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



January 9, 2024

Director Charles Hall, Jr.
District of Columbia Department of Human Resources
1015 Half St SE #9
Washington, DC 20003

Dear Director Hall, Jr.:

The annual performance hearing for the District of Columbia Department of Human Resources is scheduled for **Thursday, February 15, 2024, beginning at 9:30 AM**. The hearing will begin with public testimony and followed by government witness(es). 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.

As a reminder, the Council has the authority to create, abolish, or organize any office, agency, department, or instrumentality of the government of the District and to define the powers, duties, and responsibilities of any such office, agency, department, or instrumentality¹. The Council also adopts the annual budget for the District of Columbia government². As such, the performance oversight process is not only mandatory, but necessary to maintain our government.

Written pre-hearing questions for your agency are attached. Please provide **five hard copies** of your responses as well as electronic versions in Microsoft Word and PDF format **by no later than 5:00 PM on Monday, February 5, 2024**, one week before the hearing date.

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 any clarification of the attached questions, please contact Aimellia Siemson, Senior Advisor and Counsel, at (202)724-8171 or asiemson@dccouncil.gov. Thank you in advance for your timely and comprehensive response.

Sincerely,

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

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

¹ D.C. Code § 1-204.04(b)

² D.C. Code § 1-204.46(a)

District of Columbia Department of Human Resources

DCHR FY 2024 PERFORMANCE OVERSIGHT QUESTIONS

I. STANDARD AGENCY QUESTIONS

1. Please provide a current organizational chart for the agency, including the number of vacant, frozen, and filled positions in each division or subdivision. Include the names and titles of all senior personnel and note the date that the information was collected on the chart.

Answer: Please see attachment 01-DCHR Org Chart.

- a. Please provide the number of divisions or bureaus within your agency, the number of staff in each division, the lead personnel of each division and their contact information, and the lead personnel's tenure in that division.

Answer: The DC Department of Human Resources is organized into six administrations and the Office of the General Counsel and all report to the Office of the Director.

Office of the Director - The Office of the Director (OOD) provides executive management and recruitment; policy direction; strategic and financial planning; public relations; resource management; support for DCHR and consultation to the Mayor and members of the Cabinet on human resource issues. The OOD controls and disseminates work assignments and coordinates agency operations to ensure the attainment of the agency's goals and objectives.

Lead Personnel: Charles Hall Jr., Director; Tenure – 6 months; Charles.hall@dc.gov

Office of the General Counsel - The Office of the General Counsel (OGC) provides legal support and advice to DCHR and District agencies on a wide variety of personnel matters arising under the Comprehensive Merit Personnel Act (CMPA), District Personnel Manual (DPM), and other federal and District personnel and employment laws. Additionally, OGC provides litigation support to the Office of the Attorney General and Police and Firefighters' Retirement and Relief Board (PFRRB) regarding pending legal matters.

Lead Personnel: Gregory Evans, General Counsel; Tenure – 4 years and 4 months; Gregory.evans@dc.gov

Policy and Compliance Administration - Policy and Compliance Administration (PCA) designs, implements, and oversees unified personnel standards to support a safe, and effective work environment. The Administration carries out its mission by collaborating with District agencies to develop modern and useful personnel practices, developing, and supporting government-wide compensation strategies, assisting agencies and employees to achieve success through amicable conflict resolution, and auditing and monitoring personnel standards and practices to achieve strategic personnel goals.

Lead Personnel: Amir Farhangi, Associate Director; Tenure – 1 year; amir.farhangi2@dc.gov

Human Resources Solutions Administration - The Human Resources Solutions Administration (HRSA) is responsible for providing a talent acquisition strategy that aids in

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the department's mission to attract, develop, and retain a well-qualified and diverse workforce and leverages the District in becoming "Best-In-Class". HRSA is also responsible for providing IT direction for the department and supports the human resources information system (HRIS).

The Administration carries out its mission through two teams: (1) talent acquisition and (2) information technology. Through these teams, the administration performs a multitude of functions including position management; classification; recruitment/retention advisement; implementing, maintaining, and providing help desk support for human capital technology software; continuous development, implementation, and maintenance of DCHR telecommunications desktop and server infrastructure; and related policies and procedures.

Lead Personnel: Keisha Hawkins, Associate Director; Tenure – 4 years and 5 months;
Keisha.hawkins@dc.gov

Benefits & Retirement Administration - The Benefits and Retirement Administration (BRA) is responsible for the service delivery of the District's benefits program and policies for 32,000 benefit-eligible employees and retirees (pre and post October 1, 1987). This includes the plan management, contracting, and communication for all health, voluntary, and retirement programs. In addition, BRA oversees the Police and Firefighters' Retirement and Relief Board, which makes determinations and decisions on all retirement and survivor benefit claims and cases.

Lead Personnel: Paul Shaw, Associate Director; Tenure – 6 years and 9 months;
paul.shaw@dc.gov

Strategic Human Capital Administration - Strategic Human Capital provides oversight and full cycle management of the human capital planning process. This includes promoting and managing employee performance management, developing organizational strategies based on internal and external workforce data, translating strategy into effective and actionable initiatives. Work includes establishing appropriate metrics, providing solutions based on results, and monitoring outcomes to ensure the objectives are achieved. The division's activities include benchmarking, researching best practices, executing business process improvement initiatives, and recommending changes to enhance targeted human capital goals in support of District priorities.

Lead Personnel: Agnes Cholewa, Deputy Director; Tenure – 8 years and 3 months;
agnes.cholewa@dc.gov

Center for Learning & Development - Learning and Development provides training, workforce planning and organizational development programs, and activities that increase the knowledge, skills, and competencies of District government employees, to enable them to provide the highest quality and most cost-effective services to the District of Columbia.

Lead Personnel (Acting, this role is currently vacant): Nicole Cook, Chief Administrative Officer; Tenure – 3 months; Nicole.cook@dc.gov.

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- b. Please provide an explanation of the roles and responsibilities of each division and subdivision.

Answer: Please see the response to answer 1a.

- c. Please provide a narrative explanation of any changes to the organizational chart made during the previous year.

Answer: There have been no changes to the organizational chart from the previous year.

- 2. Please provide a current Schedule A for the agency which identifies each position by program and activity, with the employee's title/position, salary, fringe benefits, residency status, and length of time with the agency. Please note the date that the information was collected. The Schedule A should also indicate if the position is continuing/term/temporary/contract or if it is vacant or frozen. Please separate salary and fringe and indicate whether the position must be filled to comply with federal or local law.

Answer: Please see attachment 02-DCHR Schedule A.

- 3. Please list all employees detailed to or from your agency. For each employee identified, please provide the name of the agency the employee is detailed to or from, the reason for the detail, the date of the detail, and the employee's projected date of return.

Answer: Jacqueline Wilson – detailed to DCHR from DPW beginning May 7, 2023, to May 30, 2024 to assist the Records Management team with scanning Official Personnel Files into our new electronic system.

- 4. Please provide the Committee with:
 - a. A list of all employees who received or retained cellphones, personal digital assistants, or similar communications devices at agency expense in FY23 and Q1 of FY24.

Answer: Please see attachment 04a-DCHR Cell Phone Log.

- b. A list of monthly costs for cell phones, tablets, and laptops

Answer: In FY23 and Q1 of FY24, DCHR spent a total of \$229,080.36 for cell phones, tablets, and laptops. This includes an investment in a Dedicated Antenna System designed to increase network and cellular reception within our facility. The average monthly expense was \$19,090.03.

- c. A list of all vehicles owned, leased, or otherwise used by the agency and to whom the vehicle is assigned in FY23 and Q1 of FY24;

Answer: DCHR owns and operates a 2017 Toyota Sienna. The vehicle is assigned to the Office of the Director.

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- d. A list of travel expenses, arranged by employee for FY23 and Q1 of FY24, including the justification for travel;

Answer: Please see attachment 04d-DCHR Travel Expenses. Employees who are selected to travel are given the opportunity to attend the SHRM Annual Conference and other HR Conferences, and travel to maintain the Certified Program Manager (CPM) program accreditation. These conferences are specifically designed for HR professionals and serve as key opportunities for education, networking, and professional development. Conference attendance has also been critical to bringing new ideas and approaches to our organization and to expanding the professional development of DCHR staff.

