Easy comparison between the approval form and an employee’s timesheet (also available electronically).
- Easy access to records for audits or other investigations.

All three elements, in combination with strong policies and procedures requiring a cross-reference between the approval form and an employee's timesheet, help to reduce the risk of waste, fraud, and abuse.

DFS stated to ODCA its purpose in implementing the form in SharePoint was to create an innovative system that reduced the time needed to process overtime approvals while increasing documentation. That purpose is consistent with the importance of strong internal controls affirmed in the District's FY 2018 budget, which states that internal controls are "designed to provide reasonable, but not absolute, assurance that these objectives [protecting the assets of the District from loss, theft, or misuse] are met within three broad, overriding categories:

- Efficiency and effectiveness of operations
- Reliability of financial reporting
- Compliance with applicable laws and regulations"²¹

The DFS system advances those goals while complying with the spirit of the guidance issued by DCHR. The system provides a means of verifying approved overtime hours for an individual employee. It allows managers to compare that overtime information with hours entered into the employee's timesheet in PeopleSoft, the District's personnel management system used to record employee time and attendance, to ensure that the District is properly paying for work performed. As such, DFS's electronic format could encourage other District agencies or the District government to embrace an electronic system that could further improve internal controls.

To improve internal controls and reduce the risk of waste, fraud, and abuse District-wide, ODCA concurs with the conclusion reached by DFS in assessing the value of its electronic system, that "overtime requests captured in SharePoint [represents] an innovative management tool, and may be applicable government-wide." ODCA recommends that DCHR work with the Office of the Chief Technology Officer (OCTO) to design, pilot, and implement an electronic overtime approval and tracking system like DFS's SharePoint system. However, because not all District agencies use SharePoint, ODCA recommends that DCHR implement this system within PeopleSoft. These tools already exist within PeopleSoft, according to ODCA's research and conversations with DCHR, but must be customized and tailored to the specific needs of the District's various agencies. ODCA recommends that DCHR endeavor to put a pilot system in place at a test district agency in six months and work to roll out the system to the entire District within one year.

Recommendation 8

Within one year, DCHR should implement a module within PeopleSoft that replicates DFS's SharePoint system of electronic overtime approvals for District-wide use.

To facilitate the roll-out of the system within PeopleSoft, ODCA also recommends that DCHR write detailed regulations into the District Personnel Manual (DPM) that require subordinate agencies to make use of the overtime approval tool. Timekeepers and time-approvers should be required to reconcile overtime approvals with timesheets prior to submission to OPRS, and the requirements

²¹ See "FY 2018 Proposed Budget and Financial Plan – Congressional Section Appendix B – Basis of Budgeting and Accounting." P B-2. District of Columbia Government. 2017.

should contain clear instructions for follow-up if the two do not match. DCHR should plan to have these regulations ready when the system is rolled out and be prepared to train agency human resources personnel about the new regulations and how to use the new system.

Recommendation 9

DCHR should promulgate an issuance bulletin within the District Personnel Manual (DPM) to accompany the implementation of the electronic overtime approval and tracking system.

DFS did not consistently verify individual compliance with its agency-wide policies and procedures to document approval for overtime hours worked in all cases.

Despite the agency's innovative electronic management system, ODCA's analysis of a random sample of overtime records revealed a few cases in which DFS could not provide the approval forms to substantiate payments made to employees consistent with the agency's policies and procedures or the guidance of DCHR Issuance 11-88. DFS's policies require unit managers and division directors to approve overtime in DFS's electronic overtime tracking system as well as employee timesheets within PeopleSoft before authorizing the pay. Of the sample of 44 records, ODCA found eight cases in which the total number of hours listed in the agency's overtime approval forms for an employee did not match the number of overtime hours that employee was paid for in the pay period.²²



Of the sample of 44 records, we found eight cases in which the total number of hours listed in DFS's overtime approval forms for an employee did not match the number of overtime hours that employee was paid for in the pay period.

In all eight cases the District paid employees for more hours than DFS could substantiate with overtime approval forms. These ranged from a case in which an employee was paid for 6.5 hours of work but approval forms only supported 6 hours (resulting in just a half hour of unsubstantiated payment) to another in which an employee was paid for 35 hours of overtime but DFS could only provide evidence of 11 hours of authorization (resulting in 24 hours of unsubstantiated payments). In total, ODCA found 74 hours of work across the random sample for which DFS could not provide overtime approval slips consistent with its own policies and procedures, representing approximately \$3,239 in unsubstantiated payments based on the pay rates of the individuals involved.

ODCA notified DFS of these discrepancies. DFS then provided ODCA with a substantial amount of additional records. They included email conversations, employee timesheets, and discussions of completed work—all to demonstrate that the employees for whom DFS did not have approval forms had worked the hours they were paid to work. In some cases, these additional documents resolved the discrepancies.

²² ODCA only sampled 44 records at DFS because one of the top five overtime earners at the agency did not have overtime in one of the four pay periods examined for top earners.

In 4 of 10 of these cases, however, DFS only provided employee timesheets as justification, which is insufficient to document whether an employee worked the hours they were paid to work. The reason it is insufficient is that an employee's timesheet in PeopleSoft will always match the hours the employee was paid for working because OPRS uses the data entered into PeopleSoft to generate payroll. This situation indicates that, while ODCA's sampling found instances of missing documentation, individual compliance, rather than agency policies, are the primary source of risk. In most instances the agency had other records substantiating the work performed.

In conversations throughout the audit process, DFS officials acknowledged to ODCA that missing documentation increased risk to the agency. The director's October 2, 2017, letter, included in this report as Appendix A, states that the agency plans to address the risks through improvements to policies and procedures requiring cross-referencing between SharePoint, the agency's electronic overtime approval system, and PeopleSoft. The letter also acknowledges the need for the agency to conduct reviews of overtime payments to ensure ongoing compliance.

Recommendation 10

DFS should continue its efforts to strengthen internal controls requiring reconciliation between approved overtime and time entered into PeopleSoft for payment and ensure managers comply with those controls.

DOC complies with its own policies and procedures as well as DCHR's guidance on overtime approvals. Internal controls are largely sufficient to minimize the risk of waste, fraud, and abuse.

ODCA's analysis of a random sample of overtime records revealed no cases in which DOC failed to provide accurate overtime approval forms to substantiate overtime hours worked by employees consistent with the agency's policies and procedures or the guidance of DCHR Issuance 11-88. Of the sample of 45 records, ODCA found two cases in which the total hours listed on overtime approval forms for an employee did not match the overtime hours the employee was paid in that pay period. However, ODCA's and DOC's analysis attributes these differences to human error in tabulation, not a lack of required documentation.

There was one case in which an employee was paid for more time than documentation supported and another in which an employee was paid for less time than the overtime authorization forms supported. However, both cases involved only a one-hour difference between the documentation and payments. In one case, an employee worked 8 hours of overtime and was paid for only 7 hours. In the other, an employee worked 39.5 hours of overtime and was paid for 40.5 hours. In both cases, DOC's payroll staff members acknowledged the errors and told ODCA they would correct them. The errors appear to have resulted from incorrect hand tabulation.



Of the sample of 45 DOC records, ODCA found two cases in which the total hours listed on overtime approval forms for an employee did not match the overtime hours the employee was paid in that pay period. However, ODCA's and DOC's analysis attributes these differences to human error in tabulation, not a lack of required documentation.

ODCA, therefore, finds no instances in which the agency failed to properly document overtime approvals within the random sample and concludes that DOC likely complies with its own internal policies and procedures on approval and verification of overtime. Further, ODCA finds, those policies include sufficient internal controls to protect against waste, fraud, and abuse. The agency requires that all overtime use be documented on a paper overtime approval slip signed by the official authorizing the overtime. That slip is then transmitted, along with all time and attendance reports, to the Financial Documents Control and Review Branch (the payroll office) where payroll staff review each employee's hours and tabulate them before approving timesheets in PeopleSoft. ODCA verified, through random sampling and review of the overtime forms, that these procedures are being followed. DOC also complies with DCHR's guidance for documenting overtime authorizations.

The presence of the hand tabulation errors, however, raises some concerns regarding the quality of internal controls and the risk of improper payments. Because payroll staff manually adds each employee's overtime hours for each pay period across multiple paper authorization forms, the risk that payroll could miscount total hours is an issue. Payroll staff, for instance, might misread a number or suffer from fatigue from reviewing hundreds of documents each pay period. Such issues create a risk that DOC might overpay or underpay an employee.

ODCA recommends that DOC mitigate this risk by improving internal controls to either detect or eliminate the possibility of human error. The agency could take several approaches. While no system is infallible, the most efficient way to catch any errors would be to implement a second review of each employee's overtime hours by another member of the payroll team.

In addition, DOC should transition to an electronic overtime approval system. As discussed, ODCA is recommending that DCHR develop and roll out an electronic overtime approval and monitoring system District-wide within PeopleSoft. If DOC adopted such a system, it would likely eliminate human error in tabulating total overtime worked because the computer system would total overtime hours for the pay period automatically. While an electronic system would be most efficient, ODCA recognizes that implementation is not wholly within DOC's control and that a secondary review, proposed above, could be an interim option.

Recommendation 11

DOC should seek to improve internal controls and eliminate human error that could result in overpayment or underpayment of overtime hours, potentially through the implementation of an electronic overtime approval system.

DYRS does not comply with its own policies and procedures and lacks internal controls designed to verify hours worked before payments are made, resulting in documentation so fragmented that ODCA could not get an accurate count of overtime hours worked.

DYRS maintains three eight-hour shifts at each of its two facilities in the District. Following each shift, the shift manager on duty prepares a daily report. These reports contain overtime authorization sheets listing all overtime hours worked by employees during that shift. If accurate, these shift reports should match the hours paid to each employee. However, DYRS officials were unable to provide ODCA with all the requested shift reports, stating they could not locate them. As a result, ODCA cannot completely confirm whether DYRS adheres to the agency's own policies and procedures regarding overtime documentation. In most cases the hours listed on the shift reports provided to ODCA did not add up to overtime hours paid.

Additionally, the shift reports provided by DYRS were riddled with errors, including misspellings of employee names and inaccurate pay period end dates. Many reports were also not signed by an authorized approver, calling into question whether the hours listed had been approved for payment and indicating that DYRS staff are not following the agency's policies and procedures in approving overtime.

DYRS also requires that all Youth Development Representatives use an electronic hand scan device to enter and leave DYRS's secure facilities. This process is designed to enhance security and get an accurate account of the time those individuals spend within the facilities. Along with overtime approval forms, DYRS says the hand scan data sheets are used to verify hours worked. However, DYRS officials also stated that employees often forget to sign in or out on any given day. The failure to scan in or out should result in the submission of what DYRS calls a "missed punch sheet," but during interviews with DYRS employees, ODCA learned that this submission does not always take place. ODCA reviewed DYRS's hand scan records but could not use them to verify backup documentation for employee hours worked because DYRS failed to produce numerous missing scans.

Additionally, DYRS stated to ODCA that both shift reports and electronic hand scans are used to verify overtime hours worked prior to payment of employees. However, the agency could not provide written policies and procedures requiring reconciliation of overtime approvals with hours entered on employee timesheets or evidence that such a process exists.

ODCA concludes that members of the DYRS staff regularly ignore the agency's existing overtime policies and procedures, which appear to be insufficient to eliminate the risk of waste, fraud, or abuse. The agency has not adequately addressed these deficiencies. Both the missing reports and the lack of written policies on timesheet approvals raise questions DYRS could not adequately answer on how the agency tracks and verifies overtime hours prior to payment. DYRS maintains that shift reports are produced each day. However, the agency's inability to furnish the reports to ODCA—in some cases for periods within the last year—calls into question whether the agency retains these documents.

The missing reports and lack of written policies create a significant risk of overtime fraud because undocumented, improper payments are being made to employees for overtime they did not work.

ODCA recommends that DYRS properly document and retain shift reports, overtime authorizations, and missed punch sheets for each instance in which an employee does not scan in or out. DYRS should implement additional policies and procedures that require that the shift reports, along with overtime approval forms, be compared to hours entered into PeopleSoft prior to payment. Doing so will ensure that all overtime paid to employees was properly approved and worked and will reduce the risk of waste, fraud, and abuse.

Recommendation 12

DYRS should develop and enforce written policies and procedures for retaining shift reports and tracking and verifying overtime hours before time entered into PeopleSoft is submitted to OPRS for payment.

DYRS does not accurately track and document overtime approvals, raising the risk of waste, fraud, and abuse.

As a result of the missing shift reports, ODCA's inspection of a random sample of 45 individual employee pay period records of overtime use revealed 44 cases in which the overtime authorized did not match the number of hours of overtime the District paid these employees.



ODCA's inspection of a random sample of 45 individual employee pay period records of overtime use at DYRS revealed 44 cases in which the overtime authorized did not match the number of hours of overtime the District paid these employees.

Employees in 36 cases received more in overtime payments than DYRS's records indicate the employees worked. In 9 of the 36 cases, DYRS was unable to provide documentation to support any overtime payments to the employees. In others, DYRS could provide partial documentation. In one case, an employee received payment for 81 hours of overtime but DYRS documentation only supported 48 hours. In another case, 20.5 hours of overtime were paid to an employee, but DYRS could not provide documents to support the overtime payment and instead provided support for only six hours of compensatory time (an arrangement under which an employee works overtime but earns additional paid time off instead of pay at an overtime rate). In total, ODCA found 277.79 hours of work across the random sample for which DYRS could not provide the required overtime approval slips, representing approximately \$12,840 in unsubstantiated payments based on the pay rates of the individuals involved.

In eight of the 45 cases, employees received less in overtime payments than DYRS's records indicate the employees actually worked. One example: An employee was paid for working 33 hours of overtime in a two-week pay period, but DYRS documentation indicates that this employee worked 64 hours of overtime, resulting in 31 hours of potentially unpaid work.

Overall, the lack of sufficient and accurate documentation shows that DYRS does not adequately track approval of all overtime hours or ensure that time entered into PeopleSoft reflects time employees were approved for and worked. The overtime request forms provided by DYRS covered authorizations for multiple individuals and were frequently not signed by the approving authority, further raising the risk that even documented hours might not have been approved. The discrepancies between documented and approved work and employee timesheets make it impossible to determine whether the overtime payments to these employees were consistent with the work they performed. This situation increases the risk that the District may be paying employees for work they did not perform or not paying employees for work they did perform. Both possibilities create an ongoing financial and legal risk to the government and taxpayers.

ODCA recommends that DYRS immediately comply with DCHR's guidance in Issuance 11-88, including the consistent use of an overtime approval form documenting overtime for each employee. The form provided at the end of this report as Appendix B represents a sample provided by DCHR.

Recommendation 13

DYRS should comply with DCHR's guidance to document approval of all overtime hours worked and retain that information in accordance with District record retention requirements.

DPW lacks clear agency-wide policies governing overtime.

When ODCA first approached DPW on this audit and asked for copies of its overtime policies and procedures, DPW provided two documents. These documents, titled "Admin Issuance #73" and "Admin Issuance #76," are dated October 3, 1990, and November 7, 1990, respectively. It's not clear, however, why DPW provided them to ODCA for review. Both documents include outdated references, such as an "Office of the Controller" within DPW (a division that no longer exists) and a "DS" wage schedule for employees (which is now generally referred to as the CS schedule for career service employees). Additionally, Issuance #76 states that it repeals issuance #73 in its entirety. When asked whether these policies and procedures were still in force, DPW told ODCA that they were not, and that the agency followed the District Personnel Manual (DPM).

During subsequent interviews with DPW staff, audit team members inquired further about obtaining copies of agency-wide overtime policies and procedures. DPW then informed ODCA that the agency does not have a current unified set of overtime policies and procedures. Instead, each administration within DPW—which includes the Solid Waste Management Administration (SWMA), the Parking Enforcement Administration (PEMA), and the Fleet Management Administration (FLEET)—maintains its own overtime policies and procedures. SWMA and FLEET provided copies of their policies and procedures to ODCA. PEMA failed to respond to ODCA's request.

SWMA's policies and procedures were provided to ODCA in a word document stating they took effect on October 1, 2012. They reference the requirement for employees to sign in and out on an "overtime roster." The data from the roster is then entered into an electronic system known as Trakster. The policy also requires that an "Overtime Authorization Report" from Trakster be generated and approved by the division chief. However, the policy as written is vague and lacks important details, including a statement about Fair Labor Standards Act (FLSA) requirements, a clear definition of approval roles, and details about how the administration handles compensatory time in lieu of overtime requests. The policy also contains numerous grammatical and spelling errors.

FLEET's policies and procedures were provided as a paper copy of a memo from the Fleet Management Administrator to the division's managers and supervisors dated June 23, 2014. This memo requires an "approved Form 95" to be completed before overtime is posted for an employee in PeopleSoft. Moreover, to obtain payment approval, that form must be reviewed by the timekeeper who enters the time into the timesheet for payment processing. Like SWMA, FLEET's policies contain no references to FLSA requirements on overtime or any standard policy relating to requests to substitute compensatory time for overtime.

Overall, these inconsistent and piecemeal policies hamper accountability and make it difficult for agency executives to verify that proper approvals are occurring. The unclear nature of SWMA's and FLEET's policies with respect to important considerations such as FLSA and compensatory time means that staff and supervisors do not have relevant information regarding those requirements. This situation increases the risk that the agency may run afoul of federal labor laws and/or union contracts.

Recommendation 14

DPW should develop, promulgate, and train staff on agency-wide policies and procedures that require, prior to payment at the end of each pay period, proper authorization, documentation, and verification of overtime hours worked.

DPW does not accurately document approval for all overtime hours worked, increasing the risk of waste, fraud, and abuse.

Due to the lack of consistent agency-wide policies and procedures and inconsistent enforcement of existing policies, ODCA's analysis of overtime records for DPW found many cases in which DPW could not provide adequate and accurate overtime approval forms to substantiate payments made to employees. Of the sample of 42 records, ODCA found 11 cases in which the total number of hours listed on overtime approval forms for an employee did not match the overtime hours the employee was paid for in that pay period.²³

In nine cases the District paid employees for more hours than DPW could substantiate with overtime approval forms. These ranged from a case in which an employee was paid for 68 hours of work but approval forms only supported 67 hours (resulting in just one hour of unsubstantiated payment) to another in which an employee was paid for 46 hours of overtime work but DPW could only provide

²³ ODCA only sampled 42 records at DPW because one of the top five overtime earners at the agency only had overtime earnings in one of the four pay periods examined for top earners.

evidence of 10 hours of authorization (resulting in 36 hours of unsubstantiated payments). In total, ODCA found 92 hours of work across the random sample for which DPW could not provide overtime approval slips, representing approximately \$3,854 in unsubstantiated payments based on the pay rates of the individuals involved.



Of the sample of 42 records, ODCA found 11 cases in which the total number of hours listed on overtime approval forms for an employee did not match the overtime hours the employee was paid for in that pay period.

In two of the 11 cases identified, DPW's documentation exceeded the hours of overtime worked for which the District paid employees. In one case, documentation supported an employee working 35.5 hours of overtime, but payment records indicate the employee was paid for only 27.5 hours of work. In the second case, documentation shows an employee worked 24 hours of overtime but payment records only show 16 hours paid. In both cases, the records show hours worked, so it is not clear why these two employees did not receive full payment for overtime worked. DPW failed to provide ODCA with sufficient documentation to clarify the discrepancies.

Overall, as with DYRS, the lack of sufficient and accurate documentation shows that DPW does not adequately record all overtime hours worked and match that information with time entered for employees into PeopleSoft. Unlike DYRS, however, at least some form of accurate documentation existed in most sampled cases. Still, the discrepancies between documented and approved work and the payroll time sheet make it impossible to determine whether the payments to these employees were consistent with the work they performed. This situation raises the possibility that the District may be paying DPW employees improperly for work they did not perform, or—as shown in two cases—not paying individuals for work they performed, creating an ongoing financial and legal risk to the government and taxpayers.

Therefore, ODCA recommends that DPW immediately begin complying with DCHR's guidance in Issuance 11-88, including the use of an approval form documenting each instance of overtime. The form provided at the end of this report as Appendix B represents a sample provided by DCHR. DPW should ensure its form contains the same information and retain that information for each employee according to the District's record retention requirements.

Recommendation 15

DPW should ensure that all overtime work have an individualized associated approval form specifying the number of hours worked by each employee and signed by the employee's supervisor.

Additional Auditor Concerns

DPW declined to provide documentation justifying nearly \$2.7 million in excess FY 2017 overtime spending on sanitation and public space cleaning.

DPW's approved overtime budget for sanitation related activities and public space cleaning in FY 2017 totaled \$1,667,671 and \$1,930,519, respectively. However, the agency spent \$3,773,124 on sanitation and \$2,516,171 on public space cleaning overtime that year, or \$2,691,104 more than its budget authorization.

ODCA asked DPW officials for documentation detailing the specific reasons for these overages and the amounts associated with each of those cost drivers. Over the course of several months, DPW declined to provide such detailed information despite repeated requests and extended deadlines. DPW officials said in interviews and in follow-up documentation that the overages were due in part to public events for which the agency had to provide clean-up services, including the presidential inauguration in January 2017. That information seems to match with the overtime category of "public space cleaning" but without additional information from DPW, ODCA could not determine how much DPW specifically spent on cleaning.

DPW provided a two-page report that outlines several events for which DPW provided public space cleaning in FY 2017 and received some federal reimbursement for overtime incurred. They included "any first amendment [sic] protest events, Inauguration, Fourth of July, and suppression vehicle support by way of the United States Secret Service." The narrative stated that DPW "will also clean other citywide events, provide MPD with suppression vehicles and support the Mayor's Office-sponsored events," and that those events are not reimbursed but "charged to [DPW's] budget."

With respect to overtime budget overages in sanitation collections, removal, and disposal, DPW's narrative made these points:

- Overtime in the Collections division is caused by long recycling routes coupled with increases in population and recycling tonnage.
- Employee shortage is a factor in the Collections division. On average 70% of employees are present each day which is highly affected by unscheduled leave and FMLA.
- Drivers of overtime at the disposal division resulted from delayed trash collections and problems caused by the shutdown of a previously used contractor. Delays in trash routes require the transfer station to remain open for the duration to accommodate it.

While the DPW narrative provided some clarification on the agency's overtime cost drivers, it does not include specific cost data highlighting how much DPW spent for individual events or how issues such as increased demand on recycling routes have caused more overtime work.

DPW repeatedly declined to provide detailed information to ODCA on overtime cost overruns related to sanitation and public space cleaning in FY 2017. Given that refusal, ODCA cannot effectively assess ways in which DPW might reduce its overtime costs.

Summary of Report Recommendations

The recommendations in this report are budget neutral or have the potential to generate cost savings District-wide over the course of their implementation. Adoption of these recommendations has the potential to:

- A. Reduce the usage of overtime and the cost to District taxpayers.
- B. Strengthen time and attendance and overtime policies and procedures.
- C. Enhance the overtime verification and approval process.

Recommendation	Budget Neutral	Potential for Revenue Generation or Savings	Specific Agency or District-Wide Goal Advanced by Recommendation (See listing above)
1. Within six months, DYRS should strengthen internal controls and prevent abuse of leave by employees through additional oversight and better management.		X	A, B, C
2. The City Administrator should develop and implement an option to secure parking and towing enforcement for the DC Streetcar operations that does not require use of overtime.		X	A
3. DFS should maintain a comprehensive recruitment strategy that assesses the barriers to achieving a full staff complement (such as availability of qualified individuals, visibility of job postings, etc.) and identifies solutions that allow the agency to staff up fully by the close of FY 2018 (September 30, 2018).		X	A
4. DFS should regularly assess personnel needs with respect to ongoing changes in the agency's mission or caseload and ensure that the agency's annual budget submission reflects the FTE levels necessary to minimize the need for overtime.		X	A
5. DOC should continue monitoring overtime use and FTE needs to determine whether the additional FTEs in the FY 2018 budget are sufficient for the agency to meet its mission with minimal need for overtime. If insufficient, the agency should inform the Mayor and Council of the need for more staff to further reduce overtime costs to taxpayers.		X	A

Recommendation	Budget Neutral	Potential for Revenue Generation or Savings	Specific Agency or District-Wide Goal Advanced by Recommendation (See listing above)
6. The Council should monitor DOC's overtime use through the budget and performance oversight process and, if needed, modify the agency's budget to allow DOC to hire additional FTEs and reduce the need for overtime.		X	A
7. DCHR should update issuance bulletin 11-88 requiring all subordinate agencies to document overtime approvals that match time worked. That instruction should include specific criteria regarding the information such approvals must contain and how those approvals should inform employee time entry.	X		A, B, C
8. Within one year, DCHR should implement a module within PeopleSoft that replicates DFS's SharePoint system of electronic overtime approvals for District-wide use.		X	C
9. DCHR should promulgate an issuance bulletin within the District Personnel Manual (DPM) to accompany the implementation of the electronic overtime approval and tracking system.	X		C
10. DFS should continue its efforts to strengthen internal controls requiring reconciliation between approved overtime and time entered into PeopleSoft for payment and ensure managers comply with those controls.	X		B, C
11. DOC should seek to improve internal controls and eliminate human error that could result in overpayment or underpayment of overtime hours, potentially through the implementation of an electronic overtime approval system.	X		C
12. DYRS should develop and enforce written policies and procedures for retaining shift reports and tracking and verifying overtime hours before time entered into PeopleSoft is submitted to OPRS for payment.	X		B, C
13. DYRS should comply with DCHR's guidance to document approval of all overtime hours worked and retain that information in accordance with District record retention requirements.	X		C
14. DPW should develop, promulgate, and train staff on agency-wide policies and procedures that require, prior to payment at the end of each pay period, proper authorization, documentation, and verification of overtime hours worked.	X		B, C
15. DPW should ensure that all overtime work have an individualized associated approval form specifying the number of hours worked by each employee and signed by the employee's supervisor.	X		C

Conclusion

Use of employee overtime is a necessary tool for every government, including in particular public safety agencies with 24-hour responsibilities such as the District's MPD, FEMS, DOC, and DYRS,

The goal of this report was to provide a better understanding for the Council and public of the drivers and risks associated with what have been rapidly growing overtime costs across the District including in agencies not typically known for excessive overtime. Local funds spent on overtime rose from approximately \$40 million in FY 2011 to more than \$108 million in FY 2017. That significant jump merited a review to assess the extent to which the increases pose unnecessary risks and whether the costs can be reduced and, if so, by what means. We conclude that stronger management, more specific regulatory guidance, and improvements in policies, practices, and internal controls can provide better protections against the possibility of waste, fraud, or abuse of District taxpayer dollars.

This audit of overtime spending by DFS, DOC, DPW, and DYRS required substantial resources from the four agencies audited as well as DCHR and OCFO's Office of Pay and Retirement Services. We appreciate the countless hours agency staff invested in providing us with documentation and answers to our questions. In particular, we would like to acknowledge and thank DFS for the feedback it provided at a mid-point in our audit. That letter, attached here as Appendix A, provided a great deal of context for the agency's use of overtime and steps taken by the agency to date and planned in the future to improve processes. We cite this letter as a potential model for other agencies under audit who may wish to address issues immediately without waiting for our final results.

We hope that the findings and recommendations are useful to reduce overtime through appropriate oversight and hiring, and improve the documentation of overtime authorizations so they reflect time worked and reduce the risk of improper payments. We believe the findings and recommendations could be useful for any District agency looking to better understand its overtime drivers and improve verification and documentation of overtime worked.

The administration's response indicates that the agencies have taken seriously our findings and recommendations. Of a total of 14 recommendations directed at executive branch agencies, there was agreement at least in part with 11. We thank the audited agencies for being responsive, engaged, and willing to acknowledge shortcomings and are confident that this spirit of improvement can continue as the agencies move to implement our recommendations.

We hope the information is useful to the Council and other stakeholders in informing important discussions about overtime drivers, spending, and risks during current and future budget deliberations.

Agency Comments

On April 10, 2018, we sent a draft copy of this report to DPW, DOC, DYRS, and DFS for review and written comment. DCHR responded with written comments on behalf of DPW, DOC, DYRSA, and DFS on April 24, 2018. Agency comments are appended in full to this report followed by ODCA's response to specific comments on this audit report.



GOVERNMENT OF THE DISTRICT OF COLUMBIA
Department of Human Resources



Office of the Director

April 24, 2018

Ms. Kathleen Patterson
District of Columbia Auditor
Office of the District of Columbia Auditor
717 14th Street, N.W.
Suite 900
Washington, DC 20005

Subject: April 10, 2018 - Draft Report on the District of Columbia's Overtime Payments

Dear Director Patterson:

Thank you for the opportunity to respond to the draft report on the District of Columbia's overtime payments. We are enclosing our responses to the Office of the District of Columbia Auditor's (ODCA) recommendations for incorporation into the final report.

District of Columbia government employees work daily to provide our 700,000 residents, 22 million visitors, and the thousands of businesses with unparalleled city services. As part of our greater governmental responsibility and unwavering commitment to accountability, the District has established guidelines and procedures, both government and agency-specific, to ensure that when overtime payments are authorized, they are necessary to meet the growing demand for the District's programs and services and to ensure the safety, health, and well-being of its residents.

Of specific note, we are pleased that your evidentiary findings reveal that the District is utilizing overtime to meet the demands of a growing and thriving community, and that there is no evidence of overtime fraud, waste or abuse.

Mayor Bowser said it best: "[t]hree years ago, we set out to build a government that meets the needs of residents in all eight wards – a government that doesn't just work for us, but for the next generation, and the one after that. We are making tremendous progress, but we have more work to do." Since that time, we have realized many noteworthy accomplishments. Listed below are just a few recent District successes and initiatives that benefit our residents:

- Since 2014, crime has been significantly reduced, with violent crime down 28%, property crime down 11%, and total crime down by 14%;

- Under Mayor Bower’s leadership, unemployment has significantly decreased by 2.1 percentage points: 19,700 more residents are employed and the city has added an additional 42,700 jobs;
- 25 additional ambulances have been added to our streets to help meet the public safety needs of our growing population;
- “Safe Passage” zones have been created for our young people traveling across the city by recruiting government volunteers stationed in high-traffic areas on the last day of school and the start of the Summer Youth Employment Program;
- A specialized mental health unit has been established at the Central Detention Facility; and
- An additional \$2.5 million was budgeted to hire and train 30 additional 911 call takers to strengthen public safety.

Our dedicated and professional workforce of nearly 32,000 employees takes their public responsibilities seriously, providing District residents the highest quality government services that is justifiably expected and deserved by those we serve. In return, we provide our workforce competitive compensation for the work they do each day and for any overtime they perform in meeting the needs of the city. Increases in overtime assignments, not captured within the body of the draft report, are driven by many key factors that were not included in the audit.

The inflammatory title of the audit suggests that the “risk” of improper overtime payments is great in the District, while providing no substantive evidence to support such a definitive conclusion. Indeed, the clean official audits received by the District indicate that the “risk” is not material to the District’s finances. Indeed, the final audit should be renamed “Audit of Select District of Columbia Agencies’ Overtime Use” to more accurately capture its limited scope. The audit only examines four agencies out of the 80 District agencies and offices – the Department of Corrections (DOC), Department of Youth Rehabilitation Services (DYRS), Department of Forensic Services (DFS), and Department of Public Works (DPW).

Moreover, the audit fails to sufficiently discuss how the laws that govern overtime in the District may impact the cost of overtime across these specific agencies, nor does it include context of additional factors such as public safety needs that drive overtime payments. The District must comply with several collective bargaining agreements and the Fair Labor Standards Act, which require overtime pay for covered employees for hours worked over 40 in a workweek at a rate not less than one and one-half times their regular rate of pay.

The audit then used a targeting sampling protocol and extrapolated those results which do not reflect the total population of agency employees. The targeted sample does not always reflect the practices of the whole agency. For example, the sample of personnel data used for the report for DYRS focused on staff at New Beginnings and Youth Services Center (YSC) only, which are 24/7-hour facilities that regularly require higher overtime usage to maintain continual coverage to supervise the youth. These two divisions fall under the Secure Facilities Program, which accounts for only 16% of the programs within DYRS that budget for overtime; they do not represent a full cross-section of eligible overtime expenditures among all DYRS programs.

The audit also neglects to recognize the critical responsibilities that fall to these specific agencies and the need to place public safety over regular, predictable workweeks. The audit acknowledges that the Fire and Emergency Medical Services Department (FEMS) and Metropolitan Police Department (MPD) needed to use overtime for the Presidential Inauguration and Women's March but fails to acknowledge that the selected four agencies similarly use overtime to protect residents for public safety needs and to fill essential gaps in service as part of their core missions. DPW is a partner in emergency preparedness as it relates to the strategic placement of heavy duty equipment around the city during events such as the Presidential Inauguration, Women's March, Pope's visit, etc. In sum, these four agencies likely have higher needs to use overtime resulting from their missions than most other agencies, except perhaps MPD and FEMS.

These four agencies selected for the audit all have 24/7 operations. For example, DFS must work in parallel with MPD while attending to crime scenes. Importantly, crime scene scientists must remain at the crime scene to complete their examination and the collection of evidence rather than leaving with the job incomplete when their shift is scheduled to end. Additionally, forensic examiners may be required to stay beyond their shift to analyze evidence in high profile, fast moving investigations to assist MPD in the prevention of additional crimes; DFS personnel are often "in lock step with MPD" following acts of violence. In fiscal year 2017, DFS managed 7,063 cases involving 22,476 service requests and 92,228 items of evidence.

DYRS utilizes overtime to protect the health, safety, and welfare of the youth in their custody. DYRS confronts exceptional and highly individualized circumstances that result from working with youth on a 24/7 basis (*i.e.* medical emergencies and suicide watches.) These unpredictable circumstances often make it procedurally difficult to comply with strict overtime pre-approval requirements.

Further, these agencies have expanded their programmatic goals to provide additional services, and these goals drive the need for overtime payments. For DPW, the District's growing population and 6% increase in resident participation in recycling (a 6% increase between FY2014 and FY2017) have required increased overtime expenditures on sanitation and public space cleaning. DOC opened additional units, increased its inmate count, and insourced a Correctional Treatment Facility from a private vendor.

The District agrees that the ministerial act of documenting pre-approval can be improved. The District will examine its procedures and policies as related to pre-approval and explore options such as approval through electronic means. However, the audit fails to consider in its findings how employee pay, both regular and overtime, is reviewed for accuracy and approved for payment. PeopleSoft is the District's electronic human resources and time and leave management system. It is the official repository of information regarding employees and their employment. Generally, when employees submit their time, managers review what employees submit and either approve or disapprove time, both regular and overtime. Timekeepers certify the time, and the Office of Payroll and Retirement Services (OPRS) process the time as recorded for pay purposes. Agency heads, including those audited, receive regular reports from OPRS to review as to when overtime is being used. Those reports and analysis of overtime payments may drive an agency to request more full-time employees or adjust its policies.

While we plan to improve the manually driven procedural process for requesting and authorizing overtime, we also stand behind its use to ensure that the residents of the District of Columbia and its thousands of businesses received unparalleled city services.

Enclosed as an addendum are specific and detailed responses to the draft report recommendations by agency. Should you have any questions, please do not hesitate to contact me on 202-442-9669 or ventris.gibson@dc.gov.


Ventris C. Gibson
Director

cc: Betsy Cavendish (EOM)

Addendum Response to April 10, 2018 Specific Recommendations from the Office of the District of Columbia Auditor Audit of Overtime Use in Selected District of Columbia Government Agencies

Department of Youth Rehabilitation Services (DYRS)

DYRS is a nationally recognized leader in the juvenile justice field. Our established, innovative programming for court-involved youth includes: DC Youth Link - a groundbreaking service delivery framework based on the principles of Positive Youth Justice, New Beginnings – a state-of-the-art residential treatment center, and The Credible Messenger Program – an innovative approach to grassroots mentoring with a restorative justice framework. Through these model approaches, DYRS connects committed youth and their families to services, resources and opportunities that range from transformative mentoring and parent empowerment to vocational training and workforce development.

DYRS Successes:

- Launched the Credible Messenger Mentoring Initiative, which stems from a core belief that individuals from the same communities, with the same lived experiences as those they serve, are uniquely positioned to engage those young people and family members often considered the hardest to reach.
- New Service Delivery Model where DYRS places our case management team at the center of the rehabilitation process. In our former model, and due to a larger youth population, case management staff were not always the primary drivers of the services and treatment our young people received, resulting in less accountability of our staff and youths' progress. The new model also supported the agency's efforts to exit the Jerry M. goal about case management.
- Care Coordinator Manual - DYRS published its new Care Coordinator Manual, which guides our case management processes, policies, and practices. The agency last updated this ten years ago.
- Implementation of Restorative Justice practices throughout the agency. Highlighted by training:
 - 509 employees in Introduction to Restorative Justice
 - 489 employees in Restorative Justice and Mediation Circles
 - 25 employees in Certified Train-the-Trainers and Circle Facilitators
- Gender Appropriate Programming, highlighted by opening "Journey," a 10-bed unit at New Beginnings Youth Development Center that meets the treatment needs of girls and young women committed to the agency, while keeping them closer to the District and their families. The agency also created "Journey Beyond," providing additional supports for the young women in our community.

- Community Reinvestment – Due to programs like Credible Messenger and DC YouthLink, DYRS is keeping our youth in the community, as opposed to expensive out-of-state placements, and is reinvesting our resources in the District to provide more Washingtonians a Pathway to the Middle Class.
- Family Engagement and Services – DYRS greatly increased family support services to ensure our young people have a supportive and stable home both during and after their commitment to DYRS. One key initiative is launching “Anchored in Strength,” a parent support group dramatically increasing family engagement.
- Covenant of Peace - DYRS has conducted nine (9) Covenant of Peace events, both in our secure facilities and in the community. These powerful, weekend-long events allow our youth and their families to participate in workshops, dialogue with dynamic “Credible Messengers,” and engage in various activities aimed at helping them explore the root causes of trauma that has led them to DYRS.

Because of these efforts to improve the lives of youth and families that we serve, DYRS acknowledges the following contributing factors related to recent accomplishments or activities that potentially drove additional overtime hours worked:

- (1) Increased special events and youth engagement activities at the facilities and in the community –
 - a. Covenant of Peace – Overnight activities take place in the facilities and in the community to engage youth, families and community members in programming
 - b. Journey Beyond Programming – frequently includes weekend gatherings or evening hour events to support gender-specific programming for DYRS girls.
- (2) District enhancements of leave categories and leave policies –
 - a. The District’s efforts to enhance leave policies around workman’s compensation, PFL, and FMLA have affected our available workforce and required additional drafting for staff members for facility-based shifts working on a 24/7 operation. Additional leave categories and extended leave options, those that are District authorized, can lead to staff members being unavailable for extended periods of time. DYRS must ensure that facilities operations and direct care and supervision is in place according to our agency staffing complement policies. Thus, overtime drafting becomes necessary, at times, to fill gaps or needs in staffing to ensure safe facility operations.
 - b. DYRS has 17% of its workforce accessing FMLA (as of February 2018) and approximately 16% of its workforce accessing PFL (as of December 2017).

Recommendation #1: Within 6 months, DYRS should strengthen internal controls and prevent abuse of leave by employees through additional oversight and better management.

DYRS Response: Agree in part. DYRS has the following procedures underway.

- a. Implementing tighter controls regarding time approval and review among managers
- b. Applying stricter enforcement of agency time and attendance policies
- c. Utilizing and following through on progressive discipline and other policies that prevent abuse of leave (unauthorized absences).
- d. Implementing appropriate procedures for review and approval of overtime (Request for Authorization of Overtime Work Form)
- e. Reinforcing training for managers and time-approvers on District policies for time and attendance and overtime approval

Recommendation #12: DYRS should develop and enforce written policies and procedures for retaining shift reports and tracking and verifying overtime hours before time entered in PeopleSoft is submitted to OPRS for payment.

DYRS Response: Agree. DYRS will work to develop a policy for retaining shift reports and the request for authorization form to track and verify hours. DYRS also commits to implementing training for managers to re-enforce procedural requirements for tracking and verifying overtime hours in a timely manner.

Recommendation #13: DYRS should comply with DCHR guidance to document approval of all overtime hours worked and retain that information in accordance with District record retention requirements.

DYRS Response: Agree in part. DYRS has already created and distributed a Request for Authorization of Overtime Worked Form. Managers are already being trained on the procedures related to approving and signing this form, which is submitted to Human Resources for record retention purposes. DYRS is actively exploring opportunities to enhance capacity and timelines of approvals via e-signature capabilities for managers.

Department of Public Works (DPW)

DPW provides essential city services in two distinct program areas: environmental services/solid waste management and parking enforcement. Both contribute to making District streets and public spaces clean, safe, attractive and accessible for all residents, businesses, commuters and visitors.

Behind the scenes, DPW's Fleet Management Administration supports municipal operations by procuring, fueling and maintaining approximately 6,000 District Government vehicles, from

sedans to heavy equipment. A sizable portion of DPW's fleet is now approaching or has passed its recommended service life. This aging fleet has increased maintenance and repair costs, and has led to repeated equipment breakdowns, which have in turn necessitated overtime usage beyond what was expected. Fortunately, Mayor Bowser has proposed an allocation of slightly under \$31 million in the FY 2019 capital budget for vehicle and equipment replacements.

The nearly 1,450 employees of DPW work hard to keep the District of Columbia clean, safe, accessible, and moving. This unwavering dedication to service combined with a growing population, an aging fleet, and the need to streamline some internal policies may have contributed to excess overtime.

Recommendation #2: The City Administrator should develop and implement an option to secure parking and towing enforcement for the DC Streetcar operations that does not require use of overtime.

DPW Response: While this recommendation is directed to the City Administrator, DPW provides the following response. It is difficult to hire permanent full-time staff due to the temporary nature of the funding source. DPW's enforcement strategy is contingent on the availability of resources for appropriate allocation to keep the DC Streetcar route clear. To characterize the overtime funding specifically allocated by DDOT for the enforcement on the DC Streetcar route as an overrun to DPW's budget is out of context.

Recommendation #14: DPW should develop, promulgate, and train staff on agency-wide policies and procedures that require, prior to payment at the end of each pay period, proper authorization, documentation, and verification of overtime worked.

DPW Response: Agree in part. DPW realizes the importance of sound policies, procedures and documentation and as discussed below, will explore whether agency-wide policies and procedures are required. We are committed to making the necessary changes throughout the agency to ensure that we are in a solid position to approve, document, verify and affirmatively report out on our overtime usage when requested.

Recommendation #15: DPW should ensure that all overtime work have an individualized associated approval form specifying the number of hours worked by each employee and signed by the employee's supervisor.

DPW Response: Agree. Over the next few months, DPW will develop a stronger agency-wide policy to provide general guidance for how overtime should be properly approved, documented and verified. However, it should be noted that the agency is responsive to three different collective bargaining units. This may require DPW to identify procedural differences for each Administration (e.g. Solid Waste Management, Parking Enforcement Management and Fleet Management) where the applicable Collective Bargaining Agreement (CBA) provides specific guidance. Further, DPW will ensure all employees are made aware of the relevant policies and procedures.

Department of Forensic Sciences (DFS)

The Department of Forensic Sciences is a public safety agency and overtime is considered a part of the public safety responsibility. For example, the draft report fails to recognize the Department's 24/7 crime scene teams' response role as a public safety need and therefore DFS does not get the same consideration as MPD and FEMS and their need for OT (see footnote 12).

Recommendation #3: DFS should implement a comprehensive recruitment strategy that assesses the barriers to achieving a full staff complement (such as availability of qualified individuals, visibility of job postings, etc.) and identifies solutions that allow the agency to staff up fully by the close of FY 2018 (September 30, 2018).

DFS Response:

- a. **Disagree in part.** These recommendations are moot as the staffing issues have already been addressed. Further, we believe that these recommendations miss the mark. DFS implemented, with the assistance of the Department of Human Resources (DCHR), a comprehensive talent acquisition strategy and plan. The expansion of DFS' mission and resource availability were significant. DFS' recruitment processes operated at maximum capacity and involved many activities beyond the recruitment action, including induction, assimilation, training, provisions, and acculturation – everything needed for onboarding an integrating an expanded workforce., The expansion is almost complete with just 12 vacant positions across the entire agency, representing just 5% of the agency's staff, remaining to be filled after May. Only three of these vacant positions are within crime scenes, the heaviest user of overtime within DFS.
- b. As any well managed organization does, as a part of its annual business planning, DFS consistently produces fiscal year budget requests that reflect the real needs of providing a forensic science service to the District.
- c. The downward trend in DFS' overtime expenditures indicates the successful deployment of the additional resources through the Mayor's initiative *Safer, Stronger DC*. As of March 31, 2018, the DFS OT Expenditures is \$183,591 against an allocated budget of \$266,682 with approximately 30 percent of the overtime budget remaining. DFS does not plan to exceed our allocated budget for FY18.

Recommendation #4: DFS should regularly assess personnel needs with respect to ongoing changes in the agency's mission or caseload and ensure that the agency's annual budget submission reflects the FTE levels necessary to minimize the need for overtime.

DFS Response: Agree in part. DFS opened for operations on October 1, 2012 but the overtime is the result of a public mission for which it was not resourced to accomplish until Fiscal Year

2017. When evidence collection was the responsibility of MPD, there were 78 officers dedicated to this task, whereas DFS opened with no dedicated civilian crime scene scientists. DFS received approval from the Office of Budget and Planning on January 25, 2013 to establish 24 temporary positions for Crime Scene Sciences, not to exceed beyond Fiscal Year 2013. DFS overtime budget for each of the first three years was \$8,000.

The decision to select DFS as a subject for this audit based on spending four times its budget allocation is questionable as the initial budget allocation was unrealistically low and was established for two years *before* the Department was operational. Below is an updated version of Table I that we provided in the October 2, 2017, letter to the Auditor. This table demonstrates DFS did not receive overtime allocations that properly reflected the agency's needs for overtime as the mission expanded. The table also demonstrates overtime actual expenditures are decreasing.

Table I: DFS Overtime Expenditures and FTE Counts

Fiscal Year	Overtime Allocation (Budget Book)	Overtime Actuals (Budget Book)	FTE Count Approved	FTEs Filled (Schedule A)
FY13	\$ 8,000	\$ 37,000	93	69
FY14	\$ 8,000	\$ 19,000	114	93
FY15	\$ 8,000	\$ 243,000	131.75	119
FY16	\$ 39,000	\$ 425,000	219.25	157.25
FY17	\$ 113,000	\$ 424,000	220.25	186.25
FY18 (YTD)	\$ 264,000	\$183,591	221.50	204.50

Additionally, the training program (page 19) does not contribute to the high vacancy rate as stated in the draft report. These are two separate issues that the draft report conflates to imply that they are interdependent. As noted earlier, DFS was given an opportunity to hire additional temporary crime scene scientists in FY16 with supplemental funds. This was a result of a directive from the Mayor's Safer, Stronger Plan and agreement between MPD and DFS for DFS to take over crime scene response for MPD. However, as these temporary positions were being filled, DFS also began to take on response to scenes with homicides and took on additional training to meet this responsibility. At the same time, new crime scene scientists hired under Safer, Stronger Plan were undergoing a rigorous training program before they could be deployed. Overtime will not immediately decrease because of filling vacancies due to the lag as new hires undergo training. In FY18, the impact of additional deployed crime scene scientists on reducing overtime is being realized.

Recommendation #10: DFS should develop and implement stronger internal controls requiring reconciliation between approved overtime and time entered in PeopleSoft for payment and ensure managers comply with those controls.

DFS Response: Disagree. Through the course of the audit, DFS became aware of a technical flaw in the electronic overtime approval process that caused historic records to be overwritten, and so these records could not be produced for the audit team. The audit team, however, was provided with **substantial** data from several other sources that demonstrated that no fraud, waste or abuse was evident. Always, all payment of overtime has always been subject to manager or supervisor approval in PeopleSoft; otherwise it would not have been paid.

- a. The argument on page 27, “...employee timesheets... [is] insufficient to document whether an employee worked the hours they were paid to work...” fails to consider the intimate knowledge that each supervisor has of their team members’ work and the many other sources of data and information they have to consider in arriving at a decision to approve or not approve of overtime. Also, the various sources DFS used to substantiate the work of employees were outlined in DFS’ October 2, 2017 response, which included internal email communications, DFS Laboratory Information Management System, MPD Evidence Control Branch Evidence Transfer Receipts, and DGS Authorized Building Entry Information. The DFS overtime authorization process was implemented in SharePoint to improve efficiency of DFS operations, which is always uppermost in the minds of all DFS members.
- b. Since last year when the DC Auditor’s Team began their audit, DFS has been working to implement additional controls in the approval of overtime. It is noted that DFS implemented additional controls in the approval of overtime through an improved SharePoint system and provided training to personnel via a pre-recorded Webinar on February 8, 2018. These controls include requirements by overtime approvers to explicitly match SharePoint overtime.
- c. DFS staff worked collaboratively and cooperatively with the audit team throughout the audit process. The audit team and DFS staff met on several occasions and substantial documents plus verbal explanations were provided to the audit team in response to the many requests for information. It was the belief of DFS that agreement had been reached on the key issues, that is, that DFS had fared well in the audit. It is the strongly held view of DFS that the draft report does not fully reflect the nature and outcome of the many discussions that took place, nor the cooperation between the audit team and DFS. DFS believes that the report would benefit from substantial changes to the contextual discussion and the recommendations. Further, the report contains errors of fact that should be corrected, which is surprising considering the amount of time dedicated to this task.

Department of Corrections (DOC)

Recommendation #5: The Department of Corrections should continue monitoring overtime use and FTE needs to determine whether the additional FTEs in the FY 2018 budget are sufficient for the agency to meet its mission with minimal need for overtime. If insufficient, the agency

should inform the Mayor and Council of the need for more staff to further reduce overtime costs for taxpayers.

DOC Response: Agree. DOC is hiring additional correctional officers in FY18 (50 based on our original budget and 30 as part of contingency funding). The Mayor’s proposed FY19 budget also supports the addition of 80 officers that DOC will hire throughout the year. We strive to maintain a minimum level of attrition which in turn meaningfully reduces the overtime costs.

DOC continues to seek efficient methods for growing our organization to support the true demands of the work performed. We recently completed an agency-wide staffing analysis that supports increasing the number of officers employed at the agency by 192, along with the improvement in deployment of several areas, including medical transport.

Recommendation #6: The council should monitor DOC’s overtime use through the budget and performance oversight process and, if needed, modify the agency’s budget to allow DOC to hire additional FTEs and reduce the need for overtime.

DOC Response: This recommendation is directed at the Council and as such, DOC does not submit a response.

Recommendation #11: The Department of Corrections should seek to improve internal controls and eliminate human error that could result in overpayment or underpayment of overtime hours, potentially through the implementation of an electronic overtime approval system.

DOC Response:

DOC is taking appropriate action to ensure that internal controls are enhanced and appropriate training occurs.

Department of Human Resources (DCHR)

Recommendation #7: DCHR should promulgate regulations for inclusion in the District Personnel Manual (DPM) requiring all subordinate agencies to document overtime approvals. Those regulations should include specific criteria regarding the information such approvals must contain and how those approvals should inform employee time entry.

DCHR Response: Agree in part. DCHR agrees that we should establish a more uniform and reliable process for capturing overtime pre-approvals. We believe we can accomplish this process without regulatory changes. DCHR will collaborate with agencies to identify operational needs and with the Office of the Chief Technology Officer (OCTO) to assess technological solutions. As the personnel authority, DCHR can require all subordinate agencies to adopt any newly created processes and will revise its Overtime Issuance with specific requirements for the overtime approval process.

Recommendation #8: Within one year, DCHR should implement a module within PeopleSoft that replicates DFS’s SharePoint system of electronic overtime approvals for District-wide use.

DCHR Response: Agree in part. DCHR agrees that an electronic overtime approval and tracking system that addresses all District agencies' needs would be beneficial for the District. Within PeopleSoft, there exists an active module for requesting and approving overtime. However, the approval process within the current module is inconsistent with existing pre-approval requirements: for example, many agencies require pre-approval from the agency head, while the existing module only allows for immediate supervisory approval. DCHR will coordinate with OCTO to evaluate the current PeopleSoft system, collaborate with agencies on their operational needs, and then determine whether the existing PeopleSoft framework can be leveraged to accommodate the varying agency needs.

Recommendation #9: DCHR should promulgate regulations for inclusion in the District Personnel Manual (DPM) to accompany the implementation of the electronic overtime approval and tracking system.

DCHR Response: Disagree. As noted in our response to Recommendation #7, DCHR would implement any overtime process changes through a DCHR Issuance, which can be regularly updated and deployed more quickly, as needed. Technology is ever changing, and we must be able to rapidly adapt to those changes. Memorializing process changes through the administrative issuance process will provide us more flexibility to make enhancements than the regulatory process.

ODCA Response to Agency Comments

We greatly appreciate the responses provided by the Department of Youth Rehabilitation Services (DYRS), the Department of Public Works (DPW), the Department of Forensic Sciences (DFS), the Department of Corrections (DOC), and the Department of Human Resources (DCHR) and note that the administration agrees in whole or in part with 11 of the 14 recommendations.

