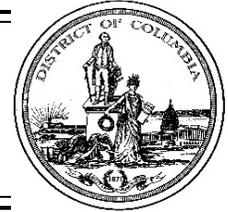

OFFICE OF AT-LARGE COUNCILMEMBER ANITA BONDS
CHAIR, COMMITTEE ON EXECUTIVE
ADMINISTRATION & LABOR



January 20, 2023

Director E. Lindsey Maxwell II., Esq.
District of Columbia Department of Human Resources
1015 Half St SE #9,
Washington, DC 20003

Dear Director Maxwell:

The annual performance hearing for the District of Columbia Department of his scheduled for **Wednesday, February 15, 2023, beginning at 9:30 AM in the Zoom virtual platform**. The government witness(es) for the agency will testify following public testimony. Please plan to arrive in time to listen to the entirety of the public testimony presented with respect to the agency. Pursuant to Council rule 522(a), we ask all executive witness(es) to submit their hearing testimony 48 hours in advance of their performance oversight hearing.

Written pre-hearing questions for your agency are attached. So that I may make effective use of your responses, please provide your electronic responses in Microsoft Word and PDF format **by 5:00PM on Wednesday, February 8, 2023**.

If you feel that I could use additional information outside the scope of the attached questions, please feel free to include an additional written statement. If your office requires clarification of any of the attached questions, please contact Kevin Chavous, Committee Director, at (202) 741-0918 or kchavous@dccouncil.gov. Thank you in advance for your timely and comprehensive response.

Sincerely,

A handwritten signature in black ink, appearing to read "ANITA BONDS".

Anita Bonds
At-Large Councilmember
Chairperson, Committee on Executive Administration and Labor

**DEPARTMENT OF HUMAN RESOURCES
FY2022-2023 Performance Oversight Questions
Committee on Executive Administration and Labor
At-Large Councilmember Anita Bonds, Chair**

I. Agency Priorities, Performance, and Evaluation

1. Please discuss DCHR's **top five priorities**.
 - a. Please provide updates on how addressed its **top five priorities in FY2022**.

Answer:

1. **COVID-19 (COVID-19) Response:** DCHR played a critical role in the District's response to COVID-19 and was responsible for drafting, implementing, and ensuring compliance with policy recommendations; assisting and collaborating with the Office of the Chief Technology Officer (OCTO) on data collection, information sharing, and data analysis; providing Human Resources (HR) legal guidance; partnering with healthcare insurance providers to ensure responsive and comprehensive COVID-19 care and communicating with employees and the HR community.

This work included:

- **Religious Accommodations:**
 - Onboarding and training religious accommodations specialists who reviewed religious accommodations from employees across the District.
 - Collaborating with the Mayor's Office of Legal Counsel (MOLC) and the Office on Disability Rights (ODR) on developing religious accommodations training.
 - Collaborating with the MOLC to create response templates for agencies to use when replying to employee accommodation requests.
 - Creating a confidential and secure centralized tracking database for accommodation requests.
- **Compliance Monitors:**
 - Onboarding and training compliance monitors who reviewed and verified uploaded vaccination documentation, provided technical assistance to employees with uploading vaccine cards and/or test results, and assisted agencies with ensuring overall vaccination compliance.
 - Building automated workflows that notified employees and corresponding human resources advisors when an employee was out of compliance with the mandate.
- **Policy Development:**
 - Drafting issuances and corresponding guidance materials on COVID-19 vaccination, workplace exposure, and personal pandemic leave.
- **PeopleSoft Enhancements:**
 - Collaborating with OCTO to create a PeopleSoft tile for employees to upload their COVID-19 vaccination cards and test results.
 - Collaborating with OCTO to create a personal pandemic leave category.
 - Developing PeopleSoft queries for the HR community to track agency vaccination rates.
 - Providing agency training and associated guides on employee vaccination and testing reporting and query generation.

- Creating automated daily and weekly dashboards and reports to monitor vaccination and testing compliance, COVID-19 tile response rates, vaccine mandate related disciplinary actions, agency compliance progress over time, and voluntary separation rates among employees out of compliance.
 - **Employee Wellness**
 - Communicating with employees on the importance and safety of COVID-19 vaccination and the access points to receive COVID-19 shots.
 - Coordinating with healthcare insurance providers to ensure that the District workforce and dependents have support services and resources for the prevention and treatment of COVID-19
 - **Virtual Training**
 - Launched the District's new eLearning Platform, Percipio, which offers over 5,000 curated virtual courses and digital badges.
 - Ensured the integration of Percipio's digital content to include leadership/management bootcamps, essential business skills offerings, compliance-related instruction, and microlearning opportunities.
 - Successfully transitioned Center for Learning and Development's complete In-Person Training Course Portfolio to virtual course instruction via WebEx and Microsoft Teams platforms.
 - Collaborated with Agency Training Coordinators to ensure the selected virtual platform supported managers and employees requiring leadership and peer coaching, organizational assessments, and agency-specific training.
2. **Technology Enhancements:** In FY22 DCHR focused on improving the ability of employees to complete key processes electronically. To do so, DCHR collaborated with the OCTO to implement several key enhancements in PeopleSoft including:
- **COVID-19 Employee Tile and Administrator Page:** allows employees to submit vaccination and testing documentation in PeopleSoft. Also created a specific Administrator page that provides secure access to approved employees to verify documentation submitted.
 - **Automated Telework Application:** allows employees and managers to submit and approve telework and alternative work schedule applications.
 - **HR Processing Attachment Framework:** provides functionality for HR community members to attach supporting documentation for personnel actions in PeopleSoft. This will lead to the creation of an electronic employee personnel folder and the elimination of the current paper filing system.
 - **Family Medical Leave Act (FMLA) Application Portal:** automates the process of applying for FMLA and Paid Family Leave by allowing employees to submit applications in PeopleSoft. This includes a workflow that facilitates review by the agency and DCHR FMLA Coordinators and Administrators. This feature will be implemented in February 2023.
3. **Improving the Customer Experience:** Creating a positive customer experience is essential in all organizations. In FY22 DCHR collaborated with the OCTO to implement the following features that will improve the customer experience:
- **New DCHR Website:** DCHR's website has been updated to provide customers with a streamlined method to locate key DCHR resources.

- **Chat Feature:** Along with the launch of a new website, DCHR also implemented an interactive user chat for employees. The chat uses artificial intelligence (AI) to automatically identify user issues using key words and respond appropriately. The AI-based chat feature is available to customers 24-7. It also allows customers to connect to a DCHR customer care representative during business hours. DCHR also monitors the key words used by customers that do not already have automated replies so the system can be updated to better address customer questions.
 - **Customer Call Back:** To further enhance the customer experience, DCHR implemented a call back feature that allows customers to leave their phone number when they call the Customer Care line. Instead of waiting on hold, they will receive an automated call-back when a customer care representative is available to assist.
 - **Employee Texting:** DCHR also implemented texting to government issued employee cellular phones was implemented to expand communication options for our employees. The text messages are focused on key events or announcements such as the open enrollment deadline. DCHR is also currently researching the ability to implement the option to text job applicants who are interested in District employment. DCHR hopes to implement this in FY23.
 - **Monthly Wellness Newsletter with Video:** To consolidate the wellness communication provided to employees, DCHR created a monthly wellness newsletter that highlights the key wellness opportunities of the month including wellness and fitness classes, financial preparedness, as well as professional development opportunities such as Spanish classes. Several of the newsletters also included video messages designed to quickly highlight important topics and generate community engagement.
4. **Career Pathways:** In FY22, DCHR collaborated with the Department of Employment Services (DOES) and other agency partners to expand its existing apprenticeship programs. Through this collaboration, DCHR was able to reach the following milestones:
- **Additional Apprentice Programs:** DCHR and partner agencies were able to draft standards and receive approval from the Department of Labor Apprenticeship Board for a variety of new apprenticeships including the Metropolitan Police Department (MPD) Cadet Program, the DOES Call Center Program, the Department of Human Services (DHS) Information Technology Program, and the DCHR IT Program.
 - **Informational Sessions:** During the year, DCHR and partner agencies hosted multiple information sessions to describe the various apprenticeship programs to potential applicants. Over 300 individuals participated in these sessions.
 - **Apprentice Application:** Based on the information sessions and other outreach, DCHR received over 700 applications for the apprenticeship programs, reviewed the applicants and selected the most qualified eligible candidates.
 - **Apprentice Onboarding:** The following table depicts the number of successfully onboarded apprentices in each program.

Apprenticeship Programs	# Apprentices	Description	Program Duration
DCHR Apprentices	10	Support human resources ancillary services	1- year
MPD Apprentices	75	Law Enforcement	2- year
DOES Apprentices	17	Call Center/Customer Service	1- year
DPR IT Apprentices	2*	Information Technology	2- year
DHS IT Apprentices	4*	Information Technology	2 -year

DCHR IT Apprentices	1*	Information Technology	2- year
DHCF IT Apprentices	1	Information Technology	2- year
DHCF Health Care Apprentices	1	Healthcare Administration	2- year

- **Apprentice Mentoring:** DCHR developed a mentoring program that exposes apprentices to current District employees, who in turn impart their knowledge and lessons learned to help apprentices achieve their professional goals.
- **University Partnerships:** DCHR continued a partnership with the University of the District of Columbia (UDC) to provide training and development opportunities for the apprenticeship programs.

5. **Strategic Recruitment:** One of the key elements of DCHR’s mission statement is to enable the District government to attract, develop and retain a well-qualified and diverse workforce.. In FY22 DCHR employed a variety of strategies to attract the most qualified applicants for open positions with our constituent agencies.

- **Quarterly Hiring Events:** During the year, DCHR began hosting quarterly virtual hiring events. These events proved to be exceedingly popular among our constituent agencies and pool of interested applicants. Potential candidates are able to submit their applications for prescreening. Once screened, candidates are then able to interview directly with hiring managers via the virtual platform. This streamlined process has allowed agencies expedite the hiring process and quickly fill vacant positions.

To assist potential job candidates, DCHR also hosted interview preparation sessions. These sessions emphasized the importance of demonstrating experience and genuine interest during the interview process. DCHR also trained participants on how to handle difficult interview questions and successfully navigate the virtual hiring platform.

For FY22, the virtual hiring events resulted in the hiring of 414 employees including 183 District residents.

- **Agency Specific Hiring Events:** In addition to the virtual hiring events, DCHR also supports individual agencies when they experience a large-scale hiring need. Over the last year, DCHR has worked with DOES, Department of Buildings (DOB), Department of Licensing and Consumer Protection (DLCP) and Department of Motor Vehicles (DMV) to host agency specific hiring events.
- **LinkedIn Advertising:** Through a Districtwide contract, in December 2022, DCHR began advertising select hard-to-fill positions on a District LinkedIn page. DCHR and hiring managers are able to proactively connect with LinkedIn members based on the skills needed for the position, track members who viewed the vacancy and those who then ultimately visited careers.dc.gov and applied for the position.

As of January 25, 2022, 14 vacancies (including 4 CFSA, 4 DYRS, 1 DGS, 1 DME, 1 ORM and 3 MPD) have been posted on LinkedIn resulting in 6,567 views, 800 total apply clicks with a 12% apply rate. As DCHR continues to partner with LinkedIn, additional data on success will be provided.

- **Time-to-Fill and Recruiting Dashboards:** DCHR has created multiple dashboards to assist with recruiting including a time-to-fill and recruiting dashboard. HR dashboards are

an efficient way to communicate with staff and stay abreast of what is happening at the agency. Individual agencies have access to their own data. In FY23 DCHR will continue to train the HR community on how this integral tool is important in making informed decisions in HR.