- e. A list of the total workers' compensation payments paid in FY23 and Q1 of FY24, including the number of employees who received workers' compensation payments, in what amounts, and for what reasons.

Answer: DCHR has not made any workers' compensation payments in FY23 or in Q1 of FY24.

- 5. For FY23 and Q1 of FY24, please list all intra-District transfers to or from the agency.

Answer: Please see attachment 05-DCHR MOUs and Interagency Transfers.

- 6. For FY23 and Q1 of FY24, please identify any special purpose revenue funds maintained by, used by, or available for use by the agency. For each fund identified, provide:
 - a. The revenue source name and code;
 - b. The source of funding;
 - c. A description of the program that generates the funds;
 - d. The amount of funds generated by each source or program;
 - e. Expenditures of funds, including the purpose of each expenditure; and
 - f. The current fund balance.

Answer: Please see attachment 06-DCHR SPR Funding.

- 7. Please list all memoranda of understanding ("MOU") entered into by your agency during FY23 and Q1 of FY24, as well as any MOU currently in force. For each, indicate the date on which the MOU was entered and the termination date.

Answer: Please see response to answer 5.

- 8. Please provide a table showing your agency's Council-approved original budget, revised budget (after reprogrammings, etc.), and actual spending, by program and activity, for FY21, FY22, FY23 and Q1 of FY24.
 - a. For each program and activity, please include total budget and break down the budget by funding source (federal, local, special purpose revenue, or intra-district funds).
 - b. Include any over- or under-spending. Explain any variances between fiscal year appropriations and actual expenditures for FY23 and Q1 of FY24 for each program and activity code.

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- c. Attach the cost allocation plans for FY23 and FY24.
- d. In FY23 and Q1 of FY24, did the agency have any federal funds that lapsed? If so, please provide a full accounting, including amounts, fund sources (e.g. grant name), and reason the funds were not fully expended.

Answer: Please see attachment 08-DCHR Budget FY21-FY24.

9. Please provide as an attachment a chart showing the agency's overall Grants, Contracts, and Reprogramming received during FY23 and Q1 of FY24. Please breakdown into the following:
- a. Name and amount of federal source of funding agency and program, broken down in percentage (%) and dollar amount (\$);
 - b. Name and amount of local source of funding agency and program, broken down in percentage (%) and dollar amount (\$);
 - c. Identify whether each funding source is recurring or one-time;
 - d. Identify whether the contract was competitively bid or sole-source; and
 - e. Indicate the receiving agency and amount of funding for funds moved out of the agency.

Answer: During FY23 and in Q1 of F24, DCHR did not receive any grants, and did not conduct any reprogramming. For contracts, please see attachment 09-DCHR Contracts.

10. Please provide a copy of required Small Business Enterprise (SBE) Report for FY23.

Answer: Please see attachment 10-DCHR SBE Report FY23.

11. Please provide the following information regarding capital projects:
- a. A list of all capital projects in the financial plan.
 - b. For FY21, FY22, FY23, and Q1 of FY24 an update on all capital projects under the agency's purview, including a status report on each project, the timeframe for project completion, the amount budgeted, actual dollars spent, and any remaining balances, to date.
 - c. An update on all capital projects planned for FY24, FY25, FY26, FY27, and FY28.
 - d. A description of whether the capital projects begun, in progress, or concluded in FY21, FY22, FY23, or Q1 of FY24, had an impact on the operating budget of the agency. If so, please provide an accounting of such impact.

Answer: DCHR does not have any capital projects.

12. Please list all lawsuits pending and resolved, that name the agency as a party, during FY23 and Q1 of FY24. Identify the case name and number, claim and status.

Answer: Please see the following chart.

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Case Name	Number	Claim	Status
McFarland v. DC Dept of Consumer and Regulatory Affairs, et al.	No. 2019-CA-008298-P(MPA) in the Superior Court of the District of Columbia; No. 23-CV-608 in the District of Columbia Court of Appeals (DCCA)	Petitioner/Appellant challenged a 2019 determination regarding his job classification	Closed: On June 22, 2023, the Superior Court denied Petitioner’s request for review. On July 20, 2023, Petitioner appealed the denial to the DCCA; the DCCA dismissed his appeal on Dec. 4, 2023
Lea v. District of Columbia, et al.	No. 23-7108, U.S. Court of Appeals for the D.C. Circuit	Plaintiff challenged the revocation of employment offer	Pending: Plaintiff appealed District Court’s grant of summary judgment to Defendants to the D.C. Circuit; oral argument not yet scheduled
Butler-Truesdale v. DCHR, et al.	No. 20-cv-0581 in the DCCA; 2020-CA-000450 in the Superior Court of the District of Columbia	Plaintiff appealed the Superior Court’s denial of her petition for review of agency decision regarding a classification determination	Pending: On Aug. 3, 2023, the DCCA reversed and remanded to the Superior Court; on Sept. 29, 2023, the Superior Court remanded to DCHR for reconsideration
Wright v. DCHR	OHR Case No. 18-158-P (CN); 1:22-cv-03666-RBW in the U.S. District Court for the District of Columbia (U.S. D.D.C.)	Complainant/Plaintiff has pending cases in two forums regarding same claims of hostile work environment and retaliation from 2016	Pending: Cross motions for summary judgment pending before OHR; District’s motion to dismiss pending in U.S. D.D.C. (filed Jan. 16, 2024)
Morrison v. District of Columbia, et al.	2023-CAB-001437 in the Superior Court of the District of Columbia	Plaintiff filed this claim seeking to vacate the Court’s prior dismissal of cases she filed in 2017 and 2021	Closed: On July 21, 2023, the Court granted the District’s motion to dismiss with prejudice
Barbusin v. DCHR	2022-CA-003605-P(MPA) in the Superior Court of the District of Columbia	Petitioner challenged the classification of his position, specifically, his job title	Closed: On Aug. 10, 2023, the Court dismissed the case, denying Petitioner’s appeal
Lucas v. District of Columbia, et al.	1:13-cv-00143-JDB in U.S. D.D.C.	Plaintiff alleged he was owed additional retirement benefits	Closed: Summary judgment granted for the District on Feb. 17, 2023
Bartley v. Bowser, et al.	1:22-cv-01525 in U.S. D.D.C.	Plaintiff challenged the denial of a religious exemption to the COVID-19 vaccine requirement	Closed: Case dismissed as stipulated by both parties on Dec. 22, 2022

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13. Please describe the agency's procedure for handling allegations of workplace harassment during FY23 and Q1 of FY24. Indicate the following:
- a. Date of offense;
 - b. Whether the parties report to the same supervisor;
 - c. The findings of substantiation or non-substantiation;
 - d. What official action was taken; and
 - e. Identify the deciding official in each case.

Answer: To the extent that the agency is made aware of a complaint of harassment, DCHR handles it in accordance with District policy, law, and regulation (including any applicable Mayor's Orders, OHR guidance, etc.). DCHR may not be made aware of all instances of workplace harassment, such as if an employee confidentially confers with an EEO Counselor but does not further pursue a complaint.

DCHR is not aware of any complaints of workplace harassment made against it during this timeframe besides those discussed in Question 14 below. Regarding data on District-wide harassment complaints, DCHR does not track this information. The Office of Human Rights (OHR) may be the more appropriate agency for questions regarding District-wide volumes and outcomes of harassment-related complaints.

14. Please describe the agency's handling of sexual harassment claims received during FY23 and Q1 of FY24. Indicate the following:
- a. Date of offense;
 - b. Whether the parties report to the same supervisor;
 - c. The findings of substantiation or non-substantiation;
 - d. What official action was taken;
 - e. Identify the investigating official or Sexual Harassment Officer (SHO) for each claim; and
 - f. The date the report was forwarded to the Mayor's Office of Legal Counsel.

Answer: To the extent that the agency is made aware of a complaint of sexual harassment, DCHR handles it in accordance with District policy, law, and regulation (including any applicable Mayor's Orders, OHR guidance, etc.). DCHR may not be made aware of all instances of sexual harassment, such as if an employee confidentially confers with an EEO Counselor or the Office of Human Rights but does not further pursue a complaint.