The administration's cover letter asks that we change the report title and we have amended the title so that it now reads "District Overtime Tops \$108 Million; Better Management and Hiring Additional Staff Could Reduce Costs."

ODCA agrees with the administration's statement that employee timesheets are designed to reflect hours worked and that those timesheets are generally approved by supervisors and timekeepers within an agency. However, the lack of a separate document confirming overtime approval increases the risk of improper overtime payments. This is the central message of the second half of the report and we appreciate the administration's recognition that there are ways to reduce this risk.

The administration's cover letter also states that ODCA's sample of overtime use at DYRS was limited to staff at New Beginnings (NB) and the Youth Services Center (YSC) which is incorrect. As part of this audit, we requested records from the Office of Pay and Retirement Services for overtime payments made to all DYRS employees in FY 2016. We followed GAO's recommended sampling procedure for internal controls tests and selected a random sample of records to review from data contained in 12,951 cases. This resulted in a sample that included many Youth Development Representatives (YDRs) who work at NB and the YSC because overtime among YDRs accounts for the majority of overtime worked at DYRS. The sample also included a social worker, a cook, a nurse practitioner, a recreation therapist, a correctional institution administrator, and an assistant youth treatment manager, however.

In their response DPW cites one more driver of agency overtime related to its aging fleet, an explanation that did not arise in our discussion with the agency. We encourage the agency to seek ways to reduce this added cost to District taxpayers.

We agree with DPW's statements that it is difficult to hire permanent full-time staff to conduct ticketing and towing along the DC Streetcar route due to "the temporary nature of the funding source," but the funding source is a non-lapsing fund established in the D.C. Code and controlled by DDOT, not a temporary source. The transfer of funds is made by MOU between the two agencies. Use of overtime could be avoided by requesting additional funding and FTE authority as part of the mayor's budget request to the Council or making permanent the transfer of funds from the Enterprise Fund for Transportation Initiatives.

We are grateful to DFS for their October 2, 2017, letter (Appendix B) detailing steps taken on these issues, as mentioned in our conclusion, and have added information to the text based on the correspondence. We have amended our recommendations to acknowledge work in progress. Specifically, we are encouraged that DFS believes it has addressed the staffing issue discussed in the audit and look forward to receiving documentation of this achievement as part of our compliance tracking which will be reflected in ODCA's annual recommendation compliance report issued in January. As noted in the report, DFS's records on overtime approvals were better than two of the other three agencies we examined. In addition, the audit emphasizes that DFS's innovative SharePoint system of electronic overtime approvals could serve as a model for a District-wide system based on PeopleSoft.

We concur with DCHR's assessment regarding recommendation numbers 7 and 9. We have adjusted the language in the recommendations to indicate that updating and promulgating issuances outside of the DPM would be sufficient to address the findings in the report.

In their comments DFS refers without explanation to "errors of fact that should be corrected." We agree that errors should always be corrected and that is one purpose for submitting drafts for comment. We sought clarification from DFS on April 25, 2018, and did not receive a response prior to publication. ODCA stands behind its findings and recommendations.

Appendix A

Letter from
Department of Forensic Sciences (DFS)
Oct. 2, 2017



October 2, 2017

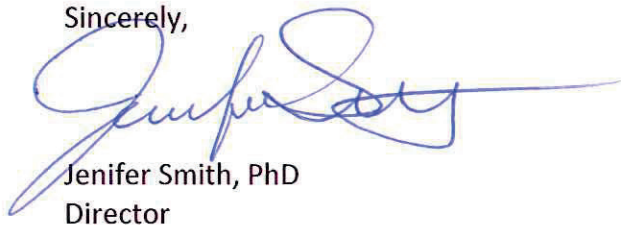
Kathleen Patterson, D.C. Auditor
Office of the District of Columbia Auditor
717 14th Street, NW, Suite 900
Washington, DC 20005

Dear Ms. Patterson,

I am writing in response to your audit of the Department's overtime for FY2014, FY2015 and FY2016, and subsequent staff level questions emailed to my Chief Operating Officer, Yi-Ru Chen, and her team over the past few months.

I have enclosed a summary of our findings, our review, and our recommendation for improvement. Please let me know if you have additional questions. Thank you.

Sincerely,



Jenifer Smith, PhD
Director

cc: Kevin Donahue, Deputy Mayor, Public Safety and Justice
Betsy Cavendish, General Counsel, Executive Office of the Mayor



The Department of Forensic Sciences (DFS) was contacted by the Office of the DC Auditor (ODCA) to review overtime policies, usage, and documentation between fiscal years 2014 to 2016. This provided an opportunity for DFS to review current policies and practices. The overall key findings are:

DFS FINDINGS:

1. The ODCA audit gave DFS an opportunity to address gaps in SharePoint and enhance user capabilities.

Information for this audit was provided to ODCA using the DFS Sharepoint process. DFS Sharepoint is an internal overtime policy and approval process flow, which complies with the District Personnel Manual requiring supervisor authorization. DFS retired the paper-based process and implemented DFS Sharepoint in March 2016. It is an online system using Microsoft SharePoint application for employees to request overtime and supervisors to approve or reject overtime. All DFS SharePoint approval flows are recorded in SharePoint to ease record management. Over the course of this audit, DFS team learned that some data could not be located in SharePoint. So, the DFS team utilized the following sources (internal and external) and databases to address specific questioned timeframes of individuals:

- Internal e-mail communications regarding the overtime in question
- DFS Laboratory Information Management System (LIMS)
- MPD Evidence Control-Branch Evidence Transfer Receipts
- DGS Authorized Building Entry Information

Overall, the review of overtime authorization requests to SharePoint made the audit process less burdensome than expected. DFS believes that overtime requests captured in SharePoint has been an innovative management tool, and may be applicable government-wide. DFS will continue to learn SharePoint's capabilities in order to advance the system to better capture requests and authorizations, and to generate reports for managers to track and manage overtime.

2. There was no evidence of any misappropriation of Overtime by any of the employees selected by ODCA.

DFS utilized data from the administrative databases to confirm responsible use of overtime by employees. Overtime authorizations not captured by the SharePoint Overtime Approval Flow were captured in e-mail with Supervisors. In other instances, overtime was justified by time stamps on evidence transfer receipts occurring past the usual end of an employee's tour of duty. Lastly, badge swipes in, and out, of the Consolidated Forensic Laboratory correlated with the time frames when overtime would have occurred. Based on the internal analysis conducted by DFS, we have confidence that overtime was utilized in an appropriate manner and aligned with the roles and responsibilities of the employees who were identified by ODCA.

Background

The Department of Forensic Sciences (DFS) opened for operation on October 1, 2012 with 72 FTEs and a smaller mission. Since opening, DFS has rapidly expanded its capability and capacity. The expansion was a result of a new Department leadership in June 2015 and management team that was brought in to support improvements to the agency. The increase in service requirement was immediate, as was the enhancement of resources. However, the hiring of new FTEs is a necessarily slower process and



could not be accomplished quickly. DFS is working down its vacancy rate to accommodate the increasing service capacity. In the meantime, DFS relies on overtime for existing, experienced employees to fill the gap in resource requirements. Currently, DFS has 221 authorized FTEs, of which 50.75 FTEs were added in FY16 and 57.75 FTEs permanently added in our budget in FY17.

Increases in DFS overtime usage is attributed to the following background: the Department's overtime budget in FY14 was estimated and developed as the Department stood up in late 2012, and did not account for the future growth of the Department's FTE count. In late January 2013, DFS received temporary funding and an additional 24 temporary FTEs for FY13 to hire civilian Crime Scene Scientists. The 24 temporary FTEs for FY13 were added to the DFS permanent budget in FY14. The FY15 overtime budget was the same budget as FY14, which was developed as the Department started in FY13 (the agency's first year in operation) and when there was 72 FTEs¹. The FY16 overtime budget was developed in FY14, the agency's second year of operation with 114 FTEs in place². In each of these years, the budget was developed a year prior when the future requirements were not well understood.

Summary of responses to ODCA Audit

On July 12, 2017, the ODCA's Overtime Audit Team met with DFS personnel. This meeting was scheduled to allow the Audit Team to examine in-person any records and documents of overtime requests. As is customary, the Audit Team did not inform DFS in advance whose records they wished to view. The Audit Team used data provided by Office of Pay and Retirement Services (OPRS) and identified 25 randomly selected OT earners from FY 2015 and FY2016. DFS used paper-based OT approval forms and an "in house" Microsoft SharePoint database to fulfill the request for information. Before the data pull, DFS provided a short 8 minute recorded webinar to explain to auditors how to use Microsoft SharePoint platform for requesting overtime. DFS implemented the on line approval approach on March 20, 2016.

Eighteen of the 25 overtime authorization requests forms/entries requested by ODCA were found during the first site visit by ODCA. In order to ensure that sensitive information (such as criminal case numbers, any names, and street addresses) was not released, all identifiable sensitive information was redacted from authorization forms before copies were provided to the ODCA. DFS requested the employee names and pay periods for the missing documents so that they could be reviewed by the respective DFS supervisors for overtime authorization via emails or other notes captured elsewhere. The ODCA Audit Team also requested overtime authorization documents for the top 5 overtime earners in FY2016. They requested overtime authorization documents for these individuals for pay periods 10, 12, 16, and 19.

Crime Scene Scientists and Central Evidence personnel represented the majority of overtime recipients, especially in FY16. The ODCA asked about crime scene field protocols during the audit. DFS does not detail crime scene responses or evidence transfer protocol verbatim in policy documents. Actions in the field can be unpredictable in terms of time spent on a crime scene or transferring hundreds of evidence items generated from a single crime scene. If the responsibility of one crime scene was transferred to multiple scientists, then the administrative burden of presenting the evidence in court would fall on

¹ Source: PeopleSoft.

² Source: PeopleSoft.



multiple scientists. If multiple scientists were required to appear in court, there would be a resource gap in the field on any given day court is held and DFS is required for testimony.

DFS instead requires all Crime Scene Scientists and Central Evidence personnel to adhere to an ethical standard and to pledge to uphold that standard. The decisions rests with the primary scientists as to whether they will close out a scene at which they are in attendance or transfer responsibility to a colleague. DFS believes scientists will make appropriate and justifiable decisions whether or not to take sole responsibility for the scene and be compensated for any overtime that may be incurred. The alternative would involve transferring the scene to another scientist and then later two scientists would be responsible for providing reports of examination and giving testimony in court.

Overtime Drivers

In FY15 and FY16 three drivers impacted overtime:

1. DNA testing was suspended and DFS outsourced cases to private laboratories. The suspension originated from an external audit of the Forensic Science Laboratory Division's Forensic Biology Unit (FBU), which led to the Mayor's decision to suspend the DNA analysis, and internal reviews of the Department for improvements. Under interim agency leadership, DFS increased its overtime activity to address numerous issues in the Forensic Biology Unit and compensate for the termination of "in house" DNA testing;
2. The backlog of Firearms and Fingerprint cases for analysis increased with overtime being required to provide additional expert capacity to address this; and,
3. Crime Scene Sciences expanded under the "Safer, Stronger DC" initiative. DFS received supplemental funding and an additional 50.75 FTEs as a result of a series of recommendations from internal reviews of the Department. CSS began responding to Part 1 Offenses which includes homicides, sexual assaults, robbery, and aggravated assault, i.e. crimes that invariably involve violence against the person. The expansion of Crime Scene Sciences occurred quicker than the deployment of resources.

Ultimately, the Department used its own vacancy savings to fund the overtime for these actions.

An overtime chart and FTE count is summarized below to explain the growth of the agency. The data for the table is sourced from the Chief Financial Officer's Operating Budget Book in order to maintain consistency in the points in time referenced for data collection.

Table 1: DFS Overtime Expenditures & FTE Counts

Fiscal Year	Overtime Allocation	Overtime Actuals	FTE Count
FY13	\$ 8,000.00	\$ 37,000.00	64
FY14	\$ 8,000.00	\$ 19,000.00	114
FY15	\$ 8,000.00	\$ 243,000.00	132
FY16	\$ 39,000.00	\$ 425,000.00	219
FY17 (YTD)	\$ 113,000.00	\$ 396,334.00	221
FY18	\$ 264,000.00		

Source: OCFO Budget Book



Increased Workload and Use of Resources

As previously described to the ODCA, crime scenes involving violence typically require more complex examination and are more time consuming for evidence collection. More staff hours are generally required to clear crime scenes involving violence than those that do not. The Metropolitan Police Department's (MPD) Crime Scene Investigation Unit (CSID) handled the majority of scenes involving violent crimes. In July, 2016 the Crime Scene Sciences Unit of the Crime Scene Sciences Division merged with CSID.

The civilianization of crime scene response was a priority of the Bowser Administration. As a part of the "Safer, Stronger DC" initiative DFS would deploy scientists to collect evidence at crime scenes, while MPD would terminate their CSID program and redirect all sworn officers to core policing duties. This shift in responsibility increased DFS resource requirements, particularly overtime. At the same time, DFS has been hiring crime scene scientists to increase its capacity in this area. In addition, CSSU gains the associated responsibilities of appearing in court to submit subpoenaed evidence they collected and to provide expert testimony. DFS will comply with collective bargaining agreements and compensate scientists accordingly for their time and efforts.

The expansion of crime scene services has led to an increase in the number of requests for Forensic Science Laboratory services.

Table 2: Workload Measure; Crime Scenes Processed

Fiscal Year	CSS Scenes Processed
FY14	215
FY15	1,444
FY16	3,048
FY17 (As of 7/31/17)	2,913

DFS Vacancy Rate

The DFS vacancy rate experienced a steep incline in FY2016. On September 30, 2015, the vacancy rate was 14 percent. The overall FTE count was 140 at the end of FY15, and 19 of those FTEs were vacant. By November 8, 2016 the vacancy rate was 28 percent. The overall FTE count was 219 and 60 of those FTEs were vacant. While the overall number of FTEs increased, the vacancy rate has not dipped below 20 percent since September 2015.

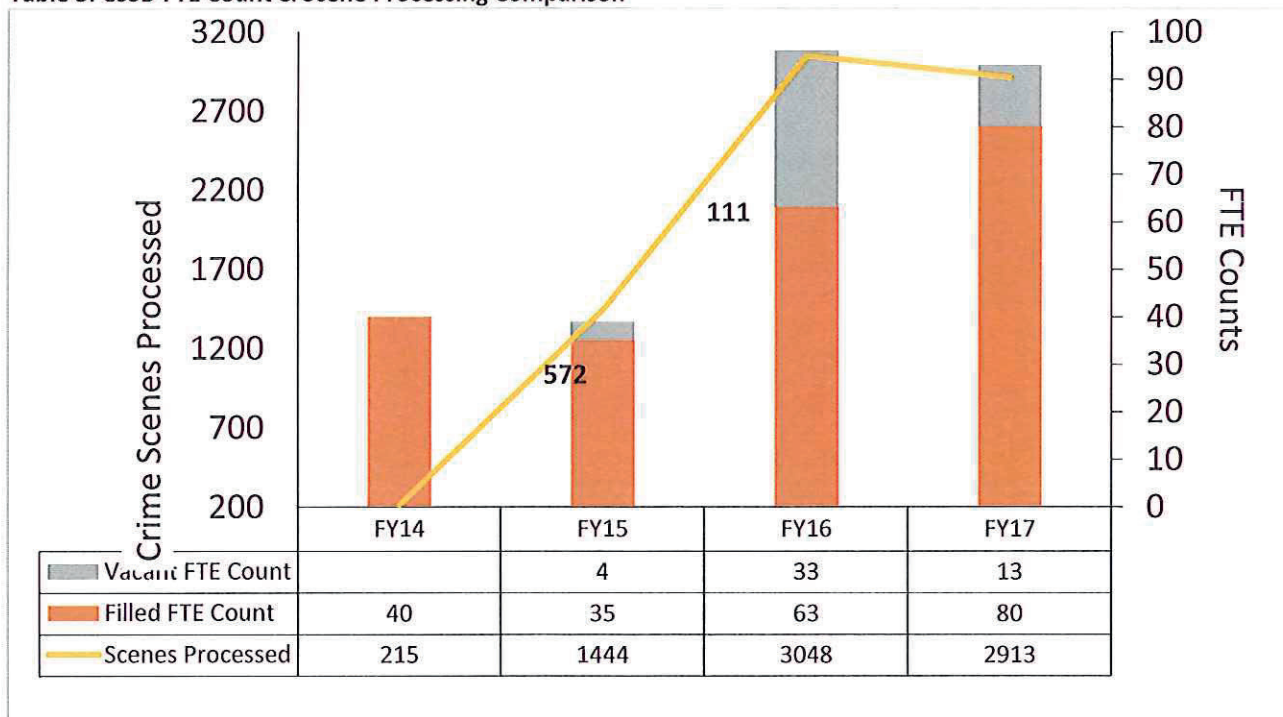
More specifically, Crime Scene Sciences Division (CSS) experienced the greatest impact to FTE resources during the aforementioned time period. Crime Scene Sciences Division includes the Crime Scene Sciences Unit and the Central Evidence Unit. In September 2015, CSSD had 39 FTEs overall, 4 FTEs were vacant, a 10 percent vacancy rate. By November 2016, CSSD had 96 FTEs overall, 33 FTEs were vacant, a 34 percent vacancy rate. Simultaneously, the number of crime scenes processed increased over 200



percent between the end of FY15 and the end of FY16. At the end of FY15 1,444 crime scenes were processed, and by the end of end of FY16 3,048 crime scenes were processed.

The annual average of crime scenes processed per FTE was 41 scenes in September 2015, the average accounts for the 10 percent vacancy rate at the time. In November 2016, the annual average of crime scenes processed per FTE was 49 scenes in November 2016, the average accounts for the 34 percent vacancy rate in CSSD. While resources increased, DFS needed on average 3 months to fill new vacant positions. As we actively worked to fill vacancies, CSSD continued to respond to increases in requests for crime scene processing between FY2015 and FY2016.

Table 3: CSSD FTE Count & Scene Processing Comparison



*FY17 data as of 6/30/2017

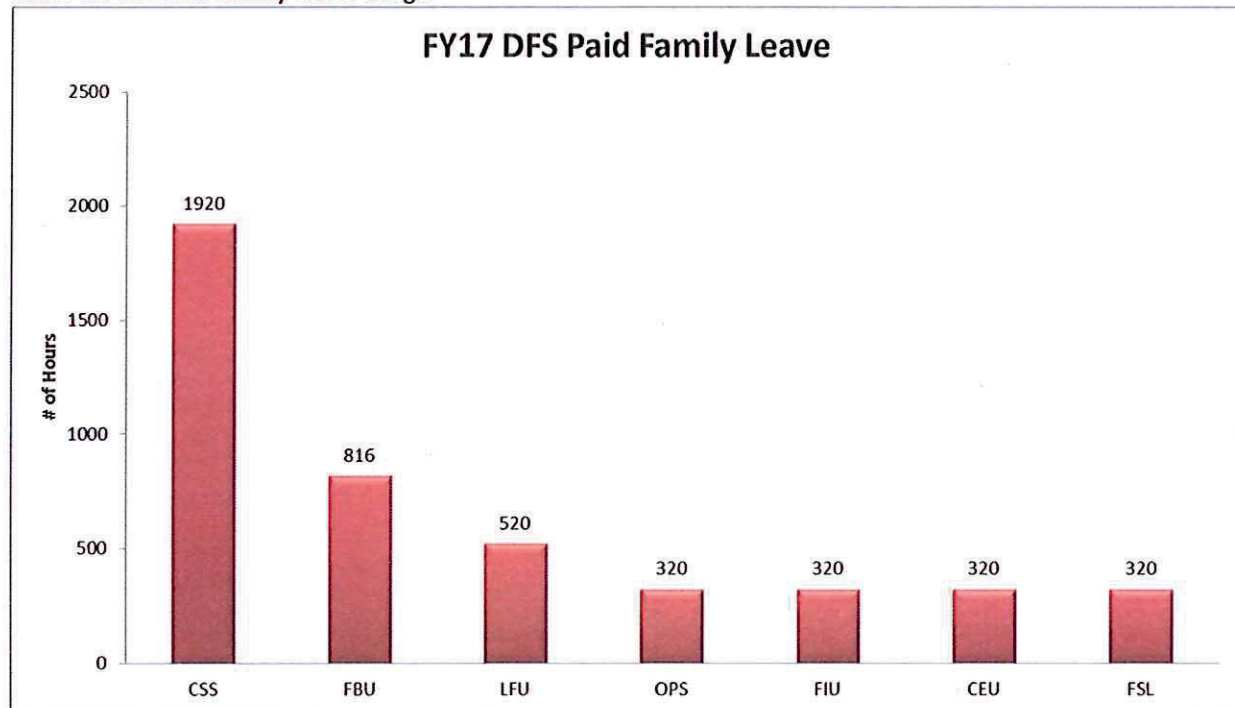
As noted earlier, DFS was given an opportunity to hire additional temporary crime scene scientists in FY16 with Supplemental funds. However, even as we filled these positions, crime scene scientists needed to undergo a rigorous training program before they could be deployed. Overtime did not decrease as a result of filling vacancies. The DFS Training and Quality Assurance Unit established the in-house CSSU Training Academy and the Field Training and Evaluation Program (FTEP) for new entry level crime scene scientists. Before being assigned to teams for deployment, DFS requires new crime scene scientists to undergo this program. For entry level crime scene scientists, the Training Academy takes up to 4 months, and then an additional 4 weeks for FTEP. One training academy cohort began March 2016, within the overtime audit scope.

DFS anticipates a shift in overtime pressures in the future. We are seeing an upward trend of paid family leave (PFL) as we expand our multi-generational workforce. This upward trend will affect our service response as we will likely need to ensure staffing resources are maintained. DFS reviewed PFL



usage in FY17 (YTD), and CSSD was already compensated for 1,920 PFL hours. DFS will continue to track PFL and correlate overtime usage based on spikes of PFL usage throughout the fiscal year.

Table 4: FY17 Paid Family Leave Usage



Crime Scene Responsibility

On several occasions the ODCA asked DFS to provide documentation of policies regarding CSS response protocols. It was inferred that it could appear that Crime Scenes Scientists were operating without guidance and could be accused making independent and possibly arbitrary decisions in the conduct of their work that would lead to the payment of overtime.

As is the generally accepted practice in the field of Crime Scenes Sciences, it is expected that Crime Scenes Scientists will attend crime scenes until the end of their shift. Supervisors and crime scene scientists are required to review and sign the "Crime Scene Management Expectations" and "Crime Scene Ethics and Values Statements" to assure professional behavior at a crime scene is well-defined and agreed upon. This establishes that while time does not stop, evidence will degrade, dissolve, or change with time. Therefore, the scientist's role is to preserve evidence as soon as possible for analysis.

The accepted best practice when Crime Scenes Scientists attend a crime scene is to see the examination through to its conclusion. If a scientist attends a scene near the end of their shift, it is possible that the examination will not conclude before the nominal end of the shift. It is expected, but not mandatory, that the scientist will complete the examination before closing the scene, then return to the office to log evidence, complete the report and submit for review. If they respond to a dispatch before the end of



their shift, even if it is an hour before the end of shift, then the scientist is compensated for overtime beyond their shift in compliance with their collective bargaining agreement (CBA).

The alternative would be to handover to another scientist who has just commenced their shift. This presents two issues: 1) the availability of an alternative scientist; and, 2) the significant risk to the efficiency and efficacy of the handover process including understanding the circumstances from the investigating police officer (who has probably departed), knowing what the previous Crime Scenes Scientist has already completed, and forming opinions of the scene. Further, when the matter goes to court, it is likely that all Crime Scenes Scientists who attended the scene would be required to write reports and attend court if required. This will have a downstream impact on resources and will be likely to incur additional overtime costs, especially as the scientists are most likely to be called to court at a time they are not scheduled to be on shift.

The practice described is not explicit in crime scene response policy, but is well understood in the Crimes Scenes field, the Crime Scene Scientist is to be the single case manager. The practice of only having one primary scientist assigned to a scene assures knowledge of what, how, and why certain evidence is collected when a scientist testifies in court.

Gaps in the SharePoint Overtime Approval Flow

Internally, the audit helped DFS identify gaps in the SharePoint Overtime Authorization Request Approval Flow. DFS will address those gaps to provide a more robust and transparent management process that will, consequently, better facilitate the audit process in the future. The gaps in the SharePoint overtime process relate to the application's technical development. Specifically:

1. Approval flows may be too burdensome and consequently do not correlate with other existing time approvals.
2. The approval processes in SharePoint does not have a trigger to check PeopleSoft at the end of each pay period.
3. Assessments of overtime usage are not provided in an interpretable format.
4. Data points related to activities performed and time of occurrence are missing.
5. Like any program utilizing local funds, DFS needs to conduct reviews of SharePoint to assure good management practice.
6. DFS internal administrators have been using the SharePoint software without official training.

DFS Identified Recommendations

1. **Identify Improvements in SharePoint for End Users.** Create a smoother approval flow with fewer steps so that end users can easily enter data as needed throughout the pay period. Since PeopleSoft is the official government accounting time record, PeopleSoft must always reflect the data in SharePoint. It would be practical solution to mirror PeopleSoft time approvals in SharePoint.
2. **Provide SharePoint OT reports for Division Directors.** Division Directors will maintain awareness of overtime approvals and usage via a proposed analysis report through SharePoint and/or a usage dashboard feeding overtime metrics to the directors and managers of DFS. This will allow Division Directors to receive the pertinent data necessary to track valuable resources but not be required to make routine approvals in the Sharepoint system, mirroring Peoplesoft approval levels.



3. **Conduct internal reviews.** DFS Performance Management Analysts will conduct internal comparative reviews of the SharePoint Overtime Authorization Request Database and Office of Personnel and Revenue Services (OPRS) overtime data from PeopleSoft.
4. **Identify overtime codes.** DFS anticipates certain overtime activities will require granular and accurate tracking methods as divisions like CSSD continue to grow and evolve their mission. OPRS may be able to offer time codes specific to certain activities. For example, court related overtime may have a specific time code designation in PeopleSoft. This will require further discussion with OPRS.

The Department has begun to take steps in our recommendations for improvements. As of the end of September, three of the DFS Performance Management team members completed “Power-End User” SharePoint training provided by the ONLC Training Center. It is anticipated the training will assist the DFS Performance Management Team in identifying and developing solutions and creating easier data entry for overtime authorization requests.

DFS anticipates working closely with Office of the Chief Technology Officer who manages the SharePoint program to assist in refining a seamless, cleaner data entry process, and a more effective approval flow. SharePoint has additional analyses and other capabilities that DFS does not currently use. It is our intention to learn, understand and maximize the full capability of innovative management tools to support managers and employees, and to ensure that we are appropriately, efficiently, and effectively utilizing our budget and resources at DFS.

Appendix B

DCHR Issuance 11-88 Overtime Approval Form

OVERTIME REQUEST

DISTRICT OF COLUMBIA GOVERNMENT REQUEST FOR AUTHORIZATION OF OVERTIME WORK

Employee Name: Enter Employee Name

FLSA Status Code: Select FLSA Code

Position Title: Enter Position Title

Grade/Step: Enter Grade/Step

Date	Start Time	End Time	Total Hours	Type of Time*
Select Date	Enter Start Time	Enter End Time	Enter OT Hours	Select Type
Select Date	Enter Start Time	Enter End Time	Enter OT Hours	Select Type
Select Date	Enter Start Time	Enter End Time	Enter OT Hours	Select Type
Select Date	Enter Start Time	Enter End Time	Enter OT Hours	Select Type
Select Date	Enter Start Time	Enter End Time	Enter OT Hours	Select Type
Select Date	Enter Start Time	Enter End Time	Enter OT Hours	Select Type
Select Date	Enter Start Time	Enter End Time	Enter OT Hours	Select Type
Select Date	Enter Start Time	Enter End Time	Enter OT Hours	Select Type

Paid FLSA-Overtime=Overtime for Non-Exempt Employees; **Paid OT**= Overtime for Exempt Employees; **Comp Time**=Compensatory Time for Non-Exempt Employees; *ETO= Exempt Time Off.

Use the space below to describe the nature of work and explain why it cannot be accomplished during work hours:

Enter Explanation

APPROVAL

Supervisor/Manager/Associate Director (Designee)

Date

Agency Director (Designee)

Date

DCSF No. 11B-12 (10/16)

District Overtime Tops \$108 Million; Better Management and Additional Staff Could Reduce Costs

May 22, 2018

Audit Team

Ed Pound, Audit Supervisor
Matt Separa, Auditor-in-Charge
Candace McCrae, Analyst
James Wright, Analyst

About ODCA

The mission of the Office of the District of Columbia Auditor (ODCA) is to support the Council of the District of Columbia by making sound recommendations that improve the effectiveness, efficiency, and accountability of the District government.

To fulfill our mission, we conduct performance audits, non-audit reviews, and revenue certifications. The residents of the District of Columbia are one of our primary customers and we strive to keep the residents of the District of Columbia informed on how their government is operating and how their tax money is being spent.

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Agency Name

DC Department of Human Resources

**Annual Freedom of Information Act Report for Fiscal Year 2017
October 1, 2016 through September 30, 2017****FOIA Officer Reporting** Leah N. Brown, Esq.**PROCESSING OF FOIA REQUESTS**

1. Number of FOIA requests received during reporting period	31
2. Number of FOIA requests pending on October 1, 2016.....	1
3. Number of FOIA requests pending on September 30, 2017.....	2
4. The average number of days unfilled requests have been pending before each public body as of September 30, 2017	12.75

DISPOSITION OF FOIA REQUESTS

5. Number of requests granted, in whole.....	21
6. Number of requests granted, in part, denied, in part.....	6
7. Number of requests denied, in whole.....	0
8. Number of requests withdrawn.....	0
9. Number of requests referred or forwarded to other public bodies.....	1
10. Other disposition	2

NUMBER OF REQUESTS THAT RELIED UPON EACH FOIA EXEMPTION

11. Exemption 1 - D.C. Official Code § 2-534(a)(1).....	0
12. Exemption 2 - D.C. Official Code § 2-534(a)(2).....	6
13. Exemption 3 - D.C. Official Code § 2-534(a)(3)	
Subcategory (A).....	0
Subcategory (B).....	0
Subcategory (C)	0
Subcategory (D)	0
Subcategory (E)	0
Subcategory (F)	0
14. Exemption 4 - D.C. Official Code § 2-534(a)(4)	2
15. Exemption 5 - D.C. Official Code § 2-534(a)(5).....	0

16. Exemption 6 - D.C. Official Code § 2-534(a)(6)	
Subcategory (A).....	0
Subcategory (B).....	0
17. Exemption 7 - D.C. Official Code § 2-534(a)(7).....	0
18. Exemption 8 - D.C. Official Code § 2-534(a)(8).....	0
19. Exemption 9 - D.C. Official Code § 2-534(a)(9).....	0
20. Exemption 10 - D.C. Official Code § 2-534(a)(10).....	0
21. Exemption 11 - D.C. Official Code § 2-534(a)(11).....	0
22. Exemption 12 - D.C. Official Code § 2-534(a)(12).....	0

TIME-FRAMES FOR PROCESSING FOIA REQUESTS

23. Number of FOIA requests processed within 15 days.....	22
24. Number of FOIA requests processed between 16 and 25 days.....	4
25. Number of FOIA requests processed in 26 days or more.....	3
26. Median number of days to process FOIA Requests.....	9

RESOURCES ALLOCATED TO PROCESSING FOIA REQUESTS
--

27. Number of staff hours devoted to processing FOIA requests.....	185
28. Total dollar amount expended by public body for processing FOIA requests.....	\$8,439.07

FEES FOR PROCESSING FOIA REQUESTS
--

29. Total amount of fees collected by public body.....	0
--	---

PROSECUTIONS PURSUANT TO SECTION 207(d) OF THE D.C. FOIA

30. Number of employees found guilty of a misdemeanor for arbitrarily or capriciously violating any provision of the District of Columbia Freedom of Information Act	0
--	---

QUALITATIVE DESCRIPTION OR SUMMARY STATEMENT

Pursuant to section 208(a)(9) of the D.C. FOIA, provide in the space below or as an attachment, “[a] qualitative description or summary statement, and conclusions drawn from the data regarding compliance [with the provisions of the Act].”

DCHR remains committed to transparency and open government. During this fiscal year, we have made every effort to comply with every request within the constraints of the FOIA statute. Through the efforts of up-to-date Open Government pages, DCHR has seen a decrease in FOIA requests from the previous fiscal years. This is due to information becoming readily available for public view. We will continue to fulfill each request while balancing the public interest with the FOIA statute.

Agency Name

**Annual Freedom of Information Act Report for Fiscal Year 2018
October 1, 2017 through September 30, 2018**

FOIA Officer Reporting _____

PROCESSING OF FOIA REQUESTS

1. Number of FOIA requests received during reporting period
2. Number of FOIA requests pending on October 1, 2017.....
3. Number of FOIA requests pending on September 30, 2018.....
4. The average number of days unfilled requests have been pending before each public body as of September 30, 2018

DISPOSITION OF FOIA REQUESTS

5. Number of requests granted, in whole.....
6. Number of requests granted, in part, denied, in part.....
7. Number of requests denied, in whole.....
8. Number of requests withdrawn.....
9. Number of requests referred or forwarded to other public bodies.....
10. Other disposition

NUMBER OF REQUESTS THAT RELIED UPON EACH FOIA EXEMPTION
--

11. Exemption 1 - D.C. Official Code § 2-534(a)(1).....
12. Exemption 2 - D.C. Official Code § 2-534(a)(2).....
13. Exemption 3 - D.C. Official Code § 2-534(a)(3)
 - Subcategory (A).....
 - Subcategory (B).....
 - Subcategory (C)
 - Subcategory (D)
 - Subcategory (E)
 - Subcategory (F)
14. Exemption 4 - D.C. Official Code § 2-534(a)(4)
15. Exemption 5 - D.C. Official Code § 2-534(a)(5).....

16. Exemption 6 - D.C. Official Code § 2-534(a)(6)
 Subcategory (A).....
 Subcategory (B).....
17. Exemption 7 - D.C. Official Code § 2-534(a)(7).....
18. Exemption 8 - D.C. Official Code § 2-534(a)(8).....
19. Exemption 9 - D.C. Official Code § 2-534(a)(9).....
20. Exemption 10 - D.C. Official Code § 2-534(a)(10).....
21. Exemption 11 - D.C. Official Code § 2-534(a)(11).....
22. Exemption 12 - D.C. Official Code § 2-534(a)(12).....

TIME-FRAMES FOR PROCESSING FOIA REQUESTS

23. Number of FOIA requests processed within 15 days.....
24. Number of FOIA requests processed between 16 and 25 days.....
25. Number of FOIA requests processed in 26 days or more.....
26. Median number of days to process FOIA Requests.....

RESOURCES ALLOCATED TO PROCESSING FOIA REQUESTS
--

27. Number of staff hours devoted to processing FOIA requests.....
28. Total dollar amount expended by public body for processing FOIA requests.....

FEES FOR PROCESSING FOIA REQUESTS
--

29. Total amount of fees collected by public body.....

PROSECUTIONS PURSUANT TO SECTION 207(d) OF THE D.C. FOIA

30. Number of employees found guilty of a misdemeanor for arbitrarily or capriciously violating any provision of the District of Columbia Freedom of Information Act

QUALITATIVE DESCRIPTION OR SUMMARY STATEMENT

Pursuant to section 208(a)(9) of the D.C. FOIA, provide in the space below or as an attachment, “[a] qualitative description or summary statement, and conclusions drawn from the data regarding compliance [with the provisions of the Act].”

LOG OF ALL FOIA REQUESTS DCHR RECEIVED FROM OCTOBER 1, 2017, THROUGH FEBRUARY 1, 2019

Fiscal Year 2017¹

#	Request ID	Requester Name	Request Description
1	2017-FOIA-00865	Davis, Justin	This requester sought the total number of public sector employees in the District of Columbia, the number of employees represented by a collective bargaining unit, the number of employees paying full union dues, and the number of employees paying an opt-out agency fee.
2	2017-FOIA-01308	Clark, Charles	This requester sought information regarding service step adjustments and employee benefits for union and non-union police officers.
3	2017-FOIA-02401	Dantzler, Felicia	This requester sought a copy of each Department of Insurance, Securities and Banking (DISB) vacancy announcement from January 1, 2011, through the date the request was filled.
4	2017-FOIA-02402	Dantzler, Felicia	This requester sought records related to each applicant who made the certification list for DISB vacancy announcements from January 1, 2011, through the date the request was filled.
5	2017-FOIA-02403	Dantzler, Felicia	This requester sought records related to each applicant who made the certification list for DISB vacancy announcements from January 1, 2011, through the date the request was filled.
6	2017-FOIA-02408	Dantzler, Felicia	This requester sought the names of all the employees who received a Merit Promotion, Performance Allowance, Employee Award, or Hiring Bonus from January 1, 2011, through the date the request was filled.
7	2017-FOIA-02409	Dantzler, Felicia	This requester sought the names of all DISB employees who received a Merit Promotion, Performance Allowance, Employee Award, or Hiring Bonus from January 1, 2011, through the date the request was filled.
8	2017-FOIA-02410	Dantzler, Felicia	This requester sought the names of all DISB employees who received a Merit Promotion, Performance Allowance, Employee Award, or Hiring Bonus from January 1, 2011, through the date the request was filled.
9	2017-FOIA-02575	Jablow, Valerie	This requester sought a copy of an Office of the Deputy Mayor for Education (DME) employee's employment contract.
10	2017-FOIA-03218	Johnson, Bruce	This requester sought records related to (1) all civilian and uniformed employee employment contracts with the District of Columbia from January 1, 2001, through the date the request was filled; (2) all documents related to employment contracts, procedures, protocols, employment manuals, training manuals, and orders enacted in D.C. Fire and Emergency Medical Services Department (FEMS) from January 1, 2001, through the date the request was filled; (3) all documents related to any distinction between the Emergency Medical Services Department and the Fire Department with regard to employees, management, and regulation; and (4) employment records related to a specific FEMS employee, from January 1, 2001, through December 31, 2016.
11	2017-FOIA-03307	McFarland, John	This requester sought copies of all forms of electronic, written, taped and video communication of various current and former District government employees from January 1, 2011, to December 31, 2011.

¹ Seven FOIA requests were mistakenly not accounted for in the Annual Freedom of Information Act Report for Fiscal Year 2017.

12	2017-FOIA-03598	Holley, Jonathan	This requester sought a copy of an employee's personnel records.
13	2017-FOIA-04539	Garcia, Theresa	This requester sought a copy of the Public Body Employee Information in an Excel format.
14	2017-FOIA-04589	Hayden III, Robert	This requester sought copies of Union CS DS0077 X01 DC pay schedules from Fiscal Year 1999 through Fiscal Year 2009.
15	2017-FOIA-04740	Heverly, Stephen	This requester sought a copy of job descriptions and requisition information for two separate Program Analyst positions with the Department of Energy and the Environment (DOEE).
16	2017-FOIA-05012	Simonetti, Thomas	This requester sought employee photos of two individuals.
17	2017-FOIA-05232	Funk, LeAnne	This requester sought Public Body Employee Information including contact information for all active District government employees.
18	2017-FOIA-05831	MacFarlane, Scott	This requester sought Public Body Employee Information including salary, office, and date of employment for all District government employees.
19	2017-FOIA-05933	Mayton, Andrew	This requester sought records related to employees in following occupations: a. Correctional officers; b. Administrative and clerical staff; and c. Highway maintenance workers, heavy equipment operators, or classifications with similar job descriptions and requirements.
20	2017-FOIA-06137	Spaht, Erin	This requester sought records related to photo enforced speeding tickets issued to District government employees while they were operating District government vehicles.
21	2017-FOIA-06163	Bynum, Cemone	This requester sought information regarding DCHR's level of involvement in situations where agencies seek to hire a non-resident over a resident of the District of Columbia.
22	DCHR-16-498894	Mitchell, Wallace	This requester sought copies of the names, title and salary of any and all current D.C. Department of Corrections (DOC) employees.
23	ProLaw # 499855	Adler, Joseph (Segal Consulting)	This requester sought copies of various position descriptions.
24	DCHR-17-503897	Coleman, Elliotte	This requester sought copies of vacancy announcements for two separate Program Analyst positions.
25	DCHR-17-503898	Novaes, Marina	This requester sought copies of the resumes of candidates interviewed for a Historic Preservation Specialist position with the Department of Consumer and Regulatory Affairs (DCRA).
26	DCHR-17-503899	Haynesworth-Murrell, Carolyn	This requester sought a copy of a MSS Termination approval for a specific employee.
27	DCHR-17-505802	Farmer, T-Jai	This requester sought a copy of applicants' application scores for a Department of Parks and Recreation (DPR) Site Manager position.
28	DCHR-17-505161	Coleman, Elliotte	This requester sought a copy of the vacancy announcement for a Program Analyst position.
29	DCHR-17-508667	Morrison, Patricia	This requester sought a copy of an employee's cost-of-living-adjustments from 1963 forward.
30	DCHR-17-513315	Johnson, Pamela	This requester sought information regarding Position Numbers #00025092 – Housing Regulation Specialist; #00065475 – Inclusionary Zoning Compliance Specialist; and #00045715 – Inclusionary Zoning Compliance Specialist. Specifically, procedures for generating approval from the Office of the City Administrator for the listed position numbers; each approved position number's history in reference to type of appointment, when created, amended cancelled and/or re-issued; the approved job requisitions associated with each position number; if the initial job requisition with associated position number was

			cancelled, provide the request from DCHR to cancel with justification and, include the new and approved job requisition with its position number that replaced the cancelled job requisition; and name of District government employees selected for each position number stated above.
31	DCHR-17-508820	Washington, Andrew	This requester sought an updated list of all District Council 20 covered employees under the purview of the District government.
32	ProLaw # 509721	Mendie, Cecily	This requester sought the prescreen score of an applicant for the Community Programs Manager position with DPR.
33	DCHR-17-510909	Dantzler, Felicia	This requester sought a copy of all DISB job postings from January 1, 2012, through the date the request was filled.
34	DCHR-18-515145	McFarland, John	This requester sought copies of all forms of electronic, written, taped and video communication of various current and former District government employees.
35	DCHR-17-517157	Ramshaw, Paul	This requester sought various employment statistics for the District government as a whole and then by department/division/agency for each unit that employs more than 150 people.
36	DCHR-17-519015	Taborn, Joshua	This requester sought the scores, selected applicants, and memos concerning the status of an application for a MS Pool Manager position.
37	DCHR-17-518453	Synaptix Technology	This requester sought 2015 and 2016 District of Columbia Employee Salary Data in bulk format to exclude PDF Files.
38	DCHR-17-521767	Mitchell, Wallace	This requester sought the names, title, and salary of any and all DOC employees.
39	DCHR-17-522877	Lee, Shirley	This requester sought records and information related to the Equal Opportunity Specialist position and Intake Officer position, including (1) a copy of any and all records during the period of February 2017 to present, pertaining to a specific application for the position of Equal Opportunity Specialist and Intake Officer positions; (2) the selecting official(s) and if they have previously participated in an EEO complaint process or opposed an unlawful discriminatory act, policy and/or practice; (3) documentation of the DC government's hiring policy and process, and the selection criteria used for the positions in question; (4) a copy of the job standards for the Equal Opportunity Specialist and Intake Officer positions; (5) the salary, salary range, and pay grade for each position and all of the benefits offered by the DC government; (6) the number of candidates interviewed for the positions, annotated by race, gender, age, employment status, and if known, if any candidate has participated in an EEO complaint process or opposed an unlawful discriminatory act, practice, or policy; (7) the selected candidate and the reason the selectee was chosen over another applicant; (8) documentation of the number of persons hired over 40 years of age within the past eight (8) years; (9) documentation identifying the number of persons eligible for retirement within the DC government.

Fiscal Year 2018

#	Request ID	Requester Name	Request Description
1	2018-FOIA-00375	Allen, Robert	This requester sought records related to a Supervisory Recreation Specialist job requisition.
2	2018-FOIA-00495	Hammond, Marcus	This requester sought a complete copy of an employee's personnel records.
3	2018-FOIA-00748	Hamilton, Rachael	This requester sought the contact information of all Credit Card and Purchase Card Holders, Contracting Officers, Contracting Specialists, Program Managers, Public Information Officers, and Marketing/Public Relations employees.
4	2018-FOIA-00868	Johnson, Pamela	This requester sought email records related to the Department of Housing and Community Development (DHCD) Inclusionary Zoning Compliance Specialist job posting.
5	2018-FOIA-02253	Krumholz, Sam	This requester sought Public Body Employee Information including name, race, ethnicity, gender, years of experience, and position of all current and former District government employees from January 1, 2000, through December 31, 2017.
6	2018-FOIA-02510	Long, Wendy	This requester sought the employment records of a DOC employee.
7	2018-FOIA-02930	Moya, Jesse	This requester sought information regarding a denial of employment for rehire with the Metropolitan Police Department (MPD).
8	2018-FOIA-03505	Leo, Kendrietta	This requester sought records related to the vacancy announcements for a Supervisory Certification Compliance Specialists position and Compliance Specialists position.
9	2018-FOIA-03990	Jordan, Susan	This requester sought information related to cancelled job postings, the District government's hiring practices, and veteran and residency preference criteria.
10	2018-FOIA-04132	Lewis, Radcliffe	This requester sought nationality documentation for an Office of Human Rights (OHR) employee.
11	2018-FOIA-04138	Tett, Lois	This requester sought the position descriptions for two senior aerobics instructors.
12	2018-FOIA-04139	Bleach, Careenna	This requester sought a copy of vacancy announcements and position descriptions for the Department of Forensic Sciences (DFS) Fleet and Logistics Manager and Fleet Services Coordinator.
13	2018-FOIA-04474	Rich, Victory	This requester sought records and information related to the vacancy announcements for two Contract Specialist positions with the Office of Contracting and Procurement (OCP).
14	2018-FOIA-04485	Stoskuvienė, Rozita	This requester sought executed oath of office records for the Mayor and another District government employee and records regarding Attorney General Karl Racine's employment application and credentials.
15	2018-FOIA-05210	Krumholz, Sam	This requester sought Public Body Employee Information including names, year of birth, and start date for all current and former District government employees from January 1, 2008, through the date the request was filled.
16	2018-FOIA-05452	Dantzler, Felicia	This requester sought records from May 14, 2018, through May 21, 2018, related to a MSS vacancy announcement with the Alcoholic Beverage Regulation Administration (ABRA).
17	2018-FOIA-05454	Dantzler, Felicia	This requester sought records from May 14, 2018, through June 18, 2018, related to a MSS vacancy announcement with ABRA.

18	2018-FOIA-05520	Lomax, Horace	This requester sought legal documentation regarding the day, month, and year of a specific employee's separation.
19	2018-FOIA-05665	Evans, Beau	This requester sought the employment records of a D.C. Housing Finance Agency (DCHFA) employee.
20	2018-FOIA-05864	Li, Keith	This requester sought information related to H1-B visas.
21	2018-FOIA-05865	Dil, Cuneyt	This requester sought the employment records of a Department of General Services (DGS) employee.
22	2018-FOIA-05928	Jacobs, Chris	This requester sought the cost of health insurance subsidies for the Mayor, members of the DC Council, and the Executive Director of the DC Health Benefit Exchange Authority.
23	2018-FOIA-06219	Steinhoff, Webber	This requester sought the personnel records of a Department of Health (DOH) employee.
24	2018-FOIA-06353	Flippin, Ameer	This requester sought the employment records of an Office of Campaign Finance (OCF) employee.
25	2018-FOIA-06354	Flippin, Ameer	This requester sought the employment records of an OCF employee.
26	2018-FOIA-06355	Flippin, Ameer	This requester sought the employment records of an OCF employee.
27	2018-FOIA-06493	Grant, Osrice	This requester sought Public Body Employee Information including email addresses and work telephone numbers of District government employees as of July 2018.
28	2018-FOIA-06569	Ruiz, Aianna	This requester sought records regarding the ownership of real property in the District of Columbia.
29	2018-FOIA-06583	Kibunja, Michelle	This requester sought records related to the selection of a candidate for a Lead HR Specialist position with DCHR.
30	2018-FOIA-06717	Ross, Joseph	This requester sought Public Body Employee Information including gross salary and other pay data for all the years the data was available.
31	2018-FOIA-06894	Jenkins, Eileen	This requester sought the educational service salary schedules from Fiscal Year 2007 through Fiscal Year 2015.
32	2018-FOIA-06896	Daley, Neville	This requester sought records related to the selection of a candidate for a Contract Specialist position with OCP.
33	2018-FOIA-07186	McFarland, John	This requester sought salary history information of a DCRA employee.
34	2018-FOIA-07189	McFarland, John	This requester sought salary history information of a DCRA employee.
35	2018-FOIA-07210	Robertson, Shaneena	This requester sought a copy of employment records of a Department of Youth Rehabilitation Services (DYRS) employee.
36	2018-FOIA-07665	D'Arbela, Denis	This requester sought records related to the selection of a candidate for a Civil Engineering position with the District Department of Transportation (DDOT).
37	2019-FOIA-01931 ²	Burrell, Olutosin	This requester sought records related to the selection of candidates for the two separate Program Manager positions with the Department of Employment Services (DOES).
38	DCHR-17-531240	Johnson, Pamela	This requester sought a copy of DCHR's emails (via Salesforce) sent to a specific email address.
39	DCHR-18-531143	Ross, Joseph	This requester sought a complete list of all District government employees on the payroll.

² This request was received in Fiscal Year 2018. The request was fulfilled and recorded in the FOIAXpress system in Fiscal Year 2019.

40	DCHR-18-534355	Lawson, Trev	This requester sought enrollment information for non-FEHB health plans for the most current date possible.
41	DCHR-18-534384	Williams, Kevin	This requester sought records related to the selection of a candidate for a CSC Supervisory position.
42	DCHR-18-531145	Bamisiaye, Baba	This requester sought a list of all CIO positions applied for by a specific individual since 2012.
43	2019-FOIA-00268 ³	Tisdale, Jeffrey	This requester sought records related to the selection of a candidate for the OCP Chief Contracting Officer position.

³ This request was received in Fiscal Year 2018. The request was fulfilled and recorded in the FOIAXpress system in Fiscal Year 2019.

Fiscal Year 2019 as of February 1, 2019

#	Request ID	Requester Name	Request Description
1	2019-FOIA-00856	Otis, Andrew	This requester sought a copy of the Public Body Employee Information in an Excel format.
2	2019-FOIA-01262	Maish, Kemba	This requester sought real estate inspection documents related to a property in the District of Columbia.
3	2019-FOIA-01337	Abbate, Joseph	This requester sought building permit records.
4	2019-FOIA-01339	Muhammad, Leonard	This requester sought records related to the selection of a candidate for an Attorney Advisor position with OCF.
5	2019-FOIA-01539	Valdenegro, Jessica	This requester sought the employment records and other records related to a former Office of the Chief Medical Examiner (OCME) employee.
6	2019-FOIA-01801	Smith-Battle, Wanda	This requester sought records related to the selection of a candidate for two City-Wide Program Support Supervisory positions with DDOT.
7	2019-FOIA-01875	Flippin, Ameer	This requester sought the employment records of an OCF employee.
8	2019-FOIA-01959	Sudah, Zubaidah	This requester sought records related to a DPR job posting.
9	2019-FOIA-02000	Lenihan, Grace	This requester sought yellow cab company records.
10	2019-FOIA-02002	Lenihan, Grace	This requester sought yellow cab company records.
11	2019-FOIA-02268	Draine Ishakwue, Sabrathia	This requester sought a list of all whistleblower and retaliation lawsuits filed against the District since 2010 and the number of whistleblower and retaliation complaints made to DCHR since 2012.
12	2019-FOIA-02391	Wanecke, Nolan	This requester sought the employment records of an Office of the Attorney General for the District of Columbia (OAG) employee.
13	2019-FOIA-02418	Gaspic, Emily	This requester is seeking records related to complaints of discrimination, harassment, intimidation, hostile work environment, or civil services violations made to DCHR or DDOT against an employee from January 1, 2005, through December 31, 2011.
14	2019-FOIA-02610	Seaton, Liz	This requester is seeking copies of various position descriptions, guidance documents related to position reclassification, and notes, scoring sheets, rubrics, emails, or similar instruments used to reclassify a specific position.