- b. What are the agency's top five priorities in FY2023? Please explain how the agency expects to address these priorities in FY2023

Answer:

1. **Employee Wellness:** DCHR will partner with District leadership and agency wellness leaders and healthcare providers to expand the wellness offerings and opportunities provided to employees and dependents. In addition, DCHR will enhance employee communication to ensure employees are aware of opportunities.
 2. **Customer Relationship Management Implementation:** DCHR will collaborate with OCTO to research, procure, conduct user acceptance testing and implement a Customer Relationship Management (CRM) system. This technology will lead to more efficient and streamlined customer engagement and proactive monitoring of customer requests and questions.
 3. **PeopleSoft Enhancement:** DCHR will collaborate with OCTO to implement additional functionality and system logic in our Human Resource Information System (HRIS), PeopleSoft, to improve Human Resources operations. Enhancements will include implementation of an automated offboarding process, discipline tracking, survey framework, and Paid Family Leave tracking enhancement.
 4. **Future of Work:** DCHR will research current employment trends to recommend program and policy changes which will increase recruitment and retention within District agencies.
 5. **Strategic Recruitment:** DCHR will continue to collaborate with agencies on strategic recruitment to include: pooling of positions Districtwide, increased use of social media recruitment, and enhanced applicant communication via texting.
2. Please list each **program** or body of work operated or administered by DCHR during FY2022 and FY2023. Highlight any programs new in FY2022 or FY2023. For each program, please provide a description of the program, the office that carries out the program, employee workload, and activities in FY2022 and FY2023. Please add any results of the program, including measured successes.

Answer:

Please see attachment labeled "02 DCHR Activities and Programs."
None of the programs listed are new in FY22 or FY23.

3. Please describe any **initiatives** that the DCHR implemented in FY2022 or FY2023, 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:

- **Project Management Professional (PMP) Bootcamp:** DCHR launched a PMP Bootcamp to increase the number of employees who have the needed project management skills to manage key District projects and are certified PMPs. The bootcamp includes four preparation classes that prepare participants to take the PMP. Participants also receive a PMP preparation book and workplan.
- **LinkedIn Partnership:** See Answer 1a.
- **Monthly Wellness Newsletter:** See Answer 1a.
- **Chat Feature:** See Answer 1a.
- **Employee Texting:** See Answer 1a.
- **“Hybrid attorney” cross-training:** DCHR and the Office of Labor Relations and Collective Bargaining (OLRCB) are partnering together to cross-train incoming attorneys at both agencies on labor and employment topics. Attorneys receive assignments and guidance relevant to knowledge in both areas.
- **Religious Accommodation Review Process:** While the COVID-19 Vaccination Policy was in effect, DCHR created a task force, conducted trainings, and oversaw the information collecting and review process for thousands of requests for religious accommodations.
- **Supervisory Attorneys Leadership Training and Wellness Retreat:** To begin the new year, DCHR hosted an event for agency General Counsels and Deputy General Counsels from across the District covering topics such as wellness and stress management, leading in volatile and uncertain conditions, and practicing empathy in leadership and supporting those you lead. By supporting agencies’ senior/supervisory attorneys in their wellness and leadership journey as well as creating an environment that encourages community building, DCHR hopes to positively impact the retention, wellbeing and performance of the District’s attorney leaders.

4. Does DCHR work with the Department of Employment Services to implement any programming and services? If so, in what capacity? Does DCHR collaborate with any other agency for programming matters (i.e. job fairs, apprenticeship programs)?

Answer:

DOES continues to collaborate with DCHR on key development programs. In FY22, DCHR along with DOES executed a Memorandum of Agreement to support the In-School Youth Leadership Program (ISYLP). As a result, the program will recruit up to 15 (fifteen) high school juniors and seniors as well as college freshman and sophomores who serve as interns at multiple agencies. During the internship, participants assist with key agency projects and learn about this mission and work of their respective agency. Additionally, DCHR continues to support DOES in its core training series designed to provide mission-critical professional development courses to its workforce. These sessions support DOES managers/supervisors and employees across various topics.

DCHR also works with DOES to advise of services provided by DOES for unemployment compensation services, job searches outside of District Government opportunities, and job training/readiness programs being offered through DOES.

5. Does DCHR conduct job fairs, resume collections, etc.? If so, how does the agency assist candidates with job placement? How are positions filled?

Answer:

In FY22, DCHR conducted quarterly virtual hiring events that include on the spot conditional offers. For the hiring events, DCHR creates a dedicated webpage that outlines the various job opportunities and applicants are asked to register and submit resumes using a virtual hiring event platform. Agency HR teams review resumes submitted to ensure that the applicant meets the basic qualifications of the position. Qualified applicants are contacted to schedule an interview with a HR representative and the hiring manager during the hiring event.

For FY22, 414 (183 District residents) employees were hired from DCHR sponsored virtual hiring events.

6. How many fellows were accepted into the Capital City Fellows Program in FY 2021, FY 2022, and FY 2023? Please describe any challenges in managing the program.

Answer:

At the beginning of FY 2022, DCHR on-boarded eleven (11) Capital City Fellows. DCHR has been successfully administering the Capital City Fellows Program for twenty-three years.

7. Please provide a copy of DCHR's FY2022 **performance accountability report**.
 - a. Please explain which performance plan strategic objectives and key performance indicators (KPIs) were met or completed in FY2022 and which were not.

Answer: Please see attachment labeled "07 FY22 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 met within budget and associated timeframe.

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

Answer: Please see explanations provided in attachment labeled "07 FY22 Performance Accountability Report" for unmet initiatives and KPIs.

8. Regarding the DCHR's FY2023 **performance plan**:
 - a. Please provide a copy of DCHR's FY2023 performance plan as submitted to the Office of the City Administrator.

Answer: Please see attachment labeled "08A DCHR FY23 Performance Plan".

- b. Discuss any changes to any outcomes measurements in FY2023, 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 attachment labeled "08B KPI Changes".

9. For all **studies, research papers, reports, evaluations, audits, analyses or any other research**, including those provided by contractors or consultants, that DCHR prepared or contracted for during FY2022 and FY2023, as of Jan. 1, 2023:
 - a. For any study, paper, report, or analysis that is complete, please attach a copy.

Answer: Please see attachment labeled, "09-District Government Residency Data Analysis Report".

- b. For any study, paper, report, or analysis still underway, please provide Report name, author(s), and purpose; expected completion date; purpose and description of contents; and contract number or grant name if the report was produced by a contractor or grantee.

Answer:

- The Transgender and Non-Binary Employment Study (also referred to as the Gender Identity Study) began in September 2021. The purpose of the initiative is to study employment data, hiring and recruitment practices, and workplace climate in District government agencies in relation to people who are transgender or non-binary. Bayne LLC was hired to conduct the study and perform an analysis of the data. The initiative is still in progress.
- The "District Government Residency Data Analysis", pursuant to section 106a of the Jobs for D.C. Residents Amendment Act of 2007, effective November 13, 2021 (D.C. Law 24-45; D.C. Official Code § 1-515.06a) was submitted to Council in July 2022. See Attachment 09-District Government Residency Data Analysis Report for a copy of the report. A contract was issued to Bayne LLC to complete the survey, focus group interviews, and associated report related to this legislation.

10. Please list and describe any **investigations, audits, or reports by outside entities** that have requested or required participation by DCHR or any employee that were conducted during FY2022 (starting on Jan. 2, 2022), FY2023, as of Jan. 1, 2023, and any that are ongoing.
 - a. Also, please provide the URL for those online or attach copies of any such document that is not online. 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 attachment labelled, “10-Announcement Letter OIG No.22-1-03MA.”

Annual Financial Audits:

The following annual audits are completed by an independent third-party vendor selected by the Office of the Chief Financial Officer (OCFO) and are in progress for FY22 (fieldwork for FY23 typically does not begin until the third quarter of the fiscal year):

- **Annual Comprehensive Financial Report (ACFR):** The annual ACFR was conducted by McConnell and Jones, LLP 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). In FY22, the auditors completed all necessary field work and expressed verbally that all testing was complete and accurate for DCHR.
- **Retirement Plan Audit 401(a) and 457(b):** F.S. Taylor & Associates completes the annual audit of the 457(b) Deferred Compensation Plan and the 401(a) Defined Contribution Pension Plan which examines the operations and assets of the plans, including verifying that employees are enrolled correctly and contributing the correct amounts.
- **Office of the Inspector General (OIG) Overtime Audit:** As defined in the OIG’s January 2022 announcement letter (attachment labeled as “10 Announcement Letter OIG No.22-1-03MA) the OIG began to review overtime usage at District agencies. Although DCHR is not being audited, DCHR is providing guidance as it relates to DCHR’s overtime policy and its implementation.

11. Please provide DCHR’s updates to each recommendation identified by the Office of Inspector General in FY2021-2022. References may be made on pages 10-14 of DCHR’s *responses to FY2021-2022 Performance Oversight Questions*. If the recommendation has not been fully implemented, please explain why.

Answer:

Please see the below recommendations and the current status.

1. Recommendation: Identify and adopt an internal control framework to design, implement, and operate an effective internal control system to ensure PFL and other programs are administered in accordance with applicable laws and regulations.
 - Based on the passage of the Paid Family and Medical Leave (PFML) Act, employees will submit application for FMLA and PFML through PeopleSoft which will streamline the process and assist in ensuring compliance with applicable laws and regulations. In addition, DCHR will review all applications further ensuring compliance with laws and regulations.

2. Recommendation: Develop a plan for FMLA coordinators to receive proper training to ensure PFL applications are approved correctly in accordance with the District laws and regulations.
 - DCHR continues to conduct large quarterly trainings outlining the full PFL review process and explaining District rules, regulations, and processes as well as additional brown bag sessions that focus on documentation with the FMLA Coordinators. The trainings incorporate factual scenarios that require careful review and consideration of specific factors Coordinators should be aware of before approving an application. Additionally, DCHR incorporates quizzes to ascertain FMLA Coordinator understanding and surveys to assist Coordinators after the trainings.
3. Recommendation: Establish procedures to periodically review and update all DCHR issuances and forms relating to PFL eligibility and determinations.
 - DCHR hosted quarterly policy review sessions with District agencies and included PFL as a topic during the fiscal year. Agencies were able to provide feedback on the policy and discuss any implementation challenges. DCHR reviewed the feedback and made necessary changes to the PFL policies and forms. Based on changes in PFML, DCHR updated the policy and related issuance. Forms were also updated and are now electronically available in PeopleSoft for employee submission.
4. Recommendation: Establish procedures to ensure eligible employees provide proof of a qualifying event to establish eligibility occurred prior to approving PFL benefits.
 - DCHR reiterated in meetings and trainings to agencies that proof of a qualifying event must be received prior to approving PFL, except for the birth of a child, in which case the record should be provided as soon as it is available. In addition, DCHR is launching an electronic submission process via PeopleSoft. The process will ensure consistency and provide an effective tool for employees to submit applications, agencies to review the submissions and for DCHR to audit the applications.
5. Recommendation: Establish procedures to ensure ineligible employees are disqualified from receiving PFL benefits.
 - DCHR reiterated applicable eligibility criteria to ensure agencies do not approve ineligible employees for PFL. DCHR also created an electronic process in PeopleSoft that will improve efficiency and accuracy.
6. Recommendation: Establish procedures to ensure employees are disallowed from using PFL in less than 1-day increments.