In accordance with the Sexual Harassment Data Collection Act, D.C. Code § 1-546.01 *et seq.*, on or around November 6, 2023, DCHR transmitted to the Office of Human Rights (OHR) a report for Fiscal Year 2023 disclosing the volume of sexual harassment complaints (2) that its employees raised and regarding the outcomes of such complaints. Pursuant to D.C. Code § 1-546.03, OHR shall submit a report of this data to Council by December 3, 2023. DCHR is not aware of any additional complaints since our submission to OHR. To protect employee confidentiality for this limited number of incidents, DCHR refers the Committee to this report.

Regarding data on District-wide harassment complaints, DCHR does not track this information. OHR may be the more appropriate agency for questions regarding District-wide volumes and outcomes of harassment-related complaints.

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15. Please list and describe all investigations, audits, studies, or reports by other entities regarding the work of the agency or conduct of agency employees during FY23 and Q1 of FY24.

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 the final stages for FY23 (fieldwork for FY24 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).

Retirement Plan Audit 401(a) Defined Contribution Plan and 457(b) Deferred Compensation Plan: The annual Retirement Plan Audit 401(a) and 457(b) audit was conducted by F.S. Taylor & Associates and examines the operations and assets of the 401(a) and 457(b) plans, including verifying that employees are enrolled correctly and contributing the correct amounts. In FY23, the auditors completed all necessary field work and expressed verbally that all testing was complete.

Office of the Inspector General (OIG) Overtime Audit: As defined in the OIG’s January 2022 announcement letter (attachment labeled as “15 Announcement Letter OIG No.22-1-03MA) the OIG reviewed overtime usage at District agencies. Although DCHR was not audited, DCHR provided guidance as it relates to the District’s overtime policy and its implementation.

Office of the Inspector General (OIG) Overtime Recommendation: On or around April 25, 2023, OIG issued a letter regarding MAR-200DHS-00910d, which detailed findings that Department of Human Services did not effectively implement controls over employee overtime pay between March and July 2020. As a result of these findings, OIG recommended that DCHR improve the District’s internal controls over employee overtime. In response, DCHR committed to share OIG’s recommendations with partner agencies like OCFO to help facilitate process improvement and to create appropriate overtime trainings.

16. Provide a list of all publications, brochures and pamphlets prepared by or for the agency during FY23 and Q1 of FY24.

Answer: DCHR has not prepared any publications, brochures, or pamphlets in FY23 or Q1 of FY24.

17. Please provide a list of all studies, research papers, reports, and analyses that the agency prepared or contracted for during FY23 and Q1 of FY24. Please state the status and purpose of each. Please submit a hard copy to the Committee if the study, research paper, report, or analysis is complete.

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Answer: DCHR did not complete any studies, research papers, reports, and analyses in FY23 and thus far in FY24.

18. Please provide a copy of the agency’s FY23 performance plan. Please explain which performance plan objectives are completed in FY23 and whether they were completed on time and within budget. If they were not, please provide an explanation.

Answer: Please see attachment 18-DCHR FY23 Performance Plan. Please see 30-DCHR FY23 Performance Accountability Report for a list of completed initiatives and explanation. All completed initiatives were completed within the allotted budget.

19. Please provide a copy of your agency’s approved FY24 performance plan as submitted to the Office of the City Administrator, including approved goals, objectives, timelines, planned program and projects, anticipated FTE allocation and expenditure, and metric outcomes to be analyzed.

Answer: Please see attachment 19-DCHR FY24 Performance Plan.

20. Please provide the number of FOIA requests for FY23 and Q1 of FY24, that were submitted to your agency. Include the number granted, partially granted, denied, and pending. In addition, please provide the average response time, the estimated number of FTEs required to process requests, the estimated number of hours spent responding to these requests, and the cost of compliance.

Answer: Please see the chart below. Please note the remaining requests that were received in FY2023 or Q1 of FY2024 were “withdrawn” or were disposed of for “other reasons.” “Other reasons” include that the agency had no documents responsive to the request, the requestor did not provide enough information, etc.

Number of FOIA requests received for FY23	54
Number of FOIA requests received for Q1 of FY24	8
Number granted	10
Partially granted	22
Denied	8
Pending	1
Average response time	3 days
Estimated number of FTEs required to process requests	1
Estimated number of hours spent responding to these requests	320.8 hours
Cost of compliance	\$16,025.96

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21. Please provide each collective bargaining agreement that is currently in effect for agency employees. Please include the bargaining unit and the duration of each agreement. Please note if the agency is currently in bargaining and its anticipated completion.

Answer: DCHR has one employee who is covered under the Compensation 1 and 2 Units Agreement. Please note this position is covered under the union based on the grandfathering of the position.

22. If there are any boards or commissions associated with your agency, please provide a chart listing the names, confirmation dates, terms, wards of residence, and attendance of each member. Include any vacancies. Please also attach agendas and minutes of each board or commission meeting in FY23 and Q1 of FY24, if minutes were prepared. Please inform the Committee if the board or commission did not convene during any month.

Answer: DCHR administers the Police & Firefighters Retirement & Relief Board (PFRRB). The Board conducts hearings for police and firefighters to determine retirement eligibility due to disabilities sustained through the performance of duty. Due to the medical, surgical and psychiatric nature of these cases, the docket and transcripts are confidential. DCHR does not manage the board membership; The Mayor’s Office of Talent and Appointments (MOTA) is the agency responsible for membership and maintains appointment information. As mandated by statute, PFRRB also determines eligibility for United States Secret Service (USSS), USSS Uniformed Division and United States Park Policies families and dependents.

23. Please list all reports or reporting currently required of the agency in the District of Columbia Code or Municipal Regulations. Indicate the following:

- a. Report due date;
- b. If the agency complied;
- c. Date of actual transmittal; and
- d. To which entity the reports were filed.

Report	Statute/Rule	Report due date	Transmittal
Agency Performance Report (to Council)	DC Code § 1-614.13	January 15	Annually posted on OCA’s website
Agency drug policy compliance report (to City Administrator)	Mayor’s Order 2019-081	December 31	In Progress
Financial Disclosure Statement Report (to BEGA)	6B DCMR § 1810	July 1	All DCHR employees are compliant with their FY23 BEGA financial disclosures
Freedom of Information Act Report (to Mayor)	1 DCMR § 413	Annually	FY23 FOIA report was submitted on 12/28/23.
Incentive Awards Activity (to Mayor)	6B DCMR § 1908.3	Annually (if any awarded)	In Progress
Monetary Awards (to Council)	6B DCMR § 1908.4	Within 30 days of execution	DCHR only approved monetary awards in FY23 for the Office of Inspector General. DCHR advises independent agencies like

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			OIG to directly submit to Council. A copy of the award amount and information is attached.
Residency Compliance (to Council)	DC Code § 1-515.06 YB DCMR § 309	November 30	FY23 report In progress
Suitability Activity (to Mayor)	6B DCMR § 441	Biannually	FY23 report in progress

24. Please provide a list of any additional training or continuing education opportunities made available to agency employees. For each additional training or continuing education program, please provide the subject of the training, the names of the trainers, and the number of agency employees that were trained.

Answer: Please see attachment 24-DCHR Continuing Education.

25. Does the agency conduct annual performance evaluations of all its employees? Who conducts such evaluations? What steps are taken to ensure that all agency employees are meeting individual job requirements?

Answer: DCHR managers complete performance plans and evaluations for their employees annually. DCHR managers also have regular meetings with their employees to discuss their progress and any challenges they may have in meeting the goals outlined in their performance plans.

26. Please include a chart of FY23 employee evaluation rating showing the employee’s job title, duties/responsibilities, classification grade, salary, date of employment, and FY22 evaluation rating. Also identify if the employee has been separated from the agency during FY23 or Q1 of FY24.

Answer: As discussed, DCHR is actively working with Councilmember Bonds’ office to assess employee movement and mobility opportunities across job classifications District-wide. DCHR has attached a chart reflecting the average performance rating for employees at each agency and the average performance rating of positions that have more than 25 FTEs under the position title.

27. Please provide a list of programs, initiatives, activities conducted by the agency to comply with a Racial Equity Lens objective.