DCHR BUDGET, FY18 AND FY19, AS OF FEB. 1, 2019 (Q14)

Attachment 14 - Budget

			FY18 Approved	FY18 Revised	FY18 Expenditures	FY18 Difference between Revised and Expenditures(over- or under-spending)	FY19 Approved	FY19 Revised (as of Feb. 1, 2019)	FY19 Q1 expenditures	Explain FY18 over- or under-spending
Agency Management (1000)	Total	\$	4,838,429.82	\$ 4,319,900.60	\$ 4,314,626.83	\$ 5,273.77	\$ 4,525,777.69	\$ 4,959,282.00	\$ 1,031,644.02	
	Federal	\$				\$ -				
	Local	\$	2,147,552.98	\$ 1,957,805.39	\$ 1,952,751.82	\$ 5,053.57	\$ 2,013,835.00	\$ 2,013,835.00	\$ 546,257.14	
	SPR	\$	36,070.30	\$ 36,070.00	\$ 36,070.00	\$ -	\$ 54,092.00	\$ 103,233.00	\$ 33,706.64	
	ID	\$	2,654,806.54	\$ 2,326,025.00	\$ 2,325,804.71	\$ 220.29	\$ 2,643,083.00	\$ 2,842,214.00	\$ 451,680.24	
	Personnel (1010)	Total	\$ 4,201,110.00	\$ 3,718,517.99	\$ 3,713,663.95	\$ 4,854.04	\$ 3,884,014.75	\$ 4,317,518.80	\$ 962,630.74	Minor variance
	Property Management (1030)	Total	\$ 1,628.00	\$ 1,628.00	\$ 2,761.13	\$ (1,133.13)	\$ 4,130.77	\$ 4,130.77	\$ 3,705.17	Minor variance
	Communications (1080)	Total	\$ 192,500.00	\$ 143,769.00	\$ 146,044.00	\$ (2,275.00)	\$ 191,231.28	\$ 191,231.28	\$ 50,718.59	Minor variance
	Customer Service (1085)	Total	\$ 443,192.07	\$ 455,986.49	\$ 452,158.00	\$ 3,828.49	\$ 446,400.89	\$ 446,400.89	\$ 108,194.58	Minor variance
		Total	\$ 731,963.44	\$ 776,626.96	\$ 776,867.64	\$ (240.68)	\$ 797,283.78	\$ 797,283.78	\$ 225,444.76	
General Counsel (2100)	Federal	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Local	\$	382,560.51	\$ 427,224.03	\$ 426,784.09	\$ 439.94	\$ 419,794.77	\$ 419,794.77	\$ 132,370.54	
	SPR	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	ID	\$	349,402.93	\$ 349,402.93	\$ 350,083.55	\$ (680.62)	\$ 377,489.01	\$ 377,489.01	\$ 93,074.22	
	Legal (2120)	Total	\$ 731,963.44	\$ 776,627.00	\$ 776,867.64	\$ (240.64)	\$ 797,283.78	\$ 797,283.78	\$ 225,444.76	Minor variance
		Total	\$ 1,862,972.68	\$ 3,448,044.01	\$ 3,424,999.04	\$ 23,044.97	\$ 2,619,545.22	\$ 3,687,961.10		
Benefits and Retirement Services (2200)	Federal	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Local	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	SPR	\$	315,250.55	\$ 315,250.55	\$ 292,666.00	\$ 22,584.55	\$ 457,806.47	\$ 457,806.47	\$ 113,658.61	
	ID	\$	1,547,722.00	\$ 3,132,793.46	\$ 3,132,333.04	\$ 460.42	\$ 2,161,738.75	\$ 3,230,154.63	\$ 663,763.00	
	Benefits Operation Unit (2210)	Total	\$ 1,547,722.13	\$ 3,132,793.46	\$ 3,132,333.04	\$ 460.42	\$ 2,161,738.75	\$ 3,230,154.63	\$ 663,763.00	Minor variance
	Police and Fire Retirement Relief Board (2220)	Total	\$ 315,250.55	\$ 315,250.55	\$ 292,665.59	\$ 22,584.96	\$ 457,806.47	\$ 457,806.47	\$ 113,658.61	Minor variance
		Total	\$ 3,025,754.60	\$ 3,765,773.18	\$ 3,759,818.48	\$ 5,954.70	\$ 3,058,320.92	\$ 3,951,900.18	\$ 1,024,720.10	
	Federal	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
HR Solutions (2700)	Local	\$	2,949,462.19	\$ 3,658,577.27	\$ 3,652,622.57	\$ 5,954.70	\$ 3,058,320.92	\$ 3,697,059.92	\$ 1,024,720.10	
	SPR	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	ID	\$	76,292.41	\$ 107,195.91	\$ 107,195.91	\$ -	\$ -	\$ 254,840.26	\$ -	
	Recruiting and Staffing (2710)	Total	\$ 1,257,510.46	\$ 1,317,748.79	\$ 1,317,470.14	\$ 278.65	\$ 1,285,157.19	\$ 1,539,997.45	\$ 400,113.40	Minor variance
	Classification (2720)	Total	\$ 570,087.47	\$ 1,200,087.47	\$ 1,199,697.52	\$ 389.95	\$ 589,440.31	\$ 1,228,179.31	\$ 238,631.35	Minor variance
	Information Technology (2730)	Total	\$ 874,781.12	\$ 896,505.77	\$ 895,219.47	\$ 1,286.30	\$ 875,542.64	\$ 875,542.64	\$ 285,088.29	Minor variance
	Analytics (2740)	Total	\$ 323,375.55	\$ 351,431.15	\$ 347,431.35	\$ 3,999.80	\$ 308,180.78	\$ 308,180.78	\$ 100,887.06	Minor variance
		Total	\$ 3,470,423.64	\$ 4,501,862.85	\$ 4,472,390.48	\$ 29,472.37	\$ 2,604,536.51	\$ 3,548,678.63	\$ 1,685,427.43	
	Federal	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		Total	\$ 3,470,423.64	\$ 4,501,862.85	\$ 4,472,390.48	\$ 29,472.37	\$ 2,604,536.51	\$ 3,548,678.63	\$ 1,685,427.43	

DCHR BUDGET, FY18 AND FY19, AS OF FEB. 1, 2019 (Q14)

Attachment 14 - Budget

			FY18 Approved	FY18 Revised	FY18 Expenditures	FY18 Difference between Revised and Expenditures(over- or under-spending)	FY19 Approved	FY19 Revised (as of Feb. 1, 2019)	FY19 Q1 expenditures	Explain FY18 over- or under-spending
Learning and Development (3000)	Local	\$	1,594,486.42	\$ 2,374,486.42	\$ 2,345,014.05	\$ 29,472.37	\$ 1,424,954.68	\$ 1,705,415.68	\$ 843,513.90	
	SPR	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	ID	\$	1,875,937.22	\$ 2,127,376.43	\$ 2,127,376.43	\$ -	\$ 1,179,581.83	\$ 1,843,262.95	\$ 841,913.53	
	Training and Development (3100)	Total \$	1,383,966.42	\$ 1,633,966.42	\$ 1,611,078.86	\$ 22,887.56	\$ 1,350,076.40	\$ 1,350,076.40	\$ 359,248.70	Minor variance
	Capital City Fellows (3200)	Total \$	210,520.00	\$ 861,397.72	\$ 860,225.22	\$ 1,172.50	\$ 225,000.00	\$ 880,239.50	\$ 395,040.23	Minor variance
	Special Programs (3300)	Total \$	1,875,937.22	\$ 2,006,498.71	\$ 2,001,086.40	\$ 5,412.31	\$ 1,029,460.11	\$ 1,318,362.73	\$ 931,138.50	Minor variance
Strategic Human Capital (4300)	Total	\$	619,371.06	\$ 612,642.24	\$ 611,676.44	\$ 965.80	\$ 584,043.69	\$ 584,043.69	\$ 166,212.02	
	Federal	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Local	\$	551,554.06	\$ 551,554.06	\$ 550,588.26	\$ 965.80	\$ 514,999.36	\$ 514,999.36	\$ 152,204.76	
	SPR	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	ID	\$	67,817.00	\$ 61,088.18	\$ 61,088.18	\$ -	\$ 69,044.33	\$ 69,044.33	\$ 14,007.26	
	Performance Measurement (4310)	Total \$	619,371.06	\$ 612,642.24	\$ 611,676.44	\$ 965.80	\$ 584,043.69	\$ 584,043.69		Minor variance
Policy and Compliance (4500)	Total	\$	1,913,646.70	\$ 2,787,734.22	\$ 2,788,437.46	\$ (703.24)	\$ 2,338,373.74	\$ 3,026,688.49	\$ 686,582.25	
	Federal	\$	-	\$ -	\$ -	\$ -				
	Local	\$	1,674,146.52	\$ 1,719,758.41	\$ 1,720,461.65	\$ (703.24)	\$ 1,673,069.32	\$ 1,673,069.32	\$ 686,582.25	
	SPR	\$	64,179.70	\$ 64,179.70	\$ 64,179.70	\$ -	\$ -	\$ -	\$ -	
	ID	\$	175,320.48	\$ 1,003,796.11	\$ 1,003,796.11	\$ -	\$ 665,604.42	\$ 1,353,619.17	\$ -	
	Compliance (4510)	Total \$	628,215.33	\$ 1,487,463.83	\$ 1,487,032.09	\$ 431.74	\$ 1,105,355.18	\$ 1,793,669.93	\$ 300,788.05	Minor variance
	Policy (4520)	Total \$	1,090,927.69	\$ 1,090,927.69	\$ 1,090,676.07	\$ 251.62	\$ 1,097,370.10	\$ 1,097,370.10	\$ 340,142.53	Minor variance
Yr End Close (9960)	Compensation (4530)	Total \$	194,503.68	\$ 209,342.70	\$ 210,729.30	\$ (1,386.60)	\$ 135,648.46	\$ 135,648.46	\$ 45,651.67	Minor variance
	Total	\$	16,462,561.94	\$ 20,212,584.06			\$ 16,527,881.55	\$ 20,555,837.87		

FY18 SPR			
A. Revenue source name and fund code	Receiving Activity Code	Receiving Activity CSG	Expenditure Purpose
Defined Benefits Retirement Program - 0615	2220	0011/0012/0014/1138	PS Expenses
Agreement With Independent Agencies - 0639	1010	0012/0014/0020	PS Expenses/Pcard Expense
Reimbursables From Other Governments - 1555	2220	0011/0014/1138	PS Expenses

FY19 SPR			
A. Revenue source name and fund code	Activity	CSG	Expenditure Purpose
Defined Benefits Retirement Program - 0615	2220	0011/0012/0014	PS Expenses
Agreement With Independent Agencies - 0639	1010	0011/0014/0020	PS Expenses
Reimbursables From Other Governments - 1555	2220	0011/0012/0014/1138	PS Expenses

DCHR CONTRACTS AND PROCUREMENTS, FY18 AND FY19, AS OF FEB. 1, 2019 (Q24)

(complete columns A-R)

Attachment 24 - DCHR Contracts and Procurements FY 18 and FY19

Contract Number	Contractor /Vendor Name	For HCA's, number of Task Orders issued	Specific description of contractual goods and/or services	Period of performance (dates)	Number of option years available	Current year of contract (e.g. Base Year, Option Year 1, etc.)	Program code	Activity code	Index code	PCA code	Requisition numbers	Purchase order numbers	Funding source (e.g. federal, local, SPR)	Maximum or total contract or procurement value in FY2018, per contract, and for Human Care Agreements, aggregated	Actual expenditures in FY2018 for each contract (aggregated by vendor for all task orders under each HCA)	Maximum or total contract or procurement value in FY2019 (for Human Care Agreements, aggregated by vendor)	Total actual payments made in FY2019 for each contract (aggregated by vendor for task orders under 1 specific HCA), to
GS-10FCA017	Identity Theft Guard Solutions dba ID Experts		Credit Monitoring	11/13/17-11/12/18	0	0	1000	1010	FHBAS	10100	RQ975797	PO575017	Intra-District	\$ 51.58	\$ 1,584.32	0	
DCBE--2014-C-0160	George Washington University		Certified Public Manager Program	10/1/18-9/30/18	4	4	1000	1010	FHBAS	10100	RQ966854	PO569950	Intra-District	\$ 195,584.00	\$ 195,584.00	0	
CW40205	SkillSoft Corp.		Employee Content Training (Online Training E-Learning)	9/22/18-9/21/19	4	3	1000	1010	FHBAS	10100	RQ969500	PO575025	Intra-District	\$ 207,671.47	\$ 207,671.47	0	
CW30598	George Washington University		Executive Leadership Program	3/21/18-3/20/19	4	4	1000	1010	FHBAS	10100	RQ975678	PO575015	Intra-District	\$ 243,910.00	\$ 323,867.00	0	
CW36508	Polihire		Executive Recruitment Research Services	4/14/18-4/13/19	4	3	1000	1010	FHBAS	10100	RQ984188	PO581311	Intra-District	\$ 999,999.00	\$ 48,103.39	\$ 999,999.00	
CW40670	National Drug Screening		Drug and Alcohol Testing Services	12/4/18-12/3/19	4	3	1000	1010	FHBAS	10100	RQ996074	PO590383	Intra-District	\$ 662,200.00	\$ 346,866.00	\$ 315,334.00	\$ 18,550.00
CW39361	Fieldprint		Criminal Background Checks	10/1/18-2/28/19	4	3	1000	1010	FHBAS	10100	RQ987994	PO571694	Intra-District	\$ 600,000.00	\$ 399,618.15	\$ 200,381.85	\$ 114,712.70
CW44602	Knowlogy Corpoation		Computer Application Training	6/22/18-6/21/19	4	2	1000	1010	FHBAS	10100	RQ993241	PO587046	Intra-District	\$ 70,000.00	\$ 60,000.00	\$ 10,000.00	
CW47075	Cheiron		Actuarial Services	10/1/18-9/30/19	4	2	1000	1010	FHBAS	10100	RQ969502	PO571689	Intra-District	\$ 150,000.00	\$ 19,987.25	\$ 130,012.75	
CW51425	Calibre Systems		Lean Six Sigma Program	4/25/18-4/24/19	4	1	1000	1010	FHBAS	10100	RQ960222	PO545409	Intra-District	\$ 242,005.00	\$ 67,647.00	\$ 174,358.00	
GS-00F-275 CA /CW52244	KPMG		Employment Tax Services	5/17/18-5/16/19	1	1	1000		F1734	10100	RQ962201	PO566642	Intra-District	\$ 660,611.00	\$ 195,205.95	\$ 465,405.05	
CW54565	CLRG		Competency-Based Training	12/18/18-12/17/19	4	1	1000	1010	FHBAS	10100	RQ973836	PO573996	Local	\$ 250,000.00	\$ 116,500.00	\$ 133,500.00	\$ 48,903.00
CW54567	Dale Carnegie		Competency-Based Training	12/18/18-12/17/19	4	1	1000	1010	FHBAS	10100	RQ989018	PO584562	Intra-District	\$ 250,000.00	\$ 120,000.00	\$ 130,000.00	
CW54596	Graduate School		Competency-Based Training	12/18/18-12/17/19	4	1	1000	1010	FHBAS	10100	RQ978403	PO577993	Intra-District	\$ 150,000.00	\$ 150,000.00	0	
GS-00F-002V/CW35151	Canon		Copier Leasing	10/1/18-9/30/19	4	1	1000	1010	FHBAS	10100	RQ969365	PO570006	Intra-District	\$ 142,895.24	\$ 48,010.06	\$ 94,885.18	
CW40026	Neal R. Gross		Court Reporting Services	11/2/18-11/1/19	4	3		1010	FHBAS	10100	RQ969514	PO574002	Intra-District	\$ 40,000.00	\$ 5,724.80	\$ 34,275.20	
CW57755	Odgers Berndtson		CY 18 DCHR Executive Search Services Muhammad: 2/7/18	3/27/18-3/26/19	4	Base	1000	1010	FHBAS	10100	RQ969506	PO573999	Intra-District	\$ 1,000.00	\$ -	\$ 1,000.00	
CW40998	Midtown Personnel, Inc.		Temporary Staff	9/30/17-9/30/19	0	0	1000	1010	FHBAS	10100	R967992/	PO571092	Intra-District	\$ 950,000.00	\$ 116,858.44	0	
CW65845	Midtown Group		Temporary Staff	11/16/18-9/30/19	4	Base	1000	1010	FHBAS	10100	RQ973387	PO573321	Intra-District	\$ 260,000.00	\$ -	\$ 260,000.00	
CW57760	Canon Financial Services, Inc.		Canon Copier Leasing	10/1/18-9/30/19	4	1	1000	1010	FHBAS	10100	RQ975279	PO575019	Intra-District	\$ 130,222.08	\$ 112,771.22	\$ 17,450.86	

Transaction Detail with Accounting Codes and Notes

DCPCARD

Date/Time Printed: 02/01/2019 11:19:39 AM

Orientation: Landscape

Selection Criteria: Post Date Is Between '10/1/2017' AND '3/31/2018'

Tran ID Name	Account Number	Tran Date	Post Date	Purchase Method	Merchant Name	Merchant City, State	MCC	Tax	Tran Amount	Tran Type
197734384 HARVEY, LAVERNE	*****7366	10/05/2017	10/09/2017	Unknown	LOEWS HOTELS	888-3206065, TN	3654	\$0.00	\$477.52	Purchase
NOTES										
CHART OF ACCOUNT			DC Gov		CUSTOM FIELD		VALUE			
Comptroller Source		0040	OTHER SERVICES AND CHARGES		PCA Code					
Object Code		0402	TRAVEL - OUT OF CITY		Index Code					
SBE							No-No Available CBE			
197734385 HARVEY, LAVERNE	*****7366	10/06/2017	10/09/2017	Unknown	SPECTRUM MANAGEMENT LL	02025462080, DC	6513	\$0.00	\$189.59	Purchase
NOTES										
CHART OF ACCOUNT			DC Gov		CUSTOM FIELD		VALUE			
Comptroller Source		0040	OTHER SERVICES AND CHARGES		PCA Code					
Object Code		0409	CONTRACTUAL SERVICES -		Index Code					
SBE							No-No Available CBE			
197907264 HARVEY, LAVERNE	*****7366	10/10/2017	10/12/2017	Unknown	WASHINGTON MAGAZINE	202-2963600, DC	5994	\$0.00	\$600.00	Purchase
NOTES										
CHART OF ACCOUNT			DC Gov		CUSTOM FIELD		VALUE			
Comptroller Source		0040	OTHER SERVICES AND CHARGES		PCA Code					
Object Code		0409	CONTRACTUAL SERVICES -		Index Code					
SBE							No			
197907265 HARVEY, LAVERNE	*****7366	10/11/2017	10/12/2017	Unknown	JUSTICE CENTER ATLANTA	04045233613, GA	7277	\$0.00	\$1,490.00	Purchase
NOTES										
CHART OF ACCOUNT			DC Gov		CUSTOM FIELD		VALUE			
Comptroller Source		0040	OTHER SERVICES AND CHARGES		PCA Code					
Object Code		0409	CONTRACTUAL SERVICES -		Index Code					
SBE							No-No Available CBE			
197907266 HARVEY, LAVERNE	*****7366	10/11/2017	10/12/2017	Unknown	JUSTICE CENTER ATLANTA	04045233613, GA	7277	\$0.00	\$1,490.00	Purchase
NOTES										
CHART OF ACCOUNT			DC Gov		CUSTOM FIELD		VALUE			
Comptroller Source		0040	OTHER SERVICES AND CHARGES		PCA Code					
Object Code		0409	CONTRACTUAL SERVICES -		Index Code					

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Transaction Detail with Accounting Codes and Notes

						SBE	No-No Available CBE		
197907267 HARVEY, LAVERNE	*****7366	10/11/2017	10/12/2017	Unknown	JUSTICE CENTER ATLANTA	04045233613, GA	7277	\$0.00	\$1,490.00 Purchase
NOTES									
CHART OF ACCOUNT			DC Gov			CUSTOM FIELD	VALUE		
Comptroller Source			0040		OTHER SERVICES AND CHARGES	PCA Code			
Object Code			0409		CONTRACTUAL SERVICES -	Index Code			
						SBE	No-No Available CBE		
197984584 HARVEY, LAVERNE	*****7366	10/12/2017	10/13/2017	Unknown	JUSTICE CENTER ATLANTA	04045233613, GA	7277	\$0.00	\$1,490.00 Purchase
NOTES									
CHART OF ACCOUNT			DC Gov			CUSTOM FIELD	VALUE		
Comptroller Source			0040		OTHER SERVICES AND CHARGES	PCA Code			
Object Code			0409		CONTRACTUAL SERVICES -	Index Code			
						SBE	No-No Available CBE		
198252929 HARVEY, LAVERNE	*****7366	10/16/2017	10/18/2017	Unknown	METRO STAMP AND SEAL C	ROCKVILLE, MD	5111	\$0.00	\$136.40 Purchase
NOTES									
CHART OF ACCOUNT			DC Gov			CUSTOM FIELD	VALUE		
Comptroller Source			0040		OTHER SERVICES AND CHARGES	PCA Code			
Object Code			0409		CONTRACTUAL SERVICES -	Index Code			
						SBE	No-No Available CBE		
198252930 HARVEY, LAVERNE	*****7366	10/17/2017	10/18/2017	Unknown	PEMBROKE WEST	WASHINGTON, DC	5699	\$0.00	\$2,843.28 Purchase
NOTES									
CHART OF ACCOUNT			DC Gov			CUSTOM FIELD	VALUE		
Comptroller Source			0040		OTHER SERVICES AND CHARGES	PCA Code			
Object Code			0409		CONTRACTUAL SERVICES -	Index Code			
						SBE	Yes		
198252931 HARVEY, LAVERNE	*****7366	10/17/2017	10/18/2017	Unknown	B&H PHOTO 800-606- 696	800-2215743, NY	5969	\$0.00	\$19.62 Purchase
NOTES									
CHART OF ACCOUNT			DC Gov			CUSTOM FIELD	VALUE		
Comptroller Source			0040		OTHER SERVICES AND CHARGES	PCA Code			
Object Code			0409		CONTRACTUAL SERVICES -	Index Code			
						SBE	No		
198252932 HARVEY, LAVERNE	*****7366	10/17/2017	10/18/2017	Unknown	BAUDVILLE INC.	08007280888, MI	5199	\$0.00	\$191.40 Purchase
NOTES									

	CHART OF ACCOUNT		DC Gov		OTHER SERVICES AND CHARGES CONTRACTUAL SERVICES -	CUSTOM FIELD		VALUE	
	Comptroller Source		0040			PCA Code			
	Object Code		0409			Index Code			
						SBE		No	
198252933 HARVEY, LAVERNE	*****7366	10/17/2017	10/18/2017	Unknown	BAUDVILLE INC.	08007280888, MI	5199	\$0.00	\$2,328.57 Purchase
	NOTES					CUSTOM FIELD		VALUE	
	CHART OF ACCOUNT		DC Gov			PCA Code			
	Comptroller Source		0040			Index Code			
	Object Code		0409			SBE		No	
198252934 HARVEY, LAVERNE	*****7366	10/17/2017	10/18/2017	Unknown	BAUDVILLE INC.	08007280888, MI	5199	\$0.00	\$597.55 Purchase
	NOTES					CUSTOM FIELD		VALUE	
	CHART OF ACCOUNT		DC Gov			PCA Code			
	Comptroller Source		0040			Index Code			
	Object Code		0409			SBE		No	
198252935 HARVEY, LAVERNE	*****7366	10/17/2017	10/18/2017	Unknown	NCPMC	8003182810, ID	5734	\$0.00	\$175.00 Purchase
	NOTES					CUSTOM FIELD		VALUE	
	CHART OF ACCOUNT		DC Gov			PCA Code			
	Comptroller Source		0040			Index Code			
	Object Code		0409			SBE		No-No Available CBE	
198252936 HARVEY, LAVERNE	*****7366	10/17/2017	10/18/2017	Unknown	NCPMC	8003182810, ID	5734	\$0.00	\$175.00 Purchase
	NOTES					CUSTOM FIELD		VALUE	
	CHART OF ACCOUNT		DC Gov			PCA Code			
	Comptroller Source		0040			Index Code			
	Object Code		0409			SBE		No-No Available CBE	
198252937 HARVEY, LAVERNE	*****7366	10/17/2017	10/18/2017	Unknown	BAUDVILLE INC.	08007280888, MI	5199	\$0.00	\$6,128.49 Purchase
	NOTES					CUSTOM FIELD		VALUE	
	CHART OF ACCOUNT		DC Gov			PCA Code			
	Comptroller Source		0040			Index Code			
	Object Code		0409			SBE		No	
198252938 HARVEY, LAVERNE	*****7366	10/17/2017	10/18/2017	Unknown	BAUDVILLE INC.	08007280888, MI	5199	\$0.00	\$711.38 Purchase
	NOTES					CUSTOM FIELD		VALUE	
	CHART OF ACCOUNT		DC Gov			PCA Code			
	Comptroller Source		0040			Index Code			
	Object Code		0409			SBE			

	Comptroller Source	0040		OTHER SERVICES AND CHARGES	PCA Code				
	Object Code	0409		CONTRACTUAL SERVICES -	Index Code				
					SBE	No			
198252939 HARVEY, LAVERNE	*****7366	10/17/2017	10/18/2017	Unknown	BAUDVILLE INC.	08007280888, MI	5199	\$0.00	\$165.05 Purchase
	NOTES								
	CHART OF ACCOUNT		DC Gov			CUSTOM FIELD		VALUE	
	Comptroller Source		0040		OTHER SERVICES AND CHARGES	PCA Code			
	Object Code		0409		CONTRACTUAL SERVICES -	Index Code			
						SBE	No		
198252940 HARVEY, LAVERNE	*****7366	10/17/2017	10/18/2017	Unknown	BAUDVILLE INC.	08007280888, MI	5199	\$0.00	\$1,057.88 Purchase
	NOTES								
	CHART OF ACCOUNT		DC Gov			CUSTOM FIELD		VALUE	
	Comptroller Source		0040		OTHER SERVICES AND CHARGES	PCA Code			
	Object Code		0409		CONTRACTUAL SERVICES -	Index Code			
						SBE	No		
198408943 HARVEY, LAVERNE	*****7366	10/17/2017	10/20/2017	Unknown	DUPONT COMPUTERS, INC.	WASHINGTON, DC	5999	\$0.00	\$3,158.50 Purchase
	NOTES								
	CHART OF ACCOUNT		DC Gov			CUSTOM FIELD		VALUE	
	Comptroller Source		0020		SUPPLIES AND MATERIALS	PCA Code			
	Object Code		0219		IT SUPPLIES	Index Code			
						SBE	Yes		
198408944 HARVEY, LAVERNE	*****7366	10/19/2017	10/20/2017	Unknown	GRADUATE SCHOOL REG	08887444723, DC	8299	\$0.00	\$699.00 Purchase
	NOTES								
	CHART OF ACCOUNT		DC Gov			CUSTOM FIELD		VALUE	
	Comptroller Source		0040		OTHER SERVICES AND CHARGES	PCA Code			
	Object Code		0409		CONTRACTUAL SERVICES -	Index Code			
						SBE	No-No Available CBE		
198408945 HARVEY, LAVERNE	*****7366	10/19/2017	10/20/2017	Unknown	SIGNS BY TOMORROW	03015893305, MD	5099	\$35.81	\$632.55 Purchase
	NOTES								
	CHART OF ACCOUNT		DC Gov			CUSTOM FIELD		VALUE	
	Comptroller Source		0040		OTHER SERVICES AND CHARGES	PCA Code			
	Object Code		0409		CONTRACTUAL SERVICES -	Index Code			
						SBE	No		
198547613 HARVEY, LAVERNE	*****7366	10/18/2017	10/23/2017	Unknown	STANDARD OFFICE SUPPLY	DROSE@MDMST AN, DC	5046	\$0.00	\$1,756.98 Purchase

NOTES									
CHART OF ACCOUNT		DC Gov				CUSTOM FIELD	VALUE		
Comptroller Source		0020		SUPPLIES AND MATERIALS		PCA Code			
Object Code		0201		OFFICE SUPPLIES		Index Code			
						SBE	Yes		
198547614 HARVEY, LAVERNE	*****7366	10/21/2017	10/23/2017	Unknown	ASSESSMENTS 24X7 LLC	858-999-2119, CA	7299	\$0.00	\$800.00 Purchase
NOTES									
CHART OF ACCOUNT		DC Gov				CUSTOM FIELD	VALUE		
Comptroller Source		0040		OTHER SERVICES AND CHARGES		PCA Code			
Object Code		0409		CONTRACTUAL SERVICES -		Index Code			
						SBE	No		
198692728 HARVEY, LAVERNE	*****7366	10/23/2017	10/25/2017	Unknown	DUPONT COMPUTERS, INC.	WASHINGTON, DC	5999	\$0.00	\$1,050.00 Purchase
NOTES									
CHART OF ACCOUNT		DC Gov				CUSTOM FIELD	VALUE		
Comptroller Source		0020		SUPPLIES AND MATERIALS		PCA Code			
Object Code		0219		IT SUPPLIES		Index Code			
						SBE	Yes		
198770795 HARVEY, LAVERNE	*****7366	10/25/2017	10/26/2017	Unknown	YOURMEMBER-CAREERS	7274976573, CT	7361	\$0.00	\$211.50 Purchase
NOTES									
CHART OF ACCOUNT		DC Gov				CUSTOM FIELD	VALUE		
Comptroller Source		0040		OTHER SERVICES AND CHARGES		PCA Code			
Object Code		0409		CONTRACTUAL SERVICES -		Index Code			
						SBE	No-No Available CBE		
198853597 HARVEY, LAVERNE	*****7366	10/26/2017	10/27/2017	Unknown	SIGNS BY TOMORROW	03015893305, MD	5099	\$33.61	\$593.74 Purchase
NOTES									
CHART OF ACCOUNT		DC Gov				CUSTOM FIELD	VALUE		
Comptroller Source		0040		OTHER SERVICES AND CHARGES		PCA Code			
Object Code		0409		CONTRACTUAL SERVICES -		Index Code			
						SBE	No		
198987566 HARVEY, LAVERNE	*****7366	10/29/2017	10/30/2017	Unknown	SPRINGHILL SUITES	DENVER, CO	3770	\$0.00	\$612.78 Purchase
NOTES									
CHART OF ACCOUNT		DC Gov				CUSTOM FIELD	VALUE		
Comptroller Source		0040		OTHER SERVICES AND CHARGES		PCA Code			
Object Code		0402		TRAVEL - OUT OF CITY		Index Code			
						SBE	No-No Available CBE		

198987567 HARVEY, LAVERNE	*****7366	10/29/2017	10/30/2017	Unknown	SPRINGHILL SUITES	DENVER, CO	3770	\$0.00	\$612.78 Purchase
NOTES									
CHART OF ACCOUNT			DC Gov		CUSTOM FIELD		VALUE		
Comptroller Source		0040	OTHER SERVICES AND CHARGES			PCA Code			
Object Code		0402	TRAVEL - OUT OF CITY			Index Code			
						SBE		No-No Available CBE	
198987568 HARVEY, LAVERNE	*****7366	10/26/2017	10/30/2017	Unknown	STANDARD OFFICE SUPPLY	DROSE@MDMST AN, DC	5046	\$0.00	\$966.69 Purchase
NOTES									
CHART OF ACCOUNT			DC Gov		CUSTOM FIELD		VALUE		
Comptroller Source		0020	SUPPLIES AND MATERIALS			PCA Code			
Object Code		0201	OFFICE SUPPLIES			Index Code			
						SBE		Yes	
198987569 HARVEY, LAVERNE	*****7366	10/27/2017	10/30/2017	Unknown	STANDARD OFFICE SUPPLY	DROSE@MDMST AN, DC	5046	\$0.00	\$65.00 Purchase
NOTES									
CHART OF ACCOUNT			DC Gov		CUSTOM FIELD		VALUE		
Comptroller Source		0020	SUPPLIES AND MATERIALS			PCA Code			
Object Code		0201	OFFICE SUPPLIES			Index Code			
						SBE		Yes	
199124960 HARVEY, LAVERNE	*****7366	10/30/2017	11/01/2017	Unknown	STANDARD OFFICE SUPPLY	2028294820, DC	5046	\$0.00	(\$39.99) Purchase
NOTES									
CHART OF ACCOUNT			DC Gov		CUSTOM FIELD		VALUE		
Comptroller Source		0020	SUPPLIES AND MATERIALS			PCA Code			
Object Code		0201	OFFICE SUPPLIES			Index Code			
						SBE		Yes	
199277967 HARVEY, LAVERNE	*****7366	10/31/2017	11/03/2017	Unknown	STANDARD OFFICE SUPPLY	DROSE@MDMST AN, DC	5046	\$0.00	\$81.98 Purchase
NOTES									
CHART OF ACCOUNT			DC Gov		CUSTOM FIELD		VALUE		
Comptroller Source		0020	SUPPLIES AND MATERIALS			PCA Code			
Object Code		0201	OFFICE SUPPLIES			Index Code			
						SBE		Yes	
199277968 HARVEY, LAVERNE	*****7366	11/02/2017	11/03/2017	Unknown	MVS INC	02027227981, DC	7399	\$0.00	\$1,229.36 Purchase
NOTES									
CHART OF ACCOUNT			DC Gov		CUSTOM FIELD		VALUE		
Comptroller Source		0040	OTHER SERVICES AND CHARGES			PCA Code			

	Object Code	0409		CONTRACTUAL SERVICES -	Index Code		Yes		
					SBE				
199561047 HARVEY, LAVERNE	*****7366	11/06/2017	11/08/2017	Unknown	DUPONT COMPUTERS, INC.	WASHINGTON, DC	5999	\$0.00	\$2,806.50 Purchase
	NOTES								
	CHART OF ACCOUNT		DC Gov			CUSTOM FIELD	VALUE		
	Comptroller Source	0020		SUPPLIES AND MATERIALS	PCA Code				
	Object Code	0219		IT SUPPLIES	Index Code				
					SBE		Yes		
199726689 HARVEY, LAVERNE	*****7366	11/09/2017	11/10/2017	Unknown	SQU*SQ *A DIGITAL SOLU	WASHINGTON, DC	7299	\$0.00	\$4,080.00 Purchase
	NOTES								
	CHART OF ACCOUNT		DC Gov			CUSTOM FIELD	VALUE		
	Comptroller Source	0040		OTHER SERVICES AND CHARGES	PCA Code				
	Object Code	0409		CONTRACTUAL SERVICES -	Index Code				
					SBE		Yes		
199827205 HARVEY, LAVERNE	*****7366	11/08/2017	11/13/2017	Unknown	STANDARD OFFICE SUPPLY	DROSE@MDMST AN, DC	5046	\$0.00	\$39.99 Purchase
	NOTES								
	CHART OF ACCOUNT		DC Gov			CUSTOM FIELD	VALUE		
	Comptroller Source	0020		SUPPLIES AND MATERIALS	PCA Code				
	Object Code	0201		OFFICE SUPPLIES	Index Code				
					SBE		Yes		
200031408 HARVEY, LAVERNE	*****7366	11/15/2017	11/16/2017	Unknown	BAUDVILLE INC.	08007280888, MI	5199	\$0.00	\$104.45 Purchase
	NOTES								
	CHART OF ACCOUNT		DC Gov			CUSTOM FIELD	VALUE		
	Comptroller Source	0040		OTHER SERVICES AND CHARGES	PCA Code				
	Object Code	0409		CONTRACTUAL SERVICES -	Index Code				
					SBE		No		
200031409 HARVEY, LAVERNE	*****7366	11/15/2017	11/16/2017	Unknown	GRADUATE SCHOOL REG	08887444723, DC	8299	\$0.00	\$1,499.00 Purchase
	NOTES								
	CHART OF ACCOUNT		DC Gov			CUSTOM FIELD	VALUE		
	Comptroller Source	0040		OTHER SERVICES AND CHARGES	PCA Code				
	Object Code	0409		CONTRACTUAL SERVICES -	Index Code				
					SBE		No-No Available CBE		
200441121 HARVEY, LAVERNE	*****7366	11/21/2017	11/24/2017	Unknown	SOUTHWES 5268786815179	800-435-9792, TX	3066	\$0.00	\$191.96 Purchase

NOTES									
CHART OF ACCOUNT		DC Gov				CUSTOM FIELD	VALUE		
Comptroller Source		0040		OTHER SERVICES AND CHARGES		PCA Code			
Object Code		0402		TRAVEL - OUT OF CITY		Index Code			
						SBE	No		
200441122 HARVEY, LAVERNE	*****7366	11/21/2017	11/24/2017	Unknown	SOUTHWES 5268786815180	800-435-9792, TX	3066	\$0.00	\$191.96 Purchase
NOTES									
CHART OF ACCOUNT		DC Gov				CUSTOM FIELD	VALUE		
Comptroller Source		0040		OTHER SERVICES AND CHARGES		PCA Code			
Object Code		0402		TRAVEL - OUT OF CITY		Index Code			
						SBE	No-No Available CBE		
200441123 HARVEY, LAVERNE	*****7366	11/21/2017	11/24/2017	Unknown	SOUTHWES 5268786815181	800-435-9792, TX	3066	\$0.00	\$191.96 Purchase
NOTES									
CHART OF ACCOUNT		DC Gov				CUSTOM FIELD	VALUE		
Comptroller Source		0040		OTHER SERVICES AND CHARGES		PCA Code			
Object Code		0402		TRAVEL - OUT OF CITY		Index Code			
						SBE	No-No Available CBE		
200872376 HARVEY, LAVERNE	*****7366	12/02/2017	12/04/2017	Unknown	MARRIOTT ATL GATEWAY	ATLANTA, GA	3509	\$0.00	\$1,713.16 Purchase
NOTES									
CHART OF ACCOUNT		DC Gov				CUSTOM FIELD	VALUE		
Comptroller Source		0040		OTHER SERVICES AND CHARGES		PCA Code			
Object Code		0402		TRAVEL - OUT OF CITY		Index Code			
						SBE	No-No Available CBE		
200872377 HARVEY, LAVERNE	*****7366	12/03/2017	12/04/2017	Unknown	MARRIOTT ATL GATEWAY	ATLANTA, GA	3509	\$0.00	\$1,713.16 Purchase
NOTES									
CHART OF ACCOUNT		DC Gov				CUSTOM FIELD	VALUE		
Comptroller Source		0040		OTHER SERVICES AND CHARGES		PCA Code			
Object Code		0402		TRAVEL - OUT OF CITY		Index Code			
						SBE	No-No Available CBE		
200872378 HARVEY, LAVERNE	*****7366	12/03/2017	12/04/2017	Unknown	MARRIOTT ATL GATEWAY	ATLANTA, GA	3509	\$0.00	\$1,713.16 Purchase
NOTES									
CHART OF ACCOUNT		DC Gov				CUSTOM FIELD	VALUE		
Comptroller Source		0040		OTHER SERVICES AND CHARGES		PCA Code			
Object Code		0402		TRAVEL - OUT OF CITY		Index Code			

						SBE	No-No Available CBE		
201025292 HARVEY, LAVERNE	*****7366	12/04/2017	12/06/2017	Unknown	DUPONT COMPUTERS, INC.	WASHINGTON, DC	5999	\$0.00	\$1,807.00 Purchase
NOTES									
CHART OF ACCOUNT			DC Gov			CUSTOM FIELD	VALUE		
Comptroller Source		0020			SUPPLIES AND MATERIALS	PCA Code			
Object Code		0219			IT SUPPLIES	Index Code			
						SBE	Yes		
201178354 HARVEY, LAVERNE	*****7366	12/07/2017	12/08/2017	Unknown	SQU*SQ *A DIGITAL SOLU	GOSQ.COM, DC	7299	\$0.00	\$1,870.00 Purchase
NOTES									
CHART OF ACCOUNT			DC Gov			CUSTOM FIELD	VALUE		
Comptroller Source		0040			OTHER SERVICES AND CHARGES	PCA Code			
Object Code		0409			CONTRACTUAL SERVICES -	Index Code			
						SBE	Yes		
201336609 HARVEY, LAVERNE	*****7366	12/08/2017	12/11/2017	Unknown	ABC ALEXANDRIA	ALEXANDRIA, VA	7395	\$0.00	\$1,920.38 Purchase
NOTES									
CHART OF ACCOUNT			DC Gov			CUSTOM FIELD	VALUE		
Comptroller Source		0040			OTHER SERVICES AND CHARGES	PCA Code			
Object Code		0409			CONTRACTUAL SERVICES -	Index Code			
						SBE	No		
201477819 HARVEY, LAVERNE	*****7366	12/12/2017	12/13/2017	Unknown	OUTFRONT MEDIA	973-575-6900, NY	7311	\$0.00	\$750.00 Purchase
NOTES									
CHART OF ACCOUNT			DC Gov			CUSTOM FIELD	VALUE		
Comptroller Source		0040			OTHER SERVICES AND CHARGES	PCA Code			
Object Code		0409			CONTRACTUAL SERVICES -	Index Code			
						SBE	No		
201477820 HARVEY, LAVERNE	*****7366	12/12/2017	12/13/2017	Unknown	JUSTICE CENTER ATLANTA	04045233613, GA	7277	\$0.00	\$1,490.00 Purchase
NOTES									
CHART OF ACCOUNT			DC Gov			CUSTOM FIELD	VALUE		
Comptroller Source		0040			OTHER SERVICES AND CHARGES	PCA Code			
Object Code		0409			CONTRACTUAL SERVICES -	Index Code			
						SBE	No-No Available CBE		
201547775 HARVEY, LAVERNE	*****7366	12/12/2017	12/14/2017	Unknown	AMERICAN 00121623355442	08004337300, TX	3001	\$0.00	\$359.60 Purchase
NOTES									

	CHART OF ACCOUNT		DC Gov			CUSTOM FIELD		VALUE	
	Comptroller Source		0040			OTHER SERVICES AND CHARGES		PCA Code	
	Object Code		0402			TRAVEL - OUT OF CITY		Index Code	
						SBE		No-No Available CBE	
201547776 HARVEY, LAVERNE	*****7366	12/13/2017	12/14/2017	Unknown	JUSTICE CENTER ATLANTA	04045233613, GA	7277	\$0.00	\$1,490.00 Purchase
	NOTES								
	CHART OF ACCOUNT		DC Gov			CUSTOM FIELD		VALUE	
	Comptroller Source		0040			OTHER SERVICES AND CHARGES		PCA Code	
	Object Code		0409			CONTRACTUAL SERVICES -		Index Code	
						SBE		No-No Available CBE	
201618431 HARVEY, LAVERNE	*****7366	12/14/2017	12/15/2017	Unknown	OPM-DC	202-606-1765, DC	9399	\$0.00	\$50.00 Purchase
	NOTES								
	CHART OF ACCOUNT		DC Gov			CUSTOM FIELD		VALUE	
	Comptroller Source		0040			OTHER SERVICES AND CHARGES		PCA Code	
	Object Code		0409			CONTRACTUAL SERVICES -		Index Code	
						SBE		No-No Available CBE	
201618432 HARVEY, LAVERNE	*****7366	12/14/2017	12/15/2017	Unknown	OPM-DC	202-606-1765, DC	9399	\$0.00	\$50.00 Purchase
	NOTES								
	CHART OF ACCOUNT		DC Gov			CUSTOM FIELD		VALUE	
	Comptroller Source		0040			OTHER SERVICES AND CHARGES		PCA Code	
	Object Code		0409			CONTRACTUAL SERVICES -		Index Code	
						SBE		No-No Available CBE	
201618433 HARVEY, LAVERNE	*****7366	12/14/2017	12/15/2017	Unknown	OPM-DC	202-606-1765, DC	9399	\$0.00	\$50.00 Purchase
	NOTES								
	CHART OF ACCOUNT		DC Gov			CUSTOM FIELD		VALUE	
	Comptroller Source		0040			OTHER SERVICES AND CHARGES		PCA Code	
	Object Code		0409			CONTRACTUAL SERVICES -		Index Code	
						SBE		No-No Available CBE	
201618434 HARVEY, LAVERNE	*****7366	12/13/2017	12/15/2017	Unknown	AMERICAN 00121624371654	08004337300, TX	3001	\$0.00	\$401.61 Purchase
	NOTES								
	CHART OF ACCOUNT		DC Gov			CUSTOM FIELD		VALUE	
	Comptroller Source		0040			OTHER SERVICES AND CHARGES		PCA Code	
	Object Code		0402			TRAVEL - OUT OF CITY		Index Code	
						SBE		No-No Available CBE	
201726772 HARVEY, LAVERNE	*****7366	12/14/2017	12/18/2017	Unknown	UNITED 01623772930323	800-932-2732, TX	3000	\$0.00	\$403.60 Purchase

NOTES									
CHART OF ACCOUNT		DC Gov				CUSTOM FIELD	VALUE		
Comptroller Source		0040		OTHER SERVICES AND CHARGES		PCA Code			
Object Code		0402		TRAVEL - OUT OF CITY		Index Code			
						SBE	No-No Available CBE		
201726773 HARVEY, LAVERNE	*****7366	12/14/2017	12/18/2017	Unknown	DUPONT COMPUTERS, INC.	WASHINGTON, DC	5999	\$0.00	\$410.00 Purchase
NOTES									
CHART OF ACCOUNT		DC Gov				CUSTOM FIELD	VALUE		
Comptroller Source		0020		SUPPLIES AND MATERIALS		PCA Code			
Object Code		0219		IT SUPPLIES		Index Code			
						SBE	Yes		
201787394 HARVEY, LAVERNE	*****7366	12/18/2017	12/19/2017	Unknown	APL* ITUNES.COM/BILL	866-712-7753, CA	5735	\$0.00	\$14.99 Purchase
NOTES									
CHART OF ACCOUNT		DC Gov				CUSTOM FIELD	VALUE		
Comptroller Source		0040		OTHER SERVICES AND CHARGES		PCA Code			
Object Code		0409		CONTRACTUAL SERVICES -		Index Code			
						SBE	No-No Available CBE		
201787395 HARVEY, LAVERNE	*****7366	12/18/2017	12/19/2017	Unknown	PAYPAL *ADROITSPANE	4029357733, CA	7392	\$0.00	\$260.00 Purchase
NOTES									
CHART OF ACCOUNT		DC Gov				CUSTOM FIELD	VALUE		
Comptroller Source		0040		OTHER SERVICES AND CHARGES		PCA Code			
Object Code		0409		CONTRACTUAL SERVICES -		Index Code			
						SBE	No-No Available CBE		
201836032 HARVEY, LAVERNE	*****7366	12/19/2017	12/20/2017	Unknown	EB FRANKLINCOVEY ON L	8014137200, CA	7399	\$0.00	\$516.00 Purchase
NOTES									
CHART OF ACCOUNT		DC Gov				CUSTOM FIELD	VALUE		
Comptroller Source		0040		OTHER SERVICES AND CHARGES		PCA Code			
Object Code		0409		CONTRACTUAL SERVICES -		Index Code			
						SBE	No-No Available CBE		
201836033 HARVEY, LAVERNE	*****7366	12/19/2017	12/20/2017	Unknown	US FLAG STORE	NEW STANTON, PA	5999	\$0.00	\$387.79 Purchase
NOTES									
CHART OF ACCOUNT		DC Gov				CUSTOM FIELD	VALUE		
Comptroller Source		0040		OTHER SERVICES AND CHARGES		PCA Code			
Object Code		0409		CONTRACTUAL SERVICES -		Index Code			

						SBE		No-No Available CBE	
201836034 HARVEY, LAVERNE	*****7366	12/19/2017	12/20/2017	Unknown	EB FRANKLINCOVEY ON L	8014137200, CA	7399	\$0.00	\$774.00 Purchase
NOTES									
CHART OF ACCOUNT			DC Gov			CUSTOM FIELD		VALUE	
Comptroller Source			0040		OTHER SERVICES AND CHARGES	PCA Code			
Object Code			0409		CONTRACTUAL SERVICES -	Index Code			
						SBE		No-No Available CBE	
201890847 HARVEY, LAVERNE	*****7366	12/20/2017	12/21/2017	Unknown	OPM-DC	202-606-1765, DC	9399	\$0.00	\$50.00 Purchase
NOTES									
CHART OF ACCOUNT			DC Gov			CUSTOM FIELD		VALUE	
Comptroller Source			0040		OTHER SERVICES AND CHARGES	PCA Code			
Object Code			0409		CONTRACTUAL SERVICES -	Index Code			
						SBE		No-No Available CBE	
201890848 HARVEY, LAVERNE	*****7366	12/20/2017	12/21/2017	Unknown	OPM-DC	202-606-1765, DC	9399	\$0.00	\$25.00 Purchase
NOTES									
CHART OF ACCOUNT			DC Gov			CUSTOM FIELD		VALUE	
Comptroller Source			0040		OTHER SERVICES AND CHARGES	PCA Code			
Object Code			0409		CONTRACTUAL SERVICES -	Index Code			
						SBE		No-No Available CBE	
201890849 HARVEY, LAVERNE	*****7366	12/20/2017	12/21/2017	Unknown	OPM-DC	202-606-1765, DC	9399	\$0.00	\$50.00 Purchase
NOTES									
CHART OF ACCOUNT			DC Gov			CUSTOM FIELD		VALUE	
Comptroller Source			0040		OTHER SERVICES AND CHARGES	PCA Code			
Object Code			0409		CONTRACTUAL SERVICES -	Index Code			
						SBE		No-No Available CBE	
201890850 HARVEY, LAVERNE	*****7366	12/20/2017	12/21/2017	Unknown	WYNDHAM SAN DIEGO BAYS	SAN DIEGO, CA	3722	\$0.00	\$753.20 Purchase
NOTES									
CHART OF ACCOUNT			DC Gov			CUSTOM FIELD		VALUE	
Comptroller Source			0040		OTHER SERVICES AND CHARGES	PCA Code			
Object Code			0402		TRAVEL - OUT OF CITY	Index Code			
						SBE		No-No Available CBE	
202023669 HARVEY, LAVERNE	*****7366	12/21/2017	12/26/2017	Unknown	STANDARD OFFICE SUPPLY	DROSE@MDMST AN, DC	5046	\$0.00	\$3,623.15 Purchase
NOTES									
CHART OF ACCOUNT			DC Gov			CUSTOM FIELD		VALUE	
Comptroller Source			0020		SUPPLIES AND MATERIALS	PCA Code			

	Object Code	0201		OFFICE SUPPLIES		Index Code				
						SBE	Yes			
202300553 HARVEY, LAVERNE	*****7366	01/03/2018	01/04/2018	Unknown	INTERNATIONAL PUBLIC M	703-549-7100, VA	8699	\$0.00	\$350.00	Purchase
	NOTES									
	CHART OF ACCOUNT		DC Gov			CUSTOM FIELD	VALUE			
	Comptroller Source		0040		OTHER SERVICES AND CHARGES	PCA Code				
	Object Code		0409		CONTRACTUAL SERVICES -	Index Code				
						SBE	No-No Available CBE			
202300554 HARVEY, LAVERNE	*****7366	01/03/2018	01/04/2018	Unknown	INTERNATIONAL PUBLIC M	703-549-7100, VA	8699	\$0.00	\$350.00	Purchase
	NOTES									
	CHART OF ACCOUNT		DC Gov			CUSTOM FIELD	VALUE			
	Comptroller Source		0040		OTHER SERVICES AND CHARGES	PCA Code				
	Object Code		0409		CONTRACTUAL SERVICES -	Index Code				
						SBE	No-No Available CBE			
202300555 HARVEY, LAVERNE	*****7366	01/03/2018	01/04/2018	Unknown	INTERNATIONAL PUBLIC M	703-549-7100, VA	8699	\$0.00	\$250.00	Purchase
	NOTES									
	CHART OF ACCOUNT		DC Gov			CUSTOM FIELD	VALUE			
	Comptroller Source		0040		OTHER SERVICES AND CHARGES	PCA Code				
	Object Code		0409		CONTRACTUAL SERVICES -	Index Code				
						SBE	No-No Available CBE			
202360681 HARVEY, LAVERNE	*****7366	01/03/2018	01/05/2018	Unknown	STANDARD OFFICE SUPPLY	DROSE@MDMST AN, DC	5046	\$0.00	\$37.30	Purchase
	NOTES									
	CHART OF ACCOUNT		DC Gov			CUSTOM FIELD	VALUE			
	Comptroller Source		0020		SUPPLIES AND MATERIALS	PCA Code				
	Object Code		0201		OFFICE SUPPLIES	Index Code				
						SBE	Yes			
202360682 HARVEY, LAVERNE	*****7366	01/04/2018	01/05/2018	Unknown	NATIONAL EMPLOYMENT LA	303-8615600, CO	8999	\$0.00	\$216.75	Purchase
	NOTES									
	CHART OF ACCOUNT		DC Gov			CUSTOM FIELD	VALUE			
	Comptroller Source		0040		OTHER SERVICES AND CHARGES	PCA Code				
	Object Code		0409		CONTRACTUAL SERVICES -	Index Code				
						SBE	No-No Available CBE			
202612372 HARVEY, LAVERNE	*****7366	01/10/2018	01/11/2018	Unknown	HOO*HOOTSUITE MEDIA I	778-3001850, CA	5968	\$6.89	\$126.77	Purchase