- PMFL legislation now allows employees to use PMFL in less than 1-day increments. Based on operational needs, agencies are able to require agencies to take PFML in one-day increments. The PMFL issuance has been updated based on the new policy.
7. Recommendation: Establish procedures to ensure overtime work hours are excluded from premiums paid for Sunday work.
- DCHR collaborated with the Office of Payroll and Retirement Services (OPRS) to train timekeepers and quality assurance liaisons (QALs) on correct premium pay time entries and approvals. In addition, the overtime issuance includes FAQs that explain that the Sunday premium is excluded from overtime work. The FAQs can be found at: [FAQ - Overtime.docx \(dc.gov\)](#)
8. Recommendation: Establish procedures to ensure overtime work hours are excluded from premiums paid for night work.
- DCHR collaborated with the OPRS to train timekeepers and QALs on correct premium pay time entries and approvals. In addition, the overtime issuance includes FAQs that explain that the night premium is excluded from overtime work. The FAQs can be found at: [FAQ - Overtime.docx \(dc.gov\)](#).
9. Recommendation: Establish procedures to ensure nonworking hours are excluded from premiums paid for night work.
- DCHR recently drafted and posted an updated night differential policy that reiterates requirements for night differential pay. This guidance can be found at [E-DPM | Issuance | Night Differential Premium Pay \(2021 Update\) \(dc.gov\)](#).
10. Recommendation: Establish procedures to ensure nonworking hours are excluded from premiums paid for local environment pay.
- DCHR worked with the OLRCB to remove the not worked local environment pay time reporting codes (TRCs) in July 2022 from union employees. In addition, the OCTO removed the TRCs from PeopleSoft.
11. Recommendation: Establish procedures to ensure employee benefits hours related to overtime pay are processed accurately.
- As noted in meetings with OIG, PeopleSoft is currently programmed to compute overtime based on the current interpretation of union Collective Bargaining Agreements (CBAs), which includes all scheduled time, even when not worked, such as holidays to be counted as worked hours. Although this agreement exceeds what is required by District and Federal regulations, DCHR would need to partner with OLRCB to change this practice. We will work with OLRCB to discuss this during union negotiations to determine if changes are feasible.

12. Recommendation: Establish procedures to ensure overtime payments are based on the regular rate of pay as established by the FLSA.
- The computation of the regular rate of pay in PeopleSoft meets the requirements per the FLSA and has been otherwise modified pursuant to lawful agreements between the District and labor unions.
13. Recommendation: Establish procedures to ensure eligible employees are enrolled in the 401(a) Plan in a timely manner.
- DCHR worked to develop a biweekly quality assurance process that reviews all personnel actions processed in the two prior weeks. This process intends to identify and correct any errors prior to payroll being processed. In addition, DCHR created an automated report that is sent weekly and identifies employees who may not have had the correct 401(a) contributions made. DCHR will review these enhancements to determine if any additional improvements are needed.
14. Recommendation: Develop a plan to identify all 401(a) eligible employees, without a related retirement account, to establish and restore contributions.
- As mentioned above, DCHR created an automated report that tracks if 401(a) participants had the correct contribution amounts included on their paychecks. DCHR investigates many anomalies and works with appropriate partners to fund the employees' 401(a) accounts.
15. Recommendation: Establish procedures to ensure within-grade increases are processed in a timely manner.
- DCHR implemented a quality assurance process that reviews within-grade-increases (WIGI). This process reviews all personnel actions processed biweekly and identifies any WIGI errors. The report is shared with the team that processes actions to ensure that the error is corrected.
16. Recommendation: Establish procedures to ensure promotions and demotions are processed in a timely manner.
- DCHR has addressed this with the HR Community and reiterated that promotions and demotions cannot be backdated (processed after the effective date).
17. Recommendation: Develop procedures to require employees to annually self-certify dependents' continuing eligibility.
- DCHR requests that all employees review their coverage annually. Currently, it is not feasible to have each employee actively acknowledge their coverage. To increase communication methods, this year in addition to emails and in-person

and virtual open enrollment fair, DCHR also texted employees with District government phones to remind them about open enrollment.

18. Recommendation: Develop a plan to coordinate with the Department of Health and neighboring jurisdictions and identify all District employees who divorce or terminate domestic partnerships but have not reported this event.

- Based on the information available to the agency, there are very few incidents of unreported divorces and similar separations. To this end, it is impractical and would be costly to develop and maintain a system to verify marital status on a large-scale basis. Instead, employees are responsible for and should be held accountable for supplying or maintaining valid information in PeopleSoft. DCHR requests that employees review and update their coverage details during the annual Open Enrollment process. DCHR will also reinforce with the District HR community to remind employees to review and update personal information whenever they experience qualifying life events.

19. Recommendation: Develop a plan to collect from employees’ premiums paid in error by the District due to unreported changes in eligible dependents.

- With assistance from OLRCB and OPRS the agency is working to review the best way to leverage misconduct, performance management, and overpayment tools to hold agencies and employees accountable for any improper premium payments. DCHR policies apply to District employees, not contractors, whose pay would be governed by the applicable contract and enforced by the Office of Contracting and Procurement (OCP).

12. Please list all **reports or reporting** currently required of the agency in federal law, the DC Code, or municipal regulations.

- a. For each report, include:
 1. The statutory code or regulatory citation;
 2. Brief description of the requirement;
 3. Any report deadlines;
 4. Most recent submission date
 5. A description of whether the agency is in compliance with these requirements, and if not, why not; and
 6. A link to the most recent report submitted or posted online

Report ¹	Statute/Rule	Deadline	Last Filed	Comments
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¹ Please note that, per 6B DCMR 1258 and DC Code 1-612.38, DCHR is required to produce an Annual Leave Bank Accounting Report to the Mayor and a Voluntary Leave Transfer Activity Report to the Council, respectively. However, these programs were repealed/consolidated with the passage of the District Government Paid Leave Enhancement Amendment Act of 2022 (D.C. Law 24-212) on December 21, 2022. Therefore, DCHR does not plan

Agency Performance Report (to Council)	DC Code § 1-614.13	January 15	January 2023	Posted annually on the City Administrator's website
Agency Drug Policy Compliance Report (to City Administrator)	Mayor's Order 2019-081		FY2020	The report is pending submission
Financial Disclosure Statement Report (to BEGA)	6B DCMR § 1810	July 1, 2021	June 30, 2021	Confidential report – no link available
Freedom of Information Act Report (to Mayor)	1 DCMR § 413	Annually	December 23, 2021	Reports attached
Government Apprenticeships Report (to Council)	DC Code § 1-610.85	December 1		There have been significant changes to the program so DCHR met with Council on December 1, 2022 to report/discuss successes and opportunities for the program.
Incentive Awards Activity Report (to Mayor)	6B DCMR § 1908.3	Annually (if any have been awarded)		DCHR awarded 211 retirement incentives during FY22
Monetary Awards Report (to Council)	6B DCMR § 1908.4	Within 30 days of execution		Please see attachment 12-FY22 Monetary Awards
Residency Compliance Report (to Council)	DC Code § 1-515.06; 6B DCMR § 309	Dec. 1	April 26, 2021	This report is pending approval and will be submitted by March 30, 2023.
Resident District Graduate Hiring Audit Report (to Council)	DC Code § 1-608.01(b-1)(4A)(C)	Annually		There have been significant changes to the program so DCHR met with Council on December 1, 2022 to report/discuss successes and opportunities for the program.

to create these reports this calendar year or moving forward. Accordingly, their reporting requirements are not listed below.

Study of transgender and non-binary employment Report (to Council)	DC Code § 1-607.62(e)(4)	December 31, 2021	N/A	The vendor continues to work on this initiative.
Suitability Report (to Mayor)	6B DCMR § 440	Every 6 months		This report is pending approval and will be submitted in early February 2023.

b. Please attach copies of the reports required under 6B DCMR § 440² (suitability), DC Code §1-515.06(a) (Residency, for FY2022), and DC Code §1-608.01(b-1) (Career Pathways)³.

Answer: Please see attachment labelled, “12 – Monetary Awards.”

20. Please attach a copy of the agency’s **FOIA disclosure report(s)** for FY2021 and FY2022.

Answer: Please see attachments labeled “13A DCHR FY 2021 FOIA Report” and “13B DCHR FY 2022 FOIA Report”.

21. Please attach a **log of all FOIA requests** received in FY2022 and FY2023 with the request number, the name of the requestor, the request date, and a brief description of the information requested.

Answer: Please see attachments labeled “14A FOIA Log FY2022” and “14B FOIA Log FY2023”.

² The Suitability Report is required under 6B DCMR § 441, and not 6B DCMR § 440.

³ Please be advised that there is no Career Pathways report that DCHR must generate that is required under DC Code § 1-608.01(b-1). The law requires, instead, that each subordinate agency head submit to the Mayor an annual report detailing, for each new employee hired into an entry-level job during the reporting period, whether the employee is a resident District graduate and for the Mayor to integrate into each subordinate agency's annual performance objectives the target percentage of new hires into entry-level jobs who are resident District graduates. See DC Code § 1-608.01(b-1)(4A)(A) and (B). However, the report that DCHR is required to submit to the Council is an annual audit report detailing audits of each subordinate agency's personnel records to ensure that all persons receiving resident District graduate consideration priority submitted requisite proof of entitlement. See DC Code § 1-608.01(b-1)(4A)(C).

II. Budget and Expenditures

Budget

22. **Budget.** Please update last year's table labeled "DCHR PO Tables 2022" - Tab Q12 Budget" (pages 67-68 attachments) to reflect FY2022 and the first quarter of FY2023.

- a. For Intra-district funds for FY2023, please delineate the amount of local funding that is sourced from other agencies.
- b. Please also include any over- or under-spending (by more than 10% of the approved budget) in each program and activity. Explain the reason for any variation between the revised budget and actual expenditures for FY2022 for each program and activity code, including for under-spending, what the planned spending was for and why the expenditure did not take place.

Answer: Please see attachment labeled "DCHR PO Tables 2023" - Tab Q15 Budget.

23. Please provide in Excel a copy of the detailed FY2023 NPS **spending plan**, organized by and listing each activity code and fund title in DCHR's budget.

Answer:

Please see attachment labeled "DCHR PO Tables" - Tab Q16 Spend Plan.

24. Please provide the following information for all **intra-District memoranda of understanding (MOUs)** for FY2022 and FY2023 as of Jan. 1, 2023, *including anticipated MOUs* for the remainder of FY2023.

- a. *Attach copies* of all intra-district MOUs.
- b. Please *complete the attached table* in Excel for all MOUs, including anticipated MOUs.

Answer:

Please see attachment labeled "DCHR PO Tables" - Tab Q17 MOUs.

25. Please provide the following information for all **intra-District memoranda of agreement (MOAs)** for FY2022 and FY2023 as of Jan. 1, 2023, including anticipated MOAs for the remainder of FY2023.

- a. *Attach copies* of all intra-district MOAs, other than those for overhead or logistical services, such as routine IT services or security.
- b. For each MOA, including anticipated MOAs, complete the table below; add rows as necessary.

Answer:

Please see attachment labeled "DCHR PO Tables" - Tab Q18 MOAs.

26. Please provide the following information for each **interagency reprogramming** of funds into and out of the agency for FY2022 and FY2023, as of Jan. 1, 2023, including anticipated inter-agency reprogrammings for the remainder of FY2023.
- Please *attach copies* of the reprogramming documents, including the Agency Fiscal Officer's request memos and the associated, attached reprogramming chart.
 - For each reprogramming, including anticipated reprogrammings, complete the *attached chart in Excel*.