Answer: As a part of the District’s Racial Equity Action Plan (REAP) and DCHR’s commitment to racial equity, specific initiatives have been outlined in collaboration with the Office of Racial Equity (ORE). These initiatives include in-depth equity-focused training for DCHR staff, enhanced diverse recruitment and hiring practices, and thorough racial equity impact assessments. We've also established strong community engagement platforms and adopted data-driven strategies to identify and rectify racial disparities. Our leadership development programs, and mentorship opportunities are tailored towards fostering racial

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equity. Regular equity audits and strategic partnerships, including our collaboration with ORE, reinforce our commitment.

28. Please provide a chart of agency programs conducted during FY23. Include the following:
- Initiation date;
 - Number and grade of FTEs assigned;
 - Program manager;
 - Total budget expenditure for the program (e.g. FTE salaries, materials, etc.); and
 - Outcomes from implementation (e.g. policy changes, program continuation, public support comments, etc.)

Answer: Please see attachment 28-DCHR FY23 Activities and Programs

29. Please provide a chart showing the agency's program priorities for FY23 and FY24. Include the following:
- Staffing numbers;
 - Expenditure;
 - Community outreach activities; and
 - Measurable outcomes or metrics associated for each priority.

Answer: Please see attachment 29-FY23 and FY24 Priority Programs

30. Please provide a copy of the agency's FY23 Performance Accountability Report of strategic objectives, indicate if key performance indicators were met, and with which other government agency was the report filed.

Answer: Please see attachment 30-DCHR FY23 Performance Accountability Report

II. AGENCY SPECIFIC QUESTIONS

31. Please list the various offices or departments within the DCHR, and include each function, responsibilities, number of personnel, and the number of personnel who are D.C. residents.

Answer:

Office of the Director - The Office of the Director (OOD) provides executive management and recruitment; policy direction; strategic and financial planning; public relations; resource management; support for DCHR and consultation to the Mayor and members of the Cabinet on human resource issues. The OOD controls and disseminates work assignments and coordinates agency operations to ensure the attainment of the agency's goals and objectives.

Number of Personnel: 22; DC Residents: 11

Office of the General Counsel - The Office of the General Counsel (OGC) provides legal support and advice to DCHR and District agencies on a wide variety of personnel matters arising under the Comprehensive Merit Personnel Act (CMPA), District Personnel Manual (DPM), and other federal and District personnel and employment laws. Additionally, OGC provides litigation support to the Office of the Attorney General and Police and Firefighters' Retirement and Relief Board (PFRRB) regarding pending legal matters.

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Number of Personnel: 15; DC Residents: 8

Policy and Compliance Administration - Policy and Compliance Administration (PCA) designs, implements and oversees unified personnel standards to support a safe, and effective work environment. The Administration carries out its mission by collaborating with District agencies to develop modern and useful personnel practices, developing and supporting government-wide compensation strategies, assisting agencies and employees to achieve success through amicable conflict resolution, and auditing and monitoring personnel standards and practices to achieve strategic personnel goals.

Number of Personnel: 11; DC Residents: 4

Human Resources Solutions Administration - The Human Resources Solutions Administration (HRSA) is responsible for providing a talent acquisition strategy that aids in the department's mission to attract, develop, and retain a well-qualified and diverse workforce and leverages the District in becoming "Best-In-Class". HRSA is also responsible for providing IT direction for the department and supports the human resources information system (HRIS).

The Administration carries out its mission through two teams: (1) talent acquisition and (2) information technology. Through these teams, the administration performs a multitude of functions including position management; classification; recruitment/retention advisement; implementing, maintaining, and providing help desk support for human capital technology software; continuous development, implementation, and maintenance of DCHR telecommunications desktop and server infrastructure; and related policies and procedures. Number of Personnel: 23; DC Residents: 10

Benefits & Retirement Administration - The Benefits and Retirement Administration (BRA) is responsible for the service delivery of the District's benefits program and policies for 32,000 benefit-eligible employees and retirees (pre and post October 1, 1987). This includes the plan management, contracting, and communication for all health, voluntary, and retirement programs. In addition, BRA oversees the Police and Firefighters' Retirement and Relief Board, which makes determinations and decisions on all retirement and survivor benefit claims and cases.

Number of Personnel: 32; DC Residents: 17

Strategic Human Capital Administration - Strategic Human Capital provides oversight and full cycle management of the human capital planning process. This includes promoting and managing employee performance management, developing organizational strategies based on internal and external workforce data, translating strategy into effective and actionable initiatives. Work includes establishing appropriate metrics, providing solutions based on results, and monitoring outcomes to ensure the objectives are achieved. The division's activities include benchmarking, researching best practices, executing business process improvement initiatives, and recommending changes to enhance targeted human capital goals in support of District priorities.

Number of Personnel: 18; DC Residents: 11

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Center for Learning & Development - Learning and Development provides training, workforce planning and organizational development programs, and activities that increase the knowledge, skills, and competencies of District government employees, to enable them to provide the highest quality and most cost-effective services to the District of Columbia.

Number of Personnel: 12; DC Residents: 5

32. Please provide a copy of the agency's FY23 **performance accountability report**.

- a. Please explain which performance plan strategic objectives and key performance indicators (KPIs) were met or completed in FY23 and which were not.

Answer: Please see attachment 30-DCHR FY23 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: Please see attachment 30-DCHR FY23 Performance Accountability Report. All completed initiatives were completed within the allotted budget.

- c. For any objective met, please provide the job titles and agency division for each completed work.

Answer: PeopleSoft Enhancements Strategic Human Capital Administration
Diversity, Equity, and Inclusion: Led by the Center for Learning and Development

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

Answer: Please see attachment 30-DCHR FY23 Performance Accountability Report.

33. Please provide a copy of your agency's FY23 and FY24 **performance plan**, and discuss any changes to outcomes measurements in FY23 or FY24, 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 18-DCHR FY23 Performance Plan, 19-DCHR FY24 Performance Plan

DCHR did not change any targets or outcomes. New measures had targets added as they initially did not exist.

34. What are your top five priorities for the agency? Please provide a detailed explanation for how the agency expects to achieve or work toward these priorities in FY24.

Answer:

District Branding and Marketing: DCHR will focus on marketing the District as an employer of choice by increasing the use of social media, creating and posting informative

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videos that showcase District employees, and expanding the way DCHR engages with applicants.

DCHR will achieve this initiative by creating at least five videos that highlight benefits of working for the District which will be posted on DCHR's website and social media. In addition, DCHR will increase its social media posts by 15% from the previous fiscal year.

HR Training: DCHR will partner with the District HR community to develop and launch comprehensive HR training for managers and the HR community. The training will focus on topics including the recruitment process, compensation, and employee relations.

DCHR will achieve this initiative by seeking feedback on needed training from the HR community, developing training materials including PowerPoint presentations and training recordings, and delivering trainings to the HR community and managers. In addition, DCHR will gather feedback on delivered training to guide future offerings.

Strategic Recruitment:

DCHR will continue to work towards this initiative by planning and hosting quarterly hiring events and engaging with college and university student centers to establish partnerships that will facilitate recruitment of graduates. DCHR will also further educate agency HR partners on the benefits of using the District's centralized LinkedIn platform.

DCHR will achieve this initiative by hosting quarterly hiring events and increasing the number of postings on LinkedIn.

Employee Retention: DCHR will launch several initiatives focused on employee retention including an emerging leaders program, feedback surveys, and a manager toolkit portal.

DCHR will also achieve this initiative by developing and releasing several feedback surveys including an all-employee survey and a manager recruitment survey. In addition, DCHR will research and create informative materials that drive manager effectiveness.

HR Service Delivery: DCHR will collaborate with the Office of the Chief Technology Officer (OCTO), to research, procure, and implement improvements to the HR Service Delivery that will lead to more efficient and streamlined employee processes.

DCHR will also achieve this initiative by enhancing the customer care ServiceNow CRM to facilitate more efficient completion of employee verifications, credentialing badge requests, and applicant job application inquiries. In addition, DCHR will implement a CRM for at least two additional service areas such as classification and communications.

35. Please describe any initiatives that the agency implemented in FY23 and FY24 to date, to improve the internal operations of the agency or the interaction of the agency with outside parties. Please describe the results, or expected results, of each initiative.

Answer:

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Aflac Plan Enrollment Transition: Employees enrolled in Aflac supplemental insurance plans prior to 2021 were enrolled via Automated Clearing House (ACH) payroll deductions. This method was labor intensive for the District and also confusing for employees. In FY23, DCHR partnered with OCTO and Aflac to transition enrolled employees to newer plans administered via PeopleSoft making it easier for employees to see payroll deductions and edit their coverage.