NOTES									
CHART OF ACCOUNT		DC Gov				CUSTOM FIELD	VALUE		
Comptroller Source		0040		OTHER SERVICES AND CHARGES		PCA Code			
Object Code		0409		CONTRACTUAL SERVICES -		Index Code			
						SBE	No-No Available CBE		
202782802 HARVEY, LAVERNE	*****7366	01/12/2018	01/15/2018	Unknown	HOOTSUITE MEDIA INC.	778-588-9767, CA	7399	\$6.89	\$126.77 Purchase
NOTES									
CHART OF ACCOUNT		DC Gov				CUSTOM FIELD	VALUE		
Comptroller Source		0040		OTHER SERVICES AND CHARGES		PCA Code			
Object Code		0409		CONTRACTUAL SERVICES -		Index Code			
						SBE	No-No Available CBE		
202782803 HARVEY, LAVERNE	*****7366	01/12/2018	01/15/2018	Unknown	PEMBROKE WEST	WASHINGTON, DC	5699	\$0.00	\$2,699.47 Purchase
NOTES									
CHART OF ACCOUNT		DC Gov				CUSTOM FIELD	VALUE		
Comptroller Source		0040		OTHER SERVICES AND CHARGES		PCA Code			
Object Code		0409		CONTRACTUAL SERVICES -		Index Code			
						SBE	Yes		
202867765 HARVEY, LAVERNE	*****7366	01/16/2018	01/17/2018	Unknown	DC BAR	877-3332227, DC	8699	\$0.00	\$89.00 Purchase
NOTES									
CHART OF ACCOUNT		DC Gov				CUSTOM FIELD	VALUE		
Comptroller Source		0040		OTHER SERVICES AND CHARGES		PCA Code			
Object Code		0409		CONTRACTUAL SERVICES -		Index Code			
						SBE	No-No Available CBE		
202867766 HARVEY, LAVERNE	*****7366	01/16/2018	01/17/2018	Unknown	DC BAR	877-3332227, DC	8699	\$0.00	\$99.00 Purchase
NOTES									
CHART OF ACCOUNT		DC Gov				CUSTOM FIELD	VALUE		
Comptroller Source		0040		OTHER SERVICES AND CHARGES		PCA Code			
Object Code		0409		CONTRACTUAL SERVICES -		Index Code			
						SBE	No-No Available CBE		
202921260 HARVEY, LAVERNE	*****7366	01/17/2018	01/18/2018	Unknown	DC BAR	877-3332227, DC	8699	\$0.00	\$99.00 Purchase
NOTES									
CHART OF ACCOUNT		DC Gov				CUSTOM FIELD	VALUE		
Comptroller Source		0040		OTHER SERVICES AND CHARGES		PCA Code			
Object Code		0409		CONTRACTUAL SERVICES -		Index Code			
						SBE	No-No Available CBE		

202921261 HARVEY, LAVERNE	*****7366	01/17/2018	01/18/2018	Unknown	DC BAR	877-3332227, DC	8699	\$0.00	\$99.00 Purchase
NOTES									
CHART OF ACCOUNT			DC Gov			CUSTOM FIELD	VALUE		
Comptroller Source		0040	OTHER SERVICES AND CHARGES			PCA Code			
Object Code		0409	CONTRACTUAL SERVICES -			Index Code			
						SBE	No-No Available CBE		
202921262 HARVEY, LAVERNE	*****7366	01/17/2018	01/18/2018	Unknown	DC BAR	877-3332227, DC	8699	\$0.00	\$99.00 Purchase
NOTES									
CHART OF ACCOUNT			DC Gov			CUSTOM FIELD	VALUE		
Comptroller Source		0040	OTHER SERVICES AND CHARGES			PCA Code			
Object Code		0409	CONTRACTUAL SERVICES -			Index Code			
						SBE	No-No Available CBE		
202945563 HARVEY, LAVERNE	*****7366	01/18/2018	01/19/2018	Unknown	DUPONT COMPUTERS	WASHINGTON, DC	7392	\$0.00	\$1,218.00 Purchase
NOTES									
CHART OF ACCOUNT			DC Gov			CUSTOM FIELD	VALUE		
Comptroller Source		0020	SUPPLIES AND MATERIALS			PCA Code			
Object Code		0219	IT SUPPLIES			Index Code			
						SBE	Yes		
203096938 HARVEY, LAVERNE	*****7366	01/19/2018	01/22/2018	Unknown	VISTAPR*VISTAPRIN T.COM	866-8936743, MA	2741	\$0.00	\$221.99 Purchase
NOTES									
CHART OF ACCOUNT			DC Gov			CUSTOM FIELD	VALUE		
Comptroller Source		0040	OTHER SERVICES AND CHARGES			PCA Code			
Object Code		0409	CONTRACTUAL SERVICES -			Index Code			
						SBE	No		
203096939 HARVEY, LAVERNE	*****7366	01/19/2018	01/22/2018	Unknown	BAUDVILLE INC.	08007280888, MI	5199	\$0.00	\$347.77 Purchase
NOTES									
CHART OF ACCOUNT			DC Gov			CUSTOM FIELD	VALUE		
Comptroller Source		0040	OTHER SERVICES AND CHARGES			PCA Code			
Object Code		0409	CONTRACTUAL SERVICES -			Index Code			
						SBE	No		
203269790 HARVEY, LAVERNE	*****7366	01/23/2018	01/25/2018	Unknown	INTERNATIONAL PUBLIC M	703-549-7100, VA	8699	\$0.00	(\$250.00) Purchase
NOTES									
CHART OF ACCOUNT			DC Gov			CUSTOM FIELD	VALUE		
Comptroller Source		0040	OTHER SERVICES AND CHARGES			PCA Code			
Object Code		0409	CONTRACTUAL SERVICES -			Index Code			
						SBE	No-No Available CBE		

203269791 HARVEY, LAVERNE	*****7366	01/23/2018	01/25/2018	Unknown	AMERICAN 00121623355447	08004337300, TX	3001	\$0.00	(\$359.60) Purchase
NOTES									
CHART OF ACCOUNT			DC Gov		CUSTOM FIELD		VALUE		
Comptroller Source			0040		OTHER SERVICES AND CHARGES		PCA Code		
Object Code			0402		TRAVEL - OUT OF CITY		Index Code		
							SBE		
							No-No Available CBE		
203650515 HARVEY, LAVERNE	*****7366	01/31/2018	02/01/2018	Unknown	SOCIETY FOR HUMAN RESO	703-5483440, VA	8299	\$0.00	\$194.00 Purchase
NOTES									
CHART OF ACCOUNT			DC Gov		CUSTOM FIELD		VALUE		
Comptroller Source			0040		OTHER SERVICES AND CHARGES		PCA Code		
Object Code			0425		MEMBERSHIP DUES		Index Code		
							SBE		
							No-No Available CBE		
203731386 HARVEY, LAVERNE	*****7366	02/01/2018	02/02/2018	Unknown	WYNDHAM SAN DIEGO BAYS	SAN DIEGO, CA	3722	\$0.00	(\$753.20) Purchase
NOTES									
CHART OF ACCOUNT			DC Gov		CUSTOM FIELD		VALUE		
Comptroller Source			0040		OTHER SERVICES AND CHARGES		PCA Code		
Object Code			0402		TRAVEL - OUT OF CITY		Index Code		
							SBE		
							No-No Available CBE		
203854251 HARVEY, LAVERNE	*****7366	02/04/2018	02/05/2018	Unknown	WYNDHAM SAN DIEGO BAYS	SAN DIEGO, CA	3722	\$0.00	\$753.20 Purchase
NOTES									
CHART OF ACCOUNT			DC Gov		CUSTOM FIELD		VALUE		
Comptroller Source			0040		OTHER SERVICES AND CHARGES		PCA Code		
Object Code			0402		TRAVEL - OUT OF CITY		Index Code		
							SBE		
							No-No Available CBE		
203854252 HARVEY, LAVERNE	*****7366	02/04/2018	02/05/2018	Unknown	WYNDHAM SAN DIEGO BAYS	SAN DIEGO, CA	3722	\$0.00	\$753.20 Purchase
NOTES									
CHART OF ACCOUNT			DC Gov		CUSTOM FIELD		VALUE		
Comptroller Source			0040		OTHER SERVICES AND CHARGES		PCA Code		
Object Code			0402		TRAVEL - OUT OF CITY		Index Code		
							SBE		
							No-No Available CBE		
203981132 HARVEY, LAVERNE	*****7366	02/06/2018	02/07/2018	Unknown	SQU*SQ *FREEWAY CONSTR	WASHINGTON, DC	8999	\$0.00	\$2,250.00 Purchase
NOTES									
CHART OF ACCOUNT			DC Gov		CUSTOM FIELD		VALUE		

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Transaction Detail with Accounting Codes and Notes

	Comptroller Source	0040	OTHER SERVICES AND CHARGES		PCA Code				
	Object Code	0409	CONTRACTUAL SERVICES -		Index Code	SBE	Yes		
204380555 HARVEY, LAVERNE	*****7366	02/08/2018	02/14/2018	Unknown	COLOR ID	CORNELIUS, NC	5045	\$0.00	\$1,368.10 Purchase
NOTES									
CHART OF ACCOUNT		DC Gov		CUSTOM FIELD		VALUE			
Comptroller Source		0020		SUPPLIES AND MATERIALS		PCA Code			
Object Code		0219		IT SUPPLIES		Index Code		SBE	
						No-No Available CBE			
204380556 HARVEY, LAVERNE	*****7366	02/13/2018	02/14/2018	Unknown	GETTY IMAGES	877-438-8966, WA	7333	\$0.00	\$4,100.00 Purchase
NOTES									
CHART OF ACCOUNT		DC Gov		CUSTOM FIELD		VALUE			
Comptroller Source		0040		OTHER SERVICES AND CHARGES		PCA Code			
Object Code		0409		CONTRACTUAL SERVICES -		Index Code		SBE	
						No-No Available CBE			
204512180 HARVEY, LAVERNE	*****7366	02/15/2018	02/16/2018	Unknown	VISTAPR*VISTAPRIN T.COM	866-8936743, MA	2741	\$0.00	\$19.99 Purchase
NOTES									
CHART OF ACCOUNT		DC Gov		CUSTOM FIELD		VALUE			
Comptroller Source		0040		OTHER SERVICES AND CHARGES		PCA Code			
Object Code		0409		CONTRACTUAL SERVICES -		Index Code		SBE	
						No			
204617866 HARVEY, LAVERNE	*****7366	02/14/2018	02/19/2018	Unknown	STANDARD OFFICE SUPPLY	DROSE@MDMST AN, DC	5046	\$0.00	\$2,124.61 Purchase
NOTES									
CHART OF ACCOUNT		DC Gov		CUSTOM FIELD		VALUE			
Comptroller Source		0020		SUPPLIES AND MATERIALS		PCA Code			
Object Code		0201		OFFICE SUPPLIES		Index Code		SBE	
						Yes			
204704751 HARVEY, LAVERNE	*****7366	02/16/2018	02/21/2018	Unknown	STANDARD OFFICE SUPPLY	DROSE@MDMST AN, DC	5046	\$0.00	\$39.76 Purchase
NOTES									
CHART OF ACCOUNT		DC Gov		CUSTOM FIELD		VALUE			
Comptroller Source		0020		SUPPLIES AND MATERIALS		PCA Code			
Object Code		0201		OFFICE SUPPLIES		Index Code		SBE	
						Yes			

204763243 HARVEY, LAVERNE	*****7366	02/21/2018	02/22/2018	Unknown	DUPONT COMPUTERS	WASHINGTON, DC	7392	\$0.00	\$1,971.35 Purchase
NOTES									
CHART OF ACCOUNT		DC Gov				CUSTOM FIELD	VALUE		
Comptroller Source		0020		SUPPLIES AND MATERIALS		PCA Code			
Object Code		0219		IT SUPPLIES		Index Code			
						SBE	Yes		
204965936 HARVEY, LAVERNE	*****7366	02/22/2018	02/26/2018	Unknown	STANDARD OFFICE SUPPLY	2028294820, DC	5046	\$0.00	(\$32.94) Purchase
NOTES									
CHART OF ACCOUNT		DC Gov				CUSTOM FIELD	VALUE		
Comptroller Source		0020		SUPPLIES AND MATERIALS		PCA Code			
Object Code		0201		OFFICE SUPPLIES		Index Code			
						SBE			
205109243 HARVEY, LAVERNE	*****7366	02/26/2018	02/28/2018	Unknown	SOUTHWES 5261418277327	800-435-9792, TX	3066	\$0.00	\$349.96 Purchase
NOTES									
CHART OF ACCOUNT		DC Gov				CUSTOM FIELD	VALUE		
Comptroller Source		0020		SUPPLIES AND MATERIALS		PCA Code			
Object Code		0201		OFFICE SUPPLIES		Index Code			
						SBE			
205109244 HARVEY, LAVERNE	*****7366	02/26/2018	02/28/2018	Unknown	SOUTHWES 5261418287759	800-435-9792, TX	3066	\$0.00	\$349.96 Purchase
NOTES									
CHART OF ACCOUNT		DC Gov				CUSTOM FIELD	VALUE		
Comptroller Source		0020		SUPPLIES AND MATERIALS		PCA Code			
Object Code		0201		OFFICE SUPPLIES		Index Code			
						SBE			
205268390 HARVEY, LAVERNE	*****7366	03/01/2018	03/02/2018	Unknown	SQU*SQ *FREEWAY CONSTR	WASHINGTON, DC	8999	\$0.00	\$3,700.00 Purchase
NOTES									
CHART OF ACCOUNT		DC Gov				CUSTOM FIELD	VALUE		
Comptroller Source		0020		SUPPLIES AND MATERIALS		PCA Code			
Object Code		0201		OFFICE SUPPLIES		Index Code			
						SBE			
205544048 HARVEY, LAVERNE	*****7366	03/06/2018	03/07/2018	Unknown	SOCIETY FOR HUMAN RESO	703-5483440, VA	8299	\$0.00	\$1,505.00 Purchase
NOTES									
CHART OF ACCOUNT		DC Gov				CUSTOM FIELD	VALUE		
Comptroller Source		0020		SUPPLIES AND MATERIALS		PCA Code			

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Transaction Detail with Accounting Codes and Notes

	Object Code	0201		OFFICE SUPPLIES	Index Code SBE				
205786558 HARVEY, LAVERNE	*****7366	03/07/2018	03/12/2018	Unknown	STANDARD OFFICE SUPPLY	DROSE@MDMST AN, DC	5046	\$0.00	\$933.57 Purchase
	NOTES								
	CHART OF ACCOUNT	DC Gov				CUSTOM FIELD	VALUE		
	Comptroller Source	0020		SUPPLIES AND MATERIALS	PCA Code				
	Object Code	0201		OFFICE SUPPLIES	Index Code SBE				
206047320 HARVEY, LAVERNE	*****7366	03/13/2018	03/15/2018	Unknown	STANDARD OFFICE SUPPLY	DROSE@MDMST AN, DC	5046	\$0.00	\$730.21 Purchase
	NOTES								
	CHART OF ACCOUNT	DC Gov				CUSTOM FIELD	VALUE		
	Comptroller Source	0020		SUPPLIES AND MATERIALS	PCA Code				
	Object Code	0201		OFFICE SUPPLIES	Index Code SBE				
206047321 HARVEY, LAVERNE	*****7366	03/14/2018	03/15/2018	Unknown	DUPONT COMPUTERS	WASHINGTON, DC	7392	\$0.00	\$4,552.00 Purchase
	NOTES								
	CHART OF ACCOUNT	DC Gov				CUSTOM FIELD	VALUE		
	Comptroller Source	0020		SUPPLIES AND MATERIALS	PCA Code				
	Object Code	0201		OFFICE SUPPLIES	Index Code SBE				
206254004 HARVEY, LAVERNE	*****7366	03/16/2018	03/19/2018	Unknown	BAUDVILLE INC.	08007280888, MI	5199	\$0.00	\$120.60 Purchase
	NOTES								
	CHART OF ACCOUNT	DC Gov				CUSTOM FIELD	VALUE		
	Comptroller Source	0020		SUPPLIES AND MATERIALS	PCA Code				
	Object Code	0201		OFFICE SUPPLIES	Index Code SBE				
206669403 HARVEY, LAVERNE	*****7366	03/24/2018	03/26/2018	Unknown	HILTON GARDEN INN ATLA	ATLANTA, GA	3504	\$0.00	\$890.05 Purchase
	NOTES								
	CHART OF ACCOUNT	DC Gov				CUSTOM FIELD	VALUE		
	Comptroller Source	0040		OTHER SERVICES AND CHARGES	PCA Code				
	Object Code	0402		TRAVEL - OUT OF CITY	Index Code SBE				
206669404 HARVEY, LAVERNE	*****7366	03/24/2018	03/26/2018	Unknown	HILTON GARDEN INN ATLA	ATLANTA, GA	3504	\$0.00	\$890.05 Purchase

NOTES									
CHART OF ACCOUNT		DC Gov				CUSTOM FIELD	VALUE		
Comptroller Source		0040		OTHER SERVICES AND CHARGES		PCA Code			
Object Code		0402		TRAVEL - OUT OF CITY		Index Code			
						SBE			
206808278 HARVEY, LAVERNE	*****7366	03/27/2018	03/28/2018	Unknown	SP * HON ACCESSORIES	6168477992, MI	5712	\$0.00	\$10.50 Purchase
NOTES									
CHART OF ACCOUNT		DC Gov				CUSTOM FIELD	VALUE		
Comptroller Source		0020		SUPPLIES AND MATERIALS		PCA Code			
Object Code		0201		OFFICE SUPPLIES		Index Code			
						SBE			
206878435 HARVEY, LAVERNE	*****7366	03/28/2018	03/29/2018	Unknown	PEMBROKE WEST	WASHINGTON, DC	5699	\$0.00	\$4,998.00 Purchase
NOTES									
CHART OF ACCOUNT		DC Gov				CUSTOM FIELD	VALUE		
Comptroller Source		0020		SUPPLIES AND MATERIALS		PCA Code			
Object Code		0201		OFFICE SUPPLIES		Index Code			
						SBE			
Grand Totals					Total Transactions 110			\$83.20	\$103,577.41

Transaction Detail

DCPCARD

Date/Time Printed: 01/31/2019 01:56:24 PM

Orientation: Landscape

Selection Criteria: Post Date Is Between '10/01/2017' AND '01/31/2019'

Transaction ID	Transaction Date	Post Date	Merchant Name	Merchant City	Merchant State/Province	MCC	Debit Amount	Credit Amount	Sales Tax	Transaction Type
HARVEY, LAVERNE *****9451										
2574951643001	04/04/2018	04/05/2018	BAUDVILLE INC.	08007280888	MI	5199	\$217.16	\$0.00	\$0.00	Purchase
2578325206001	04/10/2018	04/11/2018	DUPONT COMPUTERS	WASHINGTON	DC	7392	\$3,718.00	\$0.00	\$0.00	Purchase
2581266741001	04/13/2018	04/16/2018	DATIA	WASHINGTON	DC	8398	\$299.00	\$0.00	\$0.00	Purchase
2581266742001	04/13/2018	04/16/2018	DATIA	WASHINGTON	DC	8398	\$299.00	\$0.00	\$0.00	Purchase
2581266743001	04/13/2018	04/16/2018	DATIA	WASHINGTON	DC	8398	\$299.00	\$0.00	\$0.00	Purchase
2585672007001	04/20/2018	04/23/2018	DUPONT COMPUTERS	WASHINGTON	DC	7392	\$2,030.00	\$0.00	\$0.00	Purchase
2585672008001	04/20/2018	04/23/2018	YAKIMA SUPPLIES INC	3019372144	DC	5999	\$350.00	\$0.00	\$0.00	Purchase
2590744969001	04/30/2018	05/01/2018	SUPPLY CHIMP	8005921306	NY	5111	\$306.65	\$0.00	\$0.00	Purchase
2592419009001	05/02/2018	05/03/2018	DUPONT COMPUTERS	WASHINGTON	DC	7392	\$2,030.00	\$0.00	\$0.00	Purchase
2594402986001	05/02/2018	05/07/2018	STANDARD OFFICE SUPPLY	WASHINGTON	DC	5046	\$529.90	\$0.00	\$0.00	Purchase
2594402987001	05/03/2018	05/07/2018	RENTACRATE ENTERPRISES, LLC	PITTSBURGH	PA	4225	\$2,363.25	\$0.00	\$0.00	Purchase
2595896494001	05/07/2018	05/09/2018	SOUTHWEST	800-435-9792	TX	3066	\$490.97	\$0.00	\$0.00	Purchase
2603758459001	05/21/2018	05/22/2018	YAKIMA SUPPLIES INC	3019372144	DC	5999	\$1,050.00	\$0.00	\$0.00	Purchase
2603758460001	05/21/2018	05/22/2018	DUPONT COMPUTERS	WASHINGTON	DC	7392	\$35.00	\$0.00	\$0.00	Purchase
2607286766001	05/24/2018	05/28/2018	METRO 105-NAVY YARD W	WASHINGTON	DC	4111	\$50.00	\$0.00	\$0.00	Purchase
2607286767001	05/24/2018	05/28/2018	METRO 105-NAVY YARD W	WASHINGTON	DC	4111	\$50.00	\$0.00	\$0.00	Purchase
2607286768001	05/24/2018	05/28/2018	METRO 105-NAVY YARD W	WASHINGTON	DC	4111	\$50.00	\$0.00	\$0.00	Purchase
2607286769001	05/24/2018	05/28/2018	METRO 105-NAVY YARD W	WASHINGTON	DC	4111	\$50.00	\$0.00	\$0.00	Purchase
2609633806001	05/30/2018	06/01/2018	METRO 105-NAVY YARD W	WASHINGTON	DC	4111	\$50.00	\$0.00	\$0.00	Purchase
2609633807001	05/30/2018	06/01/2018	AMERICAN AIRLINES	08004337300	TX	3001	\$250.41	\$0.00	\$0.00	Purchase
2609633808001	05/30/2018	06/01/2018	AMERICAN AIRLINES	08004337300	TX	3001	\$250.41	\$0.00	\$0.00	Purchase
2609633809001	05/30/2018	06/01/2018	AMERICAN AIRLINES	08004337300	TX	3001	\$250.41	\$0.00	\$0.00	Purchase

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Transaction ID	Transaction Date	Post Date	Merchant Name	Merchant City	Merchant State/Province	MCC	Debit Amount	Credit Amount	Sales Tax	Transaction Type
2610730181001	06/01/2018	06/04/2018	AMERICAN AIRLINES	08004337300	TX	3001	\$0.00	(\$250.41)	\$0.00	Purchase
2612225353001	06/04/2018	06/06/2018	STANDARD OFFICE SUPPLY	WASHINGTON	DC	5046	\$1,582.82	\$0.00	\$0.00	Purchase
2612225354001	06/04/2018	06/06/2018	AMERICAN AIRLINES	08004337300	TX	3001	\$250.41	\$0.00	\$0.00	Purchase
2613095287001	06/05/2018	06/07/2018	AMERICAN AIRLINES	08004337300	TX	3001	\$323.40	\$0.00	\$0.00	Purchase
2613963351001	06/07/2018	06/08/2018	SQU*SQ *NORTH CAPITOL	WASHINGTON	DC	8999	\$1,342.00	\$0.00	\$0.00	Purchase
2613963352001	06/07/2018	06/08/2018	CTC	855-2295506	MA	5968	\$260.00	\$0.00	\$0.00	Purchase
2613963353001	06/08/2018	06/08/2018	COMCAST	800-COMCAST	MD	4899	\$1,917.07	\$0.00	\$0.00	Purchase
2613963354001	06/07/2018	06/08/2018	BAUDVILLE INC.	08007280888	MI	5199	\$178.74	\$0.00	\$0.00	Purchase
2616522482001	06/12/2018	06/13/2018	PAYPAL	4029357733	CA	8999	\$100.00	\$0.00	\$0.00	Purchase
2619276701001	06/15/2018	06/18/2018	HILTON HOTELS CHICAGO	312-9224400	IL	3504	\$1,053.09	\$0.00	\$0.00	Purchase
2619918636001	06/14/2018	06/19/2018	THE FAIRMONT HOTEL CHI	CHICAGO	IL	3590	\$1,555.60	\$0.00	\$0.00	Purchase
2620698264001	06/19/2018	06/20/2018	MHR MARQUIS CHICAGO FD	CHICAGO	IL	3509	\$504.84	\$0.00	\$0.00	Purchase
2620698265001	06/19/2018	06/20/2018	YAKIMA SUPPLIES INC	3019372144	DC	5999	\$1,155.00	\$0.00	\$0.00	Purchase
2621546240001	06/20/2018	06/21/2018	COURTYARD BY MARRIOTT-	CHICAGO	IL	3690	\$1,262.05	\$0.00	\$0.00	Purchase
2621546241001	06/20/2018	06/21/2018	RESIDENCE INNS-CHGO DW	CHICAGO	IL	3703	\$504.82	\$0.00	\$0.00	Purchase
2622399304001	06/21/2018	06/22/2018	RESIDENCE INNS-CHGO DW	CHICAGO	IL	3703	\$0.02	\$0.00	\$0.00	Purchase
2623447898001	06/22/2018	06/25/2018	MHR MARQUIS CHICAGO FD	CHICAGO	IL	3509	\$1,750.15	\$0.00	\$0.00	Purchase
2624090893001	06/25/2018	06/26/2018	METRO FARE AUTOLOAD	202-962-5711	DC	4111	\$50.00	\$0.00	\$0.00	Purchase
2624858641001	06/25/2018	06/27/2018	18TH STREET FRAMING	WASHINGTON	DC	5999	\$646.28	\$0.00	\$0.00	Purchase
2627539278001	06/29/2018	07/02/2018	DELTA	SEATTLE	WA	3058	\$849.60	\$0.00	\$0.00	Purchase
2627539279001	06/29/2018	07/02/2018	DELTA	SEATTLE	WA	3058	\$849.60	\$0.00	\$0.00	Purchase
2627539280001	06/29/2018	07/02/2018	DELTA	SEATTLE	WA	3058	\$849.60	\$0.00	\$0.00	Purchase

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2628673833001	07/03/2018	07/04/2018	WASHINGTON GROUP S	FALLS CHURCH	VA	5021	\$1,575.00	\$0.00	\$0.00	Purchase
2628673834001	07/03/2018	07/04/2018	COLOR ID	CORNELIUS	NC	5045	\$850.00	\$0.00	\$0.00	Purchase
2629451518001	07/05/2018	07/06/2018	DELTA	CINCINNATI	OH	3058	\$0.00	(\$849.60)	\$0.00	Purchase
2630181605001	07/07/2018	07/09/2018	COMCAST	800-COMCAST	MD	4899	\$390.14	\$0.00	\$0.00	Purchase
2630181606001	07/06/2018	07/09/2018	AMERICAN AIRLINES	08004337300	TX	3001	\$451.51	\$0.00	\$0.00	Purchase
2631573817001	07/09/2018	07/11/2018	AMTRAK .CO19	08008727245	DC	4112	\$191.00	\$0.00	\$0.00	Purchase
2632404987001	07/11/2018	07/12/2018	THE MYERS & BRIGGS FOU	8007772278	FL	8299	\$2,110.31	\$0.00	\$0.00	Purchase
2633243663001	07/12/2018	07/13/2018	COLOR ID	CORNELIUS	NC	5045	\$660.00	\$0.00	\$0.00	Purchase
2633243664001	07/12/2018	07/13/2018	DC BAR	877-3332227	DC	8699	\$99.00	\$0.00	\$0.00	Purchase
2633243665001	07/12/2018	07/13/2018	DC BAR	877-3332227	DC	8699	\$99.00	\$0.00	\$0.00	Purchase
2633243666001	07/12/2018	07/13/2018	BAUDVILLE INC.	08007280888	MI	5199	\$365.28	\$0.00	\$0.00	Purchase
2634961038001	07/16/2018	07/17/2018	SKILLSOFT CORPORATION	NASHUA	NH	8220	\$129.81	\$0.00	\$0.00	Purchase
2635742413001	07/17/2018	07/18/2018	DUPONT COMPUTERS	WASHINGTON	DC	7392	\$1,717.25	\$0.00	\$0.00	Purchase
2636570806001	07/18/2018	07/19/2018	METRO FARE AUTOLOAD	202-962-5711	DC	4111	\$50.00	\$0.00	\$0.00	Purchase
2636570807001	07/18/2018	07/19/2018	METRO FARE AUTOLOAD	202-962-5711	DC	4111	\$50.00	\$0.00	\$0.00	Purchase
2636570808001	07/18/2018	07/19/2018	METRO FARE AUTOLOAD	202-962-5711	DC	4111	\$50.00	\$0.00	\$0.00	Purchase
2636570809001	07/18/2018	07/19/2018	GRADUATE SCHOOL	WASHINGTON	DC	8220	\$1,499.00	\$0.00	\$0.00	Purchase
2638464429001	07/20/2018	07/23/2018	RUSHMORE COLLECTIONS INC	RAPID CITY	SD	7011	\$789.52	\$0.00	\$0.00	Purchase
2638464430001	07/20/2018	07/23/2018	RUSHMORE COLLECTIONS INC	RAPID CITY	SD	7011	\$789.52	\$0.00	\$0.00	Purchase
2638464431001	07/20/2018	07/23/2018	DUPONT COMPUTERS	WASHINGTON	DC	7392	\$2,158.00	\$0.00	\$0.00	Purchase
2638464432001	07/20/2018	07/23/2018	EB DIGITAL SUMMIT DC	8014137200	CA	7399	\$445.00	\$0.00	\$0.00	Purchase
2638464433001	07/20/2018	07/23/2018	LEEDSWORLDREFILL, LLC	DURHAM	NC	5943	\$70.88	\$0.00	\$0.00	Purchase
2639103066001	07/23/2018	07/24/2018	EB DIGITAL SUMMIT DC	8014137200	CA	7399	\$0.00	(\$445.00)	\$0.00	Purchase

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2639103067001	07/23/2018	07/24/2018	EB DIGITAL SUMMIT DC	8014137200	CA	7399	\$495.00	\$0.00	\$0.00	Purchase
2639103068001	07/23/2018	07/24/2018	GRADUATE SCHOOL	WASHINGTON	DC	8220	\$1,499.00	\$0.00	\$0.00	Purchase
2639886049001	07/23/2018	07/25/2018	EVEN BROOKLYN	BROOKLYN	NY	7011	\$841.29	\$0.00	\$0.00	Purchase
2643937589001	07/31/2018	08/01/2018	AMZN MKTP US AMZN. COM/	AMZN.COM/BILL	WA	5942	\$100.39	\$0.00	\$0.00	Purchase
2644755138001	08/02/2018	08/02/2018	COMCAST	800-COMCAST	MD	4899	\$341.14	\$0.00	\$0.00	Purchase
2644755139001	08/01/2018	08/02/2018	YAKIMA SUPPLIES INC	3019372144	DC	5999	\$2,040.00	\$0.00	\$0.00	Purchase
2647238623001	08/07/2018	08/07/2018	CUSTOMONIT.COM	LAS VEGAS	NV	5999	\$797.50	\$0.00	\$0.00	Purchase
2648830178001	08/08/2018	08/09/2018	WASHINGTON OCCUPATIONA	WASHINGTON	DC	8099	\$1,185.00	\$0.00	\$0.00	Purchase
2651330515001	08/13/2018	08/14/2018	EB CERTIFIED SCRUM MA	8014137200	CA	7399	\$1,295.00	\$0.00	\$0.00	Purchase
2651330516001	08/13/2018	08/14/2018	EB CERTIFIED SCRUM MA	8014137200	CA	7399	\$1,295.00	\$0.00	\$0.00	Purchase
2652114705001	08/14/2018	08/15/2018	NATIONAL EMPLOYMENT LA	303-8615600	CO	8999	\$633.75	\$0.00	\$0.00	Purchase
2652114706001	08/14/2018	08/15/2018	NATIONAL EMPLOYMENT LA	303-8615600	CO	8999	\$633.75	\$0.00	\$0.00	Purchase
2652951901001	08/14/2018	08/16/2018	SARDI S CATERING	COLLEGE PARK	MD	5811	\$450.00	\$0.00	\$0.00	Purchase
2652951902001	08/15/2018	08/16/2018	NATIONAL EMPLOYMENT LA	303-8615600	CO	8999	\$633.75	\$0.00	\$0.00	Purchase
2653796381001	08/16/2018	08/17/2018	METRO FARE AUTOLOAD	202-962-5711	DC	4111	\$50.00	\$0.00	\$0.00	Purchase
2653796382001	08/16/2018	08/17/2018	METRO FARE AUTOLOAD	202-962-5711	DC	4111	\$50.00	\$0.00	\$0.00	Purchase
2653796383001	08/16/2018	08/17/2018	METRO FARE AUTOLOAD	202-962-5711	DC	4111	\$50.00	\$0.00	\$0.00	Purchase
2653796384001	08/16/2018	08/17/2018	GRADUATE SCHOOL	WASHINGTON	DC	8220	\$789.00	\$0.00	\$0.00	Purchase
2653796385001	08/16/2018	08/17/2018	GRADUATE SCHOOL	WASHINGTON	DC	8220	\$789.00	\$0.00	\$0.00	Purchase
2653796386001	08/16/2018	08/17/2018	GRADUATE SCHOOL	WASHINGTON	DC	8220	\$899.00	\$0.00	\$0.00	Purchase
2654864677001	08/17/2018	08/20/2018	SKILLPATH / NATIONAL	9133623900	KS	8299	\$199.00	\$0.00	\$7.96	Purchase
2654864678001	08/17/2018	08/20/2018	SMK	971-2445555	CA	5968	\$360.00	\$0.00	\$0.00	Purchase

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2654864679001	08/17/2018	08/20/2018	METRO FARE AUTOLOAD	202-962-5711	DC	4111	\$50.00	\$0.00	\$0.00	Purchase
2654864680001	08/17/2018	08/20/2018	SARDI S CATERING	COLLEGE PARK	MD	5811	\$350.00	\$0.00	\$0.00	Purchase
2655517360001	08/20/2018	08/21/2018	DUPONT COMPUTERS	WASHINGTON	DC	7392	\$695.00	\$0.00	\$0.00	Purchase
2655517361001	08/21/2018	08/21/2018	COMCAST	800-COMCAST	MD	4899	\$341.14	\$0.00	\$0.00	Purchase
2655517362001	08/20/2018	08/21/2018	GRADUATE SCHOOL	WASHINGTON	DC	8220	\$0.00	(\$789.00)	\$0.00	Purchase
2655517363001	08/20/2018	08/21/2018	GRADUATE SCHOOL	WASHINGTON	DC	8220	\$0.00	(\$789.00)	\$0.00	Purchase
2655517364001	08/20/2018	08/21/2018	THE MYERS & BRIGGS FOU	8007772278	FL	8299	\$300.00	\$0.00	\$0.00	Purchase
2656301051001	08/21/2018	08/22/2018	IDEASTAGE PROMOTION	4805884140	AZ	7392	\$1,067.72	\$0.00	\$0.00	Purchase
2657144307001	08/22/2018	08/23/2018	COLOR ID	CORNELIUS	NC	5045	\$2,479.20	\$0.00	\$0.00	Purchase
2659065633001	08/23/2018	08/27/2018	AMTRAK .CO23	08008727245	DC	4112	\$89.00	\$0.00	\$0.00	Purchase
2659065634001	08/23/2018	08/27/2018	AMTRAK .CO23	08008727245	DC	4112	\$97.00	\$0.00	\$0.00	Purchase
2659065635001	08/24/2018	08/27/2018	METRO FARE AUTOLOAD	202-962-5711	DC	4111	\$50.00	\$0.00	\$0.00	Purchase
2660512196001	08/28/2018	08/29/2018	RESIDENCE INNS-DOWNTOW	PHILADELPHIA	PA	3703	\$911.09	\$0.00	\$0.00	Purchase
2660512197001	08/28/2018	08/29/2018	RESIDENCE INNS-DOWNTOW	PHILADELPHIA	PA	3703	\$563.18	\$0.00	\$0.00	Purchase
2660512198001	08/28/2018	08/29/2018	RESIDENCE INNS-DOWNTOW	PHILADELPHIA	PA	3703	\$0.00	(\$563.18)	\$0.00	Purchase
2660512199001	08/28/2018	08/29/2018	AMAZON.COM AMZN.COM/BI	AMZN.COM/BILL	WA	5942	\$350.21	\$0.00	\$19.00	Purchase
2660512200001	08/28/2018	08/29/2018	INTERNATIONAL PUBLIC M	703-549-7100	VA	8699	\$808.00	\$0.00	\$0.00	Purchase
2660512201001	08/28/2018	08/29/2018	AMAZON.COM	AMZN.COM/BILL	WA	5942	\$521.52	\$0.00	\$28.20	Purchase
2661350241001	08/28/2018	08/30/2018	AMERICAN AIRLINES	08004337300	TX	3001	\$410.39	\$0.00	\$0.00	Purchase
2661350242001	08/29/2018	08/30/2018	DUPONT COMPUTERS	WASHINGTON	DC	7392	\$332.88	\$0.00	\$0.00	Purchase
2662189133001	08/30/2018	08/31/2018	DC BAR	877-3332227	DC	8699	\$198.00	\$0.00	\$0.00	Purchase
2665616902001	09/06/2018	09/07/2018	DUPONT COMPUTERS	WASHINGTON	DC	7392	\$358.00	\$0.00	\$0.00	Purchase

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2665616903001	09/06/2018	09/07/2018	DUPONT COMPUTERS	WASHINGTON	DC	7392	\$1,950.00	\$0.00	\$0.00	Purchase
2666732659001	09/06/2018	09/10/2018	AMERICAN AIRLINES	08004337300	TX	3001	\$167.41	\$0.00	\$0.00	Purchase
2666732660001	09/06/2018	09/10/2018	AMERICAN AIRLINES	08004337300	TX	3001	\$167.41	\$0.00	\$0.00	Purchase
2667432824001	09/10/2018	09/11/2018	POTOMAC FORUM LTD	POTOMAC	MD	8299	\$795.00	\$0.00	\$0.00	Purchase
2667432825001	09/10/2018	09/11/2018	MARKERTEK VIDEO SUPPLY	845-2463036	NY	5964	\$695.00	\$0.00	\$0.00	Purchase
2667432826001	09/10/2018	09/11/2018	CAPITAL MOVING SOLUTIO	202-635-0400	DC	5111	\$1,938.00	\$0.00	\$0.00	Purchase
2668278629001	09/11/2018	09/12/2018	NCPMC	8003182810	ID	5734	\$270.00	\$0.00	\$0.00	Purchase
2668278630001	09/10/2018	09/12/2018	TOTAL OFFICE PRODUCTS	202-836-7810	DC	5943	\$402.18	\$0.00	\$0.00	Purchase
2669194803001	09/12/2018	09/13/2018	EXPEDIA 7379737192359	EXPEDIA.COM	WA	4722	\$2.22	\$0.00	\$0.00	Purchase
2669194804001	09/11/2018	09/13/2018	AMERICAN AIRLINES	08004337300	TX	3001	\$160.41	\$0.00	\$0.00	Purchase
2669194805001	09/12/2018	09/13/2018	CUSTOM APPAREL PRINTS	12029049157	DC	7333	\$1,612.50	\$0.00	\$0.00	Purchase
2670122710001	09/12/2018	09/14/2018	SPIRIT AIRLINES	MIRAMAR	FL	3260	\$139.19	\$0.00	\$0.00	Purchase
2670122711001	09/12/2018	09/14/2018	UNITED AIRLINES	HOUSTON	TX	3000	\$128.20	\$0.00	\$0.00	Purchase
2670122712001	09/12/2018	09/14/2018	4ALLPROMOS	866-732-3386	CT	7311	\$1,347.39	\$0.00	\$0.00	Purchase
2670122713001	09/13/2018	09/14/2018	STU	877-446-3449	IN	5969	\$214.95	\$0.00	\$0.00	Purchase
2671293148001	09/12/2018	09/17/2018	STANDARD OFFICE SUPPLY	WASHINGTON	DC	5046	\$1,223.26	\$0.00	\$0.00	Purchase
2671293149001	09/16/2018	09/17/2018	ADOBE *PRODUCTS	8008336687	CA	4816	\$1,395.65	\$0.00	\$0.00	Purchase
2672002963001	09/17/2018	09/18/2018	GALLUP, INC	800-426-0725	NE	8299	\$795.00	\$0.00	\$0.00	Purchase
2673754472001	09/19/2018	09/20/2018	HCC*WALMART PROMO SHOP	866-521-6212	TX	5111	\$2,245.17	\$0.00	\$0.00	Purchase
2674678829001	09/20/2018	09/21/2018	HCC*WALMART PROMO SHOP	866-521-6212	TX	5111	\$0.00	(\$122.08)	\$0.00	Purchase
2678396805001	09/26/2018	09/27/2018	PAYPAL	4104991209	CA	7392	\$2,060.00	\$0.00	\$0.00	Purchase
2679331521001	09/27/2018	09/28/2018	RESIDENCE INNS-DOWNTOW	PHILADELPHIA	PA	3703	\$783.00	\$0.00	\$0.00	Purchase

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Transaction ID	Transaction Date	Post Date	Merchant Name	Merchant City	Merchant State/Province	MCC	Debit Amount	Credit Amount	Sales Tax	Transaction Type
2679331522001	09/28/2018	09/28/2018	COMCAST	800-COMCAST	MD	4899	\$341.14	\$0.00	\$0.00	Purchase
2679331523001	09/26/2018	09/28/2018	HILTON BUENA VISTA PAL	LK BUENA VIS	FL	3504	\$212.63	\$0.00	\$0.00	Purchase
2679331524001	09/27/2018	09/28/2018	TOTAL OFFICE PRODUCTS	202-836-7810	DC	5943	\$626.60	\$0.00	\$0.00	Purchase
2680534190001	09/28/2018	10/01/2018	GAYLORD PALMS HOTEL FL	866-435-7627	FL	3609	\$1,311.03	\$0.00	\$0.00	Purchase
2680534191001	09/28/2018	10/01/2018	GAYLORD PALMS HOTEL FL	866-435-7627	FL	3609	\$1,311.03	\$0.00	\$0.00	Purchase
2680534192001	09/27/2018	10/01/2018	STANDARD OFFICE SUPPLY	WASHINGTON	DC	5046	\$115.32	\$0.00	\$0.00	Purchase
2680534193001	09/27/2018	10/01/2018	HILTON BUENA VISTA PAL	LK BUENA VIS	FL	3504	\$0.00	(\$212.63)	\$0.00	Purchase
2680534194001	09/29/2018	10/01/2018	ECORNELL	607-330-3200	NY	8220	\$650.00	\$0.00	\$0.00	Purchase
2680534195001	09/29/2018	10/01/2018	ERI ECONOMIC RESEARCH	IRVINE	CA	5734	\$399.00	\$0.00	\$0.00	Purchase
2683050339001	10/03/2018	10/04/2018	COURTYARD HOUSTON DOWN	HOUSTON	TX	3690	\$296.38	\$0.00	\$0.00	Purchase
2683992731001	09/27/2018	10/05/2018	HYATT REGENCY PHOENIX	8885884384	AZ	3640	\$1,288.95	\$0.00	\$0.00	Purchase
2687565600001	10/11/2018	10/11/2018	NITA	BOULDER	CO	8299	\$1,660.50	\$0.00	\$0.00	Purchase
2688478766001	10/11/2018	10/12/2018	CUSTOM PRINTS	12029049157	DC	7333	\$1,329.00	\$0.00	\$0.00	Purchase
2688478767001	10/11/2018	10/12/2018	METRO FARE AUTOLOAD	202-962-5711	DC	4111	\$50.00	\$0.00	\$0.00	Purchase
2688478768001	10/11/2018	10/12/2018	GRADUATE SCHOOL	WASHINGTON	DC	8220	\$749.00	\$0.00	\$0.00	Purchase
2689664652001	10/11/2018	10/15/2018	DELTA	ATLANTA	GA	3058	\$354.40	\$0.00	\$0.00	Purchase
2689664653001	10/12/2018	10/15/2018	EASYKEYSCOM INC	08778395397	NC	7399	\$35.56	\$0.00	\$0.00	Purchase
2691264382001	10/15/2018	10/17/2018	AMTRAK .CO28	08008727245	DC	4112	\$112.00	\$0.00	\$0.00	Purchase
2691264383001	10/17/2018	10/17/2018	AMAZON.COM*MT8RL7YE1	AMZN.COM/BILL	WA	5942	\$1,071.68	\$0.00	\$60.70	Purchase
2691264384001	10/16/2018	10/17/2018	MEDIATEC PUBLISHING IN	312-6769900	IL	7392	\$2,195.00	\$0.00	\$0.00	Purchase
2692191468001	10/16/2018	10/18/2018	SPIRIT AIRLINES	MIRAMAR	FL	3260	\$162.38	\$0.00	\$0.00	Purchase
2692191469001	10/16/2018	10/18/2018	HOTEL PALOMAR PHILADEL	PHILADELPHIA	PA	7011	\$788.96	\$0.00	\$0.00	Purchase

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Selection Criteria: Post Date Is Between '10/01/2017' AND '01/31/2019'

Transaction ID	Transaction Date	Post Date	Merchant Name	Merchant City	Merchant State/Province	MCC	Debit Amount	Credit Amount	Sales Tax	Transaction Type
2692191470001	10/18/2018	10/18/2018	ECORNELL	607-330-3200	NY	8220	\$769.00	\$0.00	\$0.00	Purchase
2693133973001	10/18/2018	10/19/2018	ADOBE INC	8008336687	CA	4816	\$2,034.95	\$0.00	\$115.19	Purchase
2693133974001	10/18/2018	10/19/2018	ENVATO	61383766284	UT	5815	\$198.00	\$0.00	\$0.00	Purchase
2693133975001	10/18/2018	10/19/2018	METRO FARE AUTOLOAD	202-962-5711	DC	4111	\$50.00	\$0.00	\$0.00	Purchase
2693133976001	10/18/2018	10/19/2018	METRO FARE AUTOLOAD	202-962-5711	DC	4111	\$50.00	\$0.00	\$0.00	Purchase
2694322801001	10/19/2018	10/22/2018	ADOBE INC	8008336687	CA	4816	\$2,029.37	\$0.00	\$0.00	Purchase
2694322802001	10/20/2018	10/22/2018	ADOBE INC	8008336687	CA	4816	\$1,011.90	\$0.00	\$0.00	Purchase
2695931283001	10/23/2018	10/24/2018	ADOBE INC	8008336687	CA	4816	\$0.00	(\$287.97)	\$0.00	Purchase
2697841082001	10/25/2018	10/26/2018	DUPONT COMPUTERS	WASHINGTON	DC	7392	\$2,312.00	\$0.00	\$0.00	Purchase
2697841083001	10/26/2018	10/26/2018	COMCAST	800-COMCAST	MD	4899	\$341.12	\$0.00	\$0.00	Purchase
2699026133001	10/27/2018	10/29/2018	SPRINGHILL SUITES BUCK	ATLANTA	GA	3770	\$555.09	\$0.00	\$0.00	Purchase
2699026134001	10/29/2018	10/29/2018	ECORNELL	607-330-3200	NY	8220	\$650.00	\$0.00	\$0.00	Purchase
2700546620001	10/30/2018	10/31/2018	DOUBLETREE BY HILTON	ORLANDO	FL	3692	\$300.39	\$0.00	\$0.00	Purchase
2701379537001	10/31/2018	11/01/2018	PACKLANE, INC.	8552897687	CA	5045	\$161.85	\$0.00	\$0.00	Purchase
2702211178001	10/31/2018	11/02/2018	AMERICAN AIRLINES	08004337300	TX	3001	\$287.40	\$0.00	\$0.00	Purchase
2702211179001	10/31/2018	11/02/2018	AMERICAN AIRLINES	08004337300	TX	3001	\$287.40	\$0.00	\$0.00	Purchase
2702211180001	10/31/2018	11/02/2018	AMERICAN AIRLINES	08004337300	TX	3001	\$287.40	\$0.00	\$0.00	Purchase
2702211181001	10/31/2018	11/02/2018	AMERICAN AIRLINES	08004337300	TX	3001	\$75.00	\$0.00	\$0.00	Purchase
2702211182001	11/01/2018	11/02/2018	MVS INC	202-722-7981	DC	7379	\$1,100.00	\$0.00	\$0.00	Purchase
2704927614001	11/06/2018	11/07/2018	A-1 TELECOMMUNICATIONS	5712384118	MD	1731	\$2,140.00	\$0.00	\$0.00	Purchase
2704927615001	11/06/2018	11/07/2018	METRO FARE AUTOLOAD	202-962-5711	DC	4111	\$50.00	\$0.00	\$0.00	Purchase
2704927616001	11/06/2018	11/07/2018	METRO FARE AUTOLOAD	202-962-5711	DC	4111	\$50.00	\$0.00	\$0.00	Purchase
2704927617001	11/06/2018	11/07/2018	METRO FARE AUTOLOAD	202-962-5711	DC	4111	\$50.00	\$0.00	\$0.00	Purchase

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Transaction ID	Transaction Date	Post Date	Merchant Name	Merchant City	Merchant State/Province	MCC	Debit Amount	Credit Amount	Sales Tax	Transaction Type
2705830678001	11/08/2018	11/08/2018	ECORNELL	607-330-3200	NY	8220	\$0.00	(\$119.00)	\$0.00	Purchase
2705830679001	11/05/2018	11/08/2018	STANDARD OFFICE SUPPLY	WASHINGTON	DC	5046	\$1,390.40	\$0.00	\$0.00	Purchase
2705830680001	11/07/2018	11/08/2018	DUPONT COMPUTERS	WASHINGTON	DC	7392	\$765.00	\$0.00	\$0.00	Purchase
2707988191001	11/08/2018	11/12/2018	LUX - ADV DEP	8552755733	NV	3667	\$77.10	\$0.00	\$0.00	Purchase
2707988192001	11/08/2018	11/12/2018	LUX - ADV DEP	8552755733	NV	3667	\$77.10	\$0.00	\$0.00	Purchase
2707988193001	11/08/2018	11/12/2018	LUX - ADV DEP	8552755733	NV	3667	\$77.10	\$0.00	\$0.00	Purchase
2707988194001	11/09/2018	11/12/2018	SQU*SQ *A DIGITAL SOLU	GOSQ.COM	DC	7299	\$2,350.00	\$0.00	\$0.00	Purchase
2709534078001	10/29/2018	11/14/2018	GEIGER 00 OF 00	LEWISTON	ME	5099	\$918.59	\$0.00	\$51.99	Purchase
2709534079001	11/13/2018	11/14/2018	GRADUATE SCHOOL	WASHINGTON	DC	8220	\$1,399.00	\$0.00	\$0.00	Purchase
2712619088001	11/14/2018	11/19/2018	STANDARD OFFICE SUPPLY	WASHINGTON	DC	5046	\$2,256.04	\$0.00	\$0.00	Purchase
2713260736001	11/19/2018	11/20/2018	THE CENTER FOR ADR	301-2611124	MD	8299	\$800.00	\$0.00	\$0.00	Purchase
2713260737001	11/19/2018	11/20/2018	METRO FARE AUTOLOAD	202-962-5711	DC	4111	\$25.00	\$0.00	\$0.00	Purchase
2713260738001	11/19/2018	11/20/2018	METRO FARE AUTOLOAD	202-962-5711	DC	4111	\$25.00	\$0.00	\$0.00	Purchase
2714666904001	10/29/2018	11/23/2018	GEIGER 00 OF 00	LEWISTON	ME	5099	\$2,093.50	\$0.00	\$118.50	Purchase
2715765111001	11/26/2018	11/27/2018	SQU*SQ *A DIGITAL SOLU	GOSQ.COM	DC	7299	\$2,125.00	\$0.00	\$0.00	Purchase
2717476848001	11/29/2018	11/29/2018	ECORNELL	607-330-3200	NY	8220	\$650.00	\$0.00	\$0.00	Purchase
2718386702001	11/29/2018	11/30/2018	DUPONT COMPUTERS	WASHINGTON	DC	7392	\$299.00	\$0.00	\$0.00	Purchase
2718386703001	11/29/2018	11/30/2018	DUPONT COMPUTERS	WASHINGTON	DC	7392	\$49.50	\$0.00	\$0.00	Purchase
2718386704001	11/29/2018	11/30/2018	OFFICE TIMELINE	2063559292	WA	5734	\$59.00	\$0.00	\$0.00	Purchase
2719604017001	11/29/2018	12/03/2018	GEIGER 00 OF 00	LEWISTON	ME	5099	\$0.00	(\$170.49)	\$0.00	Purchase
2719604018001	12/01/2018	12/03/2018	YAKIMA SUPPLIES INC	3019372144	DC	5999	\$1,300.00	\$0.00	\$0.00	Purchase
2722159648001	12/04/2018	12/06/2018	LUX - ADV DEP	8552755733	NV	3667	\$250.59	\$0.00	\$0.00	Purchase
2722159649001	12/04/2018	12/06/2018	LUX - ADV DEP	8552755733	NV	3667	\$250.59	\$0.00	\$0.00	Purchase