Answer:

There have been no FY2022 & FY2023 interagency reprogrammings to date.

27. Are there plans for any **intra-agency reprogramming** *within* your agency during FY2023? If so, please *attach copies* of any reprogramming documents, and provide a detailed rationale for the reprogramming i.e. why the funds were available and what they will be used for.

Answer:

There are no FY2022 & FY2023 interagency reprogramming plans to date.

28. For FY2022 and FY2023, 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 dollar amount of revenue funds generated annually by each source or program;
 - The purpose or use of the funds;
 - The fund balances at the end of FY2021 and FY2022, the current fund balance as of Jan. 1, 2023, expected dollar amount of expenditures in FY2023, and the expected balance at the end of FY2023.

Answer:

Please see attachment labeled "DCHR PO Tables" - Tab Q21 SPR Funds.

Expenditures

29. Please list each **grant, sub-grant, or other types of payments**, such as federal payments, received by your agency in FY2022 and FY2023, as of Jan. 1, 2023. List the following:
- Source;
 - Purpose;
 - Timeframe;
 - Dollar amount received;
 - Amount expended; and
 - Whether the grant is a multi-year grant.

Answer:

DCHR has not received any grants, sub-grants, or other type of federal payments.

30. Please *complete the attached table* in Excel with the following information on each **contract, procurement, and lease** leveraged in FY2022 and FY2023 as of Jan. 1, 2023, 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.

Answer:

Please see attachment labeled "DCHR PO Tables" - Tab Q23 Contracts.

31. Please provide a list of all planned new solicitations, including RFPs and task orders for new work, for the remainder of FY2023 and include the following information:
- a. Estimated dollar amount.
 - b. Summary of work to be performed; and
 - c. If funds been pre-encumbered or encumbered, and the program and activity codes.

Answer:

Please see attachment labeled "DCHR PO Tables" - Tab Q24 Planned Solicitations.

32. Please complete the following table with information on all **credit card, p-card, or purchase card purchases and expenditures** for FY2022 and FY2023, as of Jan. 1, 2023; 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 labeled "DCHR PO Tables" - Tab 25 PCard.

33. Were any protests or appeals filed or pending with the **Contract Appeals Board** in FY2022 or FY2023 as of Jan. 1, 2023, against or involving your agency? If so, please complete the following table with information on each such protest or appeal; add rows as necessary.

Answer:

There were no protests or appeals filed or pending with the Contracts Appeals Board involving DCHR.

III. Agency Organization and Personnel

34. Please provide an **organizational chart** for the agency, arranged by division and subdivision, as of Jan. 1, 2023.
- a. Show for each division and subdivision:

- i. The names and titles of all personnel;
- ii. Include on the chart and denote any vacant or frozen positions;

Answer: Please see attachment labeled “27 - Org Chart”.

35. Please *complete the attached table* in Excel with a **chart of all positions (i.e., Schedule A)** at the agency, as of January 1, 2023.

- a. For **vacant positions**, please provide the (1) position number (2) the date on which it became vacant and (3) the step or status of the hiring process for the position as of Jan. 1, 2023.

Answer:

Please see attachment labeled "DCHR PO Tables" - Tab Q28 Agency Positions.

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

- a. *List each term or temp employee* (by position number) included in the schedule A who started in the position in FY2022 or FY2023.
- b. *For each*, please specify why the hire was done on a term or temp basis and not on a continuing basis. If it is an MOU-funded position, list the MOU type (e.g. suitability); if it is a fellowship, list the name of the fellowship.
- c. For each term or temp employee (by position number) included in the schedule A, indicate the start date of the position and the expected end date; and
- d. For each term employee (by position number) employed during FY2022 or FY2023 whose hire date is before FY2018, please explain why the employee is term and has not been converted to a permanent employee.

Answer:

For FY22, each hire for a term appointment was done on that basis because they were hired for personnel services for MOU-funded positions. Hires in temp appointments for FY22 were done through the District Leadership Program, which only selects participants for seasonal appointments (i.e., eight months in the fall, and four months in the summer).

For FY23, all term appointments were either hired for personnel services via MOU funds or were a part of an 18-month term fellowship.

37. How many and what percentage of total employees at DCHR as of Jan. 1, 2023, were District residents?

Answer:

There are 95 DCHR employees who are District residents, 55.23%.

38. Please complete the following charts about the **residency of new hires** at DCHR in FY2022 and FY2023:

DC Residency of Employees Hired in FY2022

<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	3	1	33.3%
Term	20	17	85%
Temporary	19	14	74%

DC Residency of Employees Hired in FY 2023, as of Jan. 1, 2023

<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			
Term	3	2	67%
Temporary			

39. Please complete the following table regarding employees placed on **administrative leave** in FY2022 or FY2023. Specify (column 3) why the employee was placed on leave and note if the leave is a result of discipline or due to an investigation.

Employees on Administrative Leave During FY2022 and FY2023

<i>Employee's job title</i>	<i>Reason placed on leave; specify if disciplinary or due to investigation</i>	<i>Length of leave</i>	<i>Whether employee was separated</i>	<i>Whether the leave was/is paid or unpaid</i>	<i>Their current status (as of Jan. 1, 2023).</i>
Supervisory IT Specialist	MSS Separation Advance Notice	15 days	Yes	Paid	Separated
Supervisory Investigator	Investigation	54 days	Yes; after 1/1/23	Paid	Still under investigation
Associate Director for Policy and Compliance	Investigation	54 days	Yes; after 1/1/23	Paid	Still under investigation

40. For FY2022 and FY2023, as of Jan. 1, 2023, please complete the following table on each **employee separated** from the agency, at the agency's initiation. Add rows as necessary.

Employees Separated from Agency, FY2022 and FY2023

<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 if it was due to probation, performance, or discipline. Do not state only “separated”</i>
Jamaal Holland	Supervisory IT Specialist	\$23,540.00	10 weeks	MSS Separation

41. Please provide a list of all **employee trainings** that DCHR staff participated in FY2022 or FY2023 or planned for the remainder of FY2023. Please provide:
- Name of training
 - Any certification to be obtained.
 - Location of training, if other than DC.
 - Cost of training
 - Name and job title of employee

Answer: Please see attachment labeled "DCHR PO Tables" - Tab Q34 Employee Training.

IV. Hiring and District Residency

A. Recurring and hiring District residents: strategy and systems

42. In its FY2022 budget report, released in June 2021, the Committee recommended that DCHR develop a **strategic plan with ambitious targets for recruiting and hiring District residents** into DC government employment. This should include agency-level goals and a gradual increase in those goals. DCHR should also consider incentives for agency hiring directors, establish guidelines, provide technical assistance to agencies, and more.
- Please describe DCHR’s overall strategy to increase hiring of District residents.

Answer:

DCHR has worked to improve it’s residency analysis and data capturing, focusing on key criteria such as ethnicity, age, gender, occupation, and appointment type. DCHR has created a residency dashboard providing real-time data on District residency.

- Has DCHR developed any strategic *plan* for increasing hiring of District residents? Please describe it and attach a copy.

Answer:

DCHR will be developing a strategic plan for increasing hiring of District residents based on the result of the residency survey and associated focus groups. This information is critical to ensuring the creation of a successful plan.

- c. Attach a copy of any related documents.

Answer: DCHR will share a copy of the plan once it is finalized.

43. In its FY2022 performance oversight hearing, DCHR testified that **hiring of District residents was a top priority** for the Office of the City Administrator.

- a. Please describe what efforts, if any, the Executive and DCHR has undertaken to increase hiring of District residents into District government employment in FY2022.

Answer:

DCHR has participated in community events to increase District resident awareness of District government job opportunities. DCHR also continued its partnership with the DC Department of Public Libraries (DCPL) to provide resume writing and interviews skills training to residents with a focus on applying for District opportunities. DCHR and DCPL began hosting these sessions in-person again in January 2023 following a virtual experience during the pandemic. DCHR will support nine in-person Resume Writing and Interviewing Skills workshops across three DCPL locations to include Capital View Library, Lamond-Riggs/Lillian J. Huff Library, and Martin Luther King, Jr. Library. Additionally, this year DCHR will also be participating in more than five local university hiring events.

In addition, DCHR's Career Pathways participated in multiple high school hiring events sharing District government employment opportunities with high schools students. Through this work, DCHR is able to build a pool of residents who are interested in District opportunities and are contacted when various hiring events occur.

- b. Did those efforts include agency-level consultations, which the director testified were planned at the time of the performance hearing?

Answer:

DCHR meets with hiring agencies on a regular basis to discuss hiring needs and the best strategies to meet these needs. When conducted, DCHR works with agencies to strategize how to find the best candidate for various opportunities with a priority and focus to hire residents.

- c. How do you measure success of these efforts overall and individually (for each effort or initiative)? What are the results by those measures?

Answer:

DCHR measures the success of these efforts formally with two key performance indicators, the percentage of new hires who are District residents and the overall percentage of employees who are District residents. Both of these increased between

FY21 and FY22. The percent of new employees who are residents increased from 52.7% in FY21 to 55.1% in FY22. The percent of all employees who are residents increased from 42.8% in FY21 to 43.29% in FY22.

d. Please describe accomplishments in this area in FY2022 and FY2023 thus far.

Answer:

As mentioned above both the percentage of new employees and total employees who are residents increased from FY21 to FY22.

e. What are the Executive's and agency's plans for FY2023?

Answer:

DCHR will conduct at least two Human Resources Officer meetings to help agencies share/establish best practices, collaborate/strategize on innovative ways to attract residents, and discuss potential challenges in meeting residency hiring targets. In addition, DCHR will continue to attend local high school and university hiring events and will increase our social media communication with a focus on attracting residents.

DCHR will use the information gained from the residency employee survey and focus groups to draft policy and process recommendations to increase the number of residents hired.

44. **Recruiting.** Please list all agencies, including independent agencies and provide:
- Whether the agency uses e-Recruit system;
 - If not, which system the agency uses; and
 - Whether the agency plans to begin using e-Recruit, and when.

Answer: Please see attachment labeled, "37-Agencies Using eRecruit". *Please note the Mayor's Office of Talent and Appointments uses JazzHR for Excepted and Executive positions. eRecruit is used for Career Service positions at those agencies.

B. Implementation of the Pathways to District Government Careers Act

The **Pathways to District Government Careers Amendment Act** of 2018 has three main parts. The first part, section 2(c), (DC Code § 1-608.01(b-1)) requires that District agencies solicit applications from, interview, and exclusively consider for entry-level jobs **resident District graduates** (of DC high schools) prior to considering other candidates.

45. Please provide a full **update on the implementation** of this section of the law in FY2022 and FY2023:
- What additional implementation steps were taken in FY2022 or thus far in FY2023?

Answer:

On February 18, 2022, DCHR sent a District-wide email communication to all Agency Human Resources Officers outlining the requirements and steps to be taken for the auditing process that is required as part of the Career Pathways legislation. Each agency was asked to identify any entry-level positions from the last fiscal year (FY 2021) and identify whether the hire to the entry-level positions is a resident-District graduate or not. The Career Pathways Team, engaged thirty-eight District agencies and offices that fall under the personnel authority of the Mayor and DCHR in Career Pathways compliance discussions. Twenty-eight agencies and offices provided responses. The remaining agencies and offices are small in size and DCHR provides human resources services on their behalf as needed. In FY 2021, the majority of the agencies did not conduct competitive hiring for entry-level positions. We attribute this outcome due to many District agencies operating under a full-time, work-from-home, telework posture with some hiring frozen. In July 2021, the District began to lift its full-time work-from-home posture, leaving a remaining two-months of FY21 for entry-level recruitment activity.