Implementation of Customer Relationship Management: In FY23, DCHR collaborated with OCTO to implement ticketing software to streamline employee requests related to benefits, retirement, 401(a)/457(b) distributions, and customer care. Employees can submit a ticket via an electronic portal and track the status of their ticket completion. Through this implementation, DCHR can effectively monitor, track and report on employee requests, ensure adherence to service level agreements and maintain an online FAQ database that is up-to-date with new questions and comprehensive answers, based on the evolving needs and feedback of employees. Since deployment of the CRM in November 2023, DCHR has received and/or processed over 4,700 employee requests across service categories under employee Benefits, Retirement and Customer Care.

Careers Page Redesign: DCHR collaborated with the Mayor's Office on Innovation and OCTO to redesign the front facing page of careers.dc.gov, where applicants first visit to find District government job openings. The redesigned site features a dedicated section highlighting hard-to-fill positions, making it easier for job seekers to identify and apply for these roles. The redesigned page also incorporates multimedia elements with dynamic videos and images of the benefits and culture of working for the District.

36. Please list each new program implemented by the agency during FY23 and FY24 to date.

For each program, please provide:

- a. A description of the program;
- b. The funding required to implement the program;
- c. The program and activity codes in the budget; and
- d. Any documented results of the program.

Answer:

Opportunity at Work Partnership:

Description: In FY23, DCHR entered into a partnership with Opportunity at Work (O@W), an organization that works with individuals who have the skills and experience for advanced employment opportunities, but do not hold Bachelors or higher degrees. O@W refers to these candidates as Skilled Through Alternative Routes (STARs) and helps place STARs with employment opportunities that meet their skills. DCHR is able to highlight opportunities on Opportunities at Work's website and redirect interested applicants to apply on careers.dc.gov.

Funding: Funding was not needed to implement.

Program/Activity Codes in the Budget: N/A

Results: Approximately 257 vacancies have been posted.

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Electronic Paid Family and Medical Leave Act Submissions:

Description: In collaboration with the Office of the Chief Technology Officer, DCHR implemented an electronic PFML application submission process in PeopleSoft. The new electronic application process allows employees to access their benefits more easily compared to paper applications and forms. It also allows our District government HR professionals the ability to process applications more efficiently so that employees can get their benefits when they need them. DCHR communicated the new process to employees and facilitated training for agency coordinators, so they are comfortable using the new electronic process. DCHR also created several informational trainings and videos to help employees understand their PFML benefits, and how they can apply for and use their leave.

Funding: \$103,880

Program/ Activity Codes in Budget: Fund 1010001, Program 100092, Cost Center 50151, Account 7131009

Results: In FY23, DCHR reviewed 2,845 PFML applications. As of January 23, DCHR reviewed 832 PFML applications in FY24.

Manager Supervisory Service Week:

Description: In FY23, DCHR hosted two weeks dedicated to managers completing their mandatory manager training and receiving additional development opportunities. The training includes updates on the latest policies, industry best practices, and professional skills. Courses offered during the week include: Mindfulness and Managing Stress, Principles of Management, Emotional Intelligence, Giving and Receiving Feedback, Communicating Strategically, and Leadership the 6th Sense.

Funding: Funding was not needed to implement.

Program/ Activity Codes in Budget: N/A

Results: Over 2,400 participants during the two weeks. Please note this is not a unique count as employees may have attended more than one session.

HR Certificate Tier 2:

Description: Tier 2 of the HR Certificate program provides a deeper and more in depth understanding of HR topics including retirement, talent management, performance management and employee relations. Participants also completed a fifteen-week HR Certificate program sponsored by the Public Sector HR Association (PSHRA).

Funding: \$34,096.50

Program/ Activity Codes in Budget: Fund 1060399, Program 500084, Cost Center 50155, Account 7132001

Results: Approximately 25 employees graduated from the Tier 2 program in January 2024.

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37. Please discuss how DCHR is implementing Mayor's Order 2023-131 and its role with sister-agencies.

Answer: DCHR is implementing Mayor's Order 2023-131 as specified by the Order. Thus, for each agency that is subject to the Mayor's Order, DCHR:

- Has confirmed each agency primary and alternate Sexual Harassment Officer (SHO) and posted the list on DCHR's website, and will confirm that information every quarter,
- Is receiving photos from every agency in confirmation that it has posted information,
- Has developed reporting forms for relationship disclosures,
- Has developed an application for waivers of the prohibition on relationships in the chain of command,
- Has worked with OCTO to create a module in PeopleSoft for employees to acknowledge receipt of the Order and their agreement to comply,
- Has trained Agency Designees on their responsibilities,
- Is developing the annual training for all employees,
- Is developing qualification standards for Sexual Harassment Officers (SHOs),
- Is developing the annual training and associated materials for SHOs,
- Will verify that all SHOs are qualified to serve in that role, and,
- Is developing the annual training for agency Directors and General Counsels.

DCHR is also participating in the Task Force that has been created pursuant to the Mayor's Order. The Task Force consists of individuals from DCHR, OHR, the Mayor's Office of General Counsel, the Office of the City Administrator, and the Mayor's Office of Legal Counsel.

38. Mayor's Order 2023-131 stipulates the handling of claims filed against high-level employees. Please discuss the distinction in handling such claims filed against high-level employees versus other personnel categories.

Answer: "High-level" employees are not defined in the Mayor's Order. However, the Mayor's Order does change the reporting structure and the individual responsible for investigating complaints for the following officials:

- The Mayor,
- The City Administrator,
- The Mayor's Chief of Staff,
- The Mayor's Senior Advisor,
- The Director of the MOLC,
- Any Deputy Mayor, and
- Any official who directly reports to the Mayor.

Per Mayor's Order 2023-131, employees may report a complaint of inappropriate conduct of a sexual nature or sexual harassment to a Sexual Harassment Officer of any agency. The agency SHO must then be notified, unless doing so would raise a conflict of interest. In that

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case, the complaint should be reported to the agency General Counsel. The SHO immediately notifies the agency General Counsel, who then notifies the Mayor’s Office of Legal Counsel.

If the complaint is against the agency General Counsel, the SHO must notify the MOLC directly.

Any complaints or allegations against the officials listed above are referred directly to the Inspector General to determine if the allegation is credible. If so, the case is referred for independent investigation to be carried out by an external entity. Reports generated by the investigation are provided to the MOLC, or the City Administrator if the allegation is against the Director of the MOLC, and the Inspector General.

39. Please explain the Capital City Fellows Program, District Leadership Program (DLP), and In-School Youth Leadership Program. Please include the following:
- a. in FY21, FY22, FY23, and Q1 of FY24;
 - b. Matriculation statuses;
 - c. Number of successful participants that transition into full-time employment in the District government;
 - d. Funding amount allocated in each program; and
 - e. Costs per participant

Answer: Please see attachment 39-CCF, DLP, ISYL Programs

40. Please discuss the various leave options that are available to District Government employees, such as federal and D.C. Family and Medical Leave, Military Leave, and all other leave options. Please include the following:
- a. Funding available in each leave category;
 - b. How much has been expended in FY23 and FY24 to date from each category;
 - c. Number of employees who have taken such leaves and each duration;
 - d. Whether different categories of leaves can be utilized consecutively, such as employee A takes a Family and Medical Leave for the maximum number of weeks, followed by a Military Leave, followed by Annual Leave, and subsequently receive Administrative Leave pay.

Answer: Please see 40-Leave Options. Categories with fewer than 25 employees are also indicated as such. Employee classifications can change across the year and may impact data.

41. Do you see any need to revise the current leave options? Please identify which one and include specific proposal for improvement.

Answer: DCHR does not see a need to revise the current leave options.

42. Please complete the following table regarding employees who have taken a **leave** (*excluding sick and annual leaves*) in FY2023 or FY2024 to date.

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Answer: DCHR is mindful of its obligations to protect employee confidentiality as described in 6-B DCMR § 3100 *et seq.* Subject to those guidelines, DCHR has attached a chart, 42-Leave Taken, reflecting the usage of the requested leave types across employee classifications for FY2023 and FY2024 to date.