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Transaction ID	Transaction Date	Post Date	Merchant Name	Merchant City	Merchant State/Province	MCC	Debit Amount	Credit Amount	Sales Tax	Transaction Type
2722159650001	12/04/2018	12/06/2018	LUX - ADV DEP	8552755733	NV	3667	\$239.25	\$0.00	\$0.00	Purchase
2723105195001	12/05/2018	12/07/2018	SOUTHWEST	800-435-9792	TX	3066	\$217.96	\$0.00	\$0.00	Purchase
2723105196001	12/07/2018	12/07/2018	COMCAST	800-COMCAST	MD	4899	\$341.12	\$0.00	\$0.00	Purchase
2730998941001	12/18/2018	12/20/2018	UNITED AIRLINES	HOUSTON	TX	3000	\$387.60	\$0.00	\$0.00	Purchase
2731756506001	12/20/2018	12/21/2018	DUPONT COMPUTERS	WASHINGTON	DC	7392	\$1,587.00	\$0.00	\$0.00	Purchase
2733609749001	12/26/2018	12/28/2018	DLT SOLUTIONS 703-773-	HERNDON	VA	7372	\$1,442.98	\$0.00	\$0.00	Purchase
2734166217001	12/29/2018	12/31/2018	ECORNELL	607-330-3200	NY	8220	\$650.00	\$0.00	\$0.00	Purchase
2734166218001	12/28/2018	12/31/2018	STANDARD OFFICE SUPPLY	WASHINGTON	DC	5046	\$499.99	\$0.00	\$0.00	Purchase
2735033583001	01/02/2019	01/03/2019	GRADUATE SCHOOL	WASHINGTON	DC	8220	\$1,099.00	\$0.00	\$0.00	Purchase
2735652631001	01/03/2019	01/04/2019	EB CERTIFIED SCRUM MA	8014137200	CA	7399	\$995.00	\$0.00	\$0.00	Purchase
2735652632001	01/03/2019	01/04/2019	EB CERTIFIED SCRUM MA	8014137200	CA	7399	\$995.00	\$0.00	\$0.00	Purchase
2738783828001	01/09/2019	01/10/2019	HOTELS.COM154808638811	HOTELS.COM	WA	4722	\$1,235.97	\$0.00	\$0.00	Purchase
2738783829001	01/09/2019	01/10/2019	YAKIMA SUPPLIES INC	3019372144	DC	5999	\$700.00	\$0.00	\$0.00	Purchase
2739758118001	01/10/2019	01/11/2019	EB CERTIFIED SCRUM MA	8014137200	CA	7399	\$995.00	\$0.00	\$0.00	Purchase
2739758119001	01/09/2019	01/11/2019	IPMA-HR	ALEXANDRIA	VA	8699	\$350.00	\$0.00	\$0.00	Purchase
2740932274001	01/10/2019	01/14/2019	IPMA-HR	ALEXANDRIA	VA	8699	\$350.00	\$0.00	\$0.00	Purchase
2742493906001	01/15/2019	01/16/2019	EB CERTIFIED SCRUM MA	8014137200	CA	7399	\$995.00	\$0.00	\$0.00	Purchase
2744298464001	01/16/2019	01/18/2019	STANDARD OFFICE SUPPLY	WASHINGTON	DC	5046	\$373.69	\$0.00	\$0.00	Purchase
2744298465001	01/16/2019	01/18/2019	STANDARD OFFICE SUPPLY	WASHINGTON	DC	5046	\$1,427.51	\$0.00	\$0.00	Purchase
2744298466001	01/18/2019	01/18/2019	ECORNELL	607-330-3200	NY	8220	\$650.00	\$0.00	\$0.00	Purchase
2745443025001	12/27/2018	01/21/2019	GEIGER 00 OF 00	LEWISTON	ME	5099	\$1,599.71	\$0.00	\$0.00	Purchase
2748552945001	01/23/2019	01/25/2019	STANDARD OFFICE SUPPLY	WASHINGTON	DC	5046	\$0.00	(\$94.10)	\$0.00	Purchase
2750499399001	01/28/2019	01/29/2019	IPMA-HR	ALEXANDRIA	VA	8699	\$0.00	(\$350.00)	\$0.00	Purchase

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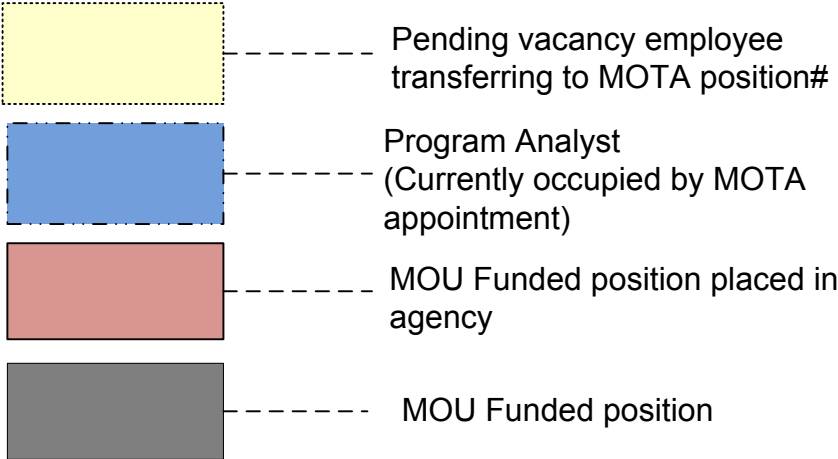
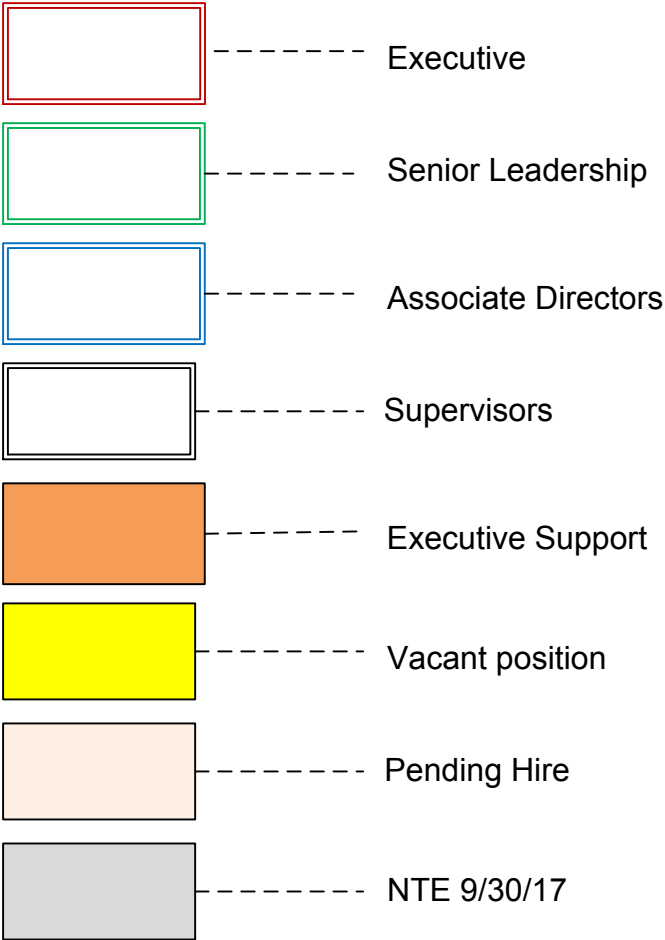
Selection Criteria: Post Date Is Between '10/01/2017' AND '01/31/2019'

Transaction ID	Transaction Date	Post Date	Merchant Name	Merchant City	Merchant State/Province	MCC	Debit Amount	Credit Amount	Sales Tax	Transaction Type
HARVEY, LAVERNE *****9451 Sub-Total:				224 Transaction(s)			\$154,656.03	(\$5,042.46)	\$401.54	
Grand Total:				224 Transaction(s)			\$154,656.03	(\$5,042.46)	\$401.54	

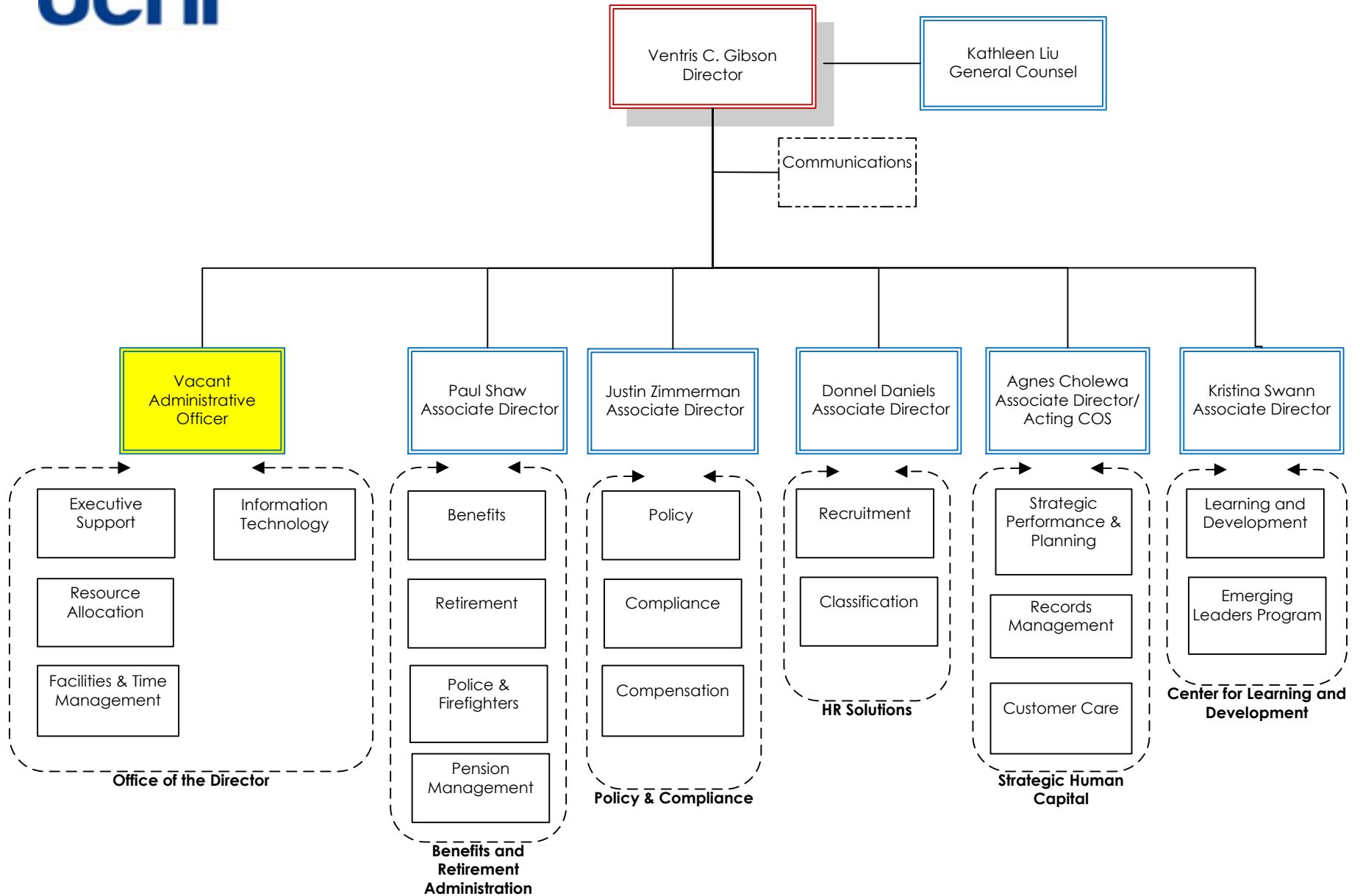
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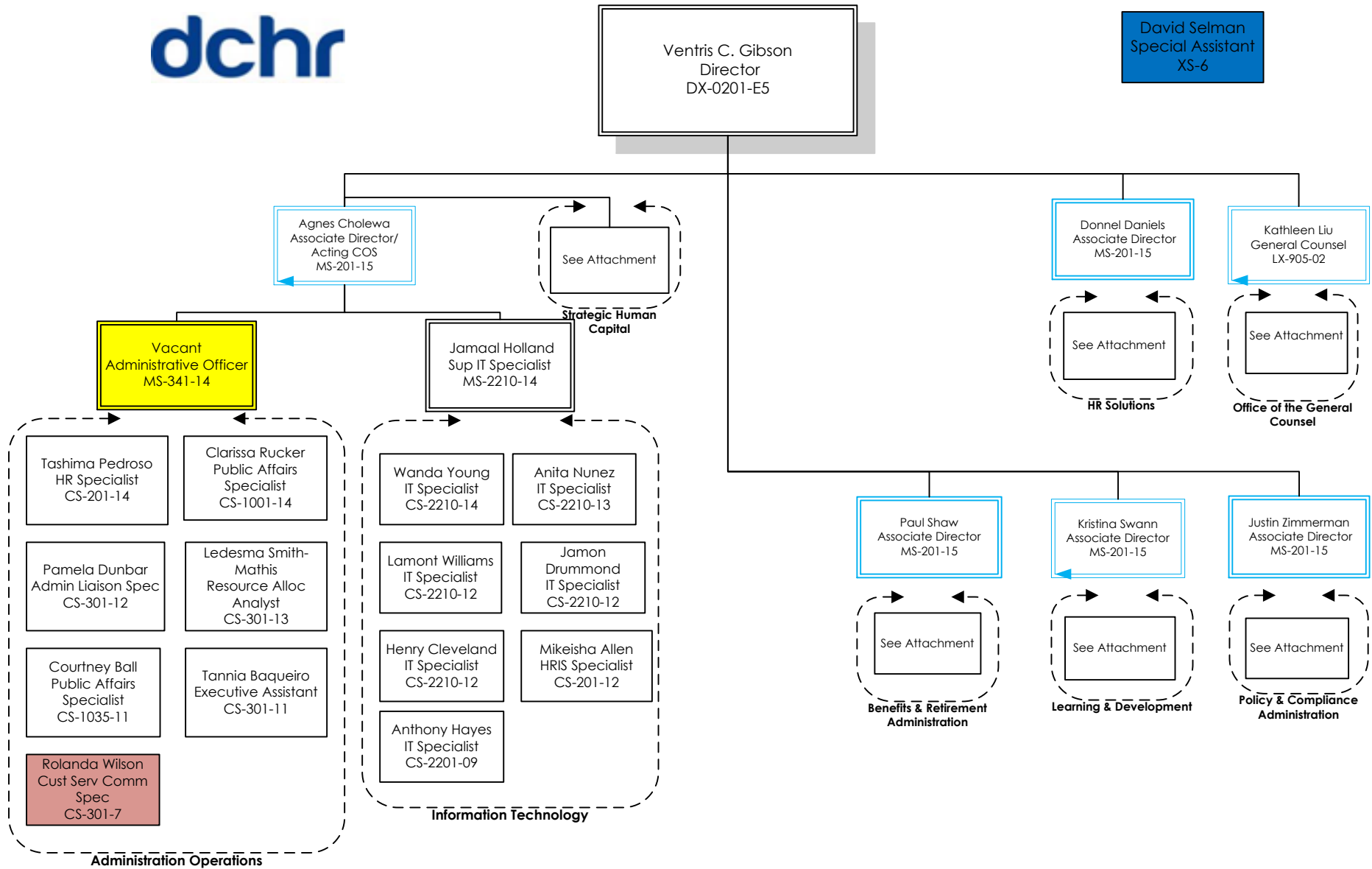
AGENCY STRUCTURE SUMMARY
(PROPOSED)



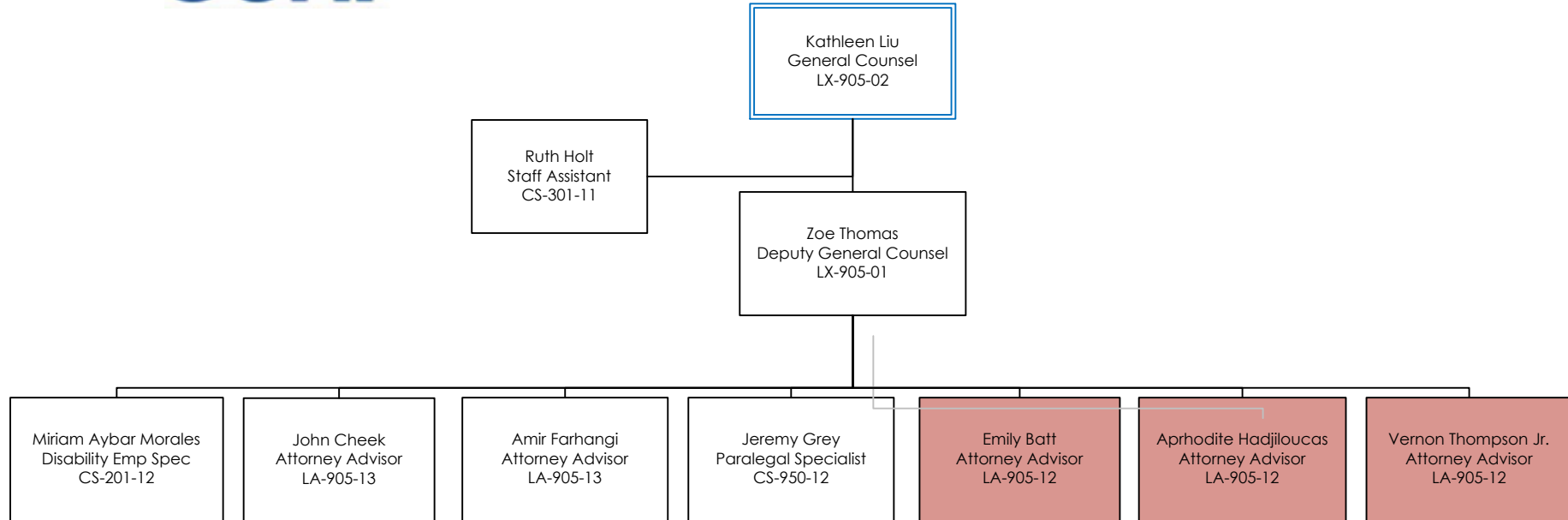
AGENCY STRUCTURE



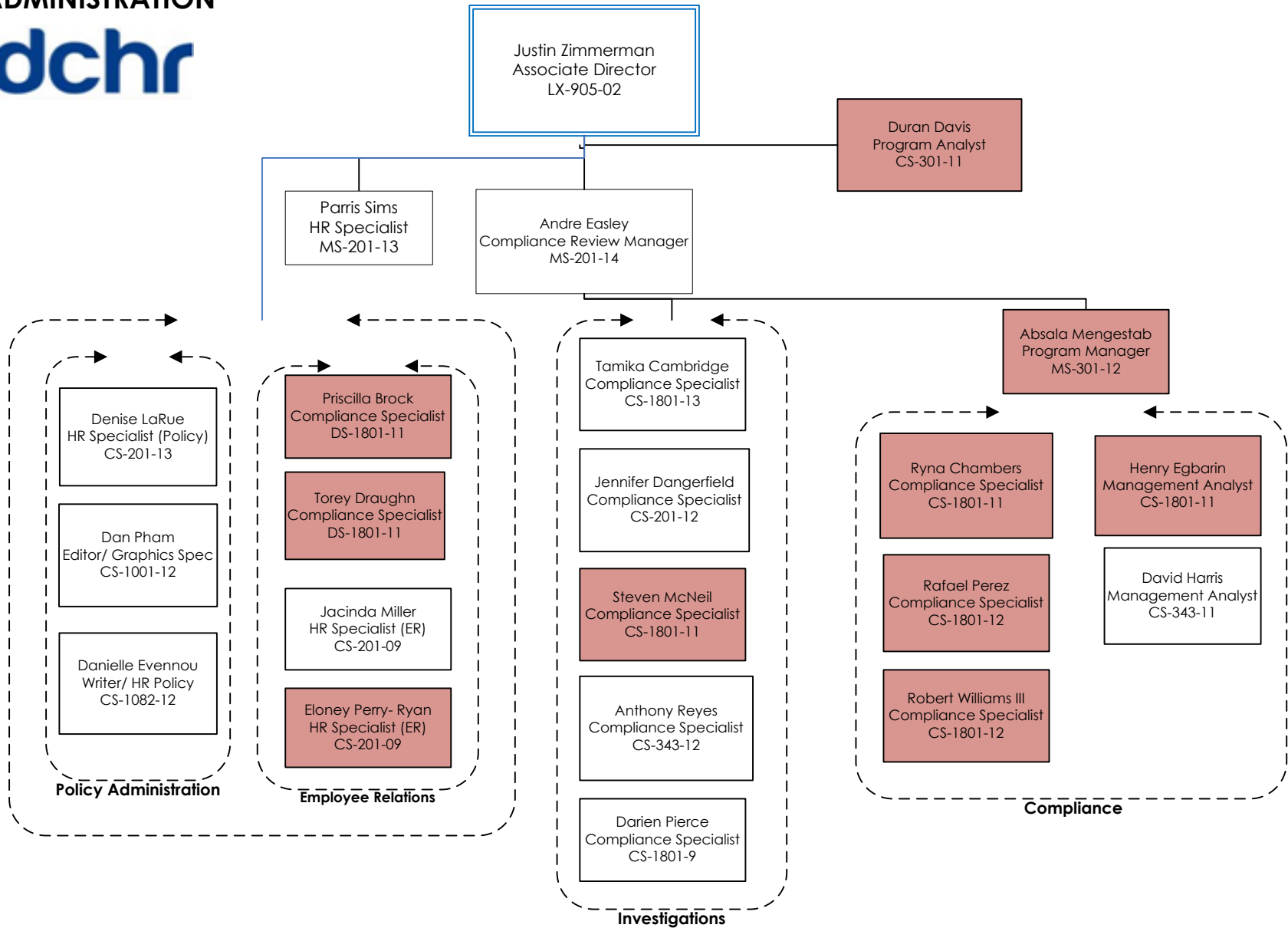
OFFICE OF THE DIRECTOR



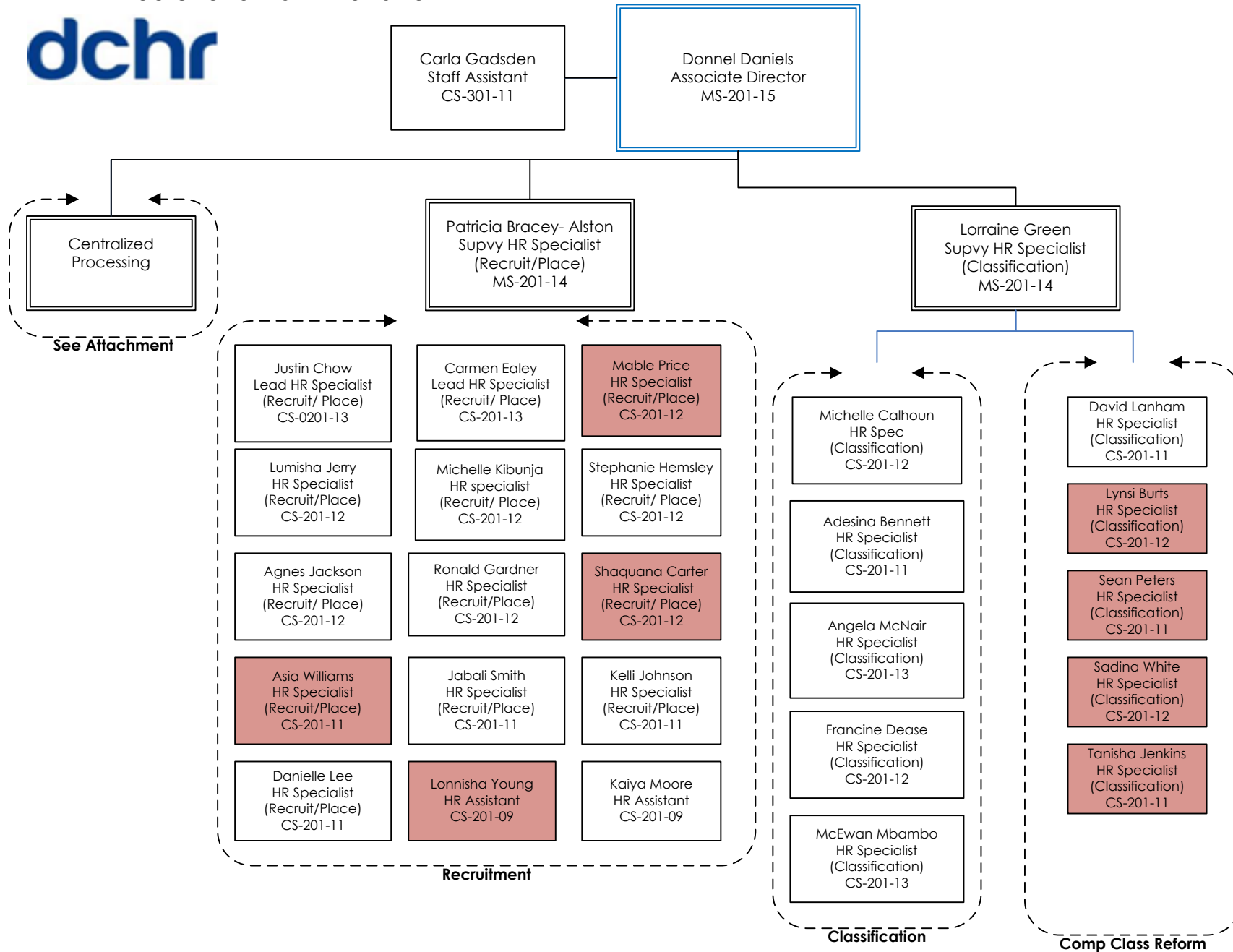
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COUNSEL



POLICY & COMPLIANCE ADMINISTRATION



HR Solutions Administration



BENEFITS AND RETIREMENT ADMINISTRATION



Paul Shaw
Associate Director
MS-201-15

Kate Calvo
Staff Assistant
CS-301-9

Lela Jones
Supvy HR Specialist
(PFFRB)
MS-201-13

Julia Bradley
HR Officer
MS-201-14

Wendy Rooker
Supvy HR Specialist
Benefit Operations/ Finance
Currently Posted
MS-201-13

Milton Miller
Supervisory HR Specialist
(Emp Benefits)
MS-201-13

Denise Sinkfield
Gardner
HR Specialist
CS-201-11

Alicia Cooper
Retirement Systems
Specialist
CS-201-12

Siye
Ghebreyohannes
HR Specialist
(Benefits)
CS-201-11

LaVelle Green
HR Specialist (PFFRB)
CS-201-09

Charles Epps
Retirement Board
Member

Henry Wyatt
Retirement Board
Member

Police, Firefighters & Retirement Board

Robin E. Brown
Lead HR Specialist
(Emp Benefits)
CS-201-13

Gail M. Winslow-Williams
HR Specialist
(Emp Benefits)
CS-201-11

Dana Gill
HR Specialist
(Emp Benefits)
CS-201-12

Anthony Stradford
HR Specialist (Benefits)
CS-201-12

David Mwangi
Benefits Finance
Analyst
CS-201-11

Pamela Gary
HR Specialist
CS-201-12

Michelle Murdock
HR Specialist
(Benefits)
CS-201-12

Shannon Morris
HR Specialist
CS-201-11

Seyoum Demssie
HR Spec
(Emp Benefits)
CS-201-9

Evelyn Argueta
HR Specialist
(Emp Benefits)
CS-201-11

Chad Clayton
HR Assistant
Employee Benefits
CS-203-9

Leslie Canales
HR Specialist
(Emp Benefits)
CS-201-9

Laura Escalante
HR Assistant
(Emp Benefits)
CS-201-7

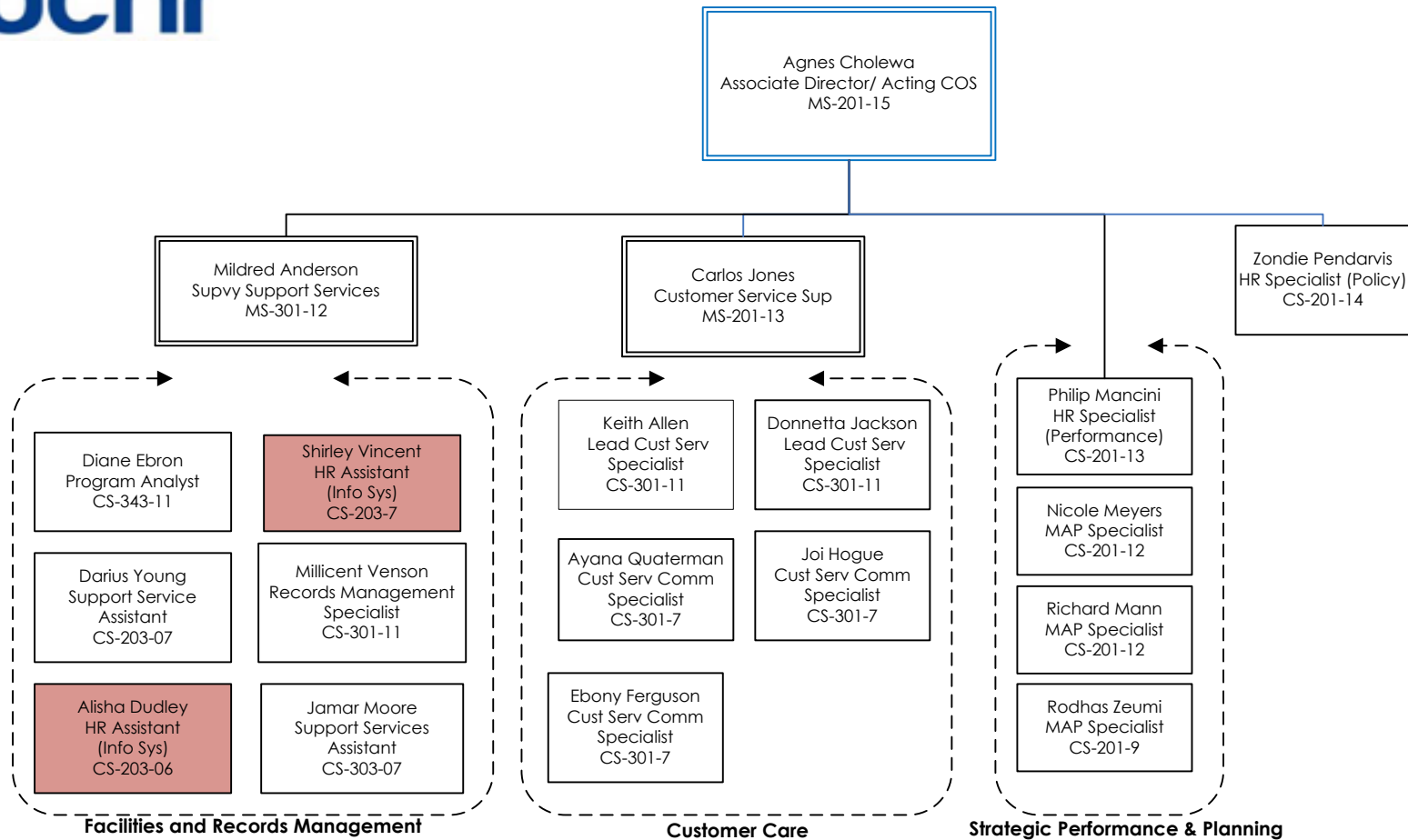
Terrell Carroll
Clerical Assistant
CS-201-5

Maria Prescott
HR Specialist
CS-201-12

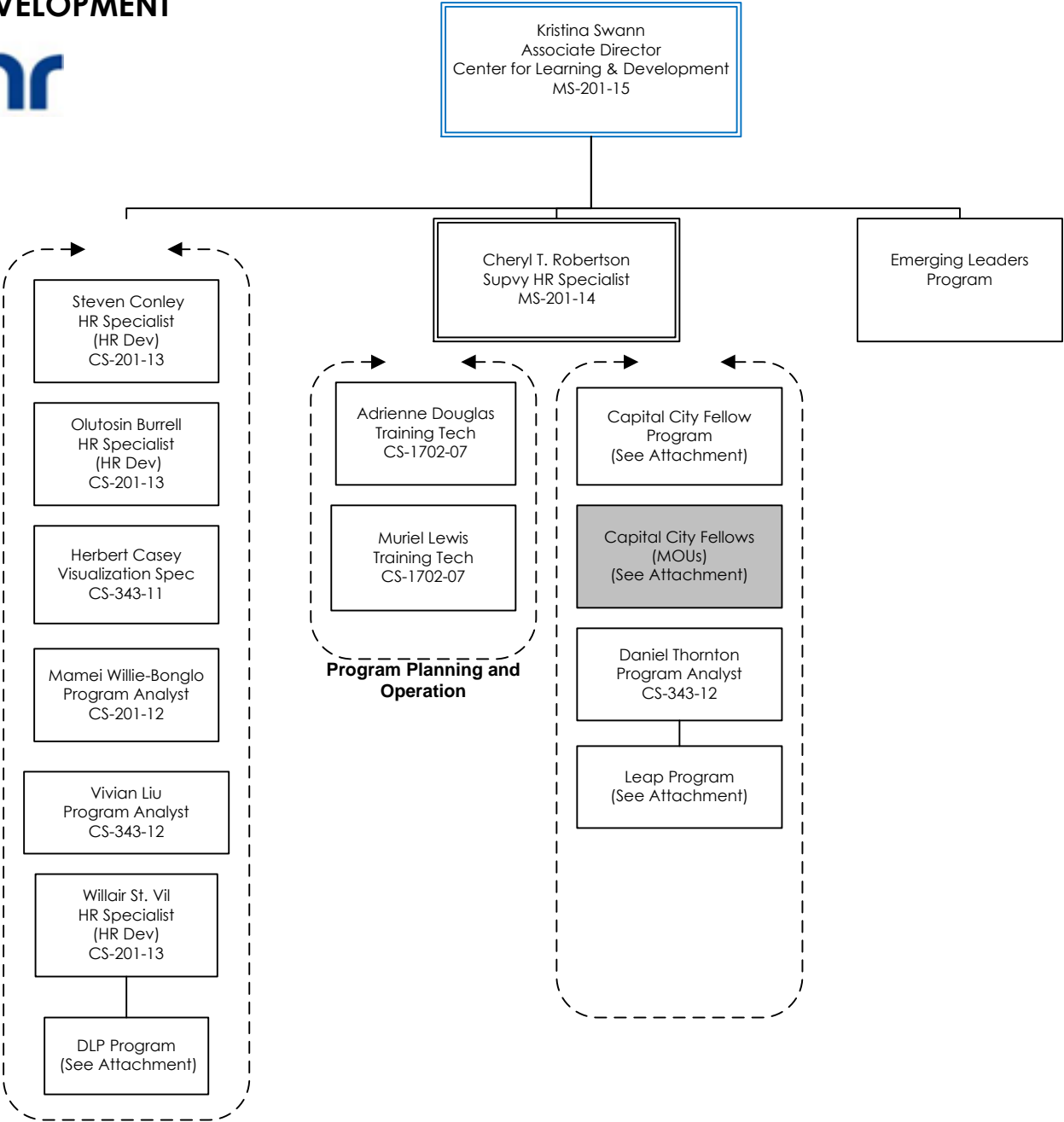
Jill Johnson
Wellness
Coordinator
CS- 301-12

Emily Batchelder
Program Analyst
CS-343-13

STRATEGIC HUMAN CAPITAL

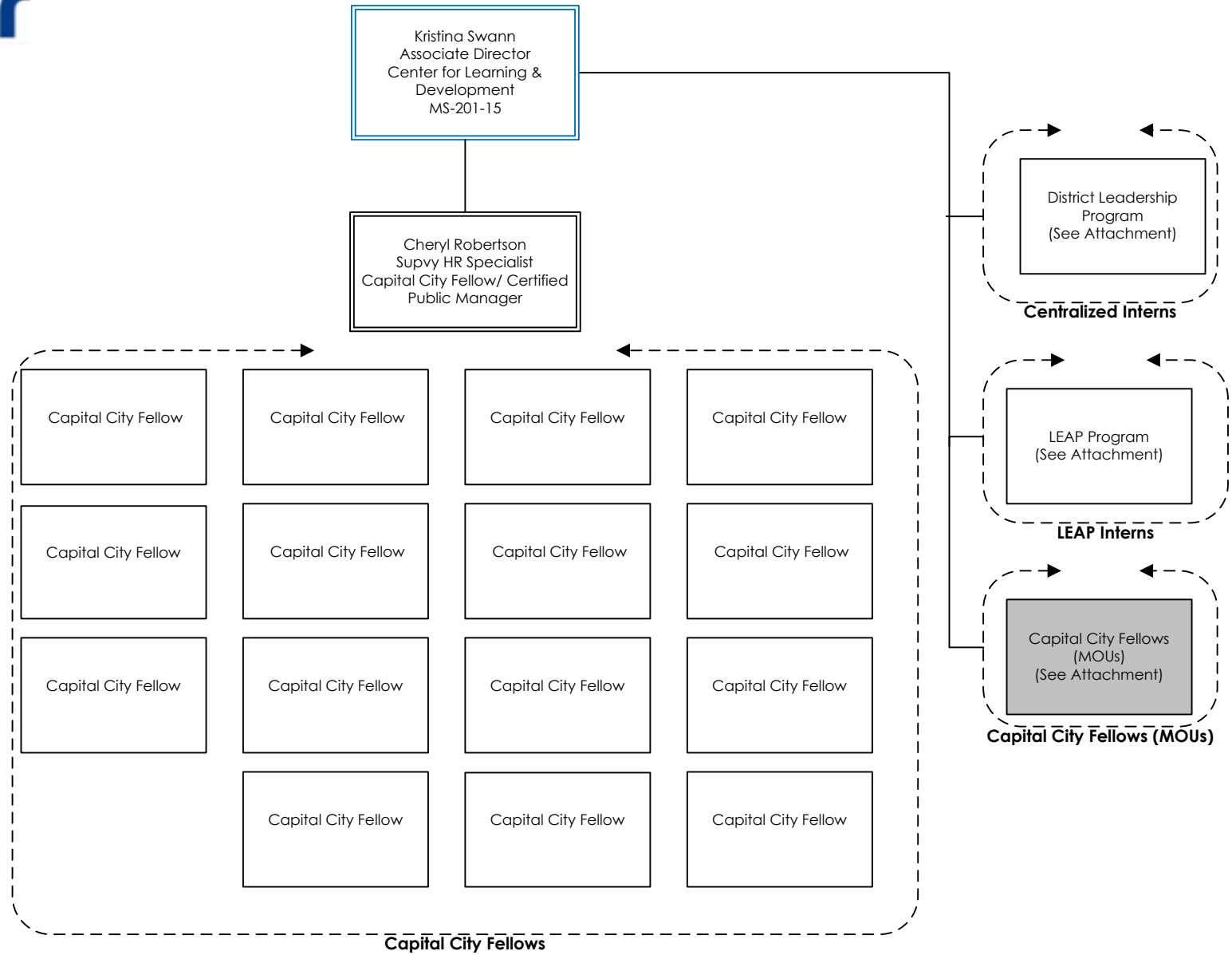


LEARNING AND DEVELOPMENT

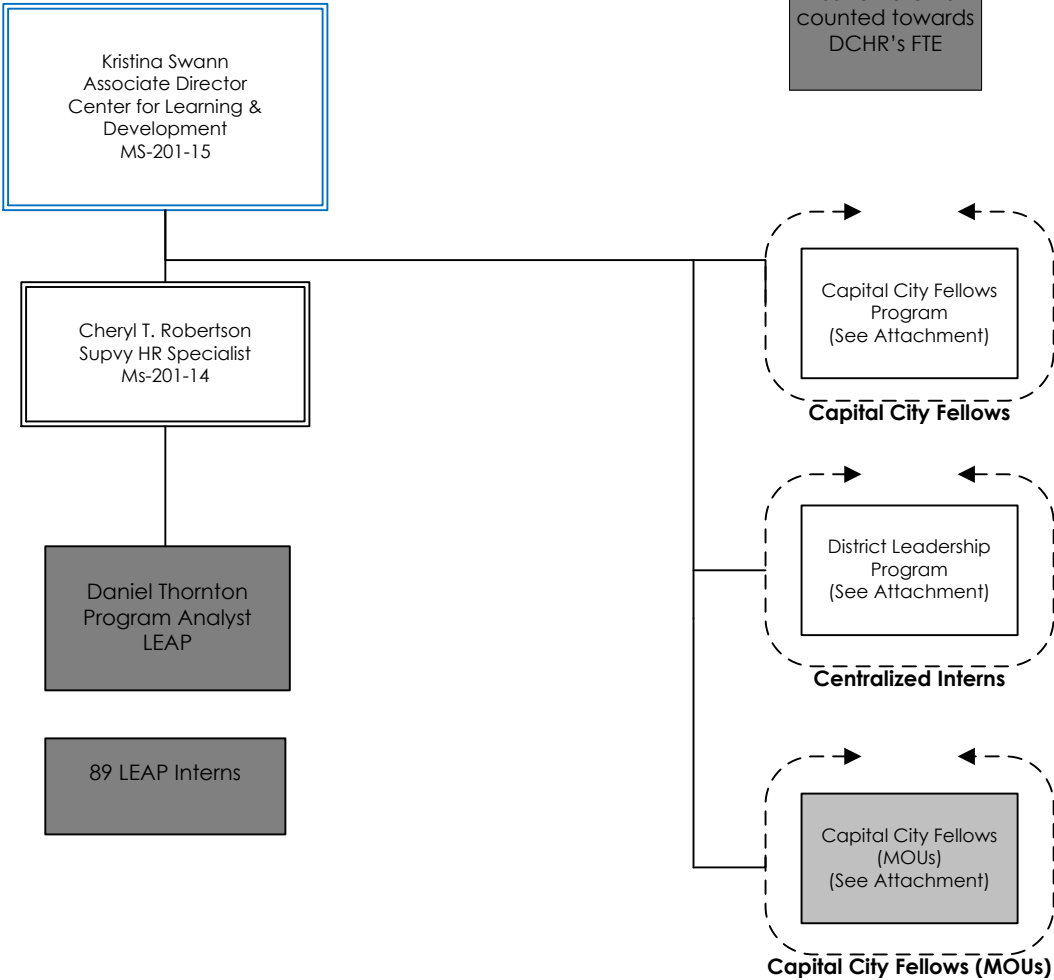


Detail position
funded by agency

LEARNING AND DEVELOPMENT

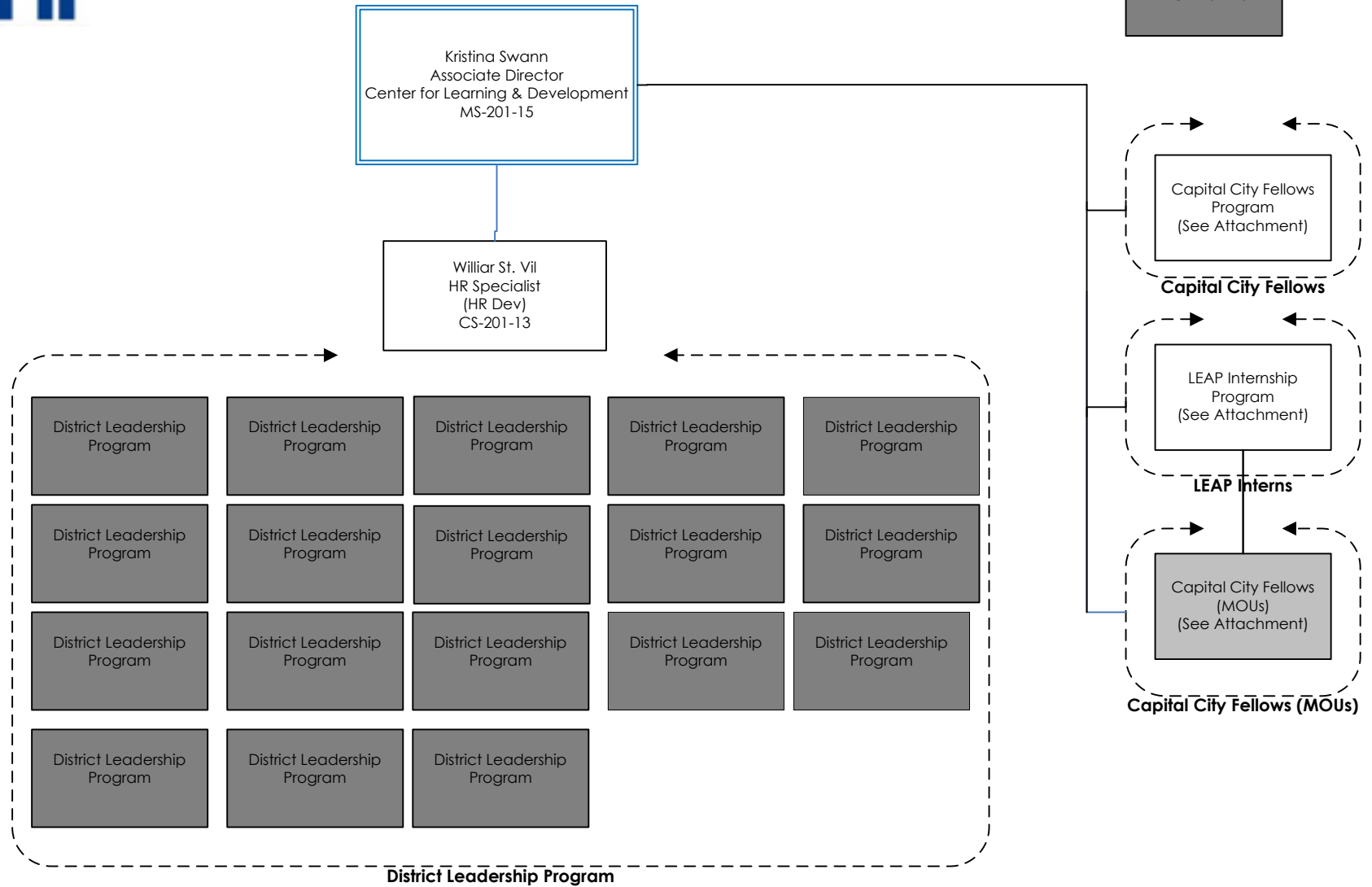


LEARNING AND DEVELOPMENT





Funded by MOU/
Positions are not
counted towards
DCHR's FTEs



Posn Nbr	Title	Hire Date	Vac Stat	Grade	Step	FY19 Salary	FY19 Fringe 22%	FTE x Dist %	Fund Code	F/P Time	g/Temp/Ter	Hourly Rate
00005831	EXECUTIVE ASSISTANT	7/9/2018	F	11	1	\$59,727.00	\$13,139.94	1	100	F	Reg	28.7149
00009300	Human Resources Specialist	6/14/2004	F	14	9	\$126,423.00	\$27,813.06	1	100	F	Reg	60.7803
00010661	Records Management Specialist	1/22/2008	F	11	6	\$69,327.00	\$15,251.94	1	100	F	Reg	33.3303
00011823	Support Services Assistant	9/22/2014	F	7	1	\$41,039.00	\$9,028.58	1	100	F	Reg	19.7303
00015210	Resource Allocation Analyst	10/30/2006	F	13	3	\$90,607.00	\$19,933.54	1	100	F	Reg	43.5611
00016777	Program Analyst	11/19/2012	F	11	7	\$71,247.00	\$15,674.34	1	100	F	Reg	34.2534
00033032	Director, Dept of Human Res.	8/3/2015	F	E5	0	\$207,312.17	\$45,608.68	1	100	F	Reg	99.6693
00035025	RECORDS MGMT SUPV	4/21/2008	F	12	0	\$83,815.45	\$18,439.40	1	100	F	Reg	40.2959
00013887	Administrative Liaison Special	10/2/2017	F	12	3	\$78,492.00	\$17,268.24	1	100	F	Reg	37.7365
00047234	Administrative Officer		V	14	0			1	100	F	Reg	60.41
00047286	Support Services Assistant	6/27/2016	F	7	5	\$46,743.00	\$10,283.46	1	100	F	Reg	22.4726
00077599	HR Spec (Recruit & Placement)	4/3/2017	F	12	10	\$56,725.80	\$12,479.68	1	639	P	Temp	45.4534
00097348	Customer Svcs Communicat Spec	1/7/2019	F	7	1	\$41,039.00	\$9,028.58	1	100	F	Term	19.7303
Program 1000 - Agency Management (AMP)		Activity - 10100 - Personnel (Office of the Director)				\$972,497.42	\$213,949.44	13				
00070185	Public Information Officer	1/4/2016	F	14	8	\$123,200.00	\$27,104.00	1	100	F	Reg	59.2308
00010582	Public Affairs Specialist	10/20/2014	F	11	2	\$61,647.00	\$13,562.34	1	100	F	Reg	29.638
Program 1000 - Agency Management (AMP)		Activity - 10800 - Communication				\$184,847.00	\$40,666.34	2				
00025493	Customer Service Supervisor	10/14/2012	F	13	0	\$95,597.46	\$21,031.44	1	100	F	Reg	45.9603
00039860	Sr Customer Service Comms Spec	12/27/2016	F	11	4	\$65,487.00	\$14,407.14	1	100	F	Reg	31.4841
00070157	Lead Customer Svc Comm Spec	4/14/2008	F	11	3	\$63,567.00	\$13,984.74	1	100	F	Reg	30.5611
00044251	Customer Svcs Communicat Spec	2/20/2018	F	7	4	\$45,317.00	\$9,969.74	1	100	F	Reg	21.787
00047526	Customer Svcs Communicat Spec	8/9/2011	F	7	5	\$46,743.00	\$10,283.46	1	100	F	Reg	22.4726
00043710	Customer Svcs Communicat Spec	8/10/2015	F	7	3	\$43,891.00	\$9,656.02	1	100	F	Term	21.1014
Program 1000 - Agency Management (AMP)		Activity - 10850 - Customer Service				\$360,602.46	\$79,332.54	6				
00041740	General Counsel	9/23/2013	F	2	0	\$152,547.12	\$33,560.37	1	100	F	Reg	73.34
00044498	Attorney Advisor	12/14/2015	F	12	4	\$92,239.00	\$20,292.58	1	1615	F	Term	44.3457
00045500	Deputy General Counsel	6/4/2012	F	1	0	\$141,831.00	\$31,202.82	1	100	F	Reg	68.188
00045986	Staff Assistant	4/9/2012	F	11	3	\$63,567.00	\$13,984.74	1	100	F	Reg	30.5611
00073485	Attorney Advisor	4/17/2018	F	12	8	\$103,423.00	\$22,753.06	1	1615	F	Term	49.7226
00073513	Attorney Advisor	9/17/2018	F	12	4	\$92,239.00	\$20,292.58	1	100	F	Term	44.3457
00077595	Attorney Advisor	4/21/2014	F	13	3	\$106,364.00	\$23,400.08	1	1555	F	Reg	51.1365
00044557	PARALEGAL SPEC	4/19/1999	F	12	9	\$99,786.00	\$21,952.92	1	1615	F	Reg	47.974
00043137	Attorney Advisor	12/17/2012	F	13	5	\$113,010.00	\$24,862.20	1	1615	F	Reg	54.3317
00087401	Disability Employment Speciali	9/18/2017	F	12	2	\$76,199.00	\$16,763.78	1	1615	F	Term	36.6341
Program 2100 - Agency Management (AMP)		Activity - 21200 - Legal Service				\$1,041,205.12	\$229,065.13	10				
00006074	Supvy HR Spec (Empl Benefits)	6/11/1994	F	13	0	\$118,385.27	\$26,044.76	1	1615	F	Reg	56.916
00013624	Lead HR Specialist (Retirement)	10/7/1991	F	13	5	\$96,065.00	\$21,134.30	1	1615	F	Reg	46.1851
00013902	Associate Director for Benefit	12/2/2013	F	15	0	\$156,907.11	\$34,519.56	1	1615	F	Reg	75.4361
00017461	Program Analyst (Benefits Mark	5/4/2009	F	13	7	\$101,523.00	\$22,335.06	1	1615	F	Reg	48.8091
00020790	HR Spec. (Employee Benefits)	6/2/2014	F	11	4	\$65,487.00	\$14,407.14	1	1615	F	Reg	31.4841
00021720	HR Specialist (PFFRB)	2/3/2014	F	11	2	\$61,647.00	\$13,562.34	1	1615	F	Reg	29.638
00021722	HR Spec. (Employee Benefits)	6/23/1997	F	11	5	\$67,407.00	\$14,829.54	1	1615	F	Reg	32.4072
00022056	HR Specialist (Emp. Benefits)	7/21/2014	F	12	2	\$76,199.00	\$16,763.78	1	1615	F	Reg	36.6341
00022859	HR Specialist (Emp. Benefits)	8/8/2016	F	12	5	\$83,078.00	\$18,277.16	1	1615	F	Reg	39.9413
00025631	Supvy HR Spec (Empl Benefits)	4/4/2016	F	13	0	\$105,900.48	\$23,298.11	1	1615	F	Reg	50.9137
00026074	Benefits Finance Analyst	7/25/2016	F	11	3	\$63,567.00	\$13,984.74	1	1615	F	Reg	30.5611
00043651	Human Resources Officer (Recru	11/30/2015	F	14	0	\$107,842.79	\$23,725.41	1	1615	F	Reg	51.8475
00077896	HR Specialist (Emp. Benefits)	5/20/2013	F	12	7	\$87,664.00	\$19,286.08	1	1615	F	Term	42.1462