- b. Please describe any planned work for FY2023, such as regulations or guidance, PeopleSoft or other technological upgrades, strategies to target solicitations to this population, application form updates, communications with agencies and their human resources officers regarding these requirements, and any other elements of implementation.

Answer:

In February 2023, a communication will be sent to all Agency Human Resources Officers, requiring agencies to respond to the annual auditing exercise as part of the Career Pathways legislation. Each agency will be asked to identify any entry-level positions from FY22 indicating if the candidate hired is a resident District graduate or not. For any entry-level new hires that are District residents, each agency is requested to provide supporting documentation to include proof of residency and graduation from a District public high school (DCPS or DCPCS), GED or equivalent program.

- c. DCHR reported in performance responses in 2022 that People Soft has been updated to add “a specific area of consideration entitled ‘District graduates’ during FY2020 and that the “needed screening questions and associated recruiter screens were updated in February 2021.” Are all agencies now following these requirements? If not, which agencies are not, and for each agency, explain why not.

Answer:

Peoplesoft was updated with a “District Graduate” area of consideration in FY20 and additional screening questions were added in February 2021. All agencies have been provided access to the upgrades that have been made in PeopleSoft

46. The law requires that each subordinate agency head **submit annual reports** to the Mayor detailing “the names of all new employees and their pay schedules, titles, and place of residence and whether, for entry-level positions, the new employee is a resident District graduate” (D.C. Code §1-608.01(b-1)(4A)(A)). In 2021 performance responses, DCHR said the report PeopleSoft updates would be done in Feb. 2021 and

a report submitted after that. In 2022, the agency said that reports were delayed due to challenges with tracking the information in People Soft.

- a. Please explain the specific problems with PeopleSoft.
- b. What updates are needed in PeopleSoft?
- c. Has PeopleSoft been updated?
- d. If not, what is the plan and timeline to do so?
- e. When will the reports begin to be generated?

Answer:

PeopleSoft was updated with a “District Graduate” area of consideration in FY20 and additional screening questions were added in February 2021. All agencies have been provided access to the upgrades that have been made. The FY21 annual audit was delayed due to the challenges with tracking information in PeopleSoft and changes resulting from the COVID-19 pandemic. In the FY22 PeopleSoft report shows a total of one hundred and ninety-six entry-level positions were recruited during the fiscal year. Of which forty-four (44) entry-level positions were recruited under the “Resident District Graduate” area of consideration. Eleven positions were successfully filled and closed. Many agency entry-level positions do not meet the District’s Career Pathway’s definition of the term entry-level which means: *“A competitive District government position that requires three or fewer years of prior work experience; and does not require an educational certification above a high school diploma or its equivalent.”* Many entry-level positions identified on the FY22 PeopleSoft report reflect positions that exceed the Career Pathways requirement of three or fewer years of prior work experience and require a specialized skill or credential; and/or do not meet the requirement of a competitive position. Competitive position requires agencies to conduct interviews. Often time, seasonal hiring programs, like the Department of Public Works’ (DPW) leaf season and snow removal hiring programs and the Department of Parks & Recreation (DPR) bypass the interview process allowing more residents to be considered for positions. See attachment.

47. The law also requires that the Mayor integrate into each subordinate agency's yearly **performance objectives** the rate of success in hiring District residents and resident District graduates (D.C. Code §1-608.01(b-1)(4A)(B)). DCHR’s 2020 performance responses said they had included hiring of District *residents* in the FY2021 plans but were working with OCTO to implement District *graduates* in PeopleSoft; the 2021 responses said that tracking would begin in Feb. 2021. The 2022 responses said that OCA and DCHR were still working to add a goal and associated targets for District graduates. Performance plans for select agencies available online [here](#) do not appear to have this measure incorporated.

- a. Please explain the delay in adding performance objectives.
- b. Has this been implemented for FY2023?
- c. If not, when will it be?

Answer:

DCHR has been working with the Office of the City Administrator to revisit some hiring related key performance indicators that will span across agencies. We are in the final

stages of developing those measures and a plan for execution. Our goal is to include them in FY23 year-end reporting or FY24 planning (and future plans after that).

48. The law requires that the Mayor conduct **annual audits** of each subordinate agency’s personnel records to ensure that persons receiving the priority job consideration for resident District graduates submitted required proof of entitlement (D.C. Code §1-608.01(b-1)(4A)(C)). Those audit reports are to be submitted annually to the Council; however, the Council has not received any audit reports. Last year DCHR said that the audit was delayed due to challenges with tracking the information in People Soft.
- a. Please explain the status of this effort, specific causes of the delays, and a timeline for completion.
 - b. Please attach a copy of the results if audits have begun.

Answer:

Due to significant changes from when the report was initially drafted, DCHR met to discuss successes and opportunities of the program with Council on December 1, 2022.

49. The second part of the Pathways Act requires that DCHR establish **partnerships with District high schools** to foster the hiring of more resident District graduates into District government employment. (DC Code § 1–604.02a). The specifics of the partnerships are at the discretion of DCHR. Please provide a list of partnering high schools and an update on what activities DCHR has undertaken or plans to undertake, to establish and operate these partnerships in FY2022 and FY2023.

Name of School	Date	Type of Engagement
Ballou HS	11/2021	Career Pathways engaged in discussions with Ballou HS principal and Department of Employment Services (DOES) on the development of an information technology pre-apprenticeship program beginning summer 2022.
Roosevelt HS	2/2022	Career Pathways Outreach to meet with CTE staff to discuss Career Pathways programming.
DC International School	2/2022	Career Pathways Outreach to meet with CTE staff to discuss Career Pathways programming.
LAYC Career Academy	2/2022	Career Pathways Outreach to meet with CTE staff to discuss Career Pathways programming.
Francis L. Cardozo HS	2/2022	Career Pathways Outreach to meet with CTE staff to discuss Career Pathways programming.
See Forever HS	2/2022	Career Pathways Outreach to meet with CTE staff to discuss Career Pathways programming.
Ballou HS	2/2022	Career Pathways invited to participate in the “Recharge” event, May 2- May 6, 2022.

Latin PCS	2/2022	Career Pathways Outreach to meet with CTE staff to discuss Career Pathways programming.
Luke C. Moore School	3/2022	Career Pathways invited to participate in the Luke C. Moore Career Fair on April 5, 2022.
Kipp DC	3/2022	Career Pathways invited to present on the Career Pathways program on 3/21/22 and 3/22/22
Ballou HS	4/2022	Career Pathways invited to participate in the Career, College and Military Fair on 4/6/22
Cesar Chavez PCS	9/2022	Career Pathways invited to participate in the Career & College Fair on 10/6/22.
Kipp DC	9/2022	Career Pathways invited to participate to speak to high school seniors and upper grade students on Career Pathways program 10/21/22.

DCHR Career Pathways teams conducted several information sessions to recruit for its existing apprenticeship programs. Soon to be graduating high school students and resident District residents were invited to learn more about the following apprenticeship programs:

DCHR Apprenticeship Information Sessions	Date/Times
DCHR – Human Resources Support Assistant Career Pathway Information Session	February 24, 2022 Session I: 1:30 PM
DCHR- Human Resources Support Assistant Career Pathway Information Session	February 25, 2022 Session I: 1:30 PM
DCHR Information Technology Career Pathway Information Session	August 2, 2022 Session I: 1:00 PM
DCHR Information Technology Career Pathway Information Session	August 4, 2022 Session I: 10:00 AM

- a) The final part of this law requires DCHR to work with the Department of Employment Services to establish 5 **apprenticeships across the DC government**, including at least 1 in Healthcare and 1 in IT. DCHR reported last that four of the programs had been approved.
- i. If any standards have been updated since last year, please provide a copy.
 - ii. For each program, please provide the status, number of apprentices hired or to be hired, number of apprentices graduated, the start date of apprentices, and expected end date of current apprentices.

Apprenticeship Programs	# Apprentices	Description	Program Duration
DCHR Apprentices	10	Support human resources ancillary services	1- year
MPD Apprentices	75	Law Enforcement	2- year
DOES Apprentices	17	Call Center/Customer Service	1- year
DPR IT Apprentices	2*	Information Technology	2- year
DHS IT Apprentices	4*	Information Technology	2 -year

DCHR IT Apprentices	1*	Information Technology	2- year
DHCF IT Apprentices	1	Information Technology	2- year
DHCF Health Care Apprentices	1	Healthcare Administration	2- year

50. DCHR is required to issue an **annual report on the apprenticeship program** starting December 1, 2020 (D.C. Code § 1–610.85(a)). Please provide a copy of the latest report. Please explain why the 2021 and 2022 reports were not submitted.

Answer:

Due to significant changes from when the report was initially drafted, DCHR met to discuss successes and opportunities of the program with Council on December 1, 2022.

51. DCHR is required to prepare a **3-year plan** for the establishment of additional apprenticeship programs, which was due October 1, 2021 (D.C. Code § 1–610.85(b)). Please provide a copy of that report or if there is no report, provide a summary of any expansion plans.

Answer:

Due to significant changes from when the report was initially drafted, DCHR met to discuss successes and opportunities of the program with Council on December 1, 2022.

C. Implementation of the District Government Employee Residency Amendment Act

The **District Government Employee Residency Amendment Act** of 2018 (Law 22-315, effective May 23, 2019; D.C. Code § 1-515.01 through 515.08 and conforming amendments) improved and strengthened requirements for and verification of District residency for District government employees.

52. Please provide the status and timeline of the DMV-DCHR data exchange, which had been put on hold pending DMV software upgrades.

Answer:

DCHR is working with DMV to develop a more sustainable connection/data exchange. DCHR is using DMV’s Driver Record Online Portal to fill the gap in the meantime. This portal allows DCHR to verify an employee's active license.

53. DC Code § 515.04(b) requires the Mayor to **verify compliance with residency requirements** for hires who took preference points (as per § 515.02) or employees in positions that require DC residency (as per § 515.03).

- a. Please provide a copy of results from FY2022 and FY2023 audits, including which agencies were audited and the numbers of employees included in such audits.

Answer:

In FY2022, DCHR reviewed all agencies under the Mayor’s Authority and requested licenses from those who may not have provided their information in FY2021. DCHR also audited three independent agencies (the District of Columbia Office of Zoning, the District of Columbia Public Library, and the Alcoholic Beverage Regulation Administration) and requested copies of 20% of the population as defined in Code 1-515.04(2). The 20% represented 699 employees and 372 (53%) responded. Overall, a total of 1,400 employees were audited for FY2022 and 891 (63.6%) responded. DCHR is reviewing these responses and following up with agencies on the people who did not respond to see if further investigation is needed.

The FY2023 audit will begin around June 2023.

b. Has DCHR made any changes to the auditing process in FY2022 or FY2023?

Answer:

No changes have been made to the auditing process in FY2022 or FY2023.

54. Please provide the latest **annual report on new hires’ residency**, required pursuant to D.C. Code §1-515.06(a), covering FY2022 and hires and due December 1, 2022.

Answer: Please see attachment labelled, “47-FY21 District Government Residency Report”

D. Study on DC resident hiring and employees

The District Government Employee Residency Research Emergency Amendment Act of 2021 (in the FY2022 Budget Support Act) (D.C. Code § 1–515.06a) notes that “DCHR shall conduct a study on District government employee and applicant residency and residency-related policies ("study"), which it shall submit to the Council no later than October 1, 2022”.⁴

48 .Please provide a status update on this work, as well as a current work plan and updated timeline for completion. Attach any associated materials that are not online or the URLs for any materials that are online.