DCHR notes that the data only reflects inputs from the agency level; DCHR is not involved in approving or processing most leave types for other agencies. Further, this data does not reflect all systems of leave compensation: for example, employees may simultaneously track their time as protected (ie., “FMLA”) and unpaid in our system, and be receiving short-term disability compensation. Please see Question 42-Leave Taken for breakdown of all leave types used District-wide.

43. Please identify any statutory or regulatory impediments to your agency’s operations.

Answer: DCHR is unaware of any statutory or regulatory impediments to our agency’s operations.

44. Please describe any steps the agency took in FY23 and FY24 to date, to improve the transparency of agency operations. Please include any outreach activities that aim to improve transparency.

Answer:

HR Community:

HR Advisor Meetings: DCHR continued its efforts to provide transparent communication to the HR community by hosting monthly HR Advisor meetings. During these meetings, DCHR and partners share pertinent information with the HR community. DCHR also receives feedback on new policies and initiatives during these meetings. In addition, DCHR communicates and answer questions in a HR community Teams channel. This channel provides the ability to share information in real-time.

HR Advisors Chat: DCHR continued to utilize an HR Advisors chat on Microsoft Teams to periodically push out important updates to the HRA community in between the monthly HR Advisor Meetings.

Job Applicants:

Hiring Event Preparation Sessions: To better prepare job applicants for hiring events, DCHR hosts preparation sessions focused on the critical interviewing skills and resume writing techniques needed for engaging conversations. During these sessions applicants learn how to:

- Emphasize the importance of demonstrating value and interest in positions they are applying for,
- Tailor resumes to match the positions,
- Describe transferable skills that are directly related to the position they are applying for, and
- Answer commonly asked difficult questions in a concise manner.

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District of Columbia Public Library (DCPL) Resume Writing and Interview Skills Sessions:

DCHR hosts monthly resume writing and interview skills sessions at local DCPL locations where information about how to apply for District government opportunities is shared with applicants. In addition, DCHR provides guidance on the application process, updating resumes based on the position the individual is applying for, and critical skills for successful interviews.

District Employees:

Electronic District Personnel Manual: To promote transparency and quick accessibility, DCHR posts District policies, issuances, and regulations on the electronic District Personnel Manual (eDPM). This resource is easily searchable and provides employees with an easy way to access District personnel policies.

Customer Relationship Management (CRM): DCHR collaborated with the Office of the Chief Technology Officer (OCTO) to implement a Customer Relationship Management (CRM) system for customers requesting benefits, retirement, 401(a)/457(b) distributions, and customer care requests. This technology provides efficient and streamlined customer engagement and proactive monitoring of customer requests and questions. Customers can submit and view their request status is an easy-to-use portal.

45. Please discuss all efforts that DCHR has undertaken to recruit local high school and college students for job placement, including training, apprenticeship, and/or internship opportunities.

Answer: In FY23, the DCHR Center for Learning and Development (CLD) created and deployed a multifaceted recruitment strategy aimed at sourcing a more diverse talent pool of candidates for our programs.

The District Leadership Program team broadened its engagement efforts by attending high school and collegiate level career fairs and speaking with student organizations. The team also utilized social media marketing, professional network marketing, and interactive postings via LinkedIn and Handshake to engage students. The team also participated in several in-person job fair events to attract local talent.

The Career Pathways department actively participated in events at both Ballou High School and Eastern High School. The purpose of these engagements was to disseminate information about the various programs and opportunities offered by Career Pathways, specifically tailored to benefit the students within the District.

46. Please discuss whether DCHR has any relationship with businesses to serve as host-sites for job placements, including training, apprenticeship, and/or internship opportunities. If not, are there plans to collaborate with businesses to serve as host-sites?

Answer: DCHR does not partner with local businesses to serve as host-sites. We work internally with other DC government agencies to provide job placement and internship opportunities for our interns and apprentices.

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47. 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	Expiration Date
HR Audits for Fiscal Year 2022	10/17/21	9/30/22
COVID Leave Restoration (2021)	10/28/21	2/28/22
Use or Lose (2021)	10/28/21	3/26/22
Suspension of Position Classification Actions (FY 2022)	11/2/21	9/30/22
Legal Public Holidays: 2022	11/19/21	12/31/22
Thanksgiving 2021 (Day After Closure)	11/22/21	12/31/21
COVID HR Guidance – November 2021 Mask Update	11/22/21	12/21/21
District Government Furloughs	11/29/21	-
Grievance Process (2021 Update)	11/30/21	-
Personal Pandemic Leave	12/1/21	10/1/22
COVID HR Guidance - December 2021 Mask Update	12/21/21	2/28/22
Voluntary Leave Transfer Program	1/6/22	1/1/23
COVID-19 Vaccination Requirements (January 2022)	1/24/22	4/12/22
Reasonable Accommodation of Religious Observance or Practice (March 2022)	3/22/22	-
COVID-19 Vaccination Requirements (April 2022 Update)	4/13/22	8/25/22
Voting in Primaries and General Elections (2022)	4/18/22	12/31/22
Local Environment Pay	5/9/22	-
Post-Accident and Post-Incident Drug and Alcohol Testing	5/20/22	-
Pay and Term Limits, Exceptions (Form 11B Approvals)	6/1/22	-
District Government Employee Ethics Manual	6/17/22	-
Policy Development and Training Requests	7/25/22	-
Human Monkeypox Virus (MPX): HR Guidance	8/15/22	-
COVID-19 Vaccination Requirements (September 2022 Update)	9/14/22	4/24/23
Legal Public Holidays: 2023	9/29/22	1/1/24
Use or Lose 2022	10/14/22	3/26/23
Voluntary Separations (Resignations and Retirements)	10/31/22	-
Sunday Premium Pay (2022 Update)	10/31/22	-
HR Audits for Fiscal Year 2023	10/14/22	3/26/23
Reasonable Suspicion of Drug or Alcohol Impairment	11/3/22	-
Compressed, Flexible and Telework Schedules (November Update)	11/15/22	1/7/24
District Government Closure: Friday, November 25, 2022	11/18/22	12/31/22
Paid Family and Medical Leave Program	1/1/23	-
Personnel Action Submissions Checklist	3/15/23	-
Performance Coaching and Improvement	4/4/23	-

48. 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: DCHR anticipates publishing the final rulemaking related to the District Government’s Paid Family and Medical Leave in FY24 (Chapter 12 of the DPM). DCHR also anticipates publishing the final rulemaking related to District Government volunteers in FY24 (Chapter 2 of the DPM). DCHR is assessing and determining additional regulatory updates.

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49. For FY2022 and FY2023, to date, please provide the following information on the Careers.dc.gov system. Please also include the types of jobs listed on that portal.

Answer: Career service and managerial supervisory service positions are listed on careers.dc.gov. Some agencies who have personnel authority outside of DCHR such as the Office of the Chief Financial Officer and District of Columbia Public Schools do not use PeopleSoft for their recruiting.

50. 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.

Answer: In FY23, DCHR collaborated with OCTO to implement a CRM for benefits, retirement, 401(a)/457(b) distributions, and customer care employee requests. Employees can submit a ticket via an electronic portal and track the status of their ticket completion. Through this implementation, DCHR can effectively monitor employee requests and ensure adherence to service level agreements. Finally, DCHR can determine commonly asked questions to update our online FAQ database.

51. Please discuss DCHR's efforts and outcomes to reduce time-to fill in FY2023 and FY2024 to date.

Answer: Through a Districtwide contract, DCHR continues advertising select hard-to-fill positions on a District LinkedIn page. Through the contract, DCHR and hiring managers can 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.

DCHR also entered a partnership with Opportunity at Work (O@W), an organization that works with individuals who have the skills and experience for advanced employment opportunities, but do not hold Bachelors or higher degrees. O@W refers to these candidates as Skilled Through Alternative Routes (STARS) and helps place STARS with employment opportunities that meet their skills. DCHR is able to highlight opportunities on Opportunities at Work's website and redirect interested applicants to apply on careers.dc.gov.

In FY23, DCHR also continued to host hiring events. Hiring events allow agencies to advertise a vacancy, attract a large candidate pool, begin interviewing individuals within days or at times on the spot, and generally 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.