Posn Nbr	Title	Hire Date	Vac Stat	Grade	Step	FY19 Salary	FY19 Fringe 22%	FTE x Dist %	Fund Code	F/P Time	g/Temp/Ter	Hourly Rate
00078162	HR Specialist (Emp. Benefits)	3/16/1998	F	12	5	\$83,078.00	\$18,277.16	1	1615	F	Reg	39.9413
00077598	HR Spec. (Employee Benefits)	12/31/2012	F	11	10	\$77,007.00	\$16,941.54	1	1615	F	Reg	37.0226
00094096	Wellness Program Coordinator	9/19/2017	F	12	7	\$87,664.00	\$19,286.08	1	1615	F	Term	42.1462
00094997	HR Assistant (Emp. Benefits)	3/5/2018	F	7	3	\$43,891.00	\$9,656.02	1	1615	F	Term	21.1014
00097219	Staff Assistant	9/5/2017	F	9	1	\$49,570.00	\$10,905.40	1	1615	F	Term	23.8317
00036371	HR Spec (Employee Benefits)	11/19/2012	F	9	3	\$52,740.00	\$11,602.80	1	1615	F	Reg	25.3558
00044496	HR Spec (Employee Benefits)	5/29/2018	F	9	2	\$51,155.00	\$11,254.10	1	1615	F	Term	24.5938
00084789	Clerical Assistant	8/6/2018	F	5	1	\$33,433.00	\$7,355.26	1	1615	F	Term	16.0736
00085639	HR Spec (Employee Benefits)	1/23/2017	F	9	5	\$55,910.00	\$12,300.20	1	1615	F	Term	26.8798
00077750	HR Specialist (PFFRB)	9/17/2018	F	9	2	\$51,155.00	\$11,254.10	1	1615	F	Term	24.5938
Program 2200 - Benefits & Retirement Svcs		Activity - 22100 - Benefits Operation Unit				\$1,777,275.65	\$391,000.64	23				
00002821	RETIREMENT BOARD MEMBER	6/15/2009	F	0	0	\$13,000.00	\$2,860.00	0.15	615	P	Temp	25
00003106	RETIREMENT BOARD MEMBER	5/21/2015	F	0	0	\$13,000.00	\$2,860.00	0.15	615	P	Temp	25
00003288	HR Specialist (PFFRB)	9/2/2008	F	12	9	\$92,250.00	\$20,295.00	0.25	1555	F	Reg	44.351
00003288	HR Specialist (PFFRB)	9/2/2008	F	12	9	\$92,250.00	\$20,295.00	0.75	1555	F	Reg	44.351
00021754	HR Specialist (PFFRB)	8/17/1981	F	11	6	\$69,327.00	\$15,251.94	0.75	1555	F	Reg	33.3303
00021754	HR Specialist (PFFRB)	8/17/1981	F	11	6	\$69,327.00	\$15,251.94	0.25	1555	F	Reg	33.3303
00021929	Supvy HR Spec (Police/Fire Bd)	4/25/1980	F	13	0	\$120,530.50	\$26,516.71	0.25	615	F	Reg	57.9474
00021929	Supvy HR Spec (Police/Fire Bd)	4/25/1980	F	13	0	\$120,530.50	\$26,516.71	0.75	615	F	Reg	57.9474
Program 2200 - Benefits & Retirement Svcs		Activity - 22200 - Poice & Fire Retirement Relief Board				\$590,215.00	\$129,847.30	3.3				
00077596	HR Spec (Recruit & Placement)	5/5/2014	F	12	1	\$73,906.00	\$16,259.32	1	100	F	Term	35.5317
00006283	HR Spec (Recruitment/Placement)	9/17/2018	F	11	4	\$65,487.00	\$14,407.14	1	100	F	Term	31.4841
00008900	HR Spec (Recruit & Placement)	1/22/2019	F	12	1	\$73,906.00	\$16,259.32	1	100	F	Reg	35.5317
00008905	HR Spec (Recruit & Placement)	9/17/2018	F	12	4	\$80,785.00	\$17,772.70	1	100	F	Reg	38.8389
00010023	HR Spec (Recruit & Placement)	7/23/2018	F	12	1	\$73,906.00	\$16,259.32	1	100	F	Reg	35.5317
00024813	Lead HR Spec. (Recruit/Place.)	9/8/2014	F	13	9	\$106,981.00	\$23,535.82	1	100	F	Reg	51.4332
00005517	Human Resources Assistant (Rec	6/11/2018	F	9	4	\$54,325.00	\$11,951.50	1	100	F	Reg	26.1178
00047331	Supvy HR Spec. (Recruit/Place)		V	14	0			1	100	F	Reg	60.41
00044154	Associate Director for Recruit	2/6/2017	F	15	0	\$147,900.00	\$32,538.00	1	100	F	Reg	71.1058
00032863	Lead HR Spec. (Recruit/Place.)	3/20/2017	F	13	4	\$93,336.00	\$20,533.92	1	100	F	Reg	44.8731
00047347	HR Spec (Recruit & Placement)	8/26/2013	F	12	5	\$83,078.00	\$18,277.16	1	100	F	Reg	39.9413
00026680	Staff Assistant	1/20/1987	F	11	6	\$69,327.00	\$15,251.94	1	100	F	Reg	33.3303
00043650	Human Resources Assistant (Rec	5/29/2018	F	9	2	\$51,155.00	\$11,254.10	1	1615	F	Term	24.5938
00091313	HR Spec (Recruit & Placement)	8/20/2018	F	12	4	\$80,785.00	\$17,772.70	1	100	F	Term	38.8389
00047200	HR Spec (Recruit & Placement)	2/13/2012	F	12	3	\$78,492.00	\$17,268.24	1	100	P	Reg	14.8596
Program 2700 - HR Solutions -		Activity - 27100 - Recruiting & Staffing				\$1,133,369.00	\$249,341.18	15				
00046651	Supvy HR Specialist (Class)	4/8/2013	F	14	0	\$142,839.58	\$31,424.71	1	100	F	Reg	68.6729
00020532	HR Specialist (Comp./Class.)	6/16/2014	F	12	2	\$76,199.00	\$16,763.78	1	100	F	Reg	36.6341
00035726	HUMAN RESOURCES SPEC CLASS	7/29/2013	F	13	6	\$98,794.00	\$21,734.68	1	100	F	Reg	47.4971
00045911	HR Specialist (Comp./Class.)	10/14/2008	F	12	2	\$76,199.00	\$16,763.78	1	100	F	Reg	36.6341
00028216	Human Resources Specialist (Cl	10/30/2017	F	11	1	\$59,727.00	\$13,139.94	1	100	F	Reg	28.7149
00046349	HUMAN RESOURCES SPEC CLASS	2/4/2008	F	13	10	\$109,710.00	\$24,136.20	1	100	F	Reg	52.7452
00091294	Human Resources Specialist (Cl	3/5/2018	F	11	2	\$61,647.00	\$13,562.34	1	100	F	Term	29.638
00091295	Human Resources Specialist (Cl	11/26/2018	F	11	2	\$61,647.00	\$13,562.34	1	100	F	Term	29.638
00091296	Human Resources Specialist (Cl	7/23/2018	F	11	4	\$65,487.00	\$14,407.14	1	100	F	Reg	31.4841
00091316	HR Specialist (Comp./Class.)	12/17/2018	F	12	4	\$80,785.00	\$17,772.70	1	100	F	Term	38.8389
00097385	HR Specialist (Comp./Class.)	1/22/2019	F	12	1	\$73,906.00	\$16,259.32	1	100	F	Term	35.5317
Program 2700 - HR Solutions -		Activity - 27200 - Classification				\$906,940.58	\$199,526.93	11				

Posn Nbr	Title	Hire Date	Vac Stat	Grade	Step	FY19 Salary	FY19 Fringe 22%	FTE x Dist %	Fund Code	F/P Time	g/Temp/Ter	Hourly Rate
00012279	IT Specialist (Internet)	3/17/2008	F	13	7	\$101,523.00	\$22,335.06	1	100	F	Reg	48.8091
00013769	IT Spec. (Customer Support)	11/2/2007	F	12	5	\$83,078.00	\$18,277.16	1	100	F	Reg	39.9413
00014162	IT Spec. (Customer Support)	4/29/1985	F	12	6	\$85,371.00	\$18,781.62	1	100	F	Reg	41.0438
00031896	Supervisory IT Specialist	7/15/2013	F	14	0	\$130,274.40	\$28,660.37	1	100	F	Reg	62.6319
00047287	IT Spec. (Customer Support)	6/1/2015	F	12	5	\$83,078.00	\$18,277.16	1	100	F	Reg	39.9413
00070143	IT Specialist	6/2/2014	F	14	10	\$129,646.00	\$28,522.12	1	100	F	Reg	62.3298
00046639	Human Resources Specialist (In	8/11/2014	F	12	1	\$73,906.00	\$16,259.32	1	100	F	Reg	35.5317
00070202	IT SPEC. (CUSTOMER SUPPORT)	5/18/2009	F	9	4	\$54,325.00	\$11,951.50	1	100	F	Reg	26.1178
Program 2700 - HR Solutions -		Activity - 27300 - Information Technology				\$741,201.40	\$163,064.31	8				
00047244	Associate Director for Busines	9/4/2012	F	15	0	\$159,980.32	\$35,195.67	1	100	F	Reg	76.9136
00024981	Meas., Anal. & Plan. Spec (HR)	6/6/2016	F	12	1	\$73,906.00	\$16,259.32	1	100	F	Reg	35.5317
00036683	Meas., Anal. & Plan. Spec (HR)	12/4/2017	F	9	3	\$52,740.00	\$11,602.80	1	100	F	Reg	25.3558
00043523	Meas., Anal. & Plan. Spec (HR)	3/5/2018	F	12	1	\$73,906.00	\$16,259.32	1	100	F	Reg	35.5317
Program 2700 - HR Solutions -		Activity - 27400 - Analytics				\$360,532.32	\$79,317.11	4				
00009947	Assoc. Direct for Workforce De	8/16/2005	F	15	0	\$132,600.00	\$29,172.00	1	100	F	Reg	63.75
00070178	Supv HR Spec (HR Dev)	1/22/2008	F	14	0	\$116,684.68	\$25,670.63	1	100	F	Reg	56.0984
00009554	Training Technician	9/18/2017	F	7	2	\$42,465.00	\$9,342.30	1	100	F	Reg	20.4159
00000490	Training Technician	4/4/2016	F	7	5	\$46,743.00	\$10,283.46	1	100	F	Reg	22.4726
00014865	HR Specialist	5/30/2017	F	12	1	\$73,906.00	\$16,259.32	1	100	F	Reg	35.5317
00016830	HR Spec (HR Dev)	5/15/2006	F	13	9	\$106,981.00	\$23,535.82	1	100	F	Reg	51.4332
00020264	Lead Human Resources Specialis	3/5/2012	F	13	10	\$109,710.00	\$24,136.20	1	100	F	Reg	52.7452
00006410	HR Spec (HR Dev)	8/21/2007	F	13	4	\$93,336.12	\$20,533.95	1	100	F	Reg	44.8731
00093756	HR Spec (Human Resource Dev)	10/13/2015	F	12	2	\$76,199.00	\$16,763.78	1	100	F	Reg	36.6341
00043709	Visual Information Specialist	3/17/2008	F	11	9	\$75,087.00	\$16,519.14	1	100	F	Reg	36.0995
Program 3000 - Learning & Development -		Activity - 31000 - Training & Development				\$873,711.80	\$192,216.60	10				
00044504	Capital City Fellow	3/19/2018	F	4	0	\$59,466.00	\$13,082.52	1	100	F	Term	28.5894
00091282	CAPITAL CITY FELLOW	3/26/2018	F	4	0	\$59,466.00	\$13,082.52	0.2	100	P	Term	19.7303
00091288	CAPITAL CITY FELLOW	3/19/2018	F	4	0	\$59,466.00	\$13,082.52	0.2	100	P	Term	19.7303
00091289	CAPITAL CITY FELLOW	3/19/2018	F	4	0	\$59,466.00	\$13,082.52	0.2	100	P	Term	16.0736
00091290	CAPITAL CITY FELLOW	3/26/2018	F	4	0	\$59,466.00	\$13,082.52	0.77	100	P	Term	16.0736
00091291	CAPITAL CITY FELLOW	3/19/2018	F	4	0	\$59,466.00	\$13,082.52	0.77	100	P	Term	19.7303
00091292	CAPITAL CITY FELLOW	3/19/2018	F	4	0	\$59,466.00	\$13,082.52	1	100	F	Term	37.7365
00091307	CAPITAL CITY FELLOW	3/19/2018	F	4	0	\$59,466.00	\$13,082.52	0.77	100	P	Term	19.7303
00091312	CAPITAL CITY FELLOW	4/2/2018	F	4	0	\$59,466.00	\$13,082.52	0.77	100	P	Term	19.7303
00091314	CAPITAL CITY FELLOW	3/19/2018	F	4	0	\$59,466.00	\$13,082.52	0.77	100	P	Term	19.7303
00091315	CAPITAL CITY FELLOW	3/19/2018	F	4	0	\$59,466.00	\$13,082.52	0.77	100	P	Term	19.7303
00091318	CAPITAL CITY FELLOW	3/19/2018	F	4	0	\$59,466.00	\$13,082.52	0.77	100	P	Term	19.7303
00095051	CAPITAL CITY FELLOW	4/2/2018	F	4	0	\$59,466.00	\$13,082.52	0.77	100	P	Term	19.7303
00095052	CAPITAL CITY FELLOW	4/2/2018	F	4	0	\$59,466.00	\$13,082.52	1	100	F	Term	14.8596
00095053	CAPITAL CITY FELLOW	4/2/2018	F	4	0	\$59,466.00	\$13,082.52	1	100	F	Term	14.8596
00095055	CAPITAL CITY FELLOW	4/9/2018	F	4	0	\$59,466.00	\$13,082.52	1	100	F	Term	14.8596
00095056	CAPITAL CITY FELLOW	5/16/2018	F	4	0	\$59,466.00	\$13,082.52	1	100	P	Term	14.8596
00095057	CAPITAL CITY FELLOW	4/9/2018	F	4	0	\$59,466.00	\$13,082.52	1	100	F	Term	14.8596
00095058	CAPITAL CITY FELLOW	4/2/2018	F	4	0	\$59,466.00	\$13,082.52	1	100	P	Term	14.8596
Program 3000 - Learning & Development -		Activity - 32000 - Capital City Fellows				\$1,129,854.00	\$248,567.88	14.76				
00047185	District Leadership Program Int	11/13/2018	F	7	0	\$30,779.25	\$6,771.44	1	100	P	Temp	14.8596
00047187	District Leadership Program Int	11/27/2017	F	7	1	\$30,779.25	\$6,771.44	1	100	F	Temp	14.8596
00047188	District Leadership Program Int	11/13/2018	F	5	1	\$25,074.75	\$5,516.45	1	100	P	Temp	14.8596

<i>Posn Nbr</i>	<i>Title</i>	<i>Hire Date</i>	<i>Vac Stat</i>	<i>Grade</i>	<i>Step</i>	<i>FY19 Salary</i>	<i>FY19 Fringe 22%</i>	<i>FTE x Dist %</i>	<i>Fund Code</i>	<i>F/P Time</i>	<i>g/Temp/Ter</i>	<i>Hourly Rate</i>
00047189	District Leadershp Program Int	11/13/2018	F	5	1	\$25,074.75	\$5,516.45	1	100	P	Temp	14.8596
00047197	District Leadershp Program Int	11/13/2018	F	7	1	\$30,779.25	\$6,771.44	1	100	P	Temp	14.8596
00047210	District Leadershp Program Int	12/3/2018	F	7	1	\$30,779.25	\$6,771.44	1	100	P	Temp	14.8596
00047213	District Leadershp Program Int	11/13/2018	F	7	1	\$30,779.25	\$6,771.44	1	100	P	Temp	14.8596
00047215	District Leadershp Program Int	11/13/2018	F	7	1	\$30,779.25	\$6,771.44	1	100	P	Temp	14.8596
00047221	District Leadershp Program Int	11/13/2018	F		0	\$30,779.25	\$6,771.44	1	100	P	Temp	14.8596
00047222	District Leadershp Program Int	11/13/2018	F	7	1	\$30,779.25	\$6,771.44	1	100	P	Temp	14.8596
00047224	District Leadershp Program Int	12/3/2018	F	7	1	\$30,779.25	\$6,771.44	1	100	P	Temp	14.8596
00082588	District Leadershp Program Int	11/13/2018	F	7	1	\$30,779.25	\$6,771.44	1	100	P	Temp	19.7303
00083554	District Leadershp Program Int	11/13/2018	F		0	\$30,779.25	\$6,771.44	1	100	P	Temp	19.7303
00085537	District Leadershp Program Int	11/13/2018	F		0	\$30,779.25	\$6,771.44	1	100	P	Temp	19.7303
00084797	District Leadershp Program Int	11/20/2018	F		0	\$30,779.25	\$6,771.44	1	100	P	Temp	19.7303
00085950	LEAP Trainee	2/5/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	F	Term	38.8389
00085951	LEAP Trainee	2/5/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00085952	LEAP Trainee	2/5/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	F	Temp	14.8596
00085954	LEAP Trainee	4/17/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00085955	LEAP Trainee	1/8/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00085956	LEAP Trainee	9/4/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	F	Temp	14.8596
00085959	LEAP Trainee	1/8/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	F	Temp	14.8596
00085960	LEAP Trainee	1/8/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00085961	LEAP Trainee	1/8/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00085962	LEAP Trainee	9/4/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00085963	LEAP Trainee	5/16/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00085965	LEAP Trainee	2/20/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00086074	LEAP Trainee	9/4/2018	F	4	1	\$28,010.37	\$6,162.28	1	700	P	Temp	14.8596
00086075	LEAP Trainee	1/8/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00086076	LEAP Trainee	1/8/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00086078	LEAP Trainee	1/8/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00086081	LEAP Trainee	9/4/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	F	Term	28.5894
00086082	LEAP Trainee	1/22/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00087380	LEAP Trainee	3/19/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00087389	LEAP Trainee	3/19/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00087390	LEAP Trainee	3/19/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00087391	LEAP Trainee	12/17/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00087392	LEAP Trainee	3/19/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	F	Term	28.5894
00087396	LEAP Trainee	3/19/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	F	Term	28.5894
00087400	LEAP Trainee	3/19/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	F	Term	28.5894
00091271	LEAP Trainee	2/20/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	F	Term	28.5894
00091272	LEAP Trainee	3/19/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	F	Term	28.5894
00091273	LEAP Trainee	5/16/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	F	Term	28.5894
00091274	LEAP Trainee	11/13/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	F	Term	28.5894
00091276	LEAP Trainee	1/8/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	F	Term	28.5894
00091277	LEAP Trainee	1/8/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	F	Term	28.5894
00091278	LEAP Trainee	1/8/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	F	Term	28.5894
00091280	LEAP Trainee	1/22/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00091283	LEAP Trainee	6/26/2017	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00091284	LEAP Trainee	6/11/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00091285	LEAP Trainee	9/4/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596

<i>Posn Nbr</i>	<i>Title</i>	<i>Hire Date</i>	<i>Vac Stat</i>	<i>Grade</i>	<i>Step</i>	<i>FY19 Salary</i>	<i>FY19 Fringe 22%</i>	<i>FTE x Dist %</i>	<i>Fund Code</i>	<i>F/P Time</i>	<i>g/Temp/Ter</i>	<i>Hourly Rate</i>
00091286	LEAP Trainee	9/17/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00091287	LEAP Trainee	5/16/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00095020	LEAP Trainee	3/19/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	F	Term	28.5894
00095021	LEAP Trainee	12/10/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	F	Term	28.5894
00095022	LEAP Trainee	3/19/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	F	Term	28.5894
00095023	LEAP Trainee	3/19/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	F	Term	28.5894
00095024	LEAP Trainee	3/19/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	F	Term	28.5894
00095042	LEAP Trainee	3/19/2018	F	4	1	\$30,908.00	\$6,799.76	1	700	F	Term	28.5894
00095366	LEAP Trainee	6/25/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	F	Term	28.5894
00095367	LEAP Trainee	6/25/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00095369	LEAP Trainee	7/9/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00095370	LEAP Trainee	7/9/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00095371	LEAP Trainee	7/9/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00095372	LEAP Trainee	11/13/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00095373	LEAP Trainee	7/9/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00095376	LEAP Trainee	7/9/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00095377	LEAP Trainee	6/11/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00095378	LEAP Trainee	7/9/2018	F	4	1	\$27,815.40	\$6,119.39	1	700	P	Temp	14.8596
00095379	LEAP Trainee	7/9/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8587
00095381	LEAP Trainee	7/9/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00095382	LEAP Trainee	7/9/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00095383	LEAP Trainee	7/9/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00095384	LEAP Trainee	7/9/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00095385	LEAP Trainee	7/23/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00095386	LEAP Trainee	7/9/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00095387	LEAP Trainee	7/23/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00095388	LEAP Trainee	7/23/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00095389	LEAP Trainee	7/23/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00095390	LEAP Trainee	7/23/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00095391	LEAP Trainee	7/23/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00095392	LEAP Trainee	7/23/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00095393	LEAP Trainee	7/23/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00095394	LEAP Trainee	7/23/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00095395	LEAP Trainee	7/23/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00095396	LEAP Trainee	8/6/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00095397	LEAP Trainee	8/6/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00095398	LEAP Trainee	8/6/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00095399	LEAP Trainee	8/6/2018	F	4	1	\$30,908.00	\$6,799.76	1	700	P	Temp	14.8596
00095400	LEAP Trainee	8/6/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00095401	LEAP Trainee	8/6/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00095402	LEAP Trainee	8/6/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00095403	LEAP Trainee	8/6/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00095404	LEAP Trainee	8/6/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00095405	LEAP Trainee	8/6/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00095406	LEAP Trainee	8/6/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00095407	LEAP Trainee	8/6/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00095408	LEAP Trainee	8/6/2018	F	4	1	\$30,908.00	\$6,799.76	1	700	P	Temp	14.8596
00095409	LEAP Trainee	8/6/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596

Posn Nbr	Title	Hire Date	Vac Stat	Grade	Step	FY19 Salary	FY19 Fringe 22%	FTE x Dist %	Fund Code	F/P Time	g/Temp/Ter	Hourly Rate
00095410	LEAP Trainee	8/6/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00095411	LEAP Trainee	8/6/2018	F	4	1	\$30,908.00	\$6,799.76	1	700	P	Temp	14.8596
00095412	LEAP Trainee	8/20/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00091293	LEAP Trainee	11/13/2018	F	4	1	\$27,817.20	\$6,119.78	1	700	P	Temp	14.8596
00086352	Program Analyst	6/29/2015	F	12	4	\$80,785.00	\$17,772.70	1	700	P	Temp	14.8596
Program 3000 - Learning & Development -		Activity - 33000 - Special Programs				\$2,991,532.92	\$658,136.99	104				
00042941	HR Specialist (Perf. Mgmt.)	1/27/2014	F	13	8	\$104,252.00	\$22,935.44	1	100	F	Reg	50.1212
00082615	Senior Advisor for Mayoral App	4/8/2013	F	8	0	\$119,310.16	\$26,248.24	1	100	F	Reg	57.3607
00083553	HR Assistant (Info. Systems)	11/9/2015	F	7	2	\$42,465.00	\$9,342.30	1	700	F	Term	20.4159
00085462	HR Assistant (Info. Systems)	9/18/2017	F	6	4	\$40,907.00	\$8,999.54	1	639	F	Term	19.6668
Program 4300 - Strategic Human Capital -		Activity - 43100 - Performance Measurement				\$306,934.16	\$67,525.52	4				
00023434	Compliance Specialist	3/3/2014	F	12	5	\$83,078.00	\$18,277.16	1	100	F	Reg	39.9413
00047243	Compliance Review Manager	1/27/2014	F	14	0	\$127,500.00	\$28,050.00	1	100	F	Reg	61.2981
00095440	Compliance Specialist	11/27/2017	F	11	1	\$59,727.00	\$13,139.94	1	100	F	Term	28.7149
00095441	Compliance Specialist	5/15/2017	F	12	1	\$73,906.00	\$16,259.32	1	100	F	Term	35.5317
00097342	Program Analyst	12/31/2018	F	11	2	\$61,647.00	\$13,562.34	1	100	F	Term	29.638
00044584	Program Manager	11/14/2016	F	12	0	\$90,445.63	\$19,898.04	1	100	F	Term	43.4835
00044577	Compliance Specialist	2/20/2018	F	12	6	\$85,371.00	\$18,781.62	1	100	F	Term	41.0438
00044475	Human Resources Specialist (Em	5/29/2018	F	9	1	\$49,569.96	\$10,905.39	1	100	F	Reg	23.8317
00003332	Human Resources Specialist (Em	5/29/2018	F	9	1	\$49,570.00	\$10,905.40	1	100	F	Term	23.8317
00043852	Management Analyst (HR)	6/2/2014	F	11	5	\$67,407.00	\$14,829.54	1	100	F	Reg	32.4072
Program 4500 - Policy & Compliance -		Activity - 45100 - Compliance				\$748,221.59	\$164,608.75	10				
00024184	Writer (Human Resource Policy)	8/20/2018	F	12	7	\$87,664.00	\$19,286.08	1	100	F	Reg	42.1462
00027572	Associate Director for Policy	10/15/2007	F	2	0	\$167,146.18	\$36,772.16	1	100	F	Reg	80.3587
00022446	Human Resources Specialist (Po	12/27/1983	F	14	8	\$123,200.00	\$27,104.00	1	100	F	Reg	59.2308
00083215	Compliance Specialist	5/30/2017	F	9	1	\$37,177.50	\$8,179.05	1	100	P	Term	23.8317
00085644	Compliance Specialist	3/6/2017	F	11	1	\$59,727.00	\$13,139.94	1	100	F	Term	28.7149
00092440	Compliance Specialist	5/30/2017	F	11	1	\$59,727.00	\$13,139.94	1	100	F	Term	28.7149
00093453	Compliance Specialist	9/19/2016	F	12	2	\$76,199.00	\$16,763.78	1	100	F	Reg	36.6341
00093454	Editor and Graphics Specialist	10/30/2017	F	12	4	\$80,785.00	\$17,772.70	1	100	F	Reg	38.8389
00093458	HR Specialist (Emp. Benefits)	8/7/2017	F	12	5	\$83,078.00	\$18,277.16	1	1615	F	Term	39.9413
Program 4500 - Policy & Compliance -		Activity - 45200 - Policy				\$774,703.68	\$170,434.81	9				
00010152	Human Resources Specialist (Co	5/13/2007	F	14	5	\$113,531.00	\$24,976.82	1	100	F	Reg	
Program 4500 - Policy & Compliance -		Activity - 45300 - Compensation				\$113,531.00	\$24,976.82	1				

District residency by agency by group--show number and percent of total in that category that are DC residents, by each category (Q37)

Agency Name	Total employees	Total number of DC residents	Percent who are DC	Group 1		Group 2		Group 3		Group 4		Group 5		Group 6		Group 7		Group 8	
				Career Service, Competitive positions Grades 9 or below		Term or Temporary positions Grades 9 or below		Remaining Career Service, Competitive positions		Remaining Term or Temporary positions		Management and Supervisory Service positions		Legal Service positions		Excepted Service positions		Executive Service positions	
				Number	% of total	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Advisory Neighborhood Commissions, Office of	4	4	100.00%		0.00%		0.00%	3	75.00%		0.00%		0.00%		0.00%	1	25.00%		0.00%
Alcoholic Beverage Regulation Administration	45	24	53.33%	1	2.22%	7	15.56%	15	33.33%	13	28.89%	6	13.33%	2	4.44%	1	2.22%		0.00%
Asian and Pacific Islander Affairs, Office of	8	3	37.50%		0.00%	6	75.00%	1	12.50%		0.00%		0.00%		0.00%		0.00%	1	12.50%
Board of Elections and Ethics	145	109	75.17%	24	16.55%	95	65.52%	17	11.72%		0.00%	5	3.45%	3	2.07%	1	0.69%		0.00%
Board of Ethics and Government Accountability	14	9	64.29%	1	7.14%		0.00%	5	35.71%		0.00%		0.00%	5	35.71%	3	21.43%		0.00%
Child and Family Services Agency	753	218	28.95%	132	17.53%	2	0.27%	463	61.49%		0.00%	149	19.79%	6	0.80%		0.00%	1	0.13%
Commission on Judicial Disabilities & Tenure	2	0	0.00%	1	50.00%		0.00%	1	50.00%		0.00%		0.00%		0.00%		0.00%		0.00%
Commission on the Arts and Humanities	25	11	44.00%	5	20.00%		0.00%	14	56.00%	2	8.00%	2	8.00%	1	4.00%		0.00%	1	4.00%
Contract Appeals Board	11	6	54.55%	1	9.09%		0.00%	2	18.18%	2	18.18%		0.00%	3	27.27%	3	27.27%		0.00%
Corrections Information Council	7	5	71.43%	1	14.29%	1	14.29%	2	28.57%	2	28.57%		0.00%		0.00%	1	14.29%		0.00%
Council of the District of Columbia	193	184	95.34%	4	2.07%		0.00%	7	3.63%		0.00%		0.00%	9	4.66%	173	89.64%		0.00%
Criminal Code Reform Commission	5	4	80.00%		0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	5	100.00%		0.00%
Criminal Justice Coordinating Council	19	11	57.89%		0.00%	1	5.26%	9	47.37%		0.00%		0.00%		0.00%	9	47.37%		0.00%
DC Department of Human Resources	267	194	72.66%	9	3.37%	128	47.94%	60	22.47%	23	8.61%	18	6.74%	8	3.00%	20	7.49%	1	0.37%
DC Lottery and Charitable Games Control Board	58	15	25.86%	5	8.62%		0.00%	53	91.38%		0.00%		0.00%		0.00%		0.00%		0.00%
DC National Guard	124	31	25.00%	21	16.94%	50	40.32%	33	26.61%	17	13.71%	3	2.42%		0.00%		0.00%		0.00%
DC Public Library	543	296	54.51%	296	54.51%	28	5.16%	144	26.52%	7	1.29%	65	11.97%	1	0.18%	1	0.18%		0.00%
DC Public Schools	9532	4642	48.70%	535	5.61%	22	0.23%	1108	11.62%	888	9.32%	5	0.05%	14	0.15%	9	0.09%	8	0.08%
DC Retirement Board	52	12	23.08%	37	71.15%		0.00%	13	25.00%		0.00%		0.00%		0.00%	2	3.85%		0.00%
DC Sentencing Commission	6	6	100.00%		0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	6	100.00%		0.00%
DC State Athletic Associatio	2	2	100.00%		0.00%		0.00%		0.00%		0.00%		0.00%	1	50.00%		0.00%	1	50.00%
Department of Behavioral Health	1308	504	38.53%	571	43.65%	49	3.75%	447	34.17%	33	2.52%	163	12.46%	4	0.31%	41	3.13%		0.00%
Department of Consumer and Regulatory Affairs	396	182	45.96%	110	27.78%	2	0.51%	221	55.81%	4	1.01%	51	12.88%	6	1.52%	1	0.25%	1	0.25%
Department of Corrections	1197	238	19.88%	978	81.70%	7	0.58%	123	10.28%	3	0.25%	82	6.85%	1	0.08%	2	0.17%	1	0.08%
Department of Employment Services	616	336	54.55%	94	15.26%	110	17.86%	236	38.31%	87	14.12%	80	12.99%	6	0.97%	2	0.32%	1	0.16%
Department of Energy and Environment	363	170	46.83%	54	14.88%	26	7.16%	190	52.34%	35	9.64%	49	13.50%	8	2.20%		0.00%	1	0.28%
Department of Forensic Sciences	197	49	24.87%	25	12.69%	5	2.54%	124	62.94%	10	5.08%	29	14.72%	3	1.52%		0.00%	1	0.51%
Department of For-Hire Vehicles	54	28	51.85%	16	29.63%	1	1.85%	20	37.04%	1	1.85%	14	25.93%	1	1.85%		0.00%	1	1.85%
Department of General Services	643	274	42.61%	216	33.59%	19	2.95%	246	38.26%	2	0.31%	66	10.26%	6	0.93%	4	0.62%	1	0.16%
Department of Health	554	236	42.60%	75	13.54%	56	10.11%	232	41.88%	82	14.80%	93	16.79%	12	2.17%	2	0.36%	1	0.18%
Department of Health Care Finance	261	119	45.59%	16	6.13%	9	3.45%	167	63.98%	21	8.05%	38	14.56%	7	2.68%	2	0.77%	1	0.38%
Department of Housing and Community Development	155	92	59.35%	26	16.77%		#VALUE!	93	60.00%	1	0.65%	18	11.61%	10	6.45%	6	3.87%	1	0.65%
Department of Human Services	1069	539	50.42%	290	27.13%	6	0.56%	564	52.76%	13	1.22%	185	17.31%	6	0.56%	4	0.37%	1	0.09%
Department of Insurance, Securities and Banking	117	57	48.72%	10	8.55%	3	2.56%	72	61.54%		0.00%	25	21.37%	4	3.42%	2	1.71%	1	0.85%
Department of Motor Vehicles	238	137	57.56%	151	63.45%		0.00%	59	24.79%	3	1.26%	22	9.24%	1	0.42%	1	0.42%	1	0.42%
Department of Parks and Recreation	586	421	71.84%	446	76.11%	23	3.92%	58	9.90%		0.00%	57	9.73%	1	0.17%		0.00%	1	0.17%
Department of Public Works	1425	987	69.26%	922	64.70%	242	16.98%	176	12.35%	2	0.14%	78	5.47%	3	0.21%	1	0.07%	1	0.07%
Department of Small & Local Business Development	49	26	53.06%	3	6.12%		0.00%	34	69.39%		0.00%	7	14.29%	2	4.08%	2	4.08%	1	2.04%
Department of Youth Rehabilitation Services	533	201	37.71%	333	62.48%	6	1.13%	104	19.51%	5	0.94%	79	14.82%	4	0.75%		0.00%	1	0.19%
Deputy Mayor for Education	18	14	77.78%		0.00%		0.00%	6	33.33%	1	5.56%	2	11.11%		0.00%	8	44.44%	1	5.56%
Disability Services, Department on	365	109	29.86%	49	13.42%	1	0.27%	256	70.14%	5	1.37%	46	12.60%	7	1.92%	5	1.37%	1	0.27%
District Department of Transportation	1103	685	62.10%	543	49.23%	1	0.09%	424	38.44%	3	0.27%	118	10.70%	7	0.63%		0.00%	1	0.09%
District of Columbia State Board of Education	26	20	76.92%		0.00%	13	50.00%		0.00%		0.00%		0.00%		0.00%	13	50.00%		0.00%
Finance and Resource Management, Office of	16	1	6.25%	1	6.25%		0.00%	15	93.75%		0.00%		0.00%		0.00%		0.00%		0.00%
Fire & Emergency Medical Services Department	2049	638	31.14%	1334	65.10%	24	1.17%	660	32.21%		0.00%	10	0.49%	6	0.29%	12	0.59%	2	0.10%
Health Benefit Exchange Authority	92	33	35.87%	2	2.17%	7	7.61%	43	46.74%	12	13.04%	21	22.83%	4	4.35%	2	2.17%		0.00%
Homeland Security & Emerg. Mgmt. Agency	112	41	36.61%	5	4.46%	6	5.36%	33	29.46%	40	35.71%	24	21.43%	1	0.89%	2	1.79%	1	0.89%
Judicial Nomination Commission	2	1	50.00%		0.00%		0.00%		0.00%		0.00%	1	50.00%		0.00%	1	50.00%		0.00%
Mayor, Executive Office of the	109	100	91.74%	3	2.75%	4	3.67%	9	8.26%	6	5.50%	1	0.92%		0.00%	81	74.31%	4	3.67%
Mayor's Office of Legal Counsel	6	6	100.00%		0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	6	100.00%		0.00%
Metropolitan Police Department	4500	924	20.53%	3852	85.60%	309	6.87%	252	5.60%	12	0.27%	63	1.40%	7	0.16%	3	0.07%	1	0.02%
Motion Picture and Television Development, Office of	8	4	50.00%		0.00%		0.00%	3	37.50%		0.00%	3	37.50%		0.00%	1	12.50%	1	12.50%
Non Public Tuition	8	0	0.00%		0.00%		0.00%		0.00%		0.00%	1	12.50%		0.00%		0.00%		0.00%
Ofc. of the Deputy Mayor for Health and Human Services	11	11	100.00%		0.00%		0.00%	7	63.64%	1	9.09%		0.00%		0.00%	3	27.27%		0.00%
Ofc. of the Deputy Mayor for the Public Safety & Justice Cluster	8	8	100.00%		0.00%		0.00%	2	25.00%		0.00%		0.00%		0.00%	5	62.50%	1	12.50%
Ofc. Victim Serv. & Justice Grants Admin	16	6	37.50%		0.00%		0.00%	12	75.00%	1	6.25%	1	6.25%		0.00%	2	12.50%		0.00%
Office of Administrative Hearings	74	47	63.51%	25	33.78%		0.00%	5	6.76%		0.00%	5	6.76%	6	8.11%	33	44.59%		0.00%
Office of Cable Television	40	17	42.50%	8	20.00%	1	2.50%	22	55.00%	2	5.00%	5	12.50%	1	2.50%	1	2.50%		0.00%
Office of Campaign Finance	25	9	36.00%	7	28.00%		0.00%	13	52.00%		0.00%	3	12.00%	1	4.00%	1	4.00%		0.00%
Office of Community Affairs	1	1	100.00%		0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	1	100.00%		0.00%
Office of Contracting and Procurement	203	90	44.33%	8	3.94%		0.00%	130	64.04%		0.00%	60	29.56%	3	1.48%		0.00%	1	0.49%
Office of Disability Rights	12	10	83.33%	2	16.67%		0.00%	7	58.33%		0.00%	2	16.67%		0.00%		0.00%	1	8.33%
Office of Employee Appeals	15	3	20.00%	3	20.00%		0.00%	3	20.00%		0.00%		0.00%	8	53.33%	1	6.67%		0.00%
Office of Film, Television and Entertainment	4	3	75.00%		0.00%		0.00%	1	25.00%		0.00%		0.00%	1	25.00%	2	50.00%		0.00%
Office of Human Rights	40	27	67.50%	2	5.00%	3	7.50%	17	42.50%	5	12.50%	5	12.50%	5	12.50%	2	5.00%	1	2.50%
Office of Neighborhood Safety and Engagement	15	10	66.67%		0.00%		0.00%	10	66.67%	2	13.33%	2	13.33%		0.00%	1	6.67%		0.00%
Office of Planning	71	35	49.30%		0.00%		0.00%	57	80.28%	1	1.41%	10	14.08%	1	1.41%	1	1.41%	1	1.41%

District residency by agency by group--show number and percent of total in that category that are DC residents, by each category (Q37)

Agency Name	Total employees	Total number of DC residents	Percent who are DC residents	Group 1		Group 2		Group 3		Group 4		Group 5		Group 6		Group 7		Group 8	
				Career Service, Competitive positions Grades 9 or below		Term or Temporary positions Grades 9 or below		Remaining Career Service, Competitive positions		Remaining Term or Temporary positions		Management and Supervisory Service positions		Legal Service positions		Excepted Service positions		Executive Service positions	
				Number	% of total	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Office of Police Complaints	22	14	63.64%	7	31.82%		0.00%	10	45.45%		0.00%	3	13.64%		0.00%	2	9.09%		0.00%
Office of Risk Management	83	25	30.12%	1	1.20%	12	14.46%	13	15.66%	33	39.76%	16	19.28%	7	8.43%		0.00%	1	1.20%
Office of the Attorney General	575	283	49.22%	72	12.52%	27	4.70%	148	25.74%	19	3.30%	24	4.17%	256	44.52%	28	4.87%	1	0.17%
Office of the Chief Financial Officer	1286	339	26.36%	324	25.19%	31	2.41%	898	69.83%	11	0.86%	15	1.17%	1	0.08%	5	0.39%		0.00%
Office of the Chief Medical Examiner	92	38	41.30%	27	29.35%	2	2.17%	44	47.83%	6	6.52%	10	10.87%		0.00%	1	1.09%	1	1.09%
Office of the Chief Technology Officer	338	82	24.26%	25	7.40%	1	0.30%	272	80.47%	1	0.30%	33	9.76%	4	1.18%	1	0.30%		0.00%
Office of the City Administrator	57	42	73.68%	1	1.75%	2	3.51%	14	24.56%	5	8.77%	3	5.26%	10	17.54%	21	36.84%		0.00%
Office of the DC Auditor	29	14	48.28%	2	6.90%	1	3.45%	17	58.62%	1	3.45%	5	17.24%		0.00%	3	10.34%		0.00%
Office of the Deputy Mayor for Greater Economic Opportunity	16	13	81.25%	1	6.25%			4	25.00%	2	12.50%	1	6.25%		0.00%	8	50.00%		0.00%
Office of the Deputy Mayor for Planning & Economic Development	67	42	62.69%	1	1.49%	4	5.97%	21	31.34%	23	34.33%	9	13.43%	4	5.97%	4	5.97%	1	1.49%
Office of the Inspector General	90	30	33.33%	6	6.67%		0.00%	53	58.89%		0.00%	22	24.44%		0.00%	8	8.89%	1	1.11%
Office of the People's Counsel	38	21	55.26%	1	2.63%		0.00%	23	60.53%		0.00%	5	13.16%	9	23.68%		0.00%		0.00%
Office of the Secretary	26	17	65.38%	2	7.69%	2	7.69%	14	53.85%		0.00%		0.00%	2	7.69%	5	19.23%	1	3.85%
Office of the Senior Advisor	18	18	100.00%		0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	18	100.00%		0.00%
Office of the State Superintendent of Education	408	155	37.99%	8	1.96%	3	0.74%	25	6.13%	12	2.94%	96	23.53%	8	1.96%		0.00%	1	0.25%
Office of the Tenant Advocate	18	11	61.11%	1	5.56%	1	5.56%	7	38.89%		0.00%		0.00%	8	44.44%	1	5.56%		0.00%
Office of Unified Communications	350	162	46.29%	166	47.43%	8	2.29%	139	39.71%		0.00%	35	10.00%	1	0.29%		0.00%	1	0.29%
Office of Veteran Affairs	4	4	100.00%		0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	4	100.00%		0.00%
Office of Zoning	18	9	50.00%	1	5.56%		0.00%	12	66.67%	1	5.56%	2	11.11%	1	5.56%	1	5.56%		0.00%
Office on Aging	73	33	45.21%	2	2.74%		0.00%	51	69.86%	7	9.59%	11	15.07%	1	1.37%		0.00%	1	1.37%
Office on Latino Affairs	9	9	100.00%		0.00%	1	11.11%	1	11.11%	1	11.11%		0.00%		0.00%	5	55.56%	1	11.11%
ORM - Workers Compensation	25	13	52.00%	20	80.00%		0.00%		0.00%		0.00%		0.00%		0.00%		0.00%		0.00%
OSSE DOT Department	1457	863	59.23%	84	5.77%	2	0.14%	7	0.48%	3	0.21%	59	4.05%	1	0.07%		0.00%		0.00%
Public Employee Relations Board	9	9	100.00%	1	11.11%		0.00%	3	33.33%		0.00%		0.00%	5	55.56%		0.00%		0.00%
Public Service Commission	72	23	31.94%	2	2.78%		0.00%	40	55.56%	6	8.33%	11	15.28%	13	18.06%		0.00%		0.00%
Real Property Tax Appeals Commission (RPTAC)	11	6	54.55%	2	18.18%	1	9.09%	1	9.09%	6	54.55%	1	9.09%		0.00%		0.00%		0.00%
Statehood Initiatives Agency	8	4	50.00%		0.00%	4	50.00%		0.00%	2	25.00%		0.00%		0.00%	1	12.50%	1	12.50%
University of the District of Columbia	1346	614	45.62%	36	2.67%	750	55.72%	29	2.15%	33	2.45%		0.00%		0.00%		0.00%		0.00%

Attachment 38 – New Hire Residency Breakdown

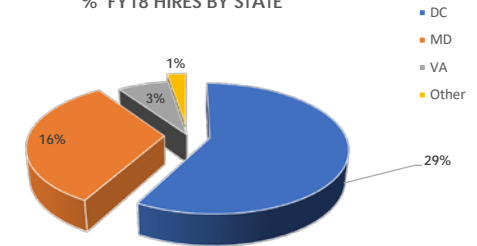
FY18	TOTAL NUMBER OF NEW HIRES	6717
FY18	NUMBER OF EMPLOYEES WHO RECEIVED DC WAIVER	N/A
FY18	NUMBER OF EMPLOYEES WHO HAD A DC WAIVER	N/A
FY18	NO. OF EMPLOYEES FAILED TO MAINTAIN DC RESIDENCY	0

FISCAL YEAR 2018 BREAKDOWN		%
DC	946	29%
MD	530	16%
VA	115	3%
Other	42	1%

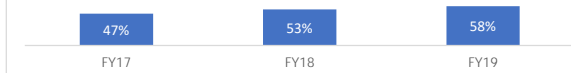
FY19 YTD	PERCENT OF NEW HIRES WHO ARE DC RESIDENTS	946	58%
FY19 YTD	PERCENT OF NEW HIRES WHO ARE MD RESIDENTS	530	32%
FY19 YTD	PERCENT OF NEW HIRES WHO ARE VA RESIDENTS	115	7%
FY19 YTD	PERCENT OF NEW HIRES WHO ARE OTHER RESIDENTS	42	3%

FY18	PERCENT OF NEW HIRES WHO ARE DC RESIDENTS	3574	53%
FY18	PERCENT OF NEW HIRES WHO ARE MD RESIDENTS	2406	36%
FY18	PERCENT OF NEW HIRES WHO ARE VA RESIDENTS	638	9%
FY18	PERCENT OF NEW HIRES WHO ARE OTHER RESIDENTS	99	1%

% FY18 HIRES BY STATE



DC RESIDENCY HIRES BY FISCAL YEAR



Term and Temporary hiring trends, by agency (Q40)													Attachment 40 – Temp and Term Hiring.xls					
	FY17			FY18			FY19			FY17			FY18			FY19		
Name of agency	Total number of new hires	# of new hires that were Term	% of new hires that were Term	Total number of new hires	# of new hires that were Term	% of new hires that were Term	Total number of new hires	# of new hires that were Term	% of new hires that were Term	Total number of new hires	# of new hires that were Term	% of new hires that were Term	Total number of new hires	# of new hires that were Term	% of new hires that were Term	Total number of new hires	# of new hires that were Term	% of new hires that were Term
Alcoholic Beverage Regulation Administration	6	6	0%	4	4	100%	4	4	100%	6	0	0%	4	0	0%	4	0	0%
Board of Elections and Ethics	16	0	88%	55	0	0%	14	0	0%	16	14	88%	55	41	75%	14	11	79%
Board of Ethics and Government Accountability	1	0	0%	1	1	100%	2	0	0%	1	0	0%	1	0	0%	2	0	0%
Child and Family Services Agency	46	5	0%	44	0	0%	21	0	0%	46	0	0%	44	0	0%	21	0	0%
Commission on the Arts and Humanities	8	6	0%	3	1	33%	1	0	0%	8	0	0%	3	0	0%	1	0	0%
Corrections Information Council	1	1	0%	4	2	50%	0	0	0%	1	0	0%	4	0	0%	0	0	0%
Council of the District of Columbia	40	1	25%	27	1	4%	7	0	0%	40	10	25%	27	17	63%	7	0	0%
Criminal Justice Coordinating Council	1	0	0%	2	0	0%	0	0	0%	1	0	0%	2	0	0%	0	0	0%
DC Department of Human Resources	58	7	81%	155	34	22%	20	5	25%	58	47	81%	155	118	76%	20	11	55%
DC Lottery and Charitable Games Control Board	5	0	20%	6	0	0%	0	0	0%	5	1	20%	6	0	0%	0	0	0%
DC National Guard	14	12	0%	24	20	83%	1	1	100%	14	0	0%	24	4	17%	1	0	0%
DC Public Library	48	1	31%	48	2	4%	21	1	5%	48	15	31%	48	17	35%	21	9	43%
DC Public Schools	965	9	20%	1114	5	0%	214	4	2%	965	195	20%	1114	162	15%	214	63	29%
DC Retirement Board	5	0	0%	2	0	0%	2	0	0%	5	0	0%	2	0	0%	2	0	0%
DC Sentencing Commission	2	0	0%	1	0	0%	0	0	0%	2	0	0%	1	0	0%	0	0	0%
Department of Behavioral Health	83	22	11%	90	15	17%	27	6	22%	83	9	11%	90	21	23%	27	3	11%
Department of Consumer and Regulatory Affairs	56	42	2%	36	26	72%	7	4	57%	56	1	2%	36	3	8%	7	0	0%
Department of Corrections	240	176	0%	142	11	8%	45	4	9%	240	1	0%	142	2	1%	45	1	2%
Department of Employment Services	102	49	35%	88	39	44%	13	7	54%	102	36	35%	88	41	47%	13	2	15%
Department of Energy and Environment	66	32	47%	59	22	37%	18	8	44%	66	31	47%	59	32	54%	18	8	44%
Department of For-Hire Vehicles	2	0	0%	5	2	40%	2	0	0%	2	0	0%	5	0	0%	2	0	0%
Department of Forensic Sciences	35	17	11%	30	3	10%	2	2	100%	35	4	11%	30	3	10%	2	0	0%
Department of General Services	56	20	0%	32	8	25%	4	1	25%	56	0	0%	32	0	0%	4	1	25%
Department of Health	80	28	34%	41	8	20%	30	17	57%	80	27	34%	41	18	44%	30	11	37%
Department of Health Care Finance	23	1	13%	29	6	21%	7	1	14%	23	3	13%	29	3	10%	7	2	29%
Department of Housing and Community Development	8	4	0%	11	0	0%	4	0	0%	8	0	0%	11	0	0%	4	1	25%
Department of Human Services	65	48	5%	70	58	83%	14	9	64%	65	3	5%	70	0	0%	14	0	0%
Department of Insurance, Securities and Banking	19	1	11%	5	0	0%	2	0	0%	19	2	11%	5	1	20%	2	1	50%
Department of Motor Vehicles	23	0	4%	18	0	0%	9	0	0%	23	1	4%	18	0	0%	9	0	0%
Department of Parks and Recreation	241	12	88%	255	12	5%	7	3	43%	241	211	88%	255	228	89%	7	0	0%
Department of Public Works	62	4	82%	85	1	1%	129	2	2%	62	51	82%	85	76	89%	129	112	87%
Department of Small and Local Business Development	4	2	0%	5	4	80%	2	2	100%	4	0	0%	5	0	0%	2	0	0%
Department of Youth Rehabilitation Services	47	15	0%	56	13	23%	27	6	22%	47	0	0%	56	0	0%	27	0	0%
Department on Disability Services	26	4	0%	15	9	60%	7	0	0%	26	0	0%	15	0	0%	7	0	0%
Deputy Mayor for Education	4	1	0%	6	0	0%	2	0	0%	4	0	0%	6	0	0%	2	0	0%
District Department of Transportation	87	5	1%	136	3	2%	33	0	0%	87	1	1%	136	1	1%	33	0	0%
District of Columbia State Board of Education	10	1	60%	13	0	0%	8	3	38%	10	6	60%	13	9	69%	8	5	63%
Executive Office of the Mayor	17	0	0%	41	3	7%	9	1	11%	17	0	0%	41	0	0%	9	0	0%
Fire and Emergency Medical Services Department	69	0	26%	108	0	0%	30	0	0%	69	18	26%	108	0	0%	30	1	3%
Health Benefit Exchange Authority	21	13	0%	22	14	64%	5	2	40%	21	0	0%	22	1	5%	5	0	0%
Homeland Security & Emerg. Mgmt. Agency	19	17	0%	14	8	57%	14	13	93%	19	0	0%	14	0	0%	14	0	0%
Mayor's Office of Legal Counsel	1	0	0%	0	0	0%	0	0	0%	1	0	0%	0	0	0%	0	0	0%
Metropolitan Police Department	308	64	2%	356	78	22%	108	21	19%	308	6	2%	356	2	1%	108	0	0%
Office of Administrative Hearings	2	1	0%	3	0	0%	5	0	0%	2	0	0%	3	0	0%	5	0	0%
Office of Asian and Pacific Islander Affairs	7	7	0%	2	2	100%	2	2	100%	7	0	0%	2	0	0%	2	0	0%
Office of Cable Television	10	10	0%	1	1	100%	4	0	0%	10	0	0%	1	0	0%	4	3	75%
Office of Contracting and Procurement	31	4	0%	8	0	0%	5	0	0%	31	0	0%	8	0	0%	5	0	0%
Office of Disability Rights	1	0	0%	2	0	0%	0	0	0%	1	0	0%	2	0	0%	0	0	0%
Office of Film, Television and Entertainment	4	2	0%	0	0	0%	1	0	0%	4	0	0%	0	0	0%	1	0	0%
Office of Human Rights	5	4	0%	6	5	83%	2	0	0%	5	0	0%	6	0	0%	2	1	50%
Office of Motion Picture and Television Development	2	2	0%	1	1	100%	0	0	0%	2	0	0%	1	0	0%	0	0	0%
Office of Planning	8	0	0%	4	0	0%	1	0	0%	8	0	0%	4	0	0%	1	0	0%
Office of Police Complaints	8	0	38%	6	0	0%	1	0	0%	8	3	38%	6	5	83%	1	0	0%
Office of Risk Management	7	6	0%	46	34	74%	5	2	40%	7	0	0%	46	1	2%	5	0	0%
Office of the Attorney General	65	13	28%	67	14	21%	24	1	4%	65	18	28%	67	24	36%	24	12	50%
Office of the Chief Financial Officer	107	9	19%	73	1	1%	26	1	4%	107	20	19%	73	19	26%	26	5	19%
Office of the Chief Medical Examiner	18	2	6%	3	2	67%	2	1	50%	18	1	6%	3	0	0%	2	0	0%
Office of the Chief Technology Officer	34	29	3%	16	15	94%	9	2	22%	34	1	3%	16	0	0%	9	0	0%
Office of the City Administrator	9	5	0%	6	0	0%	4	3	75%	9	0	0%	6	0	0%	4	0	0%
Office of the DC Auditor	4	0	0%	2	1	50%	3	0	0%	4	0	0%	2	0	0%	3	1	33%
Office of the Deputy Mayor for Greater Economic Opportunity	5	2	0%	3	2	67%	2	0	0%	5	0	0%	3	0	0%	2	0	0%
Office of the Deputy Mayor for Planning and Economic Development	9	8	0%	7	7	100%	2	1	50%	9	0	0%	7	0	0%	2	0	0%
Office of the Deputy Mayor Health and Human Services	5	1	0%	3	0	0%	1	0	0%	5	0	0%	3	0	0%	1	0	0%
Office of the Deputy Mayor Public Safety & Justice Cluster	2	0	50%	1	0	0%	0	0	0%	2	1	50%	1	0	0%	0	0	0%
Office of the Inspector General	16	0	0%	12	2	17%	5	0	0%	16	0	0%	12	0	0%	5	0	0%
Office of the People's Counsel	4	0	0%	2	0	0%	0	0	0%	4	0	0%	2	0	0%	0	0	0%
Office of the Secretary	4	2	0%	1	0	0%	0	0	0%	4	0	0%	1	0	0%	0	0	0%
Office of the Senior Advisor	6	0	0%	8	0	0%	0	0	0%	6	0	0%	8	0	0%	0	0	0%
Office of the State Superintendent of Education	55	0	5%	70	12	17%	10	1	10%	55	3	5%	70	4	6%	10	0	0%

Term and Temporary hiring trends, by agency (Q40)									Attachment 40 – Temp and Term Hiring.xls										
	FY17			FY18			FY19			FY17			FY18			FY19			
Name of agency	Total number of new hires	# of new hires that were Term	% of new hires that were Term	Total number of new hires	# of new hires that were Term	% of new hires that were Term	Total number of new hires	# of new hires that were Term	% of new hires that were Term	Total number of new hires	# of new hires that were Term	% of new hires that were Term	Total number of new hires	# of new hires that were Term	% of new hires that were Term	Total number of new hires	# of new hires that were Term	% of new hires that were Term	
Office of Unified Communications	23	0	0%	24	21	88%	7	0	0%	23	0	0%	24	0	0%	7	0	0%	
Office of Veteran Affairs	1	0	0%	1	0	0%	1	0	0%	1	0	0%	1	0	0%	1	0	0%	
Office of Zoning	1	0	0%	0	0	0%	0	0	0%	1	0	0%	0	0	0%	0	0	0%	
Office on Aging	11	7	27%	6	1	17%	5	3	60%	11	3	27%	6	1	17%	5	1	20%	
Office on Latino Affairs	3	1	0%	1	0	0%	2	1	50%	3	0	0%	1	0	0%	2	0	0%	
Office Victim Serv. & Justice Grants Admin	2	0	0%	1	0	0%	2	0	0%	2	0	0%	1	0	0%	2	0	0%	
OSSE DOT Department	63	0	0%	108	1	1%	27	1	4%	63	0	0%	108	0	0%	27	1	4%	
Public Employee Relations Board	1	0	0%	1	0	0%	0	0	0%	1	0	0%	1	0	0%	0	0	0%	
Public Service Commission	5	0	0%	5	0	0%	0	0	0%	5	0	0%	5	0	0%	0	0	0%	
Statehood Initiatives Agency	1	0	100%	0	0	0%	0	0	0%	1	1	100%	0	0	0%	0	0	0%	
University of the District of Columbia	316	4	80%	314	4	1%	155	0	0%	316	253	80%	314	262	83%	155	136	88%	

LEAP Statistics - FY18_ONLY

Cohort 8 Started in Nov. 2017 and they are in the Program for 1 year.