Answer: Please see attachment labelled, “48 - Employee Residency Study Project Plan.”

The “District Government Residency Data Analysis”, pursuant to section 106a of the Jobs for D.C. Residents Amendment Act of 2007, effective November 13, 2021 (D.C. Law 24-45; D.C. Official Code § 1-515.06a) was submitted to Council in July 2022. See Attachment 09- District Government Residency Data Analysis Report for a copy of the report. A contract was issued to Bayne LLC to complete the survey, focus group interviews, and associated report related to this legislation.

⁴ [D.C. Act 24-159. Fiscal Year 2022 Budget Support Emergency Act of 2021. | D.C. Law Library \(dccouncil.gov\)](https://www.dccouncil.gov)

E. Training and internships

49. Please provide a summary of activities in FY2022 and FY2023 regarding the **High School Internship Program** or similar program, including number of participants, agencies where they interned, how DCHR tracks and measures outcomes of the program, and results for such measurements.

Answer:

DCHR did not formally host an FY22 In-School Youth Program . However, DCHR is currently recruiting up to 15 youth to participate in the FY23 In-School Youth Program. As part of the program, DCHR will offer a virtual orientation that features engaging professional development courses and leadership conversations modified for the interns. Throughout the duration of the program, DCHR will host critical conversations around navigating the pre-college/post-high school transition, preparing for entering the work environment, and strategically balancing building professional reputation and networks through meaningful work experiences in the District.

Additionally, DCHR will feature presentations from selected high performers within DCHR and Alum of our Leadership programs. DCHR is in the process of recruiting Host Employer Site and Site Supervisors that will engage youth participants and offer meaningful exposure.

Finally, DCHR is partnering again with the DOES to provide stipend-based support to our In-School Youth Leadership Program participants. This inter-agency partnership exemplifies DCHR's commitment to ensuring exposure to District Government careers for District residents.

F. Data on District employee residency

50. Please provide the following information on **District employee residency by agency and service.**

- a. For data as of Jan. 1, 2023, 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 the agency, the percentage of employees residing in DC among all employees, and the number and percentage of DC residents within each of the following groups. Please also provide totals across DC government for the following groups.
 - Group 1 Career Service, Competitive positions Grades 9 or below;
 - Group 2 Career Service, Non-Competitive (term or temporary) positions Grades 9 or below;
 - Group 3 Career Service, Competitive positions, Grades 10 and above;
 - Group 4 Career Service, Non-Competitive (term or temporary) positions Grades 10 and above;
 - Group 5 Management and Supervisory Service positions;
 - Group 6 Legal Service positions;

- Group 7 Excepted Service positions;
- Group 8 Executive Service positions; and
- Group 9 Educational Service positions

Answer: Please see attachment “50-DC Residency by Agency.”

- b. Please note any agencies that don’t use PeopleSoft and/or otherwise show residency data that may be erroneous and explain why that is.

Answer:

- The four groups for career service exclude certain employees who might be on a special or retained rate. These employees are identified systematically by step 0, so they do not fall in Group 1, 2, 3 or 4.
- Employees at the Metropolitan Police Department and Fire and EMS Department have grades outside the normal grading system, so they are excluded from the career service drill down groups.
- While employees in excepted and executive service are required to reside within the District, they have 180 days to establish residency.

51. Please update attachment labelled, “56-Preference Points” found on page 200 of last year’s responses to reflect information for FY 2022-2023 regarding applications and hiring related to **residency preference points and District residency graduates hiring**.

Answer: Please see attachment “51-Preference Points” and the below caveats

- District residents were identified using an applicant’s address from their applicant profile in eRecruit.
- Not all applicants who claim residency preference are eligible for the 10-point preference i.e. claim preference but have a non-District address.
- The number of new hires represents all recruitments that were completed in eRecruit and moved to PeopleSoft. In certain non-competitive situations, employees can be hired directly into PeopleSoft.
- Entry-level job openings were included if the opening was posted to the District Graduates area of consideration.
- Any applicant who identifies as a District resident and a graduate of a DC public/charter school or a recipient of the DC GED is considered a District Graduate.

V. Employment Benefits and Work Conditions

52. **Paid Family and Medical Leave.** In 2022, the Council passed the District Government Paid Leave Enhancement Amendment Act of 2022, which provides for additional paid leave for District employees. Of this, 2 weeks of personal medical leave is paid for in the FY2023 budget and is to be implemented starting Jan. 1, 2023, with allowance for retroactive pay or leave restoration for qualified medical leave taken from Oct. 1, 2022-Dec. 31, 2022.

- a. Please provide an update on implementation, including issuances, regulations, and PeopleSoft upgrades.

Answer:

DCHR has drafted an updated issuance and employee communication, including an informative video, for the Paid Leave Enhancement Amendment Act of 2022 which was issued in early February. PeopleSoft upgrades that allow employees to submit applications in PeopleSoft will be launched in mid-February. DCHR reviewed the new PeopleSoft submission portal with the full HR community in late January and conducted two dedicated trainings for Family Medical Leave Act (FMLA) Coordinators on January 30, 2023 and February 2, 2023. DCHR will begin revising regulations in early February in order to reflect the PFML changes, and the regulations will be published once internal review has completed and the rules have undergone the required notice and comment periods.

- b. Please lay out the process for employees to seek retroactive pay or restored leave for FY2023 Q1.

Answer:

DCHR will provide trainings to agencies explaining the process for review and approval of the retroactive payments or restored leave. DCHR will explain to agencies that they must inform their employees of the need to make the request to have their leave restored or to receive retroactive pay as applicable. DCHR will collaborate with the agencies and OPRS to process the retroactive pay and restored leave requests as necessary.

- c. Please discuss any plans DCHR has to streamline applications for leave.

Answer:

DCHR has developed a new system in PeopleSoft which streamlines the application, approval, and denial processes for the enhanced paid family and medical leave. DCHR will provide a multitude of trainings prior to the new system releasing to ensure that FMLA Coordinators understand the proper steps to take in the system in order to review and process requests that they receive. The application process allows for employees to submit their requests for leave, upload the documents, and send the request directly to the FMLA Coordinator, who will then begin processing the application. Additionally, the system sends automatic information to employees to ensure that they are receiving necessary information regarding the status of their application and leave request.

In the next phase, DCHR hopes to automate the loading of Paid Family and Medical Leave hours upon DCHR Employee Relations team approval, eliminating the need to send OPRS an approval email and requiring them to load the appropriate hours.

- d. Please discuss any plans DCHR has to educate employees on their various leave options, including the new personal medical leave.

Answer:

DCHR is sending a District-wide employee communication that includes an issuance with guidance on the new program, as well as a video that gives employees information

about the PFML changes. DCHR's Policy and Compliance division presented at the January 26, 2023, HRA Meeting to the HR Advisor community on this topic to educate agency-level HR Advisors on the changes and prepare them to answer questions from the employees at their agency.

53. Please discuss the implementation of the **new Paid Family and Medical Leave Supplement Bank**, which will replace existing Voluntary Leave Transfer and Annual Leave Bank.

- a. Discuss any issuances, regulations, employee education, PeopleSoft upgrades, or any other steps necessary to full implement the PFML Bank.

Answer:

DCHR developed and issued guidance for the PFML Bank in conjunction with the PFML issuance. PeopleSoft upgrades for the PFML Bank are still ongoing. We are prioritizing the implementation of PeopleSoft upgrades to increase accessibility to PFML, as the process has been a paper process until now.

We will make amendments to our regulations to conform with the District Government Paid Leave Enhancement Amendment Act of 2022 in February 2023.

- b. Is the Bank fully operational?

Answer:

We anticipate the PeopleSoft upgrades to the PFML Bank will be complete around Q4, FY23. In the interim, DCHR will manually process written requests.

- c. How much leave was available in the bank as of Jan 1, 2023?

Answer:

As the supplemental bank has yet to be implemented, hours do not exist. Until the bank is operational, employees are able to receive donated leave through the agency voluntary leave program and through the District Annual Leave Bank program. The District Annual Leave Bank has a net amount of \$53,042.78 as of the 1/15/23 pay period.

- d. Please describe the process for employees to access leave in the Bank.

Answer:

As the supplemental bank has yet to be implemented, hours do not exist. Until the bank is operational, eligible employees may submit a written request to DCHR to withdraw leave from the District Annual Leave Bank or submit a request via a designated representative on their behalf. DCHR will review the request for eligibility and whether there are enough leave hours available in the Bank. DCHR will process all cases within at least 30 days of the application. However, we aim to notify employees or their representatives of a decision within 15 calendar days when practicable.

54. DCHR has determined that some employees have been over- and under-charged premiums for both **short-term and long-term disability insurance** over a period of years. Please provide the following information:

- a. Please provide a status update and current timeline for repaying overcharged employees.

Answer:

The District has accepted a repayment amount from the insurance provider and the OCP is finalizing the terms of the agreement. DCHR is partnering with the Office of the City Administrator to identify funding for the outstanding balance.

- b. Please provide a detailed breakdown of affected employees: final number of total, current, and past employees affected (overcharged and undercharged).

Answer:

DCHR has identified 18,093 current and former employees who may be impacted by these short/long-term disability overpayment/underpayment errors. DCHR estimates that a total of 4,614 employees had aggregated balances that resulted in underpayments and 13,479 employees had aggregated overpayment balances. Please note that in some cases employees may have experienced both overpayments and underpayments and that some of the aggregated balances for individual employees were as small as one cent.

- c. Please itemize the total amount of money determined to be owed by District government to employees (current or past), by source of funding (The insurance company, DC government, etc.)

Answer:

\$1,581,808.16 to be refunded by Standard and \$6,995,633.14 to be provided by the District.

55. Please provide the following information on **personal pandemic leave during FY2022**, for each agency, including independent agencies:

- a. Total number of employees at the agency during FY2022;
- b. Number of employees using personal pandemic leave during FY2022;
- c. Average percent per person of the total leave allowed (80 hours) that was taken (i.e. in agency X, employees used on average 50% of the 80 hours available); and
- d. Number of employees who used 100% of the personal pandemic leave.

Answer: Please see attachment, labeled, “55-FY22 Personal Pandemic Leave,” and the below.

Personal Pandemic Leave was offered to employees from 2/27/2022 to 9/30/2022. The average percent of 80 hours was calculated using the following formula: Total number of PPL hours used by agency / (total number of employees in agency) X (80 hours)

56. D.C. Code § 1–607.62, passed as part of the Budget Support Act of 2020 requires a study of transgender and non-binary employment in DC government, to be submitted by December 31, 2021. Please provide a copy of the current workplan and updated timeline for completion of this study.

Answer: Please see attachment labeled, “56-Gender Identity Study Workplan & Timeline.”

57. Please provide a full accounting and status update of the **tax withholding errors** in employee paychecks that DCHR discovered in 2017.

- a. What is the status of work with the IRS or other federal agencies to resolve the crediting of employees’ records who underpaid FICA? Attach a copy of any agreement with the IRS.

Answer:
DCHR is working with corresponding federal partners to resolve the crediting of employees’ records who underpaid FICA.

- b. Attach a copy of any KPMG or other actuary/forensic accounting or similar report (in whatever format it is available, including Power Point) analyzing the problem or making recommendations, published or submitted in any year since 2017.

Answer:
DCHR did not receive a report from KPMG in FY22.