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52. Please list each agency and note the average time to fill in each year FY2022, FY2023, and FY2024.

Answer: Please see attachment 52-FY22, FY23, FY24 Time-to-fill.

53. For FY2023 and FY2024, as of Jan. 15, 2024, 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. 15, 2024.

Answer: Please see attachment 53- FY23 Grievances.

54. Please list in chronological order any grievances filed *by labor unions* against DCHR or any employee of DCHR in FY2023, or FY2024, as of Jan. 15, 2024. 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 FY2023 or FY2024, as of Jan. 15, 2024, describe the resolution or outcome.

Answer: DCHR is not aware of any union grievances in which our agency is named. DCHR defers to the Office of Labor Relations and Collective Bargaining for a comprehensive assessment of whether any grievances filed by labor unions during this timeframe involve DCHR.

55. 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 FY2023 or FY2024. 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.

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- 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 FY2023 or FY2024 to date, describe the resolution or outcome.

Answer: See Question 14: In accordance with the Sexual Harassment Data Collection Act, D.C. Code § 1-546.01 *et seq.*, on or around November 6, 2023, DCHR transmitted to the Office of Human Rights (OHR) a report for Fiscal Year 2023 disclosing the volume of sexual harassment complaints (2) that its employees raised and regarding the outcomes of such complaints. Pursuant to D.C. Code § 1-546.03, OHR shall submit a report of this data to Council by December 3, 2023. DCHR is not aware of any additional complaints since our submission to OHR. To protect employee confidentiality for this limited number of incidents, DCHR refers the Committee to this report.

Regarding data on District-wide harassment complaints, DCHR does not track this information. OHR may be the more appropriate agency for questions regarding District-wide volumes and outcomes of harassment-related complaints.

56. 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 FY2023 or FY2024, as of Jan. 15, 2024. Include on the chronological list any earlier grievance that is still pending in any forum.
- a. Describe the complainant (e.g. [Program name] customer)
 - b. 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 FY2023 or FY2024 to date, describe the resolution.

Answer: Please see the following chart.

Complainant	Description	Current Status	Process	Resolution
Quality Plan Administrators, Inc.	In July 2021, QPA filed actions before the District of Columbia Contract Appeals	Closed: CAB Nos. D-1575 & D-1576 (consolidated)	OAG filed motion to dismiss	On April 19, 2023, QPA dismissed all counts and claims with prejudice

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	Board (CAB) alleging that the District underpaid QPA under its former contracts			
M.S.³ (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
S.P. (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
Wright: see Question 12 above.				

57. Please provide information on the classification of District Government employees:
- Indicate the number of employees by classification and months of service in FY23 and Q1 of FY24;
 - By classification, indicate the number that received bonuses, and the number that received promotions; and
 - By classification, indicate the number that were union members.

Answer: Please see [attachment](#) 57 and 58-Employees by Classification. Please note Acting, Interim, and Executive employee categories are removed as the category is too small to analyze. Additional categories with fewer than 25 employees in the category are also indicated as such. Employee classifications can change across the year and may impact data.

58. Please explain the appointment types for FTEs in the District Government:
- Identify types of appointments; and
 - Identify each number of appointments from the total District Government workforce.

Answer: Please see 57 and 58-Employees by Classification. Please note Acting, Interim, and Executive employee categories are removed as the category is too small to analyze. Additional categories with fewer than 25 employees in the category are also indicated as such. Employee classifications can change across the year and may impact data.

³ DCHR seeks to protect the privacy of these non-employees by listing initials. Please contact DCHR with questions or for more information.

III. DISTRICT-WIDE INITIATIVES

a. Racial Equity and Social Justice

59. Please list three opportunity areas, programs, or initiatives that DCHR may facilitate to address racial inequity.

Answer: DCHR is currently working on the below that may facilitate racial equity.

Employee Training: DCHR currently provides training on Unpacking Bias which enhances cultural competence, inclusivity, and awareness of unconscious biases among employees. DCHR is also partnering with the Office of Racial Equity to implement additional training programs that will be tailored to the diversity within DC Government and will encourage cross-cultural dialogue and understanding.

Agency Racial Distribution Dashboard: DCHR is developing a comprehensive dashboard that provides up-to-date data on current staffing, hiring and promotions broken down by race. This real-time dashboard will be updated nightly to reflect supporting our commitment to transparency and informed decision-making in workforce management.

Increased Resident Engagement: DCHR currently partners with the District of Columbia Public Libraries to facilitate resume writing and interview skill classes at various locations. DCHR is hoping to expand this partnership to provide additional community resources and receive feedback about the government application process.

60. Please discuss one operational data point and one performance data point where you already collect race information or could collect such information.

Answer: DCHR collects racial information upon the time of hire, but employees are not required to disclose this information, and it is voluntary based on Equal Employment Opportunity guidance. DCHR is also working to depict the number of promotions and separations by race using self-disclosed employee information on race.

61. In considering a racially equitable District of Columbia, please discuss the three ways that DCHR would reflect such achievement.

Answer: DCHR would reflect such an achievement in a variety of ways. First, DCHR would reflect this achievement by ensuring its personnel receive training directly from the Office of Racial Equity (ORE). DCHR requested that ORE present to all DCHR staff at a DCHR event in January 2023. Through direct and live training, staff can have an enhanced understanding of the importance of racial equity in the District. DCHR would also reflect such an achievement by assisting other agencies in pursuit of their specific racial equity goals. As the personnel authority, DCHR is responsible for assisting agencies across the District with their hiring goals. Finally, DCHR is collaborating with ORE to develop a dashboard that helps agencies view the racial and demographic distribution of their agency. The dashboard will be updated nightly and can assist agencies with making data-informed decisions to ensure racial equity across District government.

b. Harassment and Workplace Culture

62. Please discuss DCHR's role and any collaboration with District agencies in improving culture, and identify the agency-partner and specific initiatives undertaken.

Answer: DCHR regularly partners with agencies concerning workplace culture. Through the Center for Learning and Development, DCHR provides a series of agency specific training at agencies requests and has offered Executive coaching. At the request of agencies, DCHR has also previously conducted climate assessments of agencies. These climate assessments involve holistic reviews of certain or whole parts of the agency and include a series of recommendations. DCHR did not conduct any climate impact assessments in FY23.

63. What is DCHR's policy and practices in promoting current District Government employees, such as outreach, training and development, and addressing promotion opportunities for employees who have not served their required time-in-grade to promote.

Answer: Promotions are defined in Chapter 2 of the District Personnel Manual, which is published on DCHR's website. As outlined in section 207.1 of the DPM, with limited exception, most "promotions are made by open competition." Furthermore, as noted in section 234.4 "to be eligible for promotion, a candidate shall meet the minimum qualification standards adopted for the position and time-in-grade requirements." DCHR has reviewed the guidelines in Chapter 2 several times with the HR community during monthly HR Advisor meetings and during scheduled and unscheduled one-on-one conferences with agencies' HR teams and some agency directors.

Quarterly, DCHR also hosts preparation sessions before the hiring events that are open to the public and current employees. During these sessions, facilitators provide guidance on how to tailor resumes for specific positions, and how to answer challenging interview questions. Detailed assignments are also offered to employees as a means of acquiring additional knowledge and skills to help build qualifications.

64. What efforts have DCHR made to ensure that District Government employees feel confident in its employment practices, including fair hiring, promoting, and retention that is free of biases or favoritism?

Answer: DCHR collaborates closely with the HR community across the District to ensure a common understanding of hiring and staffing rules, regulations, and processes. In addition, DCHR reviews hiring and promotion personnel actions for agencies under its personnel authority for accuracy and consistency with associated rules and regulations. Moreover, when implementing large scale policy changes, DCHR regularly distributes a government wide email notifying employees of the change, and other relevant information, in addition to conducting question and answer sessions during group and/or one-on-one meetings.

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65. Please discuss the performance evaluation process and scoring mechanism that ensure an objective standard.

Answer: The District's performance evaluation process is outlined in Chapter 14 of the District Personnel Manual (DPM). Specifically, section 1404.3 outlines rating levels that range from 1-5. Level 1 is defined as an Inadequate Performer, Level 2 is defined as a Marginal Performer, Level 3 is defined as a Valued Performer, Level 4 is defined as a Highly Effective Performer, and Level 5 is defined as a Role Model. The DPM provides a definition of each level. In addition, managers receive training that describes specific examples of how to differentiate between the levels.