	Cohort 6 (OCME)	Cohort 8 (DCRA)	Cohort 9 (DPW)	Cohort 10 (DFHV/OAH)	Cohort 11 (DOES/OAH)	Cohort 12 (DCRA/DOES)	Cohort 13 (DCRA, DBH, and DHS)	Cohort 14 (OCTO)	Cohort 15 (DCHR)	Cohort 16 (DPW)	Cohort 17 (OCTO/DOES)	Cohort 18 (DFHV/OCTO)	Total
Accepted	6	9	16	6	18	7	3	18	11	16	4	3	117
Obtained Unsubsidized Employment	3	5	1	1	0	1	0	0	0	0	0	0	11
Completed	3	5	1	1	0	1	0	0	0	0	0	0	11
Active	1	0	9	5	12	6	3	16	11	16	4	1	84

Attachment 45 FY 18-19 Applicants and Hires										
Agency	Agency Name	Total Applicant	DC Resident Applicant	Applicant Claimed Residency Preference	DC Resident Applicant NOT claimed Preference	DC Resident Hire	Total Hire	% DC Resident Hire	Hire Claimed Residency Preference	DC Resident Hire NOT claimed Preference
AA	Executive Office of the Mayor	#N/A	#N/A	#N/A	#N/A	63	67	94%	0	63
AB	Council of the District of Columbia	#N/A	#N/A	#N/A	#N/A	40	43	93%	15	25
AC	Office of the DC Auditor	#N/A	#N/A	#N/A	#N/A	6	8	75%	5	1
AD	Office of the Inspector General	660	155	178	5	4	19	21%	1	3
AE	Office of the City Administrator	67	28	35	0	13	18	72%	3	10
AF	Contract Appeals Board	#N/A	#N/A	#N/A	#N/A	0	1	0%	0	0
AG	Board of Ethics and Government Accountability	56	19	17	2	3	5	60%	1	2
AI	Office of the Senior Advisor	#N/A	#N/A	#N/A	#N/A	8	8	100%	0	8
AM	Department of General Services	273	102	116	2	21	49	43%	12	9
AP	Office of Asian and Pacific Islander Affairs	#N/A	#N/A	#N/A	#N/A	2	4	50%	0	2
AT	Office of the Chief Financial Officer	#N/A	#N/A	#N/A	#N/A	24	105	23%	2	22
BA	Office of the Secretary	#N/A	#N/A	#N/A	#N/A	1	2	50%	0	1
BD	Office of Planning	344	143	154	3	4	5	80%	2	2
BE	DC Department of Human Resources	418	158	183	2	165	218	76%	6	159
BN	Homeland Security & Emerg. Mgmt. Agency	633	207	232	5	11	29	38%	1	10
BX	Commission on the Arts and Humanities	10	6	6	0	2	4	50%	1	1
BY	Office on Aging	579	219	239	4	9	17	53%	1	8
BZ	Office on Latino Affairs	#N/A	#N/A	#N/A	#N/A	2	2	100%	0	2
CB	Office of the Attorney General	#N/A	#N/A	#N/A	#N/A	47	92	51%	5	42
CE	DC Public Library	2428	1187	1299	28	49	80	61%	11	38
CF	Department of Employment Services	556	205	229	2	87	152	57%	5	82
CG	Public Employee Relations Board	#N/A	#N/A	#N/A	#N/A	2	2	100%	1	1
CH	Office of Employee Appeals	#N/A	#N/A	#N/A	#N/A	0	2	0%	0	0
CI	Office of Film, Television and Entertainment	#N/A	#N/A	#N/A	#N/A	1	1	100%	0	1
CJ	Office of Campaign Finance	226	108	119	1	2	4	50%	0	2
CQ	Office of the Tenant Advocate	2	0	0	0	2	3	67%	0	2
CR	Department of Consumer and Regulatory Affairs	1185	461	531	6	21	57	37%	2	19
CT	Office of Cable Television	113	58	63	0	2	3	67%	0	2
DA	Real Property Tax Appeals Commission (RPTAC)	#N/A	#N/A	#N/A	#N/A	1	1	100%	0	1
DB	Department of Housing and Community Development	112	44	51	0	7	16	44%	3	4
DC	DC Lottery and Charitable Games Control Board	#N/A	#N/A	#N/A	#N/A	2	7	29%	0	2
DH	Public Service Commission	355	176	199	4	2	6	33%	2	0
DJ	Office of the People's Counsel	433	226	245	0	2	4	50%	1	1
DL	Board of Elections and Ethics	315	191	215	1	112	148	76%	6	106
DV	Judicial Nominations Commission	#N/A	#N/A	#N/A	#N/A	1	1	100%	1	0
DY	Office of Advisory Neighborhood Commissions	#N/A	#N/A	#N/A	#N/A	1	1	100%	0	1
DY	DC Retirement Board	#N/A	#N/A	#N/A	#N/A	0	5	0%	0	0
EB	Office of the Deputy Mayor for Planning and Economic Development	288	123	142	0	6	11	55%	1	5
EM	Office of the Deputy Mayor for Greater Economic Opportunity	1	0	0	0	4	5	80%	1	3
EN	Department of Small and Local Business Development	571	274	315	6	5	10	50%	0	5
FA	Metropolitan Police Department	2063	670	746	23	145	473	31%	24	121
FB	Fire and Emergency Medical Services Department	177	72	80	1	74	160	46%	49	25
FH	Office of Police Complaints	89	18	21	1	3	8	38%	2	1
FI	Corrections Information Council	#N/A	#N/A	#N/A	#N/A	4	5	80%	0	4
FJ	Criminal Justice Coordinating Council	31	6	7	0	3	3	100%	3	0
FK	DC National Guard	111	44	44	4	4	29	14%	1	3
FL	Department of Corrections	767	266	296	11	43	196	22%	1	42
FO	Office Victim Serv. & Justice Grants Admin	134	38	40	0	0	3	0%	0	0
FQ	Office of the Deputy Mayor Public Safety & Justice Cluster	#N/A	#N/A	#N/A	#N/A	1	1	100%	0	1
FR	Department of Forensic Sciences	826	111	126	6	9	43	21%	0	9
FS	Office of Administrative Hearings	642	319	353	1	6	10	60%	3	3
FX	Office of the Chief Medical Examiner	260	78	84	4	3	7	43%	1	2
FZ	DC Sentencing Commission	#N/A	#N/A	#N/A	#N/A	1	1	100%	0	1
GA	DC Public Schools	#N/A	#N/A	#N/A	#N/A	1002	2049	49%	11	991
GD	Office of the State Superintendent of Education	2331	998	1120	18	38	100	38%	13	25
GE	District of Columbia State Board of Education	254	97	108	4	16	25	64%	0	16
GF	University of the District of Columbia	#N/A	#N/A	#N/A	#N/A	845	1594	53%	5	840
GO	OSSE DOT Department	1095	579	640	7	106	188	56%	47	59
GW	Deputy Mayor for Education	#N/A	#N/A	#N/A	#N/A	8	9	89%	3	5
HA	Department of Parks and Recreation	1936	1146	1263	15	431	565	76%	16	415
HC	Department of Health	802	299	349	6	38	74	51%	8	30
HG	Office of the Deputy Mayor Health and Human Services	7	4	6	1	4	4	100%	2	2
HI	Health Benefit Exchange Authority	18	8	8	0	6	27	22%	0	6
HM	Office of Human Rights	523	190	213	2	5	8	63%	0	5
HT	Department of Health Care Finance	453	150	171	1	24	45	53%	9	15
JA	Department of Human Services	2883	1167	1314	17	57	120	48%	12	45
JM	Department on Disability Services	1658	501	581	7	12	33	36%	1	11
JR	Office of Disability Rights	#N/A	#N/A	#N/A	#N/A	3	3	100%	0	3
JZ	Department of Youth Rehabilitation Services	2969	1068	1199	17	48	103	47%	33	15
KA	District Department of Transportation	2507	1291	1394	32	152	203	75%	65	87
KG	Department of Energy and Environment	820	390	429	1	67	112	60%	15	52
KT	Department of Public Works	712	289	317	8	436	509	86%	12	424
KV	Department of Motor Vehicles	422	224	247	6	25	27	93%	20	5
LQ	Alcoholic Beverage Regulation Administration	350	114	132	4	6	9	67%	3	3
MA	Criminal Code Reform Commission	#N/A	#N/A	#N/A	#N/A	1	1	100%	0	1
NS	Office of Neighborhood Safety and Engagement	681	318	357	5	5	6	83%	2	3
PO	Office of Contracting and Procurement	383	120	135	0	6	14	43%	3	3
RK	Office of Risk Management	82	23	25	0	15	57	26%	1	14
RL	Child and Family Services Agency	1028	290	341	10	27	82	33%	5	22
RM	Department of Behavioral Health	1653	649	710	16	74	149	50%	35	39
RP	Office of Community Affairs	#N/A	#N/A	#N/A	#N/A	1	1	100%	0	1
SR	Department of Insurance, Securities and Banking	177	52	55	2	5	9	56%	2	3
TC	Department of For-Hire Vehicles	356	140	153	3	6	12	50%	2	4
TK	Office of Motion Picture and Television Development	#N/A	#N/A	#N/A	#N/A	0	1	0%	0	0
TO	Office of the Chief Technology Officer	202	53	54	1	11	29	38%	0	11
UC	Office of Unified Communications	652	334	369	5	8	26	31%	1	7
VA	Office of Veteran Affairs	#N/A	#N/A	#N/A	#N/A	2	2	100%	0	2

Agencies	Subject	Received Date	File Type	Complaint Type	Disposition	Status	Status Date
Alcoholic Beverage Regulation Administration	Employee	10/3/17	Grievance	Work Conditions	Grievance was denied as untimely and concerns not grievable.	Closed	6/4/18
ANONYMOUS	ANONYMOUS	FY18	Complaint	Hiring Process, Salary Practices	Investigative report submitted to OIG.	Closed	6/11/18
ANONYMOUS	Third-party Vendor	9/28/17	Complaint	Data Privacy	Investigative report submitted to OIG and third-party vendor enhanced its processes.	Closed	2/22/18
ANONYMOUS	ANONYMOUS	FY18	Complaint	Hiring, Termination, Discrimination	Investigative report submitted to OIG.	Closed	6/8/18
ANONYMOUS	ANONYMOUS	FY18	Complaint	Personnel Practices	OIG notified that matter should be referred to agency (independent personnel authority).	Closed	3/26/18
ANONYMOUS	ANONYMOUS	FY18	Complaint	Residency Preference	DCHR conducted residency determination hearing and notified OIG of outcome.	Closed	9/26/18
ANONYMOUS	Third-party Vendor	FY18	Complaint	Insurance Premium	Investigative report submitted to OIG, employee reimbursed and supervision of third-party vendor enhanced.	Closed	9/25/18
ANONYMOUS	ANONYMOUS	FY17	Complaint	Hiring/credentials	Agency notified employee to order required credential evaluation; awaiting report from outside entity.	Pending	1/31/19
ANONYMOUS	ANONYMOUS	FY19	Complaint	Telework	Investigation pending	Pending	1/31/18
Board of Ethics and Government Accountability	Employee	9/14/17	Grievance	Work Conditions	Agency denial of grievance affirmed.	Closed	4/12/18
DC Office of Neighborhood Safety and Engagement	Employee	1/22/19	Complaint	Sexual Harassment	Referred employee to agency's sexual harassment officers.	Closed	1/23/19
Department of Behavioral Health	Employee	9/5/17	Grievance	Hiring Process	Transferred to agency for resolution (DBH has independent personnel authority).	Closed	10/3/17
Department of Consumer and Regulatory Affairs	Employee	2/23/18	Special Investigation	Whistleblower Violation	Investigatory report and recommendations submitted to agency.	Closed	5/25/18
Department of Consumer and Regulatory Affairs	Employee	5/22/18	Complaint	Improper RIF	DCHR issued response to former employee.	closed	6/8/18
Department of Consumer and Regulatory Affairs	Employee	2/15/18	Complaint	Termination	DCHR investigated and issued response to employee.	Closed	4/24/18
Department of Consumer and Regulatory Affairs	Employee	12/24/18	Complaint	Attorney Evaluations	Matter transferred to MOLC.	Closed	12/27/18
Department of Consumer and Regulatory Affairs	Employee	12/21/18	Grievance	Employee Evaluations	Employees provided with next steps to initiate grievance process.	Closed	12/27/18
Department of Consumer and Regulatory Affairs	Employee	8/17/17	Complaint	Benefits termination	Employee appealed to Mayor's Office which issued final decision.	Closed	7/31/18
Department of Corrections	Employee	8/28/17	Grievance	Hiring Process	Grievance denied as untimely.	Closed	10/5/17
Department of Employment Services	Former Employee	2/20/18	Grievance	Hiring Process	Grievance was forwarded back to the agency for review and resolution.	Closed	2/27/18
Department of Employment Services	Employee	7/24/18	Grievance	Hiring Process	Selected candidate was properly scored higher than grievant. Matter informally resolved.	Closed	8/13/18
Department of Employment Services	Employee	10/29/18	Grievance	Hiring Process	Grievance denied as candidates were properly scored and grievant was not highest scoring candidate.	Closed	11/26/18
Department of Employment Services	Employee	3/7/18	Special Investigation	Sexual Harassment	Investigatory report and recommendations submitted to agency.	Closed	5/18/18
Department of Energy and Environment	Employee	1/17/18	Grievance	Leave Accrual	Case transferred to agency for resolution.	Closed	1/19/18
Department of For-Hire Vehicles	Employee	3/19/18	Grievance	Leave Accrual	Employee did not proceed with grievance process, therefore the case was closed.	Closed	5/28/18
Department of General Services	Employee	3/6/18	Grievance	Hiring Process	Grievance denied as merit file supported conclusions of interview panel.	Closed	8/1/18
Department of General Services	Employee	4/22/16	Grievance	Salary	Grievance originally transferred to agency and later delayed by parallel civil action; grievance denied following investigation of allegations.	Closed	3/2/18
Department of General Services	Employee	12/5/18	Complaint	Hiring Process and Retaliation	Ongoing investigation.	Open	1/25/19
Department of General Services	Employee	2/13/18	Complaint	Hiring Process	Merit file supported conclusions of interview panel.	Closed	8/1/18
Department of Health	Employee	10/25/17	Grievance	Performance Improvement Plan	Grievance declined because employee had filed with OEA.	Closed	3/16/18
Department of Housing and Community Development	Employee	12/4/18	Complaint	Grade change and backpay	Agency notified DCHR of settlement; awaiting signed agreement to implement.	Pending	1/31/19
Department of Human Resources	Employee	7/30/18	Grievance	Hiring Process	Grievance denied as applicant lacked required qualifications.	Closed	8/22/18
Department of Human Services	Employee	8/20/18	Grievance	Hiring Process	Grievant did not pursue claims (failed to respond to our attempts to reach her.)	Closed	9/24/18
Department of Insurance, Securities and Banking	Employee	7/24/18	Special Investigation	Work Conditions	Investigative report and recommendations will be submitted to agency.	Open	12/31/18
Department of Motor Vehicles	Former Employee	10/3/17	Grievance	Probationary Termination	Transferred to agency for resolution.	Closed	11/8/17
Department of Parks and Recreation	Employee	11/6/17	Grievance	Hiring Process	Transferred to agency for resolution.	Closed	11/7/17
Department of Public Works	Employee	7/9/18	Grievance	Suitability Designations	Grievance denied as designations appropriate for given positions and grievance is untimely.	Closed	7/31/18
Department of Public Works	Employee	11/9/18	Complaint	PFL	DCHR investigated and provided guidance to the agency.	Open	12/21/18
Department of Public Works	Employee	5/2/18	Special Investigation	Sexual Harassment	Investigative report and recommendations submitted to agency.	Closed	7/7/18
Department of Small and Local Business Development	Employee	12/4/17	Special Investigation	Sexual Harassment	Investigatory report and recommendations submitted to agency.	Closed	5/10/18
Department of Youth Rehabilitation Services	Former Employee	1/26/18	Grievance	Probationary Termination	Transferred to agency for resolution.	Closed	3/9/18
Department of Youth Rehabilitation Services	Former Employee	7/30/18	Grievance	Probationary Termination	Separation not grievable. DCHR reviewed allegations and concluded a personnel investigation was not warranted.	Closed	8/21/18
Department of Youth Rehabilitation Services	Employee	3/5/18	Grievance	Salary	Grievance was denied as salary was set appropriately per regulations.	Closed	4/7/18
Department of Youth Rehabilitation Services	Former Employee	11/20/17	Complaint	Probationary Termination	Probationary termination not grievable; employee advised of limited appeal options.	Closed	11/27/17
Department on Disability Services	Former Employee	11/11/18	Grievance	Work Conditions	Met with grievant and advised grievant of rights and potential remedies. Matter resolved informally.	Closed	11/29/18
District Department of Transportation	Employee	6/29/18	Special Investigation	Work Conditions	Investigatory report and recommendations submitted to agency.	Closed	10/30/18
Executive Office of the Mayor	Employee	12/13/18	Grievance	Term Appointment Expiration	Pending mediation.	Open	1/24/19
Office on Aging	Employee	5/10/18	Special Investigation	Work Conditions, Discrimination	Investigative report and recommendations submitted to agency.	Closed	11/20/18
Office on Aging	Employee	11/28/18	Grievance	Corrective Action	Explained agency's grievance decision to employee. Employee informally accepted agency's resolution.	Closed	12/19/18
Office on Aging	Employee	5/22/18	Special Investigation	Hiring Process	Investigative report and recommendations submitted to agency.	Closed	11/20/18
Office on Aging	Applicant	6/5/18	Grievance	Hiring Process	Grievance initiated by e-mail complaint. Grievant declined to participate in formal grievance process.	Closed	6/7/18
Office of Contracting and Procurement	Employee	12/8/17	Special Investigation	Sexual Harassment	Investigative report and recommendations submitted to agency.	Closed	2/23/18
Office of Disability Rights	Employee	8/25/17	Grievance	Hiring Process	Grievance denied, allegations unsubstantiated.	Closed	10/11/17
Office of the Chief Technology Officer	Employee	1/23/19	Grievance	Work Conditions	Pending at the time of this report.	Open	1/24/19
Office of the Inspector General	Employee	7/3/18	Special Investigation	Hiring Process	Investigative report and recommendations submitted to agency.	Closed	10/30/18
Office of the People's Counsel	Employee	10/22/17	Grievance	Corrective Action	Transferred to agency for resolution.	Closed	11/2/17
Office of the Secretary	Employee	1/11/18	Special Investigation	Work Conditions	Investigatory report and recommendations submitted to agency.	Closed	5/14/18
Office of the State Superintendent of Education	Employee	2/2/18	Complaint	FMLA Denial, Disability	Transferred to agency for resolution and referred employee to OHR and ODR, if needed.	Closed	3/16/18
Office of the State Superintendent of Education	Employee	1/24/18	Complaint	Desk Audit	Notified employee that desk audits are of current job responsibilities, not past work.	Closed	2/21/18
Office of the State Superintendent of Education	Employee	12/13/17	Grievance	Adverse Action	Grievance was denied.	Closed	2/6/18
Office of the State Superintendent of Education	Employee	8/31/17	Grievance	Union Membership	Grievance denied.	Closed	11/3/17

Attachment 46 – Complaints and Grievances Rcvd...xls

Agencies	Subject	Received Date	File Type	Complaint Type	Disposition	Status	Status Date
Office of Victim Services and Justice Grants	Employee	12/3/18	Grievance	Discrimination, Work Conditions	Parties provided with mediation.	Open	1/23/19
Workforce Investment Counsel	Employee	6/12/18	Complaint	Work Conditions, Termination	Provided guidance and support to agency.	Open	1/25/19



SEXUAL HARASSMENT REPORTS AND INVESTIGATIONS

PERSONNEL MANUAL ISSUANCE SYSTEM

dchr

**DISTRICT PERSONNEL
ISSUANCE No. 2018-08**

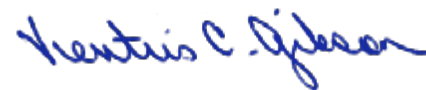
Effective Date:
April 25, 2018

Related DPM Chapters:
7B, 16, 18



Overview

The District of Columbia government is committed to maintaining a safe work environment free from harassment, abuse, and intimidation for all its employees. This issuance defines sexual harassment, and provides steps employees must take to report incidents of misconduct. This issuance also outlines how agencies should handle and investigate sexual harassment reports.



Ventris C. Gibson, Director

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Maintaining an Environment Free from Sexual Harassment

Maintaining an Environment Free from Sexual Harassment

The District government reaffirms its commitment to maintaining a harassment-free work environment.

The Mayor established a policy and related procedures mandating that workplaces be free from all forms of sexual harassment (Mayor's Order 2017-313). This policy protects individuals from workplace sexual harassment whether they are employees, contractors, interns, applicants for District government employment, or any other persons engaged by the District of Columbia to provide permanent or temporary employment services. The District's laws and policies also prohibit retaliation against anyone who reports harassment or who participates in an investigation.



Sexual Harassment Defined

Sexual Harassment Defined

Sexual harassment is unwelcome conduct of a sexual nature based on one's sex, or perceived sex that affects the terms or conditions of employment. When unwanted sexual conduct impacts a job-related decision, such as assignments, training opportunities, promotions or firing, or when the conduct creates a hostile work-environment because it is severe or pervasive, it is considered sexual harassment.

Sexual Conduct Relating to Job Benefits (Quid Pro Quo)

A supervisor engages in quid pro quo sexual harassment when he or she makes unwelcomed sexual advances, requests for sexual favors, or engages in other verbal or physical conduct of a sexual nature, based on an employee's sex or perceived sex, and requires that person to submit to such conduct, either explicitly or implicitly, as a term or condition of his or her employment. For example, sexual harassment may occur when there is an expectation that an employee will receive a job-related benefit if he or she submits to the sexual conduct.

Hostile Work Environments

An individual creates a hostile work environment based on a person's sex or perceived sex if he or she subjects the person to unwelcome sexual conduct, and this conduct is severe or pervasive enough to affect a term, condition, or privilege of employment. For example, an individual may create a hostile work environment for their coworker by using sexually degrading language describing an individual or describing their own sexual experiences, when this conduct is unwelcome and occurs on a daily basis. The District government strongly discourages sexual conduct in the workplace even if these activities are between two consenting parties, as this conduct has the potential to create a hostile work environment for third parties who find these behaviors uncomfortable or offensive.

Pervasive conduct. Sexual or romantic comments or gestures are unwelcome when an employee finds them to be offensive, rather than flattering or innocent, and occurs frequently. Different people have different sensitivities. A single offensive comment will not usually rise to the level of "sexual harassment." However, if an employee asks that the comments stop, and the comments persist, the conduct can be deemed "pervasive."

Severe conduct. Some conduct is so severe that a single occurrence can constitute sexual harassment. Severe conduct has sexual or romantic overtones, and would offend a reasonable person. This type of conduct is always unacceptable in the workplace. Examples of severe conduct include:

- Sexually assaulting an employee;
- Displaying sexual organs in any manner;
- Taking adverse action against an employee for his or her refusal to engage sexually or romantically; and
- Using sexually oriented language to criticize or otherwise degrade an employee or a class of people.



Designating a Sexual Harassment Officer

Designating a Sexual Harassment Officer

To assist employees and agencies with accepting, reviewing, and investigating sexual harassment complaints, Mayor's Order 2017-313 requires that all agencies designate a Sexual Harassment Officer (SHO). Agencies are also required to designate an office or alternate person for when the SHO is unavailable. Agencies must submit the names of their designees to OHR and DCHR via email at OHR@dc.gov and DCHR@dc.gov with the subject line, "[Agency Name] - SHO Designations." If an agency makes any changes to the SHO designation, they must notify both agencies within 10 business days.



When agreed upon, smaller agencies may utilize SHOs from larger agencies, or make other mutually agreeable arrangements for designating SHOs. Regardless, the names of all designees must be sent to OHR.

Who Can an Agency Designate as a SHO?

Agencies can designate SHOs at their discretion so long as the designee is competent in Equal Employment Opportunity (EEO) laws and has no inherent conflict of interest. Due to their role in advocating for, or defending the agency, DCHR recommends that, depending on the circumstances, agencies do not select the agency's General Counsel, or attorneys in an agency's Office of General Counsel. Please refer to OHR's SHO Designation Guidance for more information (Attachment 2 - SHO Designation Guidance).

Since the SHO will investigate allegations of a very sensitive nature, agencies must designate employees with specific criteria in mind. When designating employees to serve as a SHO, the agency should designate someone with:

- **Experience** – as stated above, individuals designated as SHOs should have experience investigating complaints, or have related education and training. For example, experienced investigators know what to look for, how to find it, and how to interpret what they find;
- **Impartiality** – individuals serving as SHOs must be perceived in the workplace, and by the parties to the complaint, to be fair and objective; and
- **Professionalism** – individuals investigating sexual harassment complaints must perform their responsibilities with the utmost professionalism, without interference from personal feelings or bias. While investigating these complaints, the SHO should maintain the confidentiality and integrity of the process to the full extent possible.

Individuals who may be ideal designees include:

- HR Advisors or HR Managers
- Individuals competent in or familiar with EEO provisions
- Individuals experienced in conducting investigations
- EEO Officers (not to be confused with EEO Counselors)

Providing the Contact Information of Sexual Harassment Officers

To ensure that employees know who to contact for sexual harassment concerns, agencies must post the names and contact information of their Sexual Harassment Officer and alternative contact in a high visibility or high traffic area (e.g., a breakroom). Employees may also obtain their Sexual Harassment Officer's contact information from their agency's Equal Employment Opportunity (EEO) Officer or Counselor, Human Resources (HR) office, or the Office of Human Rights. DCHR also maintains a list of Sexual Harassment Officers on its website at <https://dchr.dc.gov/sexual-harassment>.



Reporting Sexual Harassment

Reporting Sexual Harassment

All District of Columbia employees are responsible for ensuring a harassment-free workplace. To that end, all employees who know of incidents of sexual harassment, or know of incidents that could create an intimidating, hostile or offensive work environment should report the situation immediately as outlined below. Agencies should protect the confidentiality of all aspects of the harassment complaints and those reporting such complaints, to the greatest extent possible consistent with the investigations and resolutions of the complaints.

Alleged Victims of Sexual Harassment

Alleged victims of sexual harassment should report the harassing behavior to one of the following individuals within their agency as soon as possible:

- The alleged victim's manager or supervisor, or the manager or supervisor¹ of the alleged harasser;
- Sexual Harassment Officer;
- Designated alternate SHO or Office; or
- General Counsel.

If victims require assistance or are not able to report to one of the individuals above, they may contact the employee relations team at the D.C. Department of Human Resources at (202) 442-9700.

Witnesses to Sexual Harassment

Employees have a responsibility to report incidents of sexual harassment or behavior that may create an intimidating, hostile, or offensive work environment. Witnesses should report incidents to the following individuals within their agency:

- The witness' manager or supervisor, or the manager or supervisor of the alleged harasser;
- Sexual Harassment Officer;
- Designated alternate SHO or Officer;
- General Counsel; or
- EEO Counselor.



If the employee does not feel comfortable reporting to the SHO or the alternate SHO, the employee may report to a manager or supervisor; however, unless there is a conflict of interest with the SHO, these individuals will communicate the employee's allegations to the SHO, who will ultimately investigate the matter.

¹ If the alleged harasser is the employee's supervisor, the employee may report the misconduct to the alleged harasser's supervisor or to the agency's Sexual Harassment Officer.

Rights Under the D.C. Human Rights Act

In addition to reporting to an agency officer, under the D.C. Human Rights Act, alleged victims may file a legal claim of sexual harassment with the Office of Human Rights or in court.

File an Administrative Complaint with the D.C. Office of Human Rights

- An individual may file an administrative complaint of sexual harassment directly with the Office of Human Rights (OHR) within 1-year of the incident(s) or discovery of the incident(s).
- Reporting incident(s) of sexual harassment to the Agency Sexual Harassment Officer does not limit or delay the individual's right to file a complaint with the Office of Human Rights as both processes can run parallel to each other.²

File a Civil Action in Court

- An individual may file a complaint of sexual harassment with D.C. Superior Court within 1-year of the alleged harassment or discovery thereof.
- Reporting the incidents of sexual harassment to the Sexual Harassment Officer does not limit or delay the individual's right to file in D.C. Superior Court as both processes can run parallel to each other.

² Reporting incident(s) of sexual harassment to the Agency Sexual Harassment Officer does not constitute reporting a complaint of sexual harassment with the Office of Human Rights.

Handling Reports of Sexual Harassment

Handling Reports of Sexual Harassment

Managers, Supervisors, HR Officials, and EEO Officials

Managers, supervisors, HR officials, and EEO officials who receive reports of alleged sexual harassment must immediately relay the report to the agency's Sexual Harassment Officer and take any appropriate remedial actions after consulting with the agency General Counsel.

Sexual Harassment Officers

The role of the SHO is to accept, review, and investigate sexual harassment claims by gathering information and preparing a written report with his or her findings and conclusions within 60 days after a claim is reported. Upon receiving a report of potential sexual harassment, the SHO must:

1. Log the complaint into a confidential database maintained by DCHR (see Attachment 8);
2. Notify the General Counsel, who must notify the Mayor's Office of Legal Counsel;
3. Notify the complainant that the matter is being investigated and contact the complainant to gather more information;
4. Make any additional required communications to, for example, gather relevant facts through documentation and interviews;
5. Investigate; and
6. Report Findings of Fact, Conclusions and Recommendations.

Maintaining Confidentiality

Any individuals who receive reports of alleged sexual harassment must take reasonable steps to ensure that the details of the report and investigation remain confidential, especially when information pertaining to a sexual harassment report changes hands or is shared as part of an investigation. Failure to safeguard confidential information can result in corrective or adverse action, up to, and including separation.

Notwithstanding the confidentiality requirement, the alleged harasser is entitled to notification of the allegations and must be given an opportunity to respond. Additionally, the confidentiality requirement should not prevent an agency from reporting a suspected illegal or improper act to the appropriate enforcement, investigating or legal organization or from cooperating in any related investigation.

All information obtained in the investigation shall be used by the SHO only for purposes of the investigation.

Complaints Against Senior Officials

Complaints against certain senior officials (specified below) must be referred to specific government officials for their review. The following chart outlines these requirements.

COMPLAINTS AGAINST SENIOR OFFICIALS	
If the complaint is against...	
Employees with the Mayor's Office of Legal Counsel	Refer the report to the Mayor's General Counsel.
An Agency Director	Refer the report to the SHO at the appropriate Deputy Mayor; the complaint should also be reported to the Mayor's General Counsel if the complaint is against an agency Director appointed by the Mayor.
A Deputy Mayor	Refer the report to the SHO at the Office of the City Administrator
The City Administrator	Refer the report to the Mayor's General Counsel
The Mayor's General Counsel	The matter shall be handled by an independent consultant
The Mayor	The matter shall be handled by an independent consultant

A woman with curly hair is shown in profile, looking thoughtfully out of a window. She is wearing a dark top. The background is a bright, out-of-focus window with a grid pattern.

Investigating the Complaint

Investigating the Complaint

Once a SHO has received a report of a sexual harassment allegation, he or she is required to immediately begin the investigation process, which must be completed within 60 days of the report. The process consists of 9 steps that are necessary to successfully conduct an investigation:

1. Define the Scope of the Investigation;
2. Recommend Immediate Action to the Agency, if needed;
3. Conflict of Interest Determination;
4. Plan the Investigation;
5. Conduct Interviews (if possible, record all interviews);
6. Gather Documents and Other Evidence;
7. Evaluate the Evidence;
8. Document the Investigation; and
9. Report Findings of Fact, Conclusions and Recommend Actions.

Step 1. Define the Scope of Investigation

Even when a complaint has sexual overtones (see below example), the situation may not call for an exhaustive investigation. Situations may arise when the alleged conduct is of a nature that does not require an extensive investigation to disclose the facts, all parties mutually agree as to the circumstances of the complaint, and these matters may be resolved quickly through informal discussions. Regardless of whether a full investigation is required, the SHO should speak with the relevant parties and document all efforts undertaken to address the matter and indicate the resolution reached and actions taken, if any.

i **Example:** An employee, on a single occasion, asks his co-worker to have dinner with him one night. The co-worker declines saying she has a boyfriend. The employee replies: "He's a very lucky guy." This makes the co-worker uncomfortable and she reports the situation, even though the employee did not further pursue the matter. In this scenario, a full investigation is probably unnecessary. Instead, a simple discussion between the two parties, and possibly their supervisor, will likely resolve the situation. The SHO would document such efforts and any resolution reached.

Step 2. Recommend Immediate Action to the Agency, If Needed

Pending final resolution of a sexual harassment complaint, the SHO can recommend to the agency, through the General Counsel whether the workplace requires immediate changes to prevent further harm, and to ensure the investigation is free from disruption. There are two potential immediate actions that may be taken: (1) separating the alleged harasser from the complainant; and (2) separating the complainant from the alleged harasser. If immediate action is needed, such action will be initiated by the agency General Counsel and any interim remedial action should be processed in accordance with the District Personnel Manual and any Collective Bargaining Agreement, if applicable.

i **Avoid Retaliation Claims!** In many sexual harassment investigations, immediate action will need to be taken while the investigation is pending. However, such actions taken should not penalize the employee reporting the harassment or the alleged harasser. If the parties must be separated while the investigation is pending, reassigning the alleged harasser or placing him or her on administrative leave with pay is preferable to moving the reporting employee. Considerations for moving the alleged harasser should only be made if the complainant documents their agreement to moving the alleged harasser.

Step 2. Recommend Immediate Action to the Agency, If Needed (Cont.)

Separating the Alleged Harasser from the Complainant

The agency must assess whether the alleged harasser should be separated from the complainant's work environment. It may be appropriate to take such a step when there are allegations of:

- Serious misconduct, such as sexual touching, sexual assault, violence, threats, or extremely abusive verbal harassment;
- An ongoing pattern of harassment; or
- Misconduct where the complainant(s) or witnesses appear intimidated by the alleged harasser.

As previously noted, moving the complainant may be perceived as retaliatory. The best way to avoid claims of retaliation is to temporarily reassign the alleged harasser in a reasonably comparable placement, even if in a different agency after consulting with DCHR, or place him or her on administrative leave with pay. If these steps are taken, the alleged harasser should be informed that the movement is temporary, that no conclusions have been reached as to the sexual harassment allegations, and that the action being taken is in no way punitive.

Separating the Complainant from the Work Environment

Sometimes, the complainant of alleged sexual harassment will ask to be reassigned or given time off pending the investigation. If this occurs, find out and document exactly why the employee wants to be taken out of the work environment.

If the alleged victim is experiencing trauma or other health-related issues as a result of the alleged sexual harassment, the agency should take appropriate actions as required or permitted by law to assist the employee. If the alleged harasser has threatened the alleged victim, or co-workers are shunning the alleged victim, this is information that should be included as part of the investigations. Whatever the explanation, it is important to reiterate that retaliation by the alleged harasser or co-workers is not tolerated. Additionally, make the best arrangements to address the alleged victim's concerns. If the alleged victim is removed from the work environment, make sure that the employee can still be available to participate in the investigation.



Expedite the investigation whenever one or more parties are reassigned or placed on administrative leave pending the investigation.

Step 2. Recommend Immediate Action to the Agency, If Needed (Cont.)

Criminal Allegations

Whenever a report of sexual harassment or subsequent evidence reveals potential criminal conduct, such as sexual assault, physical violence, or threats to do bodily harm, stop the investigation and consult agency counsel immediately. The agency's General Counsel, in consultation with the Mayor's Office of Legal Counsel, will make the determination on whether law enforcement should be contacted and what other immediate steps must be taken. Do not conduct additional interviews or resume your investigation until after consulting your agency counsel or the MOLC.

Step 3. Conflict of Interest Determination

Generally, the agency's Sexual Harassment Officer (SHO) will investigate reports of sexual harassment. Smaller agencies are authorized to enter into cooperative agreements with other agencies if their staffing level does not allow for the practical appointment of a dedicated SHO. In these cases, the SHO investigating the report may be an employee from another agency. In the event of a conflict of interest, or of a claim of bias that could reasonably be raised against the impartiality of the assigned SHO, the assigned SHO should immediately contact DCHR to request another SHO be assigned to conduct the investigation.

If another SHO is assigned to conduct the investigation, the original SHO should notify the agency General Counsel and the reporting employee in writing of this change. The written notification should identify the new SHO as the formal contact for the investigation and as the individual who is conducting the investigation on behalf of the agency. The written notification is also useful for communicating to involved parties that an investigation is underway.

Step 4. Plan the Investigation

Before investigating, the SHO must plan how the investigation will be carried out. To do this, DCHR recommends completing the attached Investigation Plan (see Attachment 3). To complete the plan, the SHO will need to rely on the complaint of the alleged victim or third-party witness reports of the potential harassment.

Meet with the Complainant

The SHO **must** meet with the individual reporting the sexual harassment allegation. The individual may be an alleged victim, third-party witness or an individual to whom the allegation was reported. It is important to clarify the exact allegation from the individual making the report to the SHO. If he or she is not a witness to the allegation, the SHO should also make efforts to clarify the allegation from the original source of the complaint, which might be the alleged victim. These preliminary meetings are only for understanding the actual allegation. More thorough interviews of these witness should occur as the investigation progresses.

Step 4. Plan the Investigation (Cont.)

Understand the Complaint First

Before drafting the investigation plan, the SHO must have some understanding of the complaint and allegations. Initially, the SHO should verify the allegations with the individual originally reporting the situation, and then brainstorm and try to answer the following types of questions:

- Who complained? Are there multiple complainants?
- What is the alleged misconduct?
- Were there job-related promises or threats (quid pro quo), or is this a hostile work-environment claim?
- Who is the alleged wrongdoer (their name, position)? Is there more than one harasser?
- How many incidents of harassment have been alleged?
- Have any potential witnesses been named?
- Where and when did the harassment take place?
- How did the harassment come to the attention of the SHO?

Finding the answers to the above questions will help the SHO decide who to interview, what documents and other evidence might be available, and what type of questions to ask witnesses.



TIP! Site visits are extremely helpful at placing investigations and evidence in context. Whenever the SHO determines that the environment may be relevant to the events, the SHO should make all reasonable efforts to visit those locations. For example, if the alleged harassment took place in an office, visit the office to see how it is laid out and where it is relative to other employees.

Step 4. Plan the Investigation (Cont.)

Investigation Plan

After establishing the general nature of the complaint, and before contacting any witnesses or gathering any documentary evidence, complete a draft investigation plan as thoroughly as possible. The draft plan will be used to communicate the scope of the investigation to necessary people. Keep in mind that the initial draft will be an incomplete plan and the SHO will further develop the plan as the investigation goes forward.

Overview

Each investigation plan should have an Overview section. Give the investigation a title, a description with key objectives, and the investigation scope.

Basic Information

The Basic Information section provides the allegations. Describe what was alleged – who was harassed, by whom and how?

Chronology

Supply a succinct chronology of alleged events leading to the investigation. **This is not a chronology of the investigation;** it is a chronology of the harassing behavior and how that behavior came to the attention of the SHO.

Evidence

List any known direct and circumstantial evidence and potential witnesses. The list should be concise, but sufficiently descriptive to alert the reader as to the importance of the physical evidence or witnesses.

Planned Investigation Activity

This section lists events that will take place during the investigation. This can include meetings, document reviews, and formal witness interviews. This section also includes a listing of notifications made to individuals during the course of the investigation, such as notifications to the General Counsel and to witnesses for purposes of scheduling interviews.

Step 4. Plan the Investigation (Cont.)

Notify the General Counsel

Upon receiving a report of an allegation of sexual harassment, the SHO shall promptly notify the agency's General Counsel of the allegation, and share all information related to the allegation, including but not limited to: name(s) of the alleged harasser, alleged victim, and witnesses, nature and type of harassment, any and all relevant date(s) and location(s), and a description of the incident(s) to be investigated. The General Counsel is responsible for determining what information, if any, should be communicated with the agency's leadership and external authorities, **AND** shall notify the Mayor's Office of Legal Counsel of the following within three (3) days of receiving a report of sexual harassment: name(s) of the alleged harasser, alleged victim, and witnesses, nature and type of harassment, any and all relevant date(s) and location(s), and a description of the incident(s) to be investigated.

Revising the Plan

The investigation plan will be fluid and must be updated as the investigation proceeds. When new evidence is discovered or new witnesses come to light, that information should be added to the plan. Similarly, the plan should be updated with itinerary and notification changes.

Step 5. Interviews

Once an investigation plan is in place, the SHO will need to direct his or her focus to interviewing witnesses. Whenever possible, the SHO should have a second person, who is equally trained, with him or her during interviews. Additionally, the SHO should never interview more than one witness at a time – witnesses should be interviewed separately.

The SHO should schedule and complete witness interviews as quickly as possible. Generally, the SHO should be able to complete all interviews within five days of receipt of the initial complaint, or as soon as possible. This allows for the investigation to come to a speedier conclusion, and minimizes investigation-related discussion among witnesses in the workplace. If interviewing a union employee, the SHO should refer to the agency's collective bargaining agreement and notify employees in writing that they have a right to union representation at the interview, if applicable. Some agencies require investigators to obtain statements or affidavits after an interview. Although DCHR does not require agencies to obtain statements or affidavits, agencies that find it beneficial to gather statements may do so. If it is feasible, agencies may also record interviews with witnesses.



TIP! The SHO should write anticipated questions before interviewing a witness. This practice will give the interview direction and will ensure that all questions needed will be asked.

Step 5. Interviews (Cont.)

Opening the Interview

The SHO will want to open every interview with similar remarks. Here is a roadmap that may be used for opening an interview with a witness:

- **Purpose.** The SHO may state that he or she is investigating a workplace complaint and that their role is to investigate the matter by gathering as much information as possible. If it is the complainant being interviewed, the SHO should advise the complainant that their complaint is being investigated.
- **Process.** Explain that the investigation process involves interviewing multiple witnesses and reviewing any necessary documents. Witnesses must be made aware that the agency will take appropriate steps if it finds that misconduct occurred.
- **Confidentiality.** Explain that the interview is confidential to the greatest extent possible and that disclosure of anything discussed in the interview is generally impermissible. (Provide a copy of the confidentiality requirements. See Attachment 4.) Where and when did the harassment take place?
- **Retaliation.** Explain that retaliation for the witness' cooperation is prohibited and that the witness should immediately notify your EEO counselor if any retaliation occurs due to the witness' reporting of sexual harassment or participating in the investigation process.
- **Rights and obligations.** Explain rights and obligations of witnesses, including but not limited to the obligation of government employees to cooperate in agency investigations of sexual harassment complaints. Additionally, if the complaint includes allegations of sexual assault or other possible crimes, the SHO must let the complainant know that they may also get help from the DC Victim Hotline, which provides free confidential, around-the-clock information and referrals for victims of all crime in the District of Columbia. (The DC Victim Hotline is available by phone at 844-443-5732 and online at <https://dcvictim.org>.)
- **Questions or concerns.** Ask the witness if he or she has any questions or concerns about the process.

Step 5. Interviews (Cont.)


Interviewing the Complainant(s)

Generally, the employee who is the alleged victim of sexual harassment should be the first person interviewed. The alleged victim should be interviewed within 5 days of acknowledging the initial complaint. The SHO should ask the employee to provide any potential evidence of offensive conduct such as emails, pictures, or other physical evidence. This employee should be able to provide the clearest picture of the alleged misconduct, and provide insight into other potential witnesses and evidence. In addition to being the first witness interviewed, it is likely this employee will need to be re-interviewed after documents are collected and statements are collected from all other witnesses to clarify any inconsistencies in the evidence.

Harassment claims usually involved a pattern of multiple incidents that occur over a period of time. When interviewing the alleged victim, the SHO must ask precise questions and take clear notes. The best practice is to have the employee list all incidents, then go through each incident in detail.

SAMPLE QUESTIONS

- What happened? How many incidents have there been?
- When did each incident take place (date as well as time, if possible)? How often?
- Where did they take place?
- Who was involved? What did that person say or do?
- How did you react? Did you say anything to [the employee]? What did you say? Did you react physically (e.g., leaving the room, slamming the door, crying, blushing)?
- Who else was present? Could anyone else have witnessed the incident(s)?
- Prior to these incidents, what was your relationship like with [the accused employee]? Do you know of similar incidents with other employees?
- Have you been affected by this? How?
- Are there any documents or other kinds of evidence relating to the incidents? Were there any email communications? Did you take notes or make journal entries? Were there any additional conversations with others about the incidents?
- When did you first report this and who did you tell? What did you tell them? How did they respond?
- How would you like to see this problem resolved?
- Is there anyone else you think I should interview regarding these incidents?
- Is there anything else you think I should know while I am investigating this matter?

 **Open-Ended Questions.** When interviewing the alleged victim, use open-ended questions. Ask: who, what, where, why and how.

Step 5. Interviews (Cont.)

Interviewing Third-Party Witnesses

After conducting an initial interview of the complainant, it is usually most effective to interview any third-party witnesses to the alleged harassment. Third-party witnesses are all other witnesses, excluding the accused employee. Interviewing third-party witnesses after the complainant allows the investigator to confirm or discount allegations made by the complainant, and assists in obtaining a complete account of the potential misconduct before asking the accused employee to respond. A third-party witness should be interviewed within 5 days after the interview with the complainant. If there are multiple third-party witnesses that must be interviewed, each subsequent witness should be interviewed as close in time to the first third-party witness as possible, in order to complete the investigation in a timely fashion.

When questioning third-party witnesses, the goal is to gather as much information as possible without giving too much information away. The interview should begin by stating, in general terms, why the SHO is interviewing the witness. The SHO should inform the witness that he or she is investigating a workplace incident, and that the witness might have information that will help determine what occurred. Then, the SHO will need to move into questions that will help determine whether the witness saw or heard the alleged incident(s).

SAMPLE QUESTIONS

- What is your typical workday or work week like? Who is your supervisor? What time do you arrive? Leave? What are your typical responsibilities?
- Do you work with [the alleged victim] or the [accused employee]?
- How would you characterize their working relationship?
- Has [the alleged victim] ever spoken to you about [the accused]? Has the [accused employee] ever spoken to you about [the alleged victim]?
- Have you seen any interactions between [the alleged victim] and [the accused] that made you uncomfortable? Have you seen any interactions that appeared to be of a sexual or inappropriate nature? Describe those interactions. Have you heard [the accused] speak to or about [the alleged victim] in a sexual or inappropriate nature? Describe those conversations?
- [If the witness saw or heard anything that is the subject of the complaint, ask questions to find out what the witness saw/heard, where it occurred, and when.]
- Have you heard these issues discussed in the workplace? When, where and by whom?
- Have you ever had a problem working with [the alleged victim] or [the accused]? If so, what are those problems?

Step 5. Interviews (Cont.)

- Do you know of anyone else who might have information about these incidents or who might have experienced similar treatment from [the accused]?
- Are there any documents or other evidence you think I should review that relate to these incidents? Were there any email communications?
- Based on our conversation, is there anything else you think I need to know as I continue my investigation?

Interviewing the Accused Employee

As noted, the employee who allegedly engaged in the harassing behavior should usually be interviewed last. This interview will be uncomfortable for the employee and the SHO regardless of whether the accused employee engaged in the alleged conduct. To avoid the need for a follow-up interview, it is important to have as much information as possible before this interview.

When interviewing an employee suspected of misconduct, he or she might be defensive. When opening the interview, the SHO should make clear that agency has a legal obligation to investigate the matter and has not yet made any determination or judgments regarding the allegations. The SHO should also make clear that the SHO's role is to be unbiased and to find out what happened and resolve the situation. The accused employee's perspective is part of information gathering, and is needed before any conclusions can be reached.

As stated previously, and as is the case for any individual being interviewed, the accused employee is allowed to have a representative of his/her choosing present during the interview.



Is the alleged harasser's participation in the interview voluntary? Before interviewing the alleged harasser(s) consult agency counsel on whether the accused employee should be compelled to participate in the investigation. Unless the case involves allegations of criminal conduct, their participation will usually be mandatory. However, this decision should be made by agency counsel.

The SHO also needs to plan the sequence of questions for the accused employee. The first series of questions should be simple, non-controversial questions that the employee can easily and willingly answer. This will establish ease and rapport, which may help to diffuse any defensive tension that might otherwise occur.

The SHO must advise the employee of the accusations made against him or her. After preliminary introductions and questioning, the SHO must advise the accused employee(s) of the accusations made against them. Although the SHO **does not** need to identify the person who made the sexual harassment complaint, the SHO must allow the accused a fair opportunity to respond and thus may have to disclose the identity of the alleged victim or complainant.

Step 5. Interviews (Cont.)

When interviewing the accused, the SHO should outline the totality of the accusation and ask the accused for their response. Then, the SHO should walk through each event that comprises the harassment complaint and obtain specific responses for each event. The SHO must provide the accused employee an opportunity to offer explanations, denials, defenses and potential witnesses and documentation for each event discussed.