VI. DCHR Operations

58. Please provide a list of all issuances or other **HR guidance** issued in FY2022 and FY2023 and a URL link to each.

Issuance	Effective Date	Expiry Date
<u>HR Audits for Fiscal Year 2022</u>	Oct. 17, 2021	Sept. 30, 2022
<u>COVID-19 Leave Restoration (2021)</u>	Oct. 28, 2021	Feb. 28, 2022
<u>Use or Lose (2021)</u>	Oct. 28, 2021	March 26, 2022
<u>Suspension of Position Classification Actions (FY 2022)</u>	Nov. 2, 2021	Sept. 30, 2022
<u>Legal Public Holidays: 2022</u>	Nov. 19, 2021	Dec. 31, 2022
<u>Thanksgiving 2021 (Day After Closure)</u>	Nov. 22, 2021	Dec. 31, 2021
<u>COVID-19 HR Guidance – November 2021 Mask Update</u>	Nov. 22, 2021	Dec. 21, 2021
<u>District Government Furloughs</u>	Nov. 29, 2021	-
<u>Grievance Process (2021 Update)</u>	Nov. 30, 2021	-
<u>Personal Pandemic Leave</u>	Dec. 1, 2021	Oct. 1, 2022
<u>Compressed Flexible and Telework Schedules</u>	Dec. 19, 2021	Nov. 15, 2022
<u>COVID-19 HR Guidance – December 2021 Mask Update</u>	Dec. 21, 2021	-
<u>Voluntary Leave Transfer Program</u>	Jan. 6, 2022	Jan. 1, 2023

<u>COVID-19 Vaccination Requirements (January 2022)</u>	Jan. 24, 2022	April 12, 2022
<u>Reasonable Accommodation of Religious Observances or Practice (March 2022)</u>	March 22, 2022	-
<u>COVID-19 Vaccination Requirements (April 2022 Update)</u>	April 13, 2022	Aug. 25, 2022
<u>Voting in Primaries and General Elections (2022)</u>	April 18, 2022	Dec. 31, 2022
<u>Local Environment Pay</u>	May 9, 2022	-
<u>Post-Accident and Post-Incident Drug and Alcohol Testing</u>	May 20, 2022	-
<u>Pay and Term Limits, Exceptions (Form 11B Approvals)</u>	June 1, 2022	-
<u>District Government Employee Ethics Manual</u>	June 17, 2022	-
<u>Policy Development and Training Requests</u>	July 25, 2022	-
<u>Human Monkeypox Virus (MPX): HR Guidance</u>	Aug. 15, 2022	-
<u>COVID-19 Vaccination Requirements (September 2022 Update)</u>	Sept. 14, 2022	April 24, 2023
<u>Legal Public Holidays: 2023</u>	Sept. 29, 2022	Jan. 1, 2024
<u>Use or Lose 2022</u>	Oct. 14, 2022	March 26, 2023
<u>Voluntary Separations and Reassignments</u>	Oct. 31, 2022	-
<u>Sunday Premium Pay (2022 Update)</u>	Oct. 31, 2022	-
<u>HR Audits for Fiscal Year 2023</u>	Nov. 3, 2022	-
<u>Reasonable Suspicion of Drug or Alcohol Impairment</u>	Nov. 3, 2022	-
<u>Compressed Flexible and Telework Schedules (November Update)</u>	Nov. 15, 2022	-
<u>District Government Closure: Friday November 25, 2022</u>	Nov. 18, 2022	Dec. 31, 2022

59. Please provide a list of all **planned regulations**, regulatory updates, or guidance documents to be issued in FY2023, including the specific topic(s) as well as the e-dpm chapter and relevant section numbers.

Answer:

This list is subject to change dependent on shifting priorities and the needs of the District government:

- i. Legislation/Rulemaking
 - FBI Fingerprint Updates
 - We plan on introducing legislation that would authorize DCHR to continue to collect fingerprints as part of its general and enhanced suitability program.
 - HR Improvements for Government Hiring and Employee Retention
 - We plan to introduce legislation that would create new tools for incentivizing performance and employee retention, including but not limited to, quick-hiring for hard-to-fill jobs, allowing agencies to negotiate leave accrual rates when hiring, and adding additional incentive awards.
 - Chapter 19 – Incentive Awards
 - We plan on rewriting the entirety of Chapter 19 to simplify the process for granting and receiving an incentive award to make it easier to recognize high-performing employees. This includes, removing the requirement that an

agency create and convene a committee for each nomination, standardizing the process for award requests, and allowing expanded telework to be used as an incentive award (subject to the approval of the agency head and personnel authority).

- Chapter 11 – Compensation
 - We plan to rewrite the entirety of Chapter 11 to make the chapter more accessible to readers, provide more flexibility to agencies for pay-setting for new hires, expanding opportunities for compensation for high-performing MSS employees, promote consistency in pay-setting between movements from union and non-union positions across service categories, and expanding overtime eligibility for more employees.
- Chapter 12 – Hours of Work, Legal Holidays, and leave
 - Paid Family and Medical Leave Amendments
 - We will amend sections 1250 through 1258, and 1284 through 1288 to conform with the recently enacted District Government Paid Leave Enhancement Amendment Act of 2022.

ii. Issuances

- Paid Family and Medical Leave
 - We will publish an issuance that explains the District government’s Paid Family and Medical Leave benefit and provides procedures for submitting and processing leave applications. In addition, we will publish a supplementary informational video for employees, as well as a FAQ so they can fully understand their leave benefit, and how to access it.
 - Guidance on the Paid Family and Medical Leave Bank is included in the PFML issuance.
- Organ Donor Leave
 - We plan to publish an issuance providing more information about this employee benefit, and outlining a process for how employees can request it.
- Performance Development and Improvement
 - We plan to publish an issuance providing additional guidance to agencies on performance management, and procedures on how to implement a performance improvement plan.
- MSS Separations
 - This issuance will provide additional guidance for separating MSS employees by providing more uniform procedures and guidelines.
- Attendance and Leave Restrictions
 - This issuance will provide guidance for agencies on how to best practices for handling employees with attendance problems. The issuance will also provide additional guidance on AWOL status.
- Employees on Active Duty
 - This issuance will provide additional guidance for employees who are on active duty in the armed forces. The issuance will provide guidance on their pay, leave, health, and employment status when on active duty.

- Settlements and Backpay
 - These two issuances will provide guidance to employees on backpay eligibility resulting from a settlement, and the procedures for agencies to ensure proper execution of backpay.
- Classification Position Reviews and Desk Audits
 - This issuance will cover how positions are classified, how an employee can request a desk audit or position review, the classification appeals process, and maintenance information for the position classification program.

60. For FY2022 and FY2023, 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 or will be 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), if there is a contract, the contract number and contractor name state if OCTO is performing the work; and the expenditures (total expected and actual so far). If an upgrade has been delayed, please state the reason for the delay.

Answer:

The below PeopleSoft enhancements were completed in FY22 and FY23, to date. The Office of the Chief Technology Officer (OCTO) implemented all the enhancements.

- **Premium Pay Checkboxes on Position Management:** added premium pay included local environmental and night pay on position management to facilitate easier auditing to ensure correct use of premium pay. Implemented in January 2022
- **Voluntary Leave Enhancement:** added a mandatory field in the voluntary leave donation page to include a mandatory selection of a donor receipt. Implemented in January 2022.
- **Personal Pandemic Leave:** created an a new time reporting code (TRC) and bucket of leave for personal pandemic leave. Implemented in February 2022.
- **COVID-19 Vaccine Tile Updates:** employee self-service tile that allows employees to designate and upload a copy of their vaccine card as well as weekly test results, if employee is not vaccinated. Corresponding administrator page allows system administrators to record notes and check-off if the record has been verified as in compliance. Implemented originally in May 2021 with multiple upgrades occurring afterwards.
- **HR Processing Attachment:** allows the uploading of attachments to HR personnel actions in PeopleSoft. HR Specialists are able to select the name of document and route documents that belong in the Official Personnel Folder (OPF) to a dedicated electronic OPF work center in PeopleSoft. Initially implemented in April 2022 with upgrades occurring afterwards.
- **Telework Application and Administrator Pay:** employee self-service page that allows employees to submit electronic telework applications which are then routed to managers or agency telework coordinators for approval. Originally implemented in May 2022 with upgrades occurring afterwards.

- **Benefits Reconciliation Files:** report that compares employee and District benefit eligibility with the payment amounts sent to vendors. Allows for a more thorough and expedited audit of employee health benefits. Originally implemented in March 2021 for health coverage and added for dental and vision in 2022.
- **Restored Leave Tile Enhancement:** enhances employee leave tile that shows restored leave breakdown based on date of expiration. Implemented in July 2022.
- **eRecruit Attachment Enhancement:** added a dropdown field for the HR community to select the document attaching. Based on the document, it will be routed to the employee electronic OPF work center in PeopleSoft. Implemented in August 2022.
- **Drug Tile Updates:** Updated the email address and facilitated annual safety sensitive employee acknowledgement in PeopleSoft. Implemented in October 2022.
- **Cost-of-Living Adjustment (COLA) Increases:** Updated salary schedules to issue employees COLAs and corresponding retro payments. Implemented in October 2022.
- **Non-Union and Compensation Group 1 and 2 Employee Bonuses:** Payment of employee bonuses. Implemented in July and August 2022.
- **Adding Disclaimer Information on eRecruit:** Added Equal Employment Opportunity (EEO) statement on careers.dc.gov page. Implemented in October 2022.
- **Auto-Assignment of ePerformance Role:** Automatically assigns the manager performance management role when the manager time approval role is added. Implemented in November 2022.
- **District Integrated Financial System (DIFS) Changes:** Multiple changes to integrate PeopleSoft and DIFS information. Originally implemented in August 2022 and additional upgrades afterwards.

61. For FY2022 and FY2023, to date, please provide the following information on **the Careers.dc.gov system**.

- a. For any upgrades to the careers.dc.gov website in FY2022-2023 or planned for FY2023-2024, please provide a list of such projects and for each, please include a brief explanation of the upgrade and its purpose, including which functionalities were or will be 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), if there is a contract, the contract number and contractor name state if OCTO is performing the work; and the expenditures (total expected and actual so far). If an upgrade has been delayed, please state the reason for the delay.

Answer:

The below enhancements are scheduled for FY23 and will be completed by OCTO.

- **Candidate Pools:** Will allow agencies to post and share candidates for the same vacancy announcement. To be implemented in FY23, Q4.
- **Sourcing Type Edits:** Will edit the referral sources for candidates and help provide a better picture of where applicants learn about District opportunities. To be implemented in FY23, Q4.
- **Mandatory Question Updates:** Updates to questions to make the questions clearer and ensure that applicants understand the questions. To be implemented in FY23, Q4.

- **Email Notification Enhancements:** Updates to automated email notifications sent to candidates be clearer. To be implemented in FY23, Q4. In addition, DCHR and OCTO are exploring other ways that applicant communication can increase.
- b. Please describe how DCHR solicits feedback from users on system functionality and how DCHR implements this feedback in planning future upgrades to the system.

Answer:

DCHR receives feedback from the HR Community and from applicants via our survey.

62. Please provide an update on the purchase and implementation of a **Customer Relationship Management (CRM) system**, which was discussed in the agency's 2022 budget hearing.

- a. Was a system purchased or built in-house?

Answer:

The system has not yet been purchased, however DCHR has selected the ServiceNOW CRM system for implementation.

- b. If a system was purchased, please provide a copy of the contract and any associated task orders.

Answer:

DCHR will be utilizing an existing active contract between the Office of the Chief Technology Officer and ServiceNOW to procure licenses needed for the CRM. We have partnered with OCTO to finalize system framework and workflow for the ServiceNOW CRM.