66. How does DCHR ensure that our District Government workplaces are safe and healthy for all employees?

Answer: DCHR supports the District workforce with a full array of wellness programming targeted at addressing the primary mental and physical health concerns, as informed by District employee health insurance providers and by agency HR, leadership and employees. DCHR hosts webinars, demonstrations, and classes on a weekly basis that inform employees on how to maintain or improve their physical and mental wellness. Some of the 2023 wellness offerings and activities include: Smoothie and Spin events, Massage and Mocktail events, Mental Health First Aid Training, Mobile Biometrics Van, and participation in the Mayor's Her Story 5k. Additionally, DCHR Wellness offered over 200 wellness courses covering a diverse range of wellness topics such as Happiness at Work, Mindful Eating, HeartMath, Healing from Trauma, and more.

67. Please discuss how DCHR handles harassment claims, such as sexual harassment, retaliation, bullying.

Answer: DCHR handles any claim of harassment, retaliation, bullying, etc. in accordance with District policy, law, and regulation (including any applicable Mayor's Orders, OHR guidance, etc.). Different types of claims are appropriately handled in different forums: for example, through the EEO Counseling process, through a SHO or other internal or external investigation, through the mediation process, through a referral to another agency, or through an advisement to preserve complaint rights at the Office of Human Rights, U.S. Equal Employment Opportunity Commission, Department of Labor, or other agency.

68. Please discuss DCHR's role in implementing Mayor's Order 2023-131 and future legislation to be enacted.

Answer: See response to Question 37 regarding DCHR's role in implementing Mayor's Order 2023-131.

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DCHR is aware of the Straightforward Approach for Fundamental Equity in the Workplace (SAFE Workplace) Act of 2023,” which was published in the DC Register on November 15, 2023, and referred to the Committee on Public Works and Operations on December 19, 2023. DCHR is tasked with the following responsibilities in the proposed legislation:

- DCHR and OCTO shall create a method in PeopleSoft for employees to quarterly acknowledge their receipt and agreement to comply with the District Government’s anti-harassment laws.
- DCHR, OHR, and MOLC shall establish qualification standards for Sexual Harassment Officer job descriptions and assist in recruiting for the position.
- DCHR shall create and disseminate training and collateral materials regarding workplace harassment, sexual assault, and mental health access to all agencies subordinate to the Mayor, independent agencies, Office of the Attorney General, Council of the District of Columbia, District of Columbia Courts, Advisory Neighborhood Commissions, and all subordinate agencies.
- Within 90 days of publication of the Act, DCHR shall establish a Workplace Culture Task force of 11 members to operate for at least 24 months, comprised of individuals from the D.C. Council, D.C. Courts, OHR, OAG, ORM, and MOLC.
- DCHR and OHR shall provide annual refresher training and collateral materials on new harassment issues to be disseminated to all District Government agencies to provide to its staff.
- The employing entity, with DCHR, shall take administrative interim remedial actions to mitigate the possibility that the alleged harassing conduct continues.

DCHR is not aware of any other pending or future legislation.

69. How many complaints of harassment has DCHR received in FY23 and FY24 to date? Please provide breakdown of the following:
- a. Number of complaints
 - b. Types of harassment (sexual harassment, retaliation, bullying, etc.)
 - c. Resolutions of each complaint (settlement, transfers, separation, etc.)

Answer: Please *see* responses to Questions 13 and 14 above.

70. Please describe the process that DCHR takes in sexual harassment-related matters. Please provide a breakdown of the agency’s role in the following:
- i. Training and education;
 - ii. Investigations;
 - iii. Hiring or Designation of Sexual Harassment Officers; and
 - iv. Other personnel matters

Answer:

- a. *Training and education:*

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DCHR is providing the annual employee training, the annual SHO training, the training for Agency Designees, and the training for agency Directors and General Counsels, as well as all associated materials.

b. Investigations:

DCHR only investigates sexual harassment complaints filed against an employee, vendor, contractor, volunteer, or intern who works with DCHR. DCHR does not routinely investigate sexual harassment complaints made against employees, vendors, contractors, volunteers, or interns of other agencies.

c. Hiring or Designation of Sexual Harassment Officers:

DCHR is responsible for developing qualification standards for SHOs and verifying that each SHO is qualified to serve in that role.

Each agency is responsible for designating its primary and alternate Sexual Harassment Officer. DCHR collects those names, posts them on its website, ensures their accuracy on a quarterly basis, and updates the list as new individuals take on the role of primary or alternate SHO. DCHR is responsible for providing the annual SHO training.

d. Other personnel matters:

In its capacity as the personnel authority, DCHR provides guidance and advice to agencies on personnel-related matters, including discipline, leave, remedial action, and other issues that could arise after an allegation of harassment.

71. Please discuss any changes or improvements made in DCHR's workplace culture in FY23 and FY24 to date, and any plans for future improvements.

Answer: DCHR has implemented several strategies to improve the workplace culture which are outlined below:

Director Shadowing: To better understand how DCHR employees directly serve employees and residents, the Director shadows individual employees and teams. These experiences also provide opportunities for feedback and best practice/knowledge sharing.

Director Monthly Connect Sessions: Monthly, DCHR employees gather to learn about priority projects occurring across the agency, to celebrate each other's birthdays and work anniversaries, and to provide kudos to each other for contributions made to the District in the last month.

Annual Agency Retreat: DCHR's annual retreat is a day-long training, development, and wellness event that allows employees to reflect on accomplishments achieved during the last year and brainstorm future opportunities. Employees also participate in team-building and wellness exercises.

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DCHR Microsoft Teams Channel Acknowledgements: DCHR maintains an internal agency Microsoft Teams Channel that is used to highlight announcements about projects and events, share kudos received from customers, and celebrate birthdays and work anniversaries. The channel provides an easy way for employees to celebrate each other in real-time.

DCHR Quarterly Newsletter: DCHR distributes a quarterly newsletter that highlights new employees who joined the agency, spotlights employee accomplishments, and shares pictures from agency events during the last quarter.

Wellness Events: DCHR's Wellness Officer organizes multiple agency-specific wellness events for the agency such as meditation, yoga classes, healthy meal preparation, and smoothie spin stations. These events allow employees to recharge during the day and learn ways to lead more healthy lives during and outside of work. Additionally, the District-wide employee wellness programming is offered to DCHR employees, which include a wide variety of training and activity offerings geared toward maintaining employee mental and physical wellness; subjects have included stress management, cancer awareness, sun safety, immunization awareness and more.

c. Public Safety

72. Please describe the process to address violence and public safety in workplaces, housing facilities, schools, community centers, parks, shopping centers, restaurants, and other places in the community.

Answer: As the District's central personnel authority, DCHR provides the rules, standards of excellence, and code of conduct by which all District Government employees must abide. Employees across the District are bound by the rules promulgated in the Electronic District Personnel Manual and as public servants, are held to a standard that prohibits them from participating in any violent activity. Suitability screenings, random drug testing, and enforced leave actions are several ways the agency works to ensure our workforce maintains a standard.

DCHR also understands that even with significant prevention efforts, incidents of violence will occur at District sites. To support District employees who may experience or witness such incidents, DCHR offers employee assistance program support that provides trauma and grief counseling and other services as appropriate. DCHR also works with health insurance carriers to provide mental health support in the forms of wellness trainings as well as counseling and other behavioral resources.

73. Please describe how DCHR plans to take an active role in improving public safety for the city.

Answer: DCHR continues to support Public Safety and Justice agencies in navigating challenges related to recruiting, hiring, and maintaining staffing levels. Initiatives such as our quarterly hiring events help Public Safety and Justice agencies hire needed talent quickly

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so they can carry out the critical services they provide to the city. Our Wellness Officer collaborates with wellness partners at these agencies to ensure they have access to wellness activities including Mental Health First Aid, a mental health training program that teaches participants how to notice and support an individual who may be experiencing a mental health or substance use concern or crisis in a work environment and connect them with appropriate employee and community resources. For individuals who may experience on-the-job trauma, our Employee Assistance Program and health insurance providers also provide trauma-informed care that focuses support on the trauma being experienced, with long-term mental health support offered as well.