SAMPLE QUESTIONS

- What is your typical workday or work week like? What time do you arrive? Leave? What are your typical responsibilities? Where is your work station located?
- Do you supervise any employees? Who?
- How would you characterize your working relationship with direct reports? Coworkers?
- [Tell the accused employee what misconduct is alleged or suspected.] What is your response to these allegations?
- Did these things happen? What happened? When? Where?
- How did [the alleged victim] respond? Did [he or she] indicate that your statements or actions were offensive? What did he or she say?
- Did anyone witness these incidents?
- Have you discussed or reported these incidents to anyone? Who?
- Have you kept any notes or journals about these incidents?
- What is your work relationship with [the alleged victim]?
- [If the accused denies the allegations entirely:] Could another person have misunderstood your actions or statements? Do you think the allegations are made up? Why?
- Have you ever used profane language in the workplace?
- Have you ever used sexually explicit or suggestive language in the workplace?
- Have you ever seen [the alleged victim] outside of work? Where? When?
- Have you ever had a social relationship with [the alleged victim]? A romantic relationship? Have you ever asked [the alleged victim] out on a date? What was the response?
- Have you ever been accused of workplace harassment? How was it resolved?
- Have you ever received training on sexual harassment in the workplace? When?

Step 5. Interviews (Cont.)

- Are you aware of the Mayor's policy concerning sexual harassment? What is your understanding of the Mayor's policy? How do you know about the policy?
- Are there others you can think of who might have information about these allegations?
- Do you know of any documents or other physical evidence I should be reviewing in the course of the investigation? Were there any email communications?
- Is there anything else you think I need to know for purposes of this investigation?

Closing the Interview

After the SHO completes his or her interview questions, the SHO should review their notes with the interviewee. The SHO should make sure that all aspects of the situation have been covered and captured accurately. The SHO should remind the interviewee about the District's confidentiality and retaliation policies. Witnesses should also be asked to report any new information to the SHO immediately.

Alleged victims and harassers must be advised of what to expect next. This includes informing them that they may be interviewed again if necessary.

Documenting the Interview

The investigator must document the interview after its conclusion. The investigator can complete documentation in one of two ways. If the interview is recorded (which is the best practice), the investigator can document the interview by providing a transcription of the audio. If the interview is not recorded, or transcription services are unavailable, the investigator can draft a "memo to file" summarizing what was asked, and what the witnesses said in the interview. (See attachment 6: Sample Interview Summary Memo.)

Summaries are only useful if they are reliable. Therefore, it is vital that summaries be drafted immediately following the interview. If drafting the summary immediately is impractical, it must be drafted no more than 24 hours after the interview.

Interview documentation must include notes documenting the length of any breaks or interruptions, who was present in the room, and copies of any handwritten notes. Handwritten notes must be signed and dated by the author.

Step 5. Interviews (Cont.)

Follow-Up Interviews

If credible and relevant information surfaces that implicates a previously interviewed witness, and that witness did not have an opportunity to provide comments or respond to that information, the SHO must conduct a follow-up interview.

If new accusations or defenses arise, the alleged victim and the alleged harasser(s) must have a fair opportunity to respond. Except when they are trivial, new developments of this nature require re-interviewing the necessary witnesses.

Step 6. Gather Documents and Physical Evidence

Throughout the interviewing step, the SHO may discover potential evidence. Evidence may include: emails, text messages, phone messages, letters, notes, journals, photographs, time and attendance records, building access records, gifts, offensive objects, policies, and other relevant items. The SHO must obtain evidence during and immediately following the interviewing phase.

If a SHO requires assistance in obtaining evidence, he or she should consult agency counsel. If necessary, agency counsel may request e-mail, telephonic and building access records from the Office of the Chief Technology Officer (OCTO) or Department of General Services (DGS). Moreover, agency counsel may be able to assist with securing other types of evidence, if needed.

Step 7. Evaluate the Evidence

Once the SHO has completed all interviews and obtained all evidence, the SHO must determine what happened based on the evidence. After determining what happened, the SHO will make conclusions as it relates to the Mayor's sexual harassment policy. In other words, the SHO will make conclusions based on his or her **findings of fact**.

Findings of Fact

The SHO will need to weigh all evidence such as, statements by witnesses, documents, and any other physical evidence, to determine what happened (i.e., what the "facts" are).

i **Standard of Proof.** The SHO must decide what the facts are in any given investigation. A "fact" is an actual event or circumstance established by the evidence. The standard applied is a "preponderance of the evidence." This means, that the evidence shows, more likely than not, that an alleged event or circumstance occurred. It is not enough that alleged conduct could have occurred. Instead, the SHO must determine that it is more likely than not that the alleged conduct actually occurred.

Step 7. Evaluate the Evidence (Cont.)

Assemble the Evidence

Before beginning the evaluation of evidence, the SHO should assemble the evidence into a logical order, and label each item for easy reference in an appropriately indexed investigative file. At this stage, almost every piece of evidence should have been documented. Therefore, the easiest assembly is to arrange each document in chronological order, labeling each piece of evidence in sequence as Exhibit 1, 2, 3 and so forth. Since the investigation plan is updated to include all evidence as the investigation progresses, it should be an easy matter to simply number the evidence listed in the plan.

Be sure to use a common identification method for all documents. A good practice is to use the format of “Document Title, document type/author (Date).” A sample list of evidence might look like the following:

1. Karen Connor Appointment to Deputy Director, SF-5O (April 1, 2012)
2. Daniel Smith Appointment to Prog. Analyst, SF-5O (March 15, 2013)
3. 2013 Performance Evaluation, Daniel Smith (4 rating) (Dec. 1, 2013)
4. 2014 Performance Evaluation, Daniel Smith (5 rating) (Dec. 7, 2014)
5. Party Tonight?, email message from Karen Connor to Daniel Smith, and his reply (Oct. 1, 2017)
6. 2017 Performance Evaluation, Daniel Smith (2 rating) (Dec. 5, 2017)
7. Interview of Daniel Smith, transcription (Jan. 10, 2018)
8. Interview of Samuel Adams, transcription (Jan. 10, 2018)
9. Interview of Karen Connor, transcription (Jan. 11, 2018)
10. Interview of Jack Daniels, transcription (Jan 10, 2018)



Legal Standards. Legal authorities and standards, such as Mayor's Order 2017-313 are not evidence. They are legal authorities. They should not be listed as part of the evidence.

Step 7. Evaluate the Evidence (Cont.)

Credibility

Sexual harassment investigations will invariably involve conflicting accounts of the same events. The SHO must consider each version of the facts and evaluate the credibility of competing evidence. When deciding the credibility of one version of events over another, the SHO should consider the factors below.

CREDIBILITY CONSIDERATIONS

- **Plausibility.** Which version of the facts makes the most sense? Does one version defy logic or common sense?
- **Direct Knowledge.** Did the witness see and hear the events they described, or does the witness rely on secondhand information? Secondhand information is typically less credible than firsthand knowledge.
- **Details.** How general or specific is the evidence? Specific details, particularly when supported by other evidence, are usually more credible than vague and unsubstantiated allegations.
- **Corroboration.** Are statements and other documents corroborated by other evidence?
- **Contradictions.** Are the witnesses' statements internally consistent? If a witness' statements are internally inconsistent, then their statements are typically less credible.
- **Demeanor.** A witness' demeanor may cause his or her statement to be less credible. Did the accused have a strong reaction to the allegations, or no reaction at all? Did the alleged victim seem genuinely upset? Demeanor is hard to judge and should not be the sole consideration when determining credibility. But, strong reactions one way or the other can be one consideration in assessing credibility.
- **Omissions.** Did any of the witnesses leave out details that they should have mentioned? If so, is the omission reasonable?
- **Prior Incidents.** Has the alleged victim made similar complaints in the past about others? Does the accused employee have a documented history of this type of misconduct?
- **Motive.** Do any of the witnesses have a motive for lying or exaggerating about the incident(s)? Do any of the witnesses have loyalty to or hold a grudge against any of the parties?
- **Credibility.** Do any of the witnesses have a history within the workplace that affects their credibility?

Step 7. Evaluate the Evidence (Cont.)

Authenticity of the Evidence

Issues of authenticity pertain to when a particular piece of evidence is not what it appears to be. Information that a piece of evidence was forged or altered would raise an issue as to its authenticity. Evidence collected from records databases or other reliable sources such as official agency files can be presumed authentic unless there is specific reason to believe otherwise. Key pieces of evidence should be authenticated by witness testimony if possible. For example, if an employee sends a note, ask that employee if they did indeed send the note. If issues of authenticity arise, they must be resolved.

Tell the Story with the Facts

After assembling and assessing the credibility of all the evidence, the SHO is ready to list and decide each relevant fact in the case. For this purpose, a statement is “factual” if it describes an event or a thing in a manner that does not require substantial interpretation or characterization. Best practice is to list each individual fact that is needed to explain to someone who has no knowledge of the case, who the parties are, what happened, and why it matters. List the facts in a sequence that makes sense (e.g., chronologically) and is in a manner that tells a compelling story of events. For each fact listed, the SHO must cite evidentiary support.

At this phase, the SHO is not stating conclusions or opinions. However, if a witness disputes a fact, the SHO must weigh the competing evidence and decide which version is most credible and more likely to be true. For disputed facts, the SHO will list the disputed fact, citing all the evidentiary support. The SHO must also note that the fact was in dispute, how it was in dispute, and how the SHO resolved the factual dispute. For each statement explaining the resolution of a disputed fact, the SHO must cite evidentiary support.

As noted, for each fact listed, the SHO must cite to the piece of evidence that establishes that fact. Factual listings should be as concise as possible. Undisputed facts should be no more than one sentence. Disputed facts should be no more than three sentences.

SAMPLE FACTUAL LISTING

1. Ms. Karen Connor was initially appointed to the D.C. Department of Human Resources as a Deputy Director on May 10, 2012 April 1, 2012. (Ex. 1).
2. Mr. Daniel Smith is a Program Analyst with the D.C. Department of Human Resources, who was appointed on March 15, 2013 (Ex. 2).
3. Between 2013 and 2016, Mr. Smith was an excellent performer, receiving ratings of 4 or 5 out of 5 on his performance evaluations (Ex. 3, 4).

Step 7. Evaluate the Evidence (Cont.)

4. On September 1, 2017, Ms. Connor asked Mr. Smith to report to her office. (Ex. 7).
5. Within seconds of arriving in her office, Ms. Connors closed the door and started to share stories about her personal sex life (Ex. 7). For example, Ms. Connor informed Mr. Smith that she is a “swinger” (Ex. 7). She also shared that her husband has a girlfriend and she allows her son to watch pornography (Ex. 7).
6. Mr. Smith informed Ms. Connor that this conversation was unwelcome and made him uncomfortable (Ex. 7).
7. Over the next few weeks, Ms. Connor spoke about her sex life any time she encountered Mr. Smith in the office. (Ex. 7).
8. On October 1, 2017, Ms. Connor sent Mr. Smith an email in which she requested Mr. Smith join her for a “swingers” party (Ex. 5).
9. Mr. Smith declined the invitation to the party via email (Ex. 5).
10. Over the next few weeks, Ms. Connor stopped by Mr. Smith’s office on multiple occasions to see if Mr. Smith would accompany her to a “swingers” party (Ex. 7).
11. On, December 3, 2017, Ms. Connor told Mr. Smith that his performance rating would be adversely impacted if he did not consent to attending a “swingers” party (Ex. 7). In her interview, Ms. Connor disputed that her invitation was for a “swingers” party (Ex. 9). However, during witness interviews, two employees, Mr. Adams and Mr. Daniels, stated that Ms. Connor verbally asked them, prior to sending the email, whether Mr. Smith might be interested in going to a “swinger” party with her (Ex. 8 and 10).
12. On December 5, 2017, Ms. Connor issued Mr. Smith’s performance evaluation for 2017, rating him as “needing improvement,” or 2 out of a possible 5 (Ex. 6).
13. Notwithstanding the performance rating, Mr. Smith was an outstanding performer in 2017 and should have received at least a rating of “excellent,” or 4 out of 5 (Ex. 3 and 4). Though Ms. Connor rated him as a 2, when pressed on specific performance criteria used in prior performance evaluations, Ms. Connor could not articulate why she rated Mr. Smith a 2. (Ex. 9). She further indicated that his performance in those areas was properly scored in the past (Ex. 9). Mr. Daniels and Mr. Adams provided similar statements about Mr. Smith’s previous performance and his reputation for being a top performing employee. (Ex. 8 and 10).

Step 7. Evaluate the Evidence (Cont.)

Make Findings

After making factual findings, the SHO must apply those facts to the applicable standards in order to determine whether sexual harassment may or may not have occurred. Each conclusion shall be stated clearly, and shall be accompanied by a concise statement of the basis for that conclusion, including the facts, evidence, or other matters upon which the conclusion is based.



Example. Pursuant to Mayor's Order 2017-313, "quid pro quo" sexual harassment is prohibited. "Quid pro quo" sexual harassment includes instances where the rejection of sexual advances is used as the basis for an employment decision.

Ms. Connor informed Mr. Smith that the only way she would provide him with a favorable performance rating is if he consented to attending a "swingers" party her. Following Mr. Smith's refusal to attend such a party, Mr. Smith received a poor performance rating. The evidence supports the conclusion that the invitation to attend the party was of a sexual nature and Ms. Connor relied on Mr. Smith's refusal to attend the "swingers" party as the basis for lowering his performance rating. More likely than not, Ms. Connor's conduct violated Mayor's Order 2017-313.

The Mayor's Order also defines sexual harassment as including sexually related conduct that is sufficiently severe or pervasive so as to create a "hostile work environment." Here, Ms. Connor repeatedly discussed her sexual preferences and experiences with Mr. Smith despite his repeated objections. Ms. Connor continually asked Mr. Smith about his own sexual experiences and desires. Finally, Ms. Connor repeatedly invited Mr. Smith to parties of a sexual nature despite his requests that she cease making such invitations. More likely than not, Ms. Connor's pervasive sexual comments and invitations created a hostile work environment as defined under Mayor's Order 2017-313.

Moreover, pursuant to 6B DCMR § 1800.3(g), employees shall not use their position for personal gain, and § 1800.43(h) requires employees to act impartially when carrying out their duties. Ms. Connors violated the Code of Ethics by using her supervisory influence to punish Mr. Smith for refusing her romantic advances and failing to act impartially when assigning his performance rating. Therefore, based on the evidence it is likely that Ms. Connors violated Mayor's Order 2017-313 and engaged in other misconduct, warranting disciplinary action.

Step 8. Document the Investigation

Having fully investigated the matter, made findings of fact, and reached factual conclusions pertaining to the allegation, the SHO must reduce the totality of his or her investigation to a written investigation report. It is recommended that the SHO issue a preliminary report within 30 days after the completion of an investigation. It is recommended that each report contain the elements listed below. A sample investigation report is attached for guidance.

REPORT ELEMENTS

- **Executive Summary.** The executive summary provides a concise summary of the entire report. It should state why an investigation was conducted, list the high-level findings, and conclusions.
- **Scope of the Investigation.** This section outlines what the allegation was, how it came to the SHO, and the steps the SHO took to investigate the case. The steps taken should be a chronology of events within the investigation, including the date, time, and actions taken to further the investigation. List all of the witnesses interviewed, and the date and location of each interview in the chronology of events.
- **Documentary and Physical Evidence.** This section lists all of the documents and other physical evidence collected in support of the investigation.
- **Allegations and Findings.** This section lists the original allegations and the investigator's factual findings.
- **Conclusions.** This section lists the applicable standards, such as the Mayor's Order, and the SHO's conclusions based on the factual findings.
- **Recommendations.** This section makes recommendations, if warranted, to the agency based on the SHO's findings.

Step 9. Report Findings

After completing a final report, the SHO will provide agency counsel with a copy of the report, which includes the SHO's conclusions as to the facts. The agency or the SHO must also provide the complainant and the alleged harasser with a copy of the findings. Agency counsel shall be responsible for coordinating any necessary action against any individual based on the findings, and providing the report to agency leadership and the MOLC.

Step 9. Report Findings (Cont.)

No Misconduct

If the investigation report concludes that the accused employee(s) did not engage in any type of misconduct, and if any parties have been temporarily reassigned or placed on administrative leave, they should be recalled immediately. Additionally, agency counsel must evaluate the report, consulting with the SHO if needed, to determine whether the original allegations or subsequent statements regarding the sexual harassment claim were made in good faith. If allegations were made in bad faith, action against the complainant may be appropriate.

Findings that are Inconclusive

When no decision can be reached, actions should still be taken. If the SHO cannot determine what happened, then the parties involved should at minimum be informed of this fact and re-educated on the agency's and District's sexual harassment and other relevant policies. If an agency's policy contains vagaries or gaps that inhibit the determination of whether a policy was violated, recommendations to revise the policies should be made.

Misconduct

When misconduct is found, agency counsel will take the lead in taking prompt administrative action. Agency counsel may work with their internal agency HR officials. However, because timing has legal consequences, agency counsel must monitor the administrative action process. If the SHO believes that disciplinary action is warranted, they may recommend that disciplinary action be taken, but they may not recommend how it should be executed.

Please note that an employee who is found to have engaged in inappropriate conduct who is not terminated must attend mandatory sexual harassment training within sixty (60) days of his or her receiving notice of the finding. This training must be in addition to any disciplinary actions and must occur even if the employee has already received sexual harassment training.

In addition to imposing discipline on the employee found to have engaged in misconduct, the agency may also have an obligation to report credible violations of the District's Code of Conduct to the Board of Ethics and Government Accountability (BEGA). Such violations of the Code of Conduct may arise where the employee has engaged in ethical violations such as giving gifts to employees for sexual favors, bribing witnesses or potential reporters of sexual harassment, or using government resources to carry out the harassing behavior.



Legal

Legal

Authorities

1. Human Rights and Relations, Title 4 of the D.C. Municipal Regulations (see § 101)
2. Sexual Harassment Policy, Guidance and Procedures, Mayor's Order 2017-313 (Dec. 18, 2017)
3. Corrective and Adverse Actions; Enforced Leave; and Grievances, Title 6-B, Chapter 16 of the D.C. Municipal Regulations
4. Employee Conduct, Title 6-B, Chapter 18 of the D.C. Municipal Regulations

Applicability

The provisions of this issuance apply to all District employees under the Mayor's personnel authority.

Additional Information

For additional information concerning this issuance, please contact the Department of Human Resources, Policy and Compliance Administration, by calling (202) 442-9700 or by sending an e-mail to dchr.policy@dc.gov.

Attachments

[Attachment 1 - Easy-to-Read Digest: Mayor's Order 2017-313](#)

[Attachment 2 - SHO Designation Guidance](#)

[Attachment 3a - Sample Investigation Plan](#)

[Attachment 3b - Investigation Plan Template](#)

[Attachment 4 - Sample Notice of Confidentiality](#)

[Attachment 5 - Sample Witness Affidavit](#)

[Attachment 6 - Sample Interview Summary](#)

[Attachment 7a - Sample Investigation Report](#)

[Attachment 7b - Investigation Report Template](#)

[Attachment 8 - Model Complaints Summary](#)

[Attachment 9 - Sample Notification to Complainant/Alleged Harasser/Witnesses](#)

[Attachment 10 - SHO Investigation Process Diagram](#)

[Attachment 11 - SHO Training PowerPoint](#)

Attachment 12 - Rights and Responsibility Notices (Coming Soon)

Agencies	Received Da	Complaint Type	Additional Information	Disposition	Status	Status Date
Department of Employment Services	3/7/2018	Sexual Harssment	Anonymous complaint alleging preferential treatment by employee in exchange for sexual favors.	The allegations were found not to be credible.	Closed	5/18/2018
Department of Small and Local Business Development	12/4/2017	Sexual Harssment	Employee allegations of sexual harassment from supervisor and retaliation.	Supervisory counseled and disciplined. Employee reassigned per her request.	Closed	5/10/2018
Office of Contracting and Procurement	12/8/2017	Sexual Harssment	Employee allegation of out-of-work sexual harassment, and work-related retaliation.	DCHR investigated and found allegations to be unsubstantiated by the evidence. DCHR recommended talent management courses for the supervisor.	Closed	2/23/2018
Department of Public Works	5/2/2018	Sexual Harssment	Employees allegations of paramour preference, sexually oriented or offensive language, failure to investigate sexual harassment, and retaliation	DCHR investigated and found inappropriate language had been used in the workplace and some failures on the part of the agency to properly address employee complaints. DCHR recommended improvements to the agency's complaint, employee transfer, and overtime selection processes, as well as enhanced training for managers.	Closed	7/7/2018

PFL TAKEN TRACS USED	ANNUAL LEAVE TRCS USED	SICK LEAVE TRCS USED	ALL OTHER LEAVE TAKEN TRACS USED	
Paid Family Leave Taken	Annual Leave Advance	Family Sick Leave	ABSENT WITHOUT LEAVE	INCREASE EFFECTIVNESS LEAD
PAID FAMILY LEAVE EARNED	Annual Leave Taken	Scheduled Family Sick Leave	ABSENT WITHOUT PAY	INTERSESSION DAYS - TEACHER WTU
PAID FAMILY LEAVE ADJUST	Annual Personal Leave Day	Unsched Sick Leave Taken	ADMIN CLOSING PAY SCHEDULED	NIGHT DIFFERENTIAL
Salaried Paid Family Leave	Family Annual Leave	Salaried Scheduled Sick Pay	ADMIN CLOSING PAY UNSCHEDULED	NIGHT DIFFERENTIAL NOT WORKED
Fire reduced from PFL (No Pay)	Salaried Family Annual	Scheduled Sick Leave	ADMIN CLOSING WORKED	NO HOURS WORKED IN PERIOD
	Salaried Scheduled Annual Lv	Sick Leave Advance	ADMIN CLOSING PAY	OPRS ONLY - COMP EARNED ADJUST
	Unsched Annual Leave Taken	Sick Leave Incentive Pgm Taken	ADMIN LEAVE NOT WORKED	OPRS ONLY - COMP TAKEN ADJUST
	Unscheduled Family Annual Lea	Sick Leave Taken	AFTER SCHOOL PROGRAM	OVERTIME CODE FOR TIMEKEEPERS
	Salaried Unscheduled Ann LV	Unsch Sck Leave Incent Pgm Tkn	AFTER SCHOOL TEACHERS WTU	PD COLLABORATIVE PLANNING
	Scheduled Annual Leave	Schd Sick Leave Incent Pgm Tkn	COMP TIME EARNED	REGULAR PAY
	Scheduled Family Annual Leave	POD - Sick	CONTINUATION OF PAY	SUNDAY PAY NOT WORKED
		Salaried Family Sick	EXEMPT TIME OFF EARNED	SUSPENDED W/O PAY
		Unscheduled Family Sick Leave	HOLIDAY PAY	TELEWORK (EMERGENCY)
		Salaried Unscheduled Sick Pay	HOLIDAY UNION PAY	TELEWORK (ROUTINE)
			HOLIDAY WORKED	Scheduled Family Restored Leav
			HOURS WORKED - NO PAY	Unscheduled Family Comp Taken
			Unscheduled Voluntray Leav Tkn	Unscheduled Jury Duty
			Bereavement	Jury Duty
			Bereavement - Immediate Famil	Salaried Bereavement Pay
			CFO Universal Leave	Salaried Jury Duty Pay
			Comp Taken-FLSA -Schedule	Salaried Leave with Pay
			Comp Taken-Unscheduled-FLSA	Scheduled Jury Duty
			Comp Time Taken	Scheduled Military Pay
			Comp Time Taken-Scheduled	Scheduled Voluntary Leave Tkn
			Comp Time Taken-Unscheduled	Voluntary Leave Taken
			Compressed Schedule Regular	Restored Leave Used
			Executive Universal Leave Tkn	Scheduled Family Comp Taken
			Exempt Family Time Off Used	Restored AL - Scheduled
			Exempt Time Off Used	Restored AL- Unscheduled
			WAE Leave Taken	Family Restored Leave

In the matter of:

JOHN T. MCFARLAND
5522 Karen Elaine Dr., Apt. 716
New Carrollton, MD 20784

Petitioner,

v.

DISTRICT OF COLUMBIA
DEPARTMENT OF HUMAN RESOURCES
One Judiciary Square
441 4th St., N.W., Suite 330 South
Washington, DC 20001

and

DISTRICT OF COLUMBIA
DEPARTMENT OF CONSUMER AND
REGULATORY AFFAIRS
1100 4th St., S.W.
Washington, DC 20024

Respondents.

Notice is hereby given that Petitioner John McFarland, by and through counsel, appeals to the Superior Court of the District of Columbia from the District of Columbia Department of Human Resources (“DCHR”) Classification Appeal Decision issued on October 16, 2017 and received on October 17, 2017. A copy of the Order sought to be reviewed is attached to this petition as Exhibit A.

Petitioner was employed at District of Columbia Department of Consumer and Regulatory Affairs (“DCRA”) and requested a desk audit on March 8, 2011. Ex. A at 1. Initially, Peter Delate of DCHR was assigned to conduct Petitioner’s desk audit. *Id.* The DCHR claims that Mr. Delate left before completing the audit’s conclusion and Leon Norman from DCHR completed the desk audit on October 28, 2013, stating that Petitioner was correctly classified as a Grade 9. *Id.* Petitioner filed a Classification Appeal and later appealed the decision to this Court and the Court of Appeals of the District of Columbia (DC Court of Appeals). *Id.* On February 16, 2017, the DC Court of Appeals stated Petitioner did not show the existence of a signed Classification Desk Audit Decision. *Id.*

Petitioner subsequently submitted FOIA requests, and as part of the response, Petitioner received evidence that Mr. Delate completed Petitioner’s desk audit before his departure and recommended Petitioner be upgraded to a Grade 11. Ex. A at 2; Exhibit B (Delate Classification Appeal Decision). Based on this new information previously withheld by the DCHR throughout the three appeals, Petitioner requested that the DCHR reconsider its October 28, 2013 Classification Desk Audit Decision on August 28, 2017. Ex. A at 1. The DCHR concluded “there is insufficient evidence to warrant reconsideration.” *Id.* at 2. The decision entirely failed to address the material evidence regarding Petitioner’s promotion recommendation and obfuscated the fact that such new evidence surfaced from the FOIA request. *See id.* at 1-2.

Petitioner hereby files this Petition for Review of the DCHR Classification Appeal Decision issued on October 16, 2017.

Address of Respondent Agencies:

DC Department of Human Resources
One Judiciary Square
441 4th St., N.W., Suite 330 South
Washington, DC 20001

DC Department of Consumer and Regulatory Affairs
1100 4th St., S.W.
Washington, DC 20024

Names and addresses of parties or attorneys to be served:

Karl A. Racine
Office of the Attorney General
441 4th Street, NW, Suite 1100S
Washington, D.C. 20001

DC Department of Human Resources
One Judiciary Square
441 4th St., N.W., Suite 330 South
Washington, DC 20001

DC Department of Consumer and Regulatory Affairs
1100 4th St., S.W.
Washington, DC 20024

Respectfully submitted,

/s/ David A. Branch
David A. Branch
Law Office of David A. Branch and
Associates, PLLC
1828 L Street, NW, Suite 820
Washington, D.C. 20036
(202) 785.2805 phone
(202) 785.0289 fax
davidbranch@dbranchlaw.com

CERTIFICATE OF SERVICE

I hereby certify that on this 16th day of November 2017 a copy of the foregoing was served on the following by first-class mail:

Karl A. Racine
Office of the Attorney General
441 4th Street, NW, Suite 1100S
Washington, D.C. 20001

DC Department of Human Resources
One Judiciary Square
441 4th St., N.W., Suite 330 South
Washington, DC 20001

DC Department of Consumer and Regulatory Affairs
1100 4th St., S.W.
Washington, DC 20024

Respectfully submitted,

/s/ David A. Branch
David A. Branch

Exhibit A



GOVERNMENT OF THE DISTRICT OF COLUMBIA
Department of Human Resources



Office of the Director

October 16, 2017

John T. McFarland
5522 Karen Elaine Drive
Apt. 716
New Carrollton, MD 20784

Subject: **Classification Appeal**

Dear Mr. McFarland:

The Department of Human Resources (DCHR) is in receipt of your August 28, 2017 letter requesting the October 28, 2013 Classification Desk Audit Decision in your case to be reversed. DCHR reviewed your request, your District of Columbia (D.C.) Superior Court and the D.C. Court of Appeals cases, and responsive documents to your Freedom of Information Act (FOIA) requests. Based on a review of the available records, DCHR does not have sufficient reason to reconsider its decision.

Factual Background

On March 8, 2011, you requested a desk audit to review the classification of your position as a Program Support Specialist, CS-0301-09, with the Department of Consumer and Regulatory Affairs (DCRA). Mr. Peter B. Delate, a DCHR Human Resources (HR) Specialist, initially was assigned to conduct your desk audit; however, Mr. Delate's employment with DCHR ended. As a result, Mr. Lewis Norman, a DCHR Supervisory HR Specialist, completed your desk audit. On October 28, 2013, DCHR determined that your position was correctly classified as a Grade 9.

On June 17, 2014, you filed a Classification Appeal with DCHR, requesting that your position be reclassified to the same grade as Mr. Leon Lewis, who you alleged performed the same duties as you. On July 16, 2014, DCHR issued a Classification Appeal Decision, finding that your position was correctly classified and informing you that you may appeal to the D.C. Superior Court.

On September 15, 2014, you appealed DCHR's July 16, 2014, Classification Appeal Decision to the D.C. Superior Court. On March 24, 2017, the D.C. Superior Court affirmed DCHR's decision. On October 3, 2017, you filed an appeal to the D.C. Court of Appeals. On February 16, 2017, the D.C. Court of Appeals affirmed DCHR's decision, holding, "Petitioner failed to demonstrate that there existed a relevant signed Classification Desk Audit Decision that was not included in the agency record."

Classification Appeal

DCHR provided you with all information available in your case and responded to each of your FOIA requests accordingly. Based on a review of the available records, there is insufficient evidence to warrant reconsideration of your Classification Desk Audit Decision.

We appreciate your continued service with the District of Columbia and DCRA and would like to take this opportunity to thank you for your service. If you have any further questions, please feel free to contact the General Counsel at Kathleen.liu@dc.gov or (202) 741-8783.

Sincerely,


Venita C. Gibson
Director

Exhibit B

**DC DEPARTMENT OF HUMAN RESOURCES
CLASSIFICATION APPEAL DECISION**

Appellant: Mr. John T. McFarland

Current Position Classification: Program Support Specialist, CS-0301-09

Organization: Department of Consumer and Regulatory Affairs,
Occupational and Professional Licensing Division

Reason for Classification Appeal :

Mr. McFarland is appealing his classification as an Program Support Specialist, CS-0301-09, stating the following:

“...my position is similar to the work being done by Leon Lewis, who is also a liaison to professional boards with in the Occupational and Professional Licensing Division of the Department of Consumer and Regulatory Affairs.”

Appeal Review:

This review does not and cannot speak to nor compare the appellant’s duties and responsibilities to the duties and responsibilities of another employee nor does it speak to, affirm, or question the validity of the allocation and classification of that employee’s position. By law, DCHR must classify positions solely by comparing the incumbent’s or applicant’s duties and responsibilities to the appropriate standard(s) and/or guideline(s) (5 U.S.C. 5106 and 5107). In as much as comparison to the appropriate standard(s) is the exclusive method for arriving at the allocation or classification of any and all positions, one cannot compare the position encumbered by an appellant to any other position as a rationale for rendering a decision. As the subject position is classified as Program Support Specialist, CS-0301-09, and in a career ladder, for evaluation purposes, subject position is, reviewed against the CS-0301 series and the two descriptions of the career ladder.

In adjudicating this appeal, the concern is to make an independent decision on the proper classification (level) of this position. By law, this must be decided solely by comparing the appellants current duties and responsibilities to the descriptions and OPM standards and guidelines (5 U.S.C. 5106 and 5107). Therefore, the appellant’s statements are considered only insofar as they are relevant to making that comparison.

In reaching the classification decision, all information furnished by the appellant and his first and second level supervisors was reviewed, including the two official position descriptions.

Position information

The appellant is assigned to a generic, career ladder Program Support Specialist, CS-0301-09 position description with promotional potential to an existing generic Program Support Specialist, CS-0301-11 within DCRA. The appellant's supervisor and manager have certified the overall accuracy of the two position descriptions.

As the appellant's position description is generic and both the appellant and the appellant's supervisor and manager indicated that a more descriptive title would be preferred, it was pointed out that such a title was permissible and should be included on the OP8 in #16, "Organizational Title of Position(If different from official title)".

The appellant does not contest the accuracy of the descriptions, but is appealing the classification of his position as a grade 09.

Duties and Responsibilities performed by the Appellant

The appellant, works for the Occupational and Professional Licensing Division within the Department of Consumer and Regulatory Affairs. He is the support to two Boards: the Board of Accountancy (BA) and the Board of Professional Engineering (BPE) and has recently been assisting in supporting the DC Funeral Director Board. Principally, he is the point of contact for questions regarding licensure and professional examination requirements. He reviews applications for the CPA examination and informs applicants of any deficiencies, the deadline to correct deficiencies, and approves for testing those that meet the established criteria. Additionally, he supports the Boards by taking minutes and ensuring the Boards have all necessary information to conduct business. While the various web sites (DCRA, Pearson Vue, and the various professional associations) are vigorous, the public (candidates for licensure or examinations) typically have individual questions about their situation(s) that fall to the appellant who is not only responsible for answering their inquiries but pointing them to the applicable code/rule/regulation for clarification/support.

A comparison of the duties of the grade 9 position description versus the grade 11 position description indicate that the grade 9 position description starts a number of its major duty statements with "Participates in..", "Assists, as directed...", and "Assists in...". The grade 11 position description starts these same duty statements with : "Identifies...", "Develops...", and "Develops and maintains...". As the appellant acts independently, the appellant does not "assist" anyone.

Series, title, and standard determinations

The 0301 series includes positions the duties of which are to perform, supervise, or manage nonprofessional, two-grade interval work for which no other series is appropriate. The work requires analytical ability, judgment, discretion, and knowledge of a substantial body of administrative or program principles, concepts, policies, and objectives. As mentioned above in Position Information, while the appellant questions the title and series determination for the position he encumbers (the subject position is classified as a Program Support Specialist within the 0301 series - Miscellaneous Administration and Program Series), he does not contest it.

Grade determination (factor comparison)

The grades of the two descriptions is not in question – rather which description applies to the appellate. The two position descriptions are written in the Factor Evaluation System (FES) format and are compared below.

Factor 1, Knowledge required by the position

This Factor measures the nature and extent of information or facts that the engineer must understand to do acceptable work (e.g., steps, procedures, practices, rules, policies, theories, principles, and concepts) and the nature and extent of skills necessary to apply this knowledge.

The difference between the two descriptions on this factor is that in the grade 9 description the factor states, in the second paragraph, “Knowledge of ...” whereas the grade 11 states, “Thorough knowledge of ...” and in the grade 9 the fourth paragraph states, “...to assist with the formulation ...” where as the grade 11 states, “to formulate...”.

The appellate has and exercises a thorough knowledge of the applicable laws, rules, and regulations of DCRA and his Boards on a daily basis as confirmed by the supervisor and manager. In fact, when asked what his major duty/responsibility was, the appellate responded, “Read and understand the statutes and regulations governing professional licensing of certified public accountants (CPA’s) and professional engineers (P.E.s).”

Factor 2, Supervisory controls

This factor covers the nature and extent of direct or indirect controls exercised by the supervisor, the appellant’s responsibility, and the supervisory review of completed work.

In the grade 9 description this factor reads: “Works under general supervision. The Incumbent works independently in defined areas with continuing responsibility for assuring continuity and consistency between assignments. The supervisor provides additional guidance on all matters not specifically covered in the original instruction or guidelines. The supervisor maintains control through the review of the work, reviewing the completed work for accuracy, adequacy and adherence to Instructions and established procedures.”

In the grade 11 description this factor reads: “Incumbent works under the general supervision of the supervisor, who establishes policy, procedures and general guidance criteria. The incumbent independently plans and carries out assignments, conferring with the supervisor on extremely controversial situations. Through regular individual and staff conferences, keeps supervisor informed of significant situations that arise. Work is reviewed for conformance to established policies, and effectiveness in meeting the objectives, deadlines, and expected results.”

This review indicates that the predominate difference between the two is that the grade nine is less independent. This was echoed by the program manager who stated that he believed the difference between the two levels was that the grade nine “required more support” than the grade eleven. Per the appellant and the manager, the incumbent does independently plan and carry out assignments. Per the manager it is only that he does not keep the supervisor/manager informed of significant situations that arise that is an issue which is a performance issue and not a classification issue.

Factor 3, Guidelines

This factor covers the nature of the judgment needed to apply guidelines. Since individual assignments vary in the specificity and applicability of guidelines, the constraints and judgment demands placed upon engineers also vary. For this factor, guidelines refer to standard guides, precedents, methods, and techniques including agency manuals or instructions, standard textbooks, and the governing policies and procedures of the agency.

The difference between the two descriptions in this factor is that in the grade 9 description, “the incumbent uses judgment in locating and selecting the most appropriate guidelines. Any deviations are referred to the supervisor.” whereas in the grade 11 it states that the “Incumbent is required to exercise sound judgment in selecting appropriate guidelines.

The supervisor and the manager indicated that while they might question the appellant’s judgment it was not with regard to guidelines which he selects and applies by himself.

Factor 4, Complexity

This factor covers the: “Nature of the Assignment”; “What Needs to be Done”; and the “Difficulty and Originality Involved”.

The Factor 4 for the grade 9 description states, “The work includes various assignments requiring different and unrelated processes and methods, such as gathering Information, identifying and analyzing issues, and for providing information and assistance regarding specific program matters and resolution of problems.” The Factor 4 for the grade 11 description states.” The work involves different and unrelated processes and methods. Decisions regarding what needs to be done include the assessment of unusual circumstances, variation in approach, and incomplete or conflicting data. The work requires analysis of the subject matter, interpretation of data, judgment and innovative thinking as it relates to each assignment. Incumbent must use own capability in determining all possible strategies of effective control.”

The work of the appellant with regard to certification/examination requirements falls into the description of the grade 11 factor. The appellant analyzes the coursework and credentials of applicants and determines if they are eligible to take the exam and if not what they need. If clarification is required (such as a particular course being suitable for a requirement) the appellant is the one who researches and makes that decision.

Factor 5, Scope and effect

This factor covers the relationship between the nature of the work, i.e., the purpose, breadth, and depth of the assignment and the effect of work products or services both within and outside the organization. Effect measures such things as whether the work output facilitates the work of others, provides timely services of a personal nature, or affects the adequacy of research conclusions.

The Factor 5 for the grade 9 description states, “ The purpose. this position is to provide programmatic and administrative support work to the staff. The work contributes to the overall productions effectiveness and efficiency in program operations for the administrative support activities. The accuracy, reliability and successful completion of the work affect the efficiency

and effectiveness of the performance of the assigned program.” The Factor 4 for the grade 11 description states, “The purpose of the work is to provide program and administrative support for the office. Incumbent performs special projects, and prepares comprehensive reports on studies and other special assignments under the direction of the supervisor. The work affects a wide range of agency activities and the accuracy, reliability, or acceptability of further processes or services.”

In as much as the work performed is for neither staff or an office, per se, it is for two Boards. Reports as well as minutes and notices could be construed as “comprehensive reports on studies and other special assignments” however, these are done independent of direction from the supervisor and the work affects the actions/processes of the Boards.

Factor 6, Personal Contacts

This factor includes face-to-face and remote dialogue with persons not in the supervisory chain. The levels described consider the work required to make the initial contact, the difficulty of communicating with those contacted, the setting in which the contact takes place, and the nature of the discourse. The nature of the discourse defines the reason for the communication and the context or environment in which the communication takes place. For example, the reason for communication may vary from exchanging factual information to negotiation.

This factor is the same in both descriptions and is, therefore, not an issue.

Factor 7, Purpose of Contacts

09 Contacts are for the purpose of obtaining and exchanging information. monitoring task assignments, seeking cooperation in meeting project deadlines. performing duties and resolving problems.

11 The purpose of the contacts is to resolve problems, clarify or provide information, or answer questions pertaining to program goals, objects and responsibilities.

Factor 8, Physical demands

This factor covers the requirements and physical demands placed on the engineer by the work assignment. This includes the physical characteristics and abilities and physical exertion involved in the work. To some extent, the frequency or intensity of physical exertion is also considered.

This factor is the same in both descriptions and is, therefore, not an issue.

Factor 9, Work Environment

This factor considers the discomfort and risk of danger in the employee’s physical surroundings and the safety precautions required. Although safety regulation and techniques can reduce or eliminate some discomfort and dangers, they typically place additional demands upon the employee.

This factor is the same in both descriptions and is, therefore, not an issue.

Summary

The appellant is performing work without the assistance of the supervisor and/or manager. Additionally, the appellant is exercising a thorough knowledge of his two Boards and their requirements for examination/certification and the present level of supervision is not as described in the grade 9 description but rather that as is described in the grade 11 description. (The level of supervision being the prime delineator between the two descriptions per the manager.)

Decision:

Based on the forgoing, the appellant is working within the parameters of the Program Support Specialist, 0301, grade 11.

Management has the right to assign and/or change duties and responsibilities. As such and in as much as management has indicated it has issues with the appellant's performance, it is recommended that management more closely supervise the appellant and his work as well as work with him on the scope of his job and his personal interactions which would lower the appellant to the grade 09.

Appeal Summary:

The responsibility to ensure that all positions, groups, and/or classes of positions are equitably placed in classes and grades consistent with the appropriate standard(s) begins with management. In as much as management did indicate that it had employees supporting Boards in different series/descriptions, should management decide that a review of a group or class of positions is needed to ensure equity of grade levels, management may, at any time, request that the Office of Human Resources conduct such a review. (DPM 11A, 1106.4)

Peter B. Delate
HR Specialist

Date

Approved by :

Peter B. Delate
Interim Associate Director,
Compensation & Classification Administration

Date

**SUPERIOR COURT OF THE DISTRICT OF COLUMBIA
CIVIL DIVISION**

In the matter of:

**JOHN T. MCFARLAND
5522 Karen Elaine Dr., Apt. 716
New Carrollton, MD 20784**

Petitioner,

v.

**DISTRICT OF COLUMBIA
DEPARTMENT OF HUMAN RESOURCES
One Judiciary Square
441 4th St., N.W., Suite 330 South
Washington, DC 20001**

and

**DISTRICT OF COLUMBIA
DEPARTMENT OF CONSUMER AND
REGULATORY AFFAIRS
1100 4th St., S.W.
Washington, DC 20024**

Respondents.

2017 CA 007722 P(MPA)

PETITION FOR REVIEW OF AGENCY DECISION

Notice is hereby given that Petitioner John McFarland, by and through counsel, appeals to the Superior Court of the District of Columbia from the District of Columbia Department of Human Resources (“DCHR”) Classification Appeal Decision issued on October 16, 2017 and received on October 17, 2017. A copy of the Order sought to be reviewed is attached to this petition as Exhibit A.

Petitioner was employed at District of Columbia Department of Consumer and Regulatory Affairs (“DCRA”) and requested a desk audit on March 8, 2011. Ex. A at 1. Initially, Peter Delate of DCHR was assigned to conduct Petitioner’s desk audit. *Id.* The DCHR claims that Mr. Delate left before completing the audit’s conclusion and Leon Norman from DCHR completed the desk audit on October 28, 2013, stating that Petitioner was correctly classified as a Grade 9. *Id.* Petitioner filed a Classification Appeal and later appealed the decision to this Court and the Court of Appeals of the District of Columbia (DC Court of Appeals). *Id.* On February 16, 2017, the DC Court of Appeals stated Petitioner did not show the existence of a signed Classification Desk Audit Decision. *Id.*

Petitioner subsequently submitted FOIA requests, and as part of the response, Petitioner received evidence that Mr. Delate completed Petitioner’s desk audit before his departure and recommended Petitioner be upgraded to a Grade 11. Ex. A at 2; Exhibit B (Delate Classification Appeal Decision). Based on this new information previously withheld by the DCHR throughout the three appeals, Petitioner requested that the DCHR reconsider its October 28, 2013 Classification Desk Audit Decision on August 28, 2017. Ex. A at 1. The DCHR concluded “there is insufficient evidence to warrant reconsideration.” *Id.* at 2. The decision entirely failed to address the material evidence regarding Petitioner’s promotion recommendation and obfuscated the fact that such new evidence surfaced from the FOIA request. *See id.* at 1-2.

Petitioner hereby files this Petition for Review of the DCHR Classification Appeal Decision issued on October 16, 2017.

Address of Respondent Agencies:

DC Department of Human Resources
One Judiciary Square
441 4th St., N.W., Suite 330 South
Washington, DC 20001

DC Department of Consumer and Regulatory Affairs
1100 4th St., S.W.
Washington, DC 20024

Names and addresses of parties or attorneys to be served:

Karl A. Racine
Office of the Attorney General
441 4th Street, NW, Suite 1100S
Washington, D.C. 20001

DC Department of Human Resources
One Judiciary Square
441 4th St., N.W., Suite 330 South
Washington, DC 20001

DC Department of Consumer and Regulatory Affairs
1100 4th St., S.W.
Washington, DC 20024

Respectfully submitted,

/s/ David A. Branch
David A. Branch
Law Office of David A. Branch and
Associates, PLLC
1828 L Street, NW, Suite 820
Washington, D.C. 20036
(202) 785.2805 phone
(202) 785.0289 fax
davidbranch@dbranchlaw.com

CERTIFICATE OF SERVICE

I hereby certify that on this 16th day of November 2017 a copy of the foregoing was served on the following by first-class mail:

Karl A. Racine
Office of the Attorney General
441 4th Street, NW, Suite 1100S
Washington, D.C. 20001

DC Department of Human Resources
One Judiciary Square
441 4th St., N.W., Suite 330 South
Washington, DC 20001

DC Department of Consumer and Regulatory Affairs
1100 4th St., S.W.
Washington, DC 20024

Respectfully submitted,

/s/ David A. Branch
David A. Branch

Exhibit A



GOVERNMENT OF THE DISTRICT OF COLUMBIA
Department of Human Resources



Office of the Director

October 16, 2017

John T. McFarland
5522 Karen Elaine Drive
Apt. 716
New Carrollton, MD 20784

Subject: **Classification Appeal**

Dear Mr. McFarland:

The Department of Human Resources (DCHR) is in receipt of your August 28, 2017 letter requesting the October 28, 2013 Classification Desk Audit Decision in your case to be reversed. DCHR reviewed your request, your District of Columbia (D.C.) Superior Court and the D.C. Court of Appeals cases, and responsive documents to your Freedom of Information Act (FOIA) requests. Based on a review of the available records, DCHR does not have sufficient reason to reconsider its decision.

Factual Background

On March 8, 2011, you requested a desk audit to review the classification of your position as a Program Support Specialist, CS-0301-09, with the Department of Consumer and Regulatory Affairs (DCRA). Mr. Peter B. Delate, a DCHR Human Resources (HR) Specialist, initially was assigned to conduct your desk audit; however, Mr. Delate's employment with DCHR ended. As a result, Mr. Lewis Norman, a DCHR Supervisory HR Specialist, completed your desk audit. On October 28, 2013, DCHR determined that your position was correctly classified as a Grade 9.

On June 17, 2014, you filed a Classification Appeal with DCHR, requesting that your position be reclassified to the same grade as Mr. Leon Lewis, who you alleged performed the same duties as you. On July 16, 2014, DCHR issued a Classification Appeal Decision, finding that your position was correctly classified and informing you that you may appeal to the D.C. Superior Court.

On September 15, 2014, you appealed DCHR's July 16, 2014, Classification Appeal Decision to the D.C. Superior Court. On March 24, 2017, the D.C. Superior Court affirmed DCHR's decision. On October 3, 2017, you filed an appeal to the D.C. Court of Appeals. On February 16, 2017, the D.C. Court of Appeals affirmed DCHR's decision, holding, "Petitioner failed to demonstrate that there existed a relevant signed Classification Desk Audit Decision that was not included in the agency record."

Classification Appeal

DCHR provided you with all information available in your case and responded to each of your FOIA requests accordingly. Based on a review of the available records, there is insufficient evidence to warrant reconsideration of your Classification Desk Audit Decision.

We appreciate your continued service with the District of Columbia and DCRA and would like to take this opportunity to thank you for your service. If you have any further questions, please feel free to contact the General Counsel at Kathleen.liu@dc.gov or (202) 741-8783.

Sincerely,


Venita C. Gibson
Director

Exhibit B

**DC DEPARTMENT OF HUMAN RESOURCES
CLASSIFICATION APPEAL DECISION**

Appellant: Mr. John T. McFarland

Current Position Classification: Program Support Specialist, CS-0301-09

Organization: Department of Consumer and Regulatory Affairs,
Occupational and Professional Licensing Division

Reason for Classification Appeal :

Mr. McFarland is appealing his classification as an Program Support Specialist, CS-0301-09, stating the following:

“...my position is similar to the work being done by Leon Lewis, who is also a liaison to professional boards with in the Occupational and Professional Licensing Division of the Department of Consumer and Regulatory Affairs.”

Appeal Review:

This review does not and cannot speak to nor compare the appellant’s duties and responsibilities to the duties and responsibilities of another employee nor does it speak to, affirm, or question the validity of the allocation and classification of that employee’s position. By law, DCHR must classify positions solely by comparing the incumbent’s or applicant’s duties and responsibilities to the appropriate standard(s) and/or guideline(s) (5 U.S.C.5106 and 5107). In as much as comparison to the appropriate standard(s) is the exclusive method for arriving at the allocation or classification of any and all positions, one cannot compare the position encumbered by an appellant to any other position as a rationale for rendering a decision. As the subject position is classified as Program Support Specialist, CS-0301-09, and in a career ladder, for evaluation purposes, subject position is, reviewed against the CS-0301 series and the two descriptions of the career ladder.

In adjudicating this appeal, the concern is to make an independent decision on the proper classification (level) of this position. By law, this must be decided solely by comparing the appellants current duties and responsibilities to the descriptions and OPM standards and guidelines (5 U.S.C. 5106 and 5107). Therefore, the appellant’s statements are considered only insofar as they are relevant to making that comparison.

In reaching the classification decision, all information furnished by the appellant and his first and second level supervisors was reviewed, including the two official position descriptions.

Position information

The appellant is assigned to a generic, career ladder Program Support Specialist, CS-0301-09 position description with promotional potential to an existing generic Program Support Specialist, CS-0301-11 within DCRA. The appellant's supervisor and manager have certified the overall accuracy of the two position descriptions.

As the appellant's position description is generic and both the appellant and the appellant's supervisor and manager indicated that a more descriptive title would be preferred, it was pointed out that such a title was permissible and should be included on the OP8 in #16, "Organizational Title of Position(If different from official title)".

The appellant does not contest the accuracy of the descriptions, but is appealing the classification of his position as a grade 09.

Duties and Responsibilities performed by the Appellant

The appellant, works for the Occupational and Professional Licensing Division within the Department of Consumer and Regulatory Affairs. He is the support to two Boards: the Board of Accountancy (BA) and the Board of Professional Engineering (BPE) and has recently been assisting in supporting the DC Funeral Director Board. Principally, he is the point of contact for questions regarding licensure and professional examination requirements. He reviews applications for the CPA examination and informs applicants of any deficiencies, the deadline to correct deficiencies, and approves for testing those that meet the established criteria. Additionally, he supports the Boards by taking minutes and ensuring the Boards have all necessary information to conduct business. While the various web sites (DCRA, Pearson Vue, and the various professional associations) are vigorous, the public (candidates for licensure or examinations) typically have individual questions about their situation(s) that fall to the appellant who is not only responsible for answering their inquiries but pointing them to the applicable code/rule/regulation for clarification/support.

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Summary

The appellant is performing work without the assistance of the supervisor and/or manager. Additionally, the appellant is exercising a thorough knowledge of his two Boards and their requirements for examination/certification and the present level of supervision is not as described in the grade 9 description but rather that as is described in the grade 11 description. (The level of supervision being the prime delineator between the two descriptions per the manager.)

Decision:

Based on the forgoing, the appellant is working within the parameters of the Program Support Specialist, 0301, grade 11.

Management has the right to assign and/or change duties and responsibilities. As such and in as much as management has indicated it has issues with the appellant's performance, it is recommended that management more closely supervise the appellant and his work as well as work with him on the scope of his job and his personal interactions which would lower the appellant to the grade 09.

Appeal Summary:

The responsibility to ensure that all positions, groups, and/or classes of positions are equitably placed in classes and grades consistent with the appropriate standard(s) begins with management. In as much as management did indicate that it had employees supporting Boards in different series/descriptions, should management decide that a review of a group or class of positions is needed to ensure equity of grade levels, management may, at any time, request that the Office of Human Resources conduct such a review. (DPM 11A, 1106.4)

Peter B. Delate
HR Specialist

Date

Approved by :

Peter B. Delate
Interim Associate Director,
Compensation & Classification Administration

Date