- c. If a system was built in-house, please provide details on which agency developed the system and if is based on existing software, the name of that software.

Answer:

The system will be purchased and will not require in-house build.

- d. If there is an MOU for this system, please state with which agency and ensure that a copy is included.

Answer:

An MOU will be established between OCTO and DCHR after licenses are procured.

- e. Has the system launched; if so, on what date?

Answer:

The CRM is anticipated to go live by Q4 of FY23.

f. How has the system been utilized thus far? What have the results been so far?

Answer:

DCHR completed vendor selection and implementation planning of the CRM. The system go live to begin utilization is planned for Q4 of FY23

63. **“Time-to-fill”.**

a. Please discuss DCHR’s efforts and outcomes to reduce time-to fill in FY2022 and FY2023.

Answer:

DCHR conducts meetings with agency partners to discuss strategies and hiring needs to help streamline the agencies’ processes in support of meeting time-to-fill goals. During these meetings specific discussions and resolutions are discovered to address areas within the hiring process that create delays such as funding needs (or lack thereof), suitability, licensure, senior level hiring approval, position number approval/activation, and any upcoming recruitment efforts.

Quarterly hiring event agency participation and dedicated agency specific hiring events when needed, have typically decrease time-to-fill as HR Specialists and hiring managers are able to complete screening and interviews in a condensed timeframe.

b. Please list each agency and note the average time to fill in each year FY2021, FY2022, and FY2023.

Answer: Please see attachment labeled, “63B-Time to Fill FY21, FY22, FY23” and the below caveats.

- Time to Fill is the average number of days from when a job opening is posted to the public and an offer is accepted by an applicant.
 - The measure only includes competitive postings.
 - Certain recurring positions are excluded from the Time to Fill calculation since the job postings are kept open to collect resumes.
- c. For the time-to-fill dashboard updated in FY2020, please provide the link to such dashboard (if it is viewable by Council) or attach copies of the information contained in it.

Answer: Please see attachment labeled, “63C-Time to Fill Dashboard.”

d. What success has DCHR had in FY2022 or FY2023 on reducing time-to-fill, overall for the government or for specific agencies?

Answer:

Through a Districtwide contract, DCHR began advertising select hard-to-fill positions on a District LinkedIn page. Through the contract, DCHR and hiring managers are able to proactively connect with LinkedIn members that match the skills needed for the position,

track members who viewed the vacancy and those who then visited careers.dc.gov to apply for the position. Using LinkedIn, recruiters across the agency can complete talent sourcing, pipelining, and other relevant recruitment activities. With the social media method of recruitment, a drastic improvement in time-to-fill should occur since this process involves hiring managers on the frontend vs. the backend of recruitment and recruiters can quickly locate the ‘right’ candidates for hard to fill positions.

Another success DCHR had in FY22 is the execution of the DCHR hosted career fairs. Through a career fair, agencies may advertise a vacancy, attract a large candidate pool, begin interviewing individuals within days, and have the selected candidate on-boarded within two to three weeks. DCHR commits to this fast-track hiring process once quarterly to help reduce time-to-fill. Additionally, for agencies that have emergency staffing needs, DCHR assists with hosting agency specific hiring events that also target quick mass hiring.

64. For FY2022 and FY2023, as of Jan. 1, 2023, 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 (involving the actions of other agencies).
 - a. Please include the employing/hiring agency of the complainant, the type of complaint filed, 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 Jan. 1, 2023.

Answer: Please see attachment labeled “64 Complaints and Grievances, FY22 and FY23.”

VII. Complaints and Disputes

65. Please list in chronological order any **grievances filed by labor unions** against DCHR or any employee of DCHR in FY2022, or FY2023, as of Jan. 1, 2023. Include on the list any earlier grievance that is still pending in any forum. Also include any grievances filed by unions that involves a current employee of the agency related to a matter that arose at previous District government employment of the employee at another agency. For each grievance:
 - a. Provide the union name and local number, a brief description of the matter, and the current status.
 - b. Describe the response to each complaint or grievance and any change to agency policies or procedures as a result.
 - c. For any complaint or grievance that was resolved in FY2022 or FY2023, as of Jan. 1, 2023, describe the resolution or outcome.

Union Name & Local	Description	Status	Response	Resolution
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Fraternal Order of Police/District of Columbia Department of Youth Rehabilitation Services Labor⁵	Dispute between FOP and DYRS & DCHR regarding local environmental pay (for alleged COVID-19 exposure); DYRS formally sent to DCHR on 6/17/2020.	PERB Case No. 21-A-09	DCHR denied request because the positions submitted for consideration did not qualify for environmental premium because potential exposure to COVID-19 could be mitigated with the proper use of personal protective equipment (PPE) and other preventative measures and because the hazardous duties have been accounted for in the classification and compensation of the position.	6/24/21: Arbitration award sustaining FOP grievance 10/21/21: PERB upheld award. On 01/11/2023, the Superior Court of the District of Columbia affirmed PERB's decision.
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66. 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 FY2022 or FY2023. 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. Provide the name of the forum or agency to which a complaint was referred by the original, receiving forum or agency.
 - d. Specify if the complaint concerns a direct colleague or supervisor of the complainant.
 - e. Provide a brief description of the matter and the current status.
 - f. Describe the response to the complaint or grievance, including any disciplinary action taken, employees transferred to a different role, or any changes to agency policies or procedures.
 - g. For any complaint or grievance that was resolved in FY2022 or FY2023, to date, describe the resolution or outcome.

⁵ DCHR defers to OLR CB with regards to the existence of any other labor grievances.

Agency/ Office of Complainant	Forum	Colleague or Supervisor?	Description	Current Status	Response	Outcome
DCHR	OHR Docket Nos. 18-158- P(CN) and 20-134- DC(CN)	Supervisor	Sexual harassment/ discrimination/ retaliation (2 charges filed)	OHR investigation pending on one charge; OHR finding of probable cause on 1 of 2 claims in other charge	DCHR disagrees with the merits of the complaint; responded in position statements and to all production requests	Pending; one charge has been certified for hearing at COHR
DBH	Appeal to the DC Commission on Human Rights (COHR) (Docket No. 2021-CBX- 827)	N/A	Appeal to COHR regarding suitability finding based on criminal history	Dismissed by COHR 6/29/2022 for lack of jurisdiction	DCHR responded to appeal filed 12/23/2021 with position statement filed 2/14/2022	Closed
DCHR	DCHR	Colleague and Supervisor	Sexual harassment	SHO investigation conducted and concluded.	DCHR responded as required by Mayor's Order 2017- 313 by taking appropriate personnel action and issuing its findings to the complainant.	Closed.

67. 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 FY2022 or FY2023, as of Jan. 1, 2023. 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.

- c. Please describe the process utilized to respond to the complaint or grievance and any changes to agency policies or procedures as a result.
- d. For any complaints or grievances that were resolved in FY2022 or FY2023, to date, describe the resolution.

Complainant	Description	Current Status	Process	Resolution
Quality Plan Administrators, Inc.	Appeal to Contract Appeals Board regarding vision services contracts CW77091 and CW38758	Pending before CAB as CAB No. D-1576 and CAB No. 1575	Motion to dismiss filed by OAG; awaiting determination by CAB	N/A
S.P.⁶ (individual applicant)	Appeal to COHR regarding suitability finding based on criminal history	Pending; appeal received 10/12/22 (Docket No. 2022-CBX-00825)	DCHR responded to appeal with position statement on 11/2/2022	N/A
M.S. (individual applicant)	Appeal to COHR regarding suitability finding based on criminal history	Pending; appeal received 11/30/22 (Docket No. 2022-CBX-00829)	DCHR responded to appeal with position statement on 1/19/2023	N/A

68. Please list all **lawsuits** that name or are concerned with DCHR, any division, or employee of the agency (related to the employee’s work), which are pending or which concluded in FY2022 or FY2023, to date.

- a. Provide the case name, court where claim was filed, case docket number (for ex., 2017 CA 007722 P(MPA)), current status of case, and a description of all causes of action, counts, and/or allegations in the filed complaint.

Case Name	Court	Docket No.	Current Status	Description
<i>McFarland v. DCHR/DCRA</i>	D.C. Superior Court	2019 CA008298 P(MPA)	Complaint filed 12/18/2019; briefing complete; hearing set for March 2022	Mr. McFarland sought to overturn DCHR’s classification of his position as a Grade 9 in a lawsuit filed in 2017; Mr. McFarland filed a second lawsuit to challenge the agency’s decision on remand from 2017 CA 007722 P(MPA)
<i>Lucas v. District of Columbia, et al.</i>	U.S. D.D.C.	1:13-cv-00143-JDB	Pending; awaiting Court’s ruling on motions for summary	Mr. Lucas alleges he is owed additional retirement benefits

⁶ DCHR seeks to protect the privacy of these non-employees by listing initials. Please contact DCHR with questions or for more information.

			judgment filed September 2022	
<i>Barry v. DCHR</i>	D.C. Superior Court	2019 CA 007261 P(MPA)	Closed: Order upheld DCHR decision 4/9/21; on 12/12/21, Court denied plaintiff's motion for reconsideration	Ms. Barry alleged she should be classified as a Grade 9-11 Program Analyst instead of a Parking Enforcement Officer
<i>Butler-Truesdale v. DCHR and DHCD</i>	D.C. Court of Appeals	20-CV-0581	Pending (oral argument took place March 29, 2022)	Ms. Butler-Truesdale appealed the Superior Court's finding in 2020 CA 000450 P(MPA) that her position was properly classified.
<i>Lea v. DC, et al.</i>	U.S. D.D.C.	1:22-cv-01396-JEB	Complaint filed 12/18/2020 in Superior Court (2020 CA 003987 B); removed to federal court 5/19/22; in discovery	Ms. Lea alleges that she was offered a position which was improperly revoked.
<i>Barbusin v. DCHR</i>	D.C. Superior Court	2022 CA 003605 P(MPA)	Complaint filed 8/12/22; currently in briefing period	Sgt. Barbusin challenges the classification of his Special Police Officer position
<i>Bartley v. Bowser, et al.</i>	U.S. D.D.C.	1:22-cv-01525-JEB	Closed; case dismissed as stipulated by both parties on 12/22/22	Ms. Bartley challenged the denial of a religious exemption to the COVID-19 vaccine requirement

- b. Attach a copy of each complaint and any response filed by the agency or its legal representative.

Answer: Please see the below attachments:

1. 68 - Lucas Complaint
2. 68 - Lea Complaint
3. 68 - Bartley Complaint
4. 68 - Barry Complaint
5. 68 - Barbusin Complaint
6. 68 - Truesdale Complaint
7. 68 - McFarland Complaint

69. Please list all **settlements**, including from the Settlements and Judgments Fund entered into by DCHR or by the District on behalf of the agency in FY2022 or FY2023, to date, including those authorized 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 or allegation within two years of the filing date. For each settlement, provide:

- a. The parties' names;
- b. The date the underlying claim was filed with the agency/District government;
- c. The date the settlement was executed;
- d. The amount of the settlement and time period over which it was/will be paid;
- e. Non-financial terms required of the agency, such as rescission of discipline, waiver of future claims, etc.;
- f. If related to litigation, court where claim was initially filed, case docket number, and a description of the allegations; or
- g. If unrelated to litigation, please describe the underlying dispute (e.g. administrative complaint related to sexual harassment, etc.).

Answer:

DCHR did not enter in any settlement agreements in FY2022 or FY2023 to date.